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Analysis of social entrepreneurship in Slovenia



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1. INTRODUCTION

Social entrepreneurship is a form of entrepreneurship, which with its products and services responds to social problems and creates social benefits. By doing so, social enterprises help to solve social, economic, environmental and other social problems in an innovative way and provide jobs and social inclusion of vulnerable groups.¹

1.1 Definition of social entrepreneurship

There are many denominations and attempts to define social entrepreneurship (social entrepreneurship, solidarity economy, community entrepreneurship, social entrepreneurship, social economy, third sector, non-governmental organizations, etc.) due to historical, linguistic and cultural diversity in Europe; most often they all refer to the same activity, which occurs in various legal forms – cooperatives, societies, institutions, profit and non-profit enterprises, mutual companies, etc.² In general, we can define the primary objective of social entrepreneurship as not to generate profit, but to encourage cooperation, volunteer work and investments, to seek innovative business solutions, which in the context of enhancing social solidarity, pursue social, environmental, economic and other goals. Social entrepreneurship is directing into creating new work places, especially for vulnerable target groups of job seekers in the labor market, such as people with disabilities, older unemployed job seekers, particularly in areas, where the private sector has little interest due to low profitability. The social well-being created by social entrepreneurship is reflected in social innovations and in intelligent growth, social cohesion and sustainable development, where it should make a significant contribution to achieving the objectives of the Europe 2020 Strategy.³

Social entrepreneurship is an innovative form of entrepreneurship with a great sense of responsibility for society and people. Social entrepreneurship is characterized by the motives of business in solving social, economic, environmental and other problems of society in an innovative way. The primary purpose of this alternative form of entrepreneurship is market

¹ MGRT, 2019.

² SPOT, 2019.

³ Official Gazette RS, 2017.

functioning with regard to the principles of social entrepreneurship. Like traditional companies, they act on a labor market, with the exception that they as a rule do not divide profit, but instead return it back to the company. Social entrepreneurship is cohesive, since it encourages people's cooperation and volunteer work, thus enhancing solidarity in society by creating new work places for vulnerable groups of people and carrying out socially useful activities.

In literature, it is possible to detect numerous authors who define the concept of social entrepreneurship in different ways:

- Social entrepreneurship is a process, in which the establishment of a new business increases social wealth and thus benefits both society and the entrepreneur. This concerns the creation of new work places, increase of productivity, national competitiveness and better quality of life. (MacMillan, 2003).
- We define social entrepreneurship as the innovative use of resources to explore and exploit potentials that fulfil social needs in a sustainably balanced way (Mair and Noboa, 2006).
- Social entrepreneurship encompasses activities and processes required to discover, identify and seize opportunities to increase social well-being by creating new businesses (Dacin, 2010).
- Social entrepreneurship is a spectrum of economic activities that are neither part of the public nor the private sector, as a rule owned by stakeholders whose primary purpose is not to generate profits. Social entrepreneurship promotes activities and joint investments of people, volunteer work and enhances social solidarity, and above all, seeks innovative business solutions for perceived social, environmental, economic and other problems. By creating additional work places where the private sector has no interest due to low profits and by employing vulnerable groups in the labour market (long-term unemployed persons, disabled persons, elderly unemployed, etc.), it ensures increase of social well-being and gross added happiness (Rebernik, 2010).⁴

Carlo Borzaga⁵ stated recently, that there are at least three main definitions of Social Entrepreneurship: a general definition designating an entrepreneurial dynamic oriented to

⁴ Invel d.o.o., 2014, str. 2.

⁵ Borzaga, 2017.



social innovation and social effect; a narrow definition with an emphasis on social inclusion (work integration) and an organizational definition identifying social enterprises as organizations that are expected to show a number of key features.

According to this third definition, organizations that qualify as social enterprise must share the following features:

- Conduction of stable and continuous economic activity.
- Pursuit of an explicit social aim and production of commodities/services with a recognized social connotation (including work integration of disadvantaged people).
- Adoption of inclusive governance models and precise limitations to profit distribution.

Organizations sharing these characteristics ought to be regarded as social enterprises.

The basis for organisational definition was set in the EMES⁶ approach of social enterprise analysis which prefers identification and clarification of a set of indicators over a concise and elegant definition. Use of this methodological approach allows us to analyse wide range of different organisational entities and locate them in the multidimensional spectrum of social enterprises according to the specific values of indicators that can be categorized as:

a. Economic and business dimension

- continuous activity in the production and / or sale of goods and services
- significant level of economic risk
- the existence of at least a minimum amount of paid work

b. The social dimension

- the explicit purpose of creating good for the community
- initiative launched in civil society – the result of collective dynamics
- limited profit sharing - reinvestment in the community for public benefit

c. Participatory management

⁶ Defourny in Nyssens, 2012, str. 12-13.



- expressed high degree of autonomy
- power decision-making is not proportional with the invested capital
- participation of different stakeholder groups in decision-making is present.

Using this methodology, we can compare and classify different types of organizations: NGOs, cooperatives, work integration enterprises, registered social enterprises and so-called enterprises with social effect, but all cannot be automatically equated with social entrepreneurship. They have to show certain organizational characteristics to get their place in multidimensional space of Social Entrepreneurship.

In Slovenia, a legal basis for the implementation of social entrepreneurship activities was established only with the adoption of the Social Entrepreneurship Act (ZScoP) in 2011; activities, which according to valid criteria, cannot be placed in the public or private sector. Thus, ZScoP states in Article 2 “social entrepreneurship is the permanent pursuance of entrepreneurial activity with the production and sale of products or pursuance of services in a market, where profit generation is not the main goal of entrepreneurial activity but the main aim is to achieve social or societal effects.” At the same time, Article 3 of ZScoP states “social entrepreneurship strengthens social solidarity and cohesion, encourages people’s participation, strengthens society’s ability to solve social, economic, environmental and other problems; it promotes social innovation, provides additional offer of products and services that are in the public interest, develops new employment opportunities, provides additional workplaces, social inclusion and professional (re)integration of vulnerable groups in the labour market.”⁷

MDDSZ defines social entrepreneurship even broader by stating that it is an innovative form of entrepreneurship, which solves social, economic, environmental and other problems in an innovative way, but with a great deal of responsibility for society and individuals. This means that it creates new workplaces for vulnerable groups of people, carries out socially beneficial activities, all in accordance with principles of social entrepreneurship.⁸

⁷ ZScoP, Official Gazette RS, nr. 20/11 from 18.3.2011.

⁸ Lamut Jančič, 2016, str. 12.

1.2 History of social entrepreneurship in Slovenia

The beginnings of the social entrepreneurship and broadly regarded social economy respectively go back to the 19th century in Slovenia. The cooperative movement thus linked the principle of economic value, social freedom and participation in a political life. However, at the end of the 19th century, the cooperative system developed into a very social movement that was a safeguard mechanism for farmers, workers and artisans against capitalism.

Before the Second World War, associations, trade unions, expert groups, charity organisations, cooperatives and various federations joined the social economy. After the Second World War, with the introduction of socialism, the development of the social economy slowed down, thus transferring most associations to the public sector, although the self-management system contained some elements of the social economy, especially in regards to the decision-making system and the greater involvement of business in the local community.

After the independence in 1991, Slovenia introduced multi-party democracy. The same year, the new social program was passed. The purpose of this program was to restructure the welfare state, with the renewal of the system categorically denying all elements of a self-governing socialist system. Consequently, the characteristics of the social economy have remained largely in the third sector, which is made up of the following types of organisations aimed at creating positive social change and enhancing social well-being: societies and associations, private institutions, foundations, cooperatives and religious organisations.⁹

Due to the economic crisis in 2010, unemployment among citizens has increased, which meant for Slovenia, characterised by being one of the countries with small social differences, a huge social crisis. Consequently, interest in social entrepreneurship and social enterprises has increased. Social enterprises were the ones that should help improve situation, in which many people found themselves due to the crisis.¹⁰

In Slovenia, the ideas of social economy are realised mostly through cooperativism, which does not have a specifically defined principle of the non-profit nature in its legislation; social economy realises also through mutual societies, which in Slovenian practice do not consistently advocate principles of non-profitmaking to the benefit of membership and

⁹ Zidar, 2018.

¹⁰ Kezele, 2017, str. 26.

participation of members in decision-making, then through sheltered workshops, established by organisations of private sector and through different marketing programs of the third sector organisations, which are in practice in the field of social welfare repeatedly realised through programs of social inclusion for groups of people that are hard to employ. In Slovenia, the most powerful pillar of the social economy is the employment system for people with disabilities, which is currently being developed mainly through sheltered workshops and employment centres, which operate based on the Vocational Rehabilitation and Employment of Persons with Disabilities Act (ZZRZI-UPB2). According to this law, a company can operate as a sheltered workshop if it employs and trains at least 40% of the disabled people out of all employees of the company during the entire financial year (Official Gazette RS, No. 16/2007). Employment rehabilitation is for all included persons with disabilities under this Act compulsory, since it represents the first step towards the employment. In Slovenia, there are currently 32000 employed people with disabilities, which represents 3.9% of all employed.¹¹

1.3 Social entrepreneurship in comparison to classic entrepreneurship

Entrepreneurship usually means the production and sale of goods and the provision of services when entrepreneurs sense the needs of people and society. Entrepreneurs strive to be competitive in the pursuit of business opportunity, thus accelerating the development of the economy and society. The listed could also apply to social entrepreneurship.

Social entrepreneurship strengthens social solidarity, encourages people's cooperation and volunteering, and enhances society's innovative capacity to solve social, economic, environmental and other problems. It provides additional incentive of products and services of public interest, develops new employment opportunities, provides additional workplaces and social and professional integration of the most vulnerable groups in the labour market. Social or societal entrepreneurs are visionaries who with a new idea, strong ethical sense and creative approach to solving the problem succeed in attracting others to cooperate.

As a rule, there are differences between the two entrepreneurships, at least in terms of purpose, offer and manner of employment. In classic entrepreneurship, the purpose is to make a profit. However, social entrepreneurship favours the growth of social (societal) capital

¹¹ Lepoša, 2015, str. 6.

over the generation of profit. Social entrepreneurship represents a market response to solving social, environmental, local and other problems and aims to ensure social well-being as a primary objective. At the same time, social enterprises often provide services that traditional companies do not, since it is not economically viable. Many times, it is difficult to find a place in the corporate world that hires less competitive individuals (long-term unemployed, the elderly, etc.), where capital interest is dominant. Simplified, today we are talking about the social economy as an economy that is between the private (driven by profit motive) and the public sector (driven by the motive of public, common good).

Both in Slovenia and abroad, the social economy is losing the negative connotation that this is “serving to the poor,” since the practice shows many positive effects that its development and quality implementation have. Consequently, we do not look at the social economy as just a minor departure from classical entrepreneurship any more, but rather as an alternative system of economics, which should play a relevant social meaning and role, especially in the modern times of economic and financial crises and crises of value.¹²



Figure 1: Position of social entrepreneurship in society (Mesojedec in sod., 2012).

¹² INVEL d.o.o., 2014, str. 2-3.

Thus, characteristics of social entrepreneurship are:

- it represents a new, different way of solving social problems,
- an innovative approach that through the use of entrepreneurial skills, achieves social goals that address social problems,
- looking for new market niches, new business opportunities,
- democratic corporate governance, decision-making does not depend on the share of invested capital (1 stakeholder – 1 vote),
- a high degree of autonomy (voluntary decision for the establishment),
- acting for the benefit of its members, users, communities and vulnerable groups of people,
- active involvement of all stakeholders,
- the growth of social capital is prioritized over profit-making,
- market orientation,
- investing profits and surpluses of revenues back into the business or the local environment,
- the primary objective of social enterprises is to serve the needs of members or the general public,
- providing services that are not typical of ordinary entrepreneurs,
- creating new workplaces for vulnerable target groups with fewer employment opportunities (e.g. older workers, first-time job seekers, former drug addicts, ex-convicts, Roma, people with disabilities, disabled persons, etc.).¹³

¹³ Socialni inkubator, 2015.

2. WHY SOCIAL ENTREPRENEURSHIP

Social enterprises are part of the social economy. The social economy consists of social enterprises, cooperatives, sheltered workshops, employment centres, non-governmental organisations (societies, institutions, foundations) that work for the benefit of their members, users or the wider community and produce market or non-market products and services that solve one or more social problems.¹⁴

The essential difference between classic and social enterprises is the very purpose of establishment of a social enterprise. A social enterprise is not established for profit but for purpose of pursuing an activity that has a positive social effect in accordance with the principles of social entrepreneurship. These principles are non-profit, equal membership and voluntarism. The principle of non-profit is that the social enterprise invests assets and surpluses of revenue over expenses back into its own activity. The principle of equality of membership stipulates that an individual founder or owner does not have a dominant influence in decision-making and that all stakeholders of the company make decisions by the principle of one member, one vote. The principle of voluntarism, however, stipulates that all stakeholders (i.e. members, employees, volunteers and others) volunteer in the operation of the social enterprise.

Social entrepreneurship is an innovative form of entrepreneurship with the emphasis on social solidarity, cooperation, networking and responsible treatment of society and people. Typically, the motives that lead social entrepreneurs to take the entrepreneurial path are solving social, economic, environmental and other challenges in society in a creative, innovative way. Social entrepreneurs are creating new workplaces for vulnerable groups of people with fewer employment opportunities (first-time job seekers, older workers, ex-convicts, Roma, people with disabilities, disabled persons, etc.).

The goals of social enterprises may be different. According to the Social Entrepreneurship Act, social entrepreneurship enhances social solidarity and cohesion, encourages people's participation, strengthens the society's ability to solve social, economic, environmental and other problems, promotes social innovation, provides an additional range of products and

¹⁴ MGRT, 2019.

services of public interest, develops new employment opportunities, provides additional jobs and social inclusion and professional (re)integration of vulnerable groups of people into the labour market.

The activities in which they usually operate are socially beneficial and are usually related to social tourism, promotion of healthy lifestyles, organic food production, youth work, fair trade, etc. Social enterprises operate in the market, contain a business model that generates profit and ensures the financial sustainability of the company. However, as a rule, they do not share profits, but invest them back into their own business and company respectively. The organisational structure of the company is based on democratic principles and on the equality of all employees.¹⁵

Social entrepreneurship is a form of entrepreneurship with a great sense for social responsibility and people. A legal entity wishing to formally operate as a social enterprise in Slovenia must obtain the status of a social enterprise. This status can be obtained by (by)registration of a non-profit legal entity (for example associations).

Once acquired, a social enterprise can operate in all areas of economic and non-economic activities.

According to the legislation governing the field of social entrepreneurship, there is hardly any area of social life where social entrepreneurship would not be possible. It is important for a social enterprise to follow the principles set out in the Social Entrepreneurship Act.

2.1 Principles, mission and vision of social entrepreneurship

Principles or conventions apply in all areas of entrepreneurial activity. They enable easier operation of the organisation and are the basis for company's culture. They are subject to continuous development and complementarity. They influence the functioning of the human resources involved, the understanding handling of material resources used in the production process, and the attitude of the general community towards individual companies / organisations. The principles are the guidelines that the company and its employees follow. They may be statutory (the Social Entrepreneurship Act) or be developed as internal principles

¹⁵ Socialni inkubator, 2015.

within a company. Respect for the principles is important, as we build our reputation in society and consolidate it.

Principles of social entrepreneurship

Social entrepreneurship includes non-profit legal entities established and operating under the following principles (hereinafter referred to as “principles”), which demonstrate their social character:

- they are established on the basis of a voluntary decision of the founders (autonomous initiative),
- the purpose of the establishment is not solely to generate profits; assets and surpluses of revenue over expenses are invested in the activity of a social enterprise, and the division of surpluses of revenue over expenses is not permissible (non-profit),
- they are established for the purpose of pursuing a permanent activity and may be established for the purpose of employing the most vulnerable groups of people in the labour market, which is also a public interest (pursuing activities in the public interest),
- members act on a voluntary basis (voluntary operation),
- they are autonomous in management (independence),
- they operate in accordance with market laws (market orientation) by producing and selling products or providing services on the market,
- may include volunteer work (involvement of volunteer work),
- individual founders or owners do not have a dominant influence in decision making; decisions are made by all members on the principle of one member – one vote, regardless of the share of invested capital (equality of membership),
- involve stakeholders in decision making (stakeholder involvement in management),
- provide transparent financial management and internal control over material and financial operations (transparent operations),
- act permanently for the benefit of their members, users and the wider community (socially beneficial activities).¹⁶

¹⁶ ZScoP, Official Gazette RS, nr. 20/11 from 18.3.2011.

Mission of a social enterprise

Mission is the broadest definition of the purpose of an individual company. In it, the company identifies the reasons for the existence of a social enterprise. The mission serves as a basis for setting long-term goals for the company and as a signpost for developing strategies and for making strategic decisions.

Social enterprises have different definitions of the mission of their activity, the essence of which is that the mission of the social enterprise is based on social goals, while giving priority to solving social and societal problems, while devoting money and other assets to the development of core business. Social entrepreneurship is therefore a process in which a social entrepreneur, as an actor, establishes social enterprises whose mission is to act for beneficial purposes while recruiting individuals from the most vulnerable groups of society.

The vision of a social enterprise

In the vision, the company projects the desired future of the social enterprise. When designing a vision, a social enterprise must take into account the values it has defined in its operation. The vision of the operation of each social enterprise is determined by themselves, determining the direction of the company's future activity (5 to 10 years).

2.2 Motives for establishing social enterprises

Social entrepreneurship is characterized by the motives of business in solving social, economic, environmental and other problems of society in an innovative way.

The social entrepreneur is supposed to be motivated by the idea itself, which is supposed to solve a certain social problem. The bigger the problem, the more people will be inclined to help the company, which means that the company will work for a longer period. As it was described before, the essence of establishing a social enterprise should not be the desire for a profit, but rather the welfare of society. Those who establish a social enterprise must really enjoy it, be one hundred percent committed to their work and strive for their goal. With the purpose that their business will change, improve or even eliminate a particular social problem in the long run. Social entrepreneurship is still entrepreneurship and depends to some extent on market revenues. However, it must also be ensured that the company will generate certain revenues from various alternative sources, since it can only with the optimal combination of

different sources ensure that the introduced improvement is maintained. A social entrepreneur is necessarily a very persistent person, which means that he needs the inner motivation he finds in himself and, consequently, in society.

2.3 Social entrepreneurship – the future of the entrepreneurship?

Today, social enterprises are the ones that are changing the world as we know it. Globally, they provide access to drinking water, electricity and basic education. They are changing the established social patterns. However, the structure and the operation mode of the companies themselves are also changing. Businesses of the future will be so lean and flexible, quite the opposite with companies in the 80s and 90s.

In its study on the vision of social entrepreneurship 2020, the British council establishes that over time almost all charities and associations will find themselves somewhere within the framework of social entrepreneurship, and will generate most or even all of their revenue through marketing activities. At the same time, more and more private sector companies will have to show their social relevance, and many will be more successful than traditional social enterprises. National and European legislation places social values increasingly at the forefront as a central component of public procurement. State programs for employment grow encourage private companies to fill workplaces with unemployed people and invest in their training. Internet campaigns expose the unethical practices of large corporations that take advantage of the aforementioned programs and force them into behaviour that is more ethical. Small and medium-sized enterprises (SMEs) are looking for ways to gain customer loyalty or simply give back to some of the communities in which they operate to play a more prominent role in them. Many private companies will fit the description of a social enterprise in the near future as they place increasing emphasis on social values and reinvest some of their profits for social purposes. Social business ideas and ideals will spread to every corner of society and become part of the mainstream. All organisations, regardless of their form of ownership, will be evaluated for their social effect. Social enterprises of future will continue to deal with the problems of the marginalised, but they will no longer be marginalised

themselves, they will move borders, create and shape markets, operate nationally and create a space for governments, charities and for-profit companies to follow.¹⁷

Social entrepreneurship is still a young field, but it immediately received strong support from the EU, countries inside and outside the EU, it has strong support in a society and a very positive effect on it. There is no doubt that this area still has a story of growth and development ahead. The trend of increasing the number of social enterprises has been observed in Slovenia in the last decade. The Social Entrepreneurship Act has been adopted in 2011. The definition of social entrepreneurship is that it created new workplaces for vulnerable groups of people and carries out socially beneficial activities. Currently, there are almost 250 social companies registered with us. The trend of social enterprises is increasing, and in a year and a half their number has increased by 300 percent, according to the Ministry of Economy. The fields of activity of companies are very different: local self-government, eco and bioproduction of food, reuse of materials, education, digitalisation, sustainable transport, energy efficiency. According to the ministry, the main positive effects of social entrepreneurship are: youth activation, increased social inclusion of individuals, sustainable development, contribution to the circular economy, enhancement of knowledge and competences, promotion of a collaborative and sharing economy.

¹⁷ British council, 2014.

3. LEGAL ORGANISATIONAL FORMS IN THE SOCIAL ECONOMY SECTOR

In societies, both in the developed northern states as well as in the less developed southern countries, many economic activities are formed, which are not directly related to the for-profit sector, the state or public institutions. These activities appear as a concrete answer to the problems facing the country. This phenomenon is most often referred to as social economy, as well as the third sector, idealistic sector, informal economy, etc.

3.1 Comparison of the term social entrepreneurship and social economy

At the International Cooperative Workshop in Maribor (2018), Bruno Roelants, the Director-General of the International Cooperative Alliance (ICA), spoke very thoroughly about the difference between social entrepreneurship and social economy. In his interpretation of the difference between social economy and social entrepreneurship, he assumed that the word “social” does not mean the same thing in one word or another collocation. When we talk about “social entrepreneurship,” the word “social” means that these businesses generate a certain social good or social benefit through their activities. Whether it be developing and selling such products (products or services) that respond to particular social problems and are therefore socially beneficial, or employ persons who otherwise find it more difficult to access employment, or both. However, when we talk about “social economy,” we are talking about something else both in terms of scope and content. In terms of scale, this difference is that “social economy” includes other entities besides social enterprises (cooperatives, sheltered workshops and employment centres, non-governmental organisations, mutual societies, etc.). Secondly, and even more important, the word “social” in the term “social economy” means a different “social organisation,” implies an effort by the community to respond in a different way to the need to provide basic goods for people’s lives and community functioning. “Social economics” is therefore not just the sum of certain groups of entities developing and selling socially useful products, but it is much more than that, it is in its basis different disposition of the community, which strives to organise the production and distribution of basic goods for life differently than this is organised in the capitalist economic system of the last two to three centuries, namely through community forms of production, distribution and consumption,

empowering the community to become more and more capable of taking care of itself and changing itself with a view to achieving social justice, a dignified life and equality and the involvement of all individuals.¹⁸

3.2 Basic terms of social economy

Social economy – is the economy, composed of social enterprises, cooperatives, sheltered workshops, employment centres, non-governmental organisations (societies, institutions, foundations) that are not established solely for the purpose of profit, acting for the benefit of their members, users and more broadly and produce market and non-market products and services (ZSocP-A).¹⁹

Social enterprise – is a non-profitmaking legal entity that acquires the status of a social enterprise and can be a society, institute, institution, corporation, cooperative, European cooperative or other legal entity of a private law, not established solely for the purpose of acquiring the profit and does not share the property; additionally, it does not share the surplus of revenue generated over expenditure.²⁰

Social entrepreneurship – is the permanent pursuit of an entrepreneurial activity through the production and sale of products or the provision of services in a market where profit generation is not the main goal of entrepreneurial activity, but the main goal is to achieve social or societal effects.²¹

Non-profitmaking legal person – is a person who performs a non-profitmaking activity and can be a society, institute, institution, corporation, cooperative, European cooperative or other legal entity of private law, which is not established solely for the purpose of profit and does not share property portions of profit or surplus of revenue over expenditure (ZSocP – A).²²

¹⁸ CAAP, so.p., 2018, nr.4.

¹⁹ ZSocP-A, Official Gazette RS, nr. 13/2018 from 28.2.2018.

²⁰ ZSocP-A, Official Gazette RS, nr. 13/2018 from 28.2.2018.

²¹ ZSocP-A, Official Gazette RS, nr. 13/2018 from 28.2.2018.

²² ZSocP-A, Official Gazette RS, nr. 13/2018 from 28.2.2018.

Non-governmental organisation – is a non-profitmaking legal entity governed by a private law established in the Republic of Slovenia, established exclusively by domestic or foreign natural or legal persons governed by private law. A non-governmental organisation is independent of other entities and is not organised as a political party, church or other religious community, trade union or chamber (ZNOrg). Currently, non-governmental organisations in Slovenia are legally and formally registered as associations, institutes or institutions.²³

Society – is an independent and non-profitmaking association established by the founders for the purpose of pursuing common interests. The society itself determines the purpose and goals of the activity or tasks and the manner of operation, and the decisions on the management of the association are made directly or indirectly by the members of the association. The purpose of the establishment and operation of the association is not to make a profit. The society permanently allocated surplus revenues over expenses from all activities and other sources for the realisation of its purpose and goals and does not divide them among its members. The society is public (Zdru).²⁴

Institute – a legal entity which may be set up by one or more natural persons for the pursuit of education, science, culture, sports, health, social care, child care, disability, social security or other activities, provided that the purpose of pursuing the activity is not to obtain profit (ZZ).²⁵

Institution or Foundation – is a legal person governed by private law. The purpose of the foundation must be generally beneficial or charitable and, as a rule, lasting. The purpose of the foundation is generally useful if the foundation is established for purposes in the fields of science, culture, sports, education, health, child, disability and social care, environmental protection, protection of natural values and cultural heritage, for religious purposes and the like. The purpose of a foundation is charitable if the foundation is established to assist persons in need (ZU).²⁶

Cooperative – is an organisation of a predetermined number of members whose purpose is to promote the economic benefits and develop the economic or social activities of its

²³ ZNOrg, Official Gazette RS, nr. 21/18 from 20.3.2018.

²⁴ Zdru-1, Official Gazette RS, nr. 64/11, from 12.8.2011.

²⁵ ZZ-A, Official Gazette RS, nr. 8/96 from 12.2.1996.

²⁶ ZU-UPB1, Official Gazette RS, nr. 91/05 from 14.10.2005.

members and is based on a voluntary approach, free exit, equal participation and management of members. The cooperative may also conduct its activities through subsidiaries. A cooperative may set up a corporation, another cooperative or other legal entity, or become a member of another legal entity, provided that the purpose for which was formed (ZZad) is fulfilled.²⁷

Sheltered workshop – a company can operate as a sheltered workshop, if it is registered as a limited liability company, limited company or limited partnership, if it employs and trains at least forty percent of the disabled persons of all employees of the company during the whole financial year, and must jointly employ at least five workers (ZZRZI). The term “sheltered workshop” indicates the status of an organisation, not a specific legal form (ZZRZI).²⁸

Employment Centre – a legal entity established for the sole purpose of employing persons with disabilities in protected workplaces and fulfilling the personnel, organisational, technical and other conditions prescribed by the minister responsible for disability schemes and having a business plan in place. Municipalities are responsible for promoting the establishment and operation of employment centres in their area (ZZRZI).²⁹

Profitable and non-profitable activity – according to the Rules concerning definitions of profitable and non-profitable activity, an activity for a taxpayer is profitable if it is performed on the market for profit making and when it is competed on the market with other persons. In particular, the following are considered to be profitable revenues, that are subject to tax: revenue from the public service, public purpose funds, bank interest, dividends and other investment revenue, revenue from the sale of goods and services, rent and other payments from the leasing of premises of the debtor, other capacities of the debtor or equipment to other persons, sale of goods and services (souvenirs, books, food and beverage service, event organisation,...) to members and non-members. Revenues of non-profit activities include: donations, membership fees, elections and inheritances.³⁰

²⁷ ZZad-UPB2, Official Gazette RS, nr. 97/09 from 30.11.2009.

²⁸ ZZRZI-D, Official Gazette RS, nr. 98/14 from 31.12.2014.

²⁹ ZZRZI-D, Official Gazette RS, nr. 98/14 from 31.12.2014.

³⁰ Pravilnik o opredelitvi pridobitne in nepridobitne dejavnosti, Official Gazette RS, nr. 109/07 in 68/09, from 29.10.2007.

Non-profitmaking organisation – is an organisation that is by law not established for the purpose of pursuing a gainful activity or for the purpose of a profitmaking, or for the purpose of developing, facilitating or promoting the profit-making activity of its founders or members (ZNOrg).³¹

Non-profitmaking (unprofitable) organisation – is an organisation which based on the law or act in which it has determined its purpose, activities and method of management (hereinafter referred to as the “founding act”), uses profit or surplus revenue over expenses solely to achieve its purpose or objectives, its assets does not divide among its founders, members or other persons and, in the event of termination, upon settlement of all obligations, it assets shall be transferred to another non-governmental organisation for the same or similar purpose or a non-profit legal person under public law (ZNOrg).³²

3.3 Legal organisational forms of social economy entities

According to a study entitled Recent Development of Social Economy in the European Union (European Economic-social Committee, 2017), Slovenia belongs to the group of European countries, where the concept of the social economy has a moderate level of recognition and acknowledgment. The same study describes Slovenia as a country where the social economy is a small, growing sector that employs less than two percent of the working population.

The concept of social economy is much broader than the concept of social entrepreneurship. Moreover, the concept of social economy is also in regards to the content and quality different from the notion of social entrepreneurship, not only in scope, in the sense that, in addition to social enterprises, other legal entities belong to this sector because of their purposes and modes of operation. We define them all with a joint term entities of social economy.

Legal organisational forms of social economy entities in Slovenia:

- social enterprises (companies, cooperatives, NGOs, which have the status of a social enterprise);
- cooperatives (z.o.o. and z.b.o.);

³¹ ZNOrg, Official Gazette RS, nr. 21/18, from 20.3.2018

³² ZNOrg, Official Gazette RS, nr. 21/18 from 20.3.2018.



- non-governmental organisations (societies, institutes, institutions);
- sheltered workshops
- employment centres
- mutual companies (currently there is only one such company in Slovenia, the Mutual Health Insurance Company d.v.z.)

Legal organisational forms of entities in Slovenia, which can acquire the status of a social enterprise:

- Society:
 - Society
 - Association
 - Club
 - Family
 - Association of societies
- Institute:
 - private institute
 - community of institutes
 - institute
- Institution:
 - institution
 - foundation
- Cooperative:
 - A limited liability cooperative
 - Non-liability cooperative
 - Cooperative union
 - European cooperative / cooperative.
- Corporation:
 - Closely held corporations: no liability company, limited partnership
 - Capital company: limited liability company, joint stock company, European joint stock company, public limited company
 - Economic interest grouping



- Other legal entities governed by private law or legal entities established under special laws (The law does not indicate whether private legal entities established under special laws can acquire status, e.g. mutual insurance companies, trade unions, chambers of commerce, student organisations, youth councils, etc.).

In Slovenia, however, we do not include political parties, churches and sects in the social economy sector. As mentioned above, it is not clear from the law of ZSocP-A whether legal persons governed by private law such as chambers, trade unions, student organisations, etc., established under special laws can acquire the status of a social enterprise or not. Probably the answer to this question will be given only by the case-law of registering the entities in the court register or other by other practice in relation to other registers. In the broadest sense, these organisations are often all together counted to the notion of “third sector,” or sometimes even to the more general term “civil society,” although this simplification is not appropriate.³³

3.4 Social enterprises registered in Slovenia as one of legal forms of social economy in Slovenia

The number of social enterprises in Slovenia is constantly increasing. At the end of 2019 (December 31, 2019) there were 268 social enterprises registered in Slovenia, and 38 social enterprises ceased their operations. According to the legal-formal form, institutions (98 and 36,57%) prevailed, followed by cooperatives (69 and 25.75%) and societies (68 and 25.37% respectively) and, to a lesser extent, limited liability companies (32 and 11,94% respectively) and foundations (1 and 0,37%).³⁴

³³ Združenje CAAP, so.p., 2018, p. 25-28.

³⁴ Record of social enterprises, 31.12.2019.

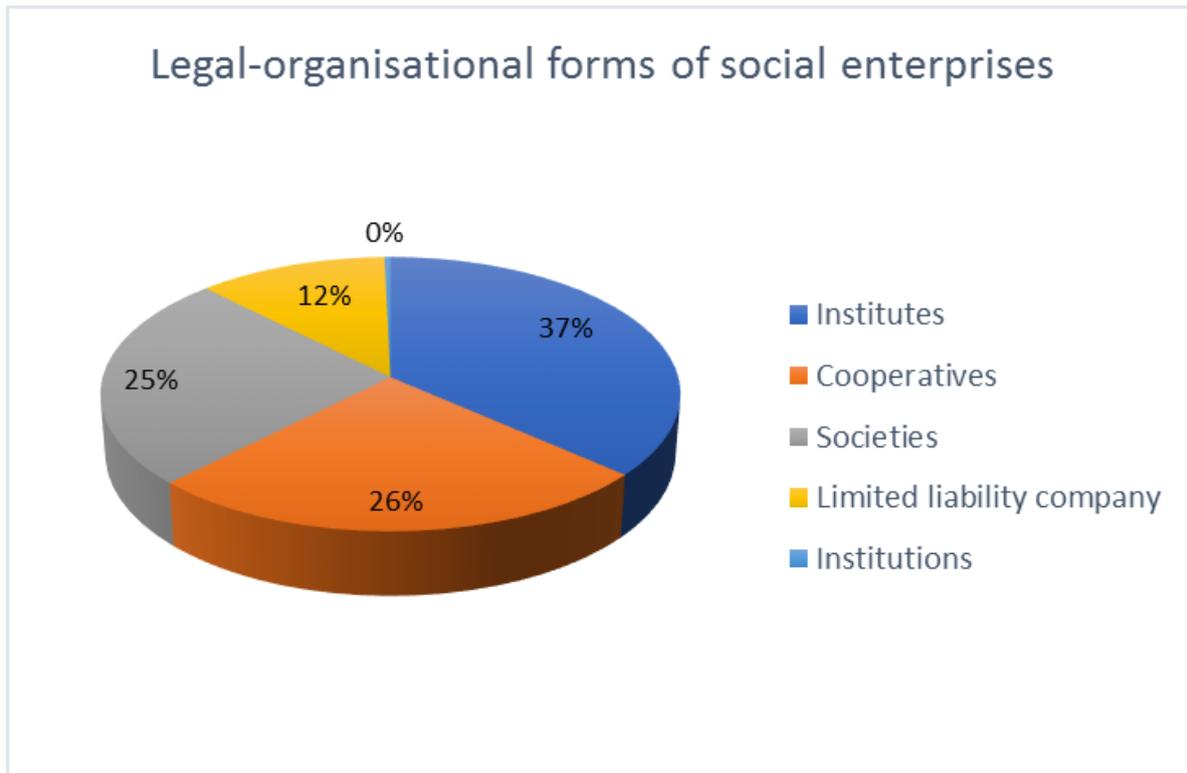


Figure 2: Legal-organisational forms of social enterprises (Record of social enterprises, 31.12.2019)

The majority of social enterprises were registered in the Podravje region (70 or 26.15%). The Central Slovenia region followed (49 and 18.28% respectively) and the Pomurje region (40 or 14.92%), Savinja region (31 and 11.57%), Southeast Slovenia region (17 and 6.34%), Upper Carniola region (15 or 5.60%), Lower Sava region (12 and 4.48% respectively), Coastal-Karst region (11 and 4.11%), Carinthia region (8 and 2.98%), Central Sava region (6 and 2.24%), Gorizia region (5 and 1.87%) and the Littoral-Inner Carniola region (4 and 1.49% respectively).³⁵

³⁵ Record of social enterprises, 31.12.2019.

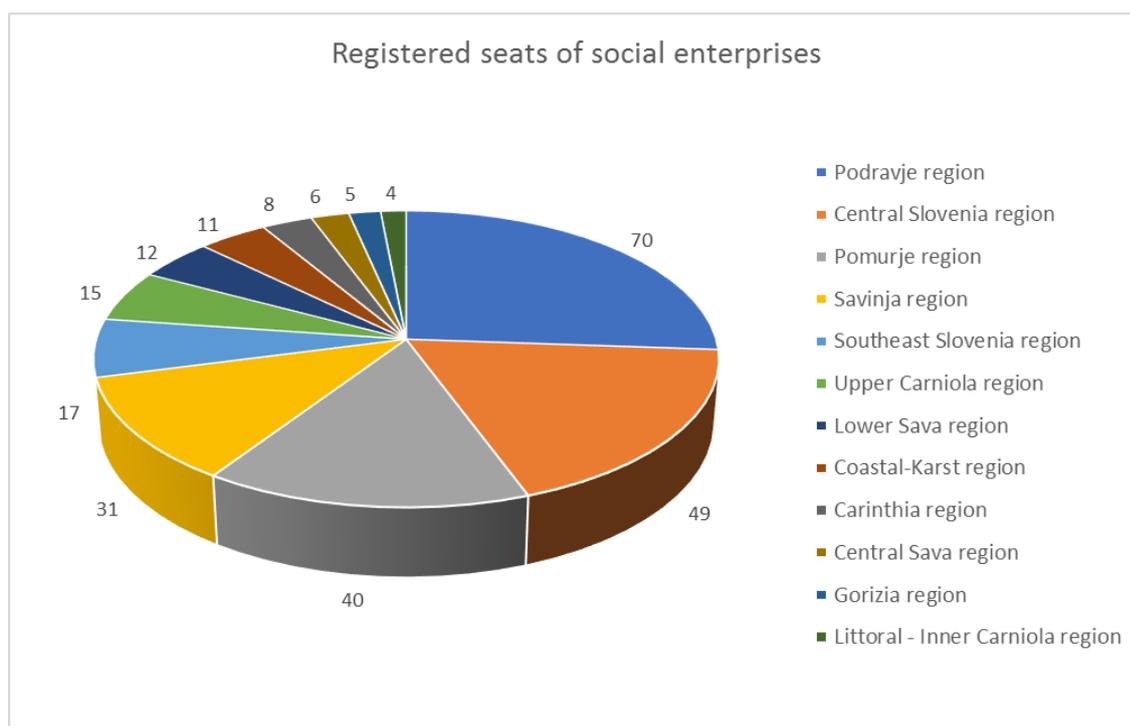


Figure 3: Registered seats of social enterprises according to Slovenian regions (Record of social enterprises, 31.12.2019)

In regards to the selected main activity, according to the SKD register (Standard Classification of Activities), social enterprises operate in the following areas: S Other activities (73 and 27.24%), M Professional, scientific and technical activities (42 and 15.67%), P Education (40 and 14.93%), Q Health and social work (25 and 9.33%), G Trade, maintenance and repair of motor vehicles (19 and 7.09%), N Other miscellaneous business activities (12 and 4.48%), A Agriculture and hunting, forestry and fishing (11 and 4.10%), R Cultural, entertainment and recreational activities (11 and 4.10%), C Manufacturing (11 and 3.73%), I Catering (10 and 3.73%), J Information and communication activities (6 and 2.24%), E Water supply; sewerage; waste management (2 or 0.75%), F Construction (2 and 0.75%), O Activities of public administration and defence; compulsory social security activity (2 and 0.75%), D Electricity, gas and steam supply (1 and 0.37%), L real estate (1 or 0.37%). However, there are no registered social enterprises in areas B Mining, H Transport and storage, T Household activities with employed house staff, production for own use and U Activity of extraterritorial organisations and bodies.³⁶

³⁶ Record of social enterprises, 31.12.2019.

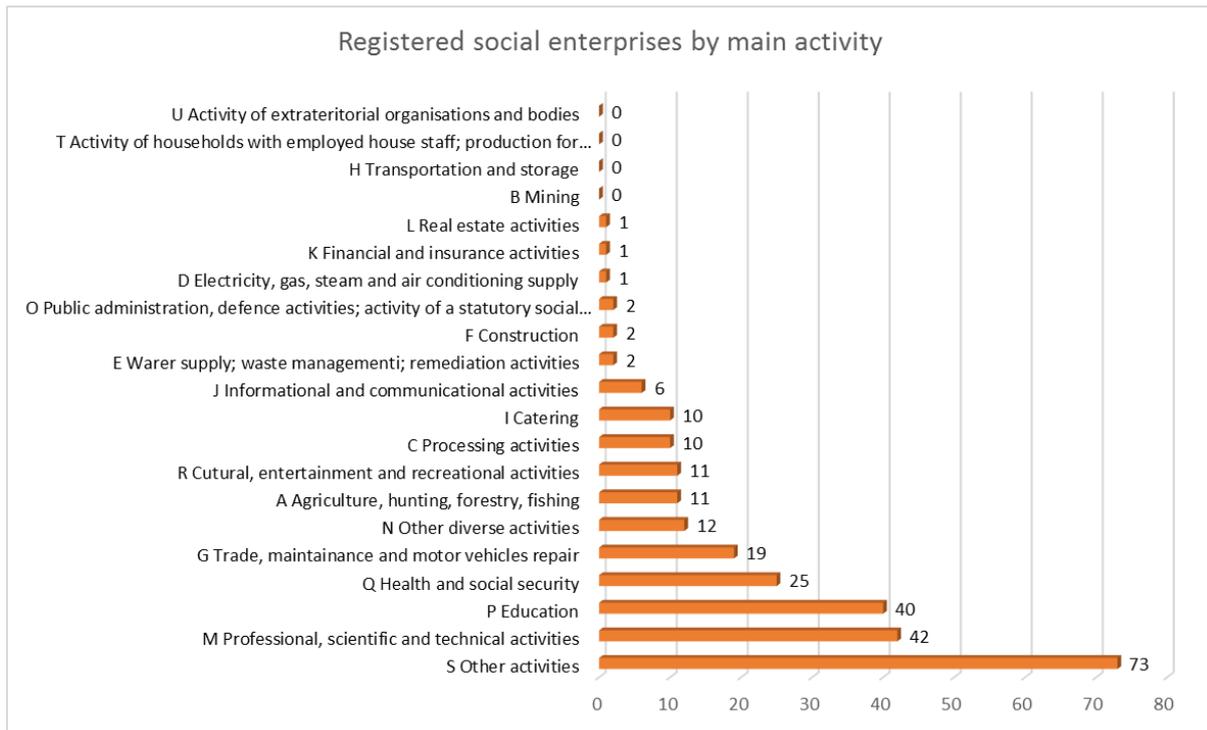


Figure 4: Registered social enterprises in regards to the main activity, according to the SKD register (Record of social enterprises, 31.12.2019)

3.5 Registered entities of social economy in Slovenia

Cooperatives

The number of cooperatives has been increasing in recent years and the number of employees in cooperatives has been reducing. In 2018, there were 424 cooperatives registered in Slovenia, slightly more than in 2017 (420 cooperatives). In 2018, the cooperatives generated 888.718.000 EUR in revenue and 893.501.000 EUR in expenditure. Both revenue and expenditure increased by 15% and 17% respectively. Cooperative revenue accounted for 0.9% of company revenues. There were 2.863 employees in the cooperatives, 28 more than in 2017, which represented 0.6% of employees in the companies.

Most cooperatives, 81.8% of all, were micro-cooperatives, which generated 16.3% of total revenues with 5.7% of all employees and 46.9% of total assets. The largest number of employees was in small and medium-sized cooperatives, which also generated the most revenue and showed the highest net profit. Even a large cooperative operated with a net profit.

The most important areas in terms of the number of cooperatives, employees and the generated net sales revenues were trade, maintenance and repair of motor vehicles, and agriculture, hunting, forestry and fishing. In regards to the field of activities, according to the SKD register, in 2018 the most cooperatives were in section G Trade, maintenance and repair of motor vehicles (107 and 24.8%), A Agriculture and hunting, forestry, fishing (78 and 18.4%) and M Professional, scientific and technical activities (57 and 13.4% respectively) and together represent almost 60% of all operating cooperatives.

In 2018, 7 regions displayed a net profit. The highest net profit was established by cooperatives from Gorizia region, 842 000 EUR, cooperatives from Podravje region, 824 000 EUR, and cooperatives from Savinja region, 497 000 EUR. The largest net loss was established by cooperatives from Central Slovenia region, 7943 000 EUR, and cooperatives from Pomurje region, 126 000 EUR.³⁷

³⁷ AJPES, 2019.

Sheltered workshops and employment centres

Sheltered workshops provide workplaces for peoples with disabilities and thus are companies of particular importance. Their development began in the 1980s in the form of sheltered workshops, which were transformed into sheltered company (MDDSZ) over a decade. Most (around 80%) of the enterprises for people with disabilities are established by companies (LLC). Sheltered workshops are eligible for various grants and receive a monthly subsidy of up to 70% of their wages for each disabled employee. However, it is imperative to emphasize that the majority of sheltered workshops generate revenue from the carrying out their activity, with only a small proportion coming from public funds. A more detailed analysis showed that grants described had positive effects. At the end of 2016, there were 11.295 persons employed in 144 disability enterprises (130 in the private, 14 in the public sector), which is 5% more than at the end of 2015. Among employed, there are around half of them persons with disabilities, representing 8% of all persons with disabilities. The majority of sheltered workshops were still engaged in manufacturing (47%), but this percentage is decreasing every year, as more and more sheltered workshops are engaged in other diversified business activities.

Employment centres as an intermediate form between care centres and sheltered workshops exist for over 10 years. Under the ZZRZI law, the employment centres must employ at least 5 people with disabilities, in addition to professionals and associates. On average, more than 75% of persons with disabilities are employed in the overall structure of EC. Compared to sheltered workshops, employment centres are entitled to higher public support, especially since employee productivity is much lower and they must provide additional mentoring support. Systemic public funding per employee with disabilities in the employment centre is between 15 000 and 22 000 EUR annually and is 20% to 80% higher in comparison to sheltered workshops. As a result, their share in total revenues is much higher and averages between 45 % and 65%.³⁸

³⁸ Združenje CAAP, so.p., 2018, p. 32-33.

Non-governmental organisations

According to CNVOS data, there were 27,955 non-governmental organisations that were registered in Slovenia on January 31, 2020; among them, there were 24.134 societies, 3.564 (private) institutes and 257 foundations. This is 24 more than on December 31, 2010, when there were 24.119 societies, 3.556 (private) institutes and 256 foundations.

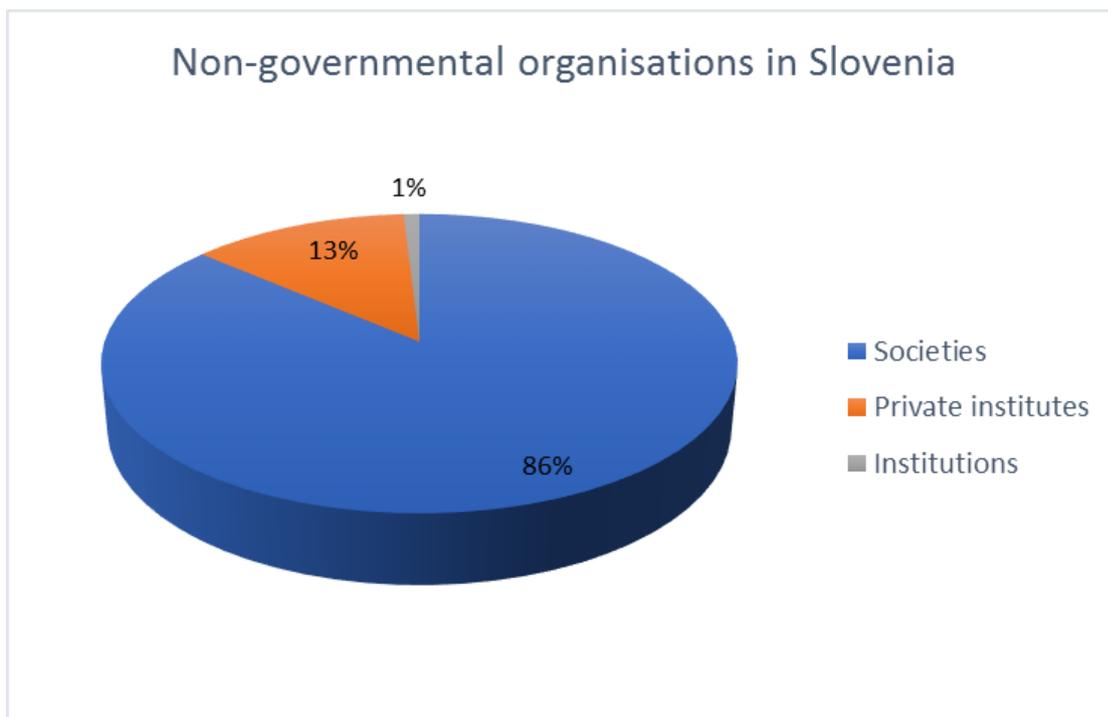


Figure 5: Number of non-governmental organisations in Slovenia (CNVOS)

In recent years, the number of NGOs is increasing by around 500 per year. For example, on September 17, 2012, 22.490 societies, 2.324 institutes and 251 foundations were registered. Not all registered NGOs are necessarily also active. In accordance with established practice, those who submit their annual report to AJPES are active and these are cca. 3% less than registered. The number of non-governmental organisations decreased in 2018 for the first time in many years, with the number of societies decreasing by 1.13% (in 2017 the number of societies increased by 1.17%), the number of institutes increasing by 1.11% (increased by 5.15% in 2017), while the number of institutions decreased by 1.69% (increased by 1.72% in 2017). The total annual growth index of all NGOs in 2018 was -0.88% . By far the largest share among all non-governmental organisations belongs to associations, in total 87.21%.

The least – only 0.87% - are institutions, while there are 11.92% of institutes. In the last five years, the share of institutes increased the most, since there was less than 7% of them out of all NGOs.

There are just under 8.300 people employed in the non-governmental sector. More than half of all workers are employed in institutes, although they represent only 11.92% of all NGOs. In recent years, the total number of NGO employees has been increasing. The number of employees in recent years has been increasing in all NGOs, except in institutes, where in 2017 the number decreased by 2.16% and in 2018 increased by 1.96% compared to the previous year. More than half of the employees in non-governmental organisations are employed in institutes, followed by employees of associations and employees of institutions. The vast majority of NGOs (as many as 92.07%) do not have a single employee, with the highest number of such being associations (as many as 95.05% of all associations) and the fewest being institutes (70.13% of all institutes). Depending on the number of employees in the organisation, the institutes are the leading ones, which employ more than half of all workers in the sector. At least one employee have 4.95% of associations, 29.87% of institutes and 5.17% of institutions. On average, every Slovenian NGO has 0.31 employee. However, the average fluctuates, when we take into account legal organisational forms: on average, each institute has 1.48 employees, the institution has 0.22 employees, and the association has only 0.15 employees.

In Slovenia, the share of employees in non-governmental organisations amounted to 0.84% in 2017 (7.811 employees out of 947.270 active population in total), and has grown, in spite of the economic crisis, until 2017, when for the first time it was the same as in the previous year. This share is still extremely low compared to the rest of the world. According to the latest major international comparative study by John Hopkins University in 2013, this share is 5.1% in the world average of the compared countries and 5.42% in the EU countries.³⁹

³⁹ CNVOS, 2020.



4. LEGAL ASPECTS OF SOCIAL ENTREPRENEURSHIP – LEGISLATION AND DOCUMENTS

Until 2011, when the Social Entrepreneurship Act (ZSocP) came into force, Slovenia did not have a law that would comprehensively regulate the position of publicly beneficial organisations. Nevertheless, social entrepreneurship existed in Slovenia prior to the adoption of the ZSocP in the form of entities / organisations that operated on the principles of social entrepreneurship. To a large extent, such activities were carried out by cooperatives, non-governmental organisations (mainly societies) and sheltered workshops. Legally, these legal organisational forms were governed by individual laws: Societies Act, Institutes Act, Cooperatives Act, Vocational Rehabilitation and Employment of Persons with Disabilities Act, etc. ZSocP was the first law in Slovenia to legally regulate and define the field of social entrepreneurship, the criteria for obtaining the status of a social enterprise and maintaining it, as well as the ways of reporting and promoting social entrepreneurship.

4.1 Social Entrepreneurship Act (ZSocP)

In 2011, Slovenia regulated the field of social entrepreneurship with the introduction of the Social Entrepreneurship Act (ZSocP). ZSocP entered into force on January 1, 2012. The law defines the definition, goals and principles of social entrepreneurship, the activities of social entrepreneurship, and the conditions under which social enterprises carry out activities, the conditions under which legal persons acquire the status of a social enterprise, the manner of acquiring and withdrawing the status, the special conditions of business of social enterprises, the records that are kept in the field of the social entrepreneurship and supervision.

The Act also regulates development planning and incentives for the development of social entrepreneurship, the cooperation of social partners and organisations of a civil society in the adoption of development documents, the role of municipalities in the planning and implementation of social entrepreneurship development policies, as well as responsibilities in the field of social entrepreneurship.⁴⁰

⁴⁰ ZSocP, Official Gazette RS, nr. 20/11, 90/14 – ZDU-1I and 13/18, from 7.3.2011.

In 2018, **Act Amending the Social Entrepreneurship Act (ZSocP – A)** entered into force. This law defines the definition, goals and principles of social entrepreneurship, social entrepreneurship activities and the conditions under which social enterprises carry out activities, the conditions under which legal persons acquire the status of a social enterprise, the manner of acquiring and withdrawing the status, the special conditions of business of social enterprises, the records that are in the field of social entrepreneurship and supervision.

The original Act defined activities that could be carried out within the framework of social entrepreneurship, which had been abolished and meant that the social entrepreneurship could be carried out in all areas of economic and non-economic activities. The companies also initially split into two types of business, namely Type A and Type B, which has also been abolished.

The amendments to the Social Entrepreneurship Act thus eliminated the requirement that a social enterprise must employ at least one person within one year of registration and at least two persons within two years of registration. According to the ministry, the key condition for the employment in a social enterprise is a sufficiently large amount of revenue it generates in the market. In addition, the amendment abolished the restriction on the registration of social enterprise status for sheltered workshops and employment centres. The amended Social Entrepreneurship Act also no longer differentiates between social enterprises of Type A and Type B. So far, the first ones have been those that have engaged in an activity that provides positive social effects. The other ones were those who employed a certain share of hard-to-place unemployed.⁴¹

⁴¹ Zakon o spremembah in dopolnitvah Zakona o socialnem podjetništvu, Official Gazette RS, nr. 13/18, from 15.2.2018.

4.2 Other By-laws

In addition to the umbrella Social Entrepreneurship Act, Slovenia also has the following by-laws regulating the field of the social entrepreneurship in more detail. The Social Entrepreneurship Act systematically defines the field of social entrepreneurship and is supplemented by:

- **Rules on the monitoring of the operations of social enterprises** (this regulation regulates the business of social enterprises and the manner of determining compliance with the conditions laid down in the Social Entrepreneurship Act.⁴²
- **SAS 40 – Accounting Solutions in Social Enterprises** (The latter deals with the specifics of accounting in social enterprises, irrespective of their legal form and is connected to general accounting standards, while also relying on International Accounting Standard / MRD – 20).

These by-laws thus regulate the manner of monitoring the business of social enterprises and the eligibility for obtaining the title of a social enterprise, prescribe the detailed content of applications, supporting documents and reports required by ZSocP, prescribe the conditions of eligibility for incentives and ways of monitoring eligibility for incentives of social enterprise, dictate the manner of control implementation over the use of financial resources received under the ZSocP and the manner of repayment of unduly obtained financial resources, as well as the conditions to be fulfilled by an organisation seeking to obtain the title of a social enterprise.

The ministry in charge for social entrepreneurship was, according to ZSocP, Ministry of Labour, Family, Social Affairs and Equal Opportunities (MDDSZ) until January 1, 2015, after which the jurisdiction was transferred to the Ministry of Economic Development and Technology (MGRT).

The social entrepreneurship development policy is in Slovenia formulated by **the Social Economy Council** established by the Government of the Republic of Slovenia. In addition to formulating social entrepreneurship development policies, the Social Economy Council analyses the needs of social entrepreneurship development, prepares development

⁴² Pravilnik o spremljanju poslovanja socialnih podjetij, Official Gazette RS, nr. 35/13, from 10.4.2013.

documents, analyses, evaluates and monitors the implementation of measures and policies in the field of social entrepreneurship, and encourages the involvement of municipalities in defining and implementing these policies at local and regional levels. The Council ensures the coordination of policies in the field of social economy with ministries, government departments, municipalities, social partners and civil society organisations.⁴³

4.3 Other relevant legislation

A non-profitmaking legal person seeking to obtain the status of a social enterprise must comply with the Social Entrepreneurship Act and its by-laws, which thoroughly specify what conditions such a company must meet. The status of a social enterprise may be acquired by a non-profitmaking legal person, which may be a society, institute, foundation, institution, cooperative, European cooperative or other legal person under private law. These legal entities are established in the manner and under the conditions laid down by laws for each individual, e.g. Societies Act, Institutes Act, Cooperatives Act, Vocational Rehabilitation and Employment of Persons with Disabilities Act, etc. A non-profitmaking legal entity seeking to obtain the status of a social enterprise must in addition to the law governing its field also comply with the Law on Social Entrepreneurship when establishing a social enterprise. This means that elements and provisions laid down by Social Entrepreneurship Act must be entered into the constituent act and one must take into account other conditions stipulated by the legislation. In case that a legal entity is already established, it is necessary to supplement or change constituent act accordingly and fulfil other conditions. The most important provision is that a legal entity is not established solely for the purpose of making profit and does not share property, profit or surpluses of revenue over expenses, which means that it cannot pay out the generated surplus or profit, but must direct it back to performing its basic activity.

⁴³ MGRT, 2019.

4.4 Social entrepreneurship in the EU legal system (comparison Slovenia – European Union)

Social enterprises, whose primary objective is to create positive social effects, exist in all European countries. They are an important part of the social economy, employing over 13 million Europeans.

Although they operate in different system frameworks, their missions are often very similar. They provide quality social services, create workplaces for vulnerable social groups and often respond to the challenges of sustainable development.

Many are highly innovative in seeking development opportunities in areas where for-profit companies and the state are not sufficiently successful in securing supply. In this way, they make a significant contribution to the achievement of the many policy objectives of job creation, social inclusion, sustainable development and active citizenship.

Despite their importance, they are often overlooked and, in many cases, do not even fit into the sector, although they produce many positive social effects. In spite of relatively low recognition, the European Union has made social entrepreneurship one of the fundamental strategic goals for the future (document Agenda 2020 for social innovations). Despite the high public interest, the area is rather unexplored, relatively little is known about the size and characteristics of the sector in Europe as a whole. Social entrepreneurial practice varies widely from country to country, because they come from different national and economic frameworks, different ways of shaping national prosperity and a culture of traditions.⁴⁴

Social entrepreneurship is expanding in Europe, with the EU playing an important role in creating the conditions for social entrepreneurship, especially within some of the initiatives, namely the “Single Market Act,” “The Innovation Union,” “European Platform Against Poverty,” and indirectly “New Skills for New Jobs” The “Innovation Union” initiative emphasizes that social innovations are an important area that needs to be carefully developed. Support should be given to charitable organisations, associations and social entrepreneurs trying to find new ways to meet social needs that are not adequately met by the market or public sector.

⁴⁴ Mervič, 2016, p. 20.

In the new initiative, the European Commission stresses that social innovation must become an integral part of social policies that can help respond effectively to increasing social needs.

The main objective of the “New Skills and Jobs” program is to find ways to recruit more people, with the emphasis on better functioning and less fragmented labour markets, more

The main objective of the “Agenda for new skills and jobs” is to find ways to recruit more people, with an emphasis on better functioning and less fragmented labour markets, more skilled labour, better quality of work and better working conditions, and prompting job creation and job demand. It discusses employment growth from a “social point of view” and the importance of considering both the quantitative and qualitative dimensions of employment. It stresses the need for the poor to be provided with the skills that will enable them to seize every opportunity to increase their employment potential.

Both in Slovenia and in the European Union, there is a favourable climate for the development of social entrepreneurship; in many places, in Slovenia as well, there is still no corresponding support environment for its broader growth. The EU plans to make certain financial programs more accessible for social entrepreneurship projects, which is connected to increased support for the social economy. The latter represents an opportunity for faster development of a supportive environment for social entrepreneurship for Slovenia as well.⁴⁵

⁴⁵ Strategija razvoja socialnega podjetništva za obdobje 2012-2015, 2011, p.. 5-7.

5. ECOSYSTEM OF THE SUPPORTIVE ENVIRONMENT OF SOCIAL ENTREPRENEURSHIP

Given the wide range of positive social effects of social entrepreneurship and the many potentials in terms of both increasing the quality of life and creating new workplaces in the local economy, there has been an increased awareness within the EU of the importance of social entrepreneurship and the need to build an appropriate supportive environment.

In 2011, the Social-business Initiative (SBI)⁴⁶ was launched, which outlines the most important EU and national actions to create an ecosystem to promote social enterprises. It will also facilitate access to Union's financial programs suitable for use in this field. Since the launch of the Initiative, 16 EU member countries have adopted new legislation on social entrepreneurship. Eleven countries, however, have formalised formal strategies or policies to support the development of social enterprises.

The Strasbourg Conference, held in early 2014, further linking key representatives of the social economy sector in Europe and resulting in the Strasbourg Declaration⁴⁷, further emphasized the responsibility of cooperation between institutions of all levels (from EU to local) and sectors (public, private, NGOs) in further developing the ecosystem of institutions of supportive environments for social enterprises.

At the end of 2014, a study was published – “A Map of Social Enterprises and their Eco-systems in Europe⁴⁸,” in which the authors found that individual elements of the ecosystem for social enterprises in most European countries were still in the initial stages of development, but gradually shaping into a comprehensive system of policies of the supportive environment.

The ecosystem of social entrepreneurship is a fairly complex and dynamic socio-political phenomenon that is constantly evolving. According to the latest comparative analysis of social enterprises and their ecosystems in Europe, it is built on four pillars⁴⁹:

⁴⁶ European commission, 2011.

⁴⁷ European commission, 2014.a.

⁴⁸ European Commission, 2014.b.

⁴⁹ European Union, 2020.

I. **The ability to self-organise civil society**, involving the expression of civil initiatives and the creation of networks and mutual support mechanisms, which is crucial for the development of bottom-up social entrepreneurship.

II. **The visibility and recognition of social enterprises** includes political, legal and organisational visibility and autonomy.

III. **Access to resources**, which includes both financial and fiscal incentives for setting up and developing social enterprises, as well as access to markets and returnable resources.

IV. **Research, education and skills development** in specific areas relevant to social enterprises.

The pillars of the ecosystem of social entrepreneurship, identified in this way, identify the **key areas of the support environment for social enterprises** that enable the successful development or functioning of social enterprises.

The most important areas of activity of an ecosystem for the operation of social enterprises are:

- Legislative framework
- Investing with social effect
- Measuring social effect and reporting
- Networking and mutual support mechanisms
- Specialised development and consulting services
- Systems of certification and labelling of social enterprise products or services

The ecosystem of social entrepreneurship is therefore a combination of different factors that are present in all countries, and their relative importance or development varies between countries. In any case, they are a web of factors that greatly influence the emergence, development and success of social enterprises. They must be designed in a way to remove key obstacles and constraints for the development of social enterprises.

The supportive environment for social economy, with the emphasis on the supportive environment for social enterprises and cooperatives, can broadly be divided into two sections:

Organisations of a supportive environment: they are mostly private law entities organised as non-governmental organisations or as other social economy entity, since it is crucial that the

supportive environment is formed in the civil field professionally and in a networking sense, thus exclusively as organisations of a private law. Of course, in some cases the role of a supportive environment is also carried out by support organisations, which are in the form of public bodies or are private organisations with full public ownership. These organisations are also very important in supporting the development of social entrepreneurship and cooperatives, as well as the socio-economic sector as a whole but it is important that they do not attempt to take on a key developmental role. In some environments, it is sometimes forgotten that the socio-economic sector is without the exception always defined as a sector of exclusively private entities, which is its key characteristic.

A key part of the supportive environment is the state, in all three roles, in which it usually acts in the development of other sectors: first, the political environment (political will, promotion, strategic planning), second, the normative environment (new laws, amendments to laws, by-laws), third, financial mechanisms to support the development of the SE sector, for this analysis especially from the point of view of social entrepreneurship and cooperative development support.⁵⁰

5.1 Institutions forming the ecosystem of social entrepreneurship in Slovenia

In Slovenia, three key levels of the supportive environment can be identified: **state, municipalities and various organisations** operating in the field of promotion, advocacy and promotion of social entrepreneurship.

The country began to take a more active role in promoting social entrepreneurship over a decade ago. The key actor was the Ministry of Labour, Family, Social Affairs and Equal Opportunities, which also led the legislative drafting process adopted in 2011 (Social Entrepreneurship Act). The law was followed by the adoption of the Social Entrepreneurship Development Strategy 2013-2016 (2013), which aimed at ensuring the planned development of social entrepreneurship for a period of four years. Based on the law, the strategy was drafted by the Social Entrepreneurship Council. In accordance with the provisions of the law, the strategy included an analysis of the needs and directions of possible development of social entrepreneurship, strategic development goals and main areas of development of social

⁵⁰Združenje CAAP, so.p., 2018, p. 43.

entrepreneurship, the role of the state and its institutions and municipalities in the implementation of a particular policy and the achievement of development goals. The strategy set out three strategic goals for the development of social entrepreneurship in Slovenia, namely increasing the recognisability of social entrepreneurship and knowledge of the principles of social entrepreneurship, upgrading the existent supportive environment for entrepreneurship and promoting the employment of vulnerable groups in the labour market.⁵¹ Since the adoption of the Social Entrepreneurship Act, the state has to some extent encouraged the development of social entrepreneurship through various measures, for example, through public works actions, through cross-border cooperation programs and through LEADER, which supported several projects to promote social entrepreneurship.

Municipalities also play an important role in the development of social entrepreneurship, especially because of the high local involvement of businesses. The options for supporting municipalities may be different, which is also encouraged by legislation. The most common form of support is the provision of municipal premises for free rent, the co-financing of employment through public work, and the co-financing of the activities of non-governmental organisations (mostly societies) active in the fields of social care and health care. Most unused support opportunities are in the area of public procurement and concessions, as this has the long-term positive effects on business operations and, consequently, less dependence on subsidies. It should be pointed out that there are large differences between individual municipalities in support of social entrepreneurship.

There is a relatively large number of organisations in Slovenia that serve as a supportive environment for social entrepreneurship. Most of them are non-governmental organisations active in the field of social entrepreneurship that have evolved in response to needs in local environments. Consequently, they work very openly, are strongly connected to the environment in which they operate and are familiar with what is happening or initiatives and are therefore easier to reach. In this respect, they are crucially different from the conventional organisations of the supportive environment for entrepreneurship, which include Regional Development Agencies and VEM – One-stop shop contact points. Often, however, they do not have enough human capital, especially in the areas of entrepreneurship, marketing and

⁵¹ MDDSZ, 2013.

financing. The latter are the areas where social enterprises need the most support. From this perspective, we can talk about the gap between the provision of a supportive environment and the needs of social enterprises. Weak integration with the economy, as well as among support organisations, which are even competitors, had been recorded, since most depend on public funds.⁵²

Common supportive environment for the development of social entrepreneurship in Slovenia:

- Ministry of Economic Development and Technology
- Ministry of Labour, Family, Social Affairs and Equal Opportunities
- SPIRIT Slovenia – Public Agency for Entrepreneurship, Internationalisation, Foreign Investments and Technology
- Council of the Government of the Republic of Slovenia for Social Economy
- Financial instruments and development of social financial markets (e.g. Fund 05 – Foundation for Social and Impact Investment, etc.).

Other supportive environment for the development of social entrepreneurship in Slovenia:

- Regional Development Agencies
- VEM points
- Local action groups
- Business incubators
- Development institutes
- Slovenian Social Entrepreneurship Forum
- Institute for Research and Development of Social Innovation, social incubator
- Centre for information, Cooperation and Development of NGOs, CNVOS
- Regional support hubs for NGOs
- PRIZMA Foundation for Improvement of Employment Possibilities
- Etc.

In Slovenia, we can thus place different organisations in the field of social entrepreneurship. For the time being, in terms of achieving socio-economic effects, traditional organisations, especially sheltered workshops and cooperatives, are most important, but they do not meet

⁵² Nerad,, 2015, p. 104.

all the criteria of social entrepreneurship and must be automatically equated with social enterprises. However, the same is true also of registered social enterprises, since there are many such cases where it is not about entrepreneurship but activity related to public funds. Social entrepreneurship is certainly a potential for sustainable development, especially from a local perspective, it is also an opportunity for socio-economic revitalisation of the countryside. It is very important for local wound players to create a supportive ecosystem in collaboration. Investing in strengthening social capital and stimulating the role of educated young people is crucial, as these can be key drivers of social entrepreneurship development.⁵³

5.2 Promotion of the social entrepreneurship development in Slovenia

The needs of key stakeholders in social entrepreneurship

The success of any business activity depends largely on external conditions or environmental factors that encourage the efficient use of available resources for the development of an entrepreneurial idea. Due to the importance of achieving social goals, social enterprises often encounter misunderstandings and barriers to providing a stimulating business environment.

When planning to promote the development of social entrepreneurship, the needs of key stakeholders of social entrepreneurship in Slovenia should also be taken into account, which therefore relate primarily to the elimination of these barriers and can be summarized in five areas:⁵⁴

Legal and regulatory framework

- Laws and statutory acts should treat all companies belonging to the social entrepreneurship sector equally.
- A comprehensive and transparent system of rules of operation and possible supports should be established within the regulatory system, which should be specified

⁵³ Nerad, 2015, p. 105.

⁵⁴In the systematic review of the needs of key stakeholders in social entrepreneurship and the creation of a set of instruments / measures to promote social entrepreneurship in Slovenia, we relied on the methodology developed by OECD. (OECD/European Commission, 2013).

according to the organisational form, the target group it employs and the type of activities of the social enterprise.

- Fiscal incentives and tax exemptions should reflect the real positive social effect of social enterprises and should compensate for the higher costs of lower productivity associated with achieving positive external effects (social benefit, environmental sustainability, reintegration of persons of vulnerable groups, etc.). In this field, social enterprises in Slovenia are insufficiently cared for and should extend the system that applies to employment of persons with disabilities and is in line with EU regulations on authorized forms of state aid.

Provision of financial resources

- It is typical for social enterprises to finance their activity through a combination of market and non-market sources (government and EU subsidies, donations, volunteering); we are also talking about hybrid financing.
- Financing in the form of state and EU subsidies has proven to be crucial especially in the start-up phase of social enterprises, when the activity is just developing and both material investments and human resources training are needed. In particular, for companies that have evident positive external effects, subsidies should also be provided on a permanent basis, in particular to support professional work with vulnerable groups and to manage them.
- Bank loans are difficult to access for social enterprise or can be obtained in Slovenia under the same or even more difficult conditions than ordinary companies.
- Financial innovations in the field of social investment need to be accelerated in Slovenia as well. Namely, the trend of “Investing with social influence” is developing more and more abroad, in which the generation of measurable environmental and social effect is also important in the investment assessment, in addition to financial profitability.
- The need to develop a methodology to monitor the positive external effects of social enterprise performance, as they are a key criterion for investor decision-making.

Market access:

- Providing access to markets for products and services is crucial for social enterprises seeking to strengthen their sustainability.
- To this purpose, there is a need to strengthen management and marketing skills in social enterprises and to provide competencies for designing and implementing effective marketing strategies.
- Equal access for social enterprises to the programs and instruments of the supportive environment for SMEs already developed must be ensured. For individual support measures, it can be seen that they are not intended for the organisational forms most common in social enterprises.
- Access to public procurement markets is a particularly important area. Social enterprises are handicapped if the only criterion for selection is price. The social and environmental effects of the performance of the contract should be added to the criteria and at least to a certain extent the whole public sector should be obliged for such a procurement system.

Support services for the development:

- It is important to adapt the existing support environment with existing institutions and the provision of support services to the needs of social enterprises, but is necessary to develop a specialised support environment for social enterprises, which will be able to respond to the specific needs of social enterprises and provide them with appropriate services.
- Of particular importance is the need to network social enterprises and to ensure the functioning of organisations that connect social enterprises to cooperatives or associations. This provides a supportive environment between the social enterprises themselves, establishes a system of advocacy and representation and the possibility of mentoring knowledge transfer between experienced and new social enterprises.

Education, training and research:

- Cultivating a culture of social, inclusive or socially responsible entrepreneurship can only be achieved by integrating these contents into school and university curricula.

- Training should be introduced to acquire specific areas of skills necessary for a successful work in social entrepreneurship, incorporating both entrepreneurial skills in general and specific knowledge of activities developed by social enterprises. In addition to these skills, programs to promote social inclusion and vocational rehabilitation should also be included in the programs.
- The wide involvement of different target groups of participants in training programs must be ensured. These are not only social entrepreneurs or employees in social enterprises, but also civil servants and representatives of the non-governmental sector.

The key to promoting social entrepreneurship is the coordinated action of ministries, municipalities, the economy, non-governmental organisations and other institutions at all levels and the general public, both in terms of promoting and informing, as well as in planning and implementing appropriate measures in support, development and growth of social companies.⁵⁵

Lutar emphasises the role of the state in the following areas:

- Awareness raising and positive promotion of social entrepreneurship,
- Enabling the competitiveness of social enterprises with other companies and the attribution of a special place in procurement and incentives,
- Partnership with representative organisations of individual areas of social economy,
- Provision of economic incentives and consultancy,
- Provision of stimulative tax framework or tax relieves for investors,
- Provision of a tax relieves for donors,
- Training and education,
- Promotion of public-private partnerships, especially in the development of financial institutions and forms of Financing investments in the framework of social enterprises (e.g. development of ethical banks).⁵⁶

⁵⁵ Invel d.o.o., 2014, str. 12.

⁵⁶ Lutar, D., Gavez, S., Hazl, V., Marošek, J., Zagorc, S., Zagorc, S., Gorjanc, M., Kovač, Z., Branco, D., & Golob, M., 2005, p.45.

5.3 Bodies for the promotion of social entrepreneurship development in Slovenia

Ministry of Economic Development and Technology (Sector for Social Entrepreneurship, Cooperatives and Economic Democracy). The Ministry carries out professional tasks in the fields of social economy and we cooperate with line ministries in the preparation of legal bases, strategies and measures in these fields. They monitor the functioning and development of social entrepreneurship and keep records of social enterprises. They conduct calls for tenders to promote the functioning and development of social entrepreneurship. Social Economy Council, appointed by the Government, formulates key policies in the field of social entrepreneurship. The Council is composed of representatives of ministries, social enterprises, cooperatives, sheltered workshops, employment centres, local community associations, social partners and professional institutions in the field of social economy.⁵⁷

Ministry of Labour, Family, Social Affairs and Equal Opportunities (Directorate for Social Affairs). The basic directions and mechanisms promoted within the ministry in the field of social development can be defined as a policy aimed at promoting equal opportunities and enabling social inclusion by investing in people and checking all social security systems and individuals adjusted measures. Revisions to the various fields and the social security system in the broader sense are aimed at improving the position of the socially weakest groups within the framework of general solidarity and, on the other hand, at establishing additional social security systems. The Directorate organises activities in this area by coordinating the government's program on combating poverty and social exclusion.⁵⁸

Municipalities. The municipalities are responsible for planning, financing and implementing the policy of the social entrepreneurship development in the area of the municipality. One of the important characteristics of social entrepreneurship is predominantly a close connection with the local environment, responsiveness to specific problems of local communities and thus creation of workplaces at local level, which is for Slovenia important also in connection to the countryside population. Therefore, municipalities are vital in disseminating knowledge

⁵⁷MGRT, 2019.

⁵⁸ MDDSZ, Directorate for Social Affairs.

about the importance and visibility of social entrepreneurship at local level. Municipalities can be an important player in promoting public-private partnerships, that is, public co-financing of private projects of public interest and implemented in social enterprises. Local communities / municipalities, in collaboration with the social entrepreneurial initiative, identify local issues, outline solutions and enable solving problems in cooperation with social enterprises. Through the transfer of individual services of performing public service, municipalities enable job creation and the opportunity for social enterprises operation.⁵⁹

Employment Service of Slovenia. Promotion of social entrepreneurship development through various financial incentives for employers and the implementation of public works, which have been one of the active employment policy measures (APZ) implemented for many years. Public Works 2020 is primarily aimed at promoting the social and work inclusion of vulnerable groups of the unemployed, improving their skills and employment opportunities. The public invitation enables non-profit employers to co-finance the employment costs of the unemployed in public works programs. The programs can be implemented in the fields of social protection, education, culture, environment and space, agriculture and other related fields.⁶⁰

5.4 Financing of social entrepreneurship activities

The business success of social entrepreneurs depends largely on the incentive of the financial environment in which they operate. In recent years, an increasing number of investors have emerged, whose key goal is not to maximise profits, but to achieve social or sustainable effect of invested assets – we are talking about sustainable investors. It is important for investors to be aware that most social enterprises cannot provide market financial returns typical for traditional businesses.⁶¹

Sources of financing can generally be divided into internal and external sources (investors). This applies to all companies, social, classic and commercial. Internal sources include mainly own sources of funding, added to this is project financing provided by public funds through

⁵⁹ Invel d.o.o., 2014, p. 13-14.

⁶⁰ ZRSZ, 2020.

⁶¹ Mesojedec, 2012, p. 95.

calls for tenders. External sources include predominantly capital as institutional capital of private character. Another way of financing is grants (subsidies, grants) that can be obtained from public funds (state, local communities), from European Union funds and other funders (private foundations, embassies, etc.).⁶²

An important source of grants is also the European Union's calls for proposals, which are awarded on the basis of specific programming periods. The most important financial instruments for the promotion of social entrepreneurship development include European Social Fund and European Regional Development Fund, as well as various programs of European Territorial Cooperation – Interreg.

As key sources of funding for social enterprises we can list:

- **Revenues from the sale of goods and services on the market.**
- **Financial means within the project financing** (financial means in the forms of donations and subsidies on a local, national and international level from public funds (local communities, municipalities and state) from EU funds (EU calls for proposals) or through other financiers (private foundations, embassies, etc).
- **Sponsorships and donations** (Financial means given for the social enterprise operation by legal entities and individuals).
- **Membership fees.**
- **Equity.**
- **Debt capital.**
- **Public-private partnership** (public-private partnership is defined in Article 2 of the Public-private Partnership Act⁶³ as a ratio of private investment in public projects and/or public co-financing of private projects in the public interest. The state provides with this sort of partnership for more efficient implementation of certain services, while at the same time offering new business opportunities to private sector.
- **Implementation of services based on authorisations and concessions.**
- **Alternative financial mechanisms** (e.g. bonds with social effect, crowdfunding, business incubator, microcrediting, financing of social innovations, etc.).

⁶² Kezele, 2017, p. 16

⁶³ ZJZP, Official Gazette RS, nr. 127/2006.



6. EXAMPLES OF GOOD PRACTICES OF SOCIAL ENTREPRENEURSHIP IN POMURJE AND PODRAVJE REGION

Eco-social farm Korenika (Pomurje region)

The eco-social farm Korenika is located in Šalovci, in Regional Park Goričko. Korenika is recognised in the wider geographical area and is recognised by the professional public as an example of good practice in the field of social entrepreneurship, employment of persons with disabilities and persons from other vulnerable social groups and protective employment.

Eco-social farm develops activities in the field of organic agriculture in connection to the protection of natural and cultural heritage and the development of organic tourism. They are engaged in organic production and processing of fruits, vegetables, cereals and herbs. They cultivate about 16 hectares of arable land, 2 hectares of orchards and 5 hectares of meadows. Every day, 50 to 60 people from vulnerable groups are involved in farm work. Most are full-time employees, and some are enrolled in social inclusion programs, while some are enrolled in various work training, rehabilitation and public works programs.⁶⁴

Cooperative for rural development Pomelaj, z.o.o. (Pomurje region)

Mission of the Rural Development Cooperative (ZRP) is to discover and develop people's potentials and to co-create space and opportunities for the development of entrepreneurship, tourism and the preservation of natural and cultural heritage. They reinforce the position of a rural social enterprise in Pomurje, which enables people from vulnerable target groups in rural areas integration into work in their home environment, in activities traditionally close to them. Cooperative for rural development Pomelaj, z.o.o. transformed into an employment centre on 1.8.2009. The cooperative has a special status, which primarily follows the mission in terms of social and employment integration of disabled persons in sheltered workshops, which is also the reason for establishing legal entities of this kind. With the purpose to offer disabled persons in protected workplaces a permanent and continuous work, the cooperative has

⁶⁴ Eko-socialna kmetija Korenika, www.korenika.si, 23.1.2020.

developed various rural-related activities mainly in the field of traditional craftsmanship and cuisine. The mission of the Cooperative is therefore to develop social-entrepreneurial forms (culture) among provincial population, especially among vulnerable target groups in activities traditionally related to rural areas (crafts, cuisine,...).⁶⁵

Institute korak naprej Murska Sobota, so.p. (Pomurje region)

The institute is a social enterprise that develops and promotes reuse, raises awareness about responsible consumption and protection of the environment, employs people from vulnerable groups in the labour market, ensures social inclusion, organises education for children and adolescents.

The institute has a social shop with used children's equipment and clothing and a sewing room, where it creates recycled textile products such as: baby bedding, shopping bags, textile toys, slipper bags, etc. Textile processing creates new, unique products that are health, environment and wallet friendly.

Scientific Research Association for Art, Cultural and Educational Programs and Technology EPEKA, so.p. (Podravje region)

Association EPEKA, a social enterprise, was founded in 2008 as an initiative to bring together creators of cultural, artistic, educational, scientific and technological content for the European Capital of Culture 2012 project.

They operate on the principles of social enterprise. They focus on the active inclusion of vulnerable groups in society and the labour market. The main project of the EPEKA Association is the Romani restaurant Romani kafenava, which operates on the principles of a social enterprise, thus allocating all its earning to new workplaces. It is the first Roma restaurant in the entire European Union.⁶⁶

⁶⁵ Pomelaj, www.pomelaj.si, 23.1.2020.

⁶⁶ Združenje EPeKA, www.epeka.si, 23.1.2020.

Institute zadihaj, institute for sustainable mobility and friendly energy Maribor, so.p. (Podravje region)

It was established with the purpose to research and promote sustainable mobility solutions, with the aim of enabling people to live a quality and active life, with an emphasis on healthy lifestyles.

Institute Zadihaj has experience in raising public awareness of the negative effects of transport on health and the environment and in possible solutions. For this purpose, it organises lectures for various target groups, organises thematic events with which it is present in the media, and is also active in the humanitarian field.⁶⁷

Cooperative Bikelab, so.p. (Podravje region)

BikeLab, a social enterprise, was founded in 2014 in Maribor. The basic purpose of the cooperative, while providing green workplaces, is to provide quality cycling service, reuse, planning, implementing and maintaining tourism infrastructure, design tourism products and provide professional training.

The cooperative works in the fields of bicycle service, nature conservation, environmental regulation, science, research, education, training, development of green and social economies, preservation of cultural, technical and natural heritage, promotion of local community development, tourism product development and dedicated tourist infrastructure and integration of technical, nature and cultural knowledge.⁶⁸

Cooperative dobrina, z.o.o. (Podravje region)

Cooperative dobrina z.o.o. is a cooperative for the development of sustainable local supply, which was formed in 2011. The primary purpose of the cooperative dobrina is not to generate profits, but to develop small farms, fair trade in food and ensure fair payment to growers and manufacturers. At the same time, the cooperative aims at connecting the countryside with the urban centre, promoting and developing organic farming, the principles of sustainable local food supply and socio-entrepreneurial activities in the field of agriculture. Growers and processors from small traditional farms in the Slovenske gorice area founded it. Wishing to

⁶⁷ Združenje EPeKA, www.epeka.si, 23.1.2020.

⁶⁸ Zadruga BikeLab, www.bikelab.si, 23.1.2020.

provide fresh, seasonal, local and healthy produce to urban dwellers, they connected and embarked on a shifting period of organic and integrated farming and entered the market with a common offer. Today, they supply many facilities of public procurements with local food. All residents of Maribor are offered their products through a system of boxes with fresh vegetables and fruits in an online store.⁶⁹

⁶⁹ Zadruga Dobrina, www.zadruga-dobrina.si, 23.1.2020.

7. ANALYSIS OF SOCIAL ENTREPRENEURSHIP IN THE AREA OF STATISTICAL REGIONS POMURJE AND PODRAVJE

7.1 Definition of the purpose of the survey

As part of the research program “International Mentor Network for Social Entrepreneurship,” which is part of the Cooperation Programme Interreg V-A Slovenia – Hungary, we conducted a survey about social entrepreneurship in a cross-border area (in counties Vas and Zala in Hungary and in Pomurje and Podravje regions in Slovenia). The primary objective of the study was to get to know the activities of social enterprises, to outline the conditions of work and relationships. The information we have received from the questionnaire replies will help us more accurately design collaborative platforms and support services that are the main focus of the SENS NETWORK project, as well as to receive suggestions for improving the social entrepreneurship situation that will be collected through the initiative and forwarded to decision makers.

7.2 Research methodology

Ministry of Economic Development and Technology is responsible for keeping records of registered social enterprises in Slovenia. The survey used the Register of Social Enterprises from December 31, 2019. 268 social enterprises were registered, of which 110 altogether were based in Pomurje region (40) and in Podravje region (70).

Online surveys were sent to selected addresses of social economy organisations in Pomurje region and in Podravje region. When distributing the survey, we took into account the register of registered social enterprises in the Pomurje region and Podravje region from December 31, 2019 and also contacted some organisations that are not legal – formally registered as social enterprises, but which operate according to the principles of the social economy and which we considered that could contribute to the objectives of the study / research with their

answers. A total of 100 social economy organisations from Pomurje region and Podravje region answered the survey.

7.3 Research results

1. Basic information

Position in the organisation

The responsible persons of the participating organisations (founder, president, director, etc) mostly filled out the questionnaire. Only to a lesser extent did the organisation's employees complete the questionnaire.

The statistical region, in which the organisation is based

Out of 100 participating organisations, 65 were based in the Podravje region and 35 in the Pomurje region.

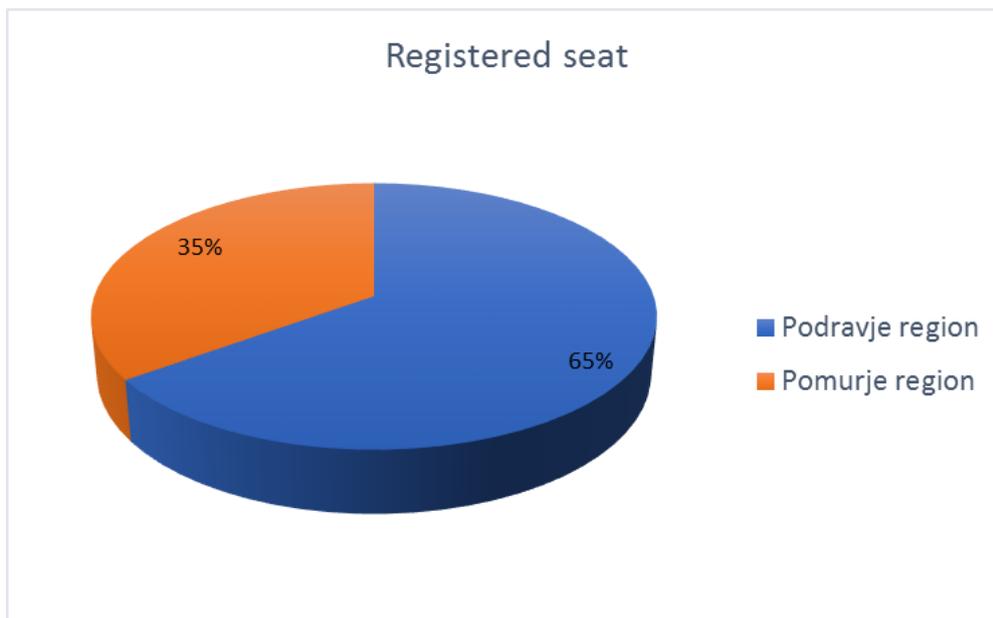


Figure 6: Headquarter of the organisation

Legal form of organisations

Of the 100 participating organisations, according to the legal-organisational form of the organisation, 36 societies, 29 cooperatives, 25 institutes, 8 limited liability companies (d.o.o.) 1 foundation and 1 association participated in the survey.

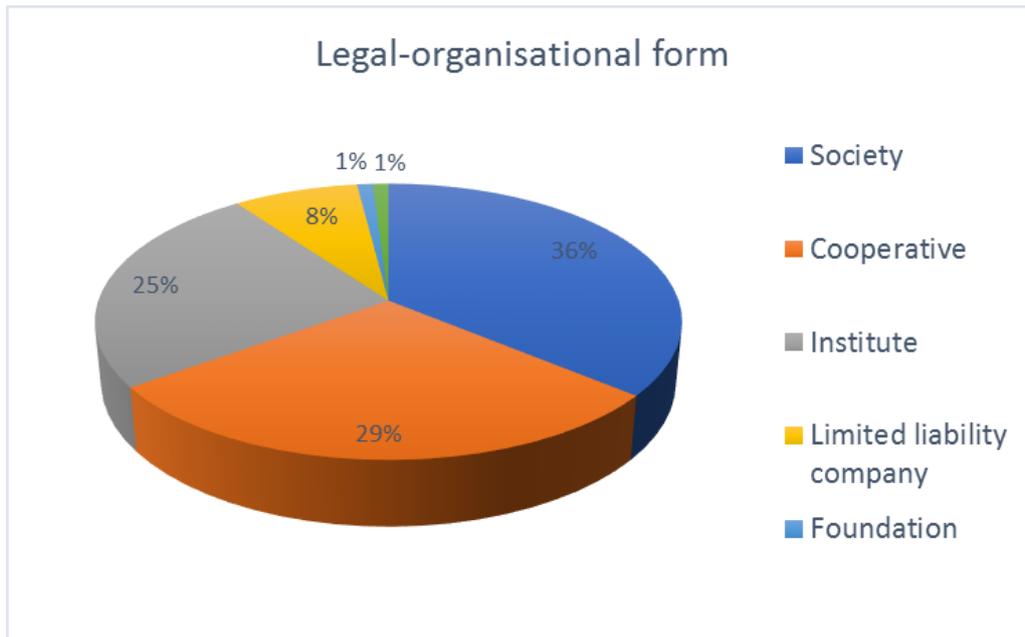


Figure 7: Legal-organisational form of organisations

Year of the establishment

Most organisations were established in 2016, namely 26. Following are organisations established in 2014 (16), 2012 (9), 2015 (7) 2017 (7), 2003 (5), 2011 (5), 2018 (5), 2008 (4), 2010 (3), 2013 (3) and 2009 (2). One (1) organisation was established in 1977, 1996, 1998, 2000, 2004, 2005, 2006, 2007 and 209. In regards to the year of the establishment, relatively young organisations participated in the survey, most of which were established after the year 2011 (the year of adoption of the Social Entrepreneurship Act); there were 79 such organisations in total, which is 79% of all participating organisations.

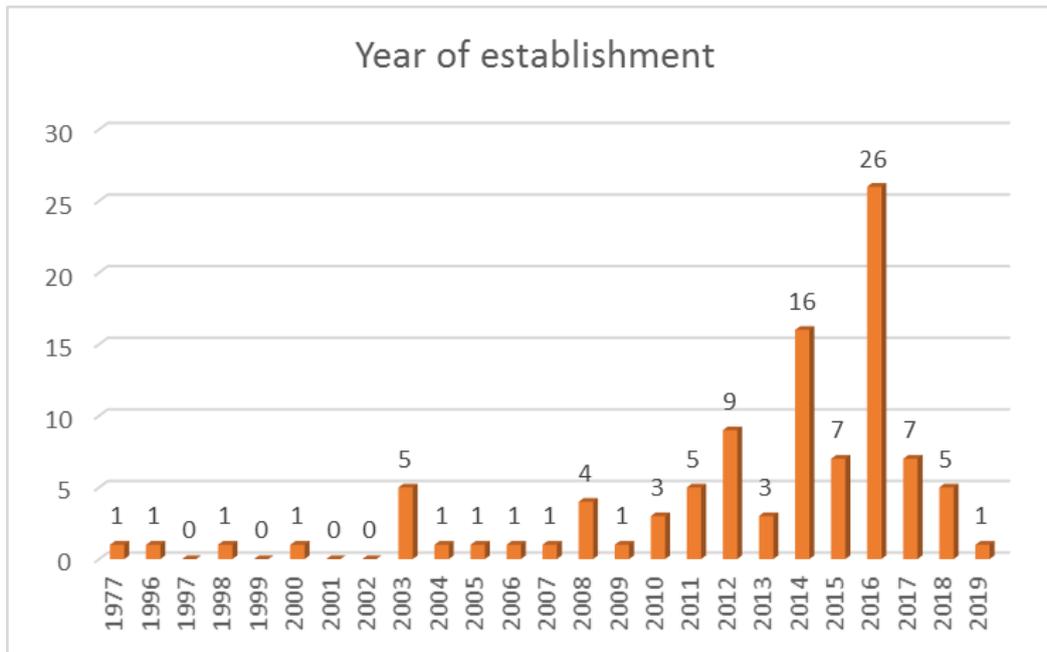


Figure 8: Year of the establishment of organisations

Founders of the organisation

There were several possible answers to this question. The most common founders of organisations were domestic natural persons (94%). The founders of the participating organisations were also non-governmental organisations (3%), companies (1%), municipalities (1%) and the trade union and the Chamber of Commerce. The founders did not include foreign natural persons, foreign companies and the state.



Figure 9: Founders of organisations

2. Operational and financial characteristics of organisations

Scope of activities according to service users

According to the scale of their activities, most of the participating organisations have indicated that they operate in the area of a region (45), where the organisation is established. This is followed by organisations operating in the district (34) and in several settlements (13). Only (4) organisations operate in the area of the entire country, and two (2) organisations operate in the area of one settlement or at international level.

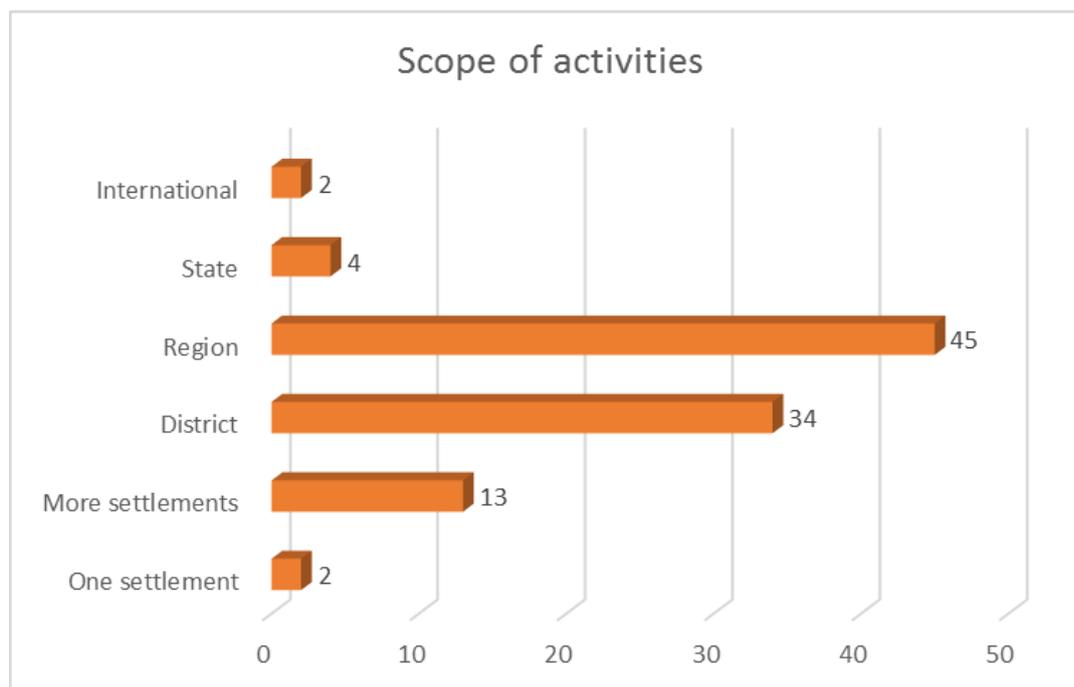


Figure 10: Scope of activities of organisations

Amount of all revenues over the last two financial years (2017 and 2018)

40 participating organisations did not generate revenue in 2017, with 35 organisations in 2018. The average revenue of the participating organisations in the two years was 26.125 EUR, with the revenue of organisations in 2018 (27.332 EUR) being slightly higher than in 2017 (24.919 EUR).

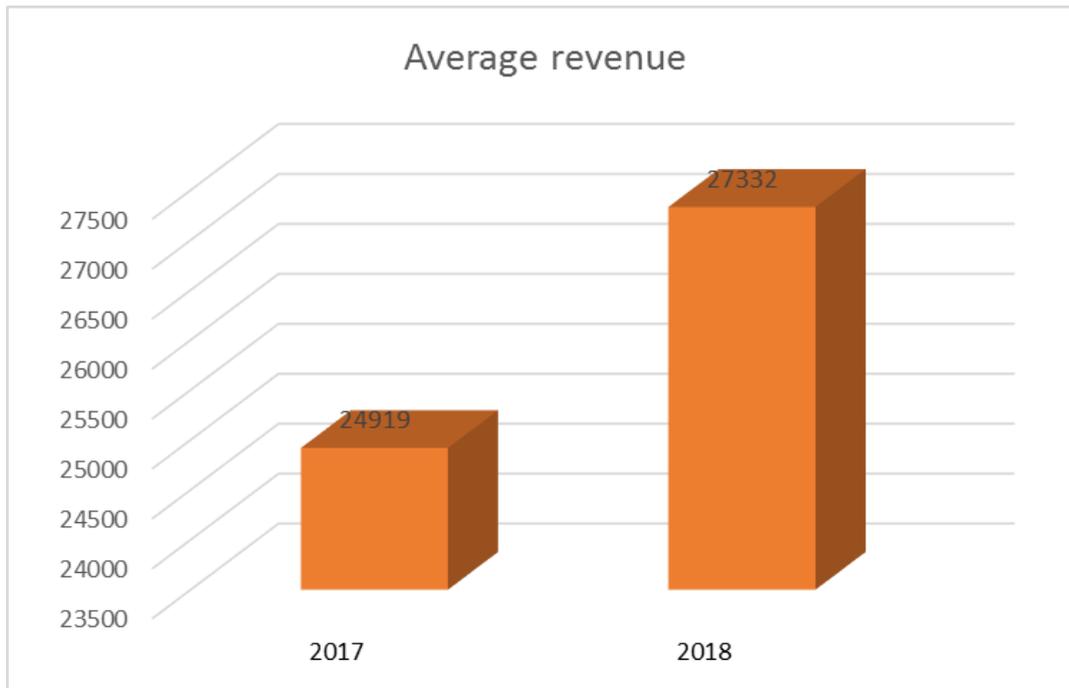


Figure 11: Average revenue of organisations in financial years 2017 and 2018.

Amount of revenues from various sources for the last two financial years (2017 and 2018)

In 2017, the participating organisations generated by far the most revenue through profit-making activities, with 1.452.687 EUR. Out of 100 participating organisations in the survey, 53 were engaged in gainful activity in 2017. This is followed by revenues generated by organisations through public funding – the state (7 organisations totalling 161.099 EUR), through EU funds (7 organisations totalling 132.900 EUR), through public funding – municipalities (14 organisations totalling 42.670 EUR) and through private funding – donations and sponsorships (27 organisations totalling 41.144 EUR). Organisations generated the least revenue through membership fees (15 organisations totalling 5.890 EUR).

The revenue picture in 2018 is slightly different. In 2018, the participating organisations generated by far the largest amount of revenues through profit-making activities, with 1.748.257 EUR. Of the 100 participating organisations in the survey, 54 were engaged in profitable activity. This is followed by revenue generated by organisations through EU funds (7 organisations totalling 170.900 EUR), through public funding – the state (9 organisations totalling 89.477 EUR), through private funding – donations and sponsorship funds (27 organisations totalling 35.813 EUR) and through public funding – municipalities (14 organisations totalling 32.989 EUR). Member fees generated the least revenue for the organisations (15 organisations totalling 9.933 EUR).

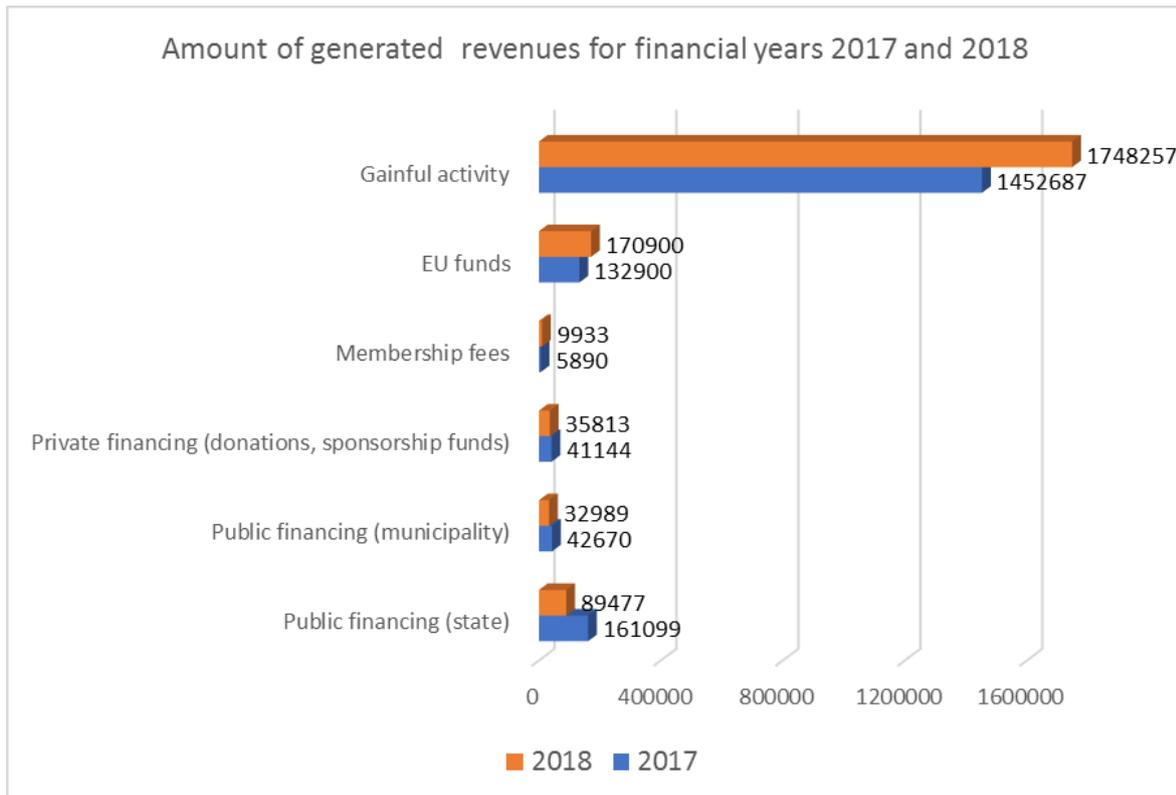


Figure 12: Amount of revenues from various sources for the last two financial years (2017 and 2018).

Share of the financial support, received by organisations due to the social enterprise status

Only 25 participating organisations indicated that they received financial support because of their social enterprise status. On average, this financial support amounted to 31% of all received funds in individual years (2017 and 2018).

Amount of all expenditures for the last two financial years (2017 and 2018)

In 2017, the participating organisations generated the most expenditures through material costs (a total of 1.060.674 EUR), and through staff costs (a total of 757.134 EUR). Depreciation of assets in the year 2017 totalled 27.503 EUR.

In 2018, the participating organisations also made the most expenditures in total through material costs (a total of 1.402.822 EUR) and through staff costs (a total of 881.373 EUR). The depreciation of assets for the year 2018 totalled 36.068 EUR.

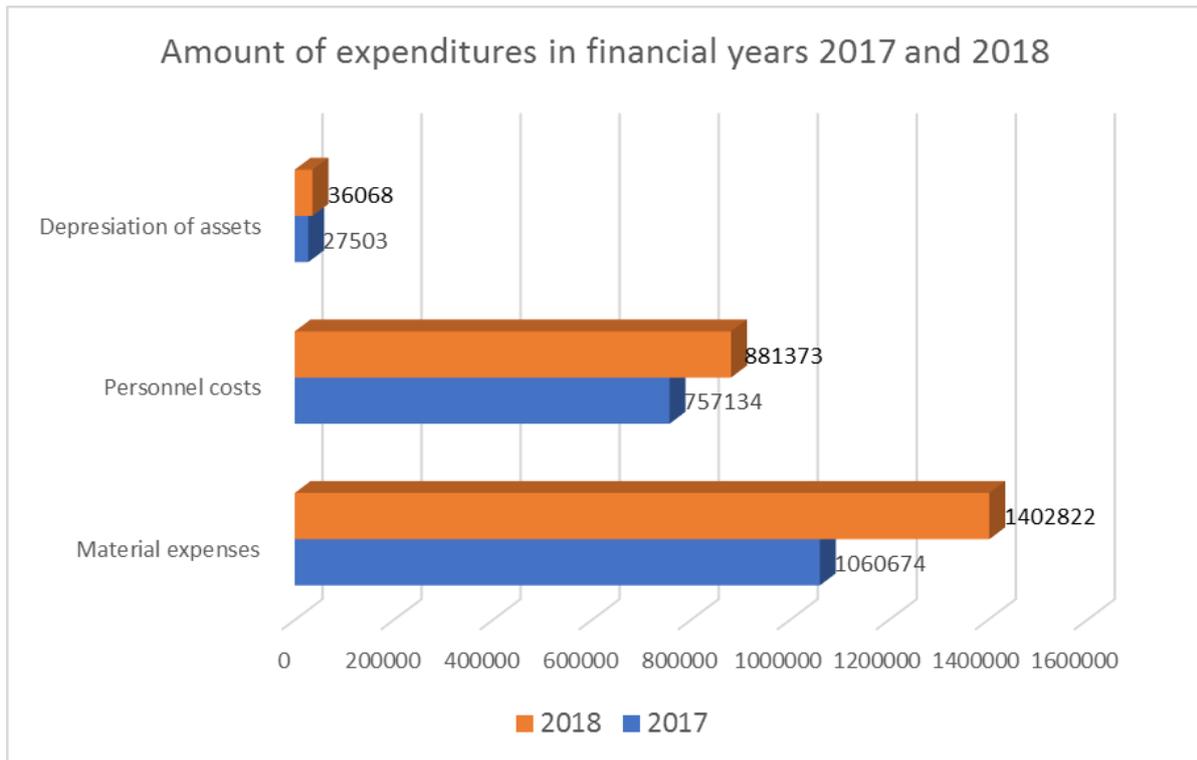


Figure 13: Amount of expenditures from various sources for the last two financial years (2017 and 2018).

3. Employment and human resources

Employee representation by gender in 2018 (%)

In terms of gender representation of employees, slightly more men (59%) than women (41%) were employed in organisations participating in the survey in 2018.

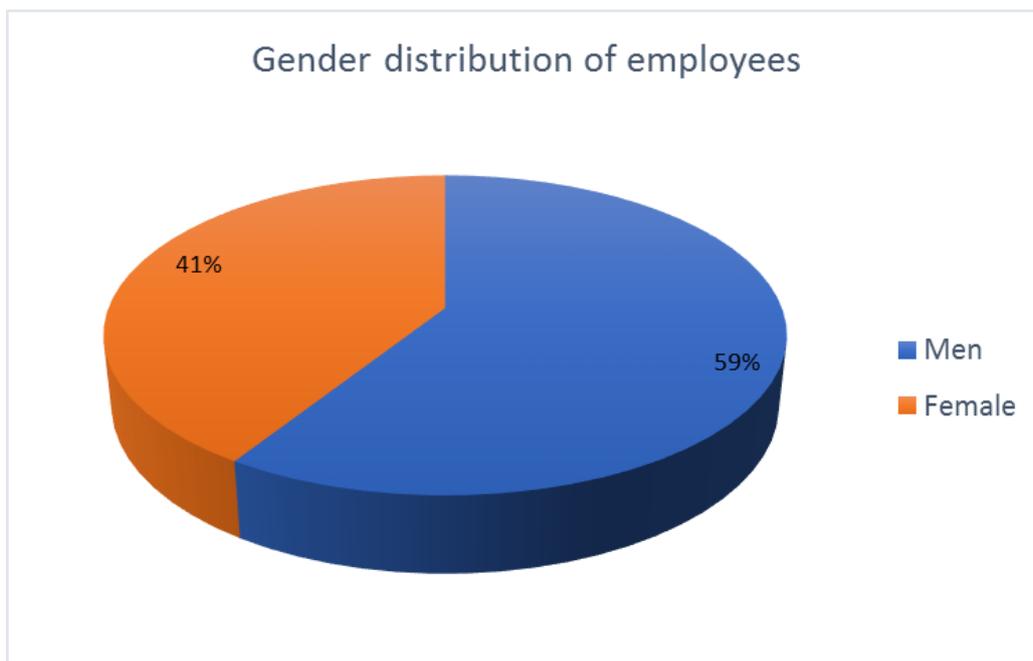


Figure 14: Employee representation by gender in 2018

Distribution of employees by age groups in 2018 (%)

Of all employees in the participating organisations, the vast majority belonged to the 30-49 age group (77%). This was followed by the age group of employees under 30 (18%) and the age group of employees over 65 years (5%). Less than one percent of employees were in the 50-65 age group.

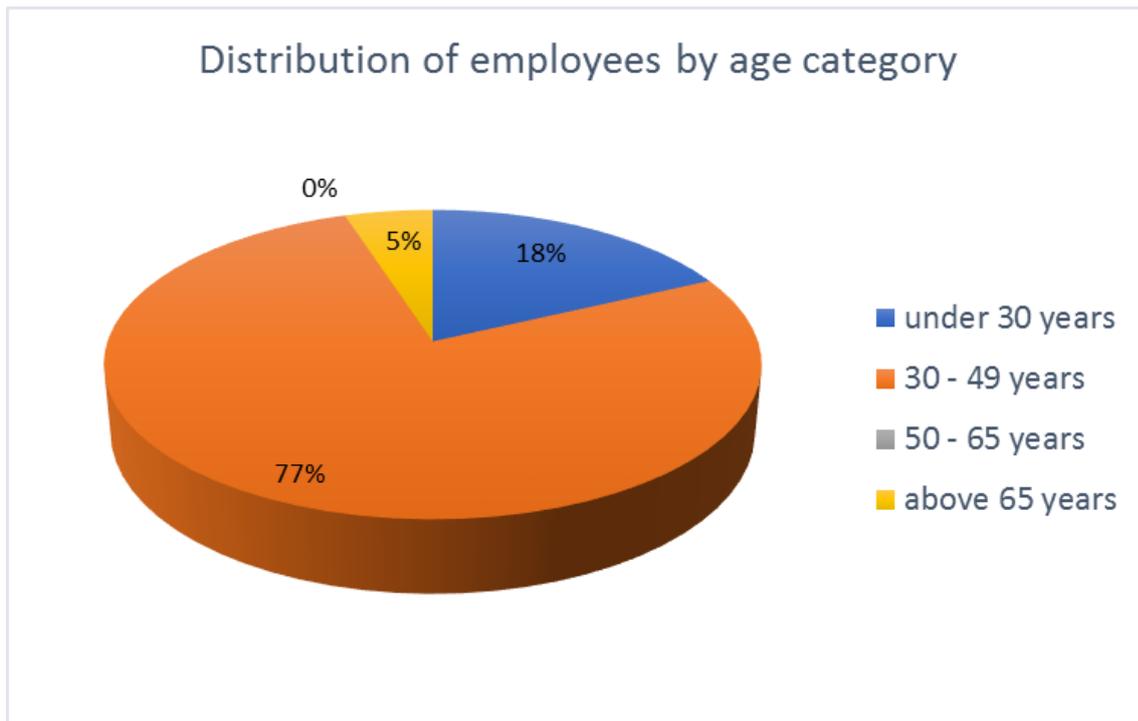


Figure 15: Distribution of employees by age groups in 2018

Distribution of employees by form of employment in 2018 (%)

Of all employees cited by participating organisations, more than a third were full-time employees (69%). 28% of all employees were part-time employees. 3% of employees were employed in other forms of employment.

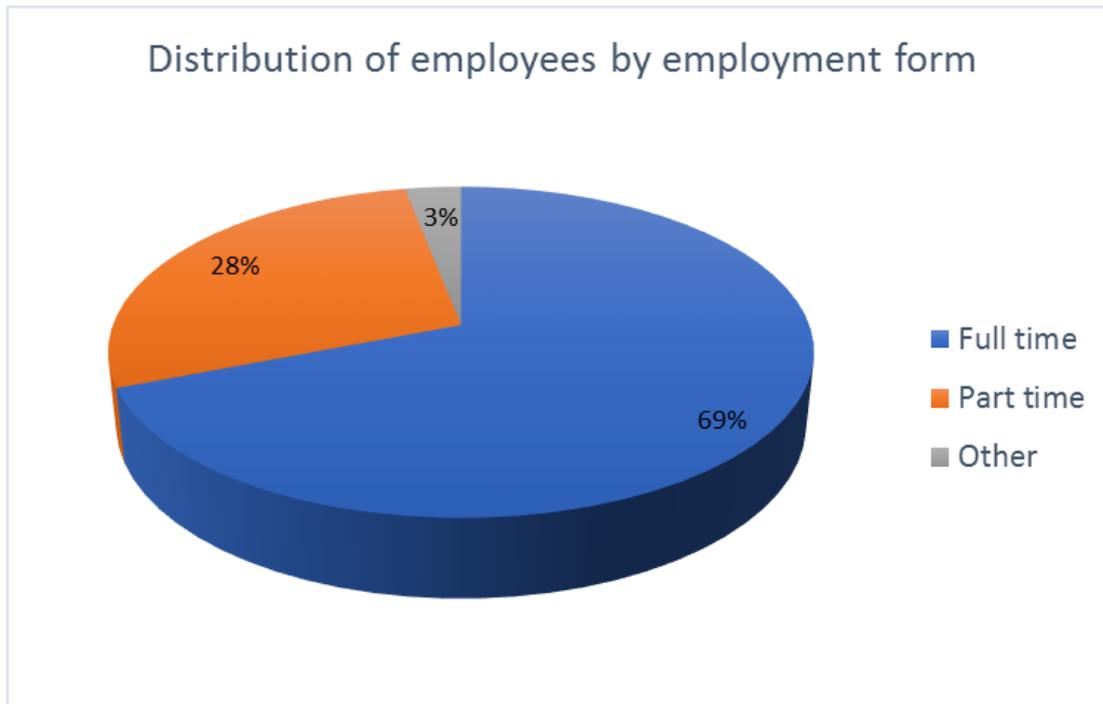


Figure 16: Distribution of employees by form of employment in 2018

Distribution of employees by type of employment in 2018 (%)

Of all the employees listed by the participating organisations, the vast majority were contract employees (61%). This was followed by employment in the form of public works (21%), volunteering (15%) and other forms of employment, e.g. copyright work (3%). No occupations were in the form of simplified employment (0%) or engagement contract (0%).

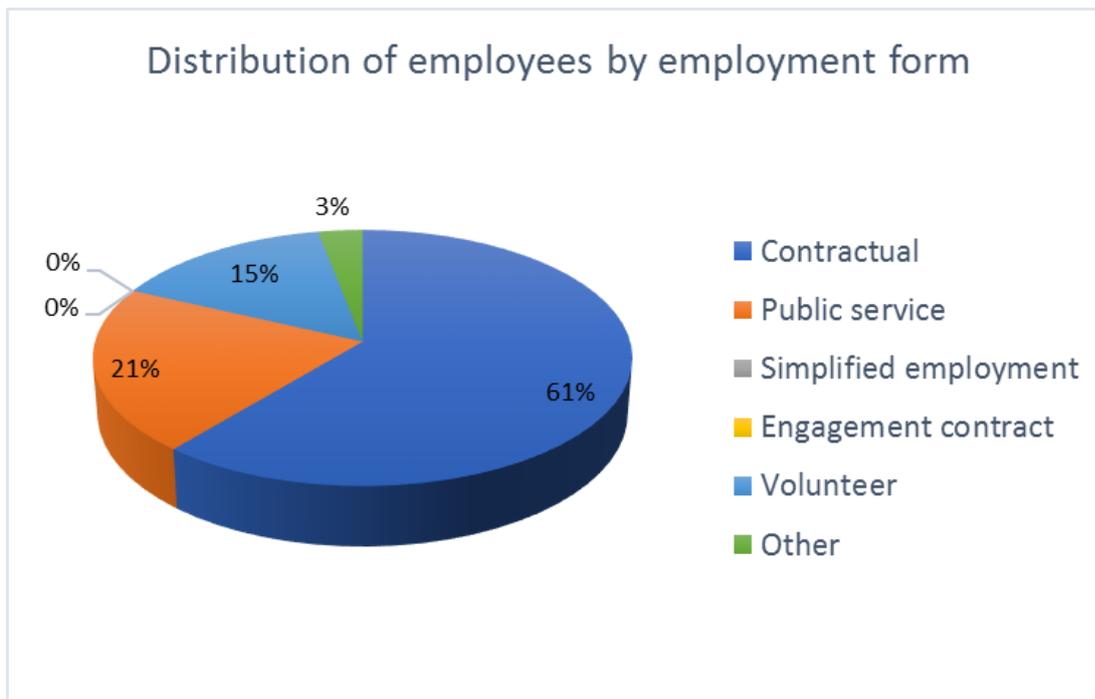


Figure 17: Distribution of employees by type of employment in 2018 (%).

Percentage of employees from vulnerable social groups in 2018

23 participating organisations indicated that they employed people from vulnerable social groups. The average share of employees from vulnerable social groups in these organisations represented 64%. 6 organisations indicated that the percentage of employees from vulnerable social groups was 100%.

Areas of gainful activity

There were several possible answers to this question. The most commonly carried out gainful activities include wholesale and retail trade, repair (32), arts, entertainment, recreation (30), a variety of business services (21) and tourism and accommodation and catering (17), which together accounted for 60% of all profit-making activities of the participating organisations. Followed were other services (14), education (13), agriculture and forestry (12), information and communication (9), professional, scientific and technical activities (7), production (4), and health and social work (4), water supply, waste management (3), transport and storage (1), and real estate (1).

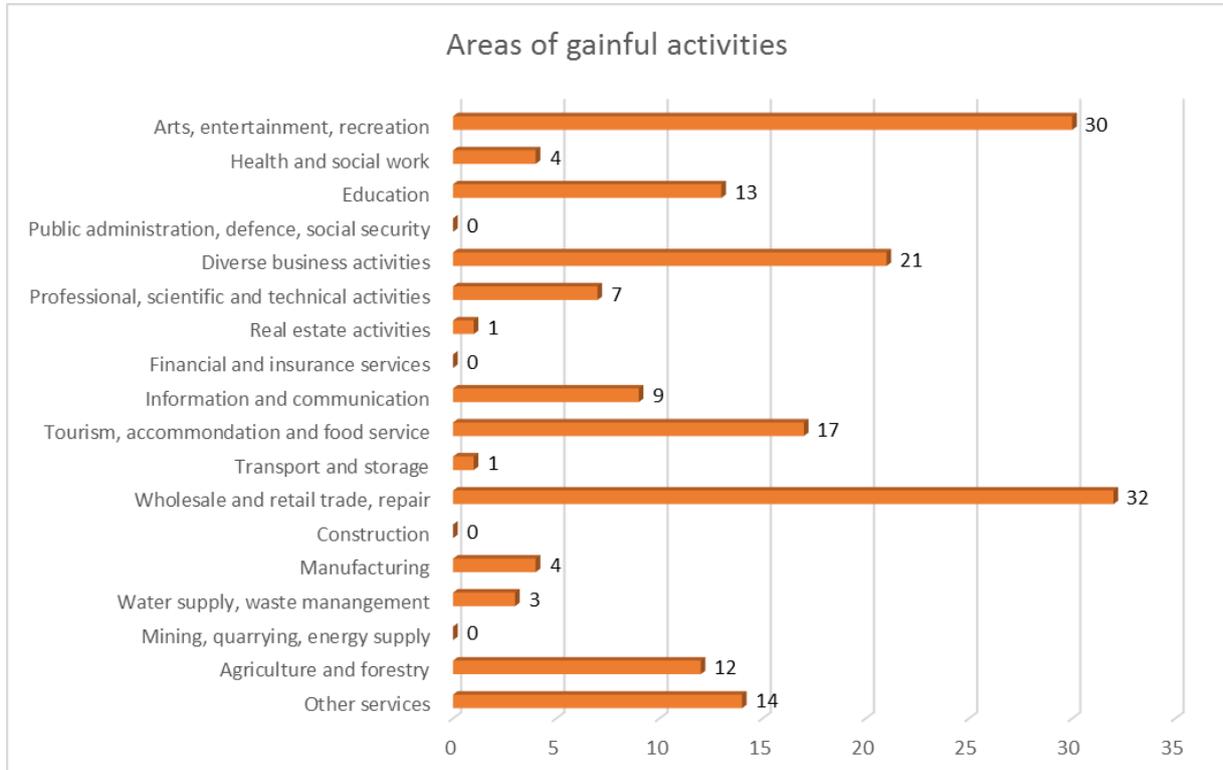


Figure 18: Areas of gainful activities of social enterprises

4. Motivation

Role of various factors in obtaining social enterprise status

The participating social enterprises cite very different factors that led them to establish a business. Among the most important factors they cited as a reason for setting up a company are pursuing social goals, alleviating social problems, cooperation, coordination, involving partners, ensuring democratic decision-making, transparency of operating, pursuit of gainful activities and the possibility of obtaining subsidies. Even to the smallest extent, organisations have opted for social enterprise status because of social innovations, self-help and tax relief.

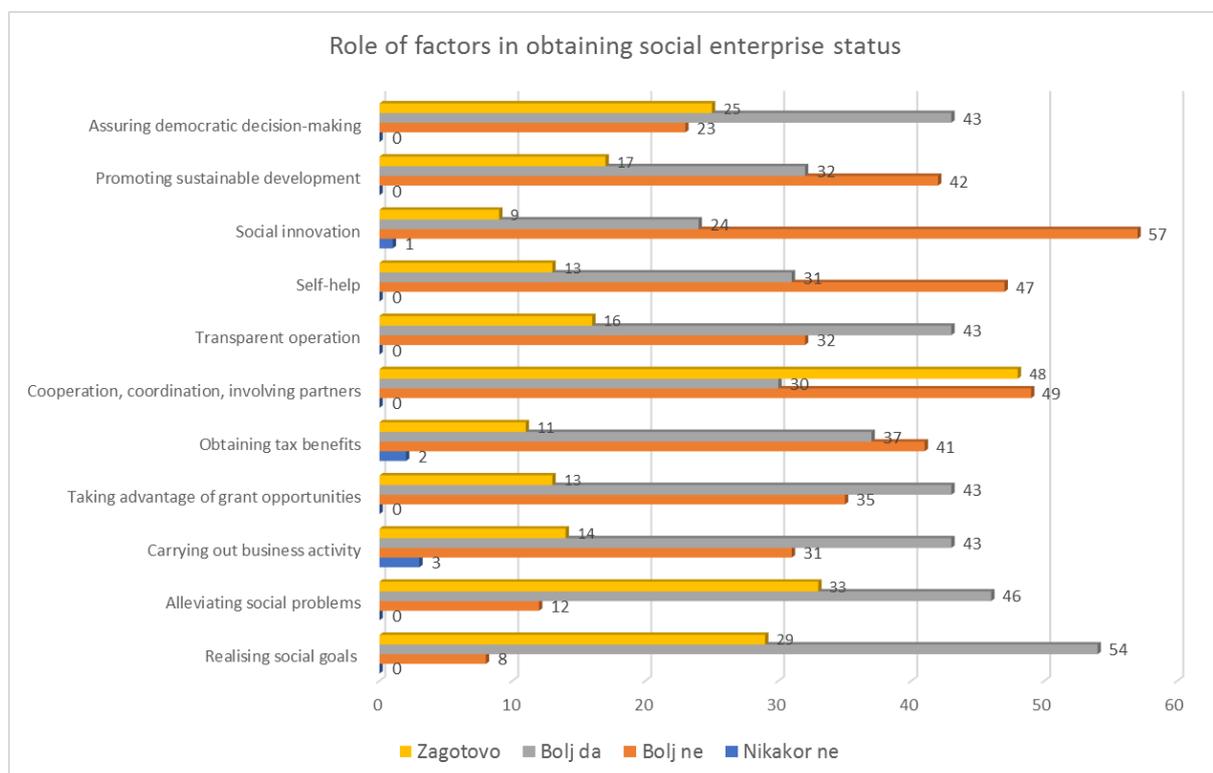


Figure 19: Role of various factors in obtaining the social enterprise status

5. Social impacts and evaluation of needs

Areas of social objectives

Social goals of the participating organisations touch on different areas. To a large extent, the social objectives concerned the preservation of tradition (31), the strengthening of local and regional cooperation in the social field (30), education, research (29), social services (25), local and regional development in the economic area (21) and charitable activities (21). The social goals of any organisation did not relate to religion, civil protection and public safety. To a lesser

extent, they also included health services (1), international cooperation (1), advocacy (5), sports and recreation (9), and environmental protection (12).

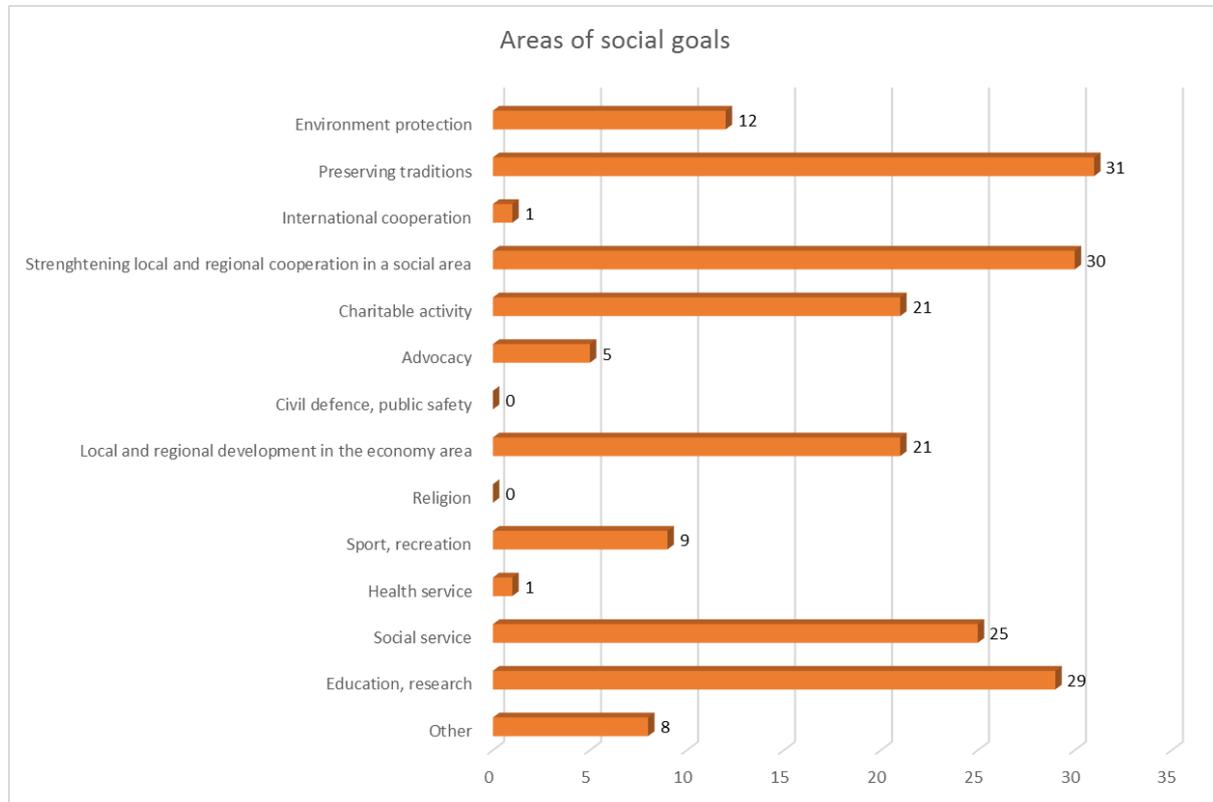


Figure 20: Areas of social goals

Primary target groups

There were several possible answers to this question. The participating companies thus stated that in their work they work with different target groups, most of them with the unemployed, people with difficulties in integrating into the labour market (46), local communities (43), the elderly (42), the poor (40) and disabled people (37). To a lesser extent, participating organisations cited children and adolescents as their primary target groups (23), people with poor health condition, homeless people (11), addicts (6), national minorities (5), and Roma and first-time job seekers.

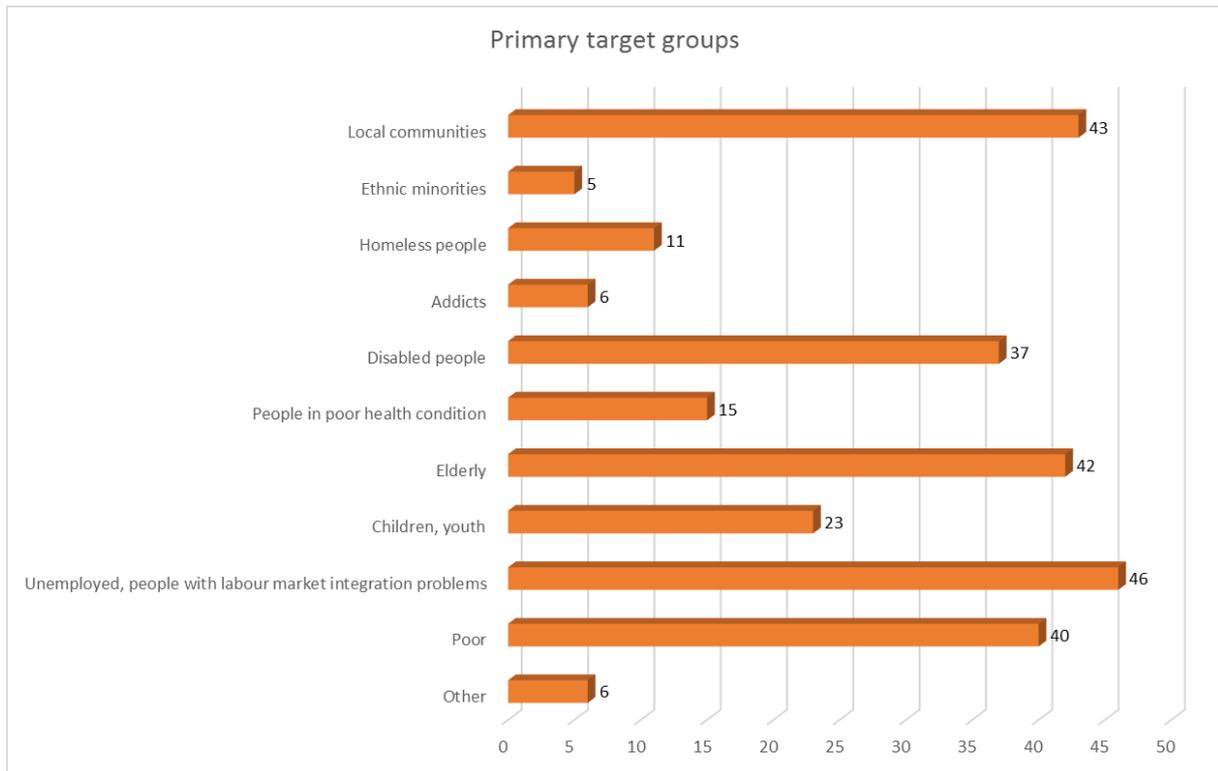


Figure 21: Primary target groups of social enterprises

Environmental protection and sustainable use of resources as a goal of action

About 62% of the participating organisations stated that environmental protection and the sustainable use of resources were not among the objectives of their operation. Only 32% indicated that the stated goals were largely or completely in line with their objectives.

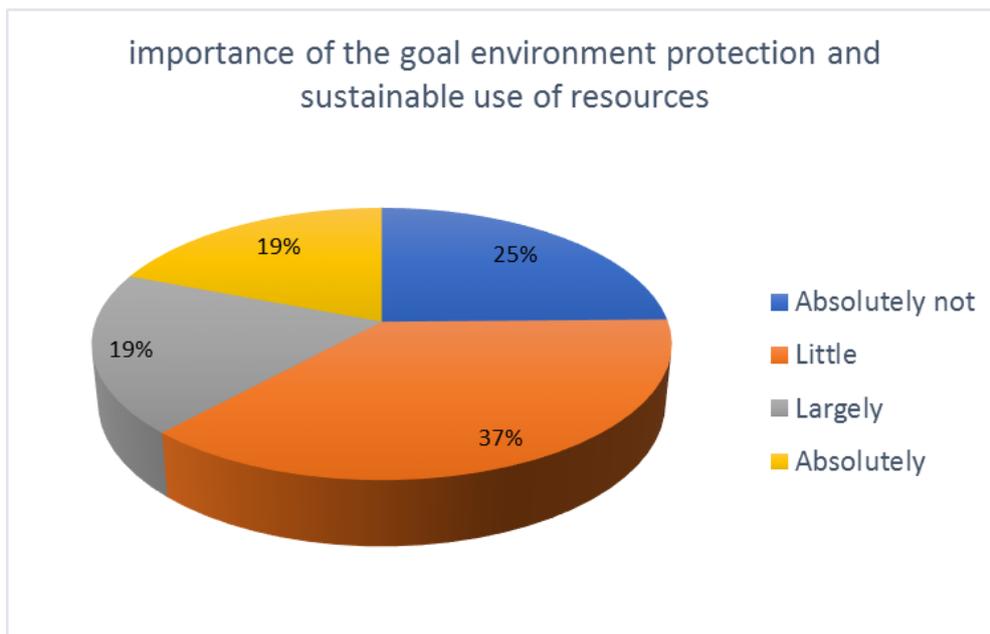


Figure 22: Importance of the goal of protecting the environment and the sustainable use of resources in social enterprises

Characteristic of environmental goals or activities for the operation of the organisation

There were several possible answers to this question. For most environmental objectives or activities, the participating organisations have indicated that they are specific to their operation. These goals include water and energy savings, the use of environmentally friendly materials, recycling and the use of environmentally friendly technologies and processes. Only with the environmental objective of the circular economy did the participating organisations state that it is less specific to their operation.

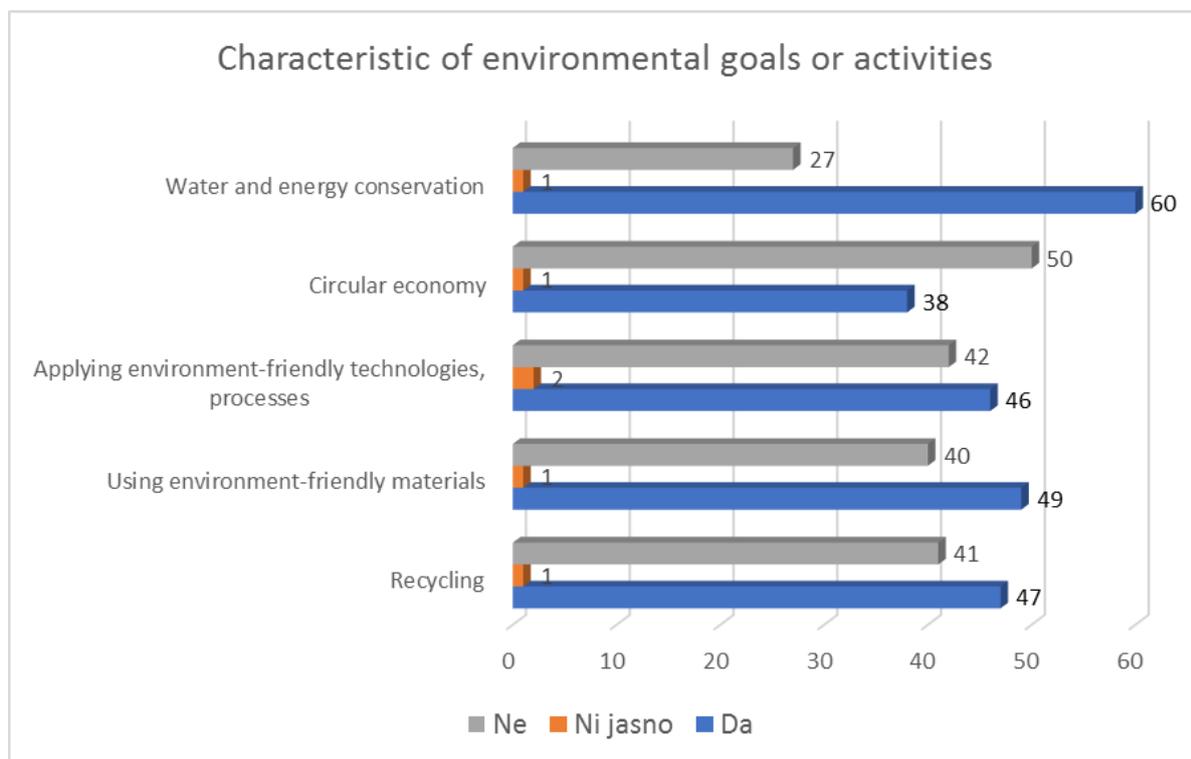


Figure 23: Characteristic of environmental goals or activities for the operation of organisation

Methods used to evaluate the needs of target groups before starting the activity

The vast majority of participating organisations indicated that they directly measured the needs of the target group before commencing their activities (84). Many organisations also stated that there was no need to evaluate the needs of the target groups prior to starting their activities (47). However, no participating organisation used an external expert to evaluate the needs of the target group.

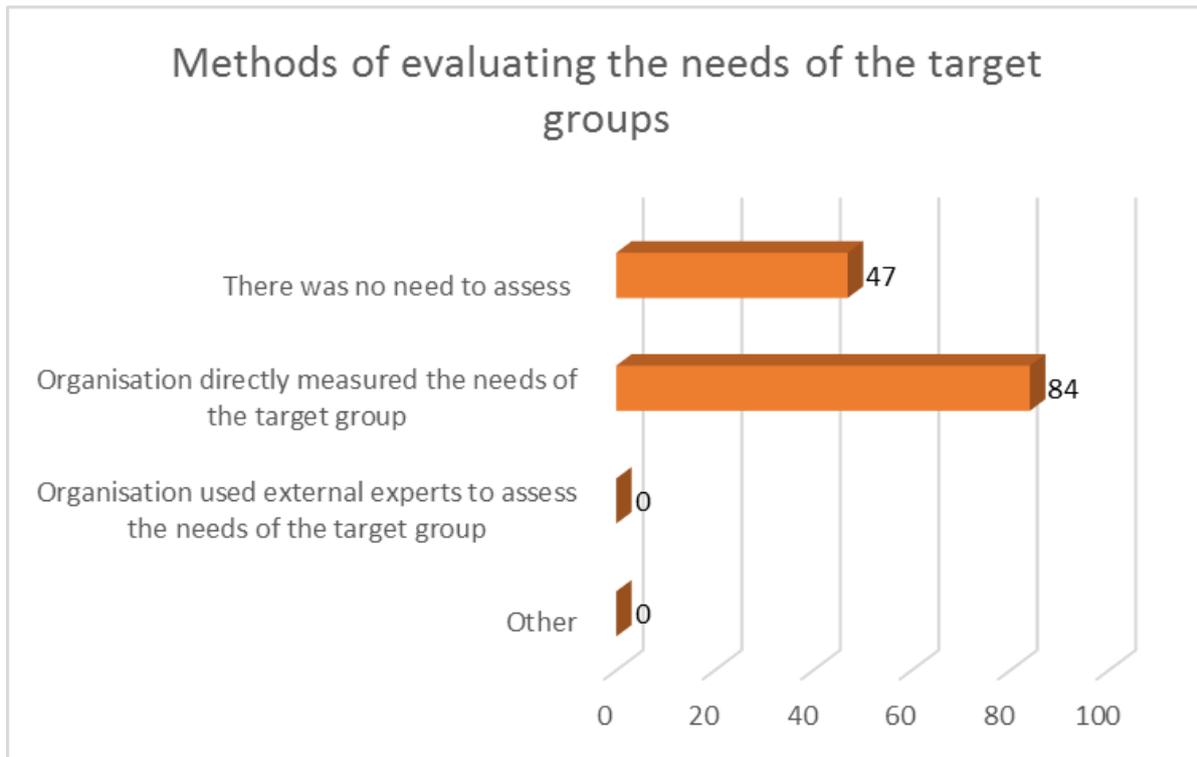


Figure 24: Methods used to evaluate needs of target groups before starting the activity

Importance of continuous evaluation of the needs of target groups

Organisations that participated in the survey reported that to a large extent there was no need for their organisation to continuously evaluate the needs of the target group. Only 16% of organisations stated that continuous evaluation of the needs of the target group is a very important factor in their functioning.

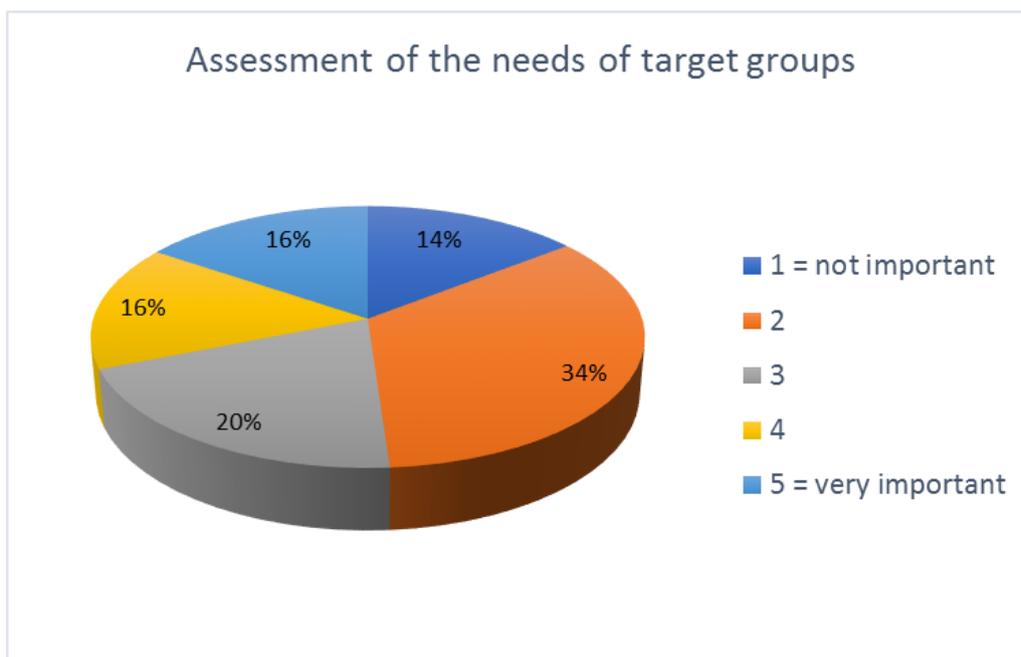


Figure 25: Importance of continuous evaluation of needs of target groups

Tools or indicators for measuring social impacts of organisations' activities

There were several possible answers to this question. To the greatest extent, organisations considered the following indicators to be the most appropriate in measuring the social effect of their activities: number of clients / service users (68), number of trainers (31), number of persons enrolled in community development programs (34), number of people with better living conditions (25), and number of developed collaborations (23). Organisations cited the least important indicators in measuring social effects: the number of facilities maintained or upgraded, the number of recipients of financial assistance or support (4), number of beneficiaries of environmental and energy efficiency programs (4), number of created or developed enterprises (4) and number of supported enterprises (4).

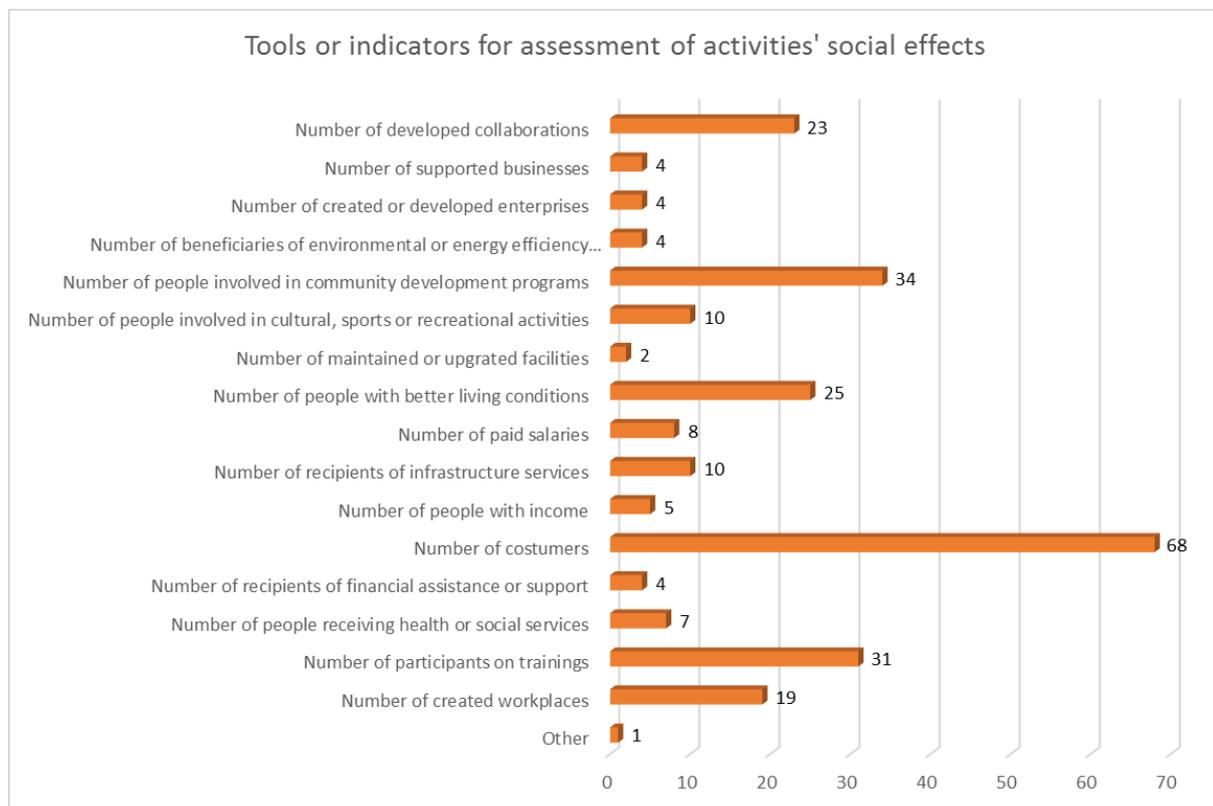


Figure 26: Tools or indicators for measuring social impacts of organisations' activities

Long-term social effects of organisations

There were several possible answers to this question. Among the most important long-term social effects organisations cited a more open and inclusive society (39), promoting social inclusion (35), promoting equal opportunities (29), enhancing social cohesion (27), creating

more active social relationships (25), and developing individuals' competences (22). The least significant long-term social effects of their organisations they cited improving health conditions (2), ensuring better financial conditions (7), reducing unemployment (8), economic development (8), and the development of NGOs (9).

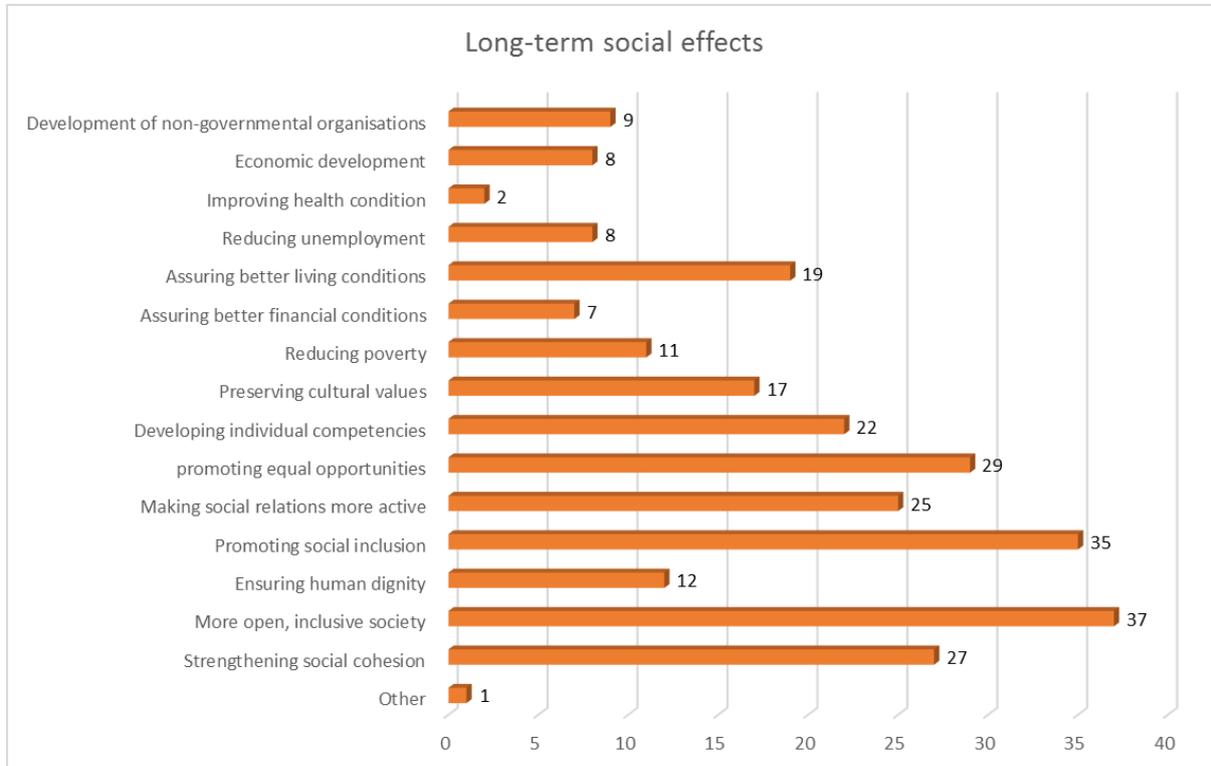


Figure 27: Long-term social effects of organisations' activity

Social activities of the organisation

When asked if social activities carried out by participating organisations can be expressed in money, 60% of organisations answered no and 40% of organisations answered yes.

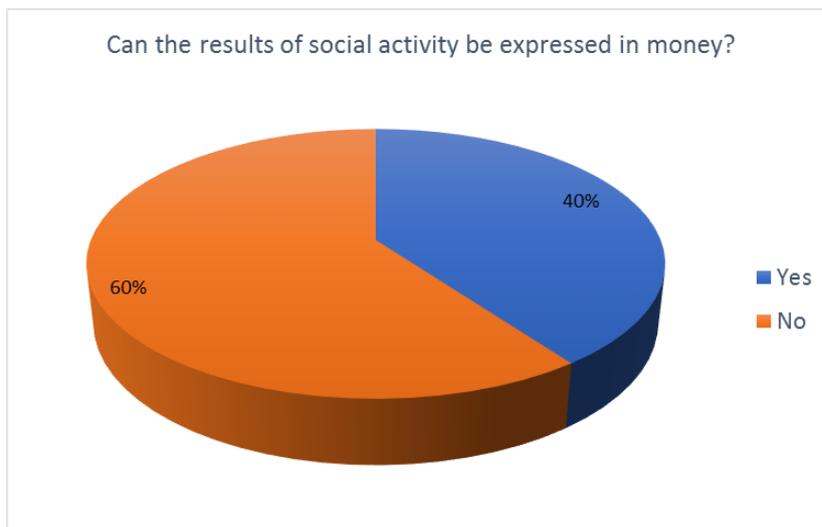


Figure 28: Is the result of social activity possible to express in money?

Gathering of information about long-term effects of social activities

When asked if organisations collect information about the long-term effects of their social activities, only 9% answered that they regularly collect such information. More than 43% of organisations responded that they do not collect such information. The majority of them, 48%, answered that they collect such information from time to time.

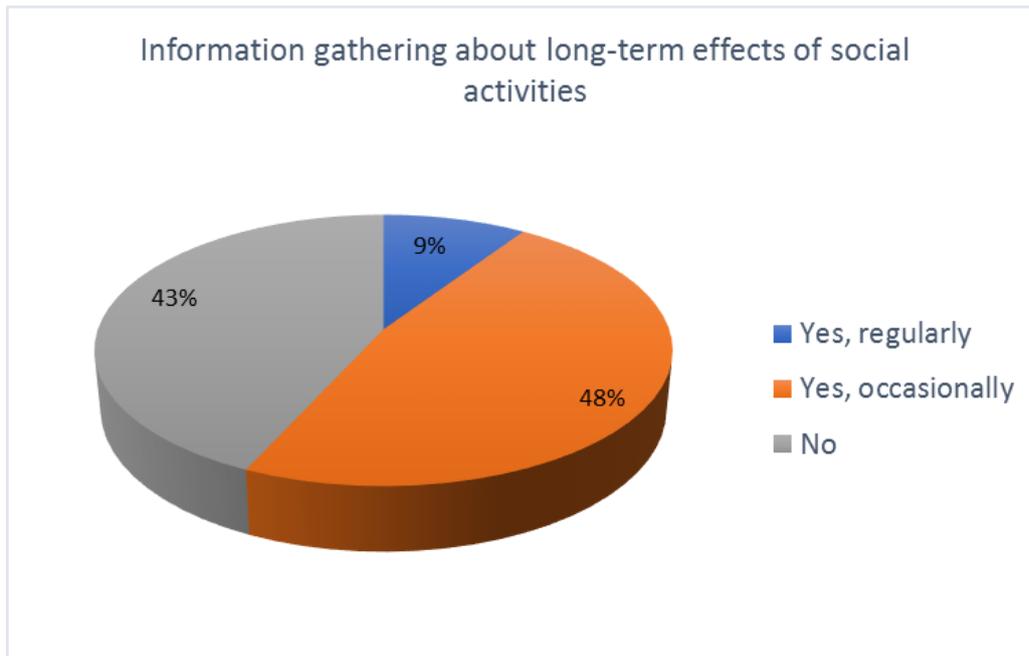


Figure 29: Gathering of information about long-term effects of social activities (1).

Among those organisations that collect information about long-term effects of their organisations' social activities, the majority (97%) indicated that they collect the information themselves. Only one organisation stated that external experts collected information on the long-term effects of their organisations' social activities.

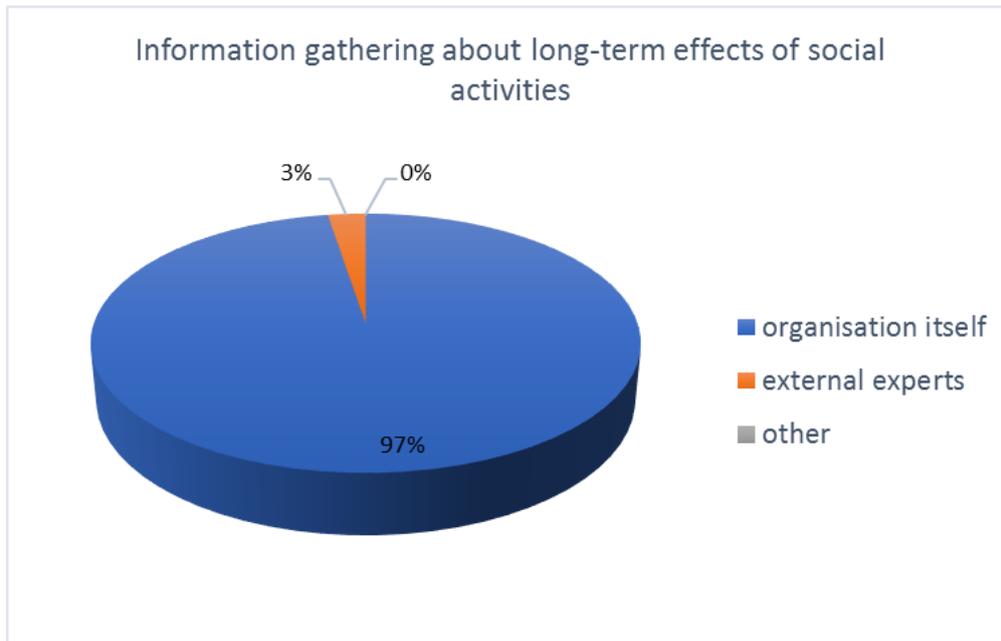


Figure 30: Gathering of information about long-term effects of social activities (2).

Those organisations that answered that they did not collect information on the long-term effects of their organisations’ social activities cited lack of financial resources (33), lack of time (23) and lack of human resources as the main reasons for this. To a lesser extent, they stated that there was no need for monitoring (5) or that they did not collect information due to lack of knowledge or methodology (2).

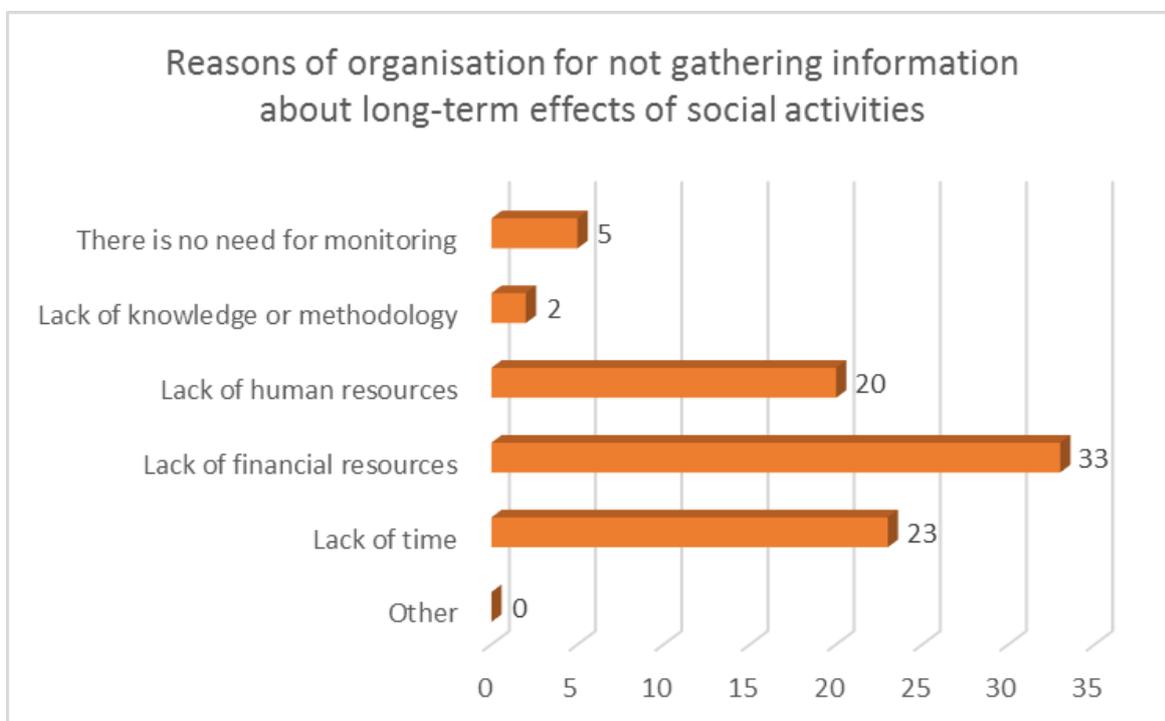


Figure 31: Main reasons of organisations for not collecting information about long-term effects of social activities of their organisations

Achieving the set values and goals of the organisation

More than 90% of organisations stated that they had, to a lesser extent or generally, achieved set values and goals of the organisation during their operations. 7% of organisations stated that their activities did not achieve the set values and goals of the organisation, but no organisation answered that the set values and goals of the organisation were completely achieved.

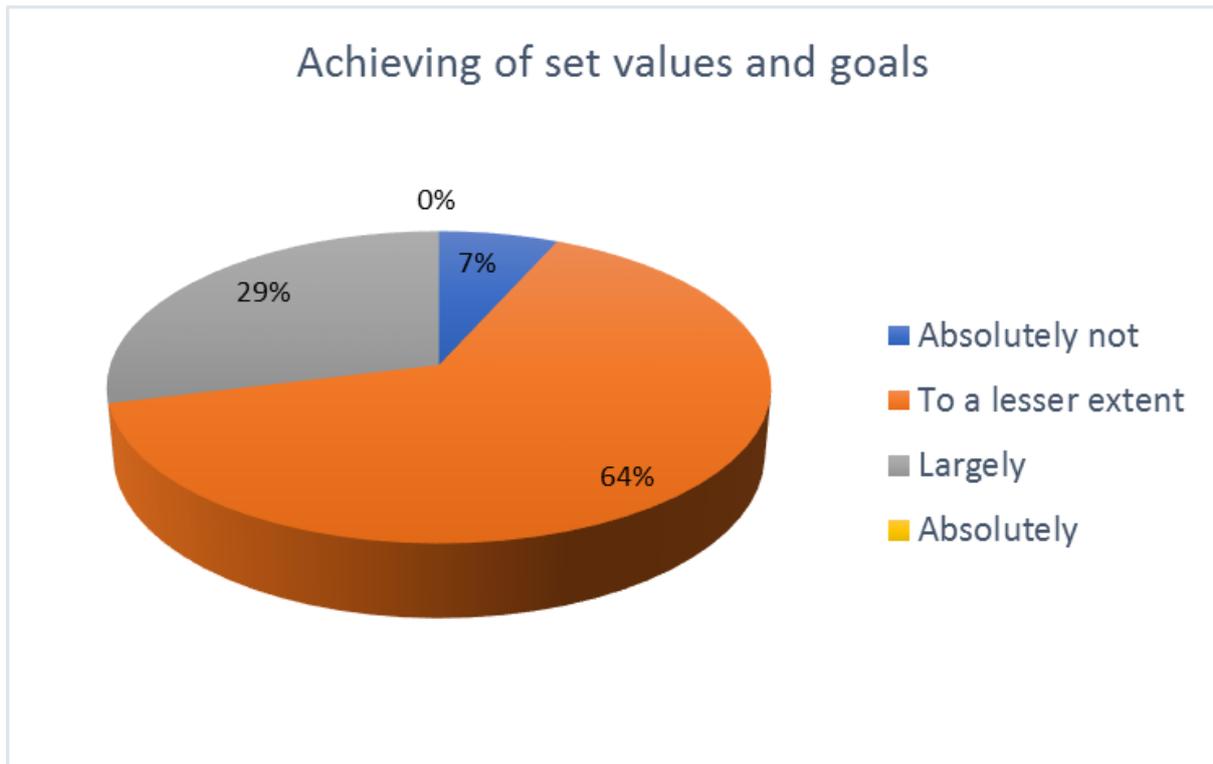


Figure 32: Achieving set values and goals of organisation

6. Successes and risk factors

Performance of organisation's activity

Only about half (49%) of the participating organisations rated their activity as successful (grade 4 and 5), and 31% of organisations rated their activity as less successful or unsuccessful (grade 1 and 2).

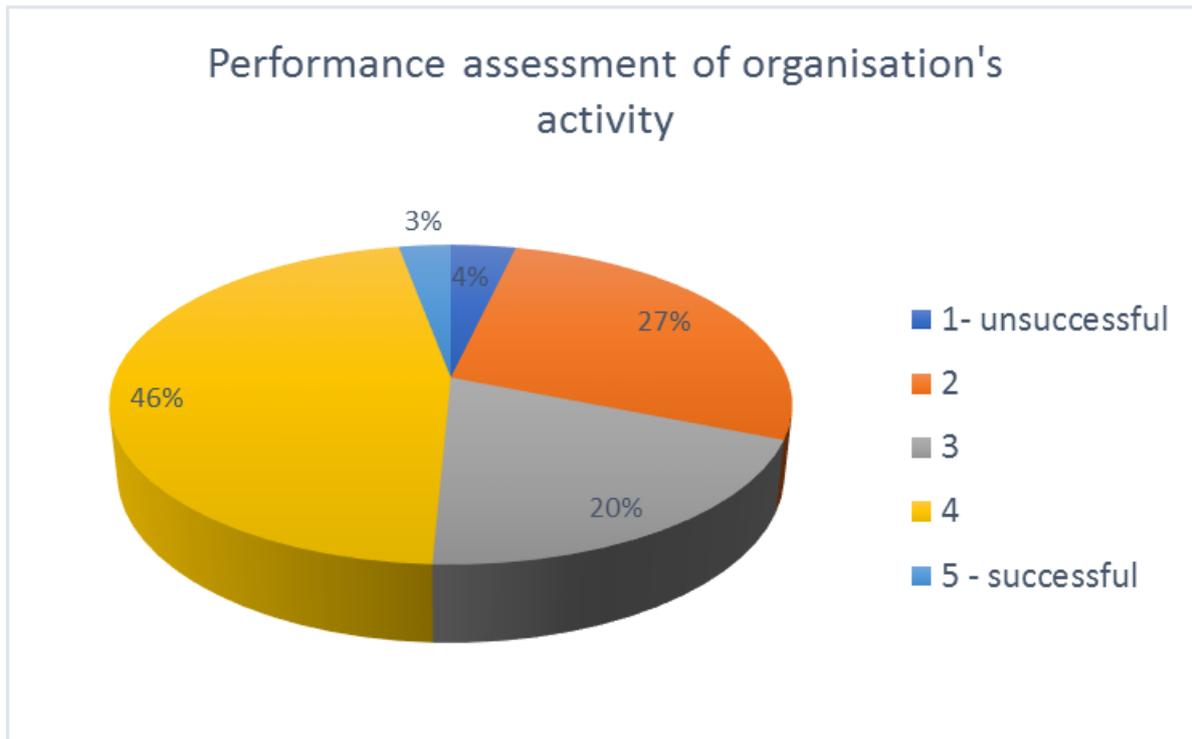


Figure 33: Performance assessment of organisation's activity

Main advantages of organisations

Organisations that participated in the survey cited the as highest advantages of their organisation the product and service quality (38), social inclusion (28), uniqueness / uniqueness of products and services (25), collaborative network (23), low cost of products and services (19), good reputation (15), commitment to social goals (14). Even to the smallest extent, they cited provision of a stable employment (1), ability to raise funds (3), significant social added value (4), intensive market activity (4) as their greatest strengths. In addition to these advantages, the organisations cited as their strengths their connection with the local environment and the stability of service delivery for their members.

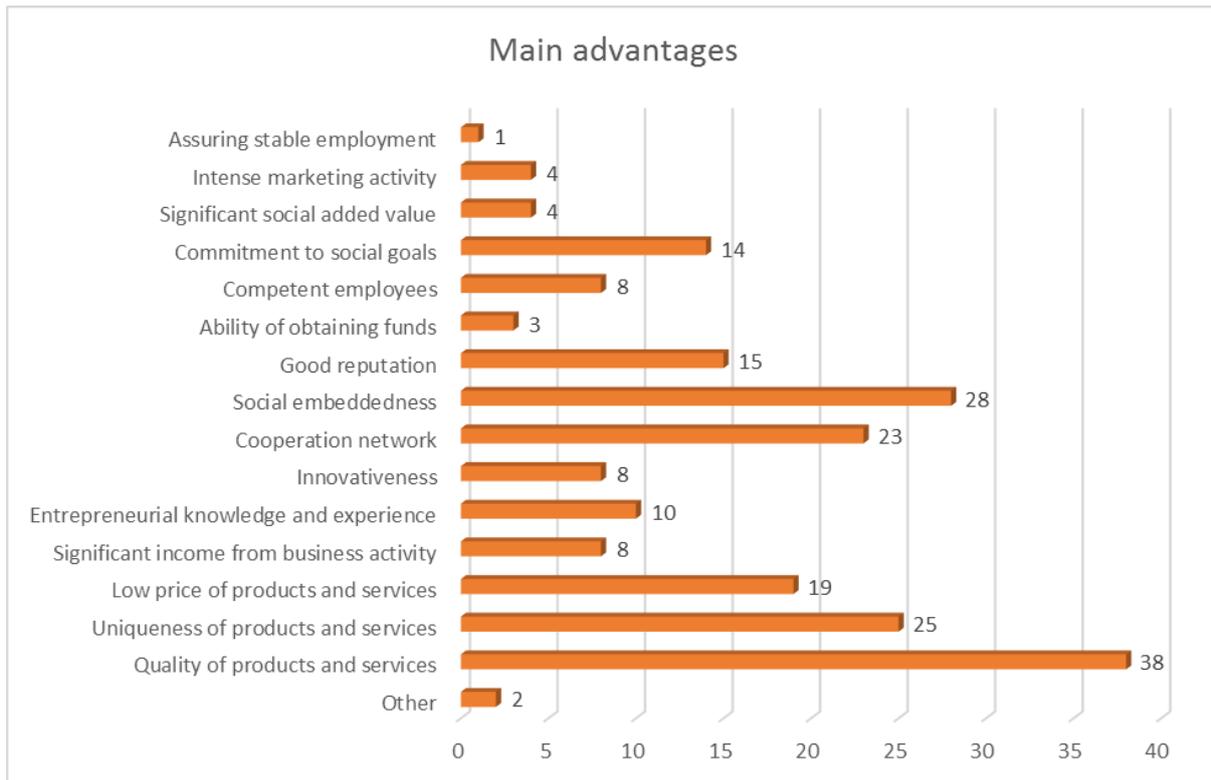


Figure 34: Main advantages of organisations

Main weaknesses of organisations

65% of organisations that participated in the survey cited lack of entrepreneurial knowledge (35), inability to secure stable employment (24), inability to raise funds (23) and low revenue from gainful activity (18) as their biggest weaknesses. Even to a minimum, the main weaknesses of their organisation were the lack of product and service uniqueness (1), lack of commitment to social goals (1), high cost of products and services (3), lack of social added value (4) and lack of innovation (4). Neither organisation cited the low price of products and services (0) or poor reputation (0) as their main weakness. In addition to these weaknesses, organisations cited their major weaknesses as the small size of the organisation, the staff problem and the problem of obtaining adequate premises.

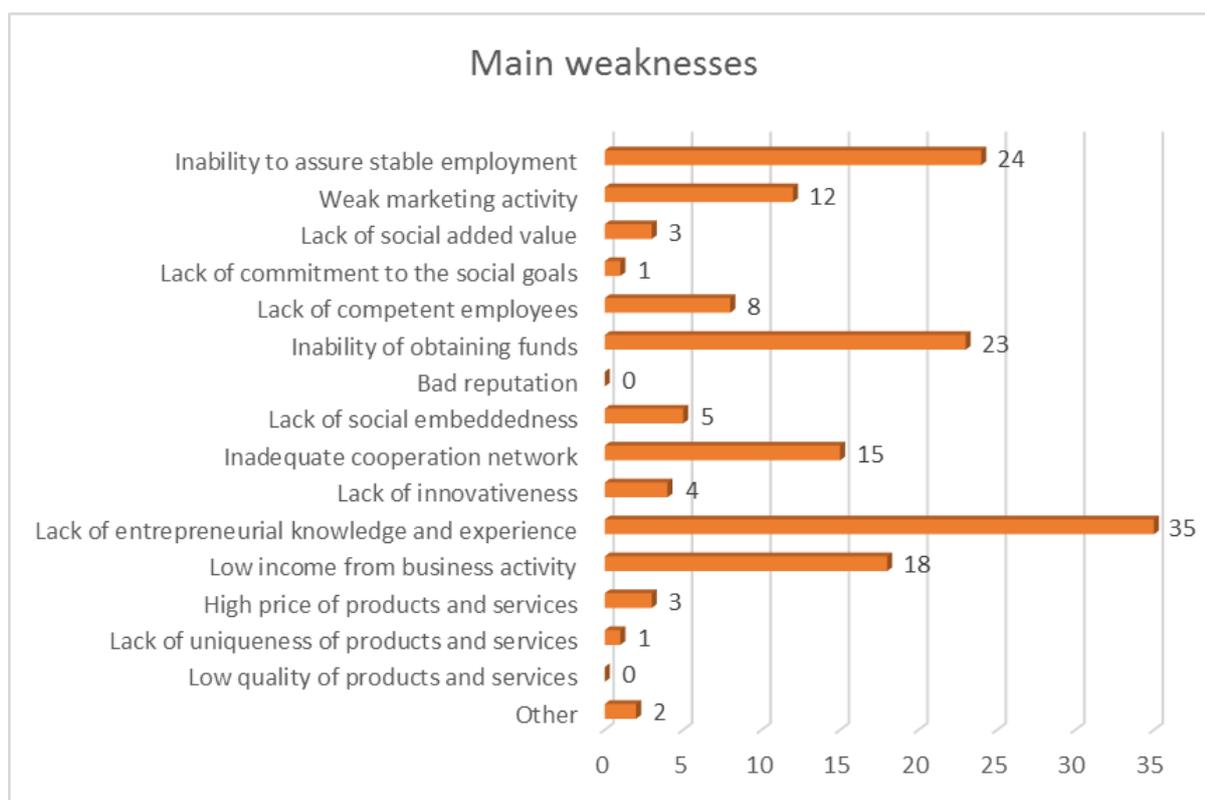


Figure 35: Main weaknesses of social enterprises

Opportunity factors of social enterprises

Nearly 85% of surveyed organisations see the greatest opportunities for their businesses in improving the business environment (50), in increasing demand for products and services (45), in increasing subsidies (28), and in growing the non-profit sector (20). To a lesser extent, they see their opportunities in more transparent legislation (14), in technological development (9) and in the increasing popularity of volunteering (2). In addition to these opportunities, organisations identified as their main opportunities a stimulating local environment for the development of social entrepreneurship and public financing of social services.

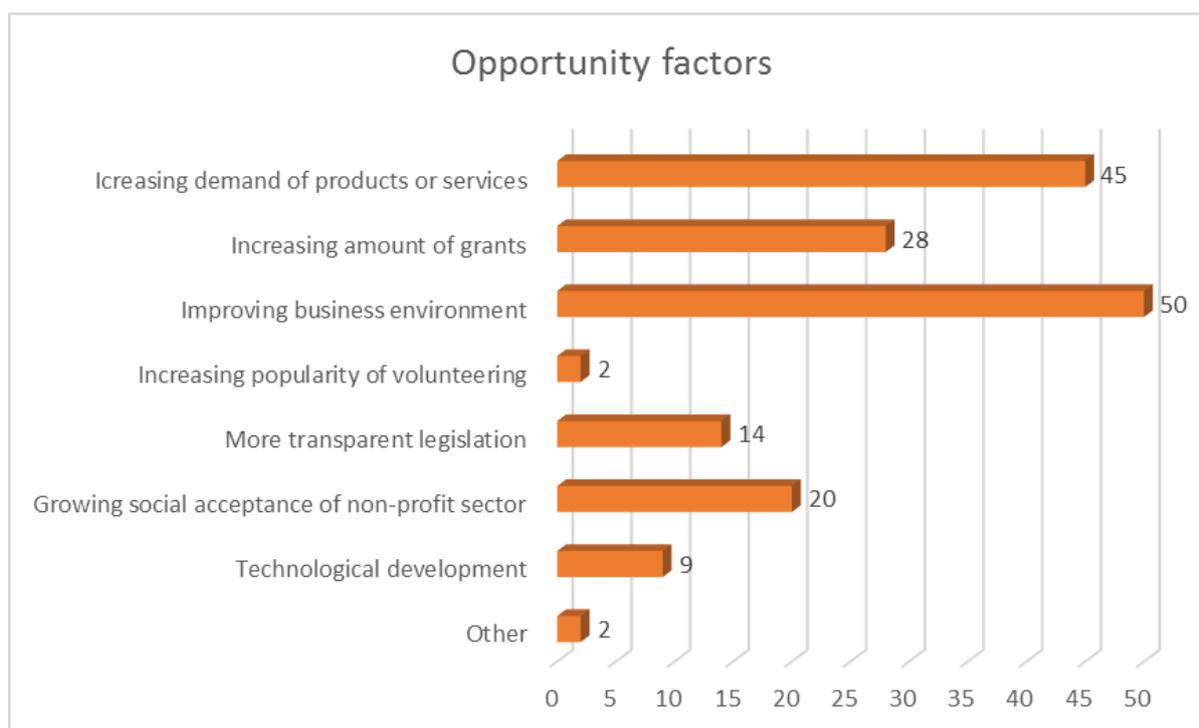


Figure 36: Opportunity factors for social enterprises

Risks and dangers associated with the functioning of social enterprises

The participating organisations have cited the deterioration of the business environment as the greatest risk and danger in relation to the functioning of their social enterprises (53). This was followed by a decrease in demand for products and services (36), opaque legislation (30), a lack of technological development (27), a decrease in state aid or benefits (21) and a decrease in the social acceptance of the non-profit sector (19). Even to the least, the participating organisations saw the risks and dangers in the functioning of their social enterprises in reducing the popularity of volunteering (3). Among other things, organisations cited a reduction in public funding and a higher price of products and services.

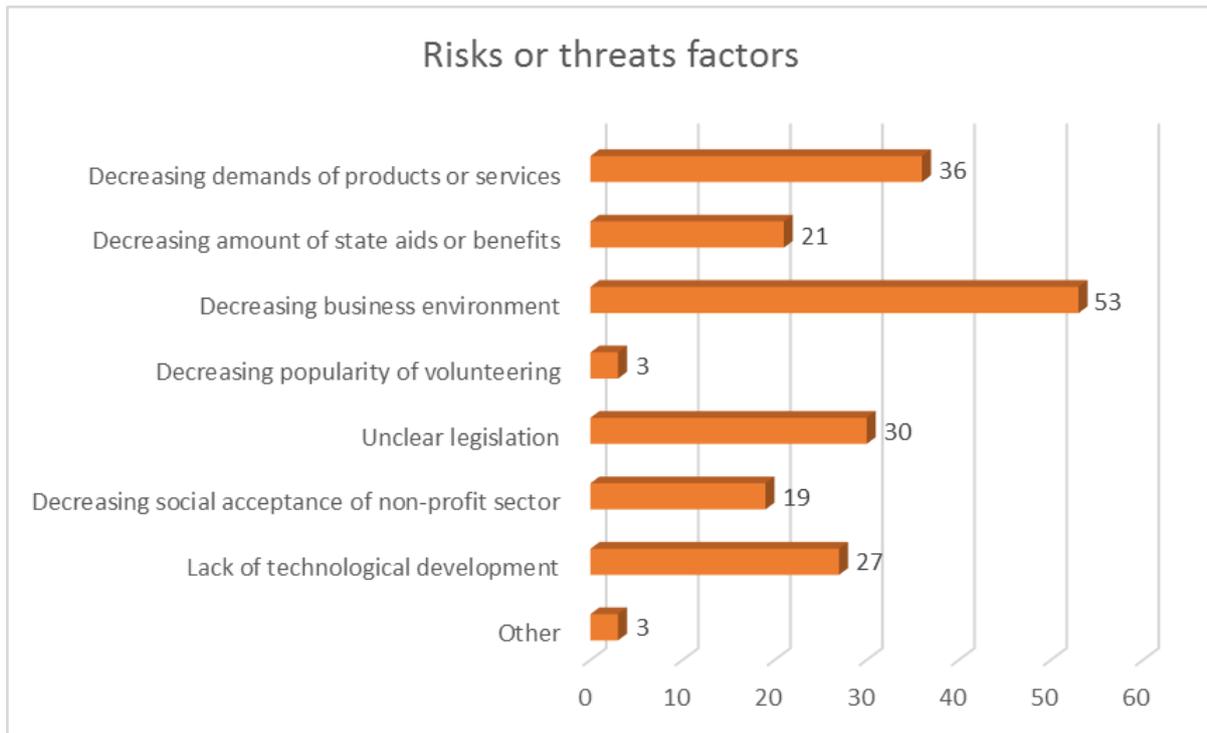


Figure 37: Risk factors and dangers in connection to the functioning of social enterprises

7. Legal and regulatory environment

Assessment of business environment

The participating organisations evaluated the business environment in which they operate from three aspects, namely transparency, bureaucratic administrative tasks and regulations for market activity. Responses varied widely, and organisations rated the business environment in the field of transparency as the best. The business environment of the participating organisations was slightly worse in terms of bureaucratic administrative tasks and market regulations.

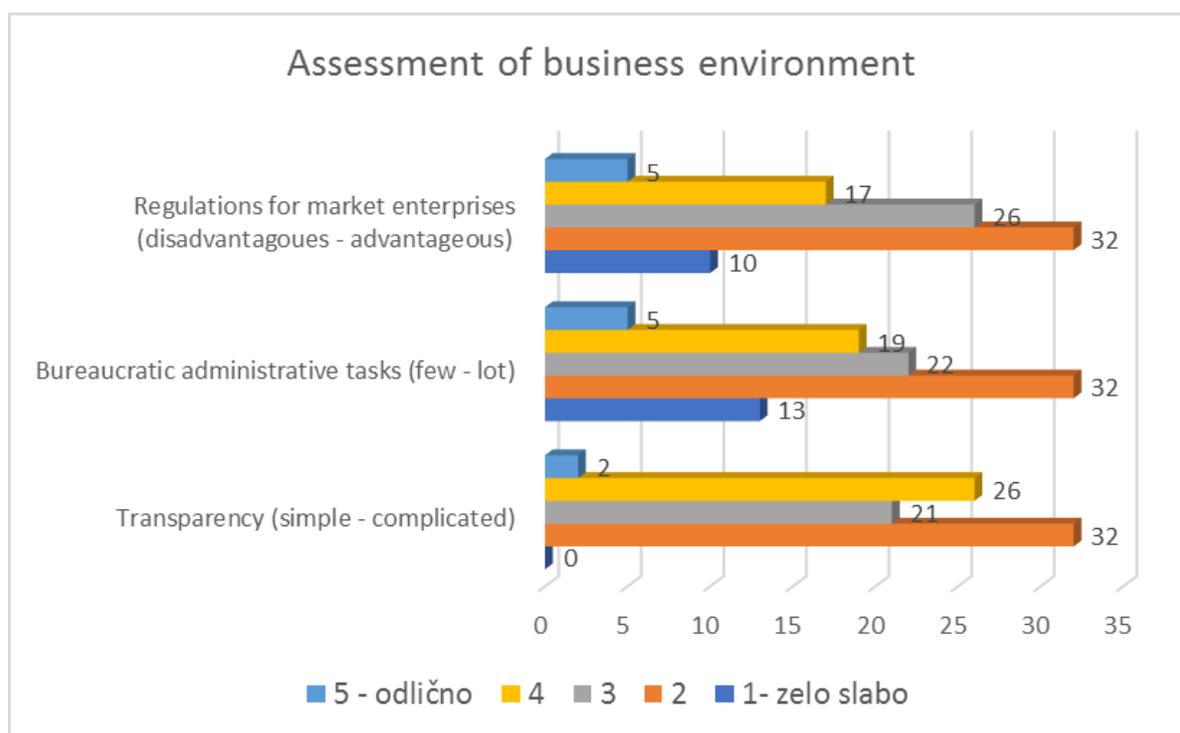


Figure 38: Assessment of business environment, in which social enterprises operate

8. Collaboration networks

Intensity of cooperation of organisations with different stakeholders

Organisations collaborate with different stakeholders in their work, the most intensive is the cooperation with other (social) companies and organisations / institutions with similar activity. Cooperation with public institutions at local level (municipalities) is also quite common. To a lesser extent, organisations cooperate with various support organisations and public institutions at national level.

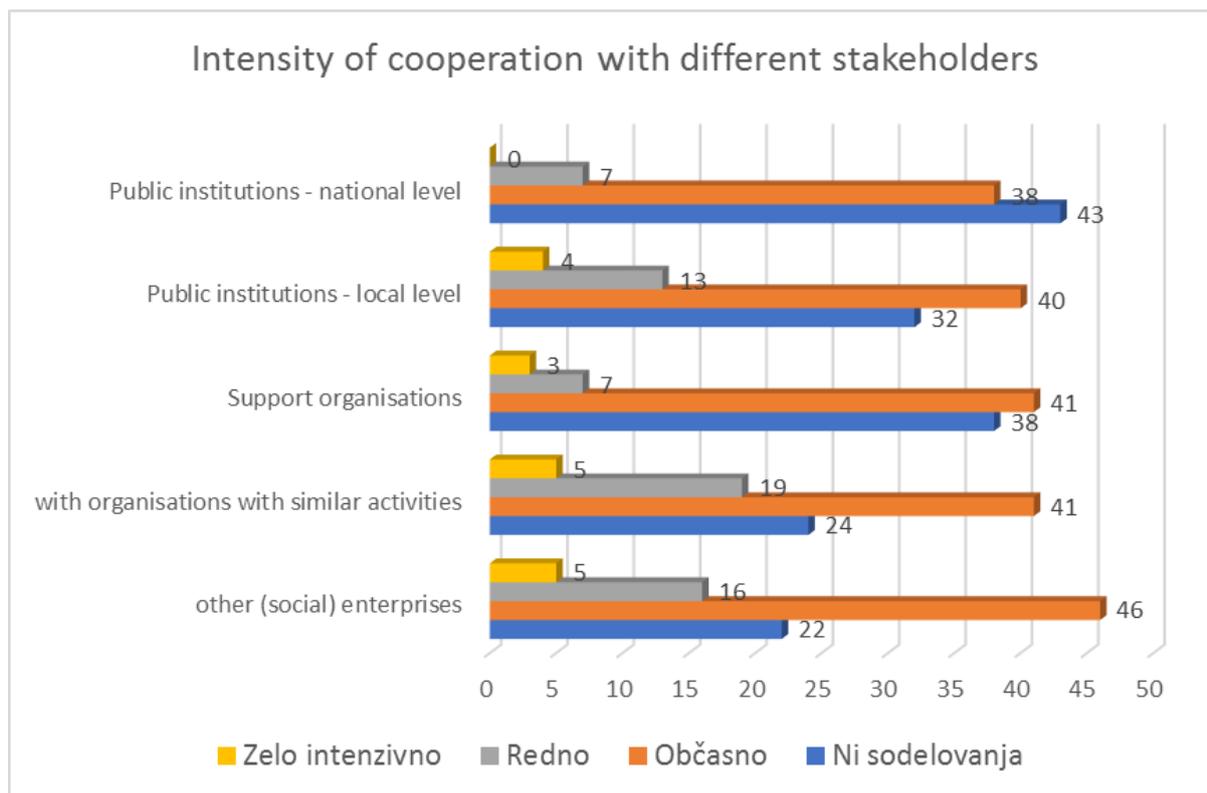


Figure 39: Intensity of collaboration of organisations with different stakeholders

Quality of cooperation of organisations with different stakeholders

Considering that the intensity of cooperation of participating organisations is highest with other (social) enterprises and with organisations / institutions with similar activity, the quality of cooperation with these stakeholders is also the highest. Cooperation with public institutions at local level (municipalities) is also good. Participation of public institutions at national level and various support organisations is the least intense and consequently of the lowest quality.

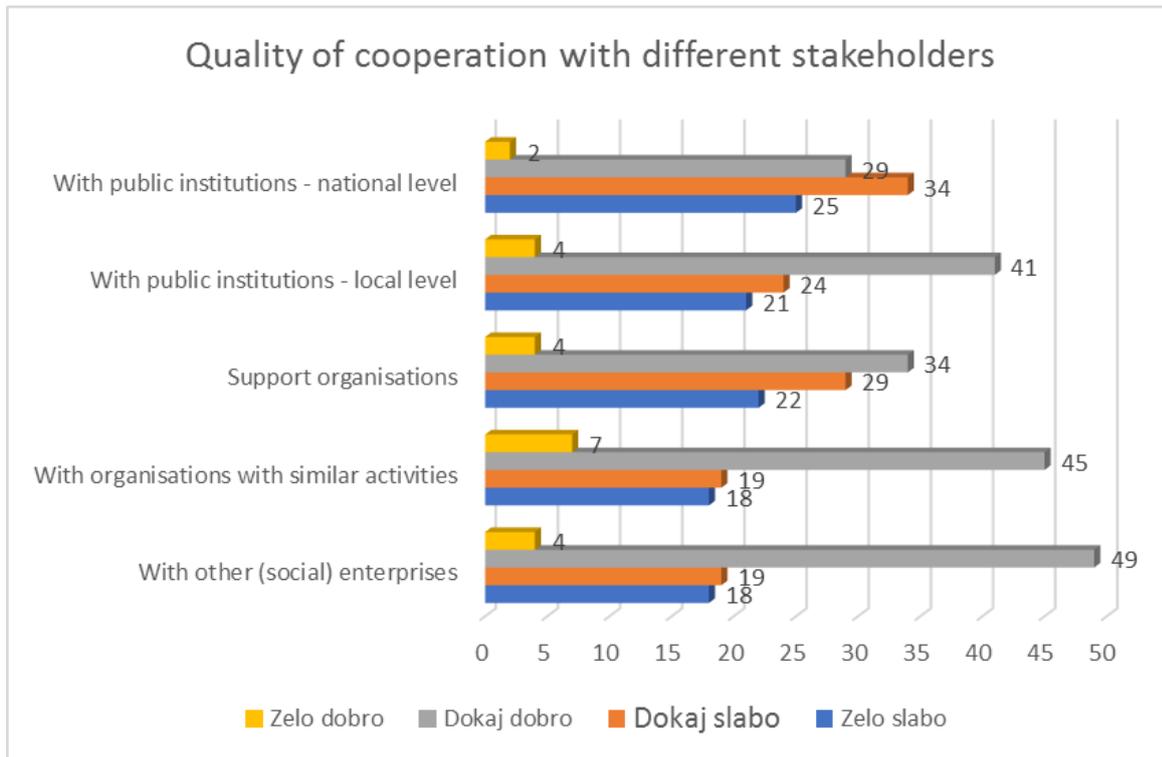


Figure 40: Quality of cooperation of organisations with different stakeholders

Importance of cooperation factors

Participating organisations evaluate intensity and quality of cooperation as equal factors in cooperation of their organisations with different stakeholders.

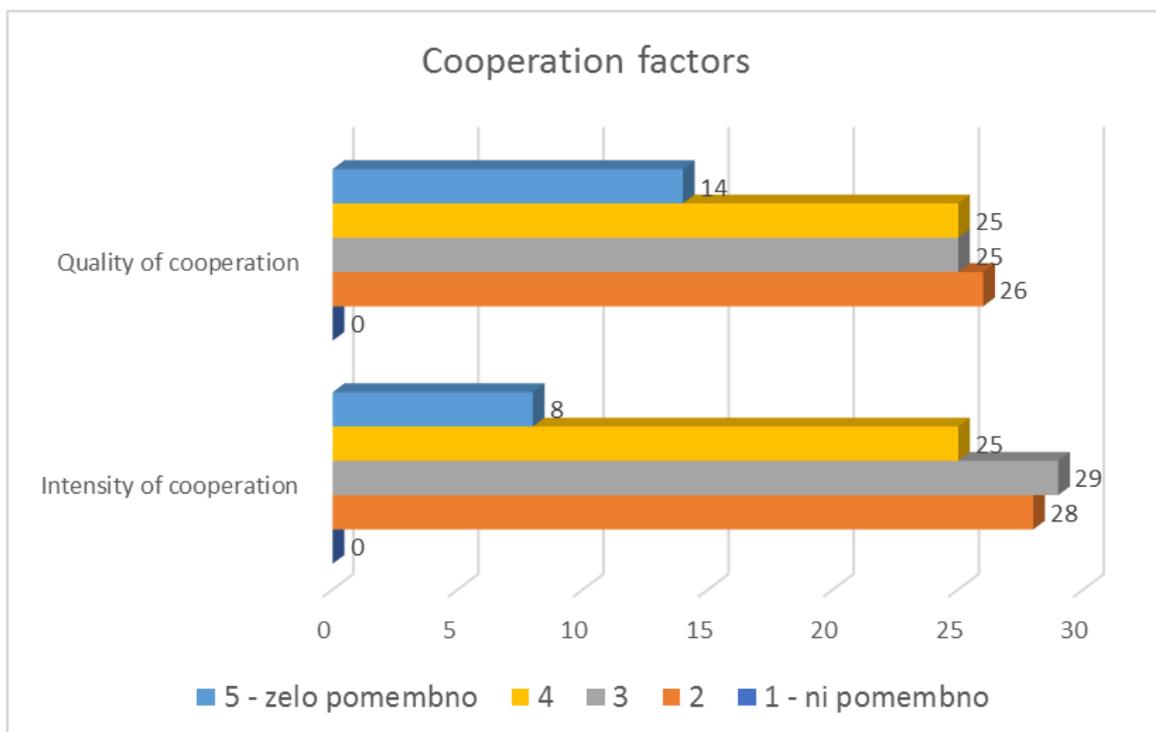


Figure 41: Importance of cooperation factors with different stakeholders

Collaboration of organisations with networks for support / connecting / collaboration

The participating organisations stated that, to the greatest extent, they were included in one of the following networks, namely the Regional support hub for non-governmental organisations of Pomurje; Regional support hub of non-governmental organisations of Podravje; Association of social economy of Slovenia; Centre for information, cooperation and development of NGOs, Development agency of Prlekija, etc.

9. Cross-border cooperation

Cooperation in cross-border programs and projects

More than 90% of organisations that participated in the survey stated that currently they do not participate in programs or projects within the cross-border cooperation, considering that 71% of these do not intend to participate in cross-border programs or projects in the future. Only 9% of organisations stated that they have participated in programs or projects within cross-border cooperation. The majority of organisations, that participate in programs or projects within cross-border cooperation, evaluate this cooperation as positive, experience with cooperation are with majority of them positive and they will also in future participate in these programs and projects.

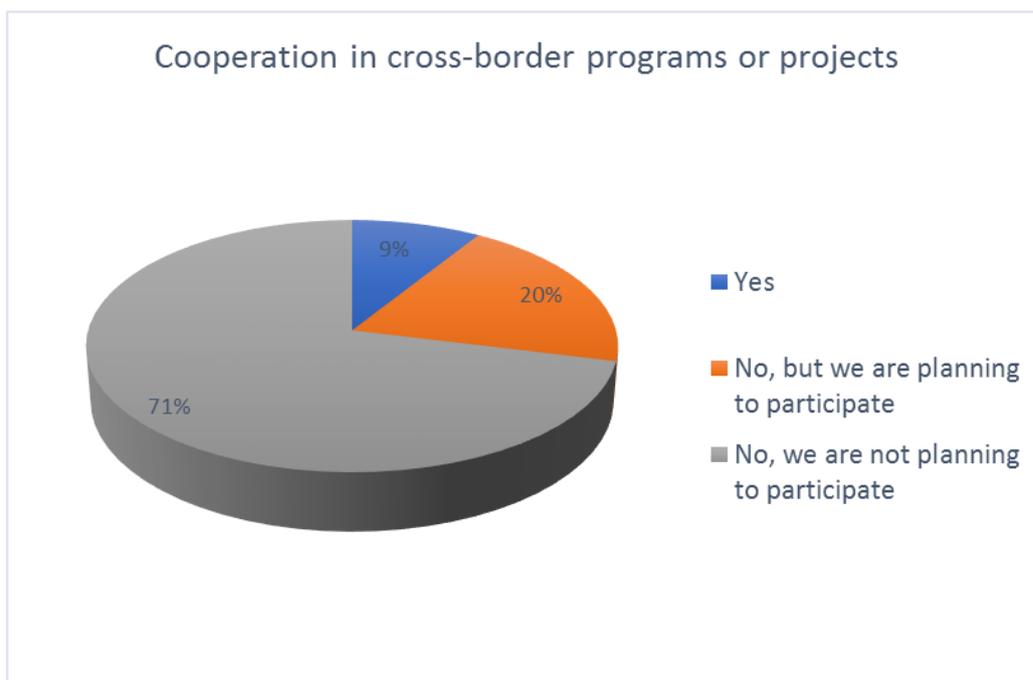


Figure 42: Cooperation of organisations in programs and projects within cross-border cooperation

Main obstacles to cross-border cooperation

The participating organisations emphasised language (53), lack of information about opportunities (36), lack of experience or human resources (33) as main obstacles for cross-border cooperation. Only to a lesser extent they listed inadequate incentives (18), lack of interest from foreign organisations (11) and lack of interest from domestic organisations as a major obstacle. Among other things, they cited the over-commitment of financial resources as the main reasons for not participating in cross-border programs or projects.

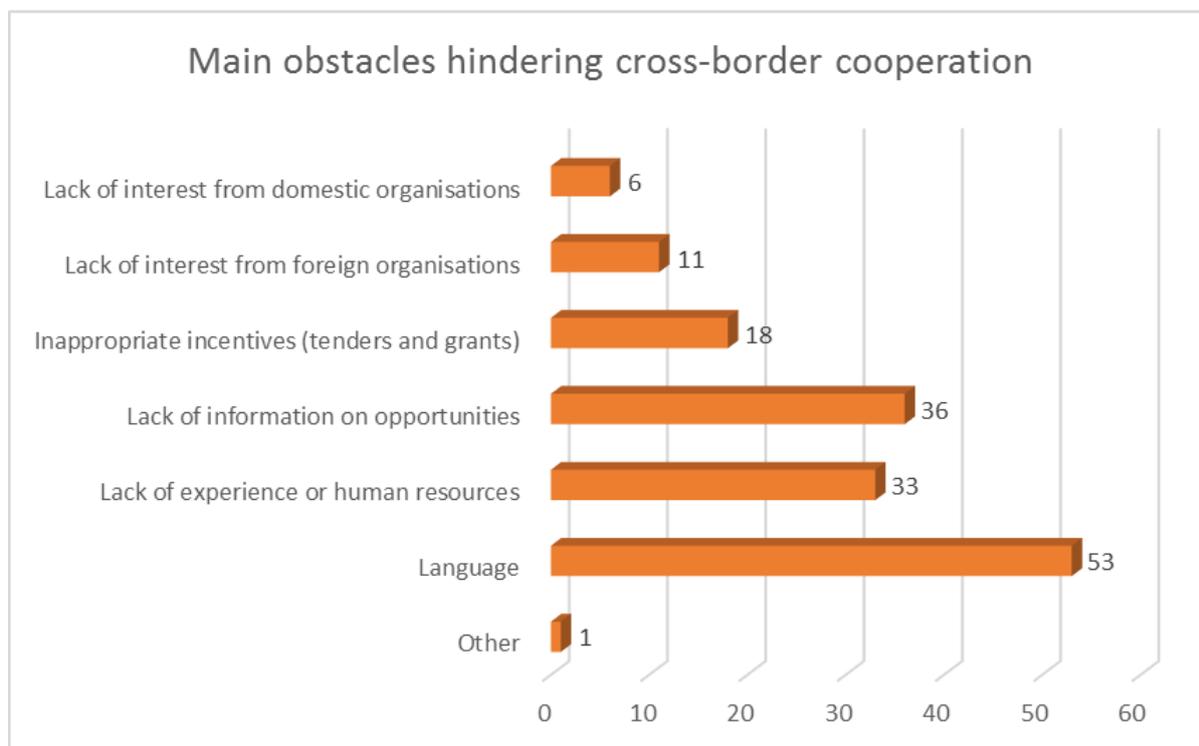


Figure 43: Main obstacles for cross-border cooperation

10. Development of social entrepreneurship in Slovenia

Regarding the question about the development of social entrepreneurship in Slovenia, the participating organisations expressed their opinion how stimulative is the environment for the development of social entrepreneurship in Slovenia and as the same time what changes would be according to them necessary and who could influence them.

The majority of organisations sees the biggest problem in the development of the social entrepreneurship in the fact, that the supportive environment for social enterprises in general is still not encouraging enough or stimulative. Social enterprises encounter the extensive legislation and uncoordinated operating of governmental and local decision-makers, economy

and non-governmental sector. At the same time, they are establishing that the term social entrepreneurship and social economy is still poorly or misunderstood, despite the fact that the supportive environment has been improving in recent years.

Organisations of social economy encounter numerous obstacles in their work, most notably lack of cooperation between different sectors, unstable environment, lack of subsidies, incentives and tenders for social enterprises, lack of recognition of the sector, lack of support from the local environment and the state, lack of knowledge and experience, etc. They also point out that the market is over-emphasised in the recent period, and social contents are increasingly becoming of secondary importance. At the same time, they state that in Slovenia we focus only on the opportunities reducing the unemployment, with the state not recognising social entrepreneurship as a good alternative entrepreneurial form of the future, nor recognising the possible future role of non-governmental organisations in soothing increased social hardship in the face of upcoming robotisation and rising unemployment, which it brings.

Among the measures that could contribute to strengthening and encouraging the further development of social entrepreneurship in Slovenia, the participating organisations mentioned various measures, namely placement of social entrepreneurship in different development documents, implementation of different educational and promotional activities, establishment of a supportive and stimulating environment, harmonised functioning of ministries, local communities and social enterprises, and increased support from local communities.

11. Mentoring

75% of organisations that participated in the survey stated that they would need mentoring in their work. Half of these stated that they would need mentoring in the field of legal consultancy (59) and strategic planning (52). At the same time they stressed that they would need mentoring also in other areas, but to a lesser extent, in areas of project management (21), in the field of management of the organisation (16), accounting (16) and marketing (16), in the field of advocacy (14), in the area of advertising (10) and in the area of social media management (9).



Figure 44: Areas, in which social enterprises would need mentoring



8. SUMMARY OF THE ANALYSIS

Analysis carried out that dealt with various areas of activity of social enterprises in the Pomurje and Podravje regions, namely the operational and financial characteristics of organisations, employment and human resources, motivation for the functioning of organisations in the field of social entrepreneurship, social effects and needs assessment, successes and risk factors, legal and regulatory environment, cooperation networks, cross-border cooperation, the development of social entrepreneurship and the need for mentoring, we examined the functioning of social economy organisations in the Pomurje region and Podravje region from different angles.

There are 268 registered social enterprises in Slovenia (31.12.2019), of which almost half are in the Pomurje region and Podravje region. Institutes, cooperatives and societies predominate among social enterprises in terms of a legal form. In addition to these, there are other social economy entities in the region, which include entities other than social enterprises, namely cooperatives, sheltered workshops, employment centres, etc. They operate on the principles of social entrepreneurship, although they are not legally registered as social enterprises.

The vast majority of participating organisations operate in the area of their region or district, with very little international operations. In regards to obtaining financial assets for the operation of organisations, it turned out that organisations generated the most revenue through profit-making activity. This is certainly positive, pointing to the trend of social enterprises turning to the market as well as being entrepreneurial. At the same time, a large part of the revenues comes from public grants and project financing. However, one third of all participating organisations had no revenue. Most of the organisations' expenses were material and personnel costs.

According to the results of the survey, the gender representation of the participating organisations was in favour of the male gender (59%). Most of the employees were in the 30-49 age group and were employed full-time. As a rule, the organisations carried out their gainful activity in the field of wholesale and retail trade, repair, art, entertainment, recreation,

various business services and tourism, as well as accommodation and catering activities. These activities together accounted for 60% of all profit-making activities of the participating organisations.

The motivation to work in the field of social entrepreneurship varied widely among the participating organisations. To the greatest extent, the main motive for establishing a social enterprise was the pursuit of social goals, alleviation of social problems, cooperation coordination, involvement of partners, ensuring democratic decision-making., transparency of operation, pursuit of gainful activities and the possibility of obtaining subsidies.

The social goals of the participating organisations touch on different areas. To a large extent, the social objectives relate to the preservation of tradition, the strengthening of local and regional cooperation in the social field, education, research, social services, local and regional development in the economic field and charitable activity.

Organisations work with different target groups, mostly with the unemployed, the elderly, the poor and the disabled, with the majority of participating organisations stating that they do not carry out an assessment of the needs of the target groups in their organisations. Only 16% of organisations indicated that continuous evaluation of the needs of the target groups is a very important factor in their operation. As the most important indicator of evaluating the needs of the target groups, the organisations cited the number of clients or users of their services.

Likewise, most organisations do not collect or only occasionally collect information about the long-term effects of their social activities, with such information being predominantly collected by the organisations themselves. Organisations cited lack of financial and human resources and a lack of time as reasons for not collecting information on the long-term effects of their social activities.

Only about half of the participating organisations value their performance as successful or very successful. The main advantages of their company are according to them the quality of products and services, social inclusion and uniqueness of their products and services, with the

greatest opportunities being in the field of improving the business environment and the possibility of greater accessibility to financing sources respectively. Social businesses face many obstacles in their business; the ones that stand out the most are lack of cooperation between different sectors, unstable environment, lack of subsidies, incentives and tenders for social enterprises, unrecognizability of the sector, lack of local and state support, lack of knowledge and experience and high operating costs. Participants also highlighted the lack of professional counselling from competent institutions and the demanding bureaucracy in obtaining public funds. In addition, organisations must achieve satisfactory economic results while abide by the mission of their social enterprises.

Organisations collaborate in their work with different stakeholders; the most intensive is the cooperation with other (social) enterprises and organisations / institutions with similar activity. Quite frequent is also cooperation with public institutions at local level (municipalities). Given that the intensity of cooperation of the participating organisations is highest with other (social) enterprises and with organisations / institutions with similar activity, the quality of cooperation with these stakeholders is also highest. According to the results of the analysis, it is necessary to highlight the very poor participation of the participating social enterprises in the various cross-border cooperation programs and projects. More than 90% of the organisations that participated in the survey indicated that they do not currently participate in programs or projects within cross-border cooperation, with the fact that 71% of them do not intend to participate in cross-border programs or projects in the future. However, only 9% of organisations indicated that they were already participating in programs or projects within cross-border cooperation.



9. CONCLUSION

Social entrepreneurship is an innovative form of entrepreneurship with the emphasis on social solidarity, networking, cooperation and responsible treatment of the environment, society and people. Typically, the motives that led social entrepreneurs to take the entrepreneurial path are solving social, economic, environmental and other challenges in society in a creative and innovative way. Social entrepreneurs create new workplaces for vulnerable groups of people with fewer employment opportunities (poor, unemployed, first time employment seekers, young people, the elderly, drug addicts, homeless people, etc.). Being part of the social economy, social entrepreneurship is one of the answers to problems that we face in a modern society. It focuses on solving social, environmental and economic problems in a socially responsible and entrepreneurial way. The concept of social entrepreneurship in Slovenia was fully defined by the Social Entrepreneurship Act (ZSocP), the definition of which can be stated as basic and fundamental for Slovenia.

Social entrepreneurs generally tackle areas that are not of interest for classical entrepreneurs because they do not generate high financial returns. They also address areas that are not satisfactorily addressed by the state or local communities. They often deal with the unemployment issues of young people and other vulnerable groups, with accumulating of variety of waste and materials, with promotion of healthy lifestyle, they increase local supply with locally produced food and other goods, and create various products and services.

Social entrepreneurship in Slovenia is slowly but steadily developing, which is reflected in the steady increase in the number of registered social enterprises or in the increase in the number of organisations dealing with the fields of social economy. Social enterprises thus appear in all non-profit-making legal organisational forms.

In spite of there being in the whole Slovenia, as well as in Pomurje region and Podravje region, a large number of good practices and success stories when talking about the development of the social economy, and that many positive changes have been made in the field of social entrepreneurship in recent years, companies are still facing some obstacles in their path. The supportive environment in Slovenia is still not encouraging for social enterprises. Social entrepreneurs are confronted with complex legislation, poor market conditions and also with

uncoordinated operating of representatives of the state and local authority, the economy and the NGO sector. In addition to financial difficulties (e.g. related to starting a social enterprise), a lack of entrepreneurial skills also represents a significant obstacle in doing business for social entrepreneurs. Weaknesses include the inadequately developed mechanisms of analytical monitoring of social entrepreneurship.



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12. APPENDIX: SURVEY QUESTIONNAIRE

Anketa o socialnem podjetništvu

Kot del raziskovalnega programa "Mednarodna mentorska mreža za socialno podjetništvo," ki je del Programa sodelovanja Interreg V - A Slovenija-Madžarska, izvajamo raziskavo o socialnem podjetništvu v čezmejnem območju (v županijah Vas in Zala na Madžarskem ter v pomurski in podravski regiji v Sloveniji). Primarni cilj študije je spoznati dejavnosti socialnih podjetij, orisati pogoje delovanja in odnose. Informacije, ki jih bo ta vprašalnik zagotovil, nam bodo pomagale pri natančnejšem oblikovanju sodelovalnih platform ter podpornih storitev, ki so glavni cilj projekta SENS NETWORK, prav tako pa prejeti predloge za izboljšanje stanja na področju socialnega podjetništva, ki bodo zbrani v pobudo in posredovani odločevalcem.

Prosimo, če si vzamete nekaj minut za sodelovanje. Hvala.

Če vas zanima več o projektu, vabljeni na spletno stran www.sensnetwork.com.

V kolikor potrebujete pomoč pri izpolnitvi ankete se obrnite na:

Sara Mlinarič

sara@lrf-pomurje.si

02 538 13 54

OSNOVNI PODATKI

Položaj v organizaciji (zapišite ali ste ustanovitelj, vodja, zaposlen, prostovoljec ipd.)

Statistična regija, v kateri ima vaše organizacija sedež:

- Podravska
- Pomurska

Pravna oblika organizacije:

- zavod



- društvo
- fundacija
- združenje
- cerkvena institucija/ustanova
- zadruga
- neprofitna d.d.
- neprofitna d.o.o.
- neprofitna komanditna družba
- druga pravna oseba
- drugo, ni pravna oseba
- Drugo:

Leto ustanovitve

Ustanovitelji organizacije

- Možnih je več odgovorov
- Fizične osebe (domače)
- Fizične osebe (tuje)
- nevladna organizacija (društvo, zavod, ustanova)
- Podjetje (domače)
- Podjetje (tuje)
- Država
- Občina
- Drugo:

OPERATIVNE in FINANČNE ZNAČILNOSTI VAŠE ORGANIZACIJE

Obseg dejavnosti (glede uporabnikov vaših storitev):

- eno naselje
- Več naselij



- Okrožje
- Regija
- Država
- Mednarodno
- Ni mogoče določiti

Znesek vseh dohodkov za zadnji dve proračunski leti (evro).
V ta polja lahko vnesete samo številke:

2017	2018
<input type="text"/>	<input type="text"/>

Znesek dohodkov iz virov, ki so določeni spodaj, za zadnji dve proračunski leti (vnesite številke). Vsota dohodkov mora biti enaka znesku pri prejšnjem vprašanju.

	2017	2018
Javno financiranje (država)	<input type="text"/>	<input type="text"/>
Javno financiranje (občina)	<input type="text"/>	<input type="text"/>
Zasebno financiranje (donacije, sponzorska sredstva)	<input type="text"/>	<input type="text"/>
Članarina članov	<input type="text"/>	<input type="text"/>
Sredstva EU	<input type="text"/>	<input type="text"/>
Pridobitna dejavnost	<input type="text"/>	<input type="text"/>

Delež finančne podpore, ki ste ga prejeli zaradi vašega statusa socialnega podjetja. Vnesite odstotek.



Znesek vseh odhodkov za zadnji dve proračunski leti. Vnesite številke.

	2017	2018
Materialni stroški	<input type="text"/>	<input type="text"/>
Stroški za osebje	<input type="text"/>	<input type="text"/>
Amortizacija sredstev	<input type="text"/>	<input type="text"/>

ZAPOSLOVANJE IN ČLOVEŠKI VIRI

Zastopanost zaposlenih po spolu v letu 2018 (%). Vnesite odstotke.

	Moški	Ženske
Spol zaposlenih	<input type="text"/>	<input type="text"/>

Porazdelitev zaposlenih po starostnih skupinah v letu 2018 (%). Vnesite odstotke.

	Pod 30 let	30 - 49 let	50 - 65	več kot 65 let
Starost zaposlenih	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Porazdelitev zaposlenih po obliki zaposlitve v letu 2018 (%). Vnesite odstotke.



Polni delovni čas

Krajši delovni čas

Drugo

Zaposlitev

Porazdelitev zaposlenih po vrsti zaposlitve v letu 2018 (%). Vnesite odstotke.

Pogodbeno	Javna dela	Poenostavljena zaposlitev	Mandatna pogodba	Prostovoljstvo	Drugo
-----------	------------	---------------------------	------------------	----------------	-------

Vrsta

zaposlitve

e

Odstotek zaposlenih iz ranljivih družbenih skupin v letu 2018.

V to polje lahko vnesite odstotek.

Označite področja pridobitne dejavnosti vašega socialnega podjetja:

Možnih je več odgovorov

- Kmetijstvo in gozdarstvo
- Rudarstvo, pridobivanje kamna, oskrba z energijo
- Oskrba z vodo, ravnanje z odpadki
- Proizvodnja
- Gradbeništvo
- Trgovina na debelo in drobno, popravila
- Prevoz in skladiščenje
- Turizem ter nastanitvene in gostinske dejavnosti
- Informacije in komunikacija
- Finančne in zavarovalniške storitve
- Poslovanje z nepremičninami



- Strokovne, znanstvene in tehnične dejavnosti
- Raznovrstne poslovne dejavnosti
- Javna uprava, obramba, socialno zavarovanje
- Izobraževanje
- Zdravstvo in socialno delo
- Umetnost, zabava, rekreacija
- Druge storitve

MOTIVACIJA

Kakšno vlogo so igrali naslednji dejavniki pri pridobitvi statusa socialnega podjetja?

Izberite ustrezen odgovor za vsako kategorijo:

Nikakor	Bolj	Bolj	Zagotovo
ne	ne	da	

Uresničevanje socialnih ciljev

Lajšanje socialnih problemov					
------------------------------	--	--	--	--	--

Opravljanje pridobitne dejavnosti

Možnost pridobivanja subvencij					
--------------------------------	--	--	--	--	--

Pridobitev davčnih olajšav

Sodelovanje, koordinacija, vključevanje partnerjev					
--	--	--	--	--	--

Transparentnost delovanja

Samopomoč					
-----------	--	--	--	--	--



Nikakor Bolj Bolj
ne ne da Zagotovo

Socialne inovacije

Spodbujanje trajnostnega razvoja

Zagotavljanje demokratičnega odločanja

Če noben izmed zgoraj omenjenih dejavnikov motivacije ni igral znatne vloge pri oblikovanju organizacije, opredelite glavni razlog za pridobitev statusa socialnega podjetja.

SOCIALNI UČINKI IN VREDNOTENJE POTREB

Katerih področij se dotikajo socialni cilji vašega podjetja?

Izberite vse, ki veljajo:

Možnih je več odgovorov

- Izobraževanje, raziskovanje
- Socialne storitve
- Zdravstvene storitve
- Šport, rekreacija
- Religija
- Lokalni in regionalni razvoj na gospodarskem področju
- Civilna zaščita in javna varnost
- Zagovorništvo
- Dobrodelna dejavnost
- Krepitev lokalnega in regionalnega sodelovanja na socialnem področju
- Mednarodno sodelovanje
- Ohranjanje tradicije
- Varovanje okolja
- Drugo:



Katere so primarne ciljne skupine vašega podjetja?

Možnih je več odgovorov

- Revni
- Nezaposleni, osebe s težavami pri vključevanju na trg dela
- Otroci in mladostniki
- Starejše osebe
- Osebe s slabim zdravstvenim stanjem
- Invalidne osebe
- Odvisniki
- Brezdomci
- Narodne manjšine
- Lokalne skupnosti
- Drugo:

Do kakšne mere je varovanje okolja in trajnostna raba virov eden od njihovih ciljev?

- Nikakor ne
- Malo
- Večinoma
- Popolnoma

Je kateri od naslednjih okoljskih ciljev ali dejavnosti značilen za vaše delovanje?

Možnih je več odgovorov

DA Ni jasno NE

Recikliranje

Uporaba okolju prijaznih materialov				
-------------------------------------	--	--	--	--

Uporaba okolju prijaznih tehnologij, procesov				
---	--	--	--	--

Krožno gospodarstvo				
---------------------	--	--	--	--



DA Ni jasno NE

Varčevanje z vodo in energijo

Katere metode je vaša organizacija uporabila za vrednotenje potreb ciljne skupine pred začetkom svoje dejavnosti?

- Ni bilo potrebe po vrednotenju
- Organizacija je neposredno izmerila potrebe ciljne skupine
- Organizacija je uporabila zunanje strokovnjake za vrednotenje potreb
- Drugo:

Kako pomembno po vašem mnenju stalno vrednotenje potreb ciljne skupine?

Označite na lestvici: 1=ni pomembno, 5 = zelo

- 1
- 2
- 3
- 4
- 5

S katerimi orodji ali kazalniki je po vašem mnenju mogoče meriti socialne učinke vaših dejavnosti?

Možnih je več odgovorov

- Število ustvarjenih delovnih mest
- Število sodelujočih na usposabljanjih
- Število oseb, ki prejemajo socialne ali zdravstvene storitve
- Število prejemnikov finančne pomoči ali podpore
- Število strank / uporabnikov storitev
- Število oseb z dohodkom
- Število uporabnikov infrastrukturnih storitev



- Število izplačanih plač
- Število oseb z boljšimi življenjskimi pogoji
- Število vzdrževanih in nadgrajenih objektov
- Število oseb, ki so vključene v kulturne, športne in rekreacijske dejavnosti
- Število oseb, ki so vključene v programe za razvoj skupnosti
- Število upravičencev programov okoljske in energetske učinkovitosti
- Število ustvarjenih ali razvitih podjetij
- Število podprtih podjetij
- Število razvitih sodelovanj
- Drugo:

Kateri so dolgoročni socialni učinki vaše organizacije?

Možnih je več odgovorov

- Krepitev socialne kohezije
- Bolj odprta in inkluzivna družba
- Zagotavljanje človeškega dostojanstva
- Spodbujanje socialne vključenosti
- Ustvarjanje aktivnejših socialnih odnosov
- Spodbujanje enakih možnosti
- Razvijanje posameznikovih kompetenc
- Ohranjanje kulturnih vrednot
- Zmanjševanje revščine
- Zagotavljanje boljših finančnih pogojev
- Zagotavljanje boljših življenjskih razmer
- Zmanjševanje nezaposlenosti
- Izboljševanje zdravstvenih razmer
- Gospodarski razvoj
- Razvoj nevladnih organizacij
- Drugo:



Ali je rezultat socialne aktivnosti organizacije po vašem mnenju mogoče izraziti v denarju?

- Da
- Ne

Ali organizacija zbira informacije o dolgoročnih učinkih svojih socialnih aktivnosti?

- da, redno
- da, občasno
- ne

Do kakšne mere so bile zastavljene vrednote in cilji organizacije, dosežene med delovanjem?

- Nikakor ne
- Do manjše mere
- Večinoma
- Popolnoma

USPEH IN DEJAVNIKI TVEGANJA

V kakšni meri bi dejavnost vašega podjetja ocenili kot uspešno (na 5-stopenjski lestvici; 1 - neuspešno, 5 - uspešno)?

- 1
- 2
- 3
- 4
- 5

Katere so glavne prednosti vašega socialnega podjetja?

Možnih je več odgovorov

- Kakovost produktov in storitev
- Edinstvenost / unikatnost produktov in storitev
- Nizka cena produktov in storitev
- Znatni dohodek od pridobitne dejavnosti



- Podjetniško znanje in izkušnje
- Inovativnost
- Sodelovalna mreža
- Socialna vpetost
- Dober ugled
- Sposobnost pridobivanja sredstev
- Kompetentni zaposleni
- Zavezanost k socialnim ciljem
- Znatna socialna dodana vrednost
- Intenzivna tržna dejavnost
- Zagotavljanje stabilne zaposlitve
- Drugo:

Katere so po vašem mnenju glavne slabosti vašega socialnega podjetja?

Možnih je več odgovorov

- Nizka kakovost produktov in storitev
- Pomanjkanje edinstvenosti produktov in storitev
- Visoka cena produktov in storitev
- Nizek dohodek od pridobitne dejavnosti
- Pomanjkanje podjetniškega znanja in izkušenj
- Pomanjkanje inovativnosti
- Pomanjkljiva mreža za sodelovanje
- Pomanjkanje socialne vpetosti
- Slab ugled
- Nesposobnost pridobivanja sredstev
- Pomanjkanje kompetentnih zaposlenih
- Pomanjkanje zavezanosti k socialnim ciljem
- Pomanjkanje socialne dodane vrednosti
- Šibka tržna dejavnost
- Nezmožnost zagotavljanja stabilne zaposlitve



- Drugo:

Katere dejavnike vidite kot priložnosti za vaše socialno podjetje?

Možnih je več odgovorov

- Povečanje povpraševanja po produktih in storitvah
- več subvencij
- Izboljšanje poslovnega okolja
- Povečanje priljubljenosti prostovoljstva
- Preglednejša zakonodaja
- Rast neprofitnega sektorja
- Tehnološki razvoj
- Drugo:

Katere dejavnike vidite kot tveganja ali nevarnosti v zvezi z delovanjem vašega socialnega podjetja?

Možnih je več odgovorov

- Zmanjšanje povpraševanja po produktih in storitvah
- Zmanjšanje državne pomoči ali ugodnosti
- Poslabšanje poslovnega okolja
- Zmanjšanje priljubljenosti prostovoljstva
- Nepregledna zakonodaja
- Zmanjšanje družbene sprejetosti neprofitnega sektorja
- Pomanjkanje tehnološkega razvoja
- Drugo:

PRAVNO IN REGULATIVNO OKOLJE



Kako bi ocenili poslovno okolje, v katerem delujete:

Izberite ustrezen odgovor za vsako kategorijo (1 - zelo slabo 5 - odlično):

Možnih je več odgovorov

1 2 3 4 5

preglednost (preprosto - zapleteno)

birokratske upravne naloge (malo - veliko)

predpisi za tržno dejavnost (neugodno - ugodno)

MREŽE ZA SODELOVANJE

Opišite INTENZIVNOST sodelovanja vaše organizacije s sledečimi deležniki: (Izberite ustrezen odgovor za vsako postavko)

Možnih je več odgovorov

Ni sodelovanja Občasno Redno Zelo intenzivno

z drugimi (socialnimi) podjetji

z organizacijami/institucijami s podobno dejavnostjo

s podpornimi organizacijami (povezovalne, zagovorniške, strokovne institucije: regijska stičišča, razvojne agencije, CNVOS,...)

z javnimi institucijami - lokalna raven



Ni sodelovanja Občasno Redno Zelo intenzivno

z javnimi institucijami - nacionalna raven

Opišite KAKOVOST sodelovanja vaše organizacije s sledečimi deležniki: (Izberite ustrezen odgovor za vsako postavko)

Možnih je več odgovorov

Zelo slabo Dokaj slabo Dokaj dobro Zelo dobro

z drugimi (socialnimi) podjetji

z organizacijami/institucijami s podobno dejavnostjo

s podpornimi organizacijami (povezovalne, zagovorniške, strokovne institucije: regijska stičišča, razvojne agencije, CNVOS,....)

z javnimi institucijami - lokalna raven

z javnimi institucijami - nacionalna raven

Ocenite kako pomembna se vam zdita dejavnika sodelovanja:

1 2 3 4 5

INTENZIVNOST SODELOVANJA

KAKOVOST SODELOVANJA



Ali ste včlanjeni v katero izmed mrež, ki skrbijo za podporo/povezovanje/sodelovanje?

Navedite v katero/e.

ČEZMEJNO SODELOVANJE

Ali je vaša organizacija kdaj sodelovala v kakršnih koli programih ali projektih, izvedenih v okvirju čezmejnega sodelovanja?

Izberite samo eno možnost izmed sledečih:

- da
- ne, a nameravamo sodelovati
- ne, ne nameravamo sodelovati

Kakšne so vaše izkušnje glede čezmejnega sodelovanja?

Katere so po vašem mnenju glavne ovire za čezmejno sodelovanje?

Izberite vse, ki veljajo:

Možnih je več odgovorov

- Pomanjkanje zanimanja s strani domačih organizacij
- Pomanjkanje zanimanja s strani tujih organizacij
- Neustrezne spodbude (javni razpisi in subvencije)
- Pomanjkanje informacij o priložnostih
- Pomanjkanje izkušenj ali človeških virov
- jezik
- Drugo:



Kako spodbudno je po vašem mnenju okolje za razvoj socialnega podjetništva v Sloveniji? Kakšne spremembe bi bile nujne in kdo lahko vpliva nanje? Poskusite zapisati konkretne predloge / ukrepe za izboljšanje. Izpostavite lahko tudi primere dobrih praks ureditve socialnega podjetništva iz tujine.

MENTORIRANJE

Ali bi pri svojem delu potrebovali mentorstvo?

- Da
- Ne

Na katerih področjih bi potrebovali mentorstvo?

Možnih je več odgovorov

- pravno svetovanje
- upravljanje organizacije
- računovodstvo
- projektni menedžment
- področje zagovorništva
- strateško načrtovanje
- trženje
- oglaševanje
- upravljanje družbenih omrežij
- Drugo:

Ali bi želeli sodelovati v projektu SENS NETWORK in se usposobiti za mentorja, ki bi nudil podporo (potencialnim) socialnim podjetjem?

- Da
- Ne



V kolikor bi vas zanimalo usposabljanje za mentorje, nam v besedilno polje zapišite vaše kontaktne podatke ali pa nas kontaktirajte na kontakt naveden v uvodnem delu anketnega vprašalnika.

Odgovorili ste na vsa vprašanja v tej anketi. Zahvaljujemo se vam za pomoč z vašimi odgovori.