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PROJECT BROCHURE

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March 2020

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FOREWORD

Marginal groups present relatively high percentage of the society. Based on the global trends and changes, this groups are becoming even more numerous. The problems that are facing in everyday life and in inclusion into the society pushes them from bad situation to worse. Therefore, it is necessary to provide solutions which will help them in overcoming this problem. One of the best possibilities to do this, is instrument know as social entrepreneurship or social start up. With social start-ups are entrepreneur as well as other shareholders encouraged to employ marginal groups and to obtain sustainable operation of the company.

Fortunately, the governments are aware of the problems and therefore they are active in preparation of different support measures and legislation which are encouraging social star ups, and which will be hardly profitable in the very competitive environment and therefore judge to fail. Beside the legislation the government, regions and local communities have to prepare infrastructure which will encourage that kind of business.

The social start ups are mainly used in public and social services, as an add on to the other municipality infrastructure.

Experiences of social start ups differ from country to country as well as problems with marginal groups. On the one side is Italy, with the developed system of social start-ups and with a lot of experience, which can be transfer to the other countries. On the other side are countries with less experience and infrastructure, but with local specifics. Therefore, the measures and approach based on the common knowledge and with local specifics has to be adopted.

The BEGIN project brings new approach to the challenges with which marginal groups are faced. The innovative approach as well as transfer of experience and know how bring new value added, to solve the identified problems. The business plans and business plan methodology and learning process are thus useful tools which will be used by local facilitators and institutions.

INTRODUCTION

The project BEGIN is focused on the marginal groups which are excluded or partially excluded from the possibilities to run their own business. They do not have know how, resources and support to start and successfully run the business. The problem is very wide, and some effort is put from different institutions to solve it. In this perspective the BEGIN project wants to define models for the creation and management of social start-up finalized to inclusion of disadvantaged people. The social start-up will have to take care of safeguarding the environmental heritage or other comparable services, where target groups can be employed.

Common challenge of the project in partnership countries at the beginning of the problem was dealing with environmental protection and with promotion of tourism development. But during the project on workshops, meetings, and based on different market researches, other problems were identified and included in the work.

The overall objective of the project was to create tools to encourage the creation and development of social undertakings engaged to environmental protection and other relevant problems, which may then contribute to the improvement of the territories both for the use by citizens and by tourists. Social enterprises will also have repercussions in terms of employment of people with disadvantage employment.

The main tool - output to obtain the objectives is business model for creation and management of start ups. Which include elaborated business idea, approach, key customers, shareholders and concepts. Proposed business models will help socials start ups to plan an executed their business goals. The project enhances the results of research conducted in Italy to the participating partner countries.

The direct beneficiaries are the facilitators of social star up's, Who are coaching and mentoring social start ups entrepreneurs. Indirect beneficiaries are the potential social start uppers and people with disadvantage employment.

PROJECT DESCRIPTION

PROBLEM DESCRIPTION

All partnership countries are affected by high unemployment rates. Even of this rate during the project execution in some countries improved, are the global risks every day higher and will lead in rise of unemployment again. When the project proposal was prepared the unemployment, rate was in Italy and Slovenia 11% - 12%; in Croatia, Albania, Montenegro, Republika Srpska, 17% -18%; in Greece 24.5%; and in Bosnia and Herzegovina 42.8%. Among unemployed people, particularly relevant are those disadvantaged: long-term unemployed, young people, immigrants, women, disabled, ex-convicts, former drug addicts.



The employment of disadvantaged workers is largely assured by the work of the Social Cooperative Type “B” in Italy. Non-profit organizations are engaged in economic activities in all sectors and themes, but with a goal of working inclusion of disadvantaged people. In recent years, with the immigration crisis, the activities of these organizations have intensified; in particular with the management of the SPRAR (centres for giving hospi-

tality of the second level). In recent years, in Italy, the number of social cooperatives has grown from 2001 to 2011 by 53% (source: Istat).

In the other countries of the Ionian Adriatic area, the third sector is not well developed; operating mainly NGOs (non-governmental organizations) who serve on charity or on humanitarian emergencies. Only in recent years, other countries, policies in support of social enterprises for the work inclusion were initiated. In other countries the emergency is not the immigration but categories of employment disadvantage (long-term unemployed, young unemployed, unemployed women, mentally and physically disabled, etc.).

VISION

The overall objective is to develop BUSINESS MODEL for the creation and management of start-up for the social work inclusion of disadvantaged people), transferring know-how from the most innovative regions and with more experience (Italy) to those lagging behind (other countries of the Adriatic-Ionian region). The models of social start-ups are based on socially useful activities to protect the environment (eg cleaning beaches and natural areas; green maintenance; collecting separated waste at home, securing of buildings, maintenance buildings, ...).

The results are used for:

- social, economic and employment policy in the area - beyond existing practice,
- increased collaboration between public bodies and the third sector for the economic and social development of the territories from the environmental emergency.
- in particular, in Italy, encouraging the inclusion of migrants, while in other countries, encouraging the inclusion of other disadvantaged people.

COOPERATION

TRANSNATIONAL COOPERATION REASON



Transnational cooperation has reached 6 goals.

- For Italy the project outputs are used to intervene on emergency immigrants,
 - it will be possible to increase the effectiveness of an approach already used on other types of disadvantage employment.
 - Italy also has a chance to meet with countries with economies and employment levels less developed, transferring good practice.
- Slovenia will be able to benefit from the transfer of good practices already existing in Italy for the work inclusion of people with disadvantage; moreover, Slovenia will act as a hinge between the Italian experience in the third sector and public policies of social and economic development of other Balkan countries.
- For countries to “medium complexity” (compressed unemployment between 17% and 18% and a low of third sector), ie Croatia, Montenegro and Serbia will be able to benefit from a transfer of good practices already in use in Italy on the broad spectrum of subjects with labor disadvantage and intensify political cooperation between government and the third sector.
- In high-unemployment countries such as Greece and Bosnia and Herzegovina, it will be able to benefit from a transfer of good practices

already in use in Italy and understand the gradual process of adoption with reference to the countries to “medium complexity”; Moreover, for these countries it will be able to use the project outputs, by testing the effectiveness in extreme conditions of low economic and employment development.

- All countries will benefit from the possibility of formalizing a network and an action plan to support social entrepreneurship for the benefit of the environment. - All countries will benefit from the project outputs for the inclusion of immigrants, given the recent developments of migration flows represented by refugees from the Middle East (Balkan route and the Adriatic route)

IMPLEMENTATION

The main project output was given by BUSINESS MODEL for creating and managing social start ups.

The models which are focused on common innovative aspect for the partner countries define business framework of social start up. This framework enables social start up to operate successfully and obtain planned goals.

In addition to BUSINESS MODEL of social start-ups, a LEARNING PROCESS for transferring the BUSINESS MODEL to social start ups is defined. The facilitators which will execute the learning process are identified. This will strengthen the partners’ skills.

BUSINESS MODEL of social start-up, are also declined on 3 levels of Country complexity (Low, Medium and High); the Country complexity is defined from the reference context (unemployment rate, intensity development of third sector):

- Low Complexity Countries are Italy and Slovenia (medium/low unemployment, medium/high development of the third sector)
- Medium complexity Countries are Croatia, Montenegro and Serbia (medium/high unemployment, medium/low development of the third sector)
- High complexity Countries are Greece and Bosnia and Hercegovina (high unemployment, medium/low of the third sector development).

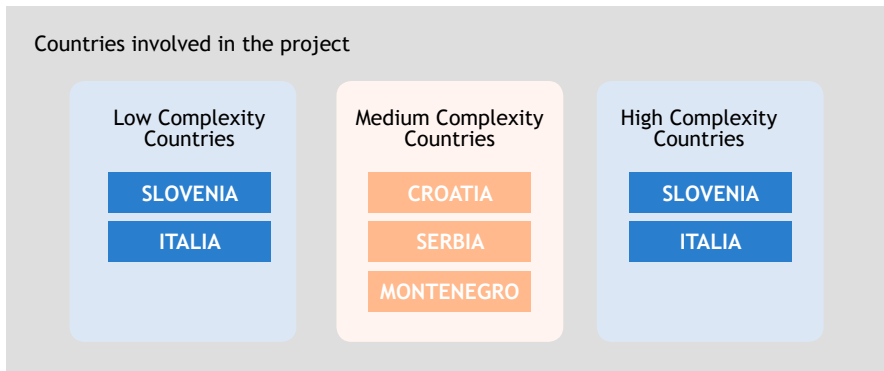


Figure 1: Figure show the Complexity of the countries involved in the project

The LEARNING PROCESS was tested in high complexity Countries (Greece) and medium complexity countries

The contribution to the program priorities are as follows:

- collaboration between private research centres, third sector organizations, public administration, social enterprises, training centres and work.
- investment by local public administrations on the topic of social innovation and ecoinnovation;
- pilot actions.

COMMITMENT

PROJECT MAIN RESULTS

The project achieved the following results.

- Over 300 social enterprise involved
 - Each partner involved on average 30 third sector organizations in the different project activities,
- One NETWORK (cluster) for transnational exchange of good practice
 - The project stakeholders were invited to express interest in joining an international network of facilitators of social start ups; At the same time, stakeholders were invited to identify resources (materi-

al, intangible and financial) for the definition of support strategies to start up social

- Eight intervention strategies (one for each country)
 - The resources required by the stakeholders involved in the network permitted the definition of economic development strategies of the territories, along common lines.
- One Protocol of Understanding between a public body and one non-profit organization.
 - Within the intervention strategy for Italy, ASP signed a protocol for supporting the creation of a social start-up, aiming to provide building maintenance services. This protocol will be used as a benchmark to follow up the other regional strategies.
- Based on territorial development strategies, an Action Plan was made to be shared between all interested parties of the network.

PROJECT SPECIFIC OBJECTIVES

The specific objectives of the project were:

- To conduct a research in each country to identify which services can be provided by a social start up (eg cleaning beaches and natural areas; green maintenance; collecting separated waste at home, securing of buildings, illegal dumping control, fire control in wooded areas ec)
 - The opportunities identified through the research are verified by law: legal nature of social start up, grading of staff, credits, taxation, etc. .. Also a study to understand the economic impact expected from the social start up will be conducted
- To define the business models of the social start up.
 - The business model were defined on meetings for capacity building.
- The capacity building meetings had the objective of defining a training course for the dissemination of business model to start up and startupper facilitators.
- Meetings -to present the BUSINESS MODEL and TRAINING.
 - On The meetings the interests of social start-up facilitators (public administration, public and private research centers, third sector, enterprises, educational bodies and for the job ...) was collected in order to provide a NETWORK for supporting to the new social start

up and contributions for the definition of an ACTION PLAN to support to start-up social were also collected.

- To sign at least one AGREEMENT, between government and the third sector to promote a social start-up.

TRANSFERABILITY OF PROJECT OUTPUTS AND RESULTS

BUSINESS MODEL. The business model were developed in each country of the partnership and which allowed to diversify on a wide variety of cases:

- in terms of activities to be carried out (cleaning beaches and natural areas; green maintenance; collecting separated waste at home, safety measures, maintenance buildings, control of illegal dumps, etc.)
- and in terms of subjects with business disadvantage to be involved (immigrants, disabled, unemployed youth, women, etc.)

LEARNING PROCESS. The developed learning process differ according to the country based on two levels of complexity, thus making it easier transferability. The learning process was also defined and tested for both the future “facilitators” for social start-ups, and social start uppers.

FACILITATORS AND SOCIAL STARTUPPERS. The achievement of their main output (business model and learning process) is preserved on a web platform and is available to Facilitators and Startuppers of social enterprises. The potential social startuppers can use them to find and manage social start ups. In addition, the training centers (as facilitators of social start ups) will use the learning process to replicate the dissemination.

STRATEGIES FOR ACTION PLAN. The intervention strategies to support the starting up and development of social start-ups were defined in each of the countries concerned by the project, making it possible to obtain a wide variety of cases, given the scale and diversity of situations.

MEMORANDUM OF UNDERSTANDING ON BUILDING MAINTENANCE SERVICES A part of the action plan is covering the activation of the social start-ups to provide the maintenance of the building services. This aspect is the common element of the transversally to all the partner countries and serves as a control element for transferability also on other countries and / or territories of the same countries

Figure 2:
Saloon of « CSR
e dell'innovazione
sociale, Consorcio
sol.co



TARGET GROUPS:

Target groups involved in the project are:

- Local public authority (Municipalities, ministries, public agencies, managers of public utilities),
- Interest groups including NGOs (voluntary associations, cultural associations, social cooperatives, foundations, social enterprises, NGOs.),
- Education/training centre and school (Schools, vocational training centres),
- SME (Environment Business sector, tourism sector and trade companies),
- Business support organization (chambers of commerce, public employment centres, private employment centres), General public (Long-term unemployed, young job-seekers, unemployed women, people with other business disadvantage),
- Regional public authority (regions, managers of public utilities),
- National public authority (Ministries, public agencies).

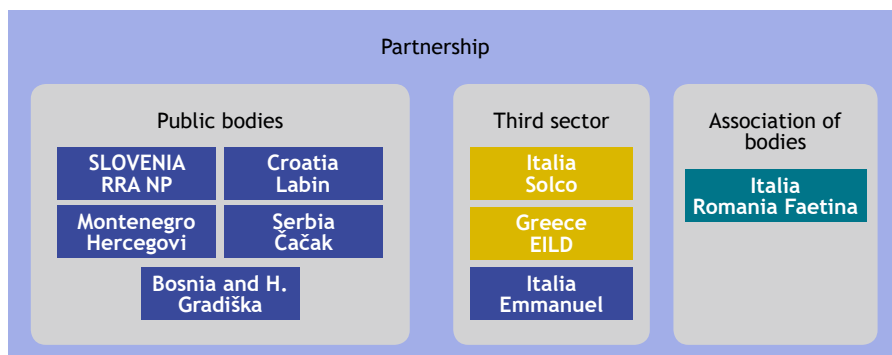


Figure 3: Type of partners involved

PARTNERS OF THE PROJECT

The partners involved in the project are from seven countries from the region and are

- SLOVENIA:
 - RDA of Northern Primorska Ltd. Nova Gorica
- ITALIA
 - Consorzio Emmanuel Società Cooperativa Sociale Onlus
 - Consorzio Sol.Co. Network of Sicilian Social Cooperatives
 - Public company of social services to the person of the Romagna Faentina
- CROATIA
 - Town of Labin
- MONTENEGRO
 - Municipality of Herceg Novi
- SERBIA
 - City of Cacak
- BOSINA AND HERZEGOVINA
 - Municipality Gradiska
- GREECE
 - European Institute for Local Development

INTRODUCTION OF PARTNERS

LEAD PARTNER

RDA of Northern Primorska Ltd. Nova Gorica

The Regional Development Agency of Northern Primorska, Nova Gorica, Slovenia, has been established in 1999 to identify the needs in economic and social environment and to stimulate regional development. Today there are 14 employees in 5 fields of work, among which the Local Business Centre which stimulates SMEs' development and promotes innovative activities, the Department for Regional Development and International Cooperation which takes care of sustainable development and economic growth in the Goriška region, the Department for the development of Human Resources, the Department for rural Development and the Project Office responsible for the preparation of project documentation, elaborating various project ideas and finding suitable partners. The RDA has prepared the Regional Development Plan 2014-2020 for the Goriška Region and the strategic objectives are to promote innovation and technological development in the economy of the region, safeguard its environment, natural and cultural heritage of the area as well as to stimulate sustainable tourism in our region. In the programming period the RDA's task is to promote and enhance entrepreneurship in the region as a driver of the sustainable development and promote sustainable development in all fields (tourism, culture, rural development, low carbon-emissions, green economy, etc.). RDA's main business is helping local authorities and other public and private bodies of the region with the scope to promote sustainable and responsible regional development. The main activity of RDA is also to prepare the implementation and monitoring of cooperation and local, regional, transnational and international cooperation projects, with approximately 150 projects already carried out.

PROJECT PARTNERS

Consorzio Emmanuel Società Cooperativa Sociale Onlus

The Emmanuel Consortium (C.E.) was created in 1997 and, at the moment, is integrated by 18 NGOs. Its main objective is the implementation of initiatives aimed at the rehabilitation and employment of underprivileged people: technical trainings; setting up of social cooperatives; support to projects of social entrepreneurship; services for underprivileged people to promote their inclusion in the job market; consulting, mentoring and coaching actions. Specifically, advanced managing consulting for social businesses includes: feasibility assessments and formulation of business plans, market surveys, quality and certification consulting, safety in the workplace; food safety; planning and financial advice; support for business communication and social marketing; research of partners; selection and development of human resources; business organization. CE aspires to be a pioneering platform for social entrepreneurship capable to promote and boost innovative tools for growth of market, companies, economy and welfare of disadvantaged areas of Italy and Europe. CE is guided by the principles of cooperation based on the social practice to act together for common good. Our organizational culture aims at enhancing the contribution of each member of the consortium for the good of all and vice versa, in a dynamic dimension of reciprocity. Our vision is to be a key actor in the transformation of a society driven by social and moral values of freedom, participation, solidarity, subsidiarity, peace, social justice, democracy and accountability. We truly believe that the economy must be at the service of the citizens and must enable them to grow economically and culturally.



Figure: Capacity Building of the Emmanuel Consortium

Capacity-building training for social business entrepreneurs. Sharing of best practices internationally is a valuable opportunity to develop start up models for business as well as to identify tools that can be used in a wide range of contexts.

The C.E. has recently developed projects that have been co-funded by European Union Structural Funds in the frame of P.O. Puglia 2007-2013 (E.S.F. - E.R.D.F. - Welfare to Work, Social Infrastructure Development, etc.) aimed at supporting the setting up of social enterprises.

Consorzio Sol.Co. Network of Sicilian Social Cooperatives

Consorzio Sol.Co. Network of Sicilian Social Cooperatives was founded in 1994 as a framework for integration, promotion, interaction, quality assurance of social work, supporting full expression of the social value of cooperative action. Nowadays, it is one of the biggest associations in Sicily, reuniting about 130 entities across the whole region and focusing on full expression of the social value of cooperative action. The choice of current and future development of Sol.Co. comes from his system of values, thanks to which Sol.Co. has started a journey of solidarity and chose social enterprise working model. In fact, the consortium's organizational model is characterized by the continuous research of innovative elements to create sustainability and replicability of good and best practices. Sol.Co. is working in third sector for more than 20 years, particularly towards the most vulnerable population groups and groups at risk of exclusion, for example immigrants, disabled people, victims of violence, children and young people from deprived areas, etc. During these years, Sol.Co. has developed many projects and initiatives aiming at vulnerable groups including victims of violence, children and teenagers at risk of exclusion and immigrant and unaccompanied minors; aiming at social reintegration; for re-entering to labor market; thus representing strong support for start-ups of the social welfare that wish to operate in the social sector, e.g.: 2012/13: Project "R.E.T.I. - Time And Resources for Inclusion" funded with call for proposal n. 2/11 published in GURS n. 36 of 26/8/11 for the presentation of projects aimed at implementing pilot projects for the social inclusion of people at a disadvantage. Project involves the implementation of n.5 training courses that provide classroom activities and work experience for the employment of disadvantaged and physically and mentally disabled.



Figure: Capacity building Sol.Co

Sol.Co. has tools and methodologies for the creation of social startups in order to involve immigrants in the performance of community service, thus developing a model for the creation of social startups aimed at socially disadvantaged people.

“Work in Italy” - integrating of unaccompanied foreign minors in labor market: work placement aimed at foreign children supporting them in their educational choices; EIF/5 “Rights for everyone”; EIF/10 “Specific proximity services for integration”.

Public company of social services to the person of the Romagna Faentina

The organization has a big asset with hundreds of houses used for housing aid and it manage structures for people asking international protection. It wants to develop social start up oriented in the housing first by the mix of the two experiences.

The project could offer an innovative opportunity of job for foreign people taking care of the organization’s asset.

The organization was born 1 year ago, so it has no experience in EU co-financed projects or others international projects.

Town of Labin

In year 2011. Town of Labin in cooperation with Centre for Inclusion and Support of Community and Croatian Employment service has started with project “IN,promo -uključivanje osoba s intelektualnim teškoćama na otvoreno tržište rada“ with a goal of supporting people with disabilities for active participations on employment market. In year 2012. Town of Labin has been rewarded with title Grad Labin - prijatelj djece. This status is highest ranked public status in Croatia as a recognition for implementing all the regulations and policies for children rights and needs confirmed by UN Convention of youth rights.

Town of Labin want to built international network between research institutes, public administrations, social enterprises, citizens and together with other partners share experiences and good practise to help our disadvantages persons as a future workers.

Project SPINE under the Europe-aid Programme, reference number 127-778. Project activities was energy efficiency in a cultural heritage buildings. -

Project Homer under the CBC Phare 2005 NP Slo-Hu-Cro program. The main goal of the project was to develop a more systematic and overall approach for the improvement of the position of the young people on labour market in Slovenia and Croatia by establishing efficient cross border networks. -
Project ATRIUM (Architecture of Totalitarian Regimes of the XX Century in Urban Managment) under the SEE-South - East - Europe programme, reference number INTRA - 5018692. The main objective is to define & promote a Cultural Route on architectures of totalitarian Regimes of 20th century, as leverage for their economic valorization.

Project ORG.EU (Organic production and consumption - an important step towards being a responsible EU citizens) under the programme Europe for citizens, reference number535519-EFC-1-2012-2-IT-EFC-NTT.

Project THIN LINE under the Youth in action programme, reference number 696891. The project was focus on digital bullying. Aim to discourage digital bullying and to promote digital citizenship. Awareness and understand the risks and their responsibilities the youth have regarding digital bullying- and to help parents, teachers and policy makers sort through the issues and implications.

Project POWER (EuroPean netWOrk of Woman MayoRs for Equal OppoRtunities in Citizens' Life) , Ref. No. 555695-CITIZ-1-2014-1-IT-CITIZ-NT, under the programme Europe for citizens. -

Project Twinned towns - Labin and Baja under the programme Europe for citizens, Ref. No.530058-EFC-1-2012-1-IT-EFC-CM. Town of Labin was lead partner. -

Project MINHER (Mining heritage: 'Opportunity Mines' - future share as economic and tourism development potential) under the programme Europe for citizens, Ref. No.2013-1162/001-001. Town of Labin was lead partner.

Municipality of Herceg Novi

Municipality of Herceg Novi is a local self governance with 210 employees, its own premises for work, together with numerous cultural and sports spaces available for organization of various events, manifestations and activities. Municipality of Herceg Novi has established Department of International Cooperation, with the focus on EU projects and communication and cooperation with European institutions and bodies, as well as with citizens, organizations and associations from EU. We have experience in delivering public campaigns, event management, communication and infrastructure. Municipality of Herceg Novi is having several very successful NGOs dedicated to the protection of rights of disabled persons, and have excellent cooperation.

The law on social star enterprise has just been adopted in Montenegro and we would be grateful to have the opportunity to participate in the project dedicated to promotion and development of social enterprises because it is unexplored area of many possibilities. Having an opportunity to share experience with EU countries such as Italy, Slovenia, Greece is a great benefit for both Herceg Novi and Montenegro.

Municipality of Herceg Novi participated in the South East Europe programme (Reference number of the project: SEE/D/0297/4.1/X) together with Municipality of Kavala, The Alba Iulia, "Baia Mare urban system", Graphitech foundation, ALANOVA, Urban Planning Institute, Province of Foggia, Municipality of Balti, Region Abruzzo, Drama Chamber of Commerce, Municipality of Satu Mare, Municipality of Herceg Novi, Temerin Municipality, RUR, MDRT, ISOCARP, National Town Planning Institute, IFHP,

RICS Int, Global City Indicators Facility and Centre 'EcoResource'. Project's name is: Strategic Territorial Agendas for "Small and Middle-Sized Towns" Urban Systems / STATUS. Also, we have been beneficiaries in many CBC projects like: Sustainable Waste Management in Border Region of Bosnia and Herzegovina and Montenegro, Business Cooperation and Skills Improvement for the Development of Outdoor Tourism, Development of Tourist Itinerary for the Cross-Border Region Between BiH and MNE, Joint Promotion and Increased Level of Safety of Nautical Tourism in Dubrovnik-Neretva County and Montenegrin Coast, Traditional Olive Industry Like a Part of Cross Border Tourism Offer.

City of Čačak

City of Cacak has various experiences in different fields. Cacak is a city in central Serbia, a city with a developed entrepreneurship, where public is interested in protecting the environment and solving environmental problems. There are many years of experience in solving problems regarding solid waste management, as well as energy efficiency and renewable energy sources. In the city there are two faculties - Faculty of Technical Sciences and the Faculty of Agriculture, so that there is a specialized academic community and highly educated human resource.

A significant benefit for the City of Cacak is to take a part in joint projects with similar organizations from EU Member States. The priority for the City of Cacak is the importance of exchanging experience and establishing transnational structures and models, as well as participation in transnational working groups and the acquisition of new skills. Every kind of integration into the European framework, and any form of solving some of the problems concerning the citizens is the initiator of many local processes that lead to the development of our local community.

In the past few years, City of Cacak has implemented various development projects. One of these projects was the project Be Natur (South East Europe Programme), during which we have worked on biodiversity conservation in protected area of Ovcar-Kablar Gorge and developed Action Plans for the protection of certain habitats and species (especially birds). Project Be Natur has brought knowledge regarding principles of NATURA 2000 Network to

us and to local community as well. During Be Natur project implementation we have created Transnational Action Plans for freshwater habitats and forests. We have implemented a numerous projects that dealt with the solid waste management and introducing primary selection to a local waste management practices. Significant projects implemented in Cacak were establishment of the Youth Office and the establishment of the Youth Club. We also cooperate with a numerous Youth organisations in Cacak.

Municipality Gradiska

Municipality Gradiška as local community (Bosnia and Herzegovina), according to Law on local self-governance deals with issues of local concern, which are not excluded from its authority nor they are assigned to any other level of government. Independent tasks performed by municipality are: adoption of development programs of Municipality, adoption of development, spatial, urban and implementing plans, adoption of budget and final budget, regulation and providing the usage of construction land and business space, organization of communal police, tasks of inspection supervision, managing and disposition of Municipality property, establishing municipal bodies, business incubators, organizations and services. Municipality Gradiska within its administration formed Development Department, the unit in charge for development projects. The Department is in charge of preparation and implementation of local, regional and international projects, with the focus on projects whose aim is the local economic development. There are 7 professional associates permanently employed in the Department, who in coordination with other municipal departments implement the activities on site. Subject to the needs, Municipality Gradiska also hires local experts in project implementation.

Municipality Gradiska contribute to all activities of the BEGIN project. It is directly involved in all activities and work packages concerning the preliminary activities to pilot actions, testing of pilot actions and spreading the know-how and lessons learned. Municipality Gradiska will cooperate with the other partners in the action and assist the other partners during the implementation of project sharing its knowledges and experiences in

most suitable way, while other partners will do the same. Municipality Gradiska will give its contribution for the preparation of the regional communication plan and for the dissemination of the project and its results. It will participate to the trans-national meetings and it will deliver the LP all documents which are necessary to have a correct financial and operative management of the project. Municipality Gradiska project team (staff and experts) will benefit from the know-how transfer from other project partners, will use project achievements in order to prosper local community and to strengthen its capacities, especially in the field of labour inclusion and Blue Economy.

Some of the most significant implemented and active projects dealing with economic development are:

1. The Growth-Oriented Local Development (GOLD) project is jointly financed by U.S. Agency for International Development (USAID) and the Swedish International Development Cooperation Agency (SIDA). Project goals: - Promote integrated and inclusive local economic development (LED) in sectors with the highest potential for rapid, sustainable job growth; - Unlock the economic potential of municipal assets and promote new investments that support targeted sectors through public-private partnerships; - Promote new direct investment and support competitive supply chains to create new jobs. - To create jobs for youth, the project supports entrepreneurship and works with the private and public sectors to implement vocational education programs to train youth in skills suitable to the local economy.

2. Project “SAVA GARDEN - Regional Growth through Economic and Rural Development - ReGERD Project” founded by EU in amount of 500.000EUR. Overall objective: to encourage and facilitate partnership between local stakeholders, contributing to enhancement of operational framework for the SMEs sector, and improvements in innovation, competitiveness and business environment for local SMEs operating in the target region

European Institute for Local Development

The EILD has developed innovative entrepreneurship support initiatives. It has operations network in many Greek regions and has expertise in identi-

ifying entrepreneurship development opportunities. Within current project proposal, EILD is experienced in macro and micro analyses of the environment of developing new initiatives in all activity areas of project. EILD is experienced in local development as regards environment-friendly actions and coastal, marine activities. EILD team is experienced in carrying out studies and researches in the fields relevant to the project proposal. EILD is expert in using advanced information technologies for electronic and mobile computing applications. It has an experienced ICT department that creates ICT platforms (e.g. e-learning platforms) for the needs of the projects it participates. Its target groups are needs, disadvantaged people, women, local and regional stakeholders. It has its own platform to support local electronic referendums via e-government initiative. EILD's advantage is its experience of cooperating systematically with partners from different sectors, public agencies, local governments, NGOs and academic institutions. It is experienced in identifying the interaction of various stakeholders during project's implementation. It also has an extended network for disseminating and promoting project results in EU member states. Its main activity is undertaking various actions and local initiatives in regional, national and European level. The organization in cooperation with local stakeholders offers financial support.

EILD's role as project partner is both its participation in all work packages and in the implementation of the project activities. It can also support and promote the project in national level and attract key-actors as essential users of the multidimensional project. Participating in the project EILD will develop actions related directly to its scope. Also transfer the project experience and the results of all members of the network achieving multiple benefits. The project's results will be directly applicable to the members of the EILD network consisted of local communities, NGOs and other social partners.

PARTNERSHIP CONCEPT

The partnership consists of 10 organizations, of them 6 public bodies, 1 association of public bodies, 3 bodies of the third sector. The partnership is designed to make that public administrations valorise the experiences of non-profit organizations to define innovative and sustainable social policies

- RRA (LP) - (SI) - public authority - will coordinate the project, will provide the communication.
- EMMAUEL - (IT) - no-profit organization present in South Italy, deals of assistance to disadvantaged people. Will transfer good practice on social cooperation and will coordinate research activities.
- SOLCO - (IT) - no profit organization that includes 126 consortiums and cooperatives of which 15 immigrant reception centers. Will transfer good practices on social cooperation and will coordinate the development of the business model for social start-ups , with particular reference to the inclusion of migrants subject.
- EILD - (GR) - NGO research center - will define and test the learning process (in Land HR) for the transfer of the business model for social start up.
- The municipality LABIN (HR) will test the learning process.
- The City of GRADISKA (BH) will conduct a meeting with potential start-upper to test the business model reactions.

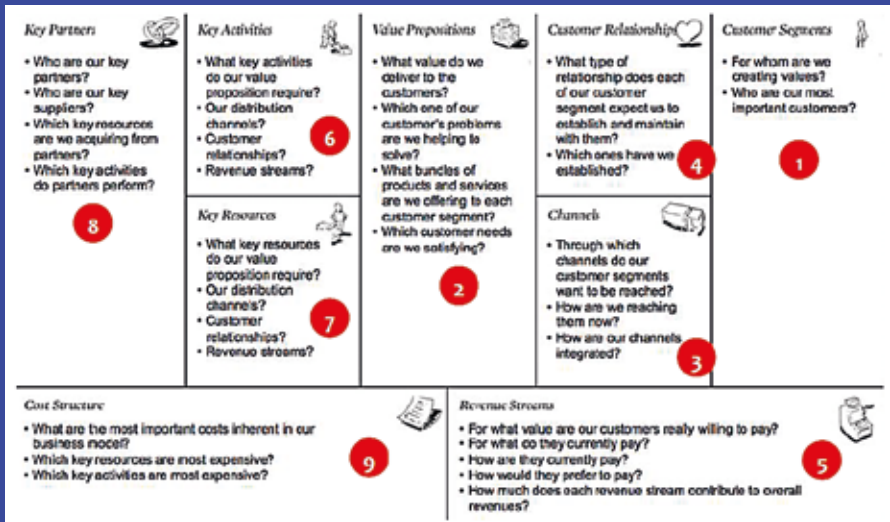


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- L'ASP Romagna Faentina - (IT) - associations of 6 municipalities for the management of social services. Will coordinates the actions of dissemination (networking and action plans) and will define the conditions for the start of a first social start up for maintenance of public buildings (now 230 housing units).
 - RRA (SI), EMMANUEL (IT), SOLCO (IT), EILD (GR) e and di LABIN (HR), SCUTARI (AL), HERCEGR (ME), CACAK (RS), GRADISKA (BH) will undertake the research activities, they will define the social startups models, will divulge the results for creating a national network and business plan.

DELIVERABLES

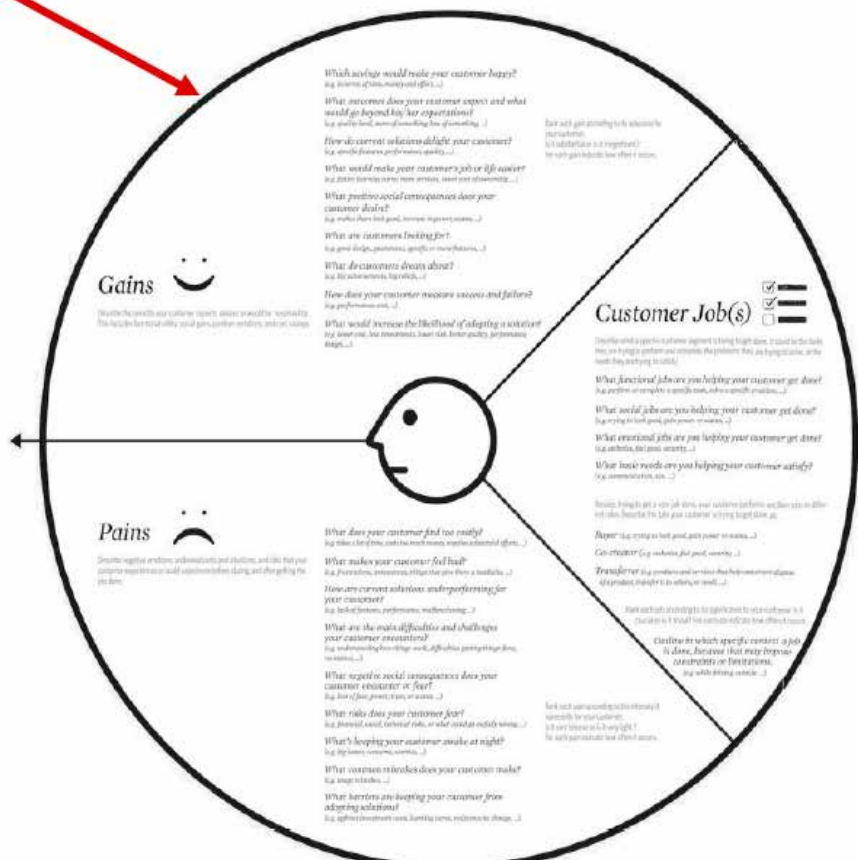
The main deliverables of the project are business models for social start ups. Business models were prepared by each partner in cooperation with local shareholders. All business models were prepared based on the methodology which is described in the following pages.

METHODOLOGY FOR BUSINESS MODELS



Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> Who are our key partners? Who are our key suppliers? Which key resources are we sourcing from partners? Which key activities do partners perform? 	<ul style="list-style-type: none"> What key activities do our value proposition require? Our distribution channels? Customer relationships? Revenue streams? 	<ul style="list-style-type: none"> What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each customer segment? Which customer needs are we satisfying? 	<ul style="list-style-type: none"> What type of relationship does each of our customer segments expect us to establish and maintain with them? Which ones have we established? 	<ul style="list-style-type: none"> For whom are we creating value? Who are our most important customers?
<p>Our Structure</p> <ul style="list-style-type: none"> What are the most important costs inherent in our business model? Which key resources are most expensive? Which key activities are most expensive? 	<p>Revenue Structure</p> <ul style="list-style-type: none"> For what value are our customers really willing to pay? For what do they currently pay? How are they currently pay? How would they prefer to pay? How much? Does each revenue stream contribute to overall revenues? 			





BRIEF DESCRIPTION OF THE PARTNERS MODELS

Partners prepared business models on different topics mainly connected with environmental and maintenance problems but also with solidarity. The business models cover following topics

- Building and green maintenance
- Green Maintenance & Gardening
- Maintenance (Buildings and Surrounding Space)
- Building maintenance
- SOCIAL AGRICULTURAL ENTERPRISE
- Maintenance of green surfaces
- Collecting of waste
- Building and green maintenance
- Waste reduction
- Agrifood - Wine
- Inter and inner generation solidarity

PARTNER:

**Public company of social services to the person
of the Romagna Faentina, Italy**

BUSINESS MODEL TOPIC: Building and green maintenance

THE BUSINESS IDEA

The business idea emerged from the capacity building meetings is an economic reality spread knowledge and culture on the topic of maintenance and regeneration of buildings and green areas through the building a network of professionals, experts and artisans that work directly with private citizens and/or Companies.

Planned Activities:

1. Theoretical training on the issues of building maintenance and green areas;
2. Practical workshops of “forgotten” jobs held by artisans and aimed at disadvantaged people;
3. Supply of buildings and green areas maintenance services by disadvantaged people

Transversal activities:

- raising awareness with a view to creating meaning around the proposed policies and practices (through events, initiatives, etc.)

The goals of this new start up are:

- Create a community that shares needs and services;
- Spreading a culture and knowledge on the topic of maintenance
- Networking experts and not on the topic (network)
- Transmit specific practical skills on jobs that are likely to disappear
- Deliver low-maintenance services on the green and not
- Training and lab: individual citizens, public subjects, and organizational realities wishing to activate urban regeneration programs and projects
- Lab and job placement for disadvantaged people

PARTNER:

European Institute for Local Development, Greece - Central Macedonia

BUSINESS MODEL TOPIC: Green Maintenance & Gardening

THE BUSINESS IDEA

The idea is to create a social start-up that provides green maintenance and gardening services for public authorities (open green areas) and, in particular green maintenance, gardening and waste management based on respect for environmental sustainability.

The main customers are:

- Local Public Authorities

PARTNER:

**European Institute for Local Development,
Greece - Central Macedonia**

BUSINESS MODEL TOPIC: Maintenance (Buildings and Surrounding Space)

THE BUSINESS IDEA

The idea is to create a social start-up that provides multiple maintenance services for public infrastructure (buildings and their surrounding areas) and, in particular cleanings, small repairs and surroundings' maintenance based on respect for environmental sustainability.

The main customers are:

- Public bodies

The social start-up will also be managed through the job inclusion of disadvantaged people.

PARTNER:

**Consorzio Emmanuel Società Cooperativa Sociale Onlus,
Italy Apulia (Lecce)**

MODEL: Building maintenance

THE BUSINESS IDEA

The idea is to create a social start-up that provides multiple maintenance services for public and private buildings, in particular cleanings and small repairs based on respect for environmental sustainability.

The main customers are:

- Public bodies
- Private owners and users of buildings

PARTNER:

**Consorzio Emmanuel Società Cooperativa Sociale Onlus,
Italy Apulia (Lecce)**

MODEL: SOCIAL AGRICULTURAL ENTERPRISE

THE BUSINESS IDEA

The idea comes from associative and active citizenship paths to respond to the social, economic, ecological, occupational and moral crisis, with an innovative project directed to create a cooperative of agricultural community based on the collaboration between public institutions, workers, member farms and individual citizens.

The lands and the structures made available for the activity belong to public property (ie: Lecce Municipality, Lecce Diocese) and to others owned by small landowners and other small cooperatives.

The aim is to produce local horticultural products in strict compliance with the dictates of organic farming, using natural fertilizers, traditional agricultural techniques, such as crop rotation to encourage the natural

fertility of the land, without the need to exploit them intensively.

The cooperative will work against the deterioration of agricultural activity to protect the quality of food, the environment, the landscape, health and social life by enhancing social and economic role of agriculture, increasing employment and economic sustainability.

The main activities will be horticulture and beekeeping with a preview of the delivery of weekly food boxes at home and will favour the employment and social integration of people with disabilities and of disadvantaged workers (ie: ex-drug addicts, ex-prisoners) even within social rehabilitation projects through collaboration with local health companies and public bodies in charge of them.

In addition, the cooperative, in collaboration with local associations, will realize ecological and environmental education courses, including laboratories and educational gardens for schools.

The main customers are:

- Families
- Restaurants and catering companies.

PARTNER:

Municipality Gradiska, Bosnia and Herzegovina

MODEL: Building and green maintenance

THE BUSINESS IDEA

The business model for “Building and green maintenance” is developed for establishment of social enterprise involved in building maintenance through ecological approach.

- The main proposed type of client/consumer is local community of flat owners.
- The added value that social enterprise is creating for client is offering professional representation services and resolving problems of cleaning of buildings and stairs, cleaning of glass surfaces, maintaining of

business books, cleaning of access paths, cleaning of snow in front of the building during winter, maintenance of electrical and mechanical installations.

- Stakeholders emphasized the following potential channels of communication with the clients: leaflets distribution, organization of round tables, direct communication and online commercials.
- The proposed relationship with clients is based on long-term contract that can be terminated in the case of dissatisfaction with performed services.
- Potential clients are ready to pay suitable amount of money related to provided services and clients' income. The service prices are set according to the flat's surface in m². Total income of social enterprise will be based on the following types of income: maintenance of glass surfaces (10% of total income); maintenance of mechanical installations (10% of total income); maintenance of stairs, access paths and cleaning of snow (20% of total income); maintenance of electrical installations (10% of total income); professional services of representation and maintenance of business books (50% of total income).
- The main activities of social enterprise are as following:
 - professional services of representation
 - maintenance of business books
 - cleaning and maintenance of staircase
 - maintenance of access paths
 - maintenance of mechanical equipment
 - maintenance of electrical equipment.
- The main necessary resources are human resources- workforce and material resources (machines and instruments for green maintenance).
- The key partners are CSOs and suppliers-companies that supply ecologically tested material resources allowing respecting green maintenance principles. Key partners distribute necessary ecologically tested materials.
- The main costs of business model are costs of business foundation, rental costs of business premises, costs of ecologically tested materials supply, costs of workforce salaries. The most expensive resources are workforce (professional services of representation) and business premises rental.

PARTNER:

Municipality Gradiška, Bosnia and Herzegovina

MODEL: Maintenance of green surfaces

THE BUSINESS IDEA

The business idea is related to establishment of business model for foundation of social enterprise active in maintenance of green surfaces such as parks in the Municipality of Gradiska.

- The main clients are municipal administration and public institutions in Gradiska.
- Added value that social enterprise is offering would be high quality and ecologically maintained green surfaces including (removal of weed and ambrosia), maintenance of road belt, maintenance of parks and recreational surfaces, pruning and removal of dry branches, creation of flower surfaces and planting of flowers, production of planting material, production of compost, protection and conservation of plants.
- Desirable channels of communication with clients are media (TV, radio, social networks), promotional activities via banners and distribution of leaflets.
- Clients expect professional relationship based on long-term contract.
- Price is based on realized services, market capacity should be analysed before foundation of business.
- The main activities are as following: maintenance of green surfaces including (lawn moving, removal of weed and ambrosia), maintenance of road belt, maintenance of parks and recreational surfaces, pruning and removal of dry branches and bushes, creation of flower surfaces and planting of flowers, production of planting material, production of compost, protection and conservation of plants.
- The main resources are quality workforce, mechanisation, financial funds, infrastructure (greenhouse, composter, land, business premises).
- The key partners firms involved in distribution of seeds and plant materials as well as mechanisation. Key partners should perform supply of repro materials.
- The main costs are associated with registration of business, procurement of mechanisation, maintenance of mechanisation, maintenance of equipment, procurement of fuel and workforce salaries.

PARTNER:

Municipality Gradiska, Bosnia and Herzegovina

MODEL: Collecting of waste

THE BUSINESS IDEA

The business model represents social enterprise involved in collecting and disposal of waste.

- The main customers are households on the territory of the Municipality of Gradiska.
- The added value is resolving the problem of mixed and communal waste by collecting of waste from households and disposal of waste to regional landfill, in order to provide healthier and cleaner environment and ecological ambient.
- Available channels of communication are local media and online promotion.
- Relationship with client should be based on contractual relationship.
- The price depends on the type of collected waste: 30 pf/m² for plastic materials, 75 pf/m² for glass waste, 15 pf/m² for other communal waste. Approximately, plastic materials contribute for about 30%, glass waste for about 10% and other communal waste for about 60% in total income.
- The main activity consists of collecting and disposal of waste.
- The main resources needed for activity realization are human resources, material resources (vehicles), equipment for protection, tools and manipulative space.
- The key partners are communal companies, Municipality of Gradiska and public institutions, operators for secondary raw materials and recycling. Suppliers are gas stations and companies involved in protection at work.
- Partners should provide financial support and professional support. Activities that partners should conduct are related to provision of contracts for special services that are not conducted by the company.
- The main costs of the business model are the following: salaries of staff, maintenance of equipment, company registration, supply of equipment, transportation and disposal of waste.

PARTNER:

Municipality of Herceg Novi, Montenegro

MODEL: Building and green maintenance

THE BUSINESS IDEA

The idea is to start a business that would be oriented towards providing services of gardening and other home affairs, mainly to those households that reside in Herceg Novi relatively briefly and / or periodically. The idea is to organize the production of so-called ecological products, in this particular case, it would be greeting cards, recycled paper pots, printing and recycling services.

The production of these products will enable people with disabilities to change their way of life, blend into social trends and provide themselves with an appropriate kind of economic existence, and therefore satisfaction. Congratulations cards and similar products have already become a synonym for support to such projects, but what makes this idea different is the unification of products, a unique look that, with an ecologically and socially responsible note, sets itself apart from other similar (competing) products.

Second product from the planned assortment is recycled flower pot. There is no household that does not throw at least a plastic (bag) item into the garbage on a daily basis, they end up at the landfill, and they remain there for 1,000 years!

This is a step-by-step thing, and the process will go from a gathering of groups and individuals of ecologically responsible lovers. It is necessary to give up and forget about the plastic containers and flower pots and to stimulate them to no longer enter the yard. There are several solutions that will not leave a planet contaminated by the plastics in the next generations.

The trend in the world are paper pots in yards. It looks a little impossible and unsustainable. But if you're gardener who raises seasonal flowers only, these pots can finish the job. These pots are relatively cheap, so for one plastic you can buy at least five ecological. These pots are easily composted in nature, because they are made of natural fibers and materials, which are completely decomposed in nature. After some time in the garden, but also at the landfill, there is no sign of it.

In addition to the extremely important ecological advantages, gardening works are also facilitated. The plant does not suffer from transplantation and does not damage the root system. Being lightweight and durable, these pots are a welcome alternative to plain plastic containers that we are accustomed to using. The paper should only be broken up for two to six weeks. Biodegradable pots will keep the season in the yard.

The product is based exclusively on ecological principles, but very well designed. It is produced in a combination of paper, with a little cement, poured into special and uniquely shaped molds.

PARTNER:
Municipality of Herceg Novi, Montenegro

MODEL: Building and green maintenance

THE BUSINESS IDEA

The second idea is to start a business that would be oriented towards providing services of gardening and other home affairs, mainly to those households that reside in Herceg Novi relatively briefly and / or periodically.

These are a large number of apartments, cottages, houses, villas and other facilities, which are used in one period (usually during the summer season), which still require certain maintenance.

It has been identified that there is a real need to create a set of services for these users, which would include from one-time service up to certain number of services that could be provided over a certain period of time.

This is a simple service for households, through works aimed at maintenance of buildings, to basic works in the field of horticulture.

Residential objects that are mostly empty throughout the whole year and do not have any supervision and maintenance after a certain period require specific service activities in order to keep them usable. Given that these actions are sometimes more expensive than regular maintenance and the eco lump sum that would be paid for services, the space for per-

forming such activities has been identified.

Also, what the group has chosen for this idea is the fact that in the event of some defects or failures, they can damage not only the owner's apartment but also the surrounding flats, and in this case, it can be negatively reflected to the micro environment.

The idea is focused on the functionality of a large number of residential units and facilities, in order to preserve their purpose, to provide security to their owners and users.

Considering that Herceg Novi is a quiet city in the off season period, without a large number of visitors, and therefore without major activities in the city, this creates a great deal of space for organizing a network of servicemen, gardens and other staff that would be engaged in the implementation of these activities.

PARTNER:
Town of Labin, Croatia

MODEL: Building and green maintenance

THE BUSINESS IDEA

The idea is to start a business that would be oriented towards providing services of gardening and other home affairs, mainly to those households and lodgers in skyscrapers in Rijeka which are not under maintainance of public company Čistoća d.o.o.

These are a large number of skyscrapers and households that are situated out of city centre which is dailiy maintained. The biggest problem is that the area arround was "public ownership" and it stayed like this after government transformation from former Yugoslavia to Republic of Croatia. Oftenly that is "nobodys land" making problems to the lodgers but also to the minicipality.

It has been identified that there is a real need to create a set of services for these users, which would include from one-time service up to certain

number of services that could be provided over a certain period of time.

This is a simple service for households, through works aimed at maintenance of buildings, to basic works in the field of horticulture. Participants also wanted to create mini urban gardens designed on the principles of permaculture which could be led by the lodgers but also by the new social enterprise.

Also, what the group has chosen for this idea is the fact that in the event of some defects or failures, they can damage not only the owner's apartment but also the surrounding flats, and in this case, it can be negatively reflected to the micro environment.

The idea is focused on the functionality of a large number of residential units and facilities, in order to preserve their purpose, to provide security to their owners and users, but to include disadvantaged groups and to create possible "simple" but quality jobs for them.

The biggest advantage is that mainly the idea was created by the city of Rijeka representatives who are in search for quality partners from civil sector and other to help them solve the problem activating a social startup.

Customer Segments:

The primary segment consists of owners of flats and houses situated out from the city centre which is approximately going from Korzo to Kozala area, and going up to Drenova area. Apart from them, the target group consists of the citizens of Rijeka, some of whom will recognize the importance and value these services. Smaller tourist facilities can be targeted as well.

Direct sales will be done by door-to-door promotion. Then, massive campaigns, throughout split of leaflets, flyers and promotions in the daily press will be carried out. Sales will also be made through promotional activities on social networks, in order of better targeting the target group. Huge support can be made from the city of Rijeka in their daily news etc but also Čistoća d.o.o. which in this case are not considered as competition but as partners.

Customer relation is based on ICT approach consisted from CRM system and call center. Its necessary to optimize the customer relations, costs and to make sure that the service is in high quality.

The revenue will be realized through the sales of service such as green mainance of grass surface, wood editing, urban garden maintainance and building maintainance.

The first step in the realization of the idea will be the detailed market research, which will be done by collecting primary and secondary data and their further processing. Then, the selection and training of personnel, recruitment with a range of offers and the refinement of work activities.

Resource facilities are key facilities that will be used for central organiza-tion, then equipment for core business, all of which should be covered by the company's founding capital.

Of the costs, the most significant expenditures will be for the space / facility of the company, equipping with the means of work and education of the personnel that will be engaged in the business

PARTNER:
TOWN OF LABIN, Croatia

MODEL: Waste Reduction

THE BUSINESS IDEA

Social enterprises and social economy sector in Croatia is not well developed. Due to the specific situation, the activities were implemented in two locations, Labin and Rijeka. After analysing the sector and market possibilities with participants of workshops, a business idea was created in order to include people with disabilities to the labour market and provide services connected with reuse and collection of textile.

In 2013., as output of one EU project in the north of Croatia several private and legal persons established a social cooperative called Humana Nova. After two years of testing the business model on the market, the protagonist

expanded the business model to capital city Zagreb, and in 2017. in Labin. Today, there are three social cooperatives operating in different counties. The mission of the coops is to reduce, and reuse textile from the environment and to use it again. Business model is consisting from “reverse” logistic chain in a way that textile is collected, than sorted in different categories, and then distributed to second hand shops or to other enterprises who are working in the sector of recycling waste. Each coop is employing from 10 to 18 employees, mostly from deprived groups or people with disabilities.

In order to test the market position in Labin, specifically in Istrian county, there was one meeting implemented, with participant directly involved in the coops daily work, such as coop manager, employees and coop members. Other meeting was with participants from Rijeka who are going to implement the business model in Primorsko goranska county, specifically second hand shops, and who are directly working with young people with disabilities. Final idea is to open a chain of second hand shops from Istria county to Međimurska county (north-west) lead by social coops and to employ people with disabilities and other deprived groups. Main resource is textile waste who needs to be used or as clothes in second hand shops or in a process of recycling and then be used as isolation in houses etc.

With this business idea protagonists can prevent that textile is going on the landfills and the hipper production of textile and clothes. Approximately 2.400 t of textile can be used in the process, which is directly connected to downsizing CO2 emission and H2O usage. The process can generate from 5 to 20 working units for people with disabilities or other, depending on the mission of the organization. Although business idea is low profit or even non-profit if is managed well can be organized as sustainable business.

SOCIAL COOP SECONDHAND TEXTILE SHOPS

The main users of the products would be: private persons with low incomes, or person with strong sense of environmental consciousness, legal persons who have second hand shops and enterprises who operate in the field of textile recycle process and create new products such as isolation material.

Apart from them, it is evident that there are interest from tourist organizations that would like to use these products. Namely, this is a positive

affirmation of persons with disabilities who by providing this idea will provide themselves with decent living conditions, not only in the economic but also in the social sense. They would be active participants in social life, self-aware of their work and other sophistication and recognize themselves as members of the community who are not burdensome.

Realizing this idea would create a high level of satisfaction, not only for people with disabilities, but also for users in terms of transferring a part of income to affirmative projects and ideas that contribute to the strengthening of the social community, and thus make the community better and more convenient for life and economic activity. In addition, the realization of this idea would provide support to the strengthening of activities that aim to support sustainable development, through the protection of the environment and stimulating the use of recycled, upcycled or reused materials or products. Consequently, the emission of harmful substances into the environment would also be significantly reduced. The sale would be in the following channels: Direct sales (second hand shops); Distribution to brokers (sales facilities - gift shops, for profit second hand shops and similar stores) and On-line sales (in the future, sales could be developed through the site for upcycled products).

In terms of resources, it is certainly the most important initial (financial) capital, which would be used to procure equipment and means of work, which are imperceptible to ensure a smooth production process. Certainly, and not least, there is a human capital, without which everything cannot be organized and executed. Key partners in these projects are certainly local utility companies, which are directly interested in the realization of project activities. Then there are associations with a disabled person, as well as other associations that gather sensitive groups, and whose inclusion in the realization of this project would result in greater inclusion.

The project would be unthinkable without representatives of companies and representatives of the civil sector, as well as responsible individuals and informal groups interested in greater inclusion of persons with disabilities in social life. Individuals and individuals interested in protecting the environment and encouraging the use of recycled materials would make a special whole. The most important are the costs of equipping equipment and equipping work space. The most important resource is certainly equipment and storage, along with quality and trained personnel

PARTNER:

Consorzio Sol.Co. Network of Sicilian Social Cooperatives, Sicily

MODEL: Agrifood - Wine

THE BUSINESS IDEA

The idea is to create a social start up for the marketing of natural wine. Natural wines are characterized by a limited content of chemical additives; this is why they fit into the macro trend of sustainable consumption. The social start-up will be managed through the job inclusion of disadvantaged people.

The start up would not be limited to commercialization but would lead to studies for the creation of new products, which would then make wine from third parties after choosing the grapes considered most suitable to meet the tastes of consumers. The customer is the consumer eager to experiment new wine products that contain significant elements of history, ethics and quality.

PARTNER:

Consorzio Sol.Co. Network of Sicilian Social Cooperatives, Sicily

MODEL: Building maintenance

THE BUSINESS IDEA

The business idea is to create a social start up to provide maintenance services for public and private buildings. Services range from small repairs to real renovations.

The main customers are:

- Public bodies
- Enterprises (tenants or owners of commercial properties)
- Private citizens (residential building owners)

All services are based on a logic of sustainability and environmental protection. In other words, the start-up will propose solutions for:

- Energy (electrical and gas) and hydric saving
- Eco sustainability (materials with low environmental impact)

PARTNER: RDA of Northern Primorska Ltd. Nova Gorica

MODEL: Inter and inner generation solidarity

THE BUSINESS IDEA

The business idea is to build Interconnection of the old and young generation. This can solve some of the real problems, on the other hand can generate some revenue to this marginalised groups and thus help them to save decent lifestyle. The will, experience and knowledge of the seniors can represent high value to the other seniors and to the younger generation.

The social start-up which will interconnect this generations will overcome many of these facts and thus will have huge potential to cover operational costs, even earn some margin and generate inclusion and intergeneration solidarity will be obtained.

The proposal and approach is interesting, attractive and important because:

- It deals with target groups, which are usually ignored
- It encourages and promotes the values that are important for the sustainable development of society
- It encourages the transfer of knowledge and experience between generations
- It helps solve problems in the long run. And thus helps to solve “generational” crisis and apathy (which applies to both the target groups dealt with the project)

Model created, developed and used (as the results of the project) will be not use only once but can be roll out to the other sectors and areas. This business model will operate in the long term and will ensure sustainability

TRANSFER OF GOOD PRACTICE ON SOCIAL COOPERATION AND LEARNING PROCESS FOR SOCIAL START UPS

Social entrepreneurship is a rapidly developing field of business in which entrepreneurs are using business methods to help solve social and environmental challenges otherwise ignored or missed by commerce and addressed predominately with often unsustainable donor-driven models by the nonprofit sector.

Using the social enterprise concept, it is now increasingly possible for major companies to move social responsibility from a cost center to a profit center. In this evolving landscape, social entrepreneurs are at the vanguard of creating new business models for neglected markets that corporations can emulate, partner with or acquire to take to scale. As the traditional lines blur among nonprofits, government and business, it is critical that start-uppers understand the opportunities and challenges in this new landscape.

Through guest speakers, case discussion, lecture and start-uppers presentations this training course explores this emerging field.

Start-uppers will learn what a social enterprise is and how it is the same as well as different from other types of business. Start-uppers will be expected to develop a business plan summary and investment 'pitch' to scale a social enterprise.

Because the field of social entrepreneurship is interdisciplinary and in its infancy, the training course is introductory in nature and draws heavily from cases, speaker experience and start-uppers inquiry. The Socratic style of discussion is used and a premium is placed on innovative, limit-pushing thought and dialog by each student in class.

The training course is structured around four elements that are interwoven throughout:

1. The field of social entrepreneurship
2. The situations, resources and business structures used by social entrepreneurs
3. The mechanics, tensions, and realities of starting and/or managing a social enterprise
4. The potential for scaling social and environmental solutions profitably throughout the business sector

When looking at a social venture or discussing a social entrepreneur we examine the following:

1. Sustainability - How are social entrepreneurs funding their enterprises? How is the enterprise sustaining itself financially? If inside another corporation, how is it managed?
2. Impact and Performance - What is the impact of the enterprise? Which tools are available to measure the impact and effectiveness of social enterprises?
3. Innovation-Social entrepreneurs are innovators who create change. How do they create and spread this innovation and change?
4. Leadership--What are the characteristics of social entrepreneurs' leadership?

Training Course Objectives:

At the end of the training course, start-uppers can expect to have:

- Acquired an understanding of the fields of social entrepreneurship
- Met leading social entrepreneurs who are using business skills to address complex social and environmental problems in sustainable, profitable ways
- Developed a basic business plan and investment 'pitch' for scaling an existing social venture

Assignment: One-page write-up by each Team on its selected social enterprise to take to scale. Prepare 5-minute Team presentation (each member must participate somewhat equally)

LEARNING PROCESS DECLINED ON FACILITATORS OF START UPS

In a social innovation process the organisation supporting the process, the facilitator, is not necessarily the 'owner' of the challenge. The host centres are not social innovation experts but intermediaries in a leverage position to support a new way to find solutions to local issues. The social innovation process aimed to build on their existing skills and capability in order to master social innovation processes.

Generally, the needs recognized and shared within a community regard personal services (social assistance, health services, leisure and recreational places equipped as libraries, playgrounds, gyms, theatres, meeting spaces), transport services (school bus or transportation services for adults), care of the common areas (maintenance and cleaning of public spaces, maintenance of the green areas and gardens), development of new activities (tourist and accommodation services, sale of goods of common need that are not available in a short distance) and new products (the production and commercializing of local products), etc.

How can we support communities to organize themselves and provide services they need by themselves?

Community Social and Cooperative Enterprises can be an effective tool to do that. Communities can become entrepreneurs and build up a social / cooperative enterprise able to provide the services community needs. Community Social and Cooperative Enterprises represent a project of active citizenship, work and social innovation. The goal is to develop new expressions of mutual aid, with the aim of creating a development based on the conservation and enhancement of the traditions, the natural, economic, social and cultural resources of that place.

Community Social and Cooperative Enterprises are often set up when no external investors or public authority provider can set up a community

service. The active participation of citizens, the local economy, social cohesion, equitable and sustainable growth, aiming at improving the conditions of living of communities globally. There already are experiences of community's cooperation on the management of a variety of services such as social services, tourism and culture, internet access, or environmental services. All of them are services that have a high impact on people's wellbeing and quality of life, which will then reflect on local economy and community development.

Mapping and Surveying has been the starting point in BEGIN Project to know what are the real needs of formation and learning of young people, entrepreneurs, stakeholders at local and national level, and members of local communities. On the other hand, we analysed the good practices developed in local areas in the different countries of the Project and how those practices improve the skills and answer the questions of activation and formal organization of local communities addressing also employability of people. Through the survey, BEGIN aimed to define the skills required for implementation of entrepreneurship initiatives in local communities, to identify the main needs for the local development and employability in local areas, to collect information about the opportunities, initiatives and interests of active citizenship in local communities.

Questionnaires were submitted by different target groups in each partner country (entrepreneurs in local areas, youth people living in local areas, stakeholders at local level, stakeholders at national level, local authorities, social workers, citizens). Mapping and surveys results suggested some area of skills that represent an input for the training design. The aim of the training is to give to facilitator's instruments and tools to support the community social and cooperative enterprises formation in local areas, and at the same time instruments to look for further technical trainings in their local context or on e-learning modality. So, the training for Facilitators of Start Ups (social and cooperative enterprises) provides knowledge and tools to develop entrepreneurial skills such as project management, cooperative governance, networking, communication and presentation skills, team management, fundraising and business modeling.

Moreover facilitators should be able to help entrepreneurs-to-be and active citizens to look for training opportunities to develop their technical

skills. From best practices we learnt that experiences works...when the model is citizen centered and dealing with the current needs, when stakeholders are satisfied and when the practice was able to produce a strong interface between different institutions and citizens. Models work when they are part of a network, a facilitating and fruitful ecosystem.

Mapping and survey give some suggestion on the role of entrepreneurship in a community setting, such as:

- Stimulating cooperation between institutions, local authorities, citizens;
- Favouring networking, putting in relation local area's community with other communities and with local, regional and national institutions, developing a good capacity to create new jobs, working on needs analysis, continuously as change community needs; promoting initiatives citizens centred, with a strong focus on bottom up processes;
- Working for sustainability, investing in individuals and groups skills to keep initiatives going long term, empowering communities;
- Stimulating a participatory process in communities;
- Stimulating a reflective practice, encouraging to review ways of working, learning from experience and success, sharing learning and responding to change.

This training course helps potential community facilitators to adapt the tool of social / cooperative enterprise to communities.

The Sessions that make up the training course are intended to be “introductory” only and taken in their entirety form the basis of the various skills/competencies that are required to move through the “life-cycle” of a Project - from inception through to completion, including raising and managing funds to managing people. However, each Skill Topic can be taken separately as they have been designed to be stand-alone.

The whole course is not intended to provide an in-depth training programme covering all aspects of the skills required to assist in the development of a Social / Cooperative Start Up, but if one requires further in-depth training he/she can supplement the course with further on-line training or face-to face training, if offered in their Country.



The role of the facilitator is to help participants to understand that they must develop attitudes conducive to generating independent initiatives, using their inherent skills to build livelihoods for themselves.

The facilitator must therefore ensure a freely interactive atmosphere and emphasize that participants are full partners in this exercise. Each participant should feel that they can make a crucial contribution towards the effectiveness of the course.

A learning group will be made up of a variety of people with different cultural, social and educational backgrounds, some of whom may not be accustomed to the collective learning process of a classroom.

Among them, some may have started their own business. The group should be aware that this diversity is a strength, and that it is important that a climate of mutual respect be created in the class.

Activities should be chosen according to the age, educational level and interest of participants. Certain activities may make some adults feel that they are being treated like children. Letting them decide if they would rather write, draw or just talk could help. Remaining flexible while ensuring that participants acquire specific competencies is a delicate, but important skill in a facilitator.

The various basic skills that are required to support and develop Social / Cooperative Start Ups are included in the Sessions. These include

- Activities to assist individuals/groups engaged in start ups as to how to clearly identify their project e.g. research techniques, needs analysis, SWOT Analysis, resource identification (people and money);
- The advantages/disadvantages of different social / cooperative formation structures - although this will differ in each Member State;
- Project Management skills e.g. how to prepare a GANTT Chart, problem solving (how to handle difficult situations);
- Project Evaluation Skills e.g. project evaluation techniques; how to create/develop questionnaires;
- How to make external and internal, presentations, use of PowerPoint, Chairing meetings, recognizing body language, report writing, project website creation, effective use of media, print, radio, television.
- Producing and using spreadsheets and accounting software, fundraising skills e.g. crowdfunding - use of social media, creating business plan; and
- Project task allocation, delegation, interviewing skills, staff management issues and resolving conflicts.

OPINION OF SOME PARTNERS ABOUT THE PROJECT AND PROJECT RESULTS

CITY OF GRADISKA

Short introduction of your organization

The City of Gradiska (Republika Srpska, Bosnia and Herzegovina) as a local community, according to the Law on local self-governance deals with aspects of local concern, such as: adoption of the City development programs; adoption of development, spatial, urban and implementation plans; adoption of budget; regulation and provision of use of construction land and business space; organization of communal police; tasks of inspection, supervision, managing and disposition of the City property; establishing City bodies, business incubators, organizations and services. City of Gradiska established the Development Department, as the unit in charge for development projects. The Department is in charge of preparation and implementation of local, regional and international projects with focus on local economic development.

What was your motivation to take part in the project?

The City of Gradiska is strongly interested in supporting local economic development, particularly related to opportunities for development of social entrepreneurship and employment of vulnerable people. The topic itself is of high relevance in the local context. Gradiska team is interested to cooperate with other partners, share its knowledge and experiences and learn from lessons of more experienced partners in social entrepreneurship. Gradiska project team benefited from best practices and know-how transferred from advanced regions, and will exploit the project results to support local community and strengthen its capacities, especially in the fields of social entrepreneurship development and inclusion.

A brief description of your model within project BEGIN

Gradiska project team organized three local capacity building meetings, involving Gradiska staff, local and regional relevant stakeholders and technical support. During the meetings project team used EU Business Model Canvas methodology to develop business models of potential social-start ups. Stakeholders in collaboration with project team developed the three models: 1. building and green maintenance; 2. maintenance of green surfaces; and 3. collecting and disposal of waste.

The business model of “Building and green maintenance” is developed for establishment of social enterprise involved in maintenance of buildings through ecological approach. The added value enterprise is creating for clients is offering professional representation services and resolving problems of cleaning of buildings and stairs, glass surfaces, maintaining of business books, cleaning of access paths, cleaning of snow in front of buildings during winter, maintenance of electrical and mechanical installations.

The business model of “Maintenance of green surfaces” focuses on establishment of social enterprise active in maintenance of green surfaces such as parks. Added value that enterprise is offering would be in high quality and ecologically maintained green surfaces including removal of weed and ambrosia, maintenance of road belts, maintenance of parks and recreational surfaces, pruning and removal of dry branches, flowers’ planting, production of planting material, production of compost, protection and conservation of plants.

The business model of “Collecting and disposal of waste” represents model of social enterprise involved in collecting and disposal of waste created locally. The added value is resolving the problem of mixed and communal waste by collecting of waste from households and its disposal to regional landfill, in order to provide healthier, cleaner environment and ecological ambient.

Describe your experience with cooperating with stakeholders?

During capacity building meetings, local and regional stakeholders were involved including representatives of the organizations: Association of Deaf People Gradiska, Association of Victims of Civil War Gradiska, Association of Persons with Disability Gradiska, Public Health Institution Gradiska, Public Hospital Gradiska, Association of Roma people Dan Dive, Red Cross Gradiska,

High and technical school Gradiska, Association of producers of ecological and organic food Ekobasta, Public Communal company Gradska Cistoca Gradiska, Grammar school Gradiska, elementary school Sveti Sava, Development Agency Gradiska RAGA, heating company Toplana Gradiska, Police Authority, City Center for social work, Centre of Culture Gradiska. Stakeholders showed interest in the project BEGIN and development of business models, especially in model related to green maintenance. They expressed interest in capitalization of BEGIN project results and development of social enterprises, especially those benefiting and guarding interests of vulnerable groups and having positive impact to environmental protection. During the project, stakeholders became aware of importance of social entrepreneurship as a model for employment of vulnerable groups and local development.

Your thoughts about sustainability of project BEGIN

Through the project BEGIN, the City of Gradiska gained valuable experiences of collaboration with project partners in the field of social entrepreneurship and environmental protection. Project team gained new knowledge shared by partners from regions where social entrepreneurship is more developed. In the following period, greater attention should be paid to implementation of business models appropriate for work integration of locally identified vulnerable people. In this respect, the BEGIN project serves as a significant starting point. Through the BEGIN project, Gradiska local community gained an opportunity to learn about social entrepreneurship through transfer of knowledge and good practices from experienced regions. In order to develop social entrepreneurship locally, it is necessary to further raise awareness of local people, but also to work on improvement of legislation, supporting infrastructure such as business premises or incubators, consulting services, and favorable financing opportunities. Social entrepreneurship is important as a model for employing vulnerable groups in Gradiška, Republika Srpska and Bosnia and Herzegovina.

What was the response to your model within project BEGIN, among the target groups?

Target groups showed interest in the project BEGIN and development of

business models, especially in model related to green maintenance. Communal Company Gradiska stated interest to expand its regular business and form new department active in: 1. Maintenance of green surfaces, production and planting of planting materials (flowers and other plants), designing of green surfaces for businesses and individuals, public institutions, restaurants, public areas (parks, sports fields, road belts); and 2. Maintenance of staircase hygiene, cleaning of windows and maintenance of green surfaces belonging to local communities of flat owners. The department will have opportunity to employ people from vulnerable groups such as: displaced persons, persons with disabilities, long term unemployed.

What is the most important tangible result of your model within project?

Developed business models for social entrepreneurship are based on opinion of local stakeholders and resulted from group work with their active participation. Business models are relevant as a starting point for social entrepreneurship development in the local context.

TOWN OF LABIN

Short introduction of your organization (add 1 picture and logo)

Town of Labin is a unit of local government in the area defined by the Law on Counties, Cities and Municipalities in the Republic of Croatia. In order to improve the economic, social and cultural development Labin can establish and maintain mutual cooperation with other local government units and non governmental organizations in Croatia and abroad. The Town of Labin within the scope of its selfgoverning sphere performs actions of local significance which directly address the citizen rights, which by the Constitution or law are not assigned to the state authorities, particularly activities related to: urban development and housing, zoning and urban planning, communal activities, childcare, social care, primary health care, culture, physical culture and sports, consumer protection and improvement of the environment, fire and civil protection, transport in their area and economic development

and entrepreneurship encouragement. Labin is a tourist center in Istria County, which is the most developed tourist region in Croatia. Labin has a rich cultural heritage, industrial heritage (excoal mining complex) and rich gastronomical offer (wine, olive oil, seafood etc.).

What was your motivation to take part in the project?

Labin joined the project consortium because we want to become leaders in social economy and entrepreneurship development. There are different small but strong initiatives in the local community that we wanted to support through the project but also to gain new knowledge about the sector. All activities helped us to better understand all the potentials of the sector and helped us to understand the problems of the sector. Croatia is still in process of creating a social economy sector and for now it's not recognizable on the market. Because of that EU projects are needed in order to better transfer the knowledge between countries and through this to help the sector across EU countries. For us this project was a challenge because we needed to work locally and both regionally and nationally in order to accomplish all the activities. Through the process we managed to make some new partnerships and networks and this is the greatest benefit.

A brief description of your model within project BEGIN

We tested two models, one of social cooperative second hand textile shops who are employing people with disabilities and who are operating in Labin area but want to spread the business to Rijeka area. The second model was building and green maintenance, a specific business model created as a result to the main problems in Rijeka with suburban areas and buildings who are not in the plan of maintenance. Both models are suitable for employment of people with disabilities. First model should be implemented till end of 2019, which is a huge accomplishment that happened through the project activities.

Describe your experience with cooperating with stakeholders?

Even though the sector is not developed well, we managed to fulfill project activities and to create great experience with stakeholders. First, project

partners who were always supportive and trying to balance needs of project partners and project goals. Second, project stakeholders that we managed to know better on local level, especially social entrepreneurs and their employees and volunteers. And third, other decision makers and public authorities that participated in the project that are also willing to support the sector. Experience with all types of stakeholders was good and inspirational, gained us a lot of new knowledge but also more skills to understand the sector in Adriatic region. As we are touristic area it was inspiring to tangle topics such as tourism and employment of people in special needs.

Your thoughts about sustainability of project BEGIN

In future, we are planning to use some of the results of the BEGIN project, especially the network of experts, because with them we can help the social enterprises that are going to go on the market but also we can easily make new project because we already know each others need. We managed to have strong connections with most of project partners and this is for us the greatest value.

What was the response to your model within project BEGIN, among the target groups?

Most of interest was shown from civil society organizations, cooperatives, physical entities (persons) and decision makers. Less interest was shown from universities and business support organizations.

What is the most important tangible result of your model within project?

The most important result is the local action plan that can be use for us and other decision makers in order to develop and promote the sector of good economy, social entrepreneurship and social startupperes. Besides that during the project within project activities we managed to combine different stakeholder who are going to open social cooperatives second hand shop till end of 2019. which is a marvellous accomplishment and without the project would not be realized in such short time.

REGIONAL DEVELOPEMENT ORGNISATION OF NORTH PRIMORSKA REGION

Short introduction of your organization (add 1 picture and logo)

Regional developement organisation of North Primorska it was funded by six municipalities: Brda, Kanal, Miren Kostanjevica, Nova Gorica, Renče Vogrsko and Šempeter Vrtojba, Chamber of commerce for North Primorska and Chamber of commerce of enterpreuers of North Proimorska region. The misson of the RDA IS

- To promote comprehensive development in the economic, social, environmental and spatial areas of the Goriška statistical region,
- To prepare and implement the regional development program and other joint development programs,
- To advise and promote innovation and technological development,
- To support local entrepreneurship and create a modern economic infrastructure,
- To obtain domestic and foreign sources of financing,
- To be friendly and useful agency for all entities in the region and to promote regional development both in Slovenia and between the Member States of the European Union and the accession countries,
- To improve the standard of living of all those living in the Northern Primorska region through their activities.

What was your motivation to take part in the project?

The support and promotion of social entrepreneurship is one of key area of activities of the RDA. This is target group which has low rate of sucess on the market, without help and support. There fore the RDA joint several project which covered this thematic in the past. BEGIN is just add on on the previous work done by the RDA and its shareholders. With know how, methodologies and good pracice is possible to ecourage some marginal groups, to take initiative and start its own business.

Compare to the some other regions the problem od mraginal groups in North Primorska is not so acute, what gives the RDA time to act properly and in right directions.

A brief description of your model within project BEGIN

The older population, seniors are facing several problems, due to the different live style than in the past. They completed their “active” work. Who are in the retirement. Some of them are incapable to take care of themselves other are still active and are trying to find some challenges. They are faced with different problems, which are result of physical weakness and disease, as well as rapid computerization and digitization of the society. The young generation on the other hand is in many cases “lost in the space”. As a result of loss of values, modern lifestyle and pressure.

The intergeneration support and solidariy can solve some of the problems that this target groups are facing and can make life easier to both.

Therfor and ideao of the model that will help to solve this problem. Readiness from the part of seniors and yung generation together with mat-chaming platform and support from the public organisations, can make the model to success.

Describe your experience with cooperating with stakeholders?

Stakeholders are willing to cooperate if they are involved already at the beginning in to the project and if the problem and the solution to the problem is described in the proper way.

They are involved on the workshops with ideas and proposals which are useful for the use in the project.

Your thoughts about sustainability of project BEGIN

The sustainability of the project is received through methodologies, good practice, know-how and especially with business model prepared through the project, which can successfully operate in the everyday life. RDA and shareholders involved have gained know how to promote the approach of the project and business model to the other marginal groups and let them successful in the business environment.

What was the response to your model within project BEGIN, among the target groups?

The target groups were very interested in the business model in the approach which was prepared through the project.

What is the most important tangible result of your model within project?

The start of the interaction between target groups seniors and young population is first result in the process of promoting intergeneration solidarity.

CONCLUSION

The project Begin enhanced the awareness of marginal groups and create a possibility, a route of how to overcome some of this problem. The inputs of each partner, their experiences with problems and with solution to the problems, contributed to the development of the approach and methodology, which can be used not only within the partner institutions but much wider. The business models and the learning process are key factors in the methodology. The feedback from different shareholders to the proposed solutions were very positive, what brings the optimism to the future use of them.

We can assume that the problems of the marginal groups will be even bigger in the future, because of the unstable global situations., health-care problems and consequently recession and other economic problems. Therefore, is necessary start to use proposed solution to make this problem smaller an to make the life of marginal groups easier.

