

# Joint Analysis BRESE

## Final Report

Client: Euregio Rhein-Waal

Rotterdam, 20 July 2021



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Rotterdam, 20 July 2021

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# Executive Summary

## Introduction

Important societal challenges such as demographic sustainability, welfare and climate change are not always tackled by regular businesses. On the other hand, social enterprises have as main aim to tackle these societal challenges. Within Europe, six regions are partnering to lower the barriers for social enterprises and to improve the policy instruments that are supporting social enterprises. These six partners are situated in Bosnia and Herzegovina and Croatia (HAMAG-BICRO and the cross-border cooperation with Bosnia and Herzegovina), Germany and the Netherlands (Euregio Rhine-Waal), Latvia and Lithuania (Ministry of Environmental Protection and Regional Development of the Republic of Latvia and the cross-border cooperation with Lithuania), Poland (Regional Development Agency Rzeszów, Podkarpackie Region) and Slovakia (Slovak Business Agency). These regions are supported by the University of Latvia as advisory partner.

These regions have shown dynamic growth paths. GDP per capita in the partner regions; Podkarpackie, Poland and Croatia - Bosnia and Herzegovina – Montenegro are relatively low compared to the other regions. However, real GDP in these regions has been growing fast over the 2014-2018 period. Latvia-Lithuania and Banská Bystrica, Slovak Republic are comparable to each other in terms of GDP per capita. GDP per capita in these regions is higher than in Podkarpackie, Poland and Croatia - Bosnia and Herzegovina – Montenegro but real GDP in these regions is growing at a slower pace. The Dutch-German border region is the most developed of all regions and GDP per capita is highest in this region. However, we can see a converging trend in terms of purchasing power per inhabitant as a percentage of the EU average and the unemployment rates of all regions show a downward sloping trend.

Social enterprises are on the rise in all partner regions. There are more and more social enterprises popping up in the different countries.

In the last year, different regional reports that describe the current status of social enterprises in the BRESE partner regions were developed. This Joint Analysis offers a synthesis of the different regional reports and a quantitative basis for the BRESE project. The results are a baseline measurement of the state of play regarding social entrepreneurship in the five partner regions.

## Definition and legal status of social enterprises

There is no universal definition of a social enterprise. The EU provides the following definition: “*a social enterprise is an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives.*” This can be through, for example, a non-profit organisation, a co-operative or a limited liability company.

The definition and legal status of social enterprises differs between regions. Bosnia Herzegovina, Croatia, Montenegro, Poland, The Netherlands and Germany do not have a legal form to differentiate social enterprises from other enterprises, while in Lithuania a legal framework is under development. Latvia and Slovakia are the only countries already having a legal framework in place.

## Recent developments and examples in the partner regions

All investigated regions have shown a clear increase in the number of social enterprises over the last years. COVID-19 has probably slowed down the growth, but until now there are little bankruptcies visible as a result of governmental support.

There seems a trend in the goals of social enterprises. In most BRESE partner regions, social enterprises are particularly 'social', focusing on topics like education, social inclusion and culture. The Dutch-German border region is an exception, where particular emphasis is also placed on social enterprises focusing on technological innovation related to environmental challenges. This difference might be explained by the different implicit understanding of what a social enterprise is. In for example Slovakia, social enterprises are primarily seen as operating in the social domain.

The report offers detailed examples of social enterprises in the BRESE partner regions.

## Barriers and stimuli for social entrepreneurship

There are several barriers that social enterprises tend to face, but the main issue is the lack of a common model for social entrepreneurship. As long as social enterprises are not formally acknowledged everywhere in Europe, there will be no level playing field that offers equal business opportunities for social enterprises. One common European framework with a clear definition and legal status will ensure easier access to the financial resources required for funding social enterprises, as well as access to knowledge and practical support. It can also foster the increase of scientific knowledge and education about social entrepreneurship (and entrepreneurship skills in general) as well as good statistical insight in the development of social enterprises, which remains currently hard to monitor.

Regional and national governments are increasingly involved in supporting social enterprises, also in the BRESE regions. This can be done either through financial support (funds, loans, or specifying preferred suppliers in tenders), fiscal support (tax exemptions or advantages), legal support (certain privileges) and organisational/ practical support (increase of awareness, capacity building, collaboration nationally and internationally/ cross-border, or other policies). The cooperation of the BRESE has been fruitful and shows that it could be worthwhile for other regions to exchange experiences and learn from each other to support a climate of social entrepreneurship.

# 1 Introduction

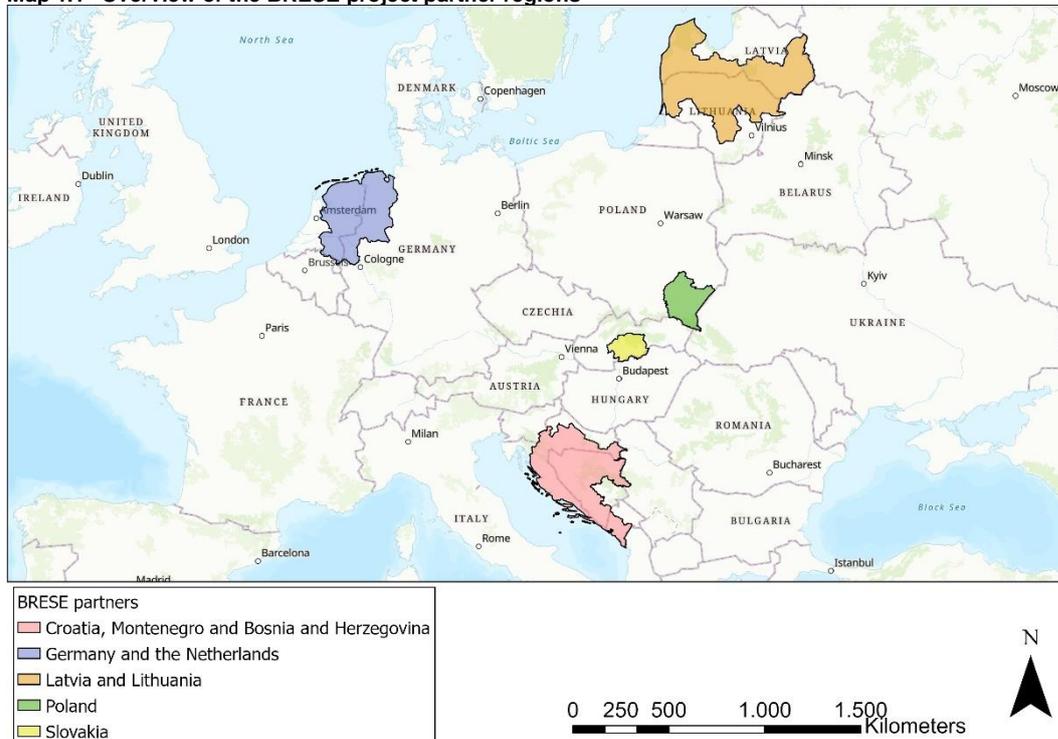
Climate change, ageing, inclusion, pollution and the COVID-Pandemic. Just a selection of societal challenges that we are faced with today. More and more people realise that innovative and future oriented solutions are necessary to tackle these major challenges. And that they should be tackled in a sustainable manner. Social enterprises have as main aim to tackle these societal challenges. They attempt to facilitate change in a sustainable manner, where the core of the business is not economic gain, but societal benefit. Social enterprises have great potential, but it has proved difficult for them to find suitable funding and support. Their focus on societal goals makes it hard for them to compete with 'traditional' enterprises that focus more on profit.

The BRESE project partners recognise the potential of social enterprises to contribute to Cohesion Policy goals. That is why the BRESE project aims to reduce the barriers that exist for these social enterprises and to improve policy instruments in different European border regions. BRESE project partners and their respective regions are the following:

- Euregio Rhine-Waal, Rhein Region, Germany and the cross-border cooperation with Waal Region, the Netherlands
- HAMAG-BICRO, Croatia and the cross-border cooperation with Bosnia and Herzegovina - Montenegro
- Ministry of Environmental Protection and Regional Development of the Republic of Latvia, Latvia and the cross-border cooperation with Lithuania
- Slovak Business Agency, Republic of Slovakia
- Regional Development Agency Rzeszów, Podkarpackie Region, Poland
- University of Latvia, as advisory partner

The project region is demonstrated in the map below.

**Map 1.1 Overview of the BRESE project partner regions**



In the last year, different regional reports that describe the current status of social enterprises in the BRESE partner regions were developed. There is now a need for a joint analysis that brings together the outcomes of the regional analysis and provides an overarching comparison of the status quo in the BRESE regions. This Joint Analysis offers a quantitative basis for the BRESE project. The results are a baseline measurement of the state of play regarding social entrepreneurship in the five partner regions.

### Reading guide

The Joint Analysis is built up along different chapters:

- In Chapter 2, a broad definition of social entrepreneurship is provided, as well as some examples of social enterprises in the BRESE partner regions;
- Chapter 3 presents briefly the profiles of the BRESE partner regions;
- Chapter 4 describes the socioeconomic situation in the regions in terms of economic status and the status of social entrepreneurship;
- Chapter 5 focuses on the different drawbacks and possible solutions that are encountered by social enterprises;
- Chapter 6 presents different regional and national policies that deal with social entrepreneurship;
- Chapter 7 provides an overview of good practices of how barriers for social entrepreneurship can be overcome; and,
- In Chapter 8 the final conclusions of the Joint Analysis are presented.

In the Annexes, additional information on the stakeholders, and normative framework in the BRESE partner regions is provided. Additionally, an extensive list of good practices is presented.

## 2 Social entrepreneurship

### 2.1 Defining social entrepreneurship

The definition and legal status of social entrepreneurship and social enterprises differs per partner region. There is no official definition that is followed by all partner regions. The EU provides the following definition<sup>1</sup>:

'A social enterprise is an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives...'

The definition of the EU covers three types of business:

- Businesses where the primary reason for commercial activity is to work towards a social objective or common good;
- Businesses where any profits are reinvested to achieve a social objective;
- Businesses where the organisation or ownership system reflects the enterprise's mission, using democratic or participatory principles or focusing on social justice.

There are also different ways in which social enterprises are legally defined. According to "The esela – legal network for social impact" social enterprises operate under three main categories of legal forms<sup>2</sup>:

- Non-profit organisations;
- Co-operatives;
- Share companies.

The definition used by the EU reflects the general concept of social entrepreneurship. The degree to which this definition is formally applied in the partner regions differs. Some partner countries have further developed and designed a legal framework for social enterprises. This is the case in Lithuania, Latvia and Slovakia. In Bosnia and Herzegovina, Croatia, Montenegro, Poland, the Netherlands and Germany there is no such legal framework for social enterprises. The social enterprises in these countries often operate under one of the three legal forms stated above. Other examples of legal forms which are frequently used are: foundations, associations and limited liability companies (LTDs). More specific information on the legal definition of social entrepreneurship in the BRESE partner countries is provided in paragraph 4.2.

### 2.2 Benefits of social entrepreneurship

Entrepreneurs have been recognized as the engines of sustainable development<sup>3</sup>. Social enterprises reflect a different type of economic activity than 'regular' enterprises. The strength of social entrepreneurship is that the innovative power of entrepreneurs is used to achieve socially desirable outcomes. Also, new goods and services developed by social entrepreneurs are complementary to those delivered by public and private sectors and are accessible to a greater number of citizens<sup>4</sup>. As

<sup>1</sup> *Social enterprises*. (2017, 30 augustus). Interne Markt, Industrie, Ondernemerschap en Midden- en Kleinbedrijf - European Commission. [https://ec.europa.eu/growth/sectors/social-economy/enterprises\\_nl](https://ec.europa.eu/growth/sectors/social-economy/enterprises_nl)

<sup>2</sup> Bates Wells Braithwaite. (2015, oktober). *Social Enterprise in Europe. Developing Legal Systems which Support Social Enterprise Growth*. European Social Enterprise Law Association (ESELA). [https://esela.eu/wp-content/uploads/2015/11/legal\\_mapping\\_publication\\_051015\\_web.pdf](https://esela.eu/wp-content/uploads/2015/11/legal_mapping_publication_051015_web.pdf)

<sup>3</sup> Patzelt, H., & Shepherd, D. A. (2011). Recognizing Opportunities for Sustainable Development. *Entrepreneurship Theory and Practice*, 35(4), 631–652. <https://doi.org/10.1111/j.1540-6520.2010.00386.x>

<sup>4</sup> OECD (1999), *Social Enterprises*, OECD, Paris.

such, social enterprises can play an important role when looking for sustainable solutions to our societal challenges such as social, economic and environmental challenges but also in fostering inclusive growth, increasing social cohesion, supporting democratic participation<sup>5</sup>.

Like regular companies, social enterprises create employment opportunities. An advantage of jobs created in the social economy sector is that they contribute to local economic development and often support the more vulnerable individuals of our society by for example creating job opportunities in areas where there is usually little creation of wealth such as distressed urban areas or remote rural areas<sup>6</sup>. In addition, inclusion of disadvantaged people on the job market is often an important part of the goals of social enterprises.

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<sup>5</sup> Noya, A., & Clarence, E. (2007). *Local Economic and Employment Development (LEED) The Social Economy*. Organization for Economic Co-operation and Development (OECD).

<sup>6</sup> OECD (1999), *Social Enterprises*, OECD, Paris.

### 3 Profiles of the partner regions

In this chapter a short overview of the partner regions is provided. Focus is placed on general socio-economic statistics and characteristics of the partner regions. Also the nature of cross-border cooperation and relevant programmes are addressed.

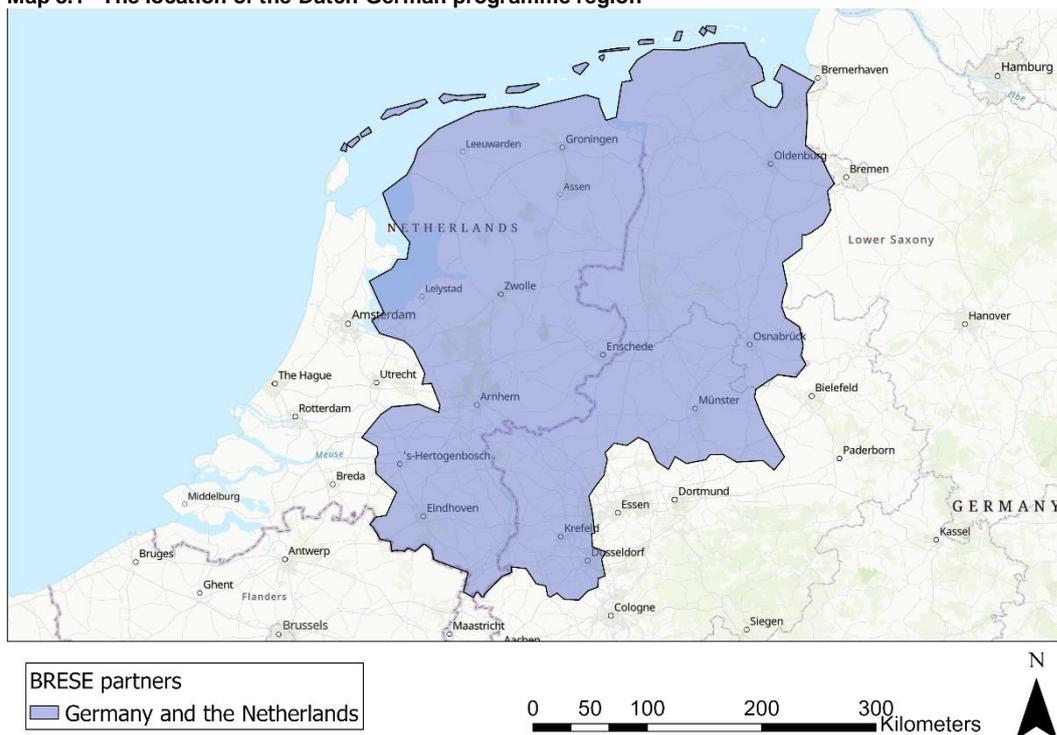
Examples of social enterprises active in the partner regions are included as well. They demonstrate the wide range of social goals and types of activities that can be pursued by social enterprises, from environmental goals to social inclusion, or even a mix of social goals.

#### 3.1 Rhein Region, Germany and the cross-border cooperation with Waal Region, the Netherlands

**Table 3.1 General situation in Rhein Region, Germany – Waal, The Netherlands**

Territory: 51.849 sq.km
Population (2019): 14,6 million
PPS per inhabitant in Euros in % of the EU28 average (2019): DE: 118,8%, NL: 126,7%
Number of SMEs and microenterprises per 1000 of inhabitants (2018): DE: 30, NL: 69
Unemployment rate (2018): 3,95%

**Map 3.1 The location of the Dutch-German programme region**



The partner region along the Dutch-German border aligns with the programme area of the Interreg V-A Programme Germany-Netherlands. This programme promotes cooperation between actors in the eastern part of the Netherlands and north western Germany. The programme area extends from the Lower Rhine up to the North Sea coast along a border of about 460 kilometres. On the German side, large parts of the German states of Lower Saxony and North Rhine-Westphalia belong to the programme area. On the Dutch side, the provinces Friesland, Groningen, Overijssel, Flevoland and large parts of the provinces Noord-Brabant and Limburg are included.

Cross-border cooperation in the Dutch-German border region within the framework of Interreg programmes is not new. The earliest European initiatives for cross-border cooperation programmes were initiated in the Dutch-German border region, with the foundation of the first EUREGIO in 1957. The current programme area consists of four Euregios (EUREGIO, Euregio Rhein-Waal, Ems Dollart Region and Euregio Rhein-Maas-Noord). Within these regions, cooperation, coordination and promotion of exchange has been going on for decades. In the 1990s each of the four Euregios had a small Interreg programme. During the 2000-2006 programming period they were merged into two programmes. The joint Interreg Programme Germany-Netherlands was implemented for the first time over the period of 2007-2013.

The managements of the four Euregios accompany the projects participating in the Interreg cross-border programme, starting from the application phase until project closure. They process the project applications and help with the search for cross-border partners. The Euregio Rhine-Waal is lead partner of the current Interreg Europe project BRESE.

The focus of the current Interreg V-A Programme Germany-Netherlands in this region is promotion of research, technological development and innovation by investing in product and process innovations in sectors relevant to the border region. Thematic areas include renewable energies and CO2 emission reduction. Social enterprises that are active in these sectors can receive support through the programme. Furthermore, the programme aims to reduce barriers for social enterprises and stimulate cross-border integration.

**Table 3.2 Examples of social enterprises in Rhein Region, Germany – Waal, The Netherlands**

[Hortiya](#): creating AI solutions for greenhouses, resulting in lower water and energy usage and higher yields.

[Ichó](#): a therapy ball for people with cognitive impairing, such as dementia. Ichó creates access to people, awakens emotions and increases the quality of life.

[Trash'ure Taarten](#): catering business that uses products that meet all legal standards but would be thrown away otherwise. They collect products from regional partners (supermarkets, etc.) and make cakes, tarts, quiches, etc. based on orders. This avoids that baked goods have to be thrown away. Additionally, they provide employment and training for people with distance to the labour market, such as refugees.

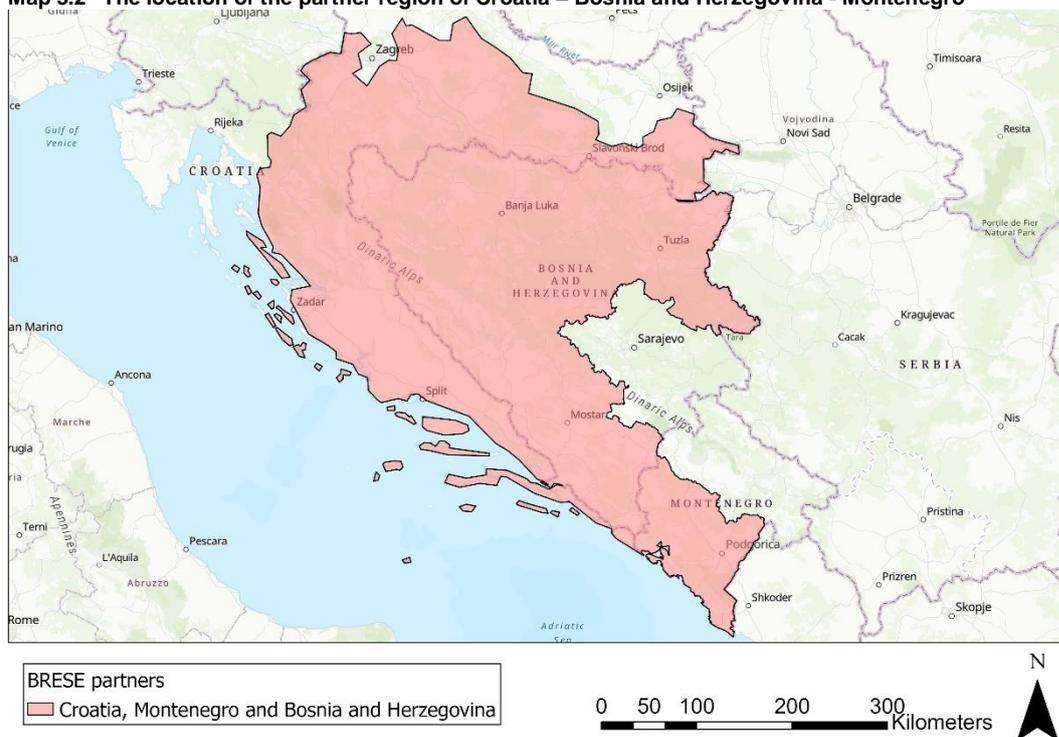
[BiOBUDDI](#): building blocks for children made from non-usable parts of sugarcane plants. Due to its bio-based material, the toys can be recycled.

### 3.2 Croatia and the cross-border cooperation with Bosnia and Herzegovina – Montenegro

**Table 3.3 General situation in Croatia - Bosnia and Herzegovina - Montenegro**

Territory: HR: 56.594 sq.km, BiH: 51.197 sq.km, MN: 13.812 sq.km
Population (2019): HR: 4,07 million, BA: 3,3 million, ME:0,62 million
PPS per inhabitant in Euros in % of the EU28 average (2019): HR: 64,4%, BA: 31,7%, ME: 49,5%
Number of SMEs and microenterprises per 1000 of inhabitants (2018): HR: 36, BA: 19, ME: 49
Unemployment rate (2019): HR:6,6%, BA:18,4%, ME:14,9%

**Map 3.2 The location of the partner region of Croatia – Bosnia and Herzegovina - Montenegro**



The partner region of Croatia, Bosnia and Herzegovina, and Montenegro covers a border of more than 1000 km with 52 border crossings. The region is located in the western Balkans on the coast of the Adriatic Sea. Neighbouring countries are Slovenia, Hungary, Serbia, Kosovo and Albania. In 2013, Croatia joined the European Union as a Member State. Montenegro currently is a candidate for the EU and Bosnia and Herzegovina is a potential candidate. The programme includes 12 counties in Croatia, 109 municipalities in Bosnia and Herzegovina and 10 municipalities in Montenegro. The area covers 87.453 sq.km and counts more than 5.5 million inhabitants. The region is heterogeneous in geographical terms (e.g. rocky coastlines, forests and mountains) and in economic development. Several factors have contributed to development imbalance in the area; location, geography, natural resources, infrastructure, historical events including recent war damages and difference in traditions.

The objective of the cross-border cooperation programme Interreg IPA HR-BA-ME in the region is to enhance competitiveness and develop a business environment. The focus is on strengthening social, economic and territorial development of the area through implementation of joint projects financed through grant schemes. Financial instruments (FI) are not included as possible model for policy implementation over the 2014-2020 period and SMEs are not eligible applicants if their objective is to make profits. However, developing a business environment and strengthening social, economic and territorial development will eventually help social enterprises.

The programme region counts more than 150.000 SMEs. Sectoral analysis of the region shows that improvement of professional infrastructure and services provided by business support institutions is necessary in order to help SMEs build-up performance and competitiveness. The analysis also shows a significant number of common assets and challenges for the region. Some groups, such as; children, elderly, disabled, people receiving social care and long-term unemployed older women are considered to be in a vulnerable position. These groups will benefit from cooperation at different levels across the region in the field social entrepreneurship. Extending the scope and level of services of business support organizations and thereby creating a supportive environment for social entrepreneurship is expected to contribute to decreasing regional disparities, combating poverty, increasing employment, creation of new products and services and increasing competitiveness of the enterprises in the region.

**Table 3.4 Examples of social enterprises in Croatia – Bosnia and Herzegovina - Montenegro**

[The Home Care Centre for Elderly](#): combines two vulnerable groups; a hard-to-employ group of women is providing home care services to another vulnerable group, the elderly and infirm.

[Deša Pro Ltd](#): a social enterprise that employs marginalised groups and offers autochthonous souvenirs, delicacies and handicrafts in Dubrovnik Neretva county. It contributes to the creation of new jobs on the basis of eco-social economy, especially for socially excluded categories, and using local resources on the principles of sustainable development.

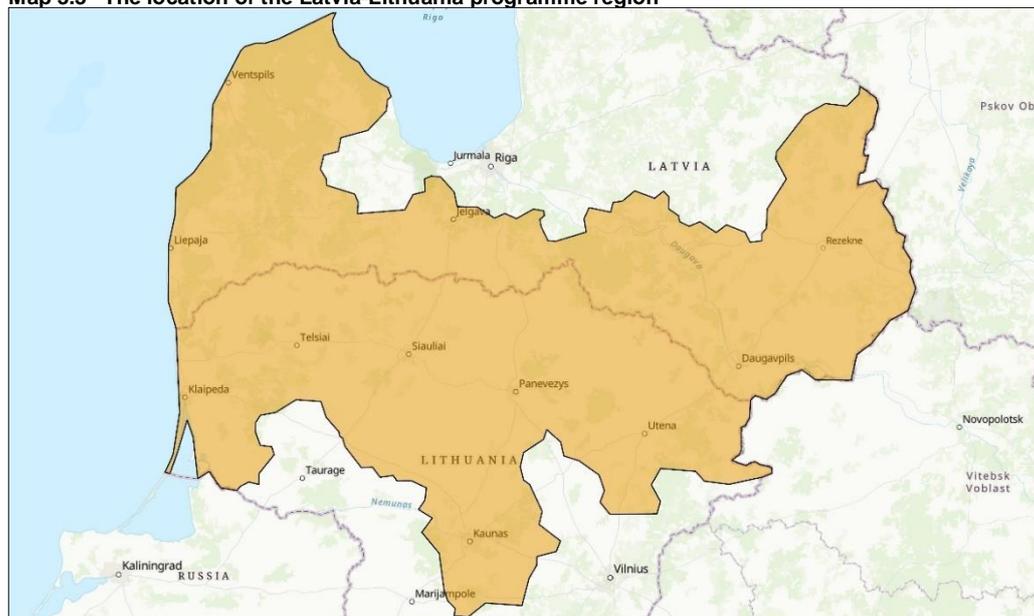
[Humana Nova](#): social enterprise active in textile waste management. The enterprise employs people with disabilities and people from other marginalized groups. All the profit is reinvested, so Humana Nova contributes to the sustainable development of the local community, which is its main objective.

### 3.3 Latvia and the cross-border cooperation with Lithuania

**Table 3.5 General situation in Latvia - Lithuania**

Territory: 80.153 sq.km  
 Population (2019): 2,3 million  
 PPS per inhabitant in Euros in % of the EU28 average (2019): LV: 68,3%, LT: 83,2%  
 Number of SMEs and microenterprises per 1000 of inhabitants (2018): LV: 59, LT: 70  
 Unemployment rate (2019): 7,5%

**Map 3.3 The location of the Latvia-Lithuania programme region**



BRESE partners  
 Latvia and Lithuania



Southern Latvia and Northern Lithuania form the region of the Interreg V-A Latvia-Lithuania cross border cooperation programme including a border of approximately 558 km between the two countries. Neighbouring countries are Estonia, Russia, Belarus and Poland. Latvia and Lithuania have both been Member States of the European Union since 2004. The programme area encompasses three NUTS III regions in Latvia and six counties in Lithuania.

The region can be characterised as primarily rural, with a few urban centres on both sides. Especially Lithuania is characterised by a relatively low degree of urbanisation compared to other European countries. The Latvia-Lithuania border region comprises several Natura 2000 protected areas containing heavily forested sections. The region also contains important strategic transport routes (Via Baltica and Via Hansaetica) and a number of ports.

The countries are considered to be close to each other in terms of language, culture and historical links. Thus, significant socio-cultural ties between the countries exist. The region has been part of the former Soviet Union for several decades until both countries reclaimed their independence in 1991. The countries started cooperating in the framework of Interreg during the 2000-2006 period with the "Latvia-Lithuania-Belarus, Priority South of the Baltic Sea Region Interreg III B Neighbourhood Programme" and continued cooperation with the 2007-2013 "Latvia-Lithuania cross-border cooperation Programme". Within these programmes investments have been made in a broad range of areas; business promotion, education, transport and accessibility, protection of joint natural resources, joint public services, environment and tourism.

The objective of the 2014-2020 Latvia-Lithuania cross-border cooperation programme is to contribute to sustainable and cohesive socio-economic development of the programme region. There is no specific mention of social entrepreneurship within the programme. However, investing in a sustainable and clean environment, labour mobility and employment, social inclusion and public services should improve the region's competitive position and make it more attractive for living, working and visiting.

**Table 3.6 Examples of social enterprises in Latvia - Lithuania**

[BenefitPro](#): through art/ dancing it creates discussion of content and valuable concepts (in a form of performances), that contribute to the preservation of the environment by changing people's attitude towards nature and climate change.

[The Knotty Ones](#): a sustainable luxury fashion. The company sources only natural and sustainable fabrics while incorporating better practices throughout their supply chain. They employ craftswomen, mostly stay-at-home moms, around Lithuania. The majority of them live in villages and small towns where jobs are extremely scarce.

[Cerību balss](#): Caring for the elderly and people with disabilities at home to improve their living conditions.

[DOMUS ATBALSTS](#): a labour integration company that employs people at risk of social exclusion and provides social services.

[StepByStep Care](#): manufactures specialized mobility aids for children with movement disorders.

[Socialinis Taksi](#): provides subsidised taxi services to the disabled people in 3 largest Lithuanian cities. Part of their services are being paid by the municipality and the rest by the customers.

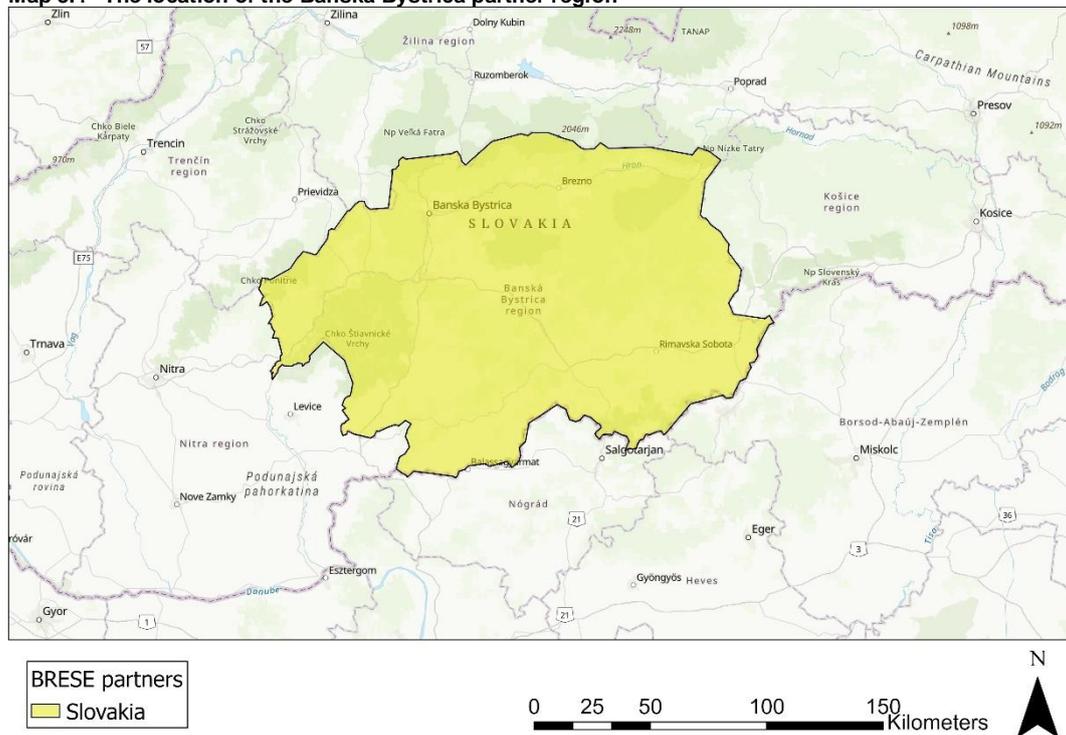
[Our Pocket Hero](#): fashion for children with diabetes. The company create clothes that has secret pockets to keep treasures safe and close – not only shiny pebbles, hidden sweets, tiny toys, jingling keys and insulin pumps

### 3.4 Slovak Republic, Banská Bystrica region

**Table 3.7 General situation in Slovak Republic**

Territory: 49.053 sq.km
Population (2019): 5,5 million
PPS per inhabitant in Euros in % of the EU28 average (2019): SK: 69,3%
Number of SMEs and microenterprises per 1000 of inhabitants (2018): SK:87
Unemployment rate (2019): 6,7%

**Map 3.4 The location of the Banská Bystrica partner region**



The Slovak Republic is a landlocked country in Central Europe with an area of 49,035 km<sup>2</sup>. Slovakia is bordering the following countries: Poland, Czech republic, Austria, Hungary and Ukraine. Slovakia has a population of 5,450,421 and the biggest city is the capital Bratislava with around 660.00 inhabitants. The Slovak Republic is the successor of the Czechoslovak Republic, which was divided in January 1993. It joined the EU in 2004, is a Member State of the Schengen area since 21 December 2007 and a Member of the Euro since January 2009.

The Operational Programme 'Human Resources' is focused on all regions in the Slovak Republic; Banská Bystrica is one these regions and is located in the South of the Slovak Republic, bordering Hungary. Banská Bystrica is strengthened as it is one of the key regions in the BRESE project.

The region is a rural region and is one of the least densely populated regions in Slovakia. International relations have been developed with neighbouring countries such as The Czech republic, Poland and Ukraine.

In Slovakia the main political tool identified for BRESE is the Human Resources Operational Program (the "OP HR"). The strategy of this program is to define measures which could boost the economic situation and employment in the Banská Bystrica region. The high level of long-term unemployment and social inclusion of marginalized groups are one of the most important challenges for a sustainable

economic growth. Therefore, the OP HR has a strong focus on increasing the employment rate of marginalized group and social inclusion of excluded groups, with the main focus on marginalised Roma communities. Activities supporting the establishment of new social enterprises and operation of already existing social enterprises are considered to be eligible under 4 investment priorities of OP HR. The main challenge of the OP HR is the fine-tuning of the adequate and tailored supporting schemes combining refundable and non-refundable financial assistance effectively promoting social entrepreneurship in Slovakia.

**Table 3.8 Examples of social enterprises in Slovak Republic**

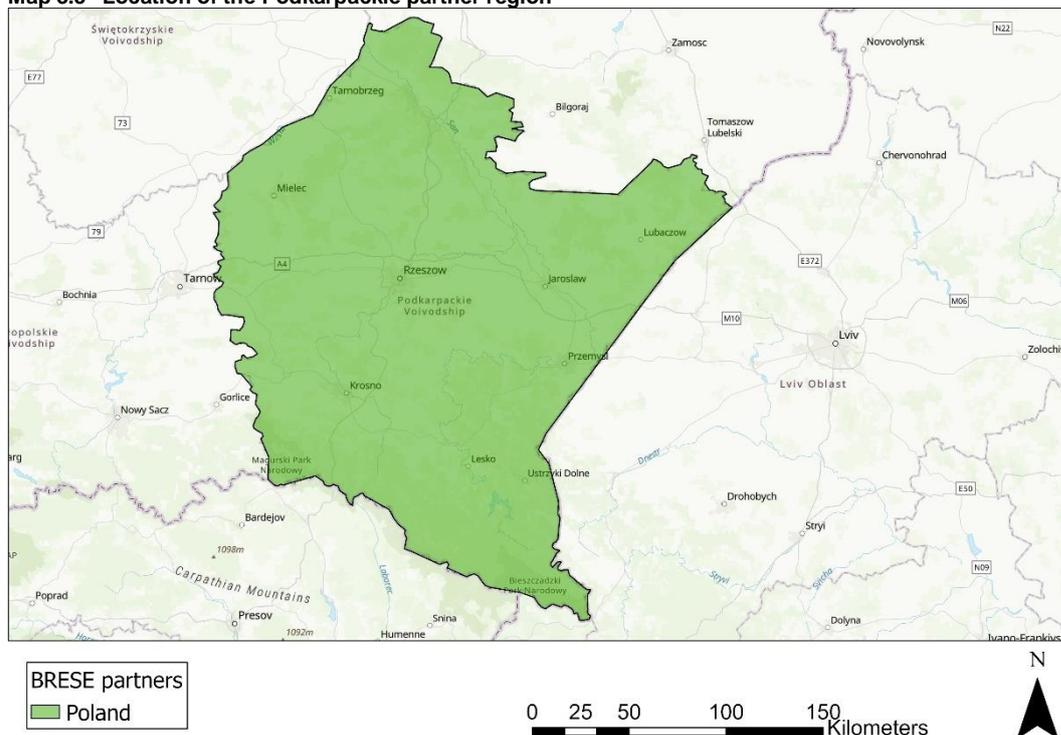
<p><a href="#">AFB Slovakia</a>: combines environmental and social mission. They refurbish used computers collected from companies while giving jobs for people with health disabilities.</p> <p><a href="#">DOM.ov</a>: aims to overcome social and financial barriers of people from marginalized Roma communities to finance, build and own their own house.</p> <p><b>Non-public care-services</b>: there are dozens of non-public elderly-care houses around Slovakia. These operate as individual entities according to the separate legislation about social services. They are allowed to charge for their services, according to the law about social services, but they must operate as a not-for-profit.</p>
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### 3.5 Podkarpackie Region, Poland

**Table 3.9 General situation in Podkarpackie region, Poland**

<p>Territory: 17.846 sq.km</p> <p>Population (2019): 2,1 million</p> <p>PPS per inhabitant in Euros in % of the EU28 average (2019): PL: 72,3%</p> <p>Number of SMEs and microenterprises per 1000 of inhabitants (2018): PL: 46</p> <p>Unemployment rate (2019): 9,0%</p>
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**Map 3.5 Location of the Podkarpackie partner region**



The Regional Operational Programme Podkarpackie Voivodeship (2014-2020) is focused on the Podkarpackie Region in Poland. It is the most South-Eastern region of Poland and it borders Ukraine in the east and Slovakia in the South. The region is a well-known tourist destination for Polish nationals. Forests cover almost 40% of the area and the Western Carpathians mountains are located in this region.

Poland has been an EU Member State since 2004. The history of Poland has been turbulent, but the country is fully independent since the fall of the Soviet Union in 1993. Since 1993 Poland could rely on the EU for support and investments, which resulted in a very high economic growth. The Podkarpackie region also benefitted from this growth, but not as much as other regions did. The average gross monthly salary is one of the lowest in Poland and unemployment is above the national average (9% compared to 6.1%).

In the cross-border programmes Interreg V-A between Poland-Slovakia and Poland-Czech republic social enterprises are of a marginal importance. Social enterprises receive no support from the cross-border programmes, mainly because of insufficient use of the experience of other Cross border regions in the EU in supporting social economy. There is also a lack of inclusion of some solutions to improve this in the cross-border programmes. However there are also some good examples on cross-border cooperation programmes such as a programme between Poland and Slovakia to support projects in the field of protection and promotion of natural and cultural heritage. However since the Podkarpackie region has a significant high amount of social enterprises compared to other regions in Poland, it is of great importance to promote social economy and social enterprises. Therefore the Operational program of Podkarpackie Voivodeship promotes social entrepreneurship and social economy in the region.

Social integration is one of the priorities of the current programme in the framework of BRESE. It deals with the promotion of social entrepreneurship and work integration in social enterprises. The specific objective of the policy instrument is to strengthen the role of social enterprises in activating disadvantaged people and providing social services in the region.

**Table 3.10 Examples of social enterprises in Poland**

[Dobry Dom](#): a social enterprise established in 1999. It offers an environment for disabled people where they are helped to increase their professional, social and creative abilities.

Professional Activity Establishment Rymanów Zdrój: an organisation with 102 employees (of which most are disabled people), which engages in gastronomic activities (including own restaurant and bakery) and gardening services.

[Klub Vinyl](#), run by social cooperative "Polyphony project". It is a social gathering centre with the aim of organising events for people with different tastes in music. It is also a place where visitors can play darts and other social games.

## 4 Socioeconomic situation and social entrepreneurship in the BRESE partner regions

The BRESE project partners are spread across Europe and have unique socioeconomic situations. These socioeconomic situations play a role in the status and development of social entrepreneurship in the region. The paragraphs below demonstrate the similarities and differences in the socioeconomic fabric of the regions. We compare both the BRESE partner regions, and also the different regions within the partner regions. Especially in the case of cross-border regions, big differences in socioeconomic, legal and administrative fabric can occur on different sides of the border. First, the socioeconomic status is examined. Next, the status of social entrepreneurship in the regions is elaborated upon. The following chapter is on the (expected) impact of COVID-19 in the partner regions. The commonalities and differences between the regions are discussed in the last chapter.

### 4.1 Socioeconomic fabric

In the paragraphs below, we dive into the socioeconomic fabric of the partner regions. We discuss the developments over time of basic indicators such as population, GDP per capita, and unemployment rates. This provides us with a general overview of the status quo in the BRESE partner regions.

#### Population

The five partner regions differ significantly in terms of population dynamics and level of socioeconomic development.

The Dutch-German border region is by far the largest partner region in terms of population with more than 14 million inhabitants. It is also the only region that has seen its population grow over the 2014 – 2018 period. The population is distributed roughly equally between the German and Dutch parts of the border region. In 2019 the population counted 7.28 million people on the German side of the border and 7.32 million on the Dutch side of the border.

The cross-border region of Croatia - Bosnia and Herzegovina – Montenegro counts more than 2.5 million inhabitants. Due to a lack of data for Bosnia and Herzegovina, the graph only demonstrates the population of the partner region in Croatia and Montenegro. If we look at national numbers we see that the population in both Croatia and Bosnia and Herzegovina has decreased over the 2014 - 2019 period. The population in Croatia has decreased from 4.24 million in 2014 to 4.07 million in 2019. The population in Bosnia and Herzegovina decreased from 3.48 million in 2014 to 3.30 million inhabitants in 2019. The population in Montenegro remained roughly equal at 620.000 inhabitants over this period.

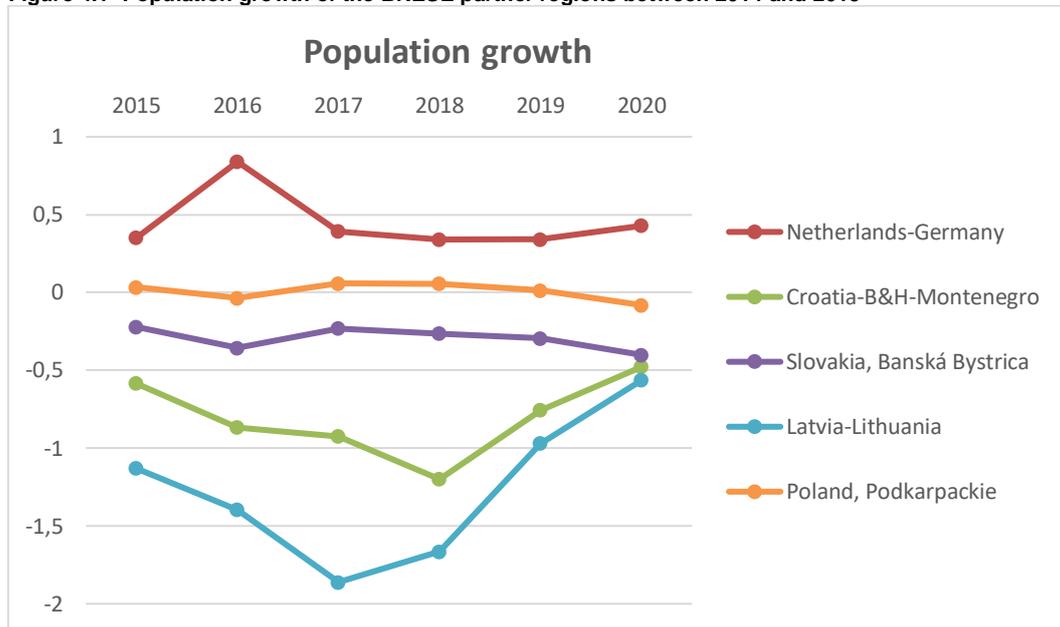
With less than one million inhabitants The Banská Bystrica Region is smallest of the five programme regions. While it is one of the largest regions of Slovakia in terms of square km's, it is one of the smaller regions in Slovakia in terms of population. The population of the BBSK region is in long term decline caused by negative natural population growth and negative net migration rate.

The total population of the Latvia-Lithuania Programme Region has decreased from 2.52 million to 2.33 million over the period of 2014 - 2018. Within the Programme Region, the number of inhabitants on the Lithuanian side is about double the number of inhabitants on the Latvian side. The depopulation rate was approximately the same on both sides of the border.

The total population of the Podkarpackie Region in Poland was equal to 2.1 million inhabitants in 2014 and has remained about the same over the 2014 - 2018 period.

The graph below depicts the population growth in each of the partner regions.

**Figure 4.1 Population growth of the BRESE partner regions between 2014 and 2019**

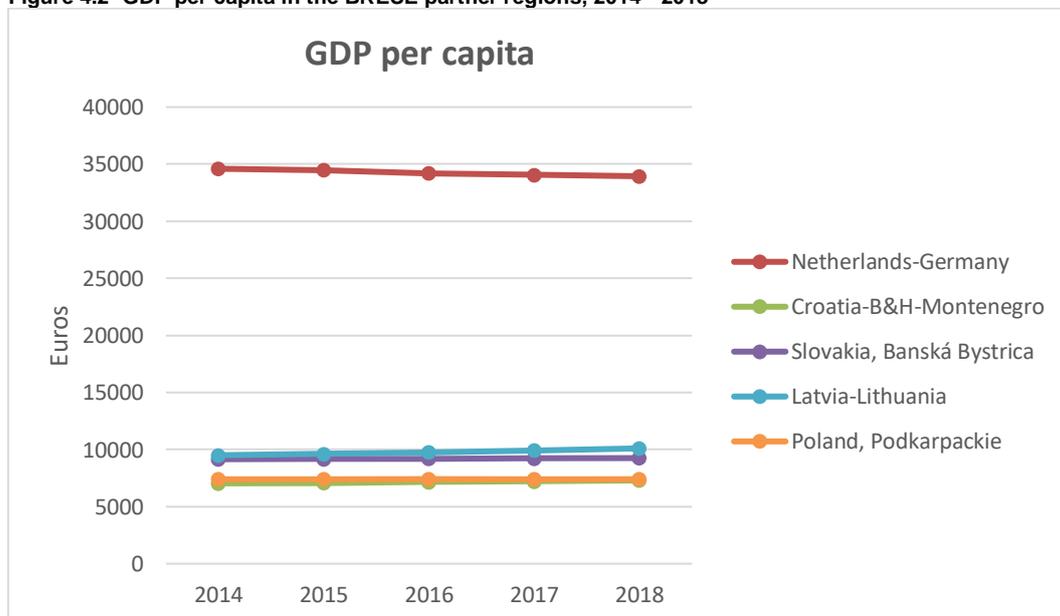


Source: Eurostat, 2021

### GDP developments

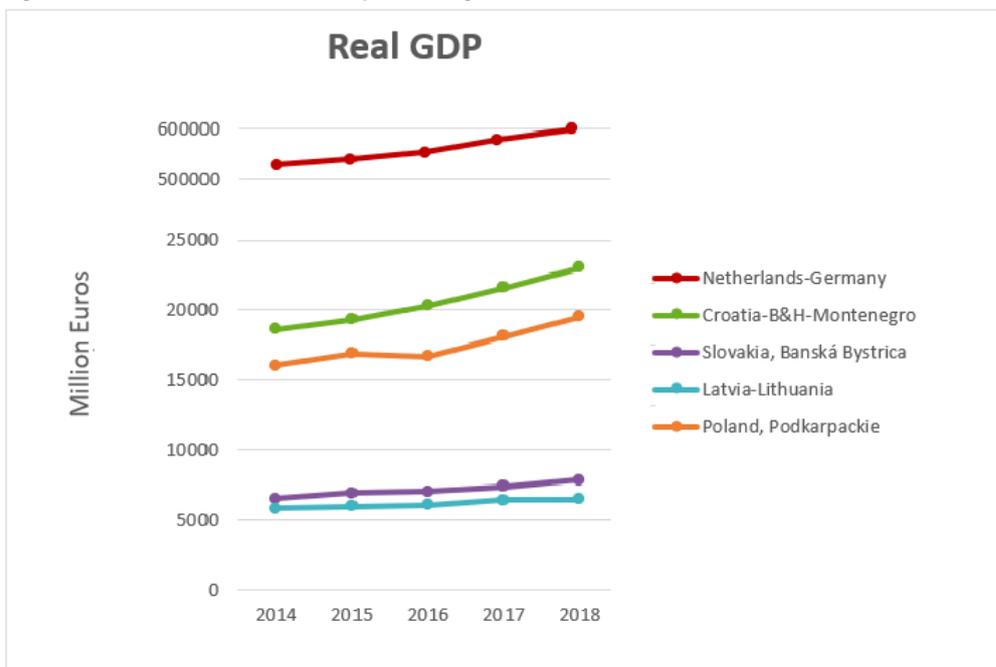
The graphs below present the developments in GDP per capita and in overall GDP for the partner regions.

**Figure 4.2 GDP per capita in the BRESE partner regions, 2014 - 2018**



Source: Eurostat, 2021

Figure 4.3 Real GDP in the BRESE partner regions, 2014-2018



Source: Eurostat, 2021

GDP per capita is significantly higher in the Dutch-German border region than in the other regions. Differences in GDP per capita between the other regions are much smaller. GDP per capita on the German side of the border region is roughly in line with the German average, but falls a bit short on the average national GDP per capita in the Netherlands. GDP per capita has fallen slightly over the period, while the population and real GDP have both increased over the period.

For the border region of Croatia - Bosnia and Herzegovina – Montenegro, the graphs again only contain data of the region in Croatia and Montenegro. Real GDP shows a positive trend over the 2014-2018 period but the average is likely to be lower than shown in the graph. GDP per capita has only slightly increased over the period. Looking at national level, Bosnia and Herzegovina lags behind its neighbouring countries Montenegro and Croatia in terms of socio-economic development but the situation is slowly improving. The economy of Croatia shows positive development over the 2014-2018 period. However, the country has experienced a lost decade in terms of economic catch-up with the rest of the EU. The country experienced a six-year recession (2009-2014) followed by a period of moderate recovery. The volume of economic output only surpassed the pre-crisis (2008) level in 2019.

The Banská Bystrica Region is one of the weakest regions of Slovakia in socio-economic terms. GDP per capita in the region is roughly half of the Slovakian average. As can be seen from the graphs, both GDP per capita and real GDP show positive trends. With an increase of 30,2%, real GDP has increased the most in this region. GDP per capita and real GDP of the BBSK region are comparable with that of the Latvia-Lithuania border region.

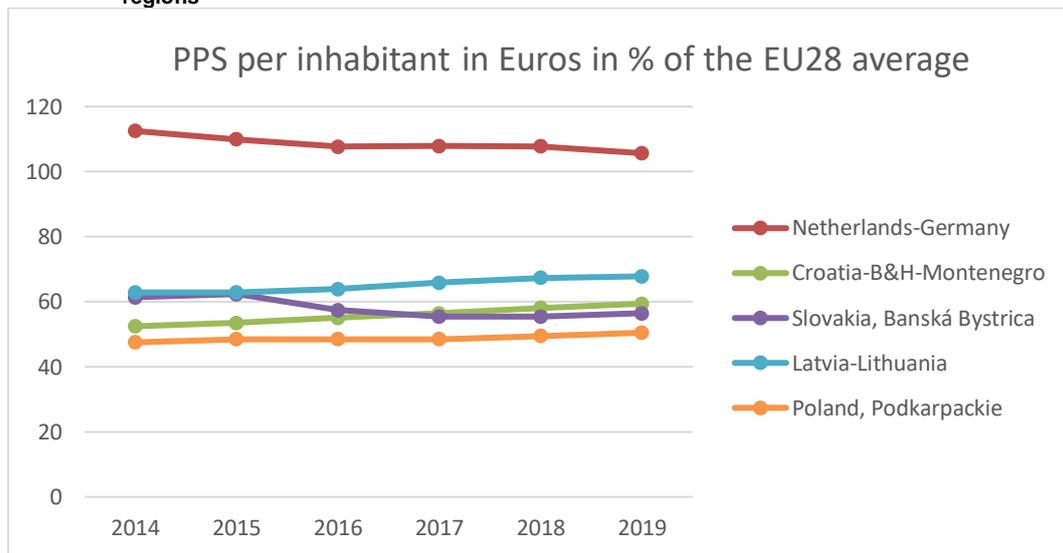
With an increase of 6,3% over the 2014 – 2018 period, GDP per capita has increased the most in the Latvia-Lithuania border region. GDP per capita is higher on the Lithuanian side of the Programme region than on the Latvian side. In 2017, GDP per capita on the Lithuania side was 53% higher than on the Latvian side. Real GDP also shows a positive trend over the programme period.

GDP per capita in the Podkarpackie region is relatively low compared to the average of Poland and has remained roughly the same over the 2014-2018 period as can be seen in the graph. However, real

GDP has increased with more than 26% from approximately 15.5 million in 2014 to 19.5 million in 2018.

While the difference in GDP between the Dutch-German partner region and the other regions in the BRESE project is big, we can see a converging trend in terms of purchasing power per inhabitant as a percentage of the EU average. The graph below demonstrates that the gap in purchasing power has decreased between the Dutch-German region and the other regions. The exception here is the region of Banská Bystrica, where the relative PPS per inhabitant has decreased over time.

**Figure 4.4 Purchasing Power per inhabitant in Euro's as % of the EU28 average in the BRESE partner regions**

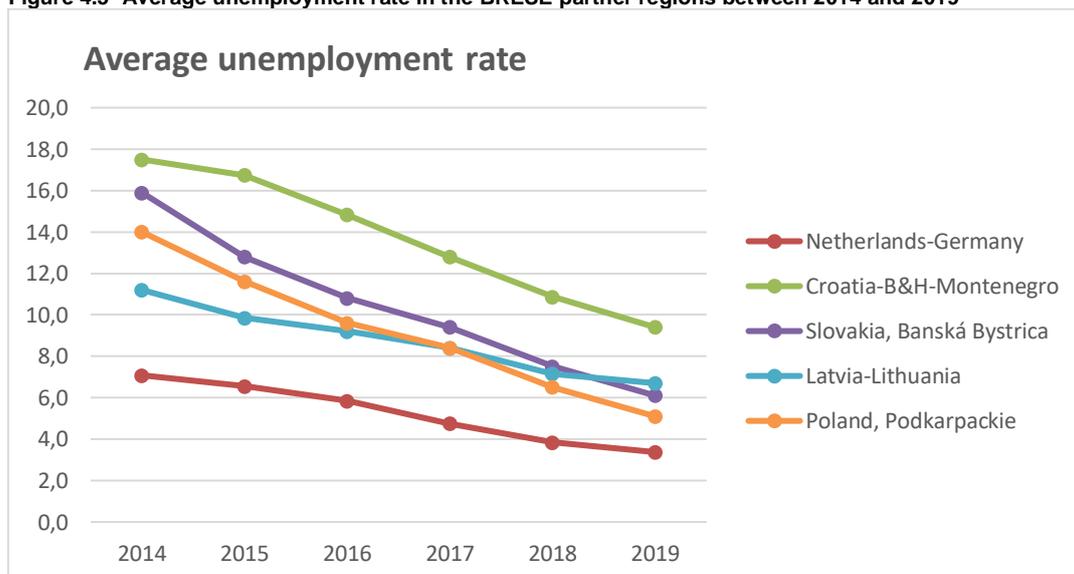


Source: Eurostat, 2021

### Unemployment

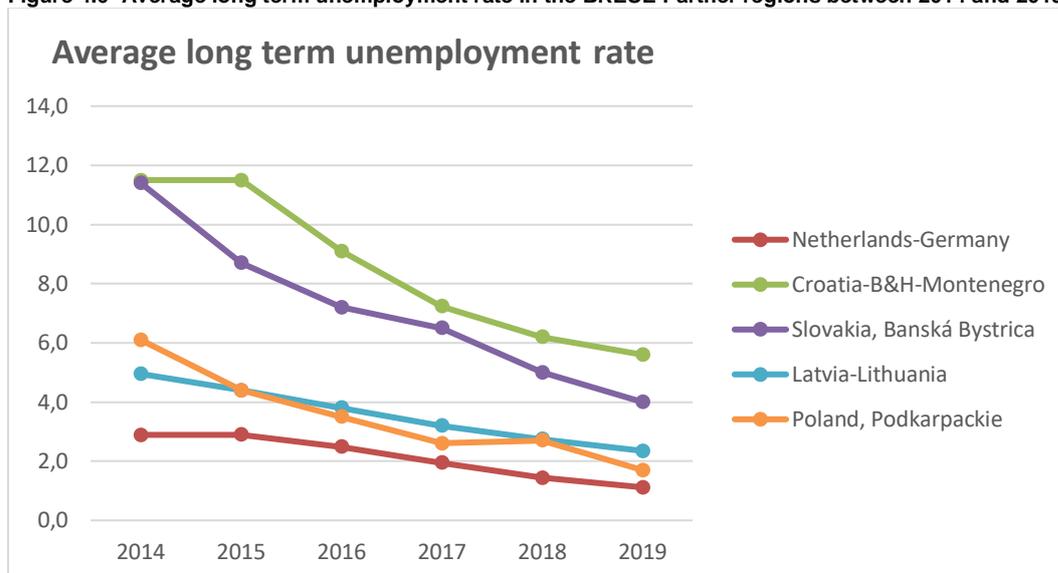
The following graphs explore average unemployment, average youth unemployment and long term unemployment rates for the partner regions. Over the last years, these different indicators of unemployment have demonstrated a steady decline.

**Figure 4.5 Average unemployment rate in the BRESE partner regions between 2014 and 2019**



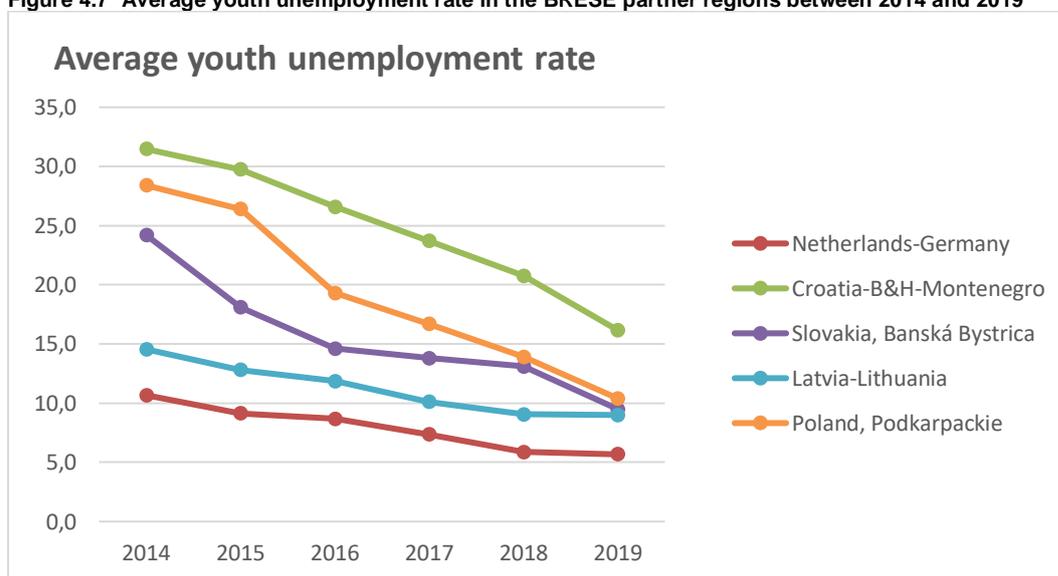
Source: Eurostat, 2021

Figure 4.6 Average long term unemployment rate in the BRESE Partner regions between 2014 and 2019



Source: Eurostat, 2021

Figure 4.7 Average youth unemployment rate in the BRESE partner regions between 2014 and 2019



Source: Eurostat, 2021

The unemployment rates in The Dutch-German border region are the lowest of all partner regions. The general unemployment rate, youth unemployment rate and long-term unemployment have decreased over time. In particular in the Dutch programme area, the employment situation has improved significantly. However, the general and youth unemployment rates in the Dutch area of the Dutch-German border region are still slightly higher than in the German area.

The unemployment graphs again only contain data on unemployment in Croatia and Montenegro. As shown in the graph the general unemployment rate, youth unemployment rate and long-term unemployment for this part of the programme region are the highest of all regions. However, the rates have all fallen significantly over the 5-year period. Looking at national labour markets, we see that labour market conditions in all three countries have been improving over the period of 2014-2019, but unemployment levels are still relatively high. Youth unemployment levels are decreasing fast but remain above the EU average. Some groups of workers remain particularly vulnerable, especially the low skilled, elderly and the disabled. The labour market in Montenegro is characterized by: unused human potential, high unemployment rates, disparities in regional employment and the problem of

internal labour migration. Employment policy has traditionally been passive rather than active, but recent policy reforms promoted the idea of active market policies. The main challenge for the country remains to move towards more high-skilled knowledge intensive sectors and production and services by investing in education, competences and skills that the market demands.

Relatively high levels of long-term unemployment, low-skilled workers and insufficient education are relevant issues in The Banská Bystrica in Slovakia. In general, the unemployment rate in the BBSK region is also slightly higher than the average of Slovakia. As shown in the graphs, the labour markets in the regions are improving as general, youth and long-term unemployment is decreasing.

Unemployment in the Latvia-Lithuania border region is significantly higher than in the Dutch-German border region but the unemployment levels are relatively low compared to the other regions. The general, youth and long-term unemployment rates have all decreased over the 2014-2019 period. Unemployment levels are higher on the Latvian side of the border region than on the Lithuanian side. However, the difference has become smaller over the years.

General and youth unemployment rates in the Podkarparckie region are relatively high compared to the other regions but show a strong decrease. Nevertheless, the general unemployment rate in this region remains one the highest in Poland. The long-term unemployment rate is quite low relative to the other regions.

## 4.2 Definition and legal status of social enterprises in member states

The different definitions and legal status of social enterprises in the partner regions is further elaborated upon below.

### The Netherlands

The Dutch government has not created a formal definition of social enterprises, which also means that there is no legal status of social enterprises. The definition provided by '*Social enterprise NL*', the largest network of social enterprises in the Netherlands, is widely accepted within the Dutch framework. The definition is the following: '*A social enterprise is an operator in the social economy whose main objective is to have a social impact rather than to make a profit for their owners or shareholders.*'<sup>7</sup>

### Germany

The German government does not have a formal definition or legal status for social enterprises. The German network for social enterprises or '*social entrepreneurship netzwerk Deutschland*' developed in 2019 a definition for social enterprises which consists of 3 criteria which define a social enterprise<sup>8</sup>:

1. Social dimension: Core activities of social enterprises should lead to a positive impact on SDGs (sustainable development goals).
2. Entrepreneurial dimension: Aim of increasing own impact
3. Governmental dimension: Reinvesting profits

### Croatia

In the strategy for the development of social entrepreneurship in the republic of Croatia (2015-2020), Croatia adopted a definition of social enterprises: '*A social enterprise is a business based on the principles of social, environmental and economic sustainability, in which generated profit is entirely or largely reinvested for the benefit of the community.*'. If a company wants to be identified and registered as a social enterprise in Croatia it has to fulfil 9 criteria which accompany the definition:

<sup>7</sup> *Social Enterprise NL*. (2021). <https://www.social-enterprise.nl/english>

<sup>8</sup> *Definition & Kriterien*. (2021). SEND. <https://www.send-ev.de/social-entrepreneurship/definition-kriterien/>

- Set balanced social, environmental and economic goals;
- Produce goods and/or deliver service, or generate revenues in the market, with a favourable impact on the environmental and society;
- Generate at least 25% of their annual income from their entrepreneurial activities, based on three-year operating or planning period;
- Invest at least 75% of their profit/surplus in their activities and/or objectives;
- Offer voluntary and open membership and business autonomy;
- Not be established solely by the Republic of Croatia, a local and regional self-government, or a public authority;
- Apply rules of democratic governance, where decision-making includes relevant stakeholders in addition to share owners or members;
- Monitor and evaluate their social, economic and environmental impact;
- Transfer assets to another social enterprise, or a local and regional authority in case of termination (asset lock).

Despite Croatia's effort on supporting social enterprises there is no legal form to differentiate social enterprises from other enterprises.

### **Bosnia and Herzegovina**

There is no national definition or legal status on social enterprises in Bosnia Herzegovina.

### **Montenegro**

There is no national definition or legal status on social enterprises in Montenegro.

### **Poland**

There is no national definition or legal status on social enterprises in Poland.

### **Slovakia**

In Slovakia, basic legal regulation of social entrepreneurship is in the comprehensive law governing social entrepreneurship and social enterprises – the Act no. 112/2018 Coll. on the Social Economy and Social Enterprises. The main objective of this law is to legislatively regulate the social economy sector and create suitable conditions for a support system that is socially acceptable and fully complies with rules of the state aid. This act was adopted in May 2018. As such, in Slovakia social enterprises are recognized as any civic associations, foundations, non-investment funds, public benefit organization, religious organization, trade company, cooperative or sole proprietor (and also employers) that meet the following criteria:

- performs the economic activity systematically, independently, in its own name and on its own liability;
- its main objective is to achieve a measurable positive social impact;
- its positive social impact is achieved through goods or services which it produces, supplies, provides or distributes, or contributes to the method of manufacture or provision;
- it creates a profit from its activities, uses more than 50% of the profits after tax for achievement of the main objective as referred to in the second point, or it distributes part of the profits under the Commercial Code and divides it according to the procedures and rules that do not disrupt the main objective as defined in the second point;
- it involves stakeholders in the management of its economic activities.

### **Latvia**

On April 1<sup>st</sup> 2018, The Social Enterprise Law in Latvia came into effect. This law contains the criteria for the status of social enterprise, conditions and limitations of the activities of a social enterprise and the state support instruments for this type of entrepreneurship. The Register of social enterprises began functioning under the Ministry of Welfare.

According to the Social Enterprise Law, social enterprises in Latvia may use specific support mechanisms designed for social enterprises: volunteer involvement, certain tax reductions, support measures from municipalities and access to EU funds. The Social Enterprise Law also enables municipalities to create and implement their own local support instruments, e.g., permission for social enterprises to use municipality property for free, special financial support schemes and privileged public procurement for social enterprises. The Social Enterprise Law stipulates that municipalities can support social enterprises, but does not oblige them. Current data shows, that support measures stipulated in the Law can only partly motivate to acquire the status.

### Lithuania

Lithuania does not have a legal framework for social business organizations yet. However, a draft law has been prepared and sent back to the initiators for improvements on June 17<sup>th</sup> 2020. According to this draft, social business organizations will be entitled for governmental and municipal support. Two main forms of support will be provided: A) governmental support: i) right to use state assets; ii) reserved right to participate in public procurement; iii) provision of public services for social business in an authorised facility, business incubator, etc.; iv) promotion measures provided for in the Law on Small and Medium Business Development of the Republic of Lithuania; B) municipal support: i) exemption from local charges; ii) right to use municipal property; iii) other forms of promotion established by municipal authorities.

This new law is necessary as two coexisting, yet related terms to describe specific types of social enterprises: social enterprise (2004 law) and social business (2015 concept<sup>9</sup>) create confusion and difficulties for stakeholders to navigate the field. Another reason was the lack of cooperation and coordination among the key ministries involved (i.e., Ministry of Social Security and Labour, Ministry of the Economy and Innovation, Ministry of Agriculture, and Ministry of Finance). The current legal framework does not provide more favourable conditions for social enterprises. They as other entities can use the same exemptions under the Law on Profit tax, the Law on Value Added tax, the Law on State and Municipal Property Management, Use and Disposal.

## 4.3 Development of social enterprises

Due to differences in definition and legal status of social entrepreneurship and social enterprises in the partner regions, comparing the development of social entrepreneurship -in terms of for example; number of firms and sectors- between the partner regions is difficult. The understanding of the current size, scope and state of social enterprises in Europe lags behind their proliferation and the rising interest they generate among policymakers, researchers and practitioners. In the paragraphs below the different numbers per partner region are summarised. As said, it is hard to compare these figures due to the differences in definitions and lack of a harmonised dataset.

### Rhein Region, Germany – Waal, The Netherlands

The Dutch-German border region is characterised by predominantly small and medium-sized enterprises. The German side of the region counts almost 300.000 companies of which 88% are micro-enterprises, 9% are small companies, 2% are medium-sized companies and only 0,5% of the companies is characterised as large. A slight shift from micro to larger enterprises has been observed on the German side of the border region in the last couple of years<sup>10</sup>. Regional data on SMEs is not available for the Dutch side of the border region.

<sup>9</sup> *Conception of Social Entrepreneurship* (2015) The Ministry of Economy.  
[http://www.ukmin.lt/uploads/documents/Verslo%20aplinka/Smulkus%20verslas/Socialinio\\_verslo\\_koncepcija\\_2015\\_%C4%AF-sakymas.pdf](http://www.ukmin.lt/uploads/documents/Verslo%20aplinka/Smulkus%20verslas/Socialinio_verslo_koncepcija_2015_%C4%AF-sakymas.pdf) (accessed November 1, 2020).

<sup>10</sup> Statistisches Bundesamt (2019): GENESIS Online-Datenbank, Unternehmen (UnternehmensregisterSystem): *Unternehmen nach Beschäftigtengrößenklassen - Jahr - regionale Tiefe: Kreise und krfr. Städte.*

Data on the number of social enterprises is not gathered in both Germany and The Netherlands. However, for both countries estimates have been made on the number of social enterprises at national level. It is estimated by the University of Heidelberg that 40.000 – 70.000 social enterprises are located in Germany in 2013<sup>11</sup>. Another report by the European Commission estimates an upper limit of 77.500 social enterprises in Germany in 2017<sup>12</sup>. For the Netherlands the number of estimated social enterprises is equal to 3.000-3.500 in 2013, and 5.000-6.000 in 2016<sup>13</sup>. The estimates on social enterprises in Germany and The Netherlands are not comparable, as the estimates are based on different definitions of social enterprises. The definition of social enterprises used in the Dutch study is more restrictive than that of the German studies<sup>14</sup>.

Social enterprises in Germany are found in all sectors of the economy. According to the German Social Entrepreneurship Monitor 2019, innovative social enterprises are mostly active in the information and communication sector (44%), education and training (26%) and health care and social service (22%). Social enterprises in the Netherlands are mainly active in the areas of healthcare (31%), energy supply and savings (17%) and financial and business services (16%).

Within the current Interreg V-A Germany – Netherlands programme 440 million euros are available to strengthen the region's innovative capacity and to contribute to the removal of obstacles caused by the national border. The programme does not provide specific funding for social enterprises, but social enterprises can apply for funding just like other potential beneficiaries.

#### Croatia - Bosnia and Herzegovina – Montenegro

The Interreg IPA HR-BA-ME Programme region counts more than 150.000 SMEs. More detailed data on SMEs in the programme region is not available. In Croatia, 64,2% of the total labour force was employed in SMEs in 2013, in Bosnia and Herzegovina this was 75,8% in 2012 and in Montenegro 67,0% in 2012. At the national level the number SMEs grow over time. In Croatia the total number of SMEs over the period of 2014-2019 has increased from approximately 104.000 to 160.000 firms. In Bosnia and Herzegovina, the number of SMEs has more than doubled from 32.000 in 2014 to 66.000 in 2019. For Montenegro data is available only for the period between 2016 and 2018. In 2016 there were approximately 28.200 SMEs, in 2018 this was 33.760.

Definitions regarding the social entrepreneurship sector are not yet established in this programme region. There is no systematic, accurate and reliable data related to social entrepreneurship in Croatia, Bosnia and Herzegovina and Montenegro.

The Interreg IPA HR-BA-ME 2014-2020 programme has allocated 1.2 million euros for social entrepreneurship projects in HR, BA, ME.

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<sup>11</sup> Scheuerle, T. et al. (2013): *Social Entrepreneurship in Deutschland* - Potentiale und Wachstumsproblematiken, Centrum für soziale Investitionen und Innovationen [CSI] i.A. KfW. Available at: <https://www.kfw.de/PDF/Download-Center/Konzernthemen/Research/PDF-Dokumente-Studien-undMaterialien/Social-Entrepreneurship-in-Deutschland-LF.pdf> (accessed June, 2020)

<sup>12</sup> Scheuerle, T. et al. (2013): *Social Entrepreneurship in Deutschland* - Potentiale und Wachstumsproblematiken, Centrum für soziale Investitionen und Innovationen [CSI] i.A. KfW. Available at: <https://www.kfw.de/PDF/Download-Center/Konzernthemen/Research/PDF-Dokumente-Studien-undMaterialien/Social-Entrepreneurship-in-Deutschland-LF.pdf> (accessed June, 2020)

<sup>13</sup> McKinsey & Company. (2016, oktober). *Scaling the impact of the social enterprise sector*. <https://www.archief.social-enterprise.nl/files/9314/7809/5072/Scaling-the-impact-of-the-social-enterprise-sector.pdf>

<sup>14</sup> The McKinsey study only takes into account companies that generate at least 50 percent of their revenues themselves. Due to this criterion, the study is likely to result in a significantly lower estimated value than in the German studies, which apply a threshold of 25 percent self-generated revenue.

## Latvia – Lithuania

The number of SMEs is not available on regional level, only on national level. The number of SMEs in both Latvia and Lithuania has increased over the 2014-2019 period. In Latvia, there are 53.950 SMEs in 2018, this is approximately 4% more than in 2014. In Lithuania there are 41.420 SMEs in 2018, which is almost 20% more than in 2014.

On the Latvian side of the programme region, the Ministry of Welfare created the Register of Social Enterprises. In 2018, 6 new social enterprises were registered, which were founded after the adoption of the Social Enterprise Law (1 April 2018); in 2019, in total, there were 12 social enterprises in the programme area. In 2020 there were already 33 social enterprises in total in the programme area. The total number of social enterprises in Latvia is higher and continues to increase, the total number of active social enterprises in 2020 was equal to 140<sup>15</sup>. The majority of social enterprises operate in Riga (capital city) and Pierīga regions and only a small part of them in the Latvia-Lithuania Programme Region. Also, many organizations that fulfil the definition of social entrepreneurship are not registered as social enterprises (mainly associations and foundations).

On the Lithuanian side of the Programme Region, the registered number of social enterprises is not accurate because many of the registered social enterprises do not meet the requirements defined by the Decree of the Minister of Economy of Lithuania in 2015. However, it was forecasted that there are 39 social enterprises in 2019 in Lithuania.

Most social enterprises in Latvia are related to education (25%), work integration (24%), sports, healthcare, medical services (14%) inclusive civic society and cultural diversity (11%), support to population at risk of social exclusion (8%), social services (6%), environment (3%) and other activities (9%). In Lithuania social enterprises attempt to change social stereotypes, develop place-based identity of young people, contribute to a safer city environment and increase welfare of families with children.

## Banská Bystrica, Slovak republic

The number of SMEs in BBSK has increased from 9.963 in 2015 to 10.962 in 2019. The total number of SMEs in Slovakia has increased from 428.993 to 493.037 over the same period.

The number of social enterprises is only available at national level. Due to changes in the definition of social enterprises the number of registered social enterprises in the years before 2019 fluctuates. Before 2018 only the WISEs based on the Act 5/2004 on Employment services were taken into account as registered social enterprises, although the social entrepreneurship sector had many more organizations that could be considered as social enterprises. In 2018 within registered WISEs, out of 106 only 13 were still active. In June 2018 there were 7 new registered social enterprises which were founded after the adoption of the Act no. 112/2018 Coll. on social economy and social enterprises that has broadened the scope beyond the WISE.

Up to June 2021 there were 149 registered social enterprises in total. In the BBSK there were 21 registered social enterprises. Recently a large increase in the number of social enterprises has been recorded. In June 2021 the total number amounted to 365, out of which 48 were registered in the Banská Bystrica region.

Support for social enterprises provided by the Operational Programme includes; job subsidies for employees of social enterprises from lagging regions of approximately, support for the Social Economy Institute and support for WISE (job subsidies).

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<sup>15</sup> Register of social enterprises of Latvia. Sociālo uzņēmumu reģistrs. (on 31 December 2020). Ministry of Welfare <https://www.lm.gov.lv/lv/socialo-uznemumu-registrs>

## Podkarpackie region, Poland

The number of SMEs in Poland has increased from 1.5 million in 2014 to 1.9 million in 2018. The number of SMEs in the Podkarpackie region has increased with 11%, from 16.380 companies in 2014 to 18.110 in 2019.

In 2019, Poland counted 1.103 social enterprises of which 149 operated in Podkarpackie (13,5%). In 2014 the region counted 97 social enterprises. So, the number of social enterprises increased with more than 50% over the 2014-2019 period. The social enterprises in the region exist of non-profit organizations (60%), social cooperatives (25,5%) and non-governmental organizations (15%). Social enterprises in the Podkarpackie region are mostly present in the following industries: gastronomy (23%), cleaning services (and/or maintenance of green spaces) provided mainly for local authorities and public institutions (22%), education and culture (21%) and trade and other services (21%).

As part of projects co-financed from ESF funds implemented by the end of 2014 in the Podkarpackie region, more than 4.4 million euros were spent on the creation of social cooperatives. And for the creation and operation of 2 social Integration centres, 8 social integration clubs and 4 professional activity establishments 2.6 million euros were allocated.

## 4.4 Impact of the COVID-19 pandemic

In the beginning of 2020, the world was confronted with the rapid spread of COVID-19. Different measures were taken to attempt to limit the spread of the virus. These measures had an impact on the economy all across the globe. Also in the EU the effect of restrictive measures are felt economically. This paragraph discusses the impact of the COVID-19 pandemic on the economy in the partner regions of the BRESE project.

### Economic forecasts

The IMF World Economic Outlook provides a forecast of economic development. In 2020 all BRESE partner regions saw a steep decline in GDP. The decline in Lithuania has been quite moderate compared to other member states with BRESE regions. The economy of Montenegro saw the largest decline with 15,2%, it does however also show the fastest expected recovery with 9%. In the table below, the GDP growth is displayed per country where a BRESE region is located. The years 2020 (last year), 2021 (this year) and 2022 (next year) are shown.

**Table 4.1 Forecasted GDP growth in the BRESE partner regions, at national level.**

Year	2020	2021	2022
Germany	-5,0%	3,2%	3,1%
the Netherlands	-4,1%	1,8%	3,0%
Croatia	-8,9%	5,3%	4,6%
Bosnia and Herzegovina	-5,5% <sup>16</sup>	3,5%	3,2%
Montenegro	-15,2%	9% <sup>17</sup>	
Latvia	-3,5%	3,5%	3,1%
Lithuania	-0,9%	2,2%	3,1%
Slovakia	-5,9%	4,0%	5,4%
Poland	-2,8%	3,1%	5,1%

<sup>16</sup> *Bosnian Herzegovinian economic outline.* (2021). Santandertrade. <https://santandertrade.com/en/portal/analyse-markets/bosnia-and-herzegovina/economicoutline#:~:text=According%20to%20the%20IMF's%20April, stabilise%20in%202022%20at%203.3%205.&text=Inflation%20fell%20to%20%2D0.6%25%20in, Economic%20Outlook%20>

<sup>17</sup> *Montenegro and the IMF.* (2021). International Monetary Fund. <https://www.imf.org/en/Countries/MNE>

Despite the large economic downfall, few bankruptcies are reported in this and last year. One of the reasons is because governments responded with support and recovery funds in order to slow down the economic downfall.

## 4.5 Comparison between the regions

As described in the sections above, the socio-economic situation, definition of social enterprises and development of social enterprises differ among the partner regions. Yet, there are also commonalities.

### Socio-economic situation

GDP per capita in the partner regions; Podkarpackie, Poland and Croatia - Bosnia and Herzegovina – Montenegro are relatively low compared to the other regions. However, real GDP in these regions has been growing fast over the 2014-2018 period. Latvia-Lithuania and Banská Bystrica, Slovak Republic are comparable to each other in terms of GDP per capita. GDP per capita in these regions is higher than in Podkarpackie, Poland and Croatia - Bosnia and Herzegovina – Montenegro but real GDP in these regions is growing at a slower pace. The Dutch-German border region is the most developed of all regions and GDP per capita is highest in this region. However, we can see a [converging trend](#) in terms of purchasing power per inhabitant as a percentage of the EU average and the unemployment rates of all regions show a downward sloping trend.

### Legal status of social enterprises

The definition and legal status of social enterprises [differs](#) between regions. Bosnia Herzegovina, Croatia, Montenegro, Poland, The Netherlands and Germany do not have a legal form to differentiate social enterprises from other enterprises. While in Lithuania a legal framework is under development. Latvia and Slovakia are the only countries already having a legal framework in place.

### Development and focus of social enterprises

While it is hard to draw precise conclusions due to the lack of data or definitions, some general trends can be discerned in the BRESE partner regions. First of all, social enterprises are [on the rise](#) in all partner regions. There are more and more social enterprises popping up in the different countries. Secondly, there seems a trend in the [goals](#) of social enterprises. In most BRESE partner regions, social enterprises are particularly 'social', focusing on topics like education, social inclusion and culture. The Dutch-German border region is an exception, where particular emphasis is also placed on social enterprises focusing on technological innovation related to environmental challenges. This difference might be explained by the different implicit understanding of what a social enterprise is. In for example Slovakia, social enterprises are primarily seen as operating in the social domain.

# 5 Main drawbacks and possible solutions for social entrepreneurship

Development of social entrepreneurship in the BRESE partner regions is not self-evident. Social entrepreneurs encounter a range of barriers and challenges that hamper their development. These barriers can be loosely grouped in five different categories:

1. Policy & Legal
2. Awareness raising & collaboration
3. Corporate environment & capacity building
4. Administrative & Technical
5. Financial & Economic

This chapter discusses the different barriers that were identified in the BRESE partner regions, as well as possible solutions to overcome the barriers. In paragraph 4.1, the main barriers and solutions are discussed. Paragraph 4.2 presents overall conclusions from the SWOT-analyses that were performed in the partner regions.

## 5.1 Main drawbacks and solutions

The regional analyses of the BRESE partner regions provide information on different barriers and solutions for each of the categories. In the section below, the most relevant and recurring barriers are described along the different categories.

### Policy and legal

The lack of a legal definition or clear policies on social entrepreneurship lies at the heart of the majority of challenges that social enterprises encounter. The absence of a legal framework results in a range of barriers that can hamper the development of social entrepreneurship. It leads to misunderstanding on the goals and added value of the enterprises and unclarity on ways in which governments can deal with the social enterprises. It makes the process of applying for funding more difficult, as well as the attraction of the right skills and capacity. All these challenges are discussed in more detail below. The core suggestion that can be derived from the regional analyses is that legal definitions for social enterprises have to be more clearly defined at European level, to ensure a level playing field and enable social enterprises to jump the barriers below. We need to agree on [what](#) a social enterprise is, before we can help it to develop.

### Awareness raising & collaboration

Barriers under the category awareness raising & collaboration are often mentioned in the regional analysis of the BRESE partners. These barriers revolve around a lack, or mismatch, of understanding of what social enterprises are. An example of this is that some define social enterprises as companies which integrate disadvantaged or disabled personnel in their work place or understand social enterprises as charity organisations. This potentially results in negative stereotyping. A key factor in this regard is that social impact is much more difficult to measure than economic indicators such as profit. This makes it difficult for social enterprises to present their added value to society. Because of these misconceptions, it can be harder for social enterprises to collaborate with partners. This does not just apply to potential partners, but also to local governments. Some local governments are not familiar with what social enterprises can offer or what the idea is of social economy. This barrier hinders co-operation between local governments and social enterprises and slows down the development of social enterprises. Another recurring challenge has to do with cross-border cooperation. Social enterprises

often are not aware of the opportunities cross-border cooperation can offer or find it difficult to operate in different countries. In addition, the difference in legal definitions across the border hampers effective collaboration.

A better understanding of the definition and role of social enterprises are needed to take away these barriers. The following solutions could help to overcome these barriers:

- [Formulate a clear definition](#) for social enterprises and [create a regulatory framework and legal status](#) for social enterprises, preferably on EU level for better cross-border cooperation and development.
- [Establish or intensify networks](#) through universities and advisory organisations by and for social enterprises.
- [Organize \(educational\) events and conferences](#) about social enterprises and social economy
- [Communicate objectives and goals](#) about social enterprises to the larger audience in which the [importance of social enterprises](#) could be addressed.
- [Demonstrate the importance of social enterprises](#) and the social economy to the larger audience through for example events and the media.
- Provide guidelines and tools to [measure social impact](#) which will help raise awareness and self-confidence on the achievements of social enterprises.

### **Corporate environment & capacity building**

Different internal factors play a role in the success of social enterprises. For any type of enterprise to realise their full potential, the added value of the enterprise has to be demonstrated, and the capacities and skills of those working within the enterprise need to be of high quality. A key prerequisite for the success of social enterprises is adequate expertise of the people working in the organisation. Social entrepreneurs do not always possess the adequate skills to build up and manage a social enterprise. Some social enterprises emerged from NGO's or are newcomers to the entrepreneurship sector. As a result many do not have any experience related to commercial and economic activities. In addition, managing a social enterprise requires a high level of human capital of which especially social, emotional and moral capital. It is challenging for social enterprises to attract both of these skillsets.

Some of the following solutions could help overcome such barriers:

- Universities could pay more attention to [sustainable and social business models](#).
- [Training and education programs](#) could be established to make social entrepreneurs more professional and self-assured.

### **Administrative and technical obstacles**

Social enterprises encounter different administrative and technical barriers that threaten to hamper their success. These relate primarily to interaction with governments and public institutions. Barriers related to financing are discussed in the next paragraph. Here we focus on two main barriers: the lack of complete statistics and the difficulties in interaction with governments and public institutions.

At this stage it is often difficult for social enterprises to engage with public authorities because the legal regulations and processes in for example public procurement are not tailored to the business models of a social enterprise. As a result there is misunderstanding of the potential added value of social enterprises and local governments have little interest in the use of social businesses in public acquisition. Social enterprises therefore have a low chance of providing their services to public authorities and institutions. This challenge is reinforced by a lack of clear statistics. More complete statistics on social enterprises could help to analyse the situation and development of social enterprises.

Some solutions to overcome the above challenges are:

- Create a more [comprehensive set of statistical indicators](#) and monitoring for social enterprises;
- [Adapt public procurement practices](#) to include the ability of social enterprises to deliver services.

### Financial and economic

A major challenge for social enterprises, especially at start-up phase, is to acquire funding to implement their activities. Social enterprises are frequently dependent on EU or national funds and subsidies. However, these are not always easy to achieve. Social enterprises are often stuck between two kinds of financing, they do not strive to make profits and if they do so they need to reinvest this in their social goals, which puts them at a disadvantage compared to other companies that do not invest or reinvest profits into meeting social objective. It makes it hard for them to attract investors. At the same time, social enterprises do need to operate commercially, and are not eligible for NGO-type funding.

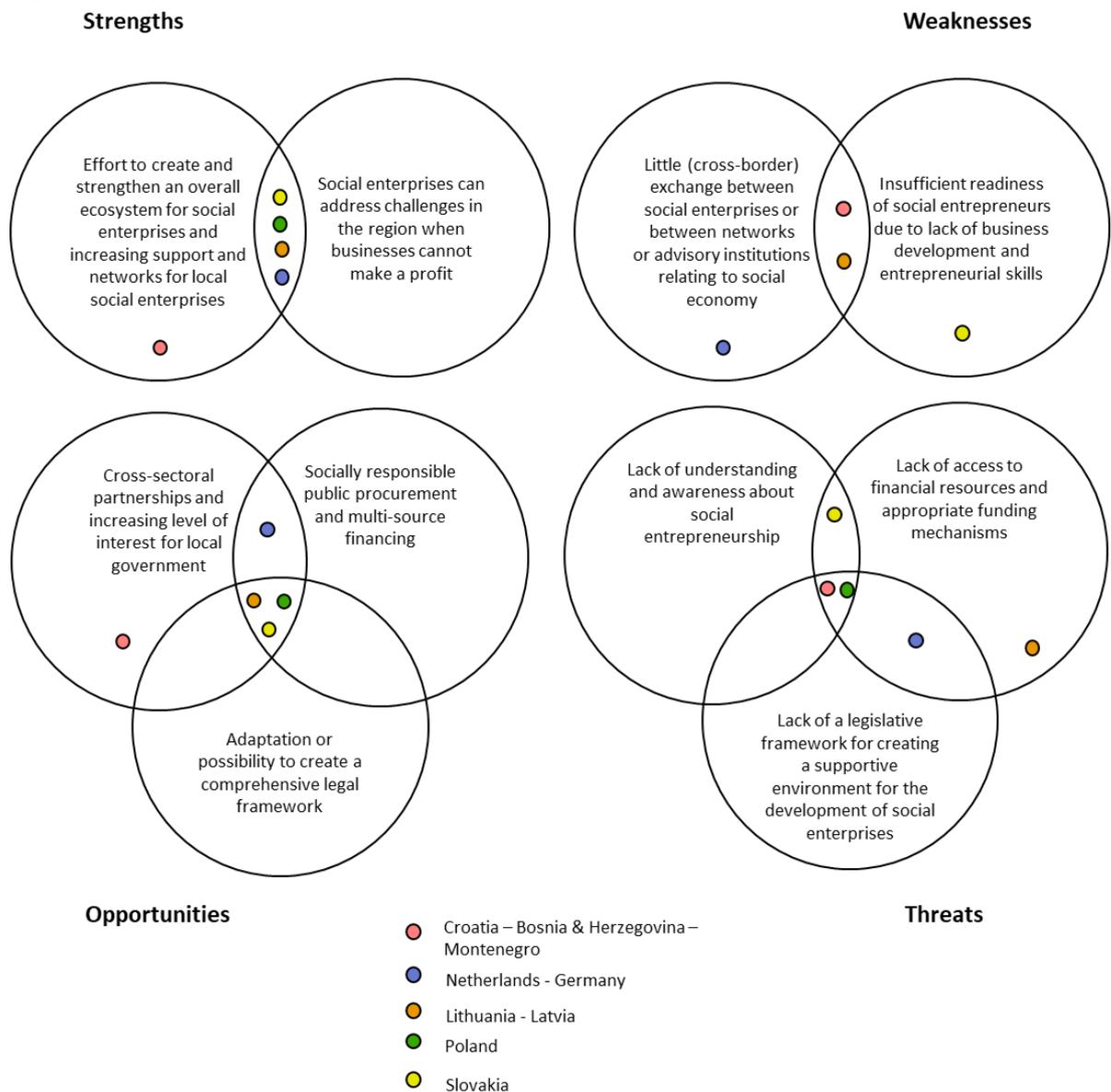
In some BRESE countries there is a legal status for social enterprises (for example Latvia), but governments only provide financial instruments for NGOs and SMEs and there are few instruments for social enterprises – although there is a special grant under the ESF for social enterprises. In other BRESE countries there is no legal status or clear definition on social enterprises, which makes it difficult to receive funding because it is unclear how this will add economic value. Several solutions could help to resolve financing issues that social enterprises face:

- As mentioned earlier, a [uniform definition and method of measurement](#) for social impact could clarify investment possibilities
- Help social enterprises to develop an [appropriate business model](#) and business plan.

## 5.2 SWOT analysis

For each BRESE partner region, a SWOT analysis was performed in the regional analysis. An inherent part of a SWOT is that it provides insights that relate to the local context. There are however a range of outcomes that are very similar for the BRESE partner regions. In the figure below, we present the strengths, weaknesses, opportunities and threats that are encountered in two or more BRESE partner regions. We use the principle of a Venn diagram. The different colours represent the different partner regions. The position of the circle indicates which strengths, weaknesses, opportunities and threats apply to the particular partner region. A description is provided below the figure.

Figure 8: SWOT analysis



Source: Ecorys, 2021. Adapted from the Regional Analysis reports.

### Common strengths of the partner regions

The core strength that was mentioned for all BRESE partner regions, is that there is more and more effort to create and strengthen the ecosystem for social enterprises. There is increasing support and efforts are made to create networks for local social enterprises. In other words, all BRESE partner regions seem to actively stimulate the development of social enterprises in the region.

In addition, for four of the five partner regions, it was mentioned that social enterprises can address challenges within the region that would not be addressed by enterprises that are more economically motivated, i.e. businesses that aim to make a profit. They can hence provide useful support to address societal challenges in the regions that are hard to associate with direct economic gain.

### Common weaknesses of the partner regions

A general weakness that applies to the majority of the BRESE partner regions is that the capacity and expertise embedded in social enterprises often lacks business and entrepreneurial skills. There is a need to reinforce the skillset of those actors involved in social entrepreneurship.

In addition and in particular in a cross-border context, there has been little effort in the cross-border exchange and cooperation between social enterprises. Also between (national) networks for social enterprises or advisory institutions there has been little cooperation, while this cooperation or exchange provides ample opportunities.

#### **Common opportunities for the partner regions**

The main opportunity which is mentioned by all BRESE partners is that of cross-sectoral partnerships and the increasing interest from regional and local government. The increasing interest will result in more opportunities such as support (funds or subsidies) and project acquisition of local governments. Project acquisition or socially responsible public procurement is also mentioned as a separate opportunity for social enterprises. Multi-source financing is another opportunity which is beneficial for social enterprises, especially when legal frameworks for social enterprises are created. This adaption or possibility to create a legal framework is only mentioned by 3 BRESE members. Creating and adapting a legal framework is in the regional analysis of Poland assigned as an opportunity and a threat since there is no legal framework on social enterprises.

#### **Common threats for the partner regions**

The most important threat for social entrepreneurship in the partner regions is that financing is difficult to access and that often not enough financing is available to fund all social enterprises. In addition, the lack of a legal framework is a recurring threat for many of the partner regions. This is also reflected in a third threat, which is that there are still a lot of businesses, governments and institutions that are not familiar with the social economy or social enterprises and if they are familiar there are often negative associations with the social enterprise sector.

## 6 Regional policies and stakeholders promoting social entrepreneurship

### 6.1 Policy framework

For each BRESE partner region an overview of the relevant policy instruments and measures used to promote social entrepreneurship is provided below. An extensive list of normative acts on national, regional and local levels in all BRESE partner regions is provided in Annex 2.

#### The Netherlands

There is no systematic funding concept in the Netherlands targeted at social enterprises. There are, however, a number of funding instruments that support SMEs, especially in the start-up and scaling phases. These can also be used by social enterprises. These financing programmes are coordinated by the national business agency Rijksdienst voor Ondernemend Nederland. These include, for example, the Dutch Good Growth Fund, which supports the activities of Dutch companies in developing countries and successfully promoted the well-known social enterprises Fairphone and Tony Chocolonely, among others. The Dutch government also focuses on project-based partnerships between government agencies and private investors to finance innovation projects with a social impact, using the Social Impact Bonds (SIB). Under this scheme, government authorities assume the investment costs provided that the innovation achieves certain contractually agreed social impact objectives.

At regional level, approaches to promoting social enterprises are becoming more important in the Netherlands. Municipal approaches to the promotion of social entrepreneurship can be found especially in large Dutch cities, but also in the provinces of the Dutch-German border region. For example, the Province of Limburg subsidises companies that contribute to the objectives set out in its Social Agenda 2020-2023 (including the promotion of social participation of disadvantaged population groups). The provinces of Drenthe, Friesland and Groningen have joined forces to develop a uniform concept of social return, i.e. the measurement of social impact, and integrate it into their public tendering processes. With the so-called "Brabant Outcomes Fund", the provincial government of North Brabant offers companies and investors the opportunity to receive reimbursement for investments, provided that these have a demonstrable social impact.

#### Germany

In Germany, the federal government provides various support programmes for business start-ups. Social added value is not included as a factor for selection, which makes it challenging for social enterprises to participate since the expectations for financial profits are limited. The Federal Ministry for Family Affairs is supporting the 'Social Impact' initiative to accompany the providers of independent welfare services in innovation processes and to strengthen their exchange with social enterprises with an innovative orientation.

At regional level, neither Lower Saxony nor North Rhine-Westphalia have included the promotion of social enterprises in their coalition agreements. There is also no intention to open up existing funding instruments for social enterprises, or to set up instruments specifically aimed at social enterprises.

## Croatia

A strategy for the Development of Social Entrepreneurship in the Republic of Croatia 2015 – 2020 was drafted by the Ministry of Labour and Pension System. Prior to the Strategy, the policy discourse recognised social entrepreneurship only as a component of civil society, and social enterprises struggled to adjust to unsuitable and sometimes contradictory regulations. The fundamental goal of the Strategy is establishing a stimulating environment for the promotion and development of the social entrepreneurship to reduce regional disparities and ensure an increase in the level employment and a fairer distribution and management of social wealth. The specific objectives are: establishing and improving the legislative and institutional framework for social businesses, improving the availability of financial instruments to social entrepreneurs, promoting education on the importance and role of social entrepreneurship in all educational levels, promoting public visibility and recognisability of social entrepreneurship.

The Strategy covers several policy areas: access to finance, educational activities and access to the market. The measures and activities advocated by the Strategy are included in the ESF Operational Programme Efficient Human Resources 2014-2020 and linked to Specific Objective 9.v. Promoting social entrepreneurship and vocational integration in social enterprises and the social and solidarity economy in order to facilitate access to employment. Approximately 37 million euros (32 million euro from the ESF) has been allocated to implementing the Strategy. About 60% of this amount will be used to improve financial instruments for social enterprises, and will be provided through non-refundable grant schemes. The other 40% of this allocation will be distributed through non-refundable grant schemes to three other priority areas: educational activities (27.7%), improving legal and institutional frameworks (6.6%), and increasing the sector's public visibility (6%).

The Strategy prescribes the establishment of a unique social entrepreneurs register, developing criteria and rules for recognizing social entrepreneurs. The intention is that social entrepreneurs register becomes the official list of social entrepreneurs in the Croatia. However, at the time of writing this analysis the register has not been established yet.

Currently, most measures to promote social entrepreneurship are implemented primarily through the proactive work of civil society organisations.

## Bosnia and Herzegovina

A legal framework dedicated especially to social enterprises does not exist in Bosnia and Herzegovina. The Indicative Strategy Paper for Bosnia and Herzegovina, under one of its main pillars of IPA assistance, calls for an integrated approach aimed at strengthening SMEs competitiveness and innovation, through increased research capacity, employment and job creation, as well as social inclusion, building on partnerships at local level, including municipalities, SME, education and training institutes, as well as civil society.

## Montenegro

Montenegro does not have a framework dedicated to social enterprises.

## Poland

Over the years there have been a variety of (sometimes unrelated) activities and policies aimed at improving the social economy in Podkarpackie. To assemble these different activities under one umbrella, The Regional Action Plan for the Development of the Social Economy for 2012–2020 was adopted. It set out strategic directions for activities aimed at building a strong social economy sector as a tool of voivodship development. The plan also defined the areas and environments to which the support should be directed. The Plan's enactment was also aimed at coordinating the regional policy towards the social economy financed from structural funds, state budget funds, and local governments. The main driving force behind the development of the social economy sector is the Regional

Operational Program of the Podkarpackie Voivodeship (RPO WP) for 2014–2020, adopted by the European Commission on February 12, 2015. The issues of the social economy under the RPO WP 2014–2020 have been included in priority axis 8 Social Integration, devoted to institutional solutions increasing employability and the elimination of barriers limiting the activity of individuals and groups particularly distant from the labour market.

The need for further coordination and integration of the activities mentioned above at the regional level led to the Podkarpackie Committee for Social Economy Development (PKRES) by the Resolution of the Board of the Podkarpackie Province of February 23, 2016. The Committee's work focuses on setting the vision and directions for the development of the social economy, identifying development barriers, and above all, they are aimed at creating a long-term program for the development of the social economy in the Voivodeship.

## Slovakia

In Slovakia several national documents mention social entrepreneurship. These are mostly focused on the role of social enterprises as a tool to increase employment. For example, The National employment strategy of the Slovak Republic until 2020, contains a chapter on the development of the social economy as an innovative tool for support of regional and local employment. The chapter focuses on the development of the social economy using public support in three areas: legislative, financial and infrastructure.

Slovakia's policy focuses on development of social enterprises and initiatives to support social entrepreneurship. Some of the initiatives were already implemented, e.g. opening the regional centres of social economy under the National project Institute of Social Economy. In regards of support measures, there are several incentives to promote social entrepreneurship. Among these are: allowances for disadvantaged and vulnerable people, investment aid, grants, real estate for lower prices than general property, real estate lease at lower prices and advisory services.

The Implementation Agency of the Ministry of Labour, Social Affairs and Family (IA MoLSAF) runs the ESF funded large-scale project Institute of Social Economy which manages [socialnaekonomika.sk](http://socialnaekonomika.sk), the website providing news, education and other information on social entrepreneurship and social economy.

## Latvia

In Latvia the concept of social enterprise is integrated into strategic policy documents; in the National Development Plan of Latvia for 2015 – 2020<sup>18</sup>, the National Development Plan of Latvia for 2021 – 2027<sup>19</sup> and the Sustainable Development Strategy of Latvia until 2030<sup>20</sup>. In the NDP for 2015-2020 it is stated that support for social entrepreneurship should be provided. Also, the knowledge transfer from the public sector to social enterprises is stressed.

According to the Social Enterprise Law, social enterprises in Latvia may use specific support mechanisms designed for social enterprises: volunteer involvement, certain tax reductions, support measures from municipalities and access to EU funds. The Social Enterprise Law also enables municipalities to create and implement their own local support instruments, e.g., permission for social enterprises to use municipality property for free, special financial support schemes and privileged public procurement for social enterprises. The Social Enterprise Law stipulates that municipalities can

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<sup>18</sup> Cross-Sectoral Coordination Centre (CCSC). (2012). *National Development Plan of Latvia for 2014–2020*. [https://www.pkc.gov.lv/images/NAP2020%20dokumenti/NDP2020\\_English\\_Final.pdf](https://www.pkc.gov.lv/images/NAP2020%20dokumenti/NDP2020_English_Final.pdf)

<sup>19</sup> *National development planning Latvia*. (2020). Pārresoru Koordinācijas Centrs. <https://www.pkc.gov.lv/en/national-development-planning>

<sup>20</sup> Saima of The Republic of Latvia. (2010). *Sustainable Development Strategy of Latvia until 2030*. [https://www.pkc.gov.lv/sites/default/files/inline-files/LIAS\\_2030\\_en\\_1.pdf](https://www.pkc.gov.lv/sites/default/files/inline-files/LIAS_2030_en_1.pdf)

support social enterprises, but does not oblige them. Current data shows, that support measures stipulated in the Law can only partly motivate to acquire the status.

### **Lithuania**

Lithuania does not have a legal framework for social business organizations yet. However, a draft law has been prepared and sent back to the initiators for improvements on June 17<sup>th</sup> 2020. According to this draft, social business organizations will be entitled for governmental and municipal support. Two main forms of support will be provided: A) governmental support: i) right to use state assets; ii) reserved right to participate in public procurement; iii) provision of public services for social business in an authorised facility, business incubator, etc.; iv) promotion measures provided for in the Law on Small and Medium Business Development of the Republic of Lithuania; B) municipal support: i) exemption from local charges; ii) right to use municipal property; iii) other forms of promotion established by municipal authorities.

### **Comparison between the regions**

Most of the countries have some national paper containing a strategy on the development of social entrepreneurship or the social economy (Croatia, Bosnia and Herzegovina, Poland, Slovakia, Latvia and Lithuania). The Netherlands and Germany both have support programmes for SMEs/ start-ups, but these are not specifically targeted at social enterprises. At regional level, policy instruments and measures used to promote social entrepreneurship have not yet been installed in most countries except for a committee and centre for the development of the social economy in Podkarpackie, Poland and Slovakia.

## **6.2 BRESE stakeholders**

A full overview of the main stakeholders involved in the promotion of social entrepreneurship in the BRESE partner regions is included in Annex 1.

## 7 BRESE good practices

### 7.1 Good practices of BRESE partners

The BRESE project follows the definition of good practice provided by the Interreg Europe Programme. In the context of the Programme, a “good practice” is defined as an initiative (e.g. methodologies, projects, processes, techniques) undertaken in one of the programme’s thematic priorities which has already proven successful and which has the potential to be transferred to a different geographic area. Proven successful is where the good practice has already provided tangible and measurable results in achieving a specific objective.

Down below the BRESE partner’s good practices are listed and categorized according to the following categories:

1. Awareness raising
2. Enabling environment & capacity building
3. Administrative & Technical
4. Financial & Economic
5. Policy & Legal
6. Other

Summaries of the BRESE partners’ good practices can be found in annex 3.

**Table 7.1 Overview of BRESE partners’ good practices (click link to visit the accompanying website)**

	Good practice	Partner region	Category
1	<a href="#">Brabant Outcomes Fund</a>	Rhein Region, Germany – Waal, The Netherlands	4
2	<a href="#">Impact Factory/ Anthropia gGmbH, Duisburg</a>	Rhein Region, Germany – Waal, The Netherlands	2,4
3	<a href="#">National/regional networks</a>	Rhein Region, Germany – Waal, The Netherlands	1,2
4	<a href="#">Rheinland-Pitch, Social Impact Special (2019/2020)</a>	Rhein Region, Germany – Waal, The Netherlands	1,6
5	<a href="#">BACAR</a>	Croatia - Bosnia and Herzegovina – Montenegro	3
6	<a href="#">STRONGER</a>	Croatia - Bosnia and Herzegovina – Montenegro	2
7	<a href="#">CODE</a>	Croatia - Bosnia and Herzegovina – Montenegro	1,2,6
8	<a href="#">MAMEC - measures and strategies for the balance of family life and work</a>	Croatia - Bosnia and Herzegovina – Montenegro	6
9	<a href="#">HEDONA Ltd.</a>	Croatia - Bosnia and Herzegovina – Montenegro	4,6
10	<a href="#">Intensive Bachelor level BOVA course “Exploring social entrepreneurship in the Baltic States”</a>	Latvia – Lithuania	6
11	<a href="#">Ambassadors network of social entrepreneurship</a>	Latvia – Lithuania	1,2,6
12	<a href="#">C'MON (ChangeMakers'ON) – SOCIAL INNOVATION and BUSINESS DEVELOPMENT support program.</a>	Latvia – Lithuania	1,2,6
13	<a href="#">Social enterprise summit</a>	Latvia – Lithuania	1,6
14	<a href="#">Bee country-paradise (Včelí kRaj)</a>	Banská Bystrica region, Slovak republic	4
15	<a href="#">Rozvojové služby BBSK (BBSK development services)</a>	Banská Bystrica region, Slovak republic	4

	Good practise	Partner region	Category
16	<a href="#">V.I.A.C. - Inštitút pre podporu a rozvoj mládeže zo Slovenska</a> (Institute for Support and Development of Youth from Slovakia)	Banská Bystrica region, Slovak republic	4,6
17	<a href="#">Obecné služby Raslavice, s.r.o.</a> (Municipality services Raslavice, Ltd.)	Banská Bystrica region, Slovak republic	4,6
18	<a href="#">Comprehensive support for the social economy sector in the Podkarpacie Voivodeship</a>	Podkarpacie region, Poland	1,2,4
19	<a href="#">Coordination of the social economy sector in the Podkarpacie Voivodeship</a>	Podkarpacie region, Poland	1
20	<a href="#">K-Lumet social franchise</a>	Podkarpacie region, Poland	6
21	<a href="#">The REPLIKATOR Model</a> as a kind of business format based on a working model of the Social Economy Entity	Podkarpacie region, Poland	2,6

## 7.2 Interreg Europe good practices relevant for BRESE partners

The Interreg Europe Policy Learning platform provides a range of good practices in different topics. Below a list of Interreg Europe good practices is provided that could be useful for project partners for interregional learning, as well as potentially transferrable to BRESE partners' countries/ regions.

Summaries of these good practices can be found in annex 3.

**Table 7.2 Overview of Interreg Europe good practices (click link to visit the accompanying website)**

	Good practise	Country	Category
22	<a href="#">Leveraging public and private partnership to finance startups and social enterprise</a>	Bulgaria	2,4
23	<a href="#">Returbutiken (reuse shop) &amp; Textilservice (sewing service) – part of Viva labour market programme</a>	Sweden	4,6
24	<a href="#">SOCIAL PLATE - Supporting Social Enterprises in combating poverty and social exclusion</a>	Greece	4,6
25	<a href="#">Firstport - Scotland's agency for start-up social entrepreneurs and enterprises</a>	Scotland	1,2,4
26	<a href="#">MarketMate Hungarian National Priority Project (PiacTárs)</a>	Hungary	2,4

## 7.3 Common challenges

As can be seen in the lists above, there are already many examples of projects that aim to overcome existing barriers and promote the development of social entrepreneurship. Most of the good practices presented above fall in category 4. Financial & Economic and 6. Other. The good practices in the Latvia-Lithuania region all fall within these 2 categories. The other regions also have good practices in the categories 1. Awareness raising and 2. Enabling environment & capacity building. Examples of good practices in 3. Administrative & Technical and 5. Policy & Legal are lacking.

## 8 Conclusions

Social entrepreneurship is on the rise. That is the main outcome of this Joint Analysis of the BRESE partner regions. But social entrepreneurship is not the same in all regions, nor is it understood in the same manner. Below, the main conclusions of the Joint Analysis are presented.

### 1. Social entrepreneurship can be a key ingredient for sustainable development

The specific nature of social enterprises as enterprises that aim to achieve social impact rather than profit, could be a key ingredient to finding solutions for societal challenges. Development of social entrepreneurship can be beneficial for sustainable development for all BRESE partner regions.

### 2. Interest for social entrepreneurship is on the rise in all partner regions

Over the last years, social entrepreneurship has gained a prominent place in the partner regions. This becomes clear by the rising number of registered social enterprises, but also the increase in policy instruments and support mechanisms. There is rising awareness of the benefits of social entrepreneurship.

### 3. Social enterprises have different thematic objectives

The social enterprises in the BRESE partner regions primarily focus on objectives in the field of education, culture and social inclusion. Another topic that is frequently mentioned is waste management and circularity. Social enterprises in the Dutch-German border region has an exceptional focus on more technology-oriented social enterprises.

### 4. Uniform and harmonised definitions are lacking

As of yet there is no central consensus on what a social enterprise is and what its general goals are. The lack of a clear definition makes it challenging to spread more awareness about social enterprises. It also makes it hard to compare statistics between different countries. In order to make a clear comparison it would be worthwhile to agree upon a shared definition for social enterprises and develop a monitoring approach that fits this definition.

### 5. Existence of legal frameworks is exception rather than rule

Legal frameworks for social enterprises exist in Latvia and Slovakia. In Lithuania, a draft legislation is currently being developed. A clear legal definition of social enterprises is an exception rather than a rule at this stage.

### 6. Social enterprises need support organising their commercial activities

While social enterprises have social objectives as their main goals, they do have to perform commercially as well. This is often a challenge for social enterprises. Support in for example business plan development or commercial training can help to provide social enterprises with adequate commercial skillsets.

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# Annexes

## Annex 1 – Overview of stakeholders

Organisation
<b>Rhein Region, Germany – Waal, The Netherlands</b>
Joint INTERREG-Secretariat
Regional Programme managements of the INTERREG V A-Programme Germany- Netherlands
Ministry of Economy, Innovation, Digitisation and Energy of the State of North-Rhine Westphalia (administrative authority INTERREG D-NL)
Social Enterprise Network Deutschland e.V
Social Enterprise NL
Provincie Noord-Brabant
ROZ Group
Anton Jurgens Fonds
K Plus V – Move2Social

Organisation
<b>Croatia - Bosnia and Herzegovina – Montenegro</b>
Ministry of Regional Development and EU Funds
Faculty of Economics & Business, University of Zagreb
Association for Creative Development Slap
ACT Grupa
Social Cooperative Humana Nova
CEDRA
HEDONA
BUBAMARA
DEŠA – Dubrovnik
PONTES SALUTIS
Regional Development Agency for Economic Development, Mostar
Association of Entrepreneurs and Employers - UPIP, Žepče
EkoDizajn Ltd
VedriMo
Nova šansa u Novom
BUONA FIDE

Organisation
<b>Latvia - Lithuania</b>
Ministry of Environmental Protection and Regional Development of the Republic of Latvia
Ministry of Welfare of the Republic of Latvia
Ministry of Social Security and labour of the Republic of Lithuania
Ministry of Interior of the Republic of Lithuania
Enterprise Lithuania
Ministry of the Economy and Innovation of the Republic of Lithuania
Lithuanian Social business association
Lithuanian Social Innovation Cluster
ChangeMakers'ON Tech4Impact Entrepreneurship Program
Pagrindinis Reach for Change (Reach for Change Lithuania)
State-owned finance institution ALTUM
Association of Social Entrepreneurship of Latvia (SUA)

Organisation
State-owned finance institution ALTUM
Association of Social Entrepreneurship of Latvia (SUA)
Ministry of the Economics of the Republic of Latvia
Latvian Investment and Development Agency (LIAA), Business Incubators of LAA
The Latvian Association of Local and Regional Governments (LALRG)
New Door Social Entrepreneurship Accelerator

Organisation
<b>Slovakia, Banská Bystrica region</b>
Ministry of Labour, Social Affairs and Family Slovak Republic, Work Section, Department of Social Economy
Office of Governmental Plenipotentiary for Civil Society Development
Regional Centres for Social Economy
Regional Development Agency BBSK, n.o.
Slovak Business Agency
Association of Social Economy Subjects
Alliance for Social Economy in Slovakia
Social Innovators
Non-profit organization EPIC
Green Foundation
Impact Hub Bratislava
Provida Foundation
NESsT (Non-profit Enterprise and Self-Sustainability Team)
Matej Bel University in Banská Bystrica (Faculty of Economics, Faculty of Education)
University of Economics in Bratislava (Faculty of National Economy)
Comenius University in Bratislava (Faculty of Philosophy)
Slovenská sporiteľňa, a.s.

Organisation
<b>Podkarpackie region, Poland</b>
Regional Center for Social Policy (ROPS) in Rzeszów
Social Economy Support Centers (OWES) which received accreditation for the area of the Podkarpackie region
Local government units (LGUs) in the region, including: <ul style="list-style-type: none"> <li>voivodeship selfgovernment - 1</li> <li>urban, urban-rural and rural communes - 164 in total</li> <li>poviats - 21</li> </ul>
Organizational units of local government units, including: <ul style="list-style-type: none"> <li>communal / city Social Assistance Centre (OPS) - 164</li> <li>County Family Assistance Centers (PCPR) - 25</li> </ul>
Regional networks of social economy entities, Clusters
Media <ul style="list-style-type: none"> <li>TVP 3</li> <li>series of programs entitled What's up in the Social Economy. Currently, 11 episodes have been produced.</li> <li>Social Podkarpackie - presenting the achievements of social enterprises operating in the voivodeship.</li> <li><u>Radio Rzeszow</u></li> </ul>

## Organisation

- a series of broadcasts "Omnipresent social economy". As part of this program, it will present social economy entities in Podkarpacie that change their employees' lives. Employees of foundations, associations, establishments of professional activity, and socialcooperatives will tell you how big this change is.
- Social media
- YouTube - Changed Podkarpackie. The premiere is on 12/11/2020.
- A documentary film about Podkarpackie - Podkarpacie is YOU. The phenomenon of the place. The phenomenon of people.

## Annex 2 – Normative framework of social entrepreneurship

Germany-Normative acts on national, regional and local levels regulating social entrepreneurship
<b>National level</b>
<a href="#">Federal government support programmes for business start-ups</a> German government supports start-ups through various support programmes, including EXISTGründerstipendium
<a href="#">Promotional loans for founders of the KfW banking group</a> The kfw banking group provides various loans for companies in the start-up phase with favourable conditions (e. g. risk assumption by KfW, reduced interest or repayment rates).
<a href="#">Social guide for social enterprises in the newsletter GründerZeiten</a> In 2017, the Federal Ministry of Economic Affairs and Energy published a guide for social enterprises in the newsletter GründerZeiten with information on, among other things, founding, financing and company management.
<a href="#">BMFSFJ projects of the initiative 'Social Impact'</a> Supported by the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (BMFSFJ), 'Social Impact' accompanies and promotes the providers of independent welfare services in innovation processes.
<b>Regional level</b>
<a href="#">Funding concept Neue Gründerzeit of the state government of North Rhine-Westphalia</a> Within the funding concept, the state government promotes socially and ecologically oriented business start-ups as a specific action strategy, among other things through networking and competitions.
<a href="#">Soziale Innovation funding guideline of the State of Lower Saxony</a> The state government financially supports the development and testing of innovative and transferable projects for the solution of social challenges in the thematic priorities of the world of work and services of general interest (financing from ESF funds).
<a href="#">Sozialgenossenschaften funding guideline of the State of Lower Saxony</a> The state government reimburses the start-up costs for social cooperatives.

The Netherlands-Normative acts on national, regional and local levels regulating social entrepreneurship
<b>National level</b>
<a href="#">Ambitious Entrepreneurship Action Plan</a> With the Action Plan, the Dutch government promotes the access of companies (including start-ups) to capital/financing, skills, innovation and the global market.
Funding instruments coordinated by the Rijksdienst voor Ondernemend Nederland <ul style="list-style-type: none"> <li>• <a href="#">Dutch Good Growth Fund</a> (DGGF): Promotion of activities of Dutch companies in developing countries</li> <li>• <a href="#">Garantie Ondernemingsfinanciering Energietransitie Financierings Faciliteit</a> (GOETFF): Financing of companies committed to energy system transformation</li> <li>• <a href="#">Innovatiekrediet</a>: Innovation credit for the development of technical innovations with very good market prospects</li> <li>• <a href="#">SBIR innovatie in opdracht</a>: Innovation competition to develop innovative products and services to solve social problems</li> </ul>
<a href="#">Social Impact Bonds</a> (SIB) SIBs are project-based partnerships between private investors and government agencies (national and local), whereby the government agencies repay investments in companies depending on the social impact achieved.
<b>Regional level</b>
<a href="#">Subsidies for organisations under the Limburg Social Agenda 2020-2023</a> The province subsidises organisations such as associations, foundations or companies that contribute to the achievement of the Social Agenda goals (e. g. promoting social participation).

The Netherlands-Normative acts on national, regional and local levels regulating social entrepreneurship
<a href="#">Social Return' coordination office of the provinces Drenthe, Friesland, Groningen</a> Merger of the provinces to develop a uniform system for measuring social impact (social return) and integrate it into public tendering processes
<a href="#">Brabant Outcomes Fund' of the province Nord-Brabant</a> The provincial government reimburses private investment in entrepreneurial projects if the projects have a demonstrable social impact (results financing model; based on the SIB model).

Croatia-Normative acts on national, regional and local levels regulating social entrepreneurship
<b>National level</b>
Strategy for Combating Poverty and Social Exclusion in the Republic Croatia (2014 to 2020)
National Strategy for the Creation of an Enabling Environment for Civil Society Development (2012-2016)
Strategy for the Development of Social Entrepreneurship in the Republic of Croatia (2015 – 2020)
ESF Operational Programme Efficient Human Resources 2014-2020, linked to Specific Objective 9.v. Promoting social entrepreneurship and vocational integration in social enterprises and the social and solidarity economy in order to facilitate access to employment.

Bosnia and Herzegovina-Normative acts on national, regional and local levels regulating social entrepreneurship
<b>National level</b>
No information provided

Montenegro-Normative acts on national, regional and local levels regulating social entrepreneurship
<b>National level</b>
No information provided

Latvia-Normative acts on national, regional and local levels regulating social entrepreneurship
<b>National level</b>
Sustainable Development Strategy of Latvia until 2030 (ENG)
National Development Plan of Latvia for 2021 – 2027 (ENG) and National Development Plan of Latvia for 2015 – 2020 (ENG)
Operational programme “Growth and Employment”
Concept paper about the implementation of social entrepreneurship in Latvia
Social Enterprise Law (ENG)

Lithuania-Normative acts on national, regional and local levels regulating social entrepreneurship
<b>National level</b>
The National Progress plan 2021 – 2030 and the National Program for 2014 – 2020 (LT)
The Conception of Social Business (LT)

Slovakia-Normative acts on national, regional and local levels regulating social entrepreneurship
<b>National level</b>
<a href="#">National Regional Development Strategy of the Slovak Republic</a> (ENG)
<a href="#">Operational Programme Human Resources</a>
<a href="#">Act 112/2018 on the Social Economy and Social Enterprises</a>
<a href="#">Act no. 369/1990 Coll. on municipalities as amended</a> (municipality according to § 4 par. 3 letter l) of the Act on Municipalities under special regulations establishes, abolishes and controls its budgetary and contributory organizations, other legal entities and facilities. Other legal entities might be businesses, special category is a municipal social company)
<a href="#">Act no. 5/2004 Coll. on Employment services as amended</a> (regulates the work integration structures, including registered social enterprises) (ENG version without amendments)
<b>Regional level</b>
<a href="#">Action plan for Gemer</a> (output of the project, abstract and some parts of the document are in English)
<a href="#">Program priorities for Good region</a> (priorities of the Banska Bystrica self-governing region, chapter 4 deals with social economy and long-term unemployment).
<b>Local level</b>
Action plans for the development of the least developed districts (based on the Act no. 226/2015 Coll. on the support of the least developed districts, every such district prepares a plan for development, in the BBSK there are 5 such districts: Lučenec, Poltár, Revúca, Rimavská Sobota and Veľký Krtíš)

Poland-Normative acts on national, regional and local levels regulating social entrepreneurship
<b>National level</b>
<a href="#">National Strategy for Regional Development 2010–2020. Regions, Cities, Rural Areas, Ministry of Development.</a>
Long-term National Development Strategy (until 2030)
Medium-term National Development Strategy (until 2020)
<a href="#">National Program for the Development of the Social Economy until 2023.</a> Resolution adopted the economy of social solidarity (updated KPRES) No. 11 of the Council of Ministers on January 31, 2019, amending the resolution on adopting the program called "National Program for the Development of the Social Economy." National Program for the Development of the Social Economy until 2023. The economy of Social Solidarity
<b>Regional level</b>
Development strategy of the Podkarpackie Voivodeship for the years 2007–2020. Update for 2013-2020. <a href="#">Website of the Marshal's Office of the Podkarpackie Voivodeship</a> (PL)
Regional Action Plan for the Development of the Social Economy for 2012–2020 <a href="#">Website of the Regional Center for Social Policy in Rzeszów</a> (PL)
Regional Operational Program of the Podkarpackie Voivodeship for 2014-2020
<b>Local level</b>
Subcarpathian Social Economy Development Program 2016–2020. Appendix No. 1 to Resolution No. 169/3507/16 of the Board of the Podkarpackie Voivodeship in Rzeszów of April 26, 2016, <a href="#">website of the Regional Center for Social Policy in Rzeszów</a> (PL)
Development Strategy of the Podkarpackie Voivodeship for 2007-2020 (PL)
Regional Operational Program of the Podkarpackie Voivodeship for 2014-2020, Appendix No. 1 to Resolution No. 33/629/15 of the Board of the Podkarpackie Voivodeship in Rzeszów of March 3, 2015 (PL & EN)
14 września 2020 Zarząd Województwa Podkarpackiego uchwała nr 198 / 4049 / 20 została zatwierdzona <a href="#">Voivodeship Development Strategy — Podkarpackie 2030.</a>

## Annex 3 – Good practices of the BRESE partner regions

### Rhein Region, Germany – Waal, The Netherlands

Good Practice 1	
Title of the good practice	Brabant Outcomes Fund
Organisation in charge of the good practice	Province Noord-Brabant (NL)
Description	
Short summary of the practice	<p>Public-private financing method, with the aim of supporting social enterprises and developing their effectiveness.</p> <p>The fund follows the approach that investors can earn back their investment if they help to achieve social results in cooperation with social enterprises.</p> <p>Investors provide money to social enterprises and get their investment back from the province of NoordBrabant once the agreed objectives have been achieved.</p>
Resources needed (financial and human)	1 million € was made available for the pilot project
Timescale (start/end date)	Pilot running since 2019
Evidence of success (results achieved)	Over the next few years, four entrepreneurs and three investors will be working towards the goal of an inclusive society in Brabant as part of the pilot project. During this first pilot, a lot of experience and knowledge is gained, among others in the area of result-oriented financing and understanding between the different actors (private and public actors)
Potential for learning or transfer	<p>The Brabant Outcomes Fund pursues a holistic approach of cooperation between the public and private sectors to address social challenges and find solutions.</p> <p>The Brabant Outcomes Fund is a flagship project that can be adopted by other provincial governments in the Netherlands and beyond. The Province of NoordBrabant aims to share this approach, its experiences and learning points with other Dutch provinces and European regions.</p>
Further information	<a href="https://www.brabant.nl/subsites/brabant-outcomesfund/english">https://www.brabant.nl/subsites/brabant-outcomesfund/english</a>
Good Practice 2	
Title of the good practice	Impact Factory/ Anthropia gGmbH, Duisburg
Organisation in charge of the good practice	Joint initiative of the founding partners Beisheim Stiftung, Franz Haniel & Cie. GmbH, KfW Stiftung and Anthropia gGmbH with the support of the programme partners Der Paritätische NRW and Wilo-Foundation
Description	
Short summary of the practice	Start-up grant for particularly promising start-ups that want to solve social, societal or ecological problems with entrepreneurial means.

Good Practice 1	
	Locally based and sustainable partners support the Impact Factory, without taking any influence.
Resources needed (financial and human)	n. a.
Timescale (start/end date)	Exists since 2015
Evidence of success (results achieved)	Numerous successful projects and start-ups have been initiated and implemented with the support of Impact Factory.
Potential for learning or transfer	The approach of targeted support for promising start-up ideas of social enterprises through a joint initiative of different regional stakeholders with good contacts to potential investors can easily be transferred to other regions.
Further information	<a href="https://impact-factory.de/#section1">https://impact-factory.de/#section1</a>

Good Practice 3	
Title of the good practice	National/regional networks
Organisation in charge of the good practice	Social Entrepreneurship Netzwerk Deutschland e.V./ Social Enterprise NL
Description	
Short summary of the practice	National or regional networks of and for social enterprises that promote the interests and needs of social enterprises and brings together innovative social enterprises, social start-ups and supporters from business and society.
Resources needed (financial and human)	n. a.
Timescale (start/end date)	Social Entrepreneurship Netzwerk Deutschland e.V. exists since 2017 Social Enterprise NL exists since 2012
Evidence of success (results achieved)	Growing networks that advise and support social enterprises and advocate their interests. Among other things, this representation of interests helps to strengthen the political and public significance of social enterprises.
Potential for learning or transfer	The growing networks in both countries of the border region illustrate the need for interest representation for social enterprises. This approach of national and/or regional networks can therefore be of interest for other European regions as well.
Further information	<a href="https://www.send-ev.de/">https://www.send-ev.de/</a> <a href="https://www.social-enterprise.nl/">https://www.social-enterprise.nl/</a>

Good Practice 4	
Title of the good practice	Rheinland-Pitch <i>Social Impact Special (2019/2020)</i>
Organisation in charge of the good practice	STARTPLATZ (start-up incubator) in cooperation with SEND e. V. and NRW Forum Düsseldorf
Description	
Short summary of the practice	The Rheinland-Pitch is a monthly start-up pitch competition that gives start-ups the opportunity to present their business idea to more than 100 spectators (potential investors, companies, start-ups and interested parties). This way, start-ups can get in contact with potential investors and new partners, cofounders and customers can be acquired.

Good Practice 4	
	In 2019 and 2020, a Social Impact Special was organised, in which social start-ups, i. e. (future) social enterprises could present their ideas.
Resources needed (financial and human)	n. a.
Timescale (start/end date)	Rheinland-Pitch exists since 2013
Evidence of success (results achieved)	Biggest start-up pitch competition in Germany with a top-class audience. The Social Impact Special offers social start-ups the opportunity to present their ideas to a large audience in a low-threshold manner.
Potential for learning or transfer	Easily transferable format that puts start-ups in contact with investors, new partners, co-founders and customers. Publicly accessible and attractively designed event that introduces the concept of 'social enterprise' to a wider audience.
Further information	<a href="https://www.rheinlandpitch.de/#information">https://www.rheinlandpitch.de/#information</a>

### Croatia - Bosnia and Herzegovina – Montenegro

Good practice 5	
Title of the practice	BACAR
Organisation in charge of the good practice	Municipality of Kotor (ME) , Chamber of Economy of Montenegro (ME), Public Institution RERA SD for Coordination and Development of Split Dalmatia County (HR), Ministry of Economy Herzegovina-Neretva Canton (BA), CCIRS-Chamber of Commerce and Industry of Trebinje Region (BA)
Description	
Short summary of the practice	General project objective is strengthening of institutional infrastructure and services to the SME sector with an aim to strengthen competitiveness through building of the cluster approach in the following sectors: creative industry, tourism and rural development.
Resources needed	1.019.843,87 EUR financed from EFRR and IPAII
Timescale (start/end date)	June 2017 – August 2019
Evidence of success (results achieved)	Improved cooperation between SMEs, support institutions and service providers within the targeted sectors through the implementation of the value chain and clusterization principles; Establishment of a joint basis for cooperation and transfer of knowledge among SMEs of the targeted sectors in the crossborder region; Improved technical capacities and knowledge of the SME from the targeted business sectors, including strengthened capacities of advisory, educational and research institutions; Creation of an e-commerce platform/portal-web site as a key precondition for an efficient promotion of the Clusters and their members, and products and services offered to the local and international markets; Joint promotion of regional products and their integration on the cross-border tourism sector activities.
Potential for learning or transfer	Cluster development in cross-border region with common needs and common potentials of creative industries.
Further information	<a href="http://www.bacar-project.org/en/home-eng/">http://www.bacar-project.org/en/home-eng/</a>

Good practice 6	
Title of the good practice	STRONGER
Organisation in charge of the good practice	Centre for Development of Brod – Posavina County (HR), Business Women Association of Montenegro (ME), Association of Business Women in B&H (BA), Institution for development of competence, innovation and specialization of Zadar County (HR), University of Zadar (HR)
Description	
Short summary of the practice	The STRONGER project addresses SMEs in the programme area working with <u>growing, collecting and processing of herbs</u> . Trying to overcome the lack of organized businesses and clusters, lack of specific knowledge for the herb-related industry sector and missing specialised laboratories or information centres, the partnership of the project focus on education and advisory activities.
Resources needed	979.309,91 EUR financed from EFRR and IPAIL
Timescale (start/end date)	November 2017 - January 2020
Evidence of success (results achieved)	Cross-border cluster e-platform for B2B and e-learning; Educating more than 20 SMEs and 4 business support institutions Setting up 2 laboratories for research, product testing and standardisation purposes of herbs and plants set up
Potential for learning or transfer	Developed an innovative cluster e-platform model that will serve as an example to others (according to the B2B model), e-learning and functional support. By strengthening scientific research capacities and institutions which support entrepreneurship in order to better and more efficiently provide services to small entrepreneurs in the sector of production and processing of spices, medicinal and Mediterranean plants; traditionally in the context of supporting women entrepreneurship.
Further information	<a href="https://www.stronger-project.eu/">https://www.stronger-project.eu/</a>

Good practice 7	
Title of the good practice	CODE
Organisation in charge of the good practice	City of Zadar (HR), Zadar County Development Agency ZADRA NOVA (HR), Foundation for Innovation and Technology Development (BA) Public Company "Business innovation and technology" Ltd. Tuzla (BA), Innovation and Entrepreneurship Centre Tehnopolis (ME)
Description	
Short summary of the practice	The project partners have recognized the lacking of SME supporting services towards SMEs' needs. Business support institutions do not offer adequate assistance to innovative entrepreneurs, particularly those in the pre-incubation stage and start-ups. SMEs in cross border area lack clustering possibilities and access to regional and international markets and there is a small number of local IT companies.
Resources needed	883.555,54 EUR financed from EFRR and IPAIL

Good practice 7	
Timescale (start/end date)	July 2017 – December 2019
Evidence of success (results achieved)	four (4) CODE Hubs in Zadar (HR), Mostar (BA), Tuzla (BA) and Nikšić (ME) are formally established Capacities of the existing CODE Hubs upgraded through purchasing of new equipment and developing new services Developed mentorship programme Organization of education, hackathon and international conferences
Potential for learning or transfer	Strategic and continuous improvement of ICT SME environment through equipment and capacity building activities of clusters. Enhanced potentials for unemployed youth from cross-border region.
Further information	<a href="https://www.code-hub.eu/">https://www.code-hub.eu/</a>

Good practice 8	
Title of the good practice	MAMEC - measures and strategies for the balance of family life and work
Organisation in charge of the good practice	DEŠA-Dubrovnik – partner implementing activities in Croatia Lead partner: MAD for Europe, Spain
Description	
Short summary of the practice	The project involves four European countries (Croatia, Italy, Greece and Spain), and aims to design a series of activities that contribute to the economic and social development of the community. Project activities focus on improving the basic and more complex skills of unemployed and employed mothers with innovative methods and a lifelong learning perspective.
Resources needed	54.126 EUR financed from Erasmus+ Programme
Timescale (start/end date)	September 2016 – August 2018
Evidence of success (results achieved)	The purpose of the project is to promote collaboration and lifelong learning by developing E-learning courses in entrepreneurship and linguistic skills. In addition to unemployed mothers, the project will also involve local and regional decision-makers who are active in promoting the balance of family life and work of mothers. The Summary Sessions of the MAMEC Course included 10 participants in each country (HR, IT, GR, ES) with a very similar profile: all of them were mothers with 1 to 3 children and most of them weren't working at that moment.
Potential for learning or transfer	DEŠA seeks to influence the reduction of unemployment, especially of women and youth. Strong point of the project is carefully selected and detected TARGET GROUP: Mothers who do not work and who suffer any degree of social discomfort are our main target group. The project has been designed, primarily, in order to increase employment and to promote cooperation and lifelong learning by developing skills such as "entrepreneurship, digital skills and linguistic competences". Project can be easily replicable in cross-border rural areas with high unemployment rate of woman.

Good practice 8	
Further information	<a href="https://mamecproject.weebly.com/">https://mamecproject.weebly.com/</a> <a href="https://desa-dubrovnik.hr/projekti/razvojni-projekti/projektmamec/">https://desa-dubrovnik.hr/projekti/razvojni-projekti/projektmamec/</a>

Good practice 9	
Title of the good practice	HEDONA Ltd.
Organisation in charge of the good practice	Association of Disabled People Križevci, Croatia
Description	
Short summary of the practice	HEDONA mission is to produce quality products and employ all the disabled people in Križevci (HR) in the next ten years. The small company - a socially-owned company that ventured into uncertain business waters in Križevci in 2013, currently employs 13 people, and their Choco bar in the centre of Križevci has 6 more employees. Out of a total of 19 employees, nine of them are people with disabilities, who have found a permanent source of income in this company, as well as self-confidence.
Resources needed	Private-public partnership
Timescale (start/end date)	2013 - ongoing
Evidence of success (results achieved)	Hedona Ltd social enterprise operates according to the highest standards and uses food safety management system. All the profits are reinvested back into employees: into growing their competences and their satisfaction and also into new job opportunities and the company's technological development as well as the expansion of the company's activities. Vision is to reinvest the profits with the aim of creating new jobs and lasting values which are satisfied and motivated employees who work in a pleasant environment and make the finest chocolate.
Potential for learning or transfer	The market started recognising the quality of the products and the business started to grow. Finest chocolates have their place in tourism sector which is driving sector in the region.
Further information	<a href="http://hedona.hr/contact?lang=en">http://hedona.hr/contact?lang=en</a>

## Latvia – Lithuania

Good Practice 10	
Title of the good practice	Intensive Bachelor level BOVA course "Exploring social entrepreneurship in the Baltic States"
Organisation in charge of the good practice	Latvia University of Life Sciences and Technologies, Jelgava, Latvia Estonian University of Life Sciences, Tartu, Estonia Vytautas Magnus University Agriculture Academy, Kaunas, Lithuania University of Helsinki, Helsinki, Finland The Leading partners of the course are Estonian University of Life Sciences and Latvia University of Life Sciences and Technologies. From other universities experts in social entrepreneurship were involved to deliver lectures and workshops in social entrepreneurship.

## Good Practice 10

### Description

<p>Short summary of the practice</p>	<p>The rationale of this course is to provide students with the confidence and competence to plan businesses aimed at solving social and environmental issues. This practice is innovative as it includes international and local (regional) dimension in social entrepreneurship and also comprehensive knowledge and practice in social entrepreneurship field. As this course contains both practical and theoretical elements students spend a significant amount of time in international group workshops and assignments preparing and designing a social enterprise business plan. Students learn from involved experts from different regions on how to start a business that helps to solve social and environmental problems in everyday environment. Also, students get to know social enterprise business models, marketing strategies, financing models for social enterprise and how to measure social impact of social enterprise, as well as how to create ideas for social business by using creative thinking methods. As a result they prepare social business plan that can be implemented in a real life. During the business plan writing process they receive consultations from international experts.</p>
<p>Resources needed (financial and human)</p>	<p>The course is free for students from BOVA and NOVA network universities The funding from BOVA partnership: EUR 1000 (for course)</p>
<p>Timescale (start/end date)</p>	<p>October 2019 – ongoing So far the course was delivered twice: 14 – 18 October 2019 28 September – 2 October 2020 It is planned to implement this course in 2021 October as well.</p>
<p>Evidence of success (results achieved)</p>	<p>Cross-border learning and knowledge transfer on social entrepreneurship between cross-border regions • Setting up 10 innovative social business plans (in 2019 and 2020 in total) • 30 participants of the course (for both years) 33State of play of the social entrepreneurship sector • E-learning materials provided from experts in Baltic States about social enterprise business models, marketing strategies, financing models for social enterprise, social impact measurement of social enterprise and rural challenges</p>
<p>Potential for learning or transfer</p>	<p>The course empowers future social entrepreneurs through an interdisciplinary, problem-based learning environment that enhances the innovative competencies needed for addressing social, cultural and environmental challenges in the Baltic States. Students get experience from various stakeholders in social entrepreneurship – university teachers, as well as from social entrepreneurs in Baltic States.</p>
<p>Further information</p>	<p><a href="https://www.bova-university.org/courses">https://www.bova-university.org/courses</a></p>

Good Practice 11	
Title of the good practice	Ambassadors network of social entrepreneurship
Organisation in charge of the good practice	Social Entrepreneurship Association of Latvia
Description	
Short summary of the practice	<p>This network unites social business ambassadors who are professionals in various fields and represent different professions (NGO, business incubators, education, sphere of law etc.). Ambassadors help people in all Latvian regions to better understand the opportunities of social entrepreneurship. In many cases ambassadors have become local community leaders in the field of social entrepreneurship and they strongly cooperate with local municipalities and NGOs. Ambassadors organize events, give advises in social entrepreneurship, inform local media, form new partnerships etc. The active work of the ambassadors has encouraged municipalities to get involved in social entrepreneurship. In addition, the work of social business ambassadors has raised awareness of social entrepreneurship in the regions, but their advice to the local community has encouraged the creation of new social enterprises. This practice represents interdisciplinary approach and proves that social entrepreneurship is horizontal activity that can be implemented in different sectors.</p>
Resources needed (financial and human)	The network of social business ambassadors in Latvia has been established in cooperation with the British Council Latvia.
Timescale (start/end date)	2017 – ongoing
Evidence of success (results achieved)	<p>Unites more than 40 active people involved in social entrepreneurship from all regions of Latvia. Several events by ambassadors were organized in regions that strengthens community and develop entrepreneurial skills (e.g., in 2018 in Daugavpils the first 48-hour Social Innovation Hackathon; Wellness festival in Jelgava etc.). In 2019 ~ 38 different events were organized in whole Latvia. Over two years, an audience of more than 2,000 people was reached in person at various social entrepreneurship events. More than 60,000 people have been reached in distance communication. Two academies for ambassadors were organized, where for three days the participants learnt useful skills, as well as form new collaborations, created real social enterprise ideas.</p> <p>Social Entrepreneurship Forum was organized that in 2019 united 180 participants. Also, it was a special opportunity for members and ambassadors of association to prove themselves in Pitch presentations. 7 educational online webinars in 2019</p>
Potential for learning or transfer	<p>This initiative promotes the development of social entrepreneurship in all regions of Latvia, strengthens the potential of local communities and helps to create new social enterprises that are able to creatively and effectively solve various societal challenges in regions. Ambassadors provide successful cooperation with different stakeholders in regions and disseminate the concept of social entrepreneurship to a</p>

Good Practice 11	
	wider audience. The ambassadors' network can be of interest for other European regions as well.
Further information	<a href="https://sua.lv/socialas-uznemejdarbibas-vestnieki/#vestnieki">https://sua.lv/socialas-uznemejdarbibas-vestnieki/#vestnieki</a>

Good Practice 12	
Title of the good practice	C'MON (ChangeMakers'ON) – SOCIAL INNOVATION and BUSINESS DEVELOPMENT support program.
Organisation in charge of the good practice	Institute for social entrepreneurship and innovative studies, KTU university, Enterprise Lithuania.
Description	
Short summary of the practice	<p>C'MON is organized with the help of partners and volunteers goodwill and everyone's input which is declared to the public. C'mon is the social innovation and business development support program which helps social innovators to grow, to achieve significant scale, become financially stable and to deliver impact. c'mon has a goal – to develop social innovations and businesses with the help of executive experts, to play a critical role in enabling social innovators to fulfill their potential and deliver impact and to open the door to new innovative sustainable social businesses enter into the market. The program consists of four parts - C'mon Hackathons, C'mon Boost camps, C'mon Incubator and C'mon training. C'mon Hackathon ChangeMakers'ON Hackathon is made with experienced partners from all over the Europe. It was created to empower young and initiative adults to create social good and innovations. At the hachatkhons people can get mentors, and they can pitch their projects to the investors. C'mon Boost camps covers personal and group coaching, efficient and result orientated pitches to investors, promotion of innovative products developed, professional consulting and advices delivered by business experts, networking with potential partners and etc. The C'mon program is unique because it gives opportunity for social innovators through these events to meet various experts from different fields, e.g., marketing, sales, social impact experts, etc. The program is becoming as C'mon community movement, which unites experts and social innovators.</p>
Resources needed (financial and human)	n.a.
Timescale (start/end date)	Exists since 2017 – ongoing
Evidence of success (results achieved)	9 successful hackathons, 3 boost camps, numerous trainings were organized. During these events approximately 53 start-ups have been initiated and implemented with the support of ChangeMakers'O community. Approximately 7538 people have participated in the programme. The participants improved knowledge about social innovations, business and 35State of play of the social entrepreneurship sector products development, marketing and communication. The program created sustainable operating businesses; participants discovered what they want to do in their life and retrained or started learning, for example in the field of the environment.

Good Practice 12	
	Also, some participants joined volunteer programs, made many connections, and expanded their networks.
Potential for learning or transfer	C'mon programme uses innovative approach as they join professional business development trainings with personal and creativity development, fun and networking activities. Also, they bring all together people passionate about social innovations from different fields- experts, participants, investors. This programme is an example of communication with different stakeholders and involvement of many participants. The innovative approach is related to targeted support for promising start-up ideas and organisation of social hackathons, boost camps through a joint initiative of different regional stakeholders, providing good contacts to potential investors. This approach can easily be transferred to other regions.
Further information	<a href="https://changemakerson.eu/">https://changemakerson.eu/</a>

Good Practice 13	
Title of the good practice	Social enterprise summit
Organisation in charge of the good practice	British council, Ministry of Economy, NGO Avilys and NGO Geri Norai are the main partners of the consortium and also other partners are invited to engage on yearly basis
Description	
Short summary of the practice	The Social Enterprise Summit is a social business forum held annually in Lithuania. Every year the forum brings together representatives from social enterprises, national government ministries, municipal governments, non-governmental organisations (NGOs), foundations, associations, and any business or organisation which has an interest in, or is working towards 'public good'. Foreign speakers also take part in the forum in order to learn good practices from abroad. The forum objectives are various and depend on each year themes and tendencies in social business arena. For example, 2020 forum invited to talk about social investment practices that operate in the world and new measures that are being developed in Lithuania. 2019 forum discussed diversity, innovation and partnerships. 2018 forum's main theme was provision of social services through social enterprise.
Resources needed (financial and human)	n.a.
Timescale (start/end date)	Exists since 2014 - ongoing
Evidence of success (results achieved)	The Summit has become as a major yearly networking event in Lithuania, attracting various stakeholders and initiating broad public discussions in social entrepreneurship area. Since 2014 seven summits has been organized. It brought stakeholders, policy makers, researchers and practitioners to share experiences and explore ways to develop social enterprises. The Summit framed the background for the Conception of Social business (2015). The main outcome of the Summit is that the Social Enterprise Law is being prepared. Moreover, Enterprise Lithuania prepared the guide

Good Practice 13	
	for the provision of public services to social enterprises, which increased the interest and practice of municipalities in this field. Actually, the summit improved legal framework and cooperation between policymakers and practitioners.
Potential for learning or transfer	Summit practice can serve as an example for other regions to improve cooperation with public sector and awareness raising about social enterprises among different stakeholders. Also, it can be an example, how State of play of the social entrepreneurship sector 36 to initiate legal changes within the social entrepreneurship environment. This approach of national and/or regional summits can therefore be of interest for other European regions, since it contributes to better cooperation between public, private sectors and social economy.
Further information	<a href="http://www.socialinisverslas.lt/en/summit/">http://www.socialinisverslas.lt/en/summit/</a>

### Banská Bystrica, Slovak republic

Good practice 14	
Title of the practice	Bee country-paradise (Včelí kRaj)
Organisation in charge of the good practice	NGO kRaj (not registered as social enterprise) Zavada 89, 9921 21 Zavada, Banská Bystrica región, Slovak Republic
Description	
Short summary of the practice	<p>The civic association kRaj was established in 2007, but the initiative "BEEsiness" that can be considered as a social enterprise started in 2013 thanks to support of the Ekopolis Foundation and the Norwegian partner Bybi.</p> <p>This enterprise aims to popularize beekeeping again for people, to educate general public in the field of pollination of the landscape and to show the importance of pollination for humankind. District of Poltár was in the past very rich in apiaries, but the pest radically reduced the number of apiaries in the whole region. Today the tradition of beekeeping is in extinction and the region is the one with the lowest number of apiaries and beekeepers in Slovakia and the highest rate of unemployment at the same time. The enterprise revives the tradition of beekeeping, increases the awareness of general public in the field of pollination and creates new employment possibilities by beekeeping for long-term unemployed people especially in marginalized groups. In 2019 the organization has started another project "Voštinári"(honeycombs) which opened a workshop in the building of an old glass factory and provides trainings on wax processing for the long-term unemployed as well as buys the wax from the small local beekeepers. With this initiative the NGO aims to be registered as a social enterprise.</p>

## Good practice 14

Resources needed	<p>In the beginning, the BEEsiness project was supported in the amount of 59,492€ within the EEA program Active Citizenship and Inclusion operated by the consortium led by the Ekopolis Foundation in partnership with Children of Slovakia Foundation and SOCIA – Social Reform Foundation. Active Citizenship and Inclusion is a grant scheme for supporting activities of non-governmental organisations active in enhancing participative democracy, decreasing social inequalities, poverty and exclusion, supporting children and youth, protecting the environment and providing welfare and basic social services. Now the project and organisation run independently without the support of the grants, funded by self-financing activities, including selling honey products, apiaries and beekeeping trainings and workshops for public and schools.</p> <p>The organization does not publish annual reports and they did not provide the data on income and number of employees after several requests.</p>
Timescale (start/end date)	2013 - ongoing
Evidence of success (results achieved)	<p>The positive social impact is achieved by creating new employment opportunities in beekeeping in the region, in particular for marginalized groups. Moreover, beekeeping is popularized among pupils, students and teachers.</p> <p>Main results of the project from the beginning: 20 new apiaries established; 40 people trained in beekeeping as a job opportunity (mainly Roma population, mentally handicapped people and unemployed women); 1400 pupils and students participating in experience program; 720 people participating in experience workshops and companies' teambuilding.</p>
Potential for learning or transfer	<p>The enterprise provides training, starting equipment, assistance for beekeepers at various level (beginners to professionals), it distributes its own bee products (honey, wax, apiaries, etc.) and buys the wax from local beekeepers – all these activities they strategically do in one of the regions with the highest unemployment rate (14.42%, national average is 7.43% in April 2020). An important moment is the activation of people from the region, the creation of informal networks as well as the cultivation of the country. Moreover, beekeeping is popularized among pupils, students and teachers, which helps to achieve the goals - awareness of the population about the importance of beekeeping. The activities of the enterprise solves social, economic and environmental problems at the same time.</p>
Further information	<a href="https://kraj.sk/nas-pribeh/">https://kraj.sk/nas-pribeh/</a> and <a href="https://www.vostinari.sk/">https://www.vostinari.sk/</a>

Good practice 15	
Title of the practice	Rozvojové služby BBSK (BBSK development services)
Organisation in charge of the good practice	Rozvojové služby BBSK s.r.o. (registered social enterprise) Lichardova 1, 977 01 Brezno, Banská Bystrica region, Slovakia
Description	
Short summary of the practice	<p>Rozvojové služby BBSK s.r.o. is the first regional construction social enterprise in Brezno, 100% owned by the Banská Bystrica region itself.</p> <p>Rozvojové služby BBSK s.r.o. is a work-integration social enterprise. It helps to reduce unemployment in the BBSK region by performing construction activities mainly in the BBSK on buildings and property owned or managed by the Banská Bystrica self-governing region. The subject of the organisation's activities is the provision of socially beneficial services, preparatory work for the implementation of construction, construction activities, construction and their changes, finishing construction work in the implementation of exteriors and interiors, engineering, construction valuation, design and construction and providing services to support tourism.</p>
Resources needed	The resources required to set up were in the amount of 30,000 € as the share capital was invested in full by BBSK. Currently, the company is financed through a commercial activity - providing services in the field of construction, through 33 employees. The annual budget was 673,927€, revenues from own income were 648,924 € in 2019.
Timescale (start/end date)	2019 – ongoing
Evidence of success (results achieved)	The positive social impact is achieved by employing of marginalised groups, e.g. disadvantaged or vulnerable persons, by doing so the company helps to inclusion and stops the marginalisation. So far, they have implemented the reconstruction and repair of 5 public buildings in the value of 4 mil. €. They also provide subcontracting for several big companies at the national level.
Potential for learning or transfer	Rozvojové služby BBSK s.r.o reflects the poor employment opportunities for longterm unemployed and low-skilled in the region, and at the same time the gap on the construction sector market. Therefore the BBSK does not implement unauthorized state aid, does not affect the market and the existence of this company does not endanger the existence of local entrepreneurs in the construction industry. The company increases regional assets and invests the generated profit back in the BBSK region in the social economy or other development projects. The independence of the company is achieved by the independent body of managers, as well as with the Body of supervisors. The company can thus be an inspiration for other regions of Slovakia, or regions of other countries with a similar socio-economic situation.
Further information	<a href="https://www.rozvojozesluzby.sk/">https://www.rozvojozesluzby.sk/</a>

Good practice 16	
Title of the practice	V.I.A.C. - <i>Inštitút pre podporu a rozvoj mládeže zo Slovenska (Institute for Support and Development of Youth from Slovakia)</i>
Organisation in charge of the good practice	V.I.A.C. - <i>Inštitút pre podporu a rozvoj mládeže zo Slovenska, Ústie nad Priehradou 41, 028 01 Trstená, Žilina region, Slovakia</i>
Description	
Short summary of the practice	<p>Civic Association V.I.A.C. was established in 2011 and its activities are very rich in the areas of education (including environmental education), youth work and development of volunteering and solidarity. They also work with families in social need and on the brink of poverty through their community centre. Their seat is in a town neighbouring with Poland and the association has several informal initiatives with neighbouring towns in Poland. It has several international projects, such as "Step Further", where they coordinated young volunteers with a lack of opportunities - unemployed and with health problems. Another crossborder project is the Meeting Point which is a three-year strategic partnership with the main goal to contribute to the recognition of young people's skills acquired through volunteering in the labour market. In addition to these various projects, the association also operates a community centre and cafe Sinaj, where it employs women returning from maternity leave and young people with a lack of opportunities (unemployed and with health problems). The premises offer the possibility of use for discussions, lectures, there is also a children's corner in the library, where books can be borrowed or read in it. The second business element is the operation of the Orava Youth Centre (property of the church) with a capacity of 41 beds, which are divided into double, triple and quadruple rooms. Catering is also available to guests staying there.</p>
Resources needed	<p>Civic Association V.I.A.C. used the association's resources (donations and grants) as well as volunteer work to launch these initiatives. Some parts of the premises were also reconstructed with the help of project resources as a side project output. Revenues from the Sinaj and Orava Youth Centre operations (own income) reached 85,423.45€ in 2018, the donations amounted for 6,938.42 € and grants were in the amount of 163,394 €. The total incomes in 2018 were 550 951,33€.</p> <p>The association has currently 25 employees.</p>
Timescale (start/end date)	Orava Youth Centre 2011 - ongoing, Sinaj since September 2016 - ongoing
Evidence of success (results achieved)	<p>The positive social impact is achieved by employing vulnerable groups in the café and youth centre, as well as providing counselling and assistance for the with families in social need and other clients. At the end of 2018, the Sinaj Community Centre registered a total of 701 clients. As part of individual counselling, they provided basic counselling to 192 clients, specialised counselling to 33 clients and assistance in</p>

Good practice 16	
	protecting the rights and legally protected interests of 60 clients during the calendar year. Together they implemented 521 activities for 2,297 participants.
Potential for learning or transfer	The Civic Association V.I.A.C is a model example of a non-governmental organisation that could register as a social enterprise. In terms of activities, it performs activities that are typical for the non-profit sector, and at the same time connects them with elements characteristic of social entrepreneurship. In terms of financing, it also has commercial income, which it reinvests in full in the main activity of the association. The V.I.A.C association operates throughout the Upper Orava region and has the potential to be a model for other regions to form civic associations to have positive social impact by improving the living conditions of the region's inhabitants.
Further information	<a href="https://www.ozviac.sk/sinaj">https://www.ozviac.sk/sinaj</a>

Good practice 17	
Title of the practice	Obecné služby Raslavice, s.r.o. (Municipality services Raslavice, ltd.)
Organisation in charge of the good practice	Obecné služby Raslavice, s.r.o., Hlavná 154, 086 41 Raslavice, Košice region, Slovakia
Description	
Short summary of the practice	<p>Obecné služby Raslavice, s.r.o is a company 100 percent owned by the local municipality whose goal is to support employment by construction and agricultural activities. In addition to construction and small-scale production, they also grow vegetables. On an area of about 11 hectares, they grow mainly root vegetables: they supply carrots, parsley and potatoes to the school canteen and also sell part of the production (so-called boxing - for example through <a href="http://mojzelevoc.sk">mojzelevoc.sk</a>). They strive for BIO vegetables with the least possible use of chemicals; hoeing, skinning and harvesting is done by hand with minimal involvement of mechanisation. The purpose is to supply the local nursery and primary school so that children consume healthy vegetables with as little chemical treatment as possible. Main customers are Elementary school and kindergarten Raslavice, Raslavice municipality soup kitchen, restaurants and soup kitchens in districts Bardejov and Prešov, Bardejov Spa, social service facilities in districts Bardejov and Prešov, sales at the municipal market.</p> <p>The company is successful in obtaining ESIF funding for projects in the municipality, e.g. received 1.2 million euros from a budget assigned for employment and inclusion of the Roma population. The village has a population of 2,746, of which 438 (16%) are Roma, the municipality is <a href="#">in the Atlas of Roma communities</a>.</p>

Good practice 17	
Resources needed	The municipal social enterprise in Raslavice was established as a concrete response of the municipality to address unemployment in the municipality, using public resources: contributions from labour office and the project Support for Employment in Rural Areas - New Ideas for Increasing Employment in Rural Europe.. The project was financially supported by ACRE - the Alliance of Conservatives and Reformists of Europe based in Brussels. At present, the company is sustainable from the resources obtained by selling cultivated production. In 2018 the income for goods and services was 222,926 €.
Timescale (start/end date)	May 2015 – ongoing
Evidence of success (results achieved)	During the first two years of existence (2015 and 2016), 64 people from the village were employed, 37 of them from the Roma community, mostly people from the marginalized Roma community. In 2015, there were 270 unemployed, in 2019 this number, also thanks to social enterprise dropped to 141. The company's employees, i.e. residents of Raslavice, earned almost one million euros in wages in two years, thus one can argue that the money stay in the local economy and fuel the development in the village. Those who were employed through the company repaid their debts, some of which returned directly to the municipal treasury, where they were in debt.
Potential for learning or transfer	As part of the project Support for Employment in Rural Areas, approximately 50 representatives of local self-governments from whole Slovakia became acquainted with the model of the municipal enterprise. Raslavice municipal enterprise make full use of local resources (municipal land), grow vegetables to supply their own facilities (kindergarten, school, local canteen) and in addition to giving children and pensioners good vegetables, they use local products, thus shortening supply chains and leaving a minimum carbon footprint. Moreover, they process waste at a local composting site. In their activities, they combine the principles of the circular and social economy.
Further information	<a href="https://www.raslavice.sk/obecny-podnik/?ftresult=soci%C3%A1lny+podnik">https://www.raslavice.sk/obecny-podnik/?ftresult=soci%C3%A1lny+podnik</a> .

### Podkarpackie region, Poland

Good practice 18	
Title of the practice	Comprehensive support for the social economy sector in the Podkarpackie Voivodeship
Organisation in charge of the good practice	Rzeszow Social Economy Support Center (ROWES)
<b>Description</b>	
Short summary of the practice	Support for the social economy sector is and will be implemented by: information activities in the field of the social economy, with particular emphasis on activities influencing its development; local animation services to increase awareness of the local community, stimulating civic activity, aimed at creating entities

**Good practice 18**

	<p>(organizations), initiatives, partnerships acting for the benefit of the social economy; - incubation activities aimed at acquiring knowledge and skills necessary to establish and run Social Economy Entities and Social Enterprises; - organization of partnership workshops; study visits, general training on the social economy and specific training in the field of establishing and running of the Social Enterprise;</p> <p>-financial (grants, bridging support) to cover the expenses necessary to create new jobs in SE;</p> <p>specialist consultancy and industry consultancy;</p> <p>supporting the development of employment, in particular of people at risk of social exclusion, by supporting job creation in the social economy sector;</p> <p>activities in the field of social and professional reintegration for employees of a Social Enterprise, implemented under the "Reintegration Program in Social Enterprises";</p> <p>activities aimed at professionalization and increasing the competitiveness of products of social economy entities and social enterprises;</p> <p>business activities aimed at supporting and developing existing Social Enterprises.</p>
Resources needed	Human resources, technical facilities, database, IT facilities
Timescale (start / end date)	1.01.2017 - ongoing
Evidence of success (results achieved)	<p>Social Economy Support Centers, operating in the Podkarpackie Voivodeship, strengthen the social economy sector from 2017 by creating new jobs in Social Enterprises.</p> <p>Achievements:</p> <p>supporting the development of the sector of Social Economy Entities and Social Enterprises, through:</p> <p>providing comprehensive services (information and promotion, consulting and training, specialist services: including repayable financing, strengthening business and organizational potential, animation activities (including local government units, business) for the created 130 Social Economy Entities / Social Enterprises contributing to their economization , professionalization, and qualitative changes in their functioning during the project.</p>
Potential for learning or transfer	<p>Establishing Social Economy Support Centers as institutions supporting social economy entities is a good practice.</p> <p>The mission of the Centers is to create and strengthen the development potential of Social Economy Entities in the regions where they operate (e.g. Podkarpace Region), and in particular:</p> <p>strengthening sectoral cooperation to build a support system for the existing and emerging Social Economy Entities through animation activities;</p> <p>increasing the employment of people at risk of social exclusion by supporting job creation in Social Economy Entities;</p>

Good practice 18	
	<p>increasing the availability of services: legal, accounting, marketing, business consulting for Social Economy Entities; - promotion of the Social Economy.</p> <p>Social Economy Support Centers in their activities closely and permanently cooperate with Regional Center for Social Policy in Rzeszow (ROPS) as social economy support coordinators in voivodships, establishing plans and principles of cooperation, including the implementation of joint ventures.</p> <p>The structure of their operation as well as the scope and method of operation can be used in other regions of Europe, not only in Poland.</p>
More information	<p><a href="http://www.wsparcie.es">http://www.wsparcie.es</a>; <a href="http://www.pakd.pl/owes2">http://www.pakd.pl/owes2</a>;</p> <p><a href="http://www.prowes.com.pl/o-nas/">http://www.prowes.com.pl/o-nas/</a></p> <p><a href="http://tarr.pl/osrodek-wsparcia-ekonomii-spolecznej/#page-content">http://tarr.pl/osrodek-wsparcia-ekonomii-spolecznej/#page-content</a></p>

Good practice 19	
Title of the practice	Coordination of the social economy sector in the Podkarpackie Voivodeship
Organisation in charge of the good practice	Regional Center for Social Policy in Rzeszow (ROPS)
Description	
Short summary of the practice	<p>The main goal of the project is primarily:</p> <p>increasing the role of the social economy sector in the Podkarpackie Voivodeship,</p> <p>strengthening cooperation and cooperation of social economy entities, - increasing the visibility of social economy entities as suppliers of products and services, and promotion of the social economy sector among the inhabitants of the Podkarpackie Province.</p> <p>Some of the above-mentioned goals have already been achieved through: - creation of the Podkarpackie Committee for the Development of Social Economy, in accordance with the provisions of the National Program for the Development of Social Economy (In order to better coordinate the social economy sector in the region).</p> <p>Educational activities were undertaken in the field of the social economy that initiated cooperation of local government units with local entities of the social economy.</p> <p>Creating new and developing already established networks of cooperation of individual types of Social Economy Entities, which are to represent the interests of social economy entities and create a space for the exchange of views and taking actions to represent common interests. - Promoting good practices of social economy entities operating in the Social Economy sector in Podkarpacie and other regions of Poland.</p> <p>Promotional activities - to increase the visibility of social economy entities and social enterprises (fairs, co-financing for trade fairs, publications, sales portal <a href="http://www.wspierajiwybieraj.pl">www.wspierajiwybieraj.pl</a>).</p>

Good practice 19	
Resources needed	Human resources, technical facilities, database, IT facilities
Timescale (start / end date)	2016 - ongoing
Evidence of success (results achieved)	<p>The Podkarpackie Committee for the Development of Social Economy was established. The tasks of the Committee include.:</p> <p>setting the vision and directions of development of the social economy in the region,</p> <p>identifying barriers to the development of the social economy and formulating recommendations for their elimination or reduction,</p> <p>developing new, innovative solutions for the development of the social economy in the voivodeship.</p> <p>Social enterprise cooperation networks have been established. Four networks were established in total:</p> <p>1/ Reintegration Social Economy Entities - associating Social Integration Centers and Social Integration Clubs;</p> <p>2/ network of Occupational Therapy Workshops;</p> <p>3/ network of Professional Activity Establishment; 4/network of Social Economy Support Centers.</p> <p>The task of the network is, among others mutual substantive support and exchange of experiences of Social Economy Entities in the region, but also between networks in other regions. They have periodic training sessions, study visits, and meet network representatives from other regions.</p> <p>Promotional activities included a number of initiatives supporting Social Economy Entities in the region.</p>
Potential for learning or transfer	<p>Thanks to the created cooperation networks, organized study visits, promotional activities, and the organization of the "Leader of Social Economy in Podkarpackie" competition, there was a spontaneous transfer of knowledge between the participants of the above-mentioned initiatives. Above activities are a great initiative to exchange experiences and practices, and at the same time they are a catalyst for the exchange of knowledge and information for all individuals involved in the social economy. By introducing a provision in KPRES regarding the support system, the function of coordinator of activities related to the area of social economy in voivodships is performed by the Regional Center for Social Policy in Rzeszow (ROPS). The unit coordinates the activities of public authorities in the implementation of the regional program and, in terms of content, determines the directions, preferences and procedures for supporting the social economy and social enterprises under the Regional Operational Programs.</p>
More information	<p><a href="http://es.rops.rzeszow.pl/podkarpackie-sieci-kooperacji-podmiotow-ekonomii-spolecznej-w-wojewodztwie-podkarpackim-2/">http://es.rops.rzeszow.pl/podkarpackie-sieci-kooperacji-podmiotow-ekonomii-spolecznej-w-wojewodztwie-podkarpackim-2/</a></p>

Good practice 20	
Title of the practice	K-Lumet social franchise
Organisation in charge of the good practice	Polish Association for People with Intellectual Disabilities Branch in Jaroslaw
Description	
Short summary of the practice	<p>The production of K-Lumet firelighters is an example of a social franchise based on manufacturing activities. The representatives of the association saw the firelighters at the fair of workshops for disabled people in Nuremberg in 2009, contacted the license owner, the Swiss foundation Le Perce Neige, and after several months of negotiations, in March 2010 they signed a franchise agreement with the right to resell it in Poland. Thanks to this agreement, they were able to start producing firelighters. From April to August 2010, activities related to the equipment of the studio were carried out. Adjustable tables and chairs, properly profiled for comfortable work for the disabled, and sets for the production of fire starters were purchased. They received the first such set from the Swiss. They had to perform the next ones within their scope. They found a company dealing with technical services, including the manufacture of metal things, which, based on the photos, made a melter (a tool for dipping firelighter in hot wax). The total cost of the purchased equipment for 4 workstations + melting station amounted to approx.. 5,2 thousand. PLN. In July and August 2010, they trained (2-3 days training was conducted at ZAZ) and hired employees. The production of the firelighter started in September 2010.</p> <p>The firelighter is ideal for grill, stove and fireplace - 100% ecological - natural, clean and unscented. It perfectly fulfills its task even in the most difficult weather conditions, providing a sufficiently strong flame for up to 20 minutes. The firelighter is made under the Swiss license no. (689453-A5).</p> <p>For the production of firelighter, wood (waste wood is used), bands from toilet paper rolls, paraffin - most often from unburned candles, a wick - cotton string and packaging (boxes for 3 and 16 pieces). Semi-finished products - remains of candles, cardboard leftover from toilet paper - can be collected, for example, in nearby primary and middle schools. The production of firelighters does not require specialized equipment and anyone can do it, just a few days of training is enough. Currently, an average of 10 firelighters per 1 employee is produced in Jaroslaw a day, and employees work an average of 5 hours.</p>
Resources needed	The resources used are primarily human resources. The entire Professional Activity Establishment in Jaroslav employs 56 people, including 40 disabled people. In the team involved in the production of firelighters, these are: job coaches, disabled workers, managers and a sales representative. Moreover, technical facilities and material resources are necessary.
Timescale (start / end date)	September 2010 - ongoing
Evidence of success (results achieved)	The main achievements are:

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	<p>The main result of this project is the creation of jobs for 40 disabled people and 16 service and rehabilitation staff.</p> <p><u>The Association has exclusive rights in Poland to produce and sell firelighter</u> and the possibility of building a network by reselling some of the production rights to other interested parties. The owner of the franchise is the association, the disposer (under the association's internal regulations) is the Professional Activity Establishment in Jarosław, which lends the franchise. Currently, the firelighter is produced in 21 organizations in Poland working for people with disabilities (thanks to the franchise from PSONI in Jarosław) and in 9 countries around the world.</p> <p>K-Lumet is a pleasant, useful product that combines social and ecological aspects - an important element of environmental education, incl. in schools. Compared to the entire activity of the Professional Activity Establishment and the Association, the production of firelighter is only one element of the large-scale system of care for the disabled. It is also an interesting example of a social franchise - the first in Poland - finding more supporters.</p>
Potential for learning or transfer	<p>The presented idea as a social franchise is a potential to share knowledge with other institutions about the mechanisms of the organization's functioning based on a social franchise, but above all it is a great solution for the activation of disabled people. Work in the production of firelighters is good for people with disabilities, because it calms down, everyone has their own position here, their task, which does not require much activity, there is no time pressure. These people learn certain behaviors, work gives them satisfaction and relaxation.</p> <p>The production process of K-LUMET has been so thought out that it can be produced by people with severe and multiple disabilities - which is a good practice that can be copied and implied by institutions gathering and operating in such an area.</p>
More information	<a href="http://zaz-jaroslaw.pl/k-lumet/">http://zaz-jaroslaw.pl/k-lumet/</a>

Good practices 21	
Title of the practice	The REPLIKATOR Model as a kind of business format based on a working model of the Social Economy Entity
Organisation in charge of the good practice	Social Cooperative "Dębnianka"
Description	
Short summary of the practice	<p>The idea of developing the REPLICATOR model arose in response to the problem of the low effectiveness of activities aimed at the development of social enterprises in Poland, including social cooperatives. The thesis was accepted that social cooperatives may constitute a valid and rational tool for counteracting unemployment and social exclusion. However, the creation of these enterprises requires providing them with adequate support, allowing for minimizing barriers that limit their entry into the market, and then stable operation.</p>

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	<p>The main objective of the project, in which the model was created:</p> <p>Development, dissemination and implementation in Poland of new type of advanced incubators (Replicators) creating and duplicating (replicating) social enterprises employing people at risk of social exclusion,</p> <p>adaptation of foreign and domestic business formats for the needs of running social enterprises,</p> <p>dissemination and testing of the developed model, - professional and social activation of project participants.</p> <p>The source of inspiration was the concept of social franchise, which allowed to replicate a social enterprise not only in order to achieve profit in the economic sense, but also for positive social profit.</p> <p>As part of the "testing" phase of the Replicator model, 16 business formats of selected social enterprises operating in Poland and abroad were developed, which constitute an integral part of the REPLICATOR model. The mission of REPLICATOR is to use proven, effective business models for the creation and development of social enterprises that employ people from weaker, marginalized, disadvantaged or excluded social groups. The model includes key implementation conditions that summarize the most important elements of a given business model.</p> <p>As part of the above-mentioned model, the Social Cooperative "Dębnianka" was established. The subject of activity of Social Cooperative "Dębnianka" are catering services (lunch meals for educational institutions, catering, service of special events, event service, implementation of individual orders, baking cakes and cookies).</p>
Resources needed	<p>The key resources indicated in the model are human resources and infrastructure.</p> <p>The analyzed Cooperative was established by 5 long-term unemployed people. Currently, 16 people are employed in Dębnianka, most of them affected by the so-called "Social exclusion" (unemployed, long-term unemployed, disabled, low-skilled, in difficult family or legal situations).</p>
Timescale (start / end date)	<p>2012 – 2015 (Replikator project)</p> <p>2010 – ongoing (Social cooperative)</p>
Evidence of success (results achieved)	<p>Social Cooperative "Dębnianka" was founded in 2010. The main activity of the Social Cooperative is catering services.</p> <p>Since 2014, Dębnianka also runs a restaurant called "Dębnianka", with delicious home-made meals, pizza and the possibility of organizing special events in the restaurant.</p> <p>Thanks to the implementation of the operation model, the "Dębnianka" was the laureate of many awards, incl. in 2018, the cooperative became a laureate of the Social and Solidarity Economy Quality Mark competition, and in 2019, the Cooperative was awarded at the poviats and national level of the "Eagles of Gastronomy 2019"; Dębnianka was also twice</p>

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	<p>among the best enterprises in Poland (2014 and 2016) in the "Way to Success" competition for the best activities creating entrepreneurship and new jobs in rural areas</p> <p>Thanks to the appropriate human resources and infrastructure, which is the basis of the analyzed model, in 2017 the Cooperative received a distinction in the Podkarpacki Social Economy Leader competition in the category "Social Economy Leader in the Podkarpackie Voivodeship". The President of the Cooperative was the winner of the Podkarpacki Social Economy Leader competition in the category "Social economy animator in 2017". Since 2016, Social Cooperative/ Dębnianka has been granted the right to use the "Pro-Social Purchase" certificate, which confirms the high quality of services provided by the social economy entity.</p>
Potential for learning or transfer	<p>The main activity of REPLICATOR is to support initiative groups in their preparation for the creation of a new social company based on the selected business model and cooperation during the replication process itself (e.g. implementation of social franchise).</p> <p>An important element that distinguishes the REPLICATOR model from, for example, the standard activities of OWES, is the provision of consultancy and coaching services also in the first period of operation of a new enterprise and with the involvement of the franchisor. It is an action that will significantly increase the chances of the success of the entire undertaking. The presented idea of a social franchise as a model for the functioning of a social enterprise is an example to be used as the so-called "Reference model". Organizations operating in the field of the Social Economy can develop their existing activities and expand them thanks to the above-mentioned Model. The use of the knowledge of managers can be valuable in the exchange of experiences, broadening knowledge, good practices and, above all, it can be an inspiration for further development of the business.</p>
More information	<p>Publication: „Incubator operation model Replikator”, <a href="http://46.41.144.67/pliki/produktreplikator/Ksiazka_I.pdf">http://46.41.144.67/pliki/produktreplikator/Ksiazka_I.pdf</a>  <a href="https://www.restauraciadebnianka.pl/informacje/o-nas">https://www.restauraciadebnianka.pl/informacje/o-nas</a></p>

### Other Interreg Europe good practices

Good Practice 22	
Title of the good practice	Leveraging public and private partnership to finance startups and social enterprises
Organisation in charge of the good practice	Agency for Regional and economic development
Description	
Short summary of the practice	<p>Mikrofond AD is a Bulgarian non-banking social and community responsible financial institution funding start-ups, micro-entrepreneurs, and sustainable projects with social impact. Provides financial tools that match the needs of start-ups in the development and graduation phase of their business. The financial tools are matched with the services</p>

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	<p>provided by Mikrofond Sofia Foundation, which is the owner of MF AD- operates in 6 regional offices: Vratsa, Smolyan, Razgrad, Stara Zagora, Burgas, Sofia. The main services are an evaluation of business ideas, start-up training, debt management training, mentoring, monitoring. The loans are popular among starting entrepreneurs in the region via the Vratsa office.</p> <p>Recently the loans are up to 25 000 euros and are available due to the financial instrument "Microlending with shared risk", funded by an OP "Innovation and competitiveness" after approval of the business plan. Mikrofond AD is one of the financial intermediaries to on-lend to startups via this scheme and Fund of Funds is in charge of all financial instruments of EU programs in Bulgaria. <a href="http://www.fmfb.bg/en">http://www.fmfb.bg/en</a> Servicing startups is not highly profitable for commercial banks, due to the limited scale and higher credit risk. The good practice is in providing reasonable price loan products by leverage private and public funding and cooperation between different stakeholders.</p>
Resources needed (financial and human)	<p>Financial capital- private and public</p> <p>Trained and motivated staff to work with startups and young entrepreneurs</p> <p>Networking with local, regional, and national institutions and organizations</p> <p>Good communication campaign</p>
Timescale (start/end date)	May 2002 - ongoing
Evidence of success (results achieved)	<p>Mikrofond AD has provided more than 10 000 loans for more than 25 000 000 euros to microbusinesses. Currently, more than 35% of the portfolio is startups. The Northwest region of Bulgaria accounts for 10% of the results achieved.</p> <p>Managing to engage public funding from the Fund of Funds (BG) and offered the best price loan to startups - rate between 0,9% and 4,35%. More than 400 jobs were created by beneficiaries for 2019-2020. Additional business services were developed with a focus on startups</p>
Potential for learning or transfer	<p>A good example of cooperation between different stakeholders with a common goal-access to financing for startups in the smaller regions.</p> <p>Public authorities ( local and national) can trigger success by providing financial capital</p> <p>Mikrofond AD due to its social mission to support startups was able to structure a reasonable loan product and manage it.</p> <p>Other partners provide training, consultations,</p> <p>Regional networks provide information to beneficiaries sharing capabilities.</p> <p>Regional offices of Mikrofond AD tailored services depending on the needs in the region they serve.</p>
Further information	<a href="https://www.mikrofond.bg/">https://www.mikrofond.bg/</a>

Good Practice 23	
Title of the good practice	Returbutiken (reuse shop) & Textilservice (sewing service) – part of Viva labour market programme SUBTRACT
Organisation in charge of the good practice	County Administration Board of Västerbotten
Description	
Short summary of the practice	Returbutiken och Textilservice are two reuse activities that are part of Viva Arbetsmarknad, Umeå's largest labour market programme. Returbutiken sells reuse products collected from private individuals through Vakin's recycling reception at recycling centres but also directly from private individuals, the municipality, private companies and the police's lost & found department. Textilservice repairs and sews new products from recycled textiles submitted in the same way as to Returbutiken. Textilservice products are sold mainly through Returbutiken but also in libraries and other places. Although both businesses sell reuse products, the main purpose of these is to provide meaningful work training to participants who are outside the labour market. Returbutiken and Textilservice are not expected to carry their own costs or be financially sustainable through the sale of recycled products. Sales cover approximately 1 500 to 2 000 items per day worth 0.6 million € annually.
Resources needed (financial and human)	The total budget for Returbutiken including the workshops (of which Textilservice is a part) is 2.5 million € for 2019, of which 0.6 million € are estimated sales from the Returbutiken and 1.9 million € is financing from the Municipality of Umeå. Staffing consists of 52 participant and 10 staff.
Timescale (start/end date)	January 1998
Evidence of success (results achieved)	During 2019 Returbutiken has received 300 000 kg of recycled products from recycling centres and 11 500 kg of IT equipment from the Municipality of Umeå. Sales of reuse products during 2019 were 1500 - 2000 items per day and a sales income of 0.6 million €. Returbutiken and Textilservice have 10 employees and 52 participants. The participants receive job training, internship, rehabilitation, vocational training, or other customized efforts to help them approach the regular labour market.
Potential for learning or transfer	Returbutiken and Textilservice can present a holistic model within social responsibility with reuse as a basis. A well-functioning interaction between several actors (Swedish Employment Service (Arbetsförmedlingen), the Social Insurance Agency (Försäkringskassan), Region Västerbotten (health care), social services and municipal adult education) provides staffing while participants in the labour market programme receive valuable work experience. Returbutiken and Textilservice show how reuse products can be obtained through a wide range of channels ranging from recycling centres to the police's lost & found department.
Further information	<a href="https://returbutiken.com/">https://returbutiken.com/</a>

Good Practice 24	
Title of the good practice	SOCIAL PLATE - Supporting Social Enterprises in combating poverty and social exclusion- BIOGRADE
Organisation in charge of the good practice	Thessaloniki Central Market S.A. (CMT)
Description	
Short summary of the practice	<p>The “Social Plate” is a project coordinated by CMT. CMT is a public company founded in 1975. CMT facilities include the Fruit and Vegetable market (280 stores, distributed in 4 cores of 70 stores each) and the Meat market (24 stores). Daily, from CMT 600-800 tonnes of fruit and vegetables and 80-100 tonnes of meat are being shipped to local food markets and the Balkans.</p> <p>The goal of the project “Social Plate” is to provide food for weaker social groups, work to the long-term unemployed and to limit food waste. Within fifteen months of operation, the “Social Plate” team handled more than 345,000 kg fruits and vegetables, derived from the CMT facilities. The products are separated into those that are fit for consumption and those that are not. Specifically, 230,000 kg were recovered and offered to our fellow people and the rest was used for organic waste. The packaging of the received products is being reused instead of being discarded. The delivery is being handled by the organic waste management office of CMT with the help of volunteers from the agencies that benefit from the project. More than 75 agencies participate in the distribution (Social Grocery Stores, NGOs, Foundations, Church Kitchens). They receive the recovered products and distribute them, cooked or raw, to vulnerable social groups. Thus, the homeless, the unemployed, refugees, and anyone in need of a plate of food, can get just that, thanks to the all the volunteers working with “Social Plate”.</p>
Resources needed (financial and human)	<p>The “Social Plate” is funded by INTERREG V-A Greece – Bulgaria 2014-2020 programme with a budget of 218.750€.</p> <p>But the amount covers partially human resources and technical equipment. CMT tried to cover the financial gap by providing 3 employees on permanent basis even though more people were needed.</p>
Timescale (start/end date)	April 2018 - ongoing
Evidence of success (results achieved)	<p>Within fifteen months of operation, the “Social Plate” team has handled more than 345,000 kg of fruits and vegetables. More than 230,000 kg were recovered and offered to fellow people, while the rest was used as organic waste. The original packaging of the products is being reused instead of being discarded. More than 75 agencies participate in the distribution (Social Grocery Stores, NGOs, Foundations, Church Kitchens).</p>
Potential for learning or transfer	<p>According to the Food and Agriculture Organization of the United Nations (FAO), about one third of global food production (around 30 to 40%), is lost or wasted annually. As such, every action that limits food waste is of great importance.</p>

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	<p>CMT is a public owned company and is the “Social Plate” is the first organized practice of “saving the food” in Greece with promising results. Therefore, this good practice could be applied by other such authorities’ handling/ retailing/ supervising food distribution/ retailing. CMT is directly supervised by Ministries of Development and Agriculture so other high level policy bodies could adopt such a good practice on regional/national level. In private sector, in the context of corporate social responsibility, can provide funds and labor until the practice becomes profitable through recycling, exploitation of organic waste or even through selling processed fruit.</p>
Further information	<a href="https://www.socialplate.eu/el">https://www.socialplate.eu/el</a>

Good Practice 25	
Title of the good practice	Firstport - Scotland’s agency for start-up social entrepreneurs and enterprises - RaiSE
Organisation in charge of the good practice	Scottish Government
Description	
Short summary of the practice	<p>Firstport is a key delivery partner in Scotland’s social economy eco-system. Proposed by the social enterprise sector and introduced by Scottish Government, it supports new social enterprises from the seed of an idea to start-up, and sustained success. This currently includes a package of support to include seed funding and business advice including investor readiness. It also connects social entrepreneurs to networks, advice, and peer support to develop and implement their business ideas and potential. Starting in 2007 as Scotland’s social enterprise development agency it is an organisation responding to needs of social entrepreneurs rather than prescribing start up services. Now operating as a social enterprise itself it distributes seed funding and accelerator support for early stage social enterprises, advice and training, innovation incentives and place-based programmes. It has 4 priority aims, key to supporting Scotland’s ambitions for an inclusive economy, by supporting and accelerating social entrepreneurship through critical early interventions. These are: 1. Embed diversity by encouraging and enhancing ideas from a wide spectrum of backgrounds and places 2. Influence innovative ideas which support local communities, villages and towns 3. Foster ambitions across the full spectrum of social entrepreneurs including those with high growth potential and aspiration 4. Promote social enterprise as a viable and socially responsible way to make profit and run businesses</p>
Resources needed (financial and human)	<p>There are currently 12 members of staff operating Firstport and delivering services across Scotland. Costs are £650k per year with income sources including the Scottish Government, Highlands &amp; Islands Enterprise, Impact investors, and private sector businesses</p>

Good Practice 25	
Timescale (start/end date)	April 2007 - ongoing
Evidence of success (results achieved)	In 10 years Firstport has directly invested more than £6m in start-up social enterprises, using Government-supported funds and grants from Trusts and The Big Lottery. Value acknowledged by the recipients (87%) includes access to resources and networks as well as increased confidence and personal resilience. More than 1000 enquiries a year are now fielded across its programmes. Firstport has provided investment for more than 800 social entrepreneurs. 57% of the start-ups supported have been women
Potential for learning or transfer	Since 2007 Firstport has built up significant expertise and networks to facilitate the development and continued success of new social enterprises across the region. As a social enterprise in its own right it has credibility within the sector and acts as a critical conduit to other mainstream and niche support as its client base progresses into sustainable businesses looking for different expertise and guidance. Without its ability to identify potential and enable success from the early stages of idea formation many social enterprises would fail to get traction in the wider eco-system. As a strong ambassador for the model, Firstport has been instrumental in encouraging Scottish entrepreneurs to appreciate the potential and value of developing their business in this way as well as seeking and encouraging private investors to consider and engage in the social business economy. It moved towards bespoke support in recognition of the range and discrete requirements of many of its client
Further information	<a href="https://www.firstport.org.uk/">https://www.firstport.org.uk/</a>

Good Practice 26	
Title of the good practice	MarketMate Hungarian National Priority Project (PiacTárs)
Organisation in charge of the good practice	Ministry of Human Resources
Description	
Short summary of the practice	PiacTárs (in English: MarketMate) is a flagship national priority project that has been designed to support the Hungarian social enterprises (as well as the social enterprise ecosystem) through providing them with financial and non-financial support financed under the EDIOP Economic Development and Innovation Operational Programme . The project is composed by preliminary researches, trainings, roadshows and dissemination events together with the design of 3 funding programmes addressed to social enterprises in Hungary. MarketMate priority project contains the pre-qualification criteria - that enables access to dedicated financial instruments – is composed by 3 main elements: a) minimum requirements (mainly administrative data), b) sustainable business plan, c) measurable social impact. Social enterprises successfully passing the pre-qualification scheme are entitled to apply for further calls. However, social enterprises that are reluctant to

Good Practice 26	
	pass the pre-evaluation scheme, regarding the total score (50 per cent or 75 per cent obtained) provided with the chance to modify and update their application and submit for a re-evaluation – through non-financial support and consultancy provided by a blue-ribbon panel of experts in the frame of the MarketMate priority project.
Resources needed (financial and human)	Overall, since 2016 under the call of EDIOP 5.1.3 a total of 20 million EUR and under the call of EDIOP 5.1.7 a total of 50 million EUR have been allocated to support the Hungarian social enterprises and their ecosystems. Call EDIOP 8.8.1 is under development for the moment.
Timescale (start/end date)	September 2017 - ongoing
Evidence of success (results achieved)	During the summer of 2017, 94 industry specific project plans were supported by IFKA to apply for the call EDIOP 5.1.3. Total of 152 organisations were certified by IFKA through the MarketMate priority project, EDIOP 5.1.2. These organisations involve 79 social cooperatives, 28 associations, 18 foundations, 26 non-profit companies (limited company, general partnership) and 1 church. All in all, 128 proposals have been approved by Managing Authority with 16 094 730 € under the call of EDIOP 5.1.3
Potential for learning or transfer	The MarketMate priority project and related calls represent a mainstream and innovative approach in supporting social enterprises and their ecosystems. On the one hand, financial and non-financial support provided for social enterprises are closely interrelated. On the other hand, the structure of the pre-qualification system promote transparency and dialogue between parties involved. Last but not least, the criteria of the pre-qualification system are mainstream, focusing on the key success criteria for social enterprises' access to market, access to finance, internationalization as well as increasing of employment capacity such as viable business model resulting in financial viability as well as social impact created.
Further information	<a href="https://ofa.hu/hu/piactars">https://ofa.hu/hu/piactars</a>

# About Ecorys

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In 1929, businessmen from what is now Erasmus University Rotterdam founded the Netherlands Economic Institute (NEI). Its goal was to bridge the opposing worlds of economic research and business – in 2000, this much respected Institute became Ecorys.

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