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Social entrepreneurship in South East Europe and Turkey

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Project: Alter - Active Local Territories for Economic development of Rural Areas



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1. Introduction

During 2017 Croatian Rural Development Network - HMRR, carried out a research on social entrepreneurship in 7 countries: Albania, Bosnia and Herzegovina, Kosovo*, Macedonia, Monte Negro, Serbia and Turkey.

The research was conducted under the project "ALTER - Active Local Territories for Economic development of Rural Areas".

In the second chapter is explained what is social entrepreneurship, what is the difference between social and private entrepreneurship.

In the third chapter the definitions of social entrepreneur are given, as well as characteristics of profit-oriented entrepreneurs and social entrepreneurs.

The fourth chapter is dealing with social economy and social entrepreneurship.

In the fifth chapter the history of social entrepreneurship is explained, from the end of 18 century until today.

In the sixth chapter policy of social entrepreneurship in 8 countries is explained (Albania, Bosnia and Herzegovina, Croatia, Kosovo*, Macedonia, Monte Negro, Serbia and Turkey).

Examples of good practice from each of 8 countries are given in the seventh chapter.

In ninth chapter the conclusions are made, as well as recommendations regarding social entrepreneurship in South East Europe and Turkey.

2. Social entrepreneurship

Social entrepreneurship is a phenomenon of specific entrepreneurial activity.

The concept of social entrepreneurship was developed by Bill Drayton and he states that "social entrepreneurship is an entrepreneurship with ethical integrity, not intended for personal gain or maximizing profits, rather than focusing on social values". Drayton emphasized the importance of innovative approach to solving social issues and he felt that we need to include more people around the world for radical changes.

According to other sources the term of social entrepreneurship was first used by Waddock and Post in the paper which deals with the analysis of the research on this phenomenon in 1991.

Social entrepreneurship is the field in which entrepreneurs tailor their activities to be directly tied with the ultimate goal of creating social value. In doing so, they often act with little or no intention to gain personal profit. A social entrepreneur “combines the passion of a social mission with an image of business-like discipline, innovation, and determination commonly associated with, for instance, the high-tech pioneers of Silicon Valley” (Dees, 1998).

"Social enterprise is a cause-driven business. In a social business, the investors/owners can gradually recoup the money invested, but cannot take any dividend beyond that point. Purpose of the investment is purely to achieve one or more social objectives through the operation of the company, no personal gain is desired by the investors. The company must cover all costs and make profit, at the same time achieve the social objective, such as, healthcare for the poor, housing for the poor, financial services for the poor, nutrition for malnourished children, providing safe drinking water, introducing renewable energy, etc. in a business way” (Yunus, 2006)



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Social entrepreneurship is the process of recognizing the opportunity for economic activity that will provide an answer to open social issues. This process involves innovation and a combination of resources in new ways that ultimately stimulate social change and lead to generating social values (Mair and Marti, 2006).

Social entrepreneurship is primarily directed towards the social mission and social entrepreneurs are guided by the creation innovative ways of solving social issues (Peredo and McLean 2006).

Social enterprise is a legally registered organization that carries out commercial and social operations and is jointly owned by its members on the basis of each member having one voting share through which the organization is democratically controlled (Spreckley.,2010).

Social entrepreneurship is all about recognizing the social problems and achieving a social change by employing entrepreneurial principles, processes and operations. It is all about making a research to completely define a particular social problem and then organizing, creating and managing a social venture to attain the desired change. The change may or may not include a thorough elimination of a social problem. It may be a lifetime process focusing on the improvement of the existing circumstances (Managementstudyguid).

Social enterprises are recognised as a vehicle for social and economic cohesion across Europe as they help build a pluralistic and resilient social market economy. Building on the strengths of a long social economy tradition, social entrepreneurs are also drivers of change, creating innovative solutions to the big challenge that face us today. Acting in the general interest, they create jobs, provide innovative products and services, and promote a more sustainable economy. They are based on values of solidarity and empowerment; they create opportunities and hope for the future.

Social enterprises come in many shapes and sizes and take different legal forms across Europe. As stated in the Commission’s Social Business Initiative, they have the following common characteristics:

- Earning income by trading
- Having a social or societal objective of the common good as the reason for their economic activity, often in the form of a high level of social innovation,
- Profits being mainly reinvested with a view to achieving this social objective,
- A method of organisation or ownership system reflecting their mission, using democratic governance or participatory principles or focusing on social justice.

Social enterprises offer a model for 21 century business that balances financial, social, cultural and environmental needs. Social entrepreneurs are agents of change, as individuals and groups who are passionate about improving the lives of people and communities (Strasbourg declaration, 2014).

Table 1. Difference between social and private entrepreneurship (Spreckley, 2010)

| Social entrepreneurship | Private entrepreneurship |
|---|---|
| * the aim is to empower employees /community | * the aim is to supervise and control the employees |
| * democratic decision making | * stock holding decision making |
| * the fundamental principle of activities is responsibility to environment/ community | * responsibility to environment /community is not seen as they responsibility |
| * the financial and social auditing is conducted (the social influence is measured) | * the financial auditing is conducted |
| * driven by commercial, social and ecological | * driven by commercial goals |



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| | |
|-------|--|
| goals | |
|-------|--|

The EMES Research Network has developed two sets of criteria for identifying social entrepreneurship, which can primarily be applied in the European context. One refers to the social dimension and the second to the economic one.

Table 2. Dimensions of social entrepreneurship (Defourny 2005; Defourny, Nysenns, 2001, 2008)

| Social component | Economical component |
|---|--|
| An explicit goal is a social mission, an action directed at the common good of the community. | Existence of production and/or sales of products and/or services. |
| An initiative launched by a group of citizens, which implies a collective dynamics that make the foundation of social entrepreneurship. | High degree of autonomy, which implies that it is founded and managed by a group of individuals rather than a state institution or a private firm. |
| Democratic form of governance (usually based on the principle of one voice per member), regardless of the ownership structure. | Taking a significant degree of economic risk in the activities, which implies market action. |
| Participative nature of social entrepreneurship, which includes participation of different stakeholders (not just owners and members). | The minimum amount of paid work, though within the organization/enterprise there can be other forms of work (volunteer, unpaid). |
| Limited profit distribution, which limits the individual accumulation of profits. | |

Picture 1.

Social Entrepreneurship Model



Social entrepreneurship is the use of the techniques by start-up companies and other entrepreneurs to develop, fund and implement solutions to social, spiritual, environmental issues and make profit to entrepreneur.

Source: Pinterest

3. Who is a Social Entrepreneur?

Social entrepreneur refers to the holder of a social-entrepreneurial process. A social entrepreneur is a person who pursues novel applications that have the potential to solve community-based problems. These individuals are willing to take on the risk and effort to create positive changes in society through their initiatives.

The main goal of a social entrepreneur is not to earn a profit, but rather to implement widespread improvements in society. However, a social entrepreneur must still be financially savvy to succeed in his or her cause (Investopedia).

Social entrepreneurs are non-profit managers who pay special attention to the loose opportunities without losing sight of their task of balancing the moral imperatives with the motives of earning (Boschee, 1995).

Social entrepreneurs combine activism with professional skills, visionary achievements with pragmatism and an ethical component with strategic beliefs. They see opportunities where others only see empty buildings, people who can't be employed and worthless resources (Catford, 1998).

Social entrepreneurs must be able to articulate an attractive theory of social influence and a sensible business model (Guclu, Dees and Battle Anderson, 2002).

Social entrepreneurs are visionaries, passionate enthusiasts (Roberts and Woods, 2005).

Social entrepreneurs are agents of change, as individuals and groups who are passionate about improving the lives of people and communities. Social enterprises work. (Milovanović and Maksimović, 2016)

"Whenever society is stuck or has an possibility to seize a new opportunity, it needs an entrepreneur to see the opportunity and then to turn that vision into a realistic idea and then a reality...We need such entrepreneurial leadership at least as much in education and human rights, as we do in communications and hotels. This is the work of social entrepreneurs" (Drayton).

Table 3. Contrasting definitions and core characteristics of the terms “social entrepreneur” and “social entrepreneurship”

| Source | Definition | Core Characteristics |
|------------------|--|--|
| Leadbeater, 1997 | Social entrepreneurs are entrepreneurial, innovative, and “transformatory” individuals who are also: leaders, storytellers, people managers, visionary opportunists and alliance builders. They recognize a social problem and organize, create, and manage a venture to make social change. | <ul style="list-style-type: none"> • Manager • Leader |
| Bornstein, 1998 | A social entrepreneur is a path breaker with a powerful new idea who combines visionary and real-world problem-solving creativity, has a strong ethical fibre, and is totally possessed by his or her vision for change. | <ul style="list-style-type: none"> • Mission leader • Persistent |
| Dees, 1998 | Social entrepreneurs play the role of change agents in the social sector by: Adopting a mission to create and sustain social value | <ul style="list-style-type: none"> • Change agent • Highly accountable |



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| | | |
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| | <p>Recognizing and relentlessly pursuing new opportunities to serve that mission; Engaging in a process of continuous innovation, adaptation, and learning; Acting boldly without being limited by resources currently in hand; Exhibiting a heightened sense of accountability to the constituencies served for the outcomes created.</p> | <ul style="list-style-type: none"> • Dedicated • Socially alert |
| Thompson et al., 2000 | <p>Social entrepreneurs are people who realize where there is an opportunity to satisfy some unmet need that the state welfare system will not or cannot meet, and who gather together the necessary resources (generally people, often volunteers, money, and premises) and use these to “make a difference”.</p> | <ul style="list-style-type: none"> • Emotionally charged • Social value creator |
| Zahra et al., 2008 | <p>Social entrepreneurship encompasses the activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner.</p> | <ul style="list-style-type: none"> • Innovator • Initiative taker • Opportunity alert |
| Brinckerhoff, 2009 | <p>A social entrepreneur is someone who takes reasonable risk on behalf of the people their organization serves.</p> | <ul style="list-style-type: none"> • Opinion leader |

Source: Samer Abu-Saifan: *Social Entrepreneurship: Definition and Boundaries*, 2012



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The social entrepreneur is a mission-driven individual who uses a set of entrepreneurial behaviours to deliver a social value to the less privileged, all through an entrepreneurially oriented entity that is financially independent, self-sufficient, or sustainable.

This definition combines four factors that make social entrepreneurship distinct from other forms of entrepreneurship. Social entrepreneurs:

1. are *mission-driven*. They are dedicated to serve their mission of delivering a social value to the underserved.
2. act *entrepreneurially* through a combination of characteristics that set them apart from other types of entrepreneurs (see Table 3).
3. act within *entrepreneurially oriented organizations* that have a strong culture of innovation and openness.
4. act within *financially independent organizations* that plan and execute earned-income strategies. The objective is to deliver the intended social value while remaining financially self-sufficient. This is achieved by blending social and profit-oriented activities to achieve self-sufficiency, reduce reliance on donations and government funding, and increase the potential of expanding the delivery of proposed social value

Table 4. Characteristics of profit-oriented entrepreneurs and social entrepreneurs

| Unique characteristics of the profit-oriented entrepreneur | Characteristics common to both types | Unique characteristics of the social entrepreneur |
|--|--|---|
| <ul style="list-style-type: none"> • High achiever • Risk bearer • Organizer • Strategic thinker • Value creator • Holistic • Arbitrageur | <ul style="list-style-type: none"> • Innovator • Dedicated • Initiative taker • Leader • Opportunity alert • Persistent • Committed | <ul style="list-style-type: none"> • Mission leader • Emotionally charged • Change agent • Opinion leader • Social value creator • Socially alert • Manager • Visionary • Highly accountable |

Source: Samer Abu-Saifan: *Social Entrepreneurship: Definition and Boundaries*, 2012



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4. Social economy and social entrepreneurship

Social economy is a space for the construction of a subject that, through various associations, deliberately and creatively tries to explain the context of deinstitutionalization in which it lives and works (La Serna, 2009).

Picture 2. Social Economy



Source: Quarter and Mook, *Canadian Journal of Nonprofit and Social Economy Research*, vol. 1, no. 1, 2010

Social economy was created and is being further developed within the larger market economy with the aim of supporting social needs of individuals and society.

Social enterprises are social economy promotion tools. The development of social enterprises, as a key element of social economy, is part of the Europe 2020 Strategy. With the aim of promoting ‘social market economy’, the European Union has identified social economy as the new tool against concerns, particularly in combating poverty and social exclusion, as well as for generating new jobs. Currently, the social entrepreneurship sector across the globe employs around 40 million people and has over 200 million volunteers, out of which around 14.5 million are in Europe.

In January 2014, over 2.000 representatives of social enterprises from all over Europe gathered in Strasburg and participated in a conference organized by The European Commission and the European Economic and Social Committee on social entrepreneurship that resulted in what is "The Strasburg Declaration".

It must be noted that the economic and social situations of countries that are members of the EU differs from those that are aiming to become a member and as such the approach to the notion of social entrepreneurship has to be adapted to the country's specific needs and opportunities. Therefore, following the Strasburg declaration, participants of the conference from the Balkans initiated another declaration that would specifically focus on the region. The outcome was the "Belgrade Declaration on the Development of Social Entrepreneurship in the Region of the Western Balkans and Turkey". Targeted countries are Albania, Bosnia and Herzegovina, Montenegro, Kosovo*, Macedonia, Serbia and Turkey, with five key points for establishment and development of



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the idea within the region. So far, this declaration has been signed by around five hundred organizations. (Milovanović and Maksimović, 2016)

Three different models of social entrepreneurs' business structures applicable in different situations and economic climates (Elkington and Hartigan, 2008):

- ✚ Leveraged non-profit: This business model leverages financial and other resources in an innovative way to respond to social needs.
- ✚ Hybrid non-profit: This organizational structure can take a variety of forms, but is distinctive because the hybrid non-profit is willing to use profit from some activities to sustain its other operations which have a social or community purpose. Hybrid non-profits are often created to deal with government failures or market failures, as they generate revenue to sustain the operation without requiring loans, grants, and other forms of traditional funding.
- ✚ Social business venture: These models are set up as businesses that are designed to create change through social means. Social business ventures evolved through a lack of funding. Social entrepreneurs in this situation were forced to become for-profit ventures, because loans and equity financing are hard to get for social businesses.



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5. History of social entrepreneurship

Social entrepreneurship is a relatively new phenomenon. The concept of "social economy" and "social entrepreneurship" occurred at the end of 18 and beginning of 19 century as an answer to the problems in economic system.

The term "social entrepreneurship" dates from several decades ago, but the very beginning of social-entrepreneurial activity can be found in practice even at Victorian private hospitals from the second half of the 19 century (Johnson, 2003).

The term "social economy" was used by French economist Charles Dunoyer for the first time in his book "Treatise on Social Economy" in 1980. In his book he advocated moral and fair approach to economy. J.S. Mills in his book "Principles of Political Economy" (1848) is writing about ethics in economics as "the greatest happiness of the greatest number", and was the lobbying for the adopting the first law on cooperatives in Great Britain. Leon Walras continued the work of Mills, and by the end of 19 century the main principles of social economy were developed: democratic association and action, solidarity and cooperation (Petričević, 2012).

When talking about social entrepreneurship we have to mention several entrepreneurs from 19 century, who envisioned the elimination of social problems or just bring positive change in the society:

- ✚ Vinoba Bhave, the founder of India's Land Gift Movement,
- ✚ Robert Owen, the founder of cooperative movement and
- ✚ Florence Nightingale, founder of first nursing school and developer of modern nursing practices might be included in this category.

In 19 century the cooperatives and associations of citizens had the leading role in social economy sector and represented one of the most oldest and widespread types of social entrepreneurship. But the real blooming of social economy and social entrepreneurship appeared at 20 century, in 80s. The traditional market economy didn't know how to deal with bad living conditions in rural areas, unemployment, bad education and health care etc.

One of the most famous and earliest examples of social entrepreneurship is Grameen Bank from Bangladesh, founded by Muhammad Yunus in 1976. It was originally formed as a bank for the poor, but it has expanded its activities and today is one of the most influential organisation, not only in economic but also in social life of Bangladesh. Its aim is to reduce poverty in Bangladesh, one of the poorest countries in the world, by developing a model of microfinance for the poorest, so that they can succeed in running their business venture (see Yunus, 2009).

European commission sponsored the first conference about social economy in 1989 at Paris, and establishes Social Economy Unit (today Craft, Small Businesses, Co-operatives and Mutual Unit).

In 19 and 20 century there were many societies and organizations that work for child rights, women empowerment, save environment, save trees, treatment of waste products, etc. In 21 century the term of social entrepreneurship is globally used to describe the type of activities of "fair" organisations. Apart from addressing the social issues, social entrepreneurship also includes recognition and addressing the environmental problems and financial issues for rural and urban poor.

General Assembly of UN has declared the 2012 the International Year of Cooperatives.



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6. Policy on social entrepreneurship

A government **social entrepreneurship strategy** exists only in Croatia at the moment. In counties of Western Balkan (Albania, Bosnia & Herzegovina, Kosovo*, Macedonia, Montenegro and Serbia) social entrepreneurship is a part of the social inclusion strategy or the policies benefiting people with disability.

Albania and Kosovo* have a **law on social entrepreneurship**, and Serbia has a draft. Those laws provide a clear definition and some committed public resources for supporting the sector. In Albania and Kosovo*, they tend to define social enterprise as a legal form, which often leads to excluding a large number of already existing social enterprises. In Serbia the intention is to tie social enterprises closely to employment models and thus reduce them to work integration social enterprises.

Most social enterprises in the region address employment and employability barriers, such narrowing of the term excludes promising and innovative service delivery models that address gaps in poverty reduction, education or social service fields. Even where a social enterprise law exists in the region, it usually has no teeth and lacks the political will and processes for implementation.

Roles of the sectors:

In countries with more advanced social enterprise ecosystems, governments play a beneficial role by launching social enterprise development strategies that allow stakeholders to work towards a common vision and decide their positions in the ecosystem. Social entrepreneurship is not included in the school and university curricula.

Public sector schemes do not target social enterprises in most countries; they focus either on pressing social problems, for example youth unemployment, or on supporting entrepreneurship in general. The only exception to this is Croatia, where public sector funding from European Social Funds (ESF) sources was used specifically for social enterprise support programmes.

The civil sector organisations support infrastructure for social entrepreneurship. They are usually local initiatives, and have a one-off project funds, so they all struggle with sustainability. They provide a wide range of capacity-building and training courses related to business planning, product development, sales and marketing. In all seven countries, CSOs drive the growth of the sector and, except in Serbia, they are the most frequent legal form for social enterprises.

The lack of education and training opportunities leads to a shortage of social enterprise professionals and creates a succession gap in management, as younger generations are not stepping in to fill middle management positions.

Awareness-raising and advocacy work are key to the growth of the social enterprise ecosystems in all seven countries. Serbia and Croatia are the two countries where **networks** and support organisations have already been set up, are becoming more visible and can count on more resources for further development. Some of them have become members of larger networks such as the European Venture Philanthropy Association or Euclid, thus linking up with European counterparts and exposing the Croatian and Western Balkans ecosystems to new ideas. There is plenty of cross-border communication and information sharing happening between individual organisations, but there is no regional network or joint project which would involve several countries.

Award programmes and competitions exist in several countries and are highly effective in raising the visibility and recognition of successful social enterprises and the sector as a whole. They also provide capacity-building support and small grant funding to the winners.

There seem to be only few **regional or cross-border cooperation** or support programmes in place, which is surprising, given the similarity in social issues as well as the level of development of the social enterprises in the different countries. Apart from the European Commission, Erste Bank



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Group and UniCredit Foundation are the only regional players that run social innovation and social enterprise support programmes across the region.

Almost every country study highlights an example of a **women-lead social enterprise**, as they are success stories of committed and entrepreneurial women at the helm of enterprises that empower women.

People with disabilities are a **key target group** for social enterprises of various forms and sizes, and their training and employment models are subsidized by the governments in all countries.

Social enterprises are active in a wide range of industries and services:

- ✚ the production of goods for household use,
- ✚ decorative products,
- ✚ agriculture, food production,
- ✚ social and healthcare services etc.

They focus on the domestic markets for the time being, which is understandable given their small size and young age, but small local markets could soon become a limitation to the growth of the business and to scaling the impact.

Financing strategies of social enterprises rely mostly on grant funding, given that the majority of the social enterprises are start-ups or early stage businesses. CSOs’ own resources or government grant schemes have provided most of the initial capital, often from social, employment or other development programmes and funds. Commercial banks do not offer loan products to social enterprises yet, because they are seen as risky businesses that lack repayment capacity or collateral and have little experience managing debt.

All countries in the Western Balkans have active microfinance and SME development programmes, except Serbia, where microfinance faces barriers due to excessive regulation and the involvement of commercial banks (Varga, 2017).

In Belgrade declaration is stated that: "our region requires a new model of economic and social development, one that would be more just, more inclusive and more sustainable."

Table 5. Policy document in countries

| Country | Document |
|------------------------|--|
| Albania | National Strategy for Employment and Skills 2014-2020 Strategy for employment and skills for the period 2014-2020 |
| Bosnia and Herzegovina | Law on cooperatives Law on associations and foundations Law on Trade Associations Entity Law on persons with disabilities Law on public private partnership Law on social protection Law on microcredit organisations Law on public procurement Strategy of development of Federation of BiH 2010-2020 Strategy of social inclusion of Bosnia and Herzegovina |
| Croatia | Law on Associations Law on cooperatives Law on foundations Law on Institutions Law on Trade Associations National strategy for creating a stimulating environment for civilian development societies 2012-2016 Strategy of the development of Social Entrepreneurship in the Republic of Croatia for the period from 2015 to 2020 |

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| | |
|-------------|--|
| | Strategy for fighting the poverty and social exclusion of the Republic of Croatia from 2014 to 2020 |
| Kosovo* | Draft Law on amendments and supplements to the Law on vocational ability, rehabilitation and employment of people with disabilities Law on Business Associations Law on Business Organizations Law on Vocational Ability, Rehabilitation and Employment of People with Disabilities Law on Publicly Owned Enterprises Law on Freedom of Association in Non-Governmental Organizations Law on Labour Law on Social and Family Services Law on Gender Equality Law on the Social Assistance Scheme in Kosovo* Law on the Civil Service of the Republic of Kosovo* |
| Macedonia | Law on social entrepreneurship - in preparation Law on cooperatives Law on Associations and Foundations Law on Trade Companies Law on donations and sponsorships Law on unemployment of people with disabilities Law on social welfare Law on labour Law on social work Strategy for cooperation of the Government with the civil society 2012-2017 Development and implementation of the social enterprise concept |
| Monte Negro | Law on cooperatives Law on professional rehabilitation and employment of people with disabilities Law on volunteering Law on non-governmental organisations Strategy for development of NGOs in Montenegro |
| Serbia | Law on cooperatives Law on associations Law on professional rehabilitation and employment of people with disabilities Law on business organisations Law on public procurement Law on employment and unemployment insurance Law on volunteering Law on social protection Law on bonds, foundations and funds Law on public private partnership and concessions Poverty Reduction Strategy Development strategy of Municipality Kruševac Strategy for the support of the development of civil society on the territory of Belgrade Action plan for employment 2012, Employment Bureau |
| Turkey | Law on Foundations Law on associations |

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Albania

In Albania there are some central institutions which draft, execute and influence to the innovation and social enterprise sector. The Ministry of Economic development, trade and entrepreneurship has developed "Business and investment development strategy for the period 2014 - 2020", which treats the problems of creative economy and promotion of women entrepreneurship. Strategy main objective 1.1.4. Promotion of social business says: "Social businesses take into consideration vulnerable, marginalized groups and ethical standards and business behaviour."

In the people's perception is almost always the Ministry of Social Welfare and Youth that treats and covers the social enterprise. In its "Employment and Skills Strategy 2014 -2020", that one of its priorities will be the development and support of social business in Albania. One of the main policy objectives is: "C2. Promoting social entrepreneurship (social economy and the third sector jobs) and women's economic empowerment; C2.1 Design and implementation of measures in relation to social entrepreneurship; C2.2 Creation of conditions for fostering female and male employment in the third sector (social enterprise focus)".

Aldo there are some policy documents, strategies or initiatives, there is a serious lack of legal coverage and therefore also of the determination or definition of social enterprise, social business and social entrepreneurship.

The ones that have tried to create the respective legal framework are organisations of civil society: associations, foundations and centres. Of course, they do this because their mission is closely linked to the mission of social enterprises, thus, the interest for the marginalised groups and the persons in need. Besides various non-profit organisations, a major support in this area has given the different donors such as the EU Delegation, Cooperazione Italiana, UNDP, Swiss Cooperation, Austrian Development Cooperation, etc.

In 2011, Government established the Agency "Promoting Social Business in Albania" entirely state-owned, the mission of which would be to help improve social protection policies of the Government, accountability processes, and improving cooperation between the public and non-public sector.

Several activities were organized in the context of public information, regarding the new notions of Social Business/Enterprise, among which the most successful one was the Competition of Ideas, which was recorded and broadcasted by the National KLAN Television, for six weeks, in one of the programs with the highest visibility (in prime time) "Albanian Sunday". At the end of the competition it was selected the winning idea "Ejona" that envisioned the establishment of a coffee bar and social centre, with facilities adapted for people with disabilities, in the centre of the capital (Tirana). The coffee bar "Ejona" opened in early 2014, and all its employees are disabled people. (Bonatti, Begu, Sulka, Lahe and Papadhima, 2014)

Bosnia and Herzegovina

In comparison with other Balkan countries BiH has two autonomy entities which are: The Federation of Bosnia and Herzegovina (FBiH), which comprises 10 cantons and the Republic of Srpska. In this regard, many measures, policies and regulations in places do not necessary apply for both entities. More specifically, in case of Federation of BiH, many regulations and policies do not apply for all cantons – they all have their autonomy in certain areas. Bosnia is a very decentralized country. Apart from the two entities, there is a separate administrative unit – Brčko District.



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The concept of the SE in BiH is still at an emergent stage. Bosnia and Herzegovina has made positive changes in the promotion of the SE among key actors of CSOs, business and government sectors. There have been a number of promotional events and one of the most important is a two-day conference on Social Entrepreneurship organized by TACSO BiH in June 2015. The conference served as a platform for the development of recommendations and guidelines for creating a supportive environment for the social economy (Strategic study on social economy development in the context of the South East Europe 2020 strategy, Report – Bosnia and Herzegovina, 2015).

So far, almost all projects in the field of social entrepreneurship have been launched by CSOs, thanks to available financial resources and professional skills. Although models of CSOs, based on the concepts of social entrepreneurship, testify to the inventiveness of BiH CSOs and cooperatives, in most cases they are managed in improvised and inefficient ways, without much planning or preparation, and with a lack of capital and support to strengthen the capacities necessary for expansion and empowerment. There are many reasons for this - lack of understanding of the term social entrepreneurship, lack of capacities, human resources and entrepreneurial skills and expertise characteristic of the business sector that are essential for the development of models of social enterprises (TACSO, 2012).

Many key topics needed by high-growth entrepreneurs are not available in BiH, local state-run universities are falling behind to contextualize new trends.

In BiH there are several regions where entrepreneurial activity is accepted and thriving, including towns of Gradacac, Gracanica, Tesanj, SirokiBrijeg, Srebrenik, etc. In addition, major urban centres with support of foreign donors have undertaken activities to establish mostly IT-oriented incubators that house local start-ups (Banja Luka, Mostar, Tuzla, Zenica) (Zukic, 2013).

One of the measures of the Social Inclusion Strategy is development of the system of support to social entrepreneurship. It is stated in the Strategy that inclusion of the socially excluded in the active labour market requires support to social entrepreneurship as one of the forms of employing these categories and that the system of support should be developed first at the local level and other levels where social entrepreneurship is established and developed. The system of support should include measures that facilitate administrative services, financial support and benefits. However, the real effects and work in this field are still not evident.

In order to improve social entrepreneurship activities in Bosnia and Herzegovina it is needed to improve institutional support and characteristics of the entrepreneurship environment which will provide better conditions for its development.

Entrepreneurship policies, funds and agencies, as well as favourable conditions at the state and lower administrative levels should be established and coordinated in order to make progress of social entrepreneurship in Bosnia and Herzegovina. It is very important to have all the relevant actors and sectors actively involved in these processes, and they include public and private sector, civil society organisations and entrepreneurs themselves and that there is cooperation, partnership and coordination among them (Social Inclusion Foundation in Bosnia and Herzegovina, 2012).

Kosovo*

At the moment, Kosovo* doesn't have a legal framework on social entrepreneurship, therefore all the existing social enterprises are registered either as non-governmental organizations under the Non-Profit Law or as companies under the Company Law. In 2015, The Ministry of Labour and Social Welfare presented a draft version of the Law on Social Enterprises. The current version of the draft doesn't reflect the overall situation with social entrepreneurship in Kosovo*, leaving out certain marginalized groups, perceiving only those registered with the Employment Office as unemployed,



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and prompting social services which are already offered (or at least should be) by local Centres for Social Work. Additionally, there were no other legal or policy measures suggested that would accompany the Law and promote social entrepreneurship in Kosovo*.

Kosovo* adopted the Law on Social and Family Services with the aim to promote and support different social activities in the interest of society. This law sets out competencies of municipalities in providing social services through Directorates or Centres for Social Work (CSW). Directorates are entitled to provide or facilitate, through the CSWs or other non-government organizations, provision of the following social services: family assistance, direct in-house personal care, daily centres for people in need, counselling services for people with addiction or other psychological or social difficulties, residential care for old people and people with disabilities, as well as any other appropriate service related to social and family services.

Based on this law, the Ministry of Labour and Social Welfare has drafted and approved an Administrative Directive for the Licensing of the Legal Entity/Organizations that Provide Social and Family Services.

Social Impact Award program was launched in Kosovo* with the end of February 2017 and will provide opportunities for future young entrepreneurs to apply for program – regardless where in Kosovo* they lived. It is an opportunity to work with foreign mentors, international investors and gain skills and experience for launching your business to a dynamic market with real impact.

For example, take product of social entrepreneurship ecosystem and individual intuition of great story of Ashley Van Buskirk who spent the summer at college as a reporter in Kosovo*. She discovered how tough it is for many young women to pay for higher education. After returning home, along with her sister she co-founded a social enterprise to help fund college tuition for young women in Kosovo*.

Social entrepreneurship ecosystem was being developed in Kosovo* through a number of programs for young people who wanted to start their own business in order to improve their communities.

One of them was “Kosovo* Youth Social Entrepreneurs Prototype Solutions to Improve Local Communities”. UNICEF Innovations Lab Kosovo* has localized the UK’s Social Innovation Camp experience. Different project was UNDP’s “Integrated Regional Development in the Municipality of Suharekë/Suva Reka in the sector of agriculture”.

In 2014, Unicef Kosovo** Programme: UNICEF Innovations Lab Kosovo* developed and launched the first UPSHIFT programme. The Kosovo** program achieved some impressive results: More than 126 youth-led projects have been implemented, more than half of which continue even after their engagement with the Lab comes to a close. From these 126 projects approximately 61,056 youth directly involved or directly benefited and 120,630 youth are indirect beneficiaries of these projects. (Zrnic, 2017)

Macedonia

The development of the social entrepreneurship in Macedonia can be traced back to the 1960s when the first state-owned enterprises employing disabled persons were established. The enterprises have enjoyed corresponding tax and other social benefits. The transition to democracy and market economy in the 1990s had an impact on the legal forms in which SE operated: the state-owned enterprises have become private commercial companies.

The most frequently used forms for conducting activities connected to social economy in the Macedonian practice are associations and foundations. (Dokmanović, Koevski and Spasevski, 2015).

There are some projects in Macedonia, for example: the project in 2010 by the American chamber in Macedonia and the civil society organization Konekt on call for participation in the program on social business, whose goal was to contribute to self-employment among youth and development of entrepreneurship. Students were eligible to apply, especially students from under-developed regions



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and poor suburbs. The winning business plan for social entrepreneurship was planned to be awarded with grant and education sessions on improving the business plan. The evaluation criteria were the applicability of the business plan, the innovative approach in tackling a social issue, profitability, influence on the local economy and technical quality of the suggestion.

There is still no specific law dealing with social business in Macedonia, however one is currently in the enactment procedure. However, in the meanwhile the Strategy for cooperation of the Government with the civil society as well as a comprehensive study Development and implementation of the social enterprise concept in Macedonia represent the two documents that are paving the way for social business in Macedonia – the former opening the question that the social business way of working can be a model for sustainability of civil society organizations; the latter is the first study to analyse the concept and practices of social business in general and in Macedonia into detail; and presenting a large list of recommendations for improvement of policies related to social business.

Minister of Labour and Social Policy Mila Carovska stated that the Law on social entrepreneurship should be adopted by the end of 2018 or 2019.

Montenegro

In the Strategy for development of NGOs in Montenegro 2014-2016 is said: "In the broadest sense, under the social entrepreneurship is considered the use of innovative practices in the sale of goods and services on the market, in order to generate income to be used for the realization of some commonly beneficial interest."

There is no specific law regulating social entrepreneurship in Monte Negro, nor appropriate strategic document. Most of the social enterprises in Monte Negro are operating in the form of non-governmental organizations. Key actors included in the performance of economic activities are often members of marginalized groups (people with disabilities, members of Roma population and women who are victims of violence).

Key motive of the largest number of organizations to launch entrepreneurial activity was the employment of marginalized groups, rather than acquiring profit. The majority of them have developed business plans with the help of experts. Number of employees in these enterprises does not exceed the number of ten, and they engage volunteers in their work (organizing events, going to fairs etc.).

Most of these enterprises promote their entrepreneurial activities through their websites, Facebook pages, or at fairs, but also through direct contact. They have good media coverage of entrepreneurial activities on the local and national level.

The social enterprises are not funded from multiple sources simultaneously, so there is a high financial risk. They depend on donor funds. The largest number of enterprises finances their activities thanks to the approved grants from public funds. Their total income on this basis has not exceeded the amount of 4.000 euros per annum.

Enterprises emphasize the problem of marketing products, the lack of retail space as well as an intense competition as key obstacles to achieving higher revenues. While most municipalities have expressed their willingness to buy their products, cooperation with the business sector is not satisfactory.

Social enterprises did not approached companies that might be interested in buying their products. Smaller number of those who got in touch with companies did not encounter a satisfactory response.

The employees have undergone a series of trainings related to the techniques of making products and quality service delivery. But, they are still missing the business skills that are necessary to start



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and run a social enterprise (knowledge on business management, product placement and accounting, as well as business English), as well as knowledge in the field of marketing. Continuing education is necessary in order to ensure high quality of products and services that meet the needs of customers and clients.

Most enterprises possess the necessary basic work equipment that is provided through donations or grants. But, there is a great need for a special retail space that would be located in an attractive location.

Serbia

Social entrepreneurship in Serbia currently exists in the form of individual initiatives, in which the problems of unemployment and social exclusion are addressed in individual cases. The labour market is still not developed enough to take on the role of the key factor of social integration.

Social entrepreneurship is not adequately recognised in the legal system in Serbia. Several laws contain provisions that may be the basis for and support to the development of social entrepreneurship.

The sources of funding of social enterprises in Serbia can be classified into three groups:

- the funds that support social entrepreneurship which can be directly used to finance the establishment and operation of social enterprises
- the funds intended for financing of various needs of vulnerable groups
- the potential sources of financing of social entrepreneurship development. These funds generally do not target the marginalised groups, but they represent sources of funding which are more favourable than those that exist in the financial market in Serbia, which are therefore suitable for financing of the establishment and operation of social enterprises.

In Serbia, the government uses the term social enterprise to mean only initiatives that employ people who face challenges in the labour market.

In Serbia the Coalition for the Development of Social Entrepreneurship was created. It was founded by leading support organisations in 2010, has started to offer policy advice, advocacy and research on the social enterprise sector.

Optimist is a civil society organisation in Serbia that started a program for economic empowerment of Roma families through the production of vegetables.

Social enterprises can provide vital support to the political, social and economic development of Serbia. They can provide a strong contribution to the increase of social cohesion and social capital and can support a more balanced economic development. They often operate in the neglected areas, providing services and fostering social inclusion, and are able to achieve that because they address issues that the government institutions and traditional commercial enterprises cannot solve efficiently.

Serbia will have to accept the standards and practices of the European Union in the further process of EU accession, which includes the recognition and promotion of social entrepreneurship and its contribution to social cohesion and sustainable competitiveness and development. This requires the adoption of a law, a review of government policies in the areas affected by the concept of social entrepreneurship, development of an action plan and implementation of actions that will support the development of social entrepreneurship, as well as the progress of monitoring for achieving set goals of development of social enterprises and social economy (Damjanović, Ristić and Danilović, 2017).

Turkey



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In developing countries such as Turkey, the term has been revealed especially after 2000. There is only little research about this concept in Turkey.

There is not any social entrepreneur working on learning/education in Turkey, and economic stability affects number of social entrepreneurs in Turkey. Number of women and men social entrepreneurs in Turkey is almost equal, although there are very few women entrepreneurs against men in Turkey's economic enterprises. (İnci, 2016)

Social enterprises operate under a variety of legal structures such as associations, foundations or companies, as a specific legal structure for social entrepreneurship in Turkey does not exist. All of the related initiatives are "ad hoc" or implemented by different legal entities (for example charities and associations, cooperatives, non-profit companies and other business initiatives).

Most of the social entrepreneurs in Turkey state that they exist primarily to fulfill a social /environmental purpose. They say that they actively want to encourage imitation and adaptation to as many partners as possible to increase social impact. (König, 2013)

Social entrepreneurship has been on the agenda of both non-governmental and business sectors, despite the lack of consensus on why such enterprises should exist.

According to Erdoğan, Sarıkaya, and Kara (2011) social entrepreneurship can provide alternative solutions for the problems created by market failure in Turkey.

Social entrepreneurship might be a triggering factor for Turkey in order to generate the required support mechanisms for several disadvantaged groups within the society (youth, women and disable people). Labour force participation, which is influenced by the structural problems of employment, is still low in Turkey and this situation imposes a direct threat for disadvantaged groups. As a result, these groups become more fragile in the times of a crisis and there is a strong need for the initiatives that provide priority and enough support to these groups.

Alternative ways of integrating these groups to the employment market and economic life should be discussed. Broadly the concept of entrepreneurship, particularly social entrepreneurship might be one of these alternative ways in order to strengthen the situation of these groups.

In a general perspective, awareness of entrepreneurship has been increasing in Turkey, although it is relatively lower than the European counterparts.

But the awareness on the possible contributions of social businesses on employment and economy has not been developed yet both in society and on state level. (Türker, Özerim and Yildiz, 2014)

Social enterprises are a new model with great potential for Turkey, but these enterprises need more incentives and support.

Recommendations (Başak Ersen, Kaya and Meydanoğlu, 2010):

- Existing support infrastructures and communication networks need to be further strengthened
- “Public Benefit Company” or “Non-profit Company” should be recognized as separate legal entity. A new legal entity model that is consistent with the social enterprise structure should be recognized and established in the related legislation. Otherwise, social enterprises which operate as associations, foundations, cooperatives or companies will continue to encounter problems in implementation.
- With regards to the lack of an interlocutor, a working group which will include all related stakeholders needs to be established. This entity should create an action plan and oversee its implementation.
- Private sector should develop more long-term programs to support the development of social enterprises.
- Awareness raising activities on social enterprises are needed.
- Programs that support commercial entrepreneurship should also include a social entrepreneurship dimension.

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- Tax legislation should be reformed in order to encourage the financial sustainability of civil society organizations and social enterprises.
- Commercial enterprises and private sector should assist social enterprises' development through knowledge and experience sharing, financial support etc.



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7. Examples of good practice

Mrizi of Zanave, Albania

Mrizi of Zanave, a restaurant that bases its business on the idea of the Slow Food development, a project which is regarded as a philosophy of pleasure and as a program of taste education, enogastronomic heritage preservation and customer training.

Slow Food supports the young generation to create the right relationship with food; an attentive tourism that respects the environment; promotes solidarity initiatives. On the other hand, this restaurant is a catalyst for the development of the surrounding area, as everything that is cooked or sold in this restaurant is cultivated by and gathered from the farmers around, what has prompted them to increase their productivity and to preserve the traditions of the area.

The owner of this restaurant aims to expand its range of services: the chestnut fluid, which was considered by the locals as something wild, not used or minimally used, with the establishment of a processing line it became a highly requested product, not only in the local market, but also beyond.



Youth Albanian Postal Service (YAPS), Albania

Youth Albanian Postal Service (YAPS) – was established under the auspices of UNICEF, with the participation of the Social Centre “Don Bosco” and a group of companies (Vodafone, INSIG, Coca-Cola, Bardha Group, ADA Group, Rogner, KPMG, Western Union). YAPS was initiated in 2001 and initially it employed 40 young people coming from orphanages, young disabled and those belonging to minorities. Its objectives are to hire and train young marginalized and neglected people, in order for them to manage a Social Business, to create self-esteem and confidence in young people and create the conditions to switch to a higher level of education.

Foundation Mozaik, Bosnia and Herzegovina

The program provides the youth from 15 to 30 years an opportunity to take part in joint activities and to develop skills of management and entrepreneurship. Since February 2008 Foundation “Mozaik” implements the Youth Bank Program whose aim is to increase participation of the youth in the processes of local development of rural areas through allocating non-returnable funds for projects that are initiated and managed by the youth. The aims of the project are development of sustainable Youth banks as effective mechanisms of the youth participation in the processes of deciding on financing and supporting projects of the non-formal groups of the youth in rural areas, increasing capacities of the youth representatives that through mobilising local resources and support to the Youth banks implement projects in order to solve the problems of the youth and other.



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EkoMozaik Ltd.

By using natural resources EkoMozaik, one of the first social enterprises in the region, produces quality and healthy food products. EkoMozaik aims at creating new work places in one of the most rural and poorest areas in RS and BiH – in Bišina, Municipality Šekovići. On the other hand, EkoMozaik aims to pay a competitive salary to the workers, with the respect of all the legal obligations. All the profit of EkoMozaik is invested in developing new work places and other development projects of Foundation Mozaik and this concept of social enterprise is unique at the territory of the former Yugoslavia.

Organisation Bospo, Bosnia and Herzegovina

On May 6 2009, within this project organisation BOSPO donated green-houses to the members of the Association Obnova from Lukavac, who represent the minority returnee population in this area. The green-house is of the size of 100 m² and used by all the members of the Association. The aim is to support development of green-house production in this area which should contribute to the sustainable return.

Besides the production of different agricultural products, the green house is used for the educational purposes for the younger members of the Association and community, which could help development of this agricultural branch. It is important to say that production realised at 100 m² of green-houses is equal to production realised at 1000 m² of the open land, and thus this way of production could attract younger generations work in agriculture.

Social enterprise Uspon, Bosnia and Herzegovina

The main aim of the project is to enable persons with disabilities to get employed and provide for themselves, as work engagement is the most effective way to include persons with disabilities in the society.

It should also be said that the social enterprise Uspon, founded with the aim of providing professional support to persons with disability, implemented other projects too: Professional rehabilitation and enabling less employable categories, employing persons with disability of over 60%, employing persons with intellectual difficulties and many others.

In cooperation with the partner Raiffeisen bank Uspon employs persons with disability in the Call centre and Central operations of Raiffeisen bank. Moreover, first internet portal for hiring persons with disabilities was started with the aim of including persons with disabilities in the labour market, and facilitating job-finding and creating a data-base of the unemployed persons with disabilities.



Autonomous centre ACT, Croatia

ACT is a citizen association from Čakovec that uses different methods of training, information, counselling and promotion work on development of civil society, free culture and eco - social



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economy in Croatia and the region. Members and associates share the vision of an active society of citizens in the community, with equal opportunities and free access to knowledge and information. For the last few years Autonomous Centre - ACT has been doing intense work in the field of promotion and development of social economy and social entrepreneurship. Part of financial self-sustainability is ensured through income-generating activities of associations by providing educational and consultancy services, but also through different entrepreneurial experiments. Today the association and its members are members' owners, co-owners or members of several social enterprises that are dealing with various activities. In 2011 ACT also initiated the establishment of the Centre for eco-social development - CEDRA Čakovec, which is today one of the 5 resource development centres social entrepreneurship in Croatia, through which they continually provide information, counselling and education services for existing or social emerging companies.

ACT Printlab Ltd.

ACT Printlab d.o.o. grew up in 2007 from the NGO project to a non-profit social enterprise, graphic and web design studio, which offers the professional, qualitative and innovative products and services that follow/suit the needs of partners (and communities). As a socially owned company, the motivation lies in initiating/creating social changes, not maximizing profits. Nevertheless, the company strives for financial sustainability in order to gain (re)invest in business or investing in the community, creating good things that can be used by everybody.

The social enterprise gives back to the community by making annual tenders for donations to associations, service biddings etc. ACT Printlab Ltd. is a socially-owned company in which democratic processes are rooted in decision making - each employee and Board member has 1 vote.

ACT Konto Ltd.

ACT has recognized the problem in financial operations of civil society organizations and in 2009 founded ACT Konto Ltd. - a social enterprise for accounting-bookkeeping and tax consultancy for non-profit organizations. In addition to specialized bookkeeping services, ACT Konto Ltd. also offers financial management and reporting services for the projects and others financial and administrative affairs.

In its work ACT Konto Ltd. includes persons with reduced working capacity, specifically disabled people. They provide them with new opportunities, knowledge, skills and experience.

Social Cooperative Humana Nova

Humana Nova encourages employment of people with disabilities and other socially excluded people through production and sales of quality and innovative textile products from environmentally and recycled materials for domestic and foreign markets. Their products respond to real needs of user. In this way, Co-operative is actively contributing to sustainable development of the local community, poverty reduction and preservation of nature.

The founders and members of the co-operative are private and legal persons, four of them are persons with disabilities.

Main activities of Humana Nova: collection activities, sorting, recovering used clothes and placing them on the market through a green ware store in Čakovec.



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Association Stork, Croatia

Cotton diapers "A kiss from the stork" - because the Earth is not for single use

Association Stork brings together citizens who want to change society in society responsible for children, parents, future parents and families by informing, educating, actively advocating and participating in the processes of change, as well as by encouraging parents and other social groups to review the existing situation and to participate in the changes.

Cotton diapered have a number of advantages over a disposable one - there are pleasant and healthier for a child, they will save the environment of 1.000 tons of severely degradable waste (almost tons per child), and they are cheaper then disposable ones.

Whenever possible sewing materials are used from materials produced in Croatia or in the neighbouring countries, in order to reduce the harmful impact of transport. The use of natural and untreated materials is encouraged, so the diapers from organic cotton, bamboo or hemp are also produced. Cotton diapers "A kiss from the stork" are made at the Vocational secondary school in Varaždin and people with disabilities are employed. The diapers can be purchased at Storks's web shop and in the office in Zagreb. All profit from product sales is used to ensure functioning of the projects and programs, which are socially useful and free for beneficiaries.





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Municipal Development Center (MDC) and a Local Development Fund (LDF), Kosovo*

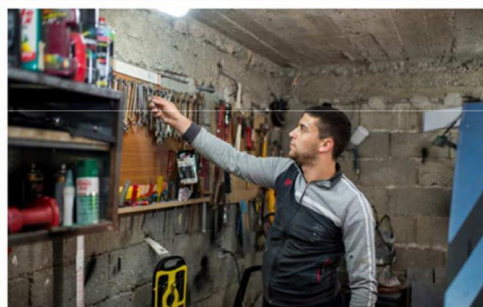
In the municipality of Suharekë/Suva Reka there has been partner and beneficiary of ADC support through the ADC/CARE project “Integrated Regional Development in the Municipality of Suharekë/Suva Reka in the sector of agriculture” (IRDS) since 2009, and has established a Municipal Development Centre (MDC) and a Local Development Fund (LDF). These innovative structures are open as a disseminator of knowledge, advisory services and good practices, to the municipalities of Dragash/Dragaš and Shtërpçë/Štrpce. Through this approach, the municipality of Suharekë/Suva Reka is providing knowledge and advice on effective municipal structures in order to efficiently facilitate employment generation and transition to formalization of workers and upgrading of (micro) enterprises, particularly household-based operations in specific value chains that have competitive and sustainable potential, as well as existing SMEs.

Three social enterprises now produce textile clothing items and supplies for local schools, ajvar and jams from locally grown vegetables and fruits, and juices and compotes from any kind of healthy berry that is harvested around. More than 40 women and men from surrounding villages now have a better income. And better prospects for a stable and prosperous life.

In an area recognized for its high biodiversity, rich in natural resources, and with low environmental pollution, agriculture, rural entrepreneurship, and collection of non-wood forest products, such as wild berries or medical herbs, is a primary source of income for many families. Over 750 women and men have a new job, more than 2600 family members have improved their livelihoods, and 325 rural micro-enterprises selling produce as diverse as raspberries, tomatoes, honey, or alpine goat meat and milk, have been upgraded.

Municipal representatives are more empowered and accountable in planning and delivery of public services, and understand the importance of human rights-based, inclusive, and participatory approaches to development of their communities. Moreover, 900 and more local business owners, farmers, producers, and members of civil society have better knowledge and skills in various fields of agriculture, rural and economic development, and environmentally-friendly farming and production techniques.

More than 700 additional women and men from the municipalities of Dragash/Dragaš, Shtërpçë/Štrpce, and Viti/Vitina will find a job, and over 3800 people will improve their lives. (https://undpKosovo*.exposure.co)





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Izbor, Macedonia

The first Therapy Community in Macedonia that offers re-socialisation and reintegration of people that had suffered from drug abuse, alcoholism, hazard and computers.

It is situated 5km from Strumica, on the land of 7ha donated by Ministry of Defence to the Macedonian Orthodox church and later on given to Izbor (long-term free of charge use for 30 years). The land has been adopted to pavilions with the support of Donor Community in Macedonia, Strumica municipality and the business community. Izbor also invested their own funds.

In the land there is a Flower garden Pokrov - small farm, small factory for production of bricks and screen printing as commercial activities. Commercial activities are related to the production facilities for the production of organic vegetables crops, thus the organization tends to become self-sufficient. With this innovation – working occupational therapy which is implemented in the program, the organization gained a new dimension, it helps Izbor’s clients to gain working habits and new skills, responsibility, diligence and allows them to get employment.

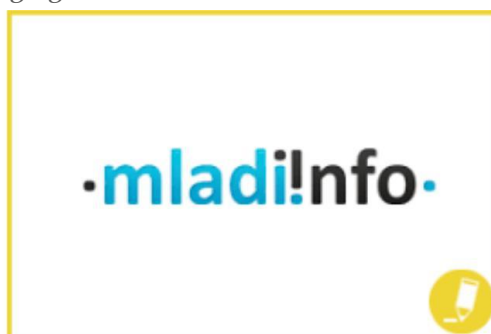


MladiInfo, Macedonia

It started as a local initiatives of the group of young people from Fejs MK that wanted to explore opportunities for youth development. Nowadays, it is a worldwide known medium that helps young people to identify opportunities for their personal growth (scholarships, trainings, conferences, job opportunities etc.)

MladiInfo web has 120.000 visits per month and provides information in English to young people around the world. The branch offices are established in Slovakia, Czech Republic, Monte Negro, Slovenia, Croatia, Albania, Austria and Poland.

Social entrepreneurship in Mladiinfo is mostly associated with coordination and organization of Social Impact Award Macedonia. This department is developing a community of students that transform intention into action. Members of this department support students in building social enterprises that find solutions to the most challenging issues of our time.



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Bona Fide, Montenegro

Women's NGO whose mission is to eliminate all forms of violence and discrimination against women and children through education programs, help and support for victims of violence, cooperation with institutions, promotion and protection of women's rights. Within the Centre the SOS telephone line for women and children, victims of domestic violence is functioning. They also have Victim Support Services - Reception for Women and Children Victims of Violence.

Their members manually craft various unique items that apply traditional handicraft techniques: weaving, sewing and tailoring, making jewellery and souvenirs from a variety of materials.

They organise workshops as a principle of a female small scale social enterprise. They reinvest the assets from the products that are sold into the organization, and generate revenue for the beneficiaries. In this way, they contribute to their social and economic empowerment.



Center for Rural Development, Montenegro

The core mission of the Center is affirmation and development of the Petnjić region through the realization of projects and manifestations that will make the Bihor region a more visible tourist destination. One of the goals of the Center is to preserve the tradition, culture and customs of the Bihor region.

They produce handmade, traditionally woven carpets, unique jewelry, as well as souvenirs with ethno motifs from the region. The products of the Center for Rural Development have a certificate and besides the quality are also recognizable by the slogan "Best of Bihor".

Bearing in mind that economic independence has a direct impact on the reduction of social exclusion and poverty, their goal is to enable rural women to easily generate additional income and to provide for themselves and their families. They reinvest part of the proceeds from the sale of the item in order to support financial sustainability and strengthen the Center to help a larger number of women.

Give us a chance, Montenegro

The Association of parents of children and adolescents with disabilities was established in 2008 with the aim of gathering parents who have children with developmental (physical and intellectual), citizens, humanists, donors, sponsors and experts who want to help in their socialization, rehabilitation, integration into the social and working environment. Their mission is to make people with disabilities visible, present and active in all aspects of social life, to affirm their abilities, to promote their rights and enable them to live dignified and full life.



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In order to achieve sustainability, the Association has established a Workshop with beneficiaries, their parents and volunteers. By participating in the workshops beneficiaries have the opportunity to learn new skills, which can be useful in their daily lives, but also created new job opportunities. In our workshop decorative and useful items, as well as artwork in various techniques, is made. They strive to provide support to young people with developmental difficulties, above all through their employment. The gained profit is used to create new opportunities for young people with disabilities.



Bagel, Serbia

Bagel is a social enterprise from Belgrade, initiated by the association of Atena with a goal of economic empowerment of victims of trafficking. Entrepreneurship is based on the sale of small meals (above all "Bejgl" sandwiches, soups, salads) and freshly squeezed juices. This social enterprise gives the opportunity to re-engage in society to people who were victims of trafficking and other forms of violence. It employs 5 people, and as a grocery and catering service finds its market niche. They plan is to hire some new people.



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Čikoš, Serbia

The company was founded on June 8, 1990 as a company dealing with printing and graphic products. After three successful years the company was transformed into Cikoš Holding incorporating two businesses, ŠTAMPA Ltd. and CIKOŠ PROMET Ltd.

The company was founded on June 8 1990 with the aim to manufacture graphic products as requested by the customers. In the beginning the company operated with a small number of products on offer, but by modernizing our manufacturing processes and products, by investing into a fleet featuring the latest technology, this number has significantly increased by today.

In 1993 the company was transformed into Cikoš Holding incorporating two businesses, Štampa Ltd, dealing with graphic product manufacture from prepress, to printing and postproduction, and Cikoš promet Ltd, dealing with retail services for office and school stationery.

Apart from printing services, the Cikoš štampa Ltd also deals with employing, rehabilitating, and training people with disabilities, thus currently we have 32 employees with disabilities out of the 50 employees who work in the company.

Elio, Serbia

Dry cleaning and laundry service Elio is a social enterprise project that offers employment opportunities for women from socially vulnerable groups, high quality services at affordable local community prices, and free services for people from the vulnerable group. Through the Caritas Šabac projects they provide the services of chemical cleaning, washing, drying and ironing of laundry and cleaning.

The main target groups of the project are women from vulnerable social groups, who are engaged with the goal of returning to working life through social work, restoring dignity and economic stability. Other target groups are users of home help and other old and disabled persons who are socially vulnerable and who are unable to maintain the hygiene. For those groups the services are provided free of charge.



Awarded projects of young social entrepreneurs, Turkey

Yuvarla.org (Emre Danacı, 28): Yuvarla is a social entrepreneurship project that modernizes the idea of coin donation boxes for the new digital economy. With Yuvarla, you can round up the total amount of your online shopping purchases and directly support a non-governmental organization from a list of options, in a convenient way.



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Evimi Tut (Beybin Esen, 26): Evimi Tut (Rent my house) is a website that aims to bring ex-tenants and potential future tenants together in order to bypass the real estate commission process.

Ustamdan (Gökçe Gülcüler, 22): Ustamdan.com is an e-commerce site designed to revive and provide sustainability for centuries-old artisanal practices in Anatolia, which are at risk of disappearing.

Software Club (Tugay Tuna, 18): The project aims to help high school students become software coders, providing them with the necessary materials and education. With half of its members being women, Software Club also aims to break the overall male bias in the industry.

(<http://www.hurriyetdailynews.com/turkeys-young-social-entrepreneurs-awarded-74549>)



The KAMER Foundation, Turkey

This foundation was formed in 2005 and works to cater for the special needs of families and women to showcase women as valuable workforce to the country by working with local communities. Services of the foundation include mentoring and providing employment opportunities amongst others. They have several project about women entrepreneurship: Purple bazaar (Handicraft products of women from KAMER), Avlu Café in Diyarbakir and KAMER Hosels in Dersim.

Avlu Cafe

The Avlu Cafe, located in the courtyard of the Hasanpaşa Inn, has been run by KAMER since 2010. On the one hand they create employment opportunities, share local tastes with their guests, and on the other hand revenue is used for practices for women and children



Kadın Emeğini Değerlendirme Vakfı (KEDV), Turkey



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This Foundation for the Support of Women’s Work has a mission to aid and support initiatives under women leadership from the bottom to top approach. This organization provides microcredit and training programs to its women members who wish to start their own business or also provide childcare services for the children of women who are working.



Buğday, Turkey

It is an association that supports ecological living, production and consumption in Turkey. It has its own magazine, organic farms and health food stores. This organization promotes the consumption and production of organic and wholesome food products.

Third Sector Foundation of Turkey (TÜSEV), Turkey

This foundation was established in 1993 by Turkey’s leading civil society officers. The foundation is the umbrella of over 100 foundations share the same vision to raise awareness on social entrepreneurship, strengthen the legal and operational infrastructure of not for profit organizations in Turkey.

B-fit, Turkey

b-fit’s founder, Hülya Bedriya won the social entrepreneur of the year award in 2013 by the Schwab Foundation for establishing an all-women fitness club franchise in 2006. Bedriya saw the need for gyms for women as 80% of the gyms in Turkey catered for men only and it is considered culturally inappropriate for men and women to gym together. Her idea of social innovation ship led her to



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8. Conclusions

In South East European countries and Turkey there is lack of awareness about the benefits of social entrepreneurship and various challenges faced by social entrepreneurs to set up a healthy organization that works towards rendering services and products beneficial to the society.

None of the countries has an appropriately structured legal framework for functioning of social enterprises and regarding these countries we can only talk about the strategic tendency towards structuring of social economy. Therefore, besides the Law on Associations, Law on Cooperatives, Law on Foundations and Endowments, each of these countries has at least one strategy document which in some part notes or even defines measures for creating stimulating environment for the development and functioning of social enterprises.

There is a lack of governmental support and initiatives, lack of public awareness and lack of funding. The social entrepreneurs have to face a lot of problems before making it to be a profitable business. There are weak links between enterprises both mutually and with social enterprises in the region and beyond.

In all countries social enterprises are being marginalized and considered to be a service and possible way for solving growing social issues, especially unemployment and social inclusion of most vulnerable population. Social enterprises are therefore seen as small scale initiatives which are to be heavily subsidized. Instead, there is a huge potential for job creation, recovery of backward small communities (rural and urban) and co-creation of the more just and efficient business models.

Recommendations:

- The South East European countries and Turkey should ensure that their commitment to create a favourable eco-system for the development of social entrepreneurship is mainstreamed in their policies.
- There must be a stronger engagement at all levels (EU, national, regional and local) in partnership with the social enterprise sector in the co-creation of new policies to support social entrepreneurship, suited to the local context.
- It is necessary for the South East European countries and Turkey to define and adopt in partnership with the civil society organizations and other key players sets of clear and feasible action guidelines for the development of social economy, coordinated with the EU policies in this area.
- It is necessary to encourage inter-sectoral partnerships between authorities, civil society organizations, businesses, economic entities and other key stakeholders in the area of social entrepreneurship.
- It is necessary to work on the activities of promoting social entrepreneurship in public in order to have this concept and notion better understood. Best practice promotion through annual awards and other public events could help in creating more positive public opinion on social entrepreneurship and eco-social economy.
- Media are one of the key factors and link among other actors and implementers of the activities of social entrepreneurship and they are the ones to promote the cases of good practice and examples of social entrepreneurship that will be replicated and further developed.
- It is also necessary to strengthen the capacities of social enterprises, as well as to stimulate the exchange of information and transfer of knowledge. Therefore, national and regional networks of resource centres and associations need to be organized and supported through EU and national funds and also inviting various corporate foundations.

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- It is necessary that the EU provide financial support to social enterprises across the region through different funds and other financial measures, particularly within the IPA funds, thereby not limiting its support to the structural funds accessible only to the EU member states. The EU accession process represents an important opportunity to promote and develop social entrepreneurship in the Western Balkans countries and Turkey. (Belgrade declaration, 2014).
- Beside EU funds other financial instruments and funds need to be developed to ensure variety of funding sources for social enterprises in all phases of their development.
- It is needed to additionally incent the business sector to be more actively engaged in the programs of social employment through co-funding of the programs of social entrepreneurship and ensuring access to the market and providing mentor services to the organisations of civil society active in the non-profit entrepreneurship and provide tax reduction for the enterprises which reinvest their profit in the activities contributing to the community development.
- Each target country needs to re-think and create more favourable tax environment for social enterprise development including public procurement policies that will be more open and inviting in offering tenders to social businesses.
- Develop infrastructure and inter-sectoral cooperation by creating the social entrepreneurs platform. The platform will create opportunity for cooperation and access to the resources which can be useful not only to social entrepreneurs but all those who see benefits in the work of social entrepreneurs.



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