



BUSINESS FOR THE COMMUNITY WELL-BEING

Social Economy for the Smart,
Sustainable and Inclusive Growth
of the South East Europe

Outcomes from the Regional Conference

Business for Community Well-being

*Social Economy for Smart Sustainable and Inclusive
Growth in South East Europe*

December 8th 2015 - Belgrade

The aim of the conference, organised by the European Movement in Serbia with the support of Regional Cooperation Council, and in cooperation with Impact Hub Belgrade, Heinrich Böll Foundation, Erste Bank, the Serbian Government Social Inclusion and Poverty Reduction Unit and Euricse, was to share the findings and recommendations of [The Strategic Study on Social Economy Development in the Context of the South East Europe 2020 Strategy](#), developed by the European Movement in Serbia and SeConS - Development Initiative Group in 2014 and updated in 2015. The research gives a comprehensive overview of the state of affairs in the social economy sector within **South East Europe (SEE) 2020 Strategy** from the Regional Cooperation Council (RCC). The goal was to share the findings in a public debate which involved all the important shareholders; confront different experiences from the region as well as from other European countries; create an action plan for the implementation of the Strategy; and, establish an on-going dialogue and exchange of experiences among relevant and responsible actors in the society.

More than 100 participant took part in the discussion and debate guided by the speakers: regional experts and authors of the Study, international experts, researchers, entrepreneurs from **Belgium, Great Britain, Holland, Italy, Greece, Croatia, Bosnia and Herzegovina, Montenegro, Macedonia, Albania, Serbia and Kosovo***. The organisers would like to thank to all the participants, partners and speakers for their precious contribution and active involvement during the conference. The result is this document, a product of “collective wisdom”, and we are sure that it will make a difference and advance the discussion and the development of social economy and social entrepreneurship in South East Europe.



BUSINESS FOR THE COMMUNITY WELL-BEING

Social Economy for the Smart,
Sustainable and Inclusive Growth
of the South East Europe

The concepts of social economy and social entrepreneurship are still not widely understood or fully recognized, either by the general public or even among key stakeholders in the countries of the South East Europe region.

To understand the nature and potential of social economy and social enterprise, and to track a strategy for their further development, it would be very important, though very difficult, to overcome **conceptual confusion** about these concepts that is common not only in South East Europe but indeed widespread all over Europe. The following definition and terminology is derived from *Social Economy and Social Entrepreneurship - Social Europe Guide*, Volume 4, edited by the European Commission which was used as one of the basic conceptual frameworks by the authors of the Strategic Study:

Social Economy: a variety of private organisation that differs both from private corporations and from public institutions, that typically pursues goals other than profit. Their main purpose is to provide goods and services either to their members or to the community at large. These organisations have been active in Europe for nearly two centuries and have been recognised and regulated in many countries through specific legal forms (cooperatives, mutual, associations, foundations, charities etc.).

Social Entrepreneurship: a mind-set that refers to the broad tendency on the part of different actors to take charge of social needs whether it be in the public sector, private business, civil society, or social economy organisations; entirely new organisational are formed inspired by the same principles as social economy organisations, combining social and entrepreneurial dimensions.

Social Enterprise: a new type of organisation that emerged in the early 1980s; private organisations that provide goods and services on the market in an innovative entrepreneurial manner and use profits to achieve social objectives. The concept of social enterprise overlaps with the traditional social economy organisations and cuts across different legal forms: cooperatives, mutual, associations, private enterprise or specific forms set up in recent years under national legislation.

The need for a regional approach to the development of the Social Economy emerged almost two years ago with “[The Belgrade Declaration on the Development of Social Entrepreneurship in the Region of the Western Balkans and Turkey](#)”, adopted in March 2014 and signed by more than 460 organizations from all over the region. The establishment of a unified strategy was recognised as an important step in creating a regional platform for social economy development. Although this has given huge impetus to strengthening regional dialogue, it needs to be accompanied by stronger commitment and financial support from governments in the region.

“The Strategic Study on Social Economy Development in the Context of the South East Europe 2020” and its “Conclusions and Recommendations for the development of Social Economy in the South East Europe Region” also took the aforementioned Declaration into consideration. This document integrates the Conclusions and Recommendations with the main outcomes from the Conference and is supported by a detailed **Implementation plan**.



Legal Framework

In general, existing legislation enables the creation or development of social economy and social entrepreneurship through various types of legal forms – associations and cooperatives, being the most common options. Although these legal frameworks were widely considered to be inconsistent and not particularly stimulating, nonetheless, **the existing laws enable social economy and social entrepreneurship through hybrid forms and combinations of non-profits and commercial companies.** Cooperatives are probably the type of organization that operate under the most unfavourable legislation, and they remain the most neglected in the majority of countries in the region. Some countries, though, are showing the initial signs of a revitalization of the cooperative sector that is more in keeping with a modern understanding. In particular, cooperatives need to be encouraged in areas other than agriculture.

A supportive legal and institutional environment would certainly encourage growth in this sector. It does not necessarily mean, however, that new legislation ought to be introduced at all costs. It clearly emerged during the Conference, as a certain consensus between stakeholders, that the adoption of new laws could run the risk of not taking the specificity of this still emerging and fragile sector into consideration. According to participants, a much better approach would include the development of specific strategies aimed at fostering a favourable ecosystem for the sector:

- Legislation should ensure an understanding of social economy and the specific nature and diversity of its organisational forms, alongside the distinctive aims and goals that distinguish them from commercial companies. Particular emphasis should be put on the added value they create in their social, economic and environmental impact on local communities. Each country should be encouraged to develop its own legal framework tailored to the sector's specific needs and in accordance with the country's specificity: political, socio-economic and cultural. In most cases the existing legislation can be adapted to different forms of social economy organisation, and specifically to social entrepreneurship organisations. To become truly supportive, however, it should enable social economy organizations to carry out entrepreneurial activities on a larger scale;
- Experience from other countries where social economy is more developed shows how the cooperative is the preferred legal and organizational form because it is flexible, rooted in local communities, fully in line with social economy values and is recognised legally. In most South East European countries the cooperative model was compromised under communism and existing legislation does not favour its expansion into areas and sectors other than agriculture. The creation of



new cooperatives could be stimulated by amending laws and dealing finally with the issue frozen assets. Alongside other incentives, primarily fiscal ones, this could stimulate their transformation into modern and effective social economy players in many sectors;

- The legal framework needs to address the nature of social economy organizations rather than insisting on specific legal and organizational forms. Nevertheless, it is important to underline that supportive legislation for social economy should include tax regulations, public procurement laws and employment regulations to allow for a greater inclusion of social economy organizations as important providers of goods and services.

Institutional framework

The prevailing perception of current **institutional frameworks is that they are inadequate and ineffective**. The main shortfall lies in a total absence of institutions or bodies specifically responsible for the coordination of the social economy sector as a whole. Croatia alone has established a Department for Preparation and Implementation of Projects from the Field of Social Entrepreneurship (2015) and it has, as yet, been difficult to gauge the effectiveness of this office and its contribution to the development of social entrepreneurship. Other governments in the region have established various institutions or bodies in charge of some aspects of social economy – mostly for civil society or the non-profit sector, employment, social welfare, cooperatives or entrepreneurship. Analysis has also drawn attention to a hyper-production of strategic documents in different areas, which, apart from being excessive, often overlap or collide. Unclear coordination between institutions and irrelevant or uninteresting collaborations and exchanges of information between institutions within the social economy sector have resulted in sluggish progress in fostering a supportive institutional environment. Such a fragmented approach to social economy can only deepen the current prevailing understanding which fails to see social economy as a unique sector despite its diverse nature, legal forms and areas of activity.

A lack of awareness of the important role already being played by social economy and the even greater significance it could have in social development and economic recovery has resulted in a shortage of political commitment towards fostering a stimulating environment. The general perception is that the development of social economy gains little or no support from governments and their institutions. While attempts to create a supportive legal and institutional environment for social entrepreneurship are recognized and welcomed, stronger political will is required, based on and developed from cooperation between various sectors and stakeholders in this process.

Conditions that ought to be satisfied in order to set up an adequate institutional



framework that caters to the needs of the social economy sector in each country in South East Europe include:

- A social economy policy agenda to identify concrete, specific and widely shared objectives, adopting a bottom up approach that mobilises all social economy actors, but above all practitioners. Social economy should be included in governments' policy agendas as one of the priorities in socio-economic development. The adoption of a strategy for social economy should be the basis for the development of coherent policies and supportive measures, but more importantly, those measures should be accompanied by budget allocations and strong commitment to their implementation;
- A private and independent umbrella organization to represent existing organisations as the main channel of communication between decision makers and social economy organisations. This entity should engage in advocacy and lobbying for the interests of social economy organisations and for raising awareness on the importance of this sector for society as a whole. It would provide a unified approach and eliminate the fragmentation and inefficiency caused by multiple programs and the uncoordinated activities of various government institutions. It should also serve both as a resource centre providing a variety of services and as an information source for stakeholders interested in engaging in social economy;
- A single umbrella government institution or body responsible for the coordination, promotion and development of the social economy sector as a whole is highly recommended. It would provide a unified approach and eliminate fragmentation and inefficiency caused by a multiplicity of programs and uncoordinated activities in government institutions. This institution should lead a new approach to the development of social economy and entrepreneurship at an institutional level embracing dialogue with other stakeholders and introducing procedural reforms thus creating a more favourable environment for doing business in this sector.

The institutional framework should reflect a broader understanding and political recognition of social economy as an important generator of social innovation, production and services in various economic sectors, avoiding the risk of being considered merely a tool for the integration of vulnerable groups into employment or the provision of social services, as it is often the case today.

Financial incentives

Currently, most of the limited financial incentives available to social economy are





provided through funding schemes for civil society organizations or through active labour market measures based on European Union (EU) funds, in particular **Instrument for Pre-accession Assistance (IPA)** Programmes and European Regional Development Fund (ERDF). Besides these, much of the financial resources for social economy development come from international donors, most commonly United States Agency for International Development (USAID), United Nations Development Programme (UNDP), World Bank (WB), the British Council, International Labour Organization (ILO) and others.

Financial mechanisms provided by the private financial sector are rare, sporadic and insufficient. Significantly absent in the finance sector are initial funding, start-up capital, loans, micro-credits and various financial tools designed for the needs and specificity of the social economy sector, which is often perceived by financial institutions as low-profit and high-risk.

Some concrete indications on how to establish favourable financial incentives for the development of social economy:

The most important aspect that needs to be prioritized is the development of a supportive financial framework. It should provide sustainable funding opportunities for social economy organizations and develop systematic and regular public incentives, as well as public-private mechanisms for the development of new social economy organizations. These would include start-up grants and soft loan schemes and would also offer financial mechanisms to scale up the economic activities of social economy organizations;

- In addition, other supportive subsidies should be provided such as tax benefits and exemptions for specific types of organizations and activities. Different support should be offered for social economy organizations at different stage of development (start-up, development level or scale up);
- Public procurement needs to include social economy organizations, not only declarative, and acknowledge their privileged access to public contracts for the provision of services and goods according to the added value they provide. The new EU Directive on Public Procurement¹ may serve as a guide for the harmonization of public procurement rules to suit more social economy principles;
- Governments should also facilitate access to financial resources through the development of specific funds for social economy and by supporting organizations such as ethical banks and social investment funds, as well as bottom-up initiatives such as crowd-funding and incubators.

¹ Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC – view the EU Procurement Directive (public sector)



Creating Competences

Existing assessments of the social economy sector show low levels of competency in entrepreneurial capacity, managerial and financial skills in particular. In addition, poor cooperation with the mainstream business sector hinders the exchange of knowledge and skills, and, moreover, affects the weak market position of social economy products and services. Such a lack of specific competence, together with a shortage of financial support, is responsible for significant fluctuations within the sector and highly unstable and short-lived social economy organisations.

The most important impetus for social economy development comes from within the sector itself: actors and activists play a fundamental role in promoting social economy and entrepreneurship, providing support to newly established organizations and establishing bottom-up networks for the transfer of specific knowledge.

Although a lack of entrepreneurial culture slows down growth, there is huge potential in social capital – most visible at times of natural disaster – which needs to be tapped into also in the creation of sustainable socio-economic development in local communities. Values such as solidarity, cooperation and trust have always been fundamental principles of social economy. Revitalizing those values would provide a great incentive to the whole sector and vice versa: with the development of social economy, social capital increases even more. Social economy, therefore, can play an important role as a driver of regional dialogue and cooperation.

Some recommendations emerged that could overcome limitations caused by a lack of adequate competences in this sector:

- Developing/creating cross-sectoral networks or support centres as engines for the transfer of knowledge and technology, exchange of ideas and sharing of best practices;
- Non-financial incentives, mentoring and administrative services and consultation, provided either by government or the mainstream business sector; cooperation among cooperatives; collaboration programmes with realities where social economy is more developed; participation in the EU programmes for exchange and collaboration;
- Establishing formal and informal educational programs in collaboration with the academic sector, also by including entrepreneurship in the curricula of vocational education and retraining programs;
- Integrating this specific knowledge into the formal education system means raising new generations of future social entrepreneurs and individuals who will create a responsible and inclusive economy;



- Developing capacity-building activities through different mentoring programmes; exchanging techniques/methods of acquiring skills with mainstream business sectors and strengthening cooperation with the mainstream business community. Education should raise awareness of the importance of social economy and its role in creating common benefits; the focus should not only be on entrepreneurial culture but also on the creation of a 'social entrepreneurial culture'.

Promoting the understanding of social economy

An extra effort is needed in **raising a broader awareness, primarily among government and decision makers**, that social economy can play an important role in economic recovery, while remaining based on integrated principles of social and environmental responsibility. In addition, the general public needs to perceive this sector not only as a sector that provides social services and that employs marginalized social groups, but also as an important generator of social innovation and a progressive means of re-using local resources to address social needs sustainably and increase employment. Such a goal is challenging even when social economy and social enterprises have a much longer tradition, where the community is more cohesive, the number of organisations is higher and the contribution to the economy is more significant. In South East Europe the situation is even more complicated due to several specific obstacles mainly related to the communist heritage, mistrust, a lack of understanding of the concept of social economy, the absence of adequate legal and institutional frameworks and ineffective umbrella organisations if any exist at all.

The following suggestions emerged from participants on how to improve awareness among policy makers, practitioners and the general public:

- Identify and define common interests and shared goals among the main actors of social economy and establish an umbrella organization;
- Establish a strategy to promote an understanding of social economy, identify the actors and target and adapt messages appropriately - government, media, academia and business sector:
 - regular communications with institutions and government members, and advocacy for social economy issues;
 - a regular and appropriate media strategy (periodic briefings, seminars for journalists, awards for the best reportage on social economy issues, etc.);
 - partnerships with educational institutions (design educational programs, curricula, incubators);



- cooperation with the business community (encourage the involvement of social economy organisations in the supply chain, develop corporative foundations for social economy, encourage philanthropy and corporate social responsibility (CSR), encourage joint projects for community development, etc.);
- Promote best practices (e.g. through online content such as websites, blogs, social media, video material, establish awards for the best social enterprise or social economy organisation, etc.);
- Introduce an universal label on a regional level (e.g. social economy quality certificate);

Research and monitoring

A research agenda needs to be drawn up for this sector alongside a comprehensive register of social economy organizations and a methodological approach to data collection. A unified and aligned set of indicators for the measurement of social enterprise performances is of the utmost importance to the creation of an adequate database for comparative studies. This would enable the systematic monitoring and analysis of the social economy sector, provide precise information on its size and structure and greatly facilitate the understanding of its impact and efficiency. Dynamic research in this field would provide timely and necessary data that can help shape the sector, contribute to generating new supporting measures, and allow for scaling up. Moreover, it would generate new generations of researchers that would be involved in EU level research networks, transferring advanced achievements and experiences from local contexts.

Recommendations for strengthening regional dialogue and cooperation in social economy

The key recommendations for fostering regional initiatives included the following:

1. The establishment of a regional ‘infrastructure’ that would enable and facilitate communication and cooperation, including:

- A regional umbrella organization established as a coordinating mechanism and



advocacy body, aimed at promoting social economy in the region and advocating for the adoption of strategic measures and regulatory frameworks within the national contexts;

- A web portal designed to be a media platform offering information on social economy organisations, activities, funding schemes, available financial and non-financial support, best practices, requests for partnerships, etc.;
- A register or database which would provide information on active social economy organizations in the region and consequently the establishment of a regional “Social Economy – SE” brand.

2. Improved knowledge transfers through:

- Regular mechanisms for regional knowledge transfer such as networks, visits, awards, conferences, internships and other practices that can contribute to the exchange of knowledge and specific experiences in establishing and managing social economy projects and organizations;
- Inter-sectoral regional events involving key actors from the government, private, non-profit and academic sectors aimed at the transfer of knowledge and improving the capacity of social economy organisations;
- The promotion of good practices for cross-border initiatives and cooperation, and sharing existing effective models of partnership;
- The promotion of innovative services, mechanisms, methodologies, organizational forms etc. with a view to a potential regional application for social economy;
- A network for comparative research in the region.

3. Support mechanisms for regional initiatives, including:

- A regional fund to support regional cooperation projects among social economy organizations or inter-sectoral cooperation promoting social economy. The fund could also provide support or a guarantee in the use of EU funds;
- Encouraging the private financial and banking sector, and further support to initiatives coming from this sector (such as Erste Foundation, Unicredit, etc.), to develop financial mechanisms in support of regional social economy projects and initiatives.

As published in: Rakin, D., et al. (eds.) (2015) *Strategic Study on Social Economy Development in the Context of the South East Europe 2020 Strategy*, European Movement in Serbia, Belgrade



Implementation Plan

1. Legal and Institutional Framework

1.1. How to influence policy agenda

Goals	Actions	Carrier of the activity	Resources	Means of verification	Timeline
To identify feasible priorities	Organize bottom up consultations	Working Group on social economy (consisting of different stakeholders), Umbrella organisation	State/EU/ bilateral donors	Establishment of working group Establishment of umbrella organization List of priorities	2016
To generate political will, thus support	Work with politicians and members of Parliament (MPs), inviting them to events; share news from national, regional and EU sources; involve in consultations.			Number of decision makers and/or representatives of institutions on social economy events; Number of social economy organisations participating in policy process	2016
To influence local level policy making	Identification and work with Mayors; Promotional activities: SE caravans, info sessions, involvement of			Number of local authorities involved; Number of local events for SE promotion,	2016



BUSINESS FOR THE COMMUNITY WELL-BEING

Social Economy for the Smart, Sustainable and Inclusive Growth of the South East Europe

	media			Number of media involved, news reports from events
--	-------	--	--	--

1.2. Role of national institutions

Goals	Actions	Carrier of the activity	Resources	Means of verification	Timeline
To create enabling environment for social enterprise development (legislative and institutional framework to support and promote social enterprises)	Define social enterprises at national level; Create focal point at institutional level; Create register of social enterprises; Design financial instruments; Simplify administrative procedures for social enterprises; Reduce taxes;	National institution in cooperation with Working Group on social economy	State/EU/ bilateral donors	Existence of SE definition; Existence of focal point; Existence of SE Register; Number of financial instruments for SE; Established “One-Stop Shops” for social economy organisations Number of Tax benefits or incentives for SE	from 2016 continuous
To establish budgetary line devoted to social enterprises	Provide evidence for establishment of fund (economic and social impact of SE, available resources for establishment of fund, rules of use of resources, etc.)	National institution in cooperation with Working Group on social economy		Number of budget lines established for SE or some SE aspects	2017



BUSINESS FOR THE COMMUNITY WELL-BEING

Social Economy for the Smart,
Sustainable and Inclusive Growth
of the South East Europe

1.3. What do we need from an umbrella organization?

Goals	Actions	Carrier of the activity	Resources	Means of verification	Timeline
To promote SE					
To increase visibility of SE	Creation of its own identity, Organize promotional campaigns, Start online portal (web platform) for SE	Umbrella organisation	Private/state/EU/regional funds	Number of promotional campaigns; Number of articles on SE or umbrella organization in media; Number of the page/portal visits	2016/2017 - continuous
To advocate for more supportive environment for SEs	Propose institutional, legal, financial and political framework; Research on SE			Number of proposition (legal, financial...); Number of research studies, articles published	2016 - continuous
To foster growth of social entrepreneurship	Support cooperation between enterprises and educational institutions; sensibilisation of business sector; regional and international cooperation;			Number and types of cooperations established	2017 - continuous
To support SE					
To enhance information exchange	Create web platform; provide information, organise awareness raising campaigns; national and regional events			Existing web page; Number of campaigns; Number of consultations; Number of events	2017



BUSINESS FOR THE COMMUNITY WELL-BEING

Social Economy for the Smart, Sustainable and Inclusive Growth of the South East Europe

To enhance knowledge sharing	Through web platform and data collection; National and regional training; Public events			Number of articles, posts, press releases; Number of page visits; Number of training and events	2017
To provide services to SE (accounting, legal, marketing, education and training, etc.)	Recruit experts that can provide those services; Develop and provide varieties of specific services to SE practitioners			Number of experts recruited; Number of services provided; Number of customers/users	2018 - continuous
To assist SE actors in scaling up their venture	Create register of SE; Design methodology for scaling up venture			Existing register Developed methodology	2018 - continuous
To fundraise	Create project management and fundraising team			Existing management and fundraising team; Number of funds raised; Amount of funds raised;	2016
To build partnerships	Set up register of interested stakeholders; Lobbying for joint projects and partnership			Existing register; Number of partners; Number of partnership projects	2016

2. Financial and Non-financial Support to SE

2.1. What kind of financial support does Social Enterprise need?

Goals	Action steps	Carrier of the activity	Resources	Means of verification	Timeline
-------	--------------	-------------------------	-----------	-----------------------	----------





BUSINESS FOR THE COMMUNITY WELL-BEING

Social Economy for the Smart,
Sustainable and Inclusive Growth
of the South East Europe

Start-up level					2016 – continuous
Tax relief; social/pension funds; VAT; available income tax	Advocate for improvements in tax regulations	Private investors/ stakeholders, state institutions, local institutions	Private/State/EU/ regional/ bilateral donors	Number of tax benefits and incentives	
Start-up scheme available both public and donor	Advocate for establishment of public funds (e.g. solidarity fund) and venture capital funds			Number of available funds Number of funds' schemes available	
Micro credits available	Lobby for law on micro-credits Promotion of microcrediting			Existing law Number of micro-credits gained	
Crowd-funding available	Advocate for regional funding scheme			Number of crowdfunding campaigns Number of successful crowd-funding campaigns Amount of resources raised	



BUSINESS FOR THE COMMUNITY WELL-BEING

Social Economy for the Smart, Sustainable and Inclusive Growth of the South East Europe

Diversified start-up capital available	Promote establishment of ethical banks, recovery funds, usage of business capital, employment subsidies; advocate for establishment of recovery fund		Number of startup funds Number of other financial instruments for SE Amount of resources available Amount of resources gained Number of SE projects funded
Development level			
Public procurement (PP) accessible to SE	Advocate for reform of public procurement procedures	Private/ State/EU/ regional/ bilateral donors	Number of PP contracts with SE (and ratio) Amount of resources gained through PP contracts
Venture philanthropy	Advocate for greater involvement of private sector in philanthropy		Number of corporate foundation Number of CSR donations Number of calls for proposals Amount of resources available and gained
Scaling up			



BUSINESS FOR THE COMMUNITY WELL-BEING

Social Economy for the Smart,
Sustainable and Inclusive Growth
of the South East Europe

Accessible credit schemes	Design proposal of favourable credit schemes for SE	Private/ State/EU/ regional/ bilateral donors	Number of credit schemes for SE Amount of resources gained
EU investment funds available	Advocate at politicians and MPs to recognise importance of having those funds		Number of funds available Amount of resources available and gained
Impact investors involved in SE topic	Make register of all stakeholders and assign potential role Advocate for greater involvement of impact investors in SE		Existing register Number of investors Amount of resources available and gained

2.2. What kind of non-financial support does social enterprise need?

Goals	Action steps	Carrier of the activity	Resources	Means of verification	Timeline
Knowledge building	Trainings, workshops, lectures,	Private and interested stakeholders (educational institutions, chambers of commerce, regional	Social enterprises, incubators, educational institutions and organisations, Private/State/EU/ bilateral donors	Number of trainings, lectures; Number of participants	2016 – continuous



BUSINESS FOR THE COMMUNITY WELL-BEING

Social Economy for the Smart, Sustainable and Inclusive Growth of the South East Europe

Skill building - management	Mentorship programs	development agencies, foreign (and international) development entities, EU institutions	Number of mentorship programs; Number of participants
Skill building -marketing and sales	Study visits and internships		Number of study visits; Number of participants; Number of organizations / countries included
Skills building - productive workers	Volunteering (marketing and product.)		Number of volunteers; Number of hours volunteered
Awareness building	On job coaching		Number of on job coaching programs
Technical resource	Establish social business incubators-expert support		Number of incubators; Number of SE projects; Number of experts on SE support
Working space			Number and size of working spaces
Equipment			Number and types of equipment
Materials for production			Types and amount of materials

3. Developing Competences for SE



SEE2020



BUSINESS FOR THE COMMUNITY WELL-BEING

Social Economy for the Smart,
Sustainable and Inclusive Growth
of the South East Europe

3.1 What kind of skills and knowledge do SEs in SEE need?

Goals	Action steps	Carrier of the activity	Resources	Means of verification	Timeline
Mature community of socially responsible and active citizens	Teach SE and other stakeholders how to invest, how to lead and how to mobilize community	Umbrella organisation	Private/state/EU/regional funds		
Communication skills adopted (particular in marketing sales)	Establish resource centres that provide: trainings, consulting, mentoring, fundraising, franchising, study visits, exchange of workers/volunteers, networking			Number of resource centres established	2016
Management skills adopted				Number of trainings;	
Fundraising skills adopted				Number of consultation;	
				Number of participants;	
				Number of study visits and number participants	
				Number of project implemented;	2016
				Increased production of goods and services	2016

3.2 How to establish coherent research approach to social enterprises in SEE

Goals	Action steps	Carrier of the activity	Resources	Means of verification	Timeline
-------	--------------	-------------------------	-----------	-----------------------	----------





BUSINESS FOR THE COMMUNITY WELL-BEING

Social Economy for the Smart, Sustainable and Inclusive Growth of the South East Europe

Establish indicators for SE; develop unified methodology; establish regional research network include official national statistical offices	Survey and research; Analyse the current statistical data on SE organizations; Coherent indicators; Create methodology for collection of data on SE; Case studies research method apply for regional research; advocate for establishment for regional funding for research in SE;	Umbrella organisation OR Research Consortium/ Research network National statistical offices	Private/state/EU/regional funds – Regional Cooperation Council	Number of research projects Number of research networks Number of studies Number of indicators Number of research funds available and gained Amount of research funds available and gained	2016
Explored good examples of social enterprises, NGOs, and citizen groups and what are their main goals					
Compared social enterprises in SEE with global examples, regional +European (cultural contacts)					
Financial funds and donator's criteria and conditions for supporting the projects of social enterprises					
Establish regional research fund					

4. Promoting the Understanding of the social economy





BUSINESS FOR THE COMMUNITY WELL-BEING

Social Economy for the Smart, Sustainable and Inclusive Growth of the South East Europe

4.1. How to advocate & lobby for the promotion & development of social enterprise in SEE

Goals	Action Steps	Carrier of the activity	Resources	Means of verification	Timeline
Establishment of an umbrella organisation	Defined common interests; Establish awards and competition; Organise promotional campaign, fundraising campaigns; Award best reportage of social enterprise story; Organisation of trainings, study visits and info sessions with media	Interested stakeholders, national advocacy organisations and Regional Cooperation Council	Private funding/EU/regional funds - Regional Cooperation Council	Existing umbrella organization	2016
Constructive and reciprocal communication with government				Number of articles, press releases; Number of events, campaigns; Number of awards and competitions;	From 2016 – continuous
Defined common interest among sectors				Number of protocols of cooperation and understanding signed	From 2016 – continuous
Media involved				Number of media partnerships; Number of media taking part in events; Number of media reports	From 2016 – continuous

4.2. How to communicate social enterprise in SEE



BUSINESS FOR THE COMMUNITY WELL-BEING

Social Economy for the Smart, Sustainable and Inclusive Growth of the South East Europe

Goals	Action Steps	Carrier of the activity	Resources	Means of verification	Timeline
<p>Contribute to general knowledge and awareness on the SE</p> <p>Among general public in SEE</p> <p>Among professionals</p> <p>Unique SE label on regional level</p>	<p>Create vital content offline and online (youth); Design and write manifesto (elderly); Enter into educational system so it will run debate in public (elderly); Involve mainstream media; Certification of social enterprise quality; Case challenge (e.g. Universities)</p>	<p>Umbrella organisation and Regional Cooperation Council</p>	<p>Private funds/EU/regional - Regional Cooperation Council</p>	<p>Number of documents and data on SE; Number of visits to SE online content; Number of public debates; Number of media reports</p> <p>Standards of certification available; Number of labels assigned</p>	<p>2016 – continuous</p>