

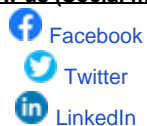
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## Welcome to our Toolbox for Promotion of Social Entrepreneurship in rural regions

Our toolbox contains financing and funding instruments targeting social enterprises and business support structures respecting the special needs of social entrepreneurs. It helps local and regional public authorities, business support organisations, development agencies and financial institutions to better support social entrepreneurship in their regions.

	<b>Business support structures</b> <b>Establish motivating conditions for social enterprises</b>
	<b>Financing schemes</b> <b>Finance business support structures and social enterprises</b>
	<b>Evaluation</b> <b>Measure and monitor social impact</b>

### **Follow us (Social media)**



### **Newsletter**

Subscribe for more information on our [website](#).

### **Contact us**

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### **Imprint**

[Imprint & Legal Notice](#)

### You want a tool for improving your business support for social enterprises?

How to establish support structures in rural areas? How can consulting formats and coaching be set up specifically for social enterprises? Those who want to promote social entrepreneurship will find useful tools here.

	<b>Acceleration/Incubation</b> Drive forward start-ups and facilitate their growth
	<b>Advisory</b> Consulting and advisory for all business areas
	<b>Education</b> Improve business knowledge, become a better entrepreneur
	<b>Networking</b> Bring together social enterprises and enable exchange of experiences
	<b>Spaces and Infrastructures</b> Office spaces and IT infrastructure
	<b>Training/Coaching</b> Continuous support of social enterprises to develop their business personality

[Home](#) / [Business support structures/Services](#)



### Acceleration/Incubation

- Business support spread among territories by network of physical hubs
- Community-based labs in rural areas
- GrandUP! - acceleration of innovative entrepreneurship with a social impact
- Incubation process with need-orientated education
- InnovArea

Advisory

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### Advisory

- Advisory and consulting, cooperation with social enterprises
- Business support and development services for social enterprises
- Crowdfunding academy for social entrepreneurs
- Incubation process with need-orientated education
- NEMO: promoting local development in marginal areas by multi-level and multi-disciplinary network

Education

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### Education

- Advisory and consulting, cooperation with social enterprises
- Business support and development services for social enterprises
- Create a new job profile by training and project work
- Crowdfunding academy for social entrepreneurs
- Incubation process with need-orientated education
- Online platform for social enterprises

Networking

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### Networking

- Advisory and consulting, cooperation with social enterprises
- Business support and development services for social enterprises
- Incubation process with need-orientated education
- NEMO promoting local development in marginal areas by multi-level and multi-disciplinary network
- Online platform for social enterprises

Spaces and infrastructures

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### Spaces and infrastructures

- Community-based labs in rural areas
- Incubation process with need-orientated education
- Scholarship to establish a community-based lab

## Training/Coaching

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### Training/Coaching

- Create a new job profile by training and project work
- Incubation process with need-orientated education
- Mentor and coaching support programme

## Financing schemes

You want to set up or improve funding and financing for social enterprises?

Existing funding and financing schemes often do not take the special characteristics of social enterprises into account. Development agencies, financial institutions and public authorities will find appropriate descriptions of grants, loans and other instruments here.

A circular icon with a red background and a white shadow. Inside the circle, there is a blue banknote and a gold coin.	<b>Grants</b>  Creating targeted incentives with grants
A circular icon with a yellow background and a white shadow. Inside the circle, there is a white flask containing dark liquid.	<b>Hybrid instruments</b>  Combining different types of support
A circular icon with a yellow background and a white shadow. Inside the circle, there is a blue credit card.	<b>Loans</b>  Loans designed to meet the needs of social enterprises

## Grants

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### Grants

- Consultancy support programme for enterprises
- Ego.Start I – Scholarship: Grant for start-ups
- Grant scheme for social enterprises
- Grant supporting universities in market transfer
- Motivation of unemployed to become an entrepreneur
- Small grants for social enterprises

## Hybrid instruments

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### Hybrid instruments

- Loan + integrated support
- Rinascimento Firenze - Programme for micro and small enterprises

## Loans

[Home / Financing schemes](#)



### Loans

- Mezzanine loan for SMEs
- Microloan
- Subsidized loan for social enterprises

## Evaluation

You want an evaluation tool?

How much social change occurred and can be attributed to an organisation's activities? What kind of monitoring systems can I use?



## Impact measurement

Methods and tools for measuring the social impact of enterprises



## Monitoring

Methods for continuous tracking and control




**Scouting and market analysis**

Detect social challenges and map social enterprises in your region

Impact measurement

[Home / Evaluation](#)




**Impact measurement**

- MarketMate (project plan pre-evaluation system)

Monitoring

[Home / Evaluation](#)



**Monitoring**

- Map of social innovation and social enterprises
- Mutual learning process through regular feedback loops

Scouting and market analysis

[Home / Evaluation](#)





### Scouting and market analysis

- Map of social innovation and social enterprises


## Tool pool

- BSS - Advisory and consulting, cooperation with social enterprises
- BSS - Business support and development services for social enterprises
- BSS - Business support spread among territories by network of physical hubs
- BSS - Community-based labs in rural areas
- BSS - Create a new job profile by training and project work
- BSS - Crowdfunding academy for social entrepreneurs
- BSS - GrandUP! - acceleration of innovative entrepreneurship with a social impact
- BSS - Incubation process with need-orientated education
- BSS - InnovAree
- BSS - Mentor and coaching support programme
- BSS - NEMO: promoting local development in marginal areas by multi-level and multi-disciplinary network
- BSS - Online platform for social enterprises
- BSS - Scholarship to establish a community-based lab
- Evaluation - Map of social innovation and social enterprises
- Evaluation - MarketMate (project plan pre-evaluation system)
- Evaluation - Mutual learning process through regular feedback loops
- Financing - Consultancy support programme for enterprises
- Financing - Ego.Start I – Scholarship: Grant for start-ups
- Financing - Grant scheme for social enterprises
- Financing - Grant supporting universities in market transfer
- Financing - Loan + integrated support
- Financing - Mezzanine loan for SMEs
- Financing - Microloan
- Financing - Motivation of unemployed to become an entrepreneur
- Financing - Rinascimento Firenze - Programme for micro and small enterprises
- Financing - Small grants for social enterprises
- Financing - Subsidized loan for social enterprises

BSS - Advisory and consulting, cooperation with social enterprises

[Home](#) / [Business support structures/Services](#) / [Advisory + Education + Networking](#)

<b>Short description</b>	Forming long-term partnership with social entrepreneurs (SEs). At the University of Debrecen they applied project based learning with SEs. Creating connection between students and social entrepreneurs. During the course students visit the voluntary social entrepreneur to help solve their different problems (finance, marketing, management) with continuous help from the professors.		
<b>Target group</b>	<ul style="list-style-type: none"> <li>✔ Existing enterprises - development phase</li> <li>✔ Existing enterprises - growth phase</li> </ul>		
<b>Benefit for target group</b>	<ul style="list-style-type: none"> <li>✔ Improving business knowledge</li> <li>✔ Improving management knowledge</li> <li>✔ Improving marketing, finance knowledge</li> </ul>	<u>Advisory components</u> <ul style="list-style-type: none"> <li>✔ Business models</li> <li>✔ Financing solutions</li> <li>✔ Management knowledge</li> <li>✔ Marketing knowledge</li> </ul>	<u>Coaching/Education components</u> <ul style="list-style-type: none"> <li>✔ Long-term cooperation</li> </ul>





<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>• Creating a connection between students and SEs</li> <li>• With the continuous involvement of university professors it provides professional consulting regarding marketing, management, finance etc.</li> <li>• Improving the marketability/survivability of the SE</li> <li>• Mutual learning: <ul style="list-style-type: none"> <li>• Improving business knowledge of SE</li> <li>• Students get aware of SE's challenges and needs</li> </ul> </li> </ul>
<b>Specific activities and resources required</b>	<u>Funding</u> <ul style="list-style-type: none"> <li>• Programme is provided by the University of Debrecen</li> </ul>
	<u>Human resources</u> <ul style="list-style-type: none"> <li>• Depending of the number of SEs joining the program: 1 student +1 professor/field/SE</li> </ul>
	<u>Implementation steps</u> <ul style="list-style-type: none"> <li>• The course is open to all students from Debrecen University, regardless of faculties</li> </ul>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Number of active meetings with SEs</li> <li>• Number of supported SEs</li> <li>• Available time frame from both sides</li> </ul>
<b>Stage of implementation</b>	 Experienced (Implemented and first experiences)
<b>Implementation area</b>	Hajdú-Bihar County (Hungary)

## Any questions? Feel free to ask us!


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BSS - Business support and development services for social enterprises

[Home](#) / [Business support structures/Services](#) / [Advisory](#) + [Education](#) + [Networking](#)

<b>Short description</b>	<p>The "MarketMate" priority project (EDIOP-5.1.2-15-2016-00001) has been implemented by the consortium of the OFA National Employment Public Benefit Non-profit Ltd. (MarketMate's lead partner), the IFKA Public Benefit Non-profit Ltd. and the Ministry of Finance.</p> <p>The overall goal of the priority project is to support the creation of new social enterprises (SEs) on the basis of existing civil and non-profit business organisations; strengthen and stabilise already operating social enterprises by providing them nonfinancial services in various areas, including project plan pre-evaluation, certification of SE, business model development, product development and marketing, social impact measurement, etc.</p>
<b>Target group</b>	<ul style="list-style-type: none"> <li> Non-enterprise entities</li> <li> Start-ups</li> <li> Existing enterprises - development phase</li> <li> Existing enterprises - growth phase</li> </ul>

<b>Benefit for target group</b>	<ul style="list-style-type: none"> <li>✔ Improving business knowledge</li> <li>✔ Getting in contact with other enterprises</li> <li>✔ Getting in contact with financing partners</li> <li>✔ Receiving marketing, sales, legal and other professional support</li> </ul>	<u>Advisory components</u> <ul style="list-style-type: none"> <li>• Business models</li> <li>• Financing solutions</li> <li>• Management knowledge</li> <li>• Financial management, legal issues, organisational development, business management, community development, HR, CSR practices, and equal opportunities</li> </ul>	<u>Coaching/Education components</u> <ul style="list-style-type: none"> <li>• One-day workshop</li> <li>• Long-term education (mentoring)</li> </ul>
<b>Measures</b>	<p>OFA National Employment Public Benefit Non-profit Ltd. (IMarketMate's lead partner)</p> <ul style="list-style-type: none"> <li>• Providing professional one-on-one consultancy and mentoring for SEs in different fields (i.e. financial management, legal issues, organisational development, business management, community development, HR, CSR practices, and equal opportunities)</li> <li>• Organising regional knowledge development events for SEs</li> <li>• Organising networking events for SEs</li> <li>• Publishing SE-related professional publications for SEs and also for other stakeholders (e.g. public authorities, financial institutions, for-profit businesses etc.) of the ecosystem</li> <li>• Implementing sector-related research programmes</li> <li>• Operating the website of the "MarketMate" priority project with several online services such as an online marketplace for SEs or an e-learning module on social entrepreneurship</li> <li>• Providing sales support to SEs(online market place, SE shop etc.)</li> </ul>		
<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>✔ Improving the marketability/survivability of SEs</li> <li>✔ Improving business knowledge of SEs</li> </ul>		
<b>Specific activities and resources required</b>	<p><u>Funding</u></p> <ul style="list-style-type: none"> <li>• Economic Development and Innovation Operative Program (EDIOP) Priority 5 NSO 10.2 (European Structural and Investment Funds - Investment for Growth and Jobs programme)</li> </ul> <p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• 2.3 billion HUF (6.76 million €)</li> </ul> <p><u>Human resources</u></p> <p>OFA National employment Public Benefit Non-profit Ltd.</p> <ul style="list-style-type: none"> <li>• 1 project manager</li> <li>• 1 financial manager</li> <li>• 1 professional manager</li> <li>• 1 communication expert</li> <li>• 6 regional SE experts (1/region)</li> <li>• 6 SE mentors (1/region)</li> </ul> <p><u>Other resources</u></p> <ul style="list-style-type: none"> <li>• Project webpage</li> <li>• E-learning platform</li> <li>• Online marketplace</li> <li>• Onsite SE shop</li> </ul> <p><u>Implementation steps</u></p> <p>OFA National employment Public Benefit Non-profit Ltd.</p> <ul style="list-style-type: none"> <li>• Basic sector analysis</li> <li>• Feasibility Study</li> <li>• Site visits by regional SE experts at SEs, mapping the development needs of the target group</li> <li>• Necessity based development services (personal consultancy, trainings, workshops, e-learning, networking and sales support etc.)</li> </ul>		







<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Thorough and extensive sector analysis</li> <li>• Detailed assessment and analysis of the needs of the target group</li> <li>• Integration of good practices and experiences of former priority projects providing business support services to SEs</li> <li>• Regional network of SE advisors</li> <li>• Site visits by regional SE experts at SE</li> <li>• Regional offices operating as contact points for SEs</li> <li>• Direct and intensive relationships between the target group and the regional experts</li> <li>• Trust between the parties</li> <li>• Necessity based development services (personal consultancy, trainings, workshops, e-learning etc.)</li> </ul>
<b>Stage of implementation</b>	 Experienced (Implemented and first experiences)
<b>Implementation area</b>	Hungary
<b>Other tools suitable for combination</b>	<ul style="list-style-type: none"> <li>• <a href="#">Grant schemes</a> (EDIOP-5.1.3-16 and EDIOP-5.1.7-17)</li> <li>• <a href="#">Subsidized loan for social enterprises</a> (EDIOP-8.8.1-17)</li> </ul>

### Any questions? Feel free to ask us!


<b>Further information</b>	<ul style="list-style-type: none"> <li>• <a href="http://piactars.hu/">http://piactars.hu/</a></li> <li>• <a href="https://www.palyazat.gov.hu/ginop-512-trsadalmi-cl-vllalkozsok-sztnzse#">https://www.palyazat.gov.hu/ginop-512-trsadalmi-cl-vllalkozsok-sztnzse#</a></li> </ul>
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BSS - Business support spread among territories by network of physical hubs

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<b>Short description</b>	The Italian programme (called "innovare in rete") annually selects and supports innovative and entrepreneurial projects with capital funds and business services. The idea is to integrate financial service, investments and business support. Therefore a consortium of partners (with different expertises) build a network of physical hubs distributed on the national territory. These hubs act as innovation accelerators (example: Open Incet by Fondazione Giacomo Brodolini) and offer support in the scouting, the assessment, the funding procedures and the implementation phase of the proposed projects.		
<b>Target group</b>	 Existing enterprises - development phase  Existing enterprises - growth phase		
<b>Benefit for target group</b>	 Improving business knowledge  Using infrastructure possibilities  Getting in contact with other enterprises  Getting in contact with financing partners	<u>Advisory components</u> <ul style="list-style-type: none"> <li>• Business models</li> <li>• Financing solutions</li> <li>• Management knowledge</li> </ul>	<u>Coaching/Education components</u> <ul style="list-style-type: none"> <li>• Long-term education</li> </ul>

<b>Measures</b>	<p>3 kind of services delivered by the partners (who operate through the Hubs)</p> <p><u>1. Pre-evaluation services (services in order to achieve a subsidised loan)</u> (Delivered by all consortium partners and coordinated by the general coordinator - see detailed description below)</p> <ul style="list-style-type: none"> <li>• Internal repository with collection of applications</li> <li>• Cataloging of applications</li> <li>• Pre-assessment</li> <li>• Acquisition of the preliminary opinions on the proposed project idea</li> <li>• Elaboration of the summary form of each application on the basis of the analysis and preliminary opinions collected</li> <li>• Final pre-evaluation report</li> </ul> <p><u>2. Technical assistance services for the projects</u> (Delivered by the network of experts to the selected projects. The objective is to ensure a qualified basic support. Activities are chosen by the enterprises and properly reported in the business plan under R&amp;D costs, up to the 10% of the project value.</p> <ul style="list-style-type: none"> <li>• Support in applying for financing and monitoring <ul style="list-style-type: none"> <li>• Technological assessment &amp; foresight (analysis and mapping of processes, definition of requirements in technical specifications, scouting and selection of target technology, identification of main application areas, definition of KPIs)</li> <li>• Evaluation of the potential of the project idea and the feasibility of the business and service model, support for the review of the business plan; mentoring</li> <li>• Strategic, legal, administrative and financial advice (elaboration of the project vision, preliminary analysis for the redesign of business processes, legal and administrative requirements, constitutions, amendments to the articles of association, capital increase, equity capital work, acquisition of the status of an innovative company, analysis of the taxation of the sector, cost-benefit analysis, determination of the financial needs of the project, assistance in the preparation of the economic and financial plan)</li> </ul> </li> </ul> <p><u>3. Additional services</u></p> <ul style="list-style-type: none"> <li>• Opportunity to define a specific work plan which is designed taking into account the specific and concrete needs of the projects. Activities are chosen by the enterprises and properly reported in the business plan up to the 10% of the project value and evaluated by Banca Etica.</li> </ul>
<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>✓ Increasing the number of SEs</li> <li>✓ Improving the marketability/survivability of SEs</li> <li>✓ Improving business knowledge of SEs</li> </ul>
<b>Specific activities and resources required</b>	<p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• Up to €700,000 considering a minimum grant of €100,000 per project</li> </ul> <p><u>Human resources</u></p> <ul style="list-style-type: none"> <li>• Depending of the number of SEs joining the programme</li> </ul> <p><u>Implementation steps</u></p> <p>Create a network of innovation hubs from consortium partners, able to sustain the selected projects among the territory; the core activities are the same in all innovation hubs. Determination of a General Coordinator either among the consortium partners or separately.</p> <p>During the program, technical assistance services delivered are chosen by enterprises. Each consortium partner has a focus and a role in the process:</p> <ul style="list-style-type: none"> <li>• Fondazione Giacomo Brodolini <ul style="list-style-type: none"> <li>• Assessment of competencies</li> <li>• Mentoring</li> <li>• Coaching and tailored training</li> </ul> </li> <li>• Entopan <ul style="list-style-type: none"> <li>• Advisory on Legal, Administrative and Financial aspects.</li> <li>• Marketing and communication</li> <li>• ICT assessment</li> </ul> </li> <li>• Fondazione Bruno Kessler <ul style="list-style-type: none"> <li>• Assessment &amp; Technological Foresight</li> <li>• R&amp;D and Copyrights</li> </ul> </li> </ul>









<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Assessment activity and in particular the direct confrontation with the customer/people. Furthermore, the in-house analysis of an individual's skill and the defining of an organizational body are positive</li> <li>• Tailor-made support</li> <li>• Catalogue of expert and sectors</li> </ul>
<b>Stage of implementation</b>	 Pilot (Not yet implemented, but first project(s) in realisation.)
<b>Implementation area</b>	Italy
<b>Other tools suitable for combination</b>	Financing tools e.g. <a href="#">Loan + integrated support</a> , tool for impact evaluation

## Any questions? Feel free to ask us!


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BSS - Community-based labs in rural areas

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<b>Short description</b>	<p>Rural areas are less populated, i.e. there are fewer people and therefore fewer initiatives and creative approaches to meet challenges. This is precisely why spaces are needed to bring creative minds together and enable them to develop a vision and to start-up a business. At the same time, there are also opportunities like geographical proximity and a strong sense of community compensating lower prosperity and lack of funding.</p> <p>The idea: Local/regional challenges can be turned into opportunities when an abandoned house is revitalised as a lab and built up through the local community's support. This community-based lab is an incubator for rural areas taking into account rural resources and challenges like the high vacancy rate or fewer initiatives. These local labs have to be attractive, easy to access, and with the necessary resources to work effectively.</p>
<b>Target group</b>	<ul style="list-style-type: none"> <li> Non-enterprise entities</li> <li> Start-ups</li> <li> Existing enterprises - development phase (as customers, sponsors or partners)</li> <li> Existing enterprises - growth phase (as customers, sponsors or partners)</li> </ul>
<b>Benefit for target group</b>	<ul style="list-style-type: none"> <li> Using infrastructure possibilities</li> <li> Getting in contact with other enterprises</li> <li> Getting in contact with financing partners</li> <li> Other: New prospects and recognition for locals, returnees, people with high potential, and for those with entrepreneurial intentions</li> </ul>

<b>Measures</b>	<ul style="list-style-type: none"> <li>• Find a team and an organisation with the commitment to run the lab. They need to have or acquire the competences, resources, and networks to develop a working space and founding support (e.g. the tool “Scholarship to establish a community-based lab” could be used for that.)</li> <li>• As the next step, an abandoned space or house, ideally one which is significant to the community (e.g. an old school, library, market or parish hall), will be chosen. This provides an opportunity for commitment and community building while keeping fixed costs low. Spread the word about the soon-to-be lab and show what everyone can do to restore and revitalise it in order to make it a resource for the community or an individual. Support the restoration of the space, including electricity, water, sanitation, heating, internet, rain and winter proofing. Make sure that most work and materials are given voluntarily.</li> <li>• Inside the place, there needs to be a space to work and an easy-access, public meeting space. The work space is where start-ups and established enterprises and organisations can work and meet – start-ups for no or for a reduced fee. The public space is where the community joins in, where opportunities and resources are identified, ideas and teams are born, and where events can take place (e.g. a pub, library, workshop, an event and meeting room).</li> </ul>
<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>✔ Increasing the number of SEs</li> <li>✔ Improving the marketability/survivability of SEs</li> <li>✔ Improving business knowledge of SEs</li> <li>✔ Help to access to banks</li> </ul> <p>In this rural context, SEs can encourage good living conditions and social and economic participation as well as address the challenges of living in rural areas.</p>
<b>Specific activities and resources required</b>	<p><u>Funding</u></p> <ul style="list-style-type: none"> <li>• To build and run a community-based lab, regional money (public or private) should finance the programme manager and the materials and craftsmen labour for restoration.</li> <li>• The community and the future users of the lab invest labour, money, reputation, know-how, material, and business cases.</li> <li>• Business and development partners or regional enterprises sponsor consultation, education, mentorship, and marketing.</li> </ul> <p><u>Financing</u></p> <p>Costs for</p> <ul style="list-style-type: none"> <li>• space and its restoration (affordable and, if possible, with the help of volunteers)</li> <li>• marketing</li> <li>• access to support for financing and founding</li> </ul> <p><u>Human resources</u></p> <ul style="list-style-type: none"> <li>• Half to full-time position to manage house and lab services</li> <li>• Additional position to run and which is paid for by services for customers such as renting rooms, selling events, catering, consultation</li> </ul> <p><u>Other resources</u></p> <ul style="list-style-type: none"> <li>• Community and stakeholder support, regional business opportunities, and internet are acquired by the lab team.</li> <li>• However, they need support with lab knowhow, applications, permissions, official recognition, and access to public and private support programmes.</li> </ul> <p><u>Implementation steps</u></p> <ul style="list-style-type: none"> <li>• Form a team and an organisation with the commitment to run the lab.</li> <li>• Find an adequate, attractive empty space that can be used and restored easily and at a low cost.</li> <li>• Prerequisites: <ul style="list-style-type: none"> <li>• a sufficient number of promising applicants with entrepreneurial intentions,</li> <li>• members from the community that support the lab with their labour, ideas, needs, and know-how,</li> <li>• partners who provide business knowledge and contacts to finances.</li> </ul> </li> </ul>

<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• In order to attract individuals and organisations to commit themselves to a lab, there needs to be a guaranteed provision of know-how, content, consultation, recognition and co-funding.</li> <li>• A space that is abandoned but can be restored within given resources and permissions – functional but low-standard. A space that offers meaning and the community can identify with.</li> <li>• A community willing to provide and communicate needs and resources, and the will to support and use the new space.</li> <li>• An innovative, fast-learning, and cooperative culture. A community which works together to share know-how, ideas, means, and successes for the better of the lab, the starters and itself. The team is essential to achieve this!</li> <li>• A common understanding within the people and the public administration that local business perspectives and rural economic development can be different from building streets and industry. A common intent to provide access to the internet, use places that attract others to work there, and to build on regional circular flows.</li> <li>• A public administration that offers pilot conditions such as easy but temporary permissions for the lab for the first two years while the space and organisational lab structure is testing, failing, and learning until it establishes an effective form and condition.</li> </ul>
<b>Stage of implementation</b>	 Pilot (Not yet implemented, but first project(s) in realisation.)
<b>Implementation area</b>	Saxony-Anhalt, Saxony and Thuringia (Germany)
<b>Other tools suitable for combination</b>	<ul style="list-style-type: none"> <li>• Advisory tools</li> <li>• Financing tools</li> <li>• Especially: <a href="#">Scholarship to establish a community-based lab</a></li> </ul>

### Any questions? Feel free to ask us!

<b>Further information</b>	<a href="https://www.kulturhanse.org/">https://www.kulturhanse.org/</a>
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BSS - Create a new job profile by training and project work

[Home](#) / [Business support structures/Services](#) / [Education + Training/Coaching](#)

<b>Short description</b>	<p>The main objectives of the programe are:</p> <ul style="list-style-type: none"> <li>• Creating a new job profile, the Chief Social Innovation Officer (CSIO),</li> <li>• Learning from the Third Sector's needs and experiences with the purpose of increasing their impact,</li> <li>• Providing new competences and organizational skills,</li> <li>• Delivering a joint training with the purpose of fostering the match between the CSIO and the organizations of the territory willing to innovate their business and service models,</li> <li>• Connecting the participants to the international network of social innovation to accelerate the learning and the constitution of networks of their own.</li> </ul> <p>The idea is a joint project work of young entrepreneurs and experienced Third Sector representatives aiming to test and implement new models of services and products and at the same time giving these young entrepreneurs access to a new job profile (called Chief Social Innovation Officer "CSIO"). In addition to that 2 months project work participants participate in a 6-months-training.</p>
<b>Target group</b>	<ul style="list-style-type: none"> <li> Non-enterprise entities</li> <li> Start-ups</li> <li> Existing enterprises - development phase</li> <li> Existing enterprises - growth phase</li> </ul>



<b>Benefit for target group</b>	<ul style="list-style-type: none"> <li>✓ Improving business knowledge</li> <li>✓ Using infrastructure possibilities</li> <li>✓ Getting in contact with other enterprises</li> <li>✓ Getting in contact with financing partners</li> </ul>	<u>Advisory components</u> <ul style="list-style-type: none"> <li>• Business models</li> <li>• Financing solutions</li> <li>• Management knowledge</li> <li>• Additional: long-term education</li> </ul>
<b>Measures</b>	<p>A call is launched to find and select participants.</p> <p>The participants have the opportunity to participate in a free training, consultancy and mentoring course of about 6 months (160 hours of training + 2 months of project work). The teams (young entrepreneurs + Third Sector representatives) spent the 2 months of project work working on a real project selected by the Third Sector participants among their initiatives under the guidance of expert tutors and mentors.</p> <p>The aims of training and project work are to understand how the innovation process works, to match social needs with sustainable business models, and to discover which are the organisational levers of change that have to be implemented. The training is based on an experiential learning model to encourage the active participation and the exchange between the participants, and on a learning process based on case studies, peer to peer and working groups, workshop and witnesses.</p> <p>The teaching team (8 people) is composed by professors, innovation experts and practitioners, supported by a group of high skilled tutors (7 people) and a group of witnesses coming from both public and private sectors.</p> <p>A final public event closes the training path with the teams pitching in front of a jury composed by social innovation experts. All the project teams that arrived to finals are invited to participate to the Open Innovation Summit (OIS), an international event that take place at Open Incet in Turin once a year and gathers more than 100 international stakeholders involved in the field of social innovation.</p>	
<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>✓ Increasing the number of SEs</li> <li>✓ Improving the marketability/survivability of SEs</li> <li>✓ Improving business knowledge of SEs</li> <li>✓ Help to access to banks</li> </ul>	
<b>Specific activities and resources required</b>	<p><u>Funding</u></p> <ul style="list-style-type: none"> <li>• Programme launched by Giacomo Brodolini Foundation (FGB), funded by a grant of Compagnia di San Paolo Foundation.</li> <li>• The training programme received a grant by the Compagnia di San Paolo Foundation, and it has been set up on the base of the Social Innovation model developed by Giacomo Brodolini Foundation (FGB).</li> </ul> <p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• €45,000 (6 month education)</li> <li>• €55,000 (project work)</li> </ul> <p><u>Human resources</u></p> <ul style="list-style-type: none"> <li>• 1 Scientific Coordinator</li> <li>• 1 PM</li> <li>• 1 Officer</li> <li>• 1 Administrative</li> <li>• 5 Tutors</li> <li>• 5 Mentors</li> <li>• 2 months of project work with the supervision of qualified tutors and mentors (80 hours of ad hoc mentoring)</li> <li>• The teaching team (8 people) consists of professors, innovation experts and practitioners, supported by a group of high skilled tutors (7 people) and a group of observers coming from both public and private sectors.</li> </ul> <p><u>Other resources</u></p> <ul style="list-style-type: none"> <li>• Network of SEs and young social innovations</li> <li>• rooms for training</li> </ul>	

	<p><u>Implementation steps</u></p> <ul style="list-style-type: none"> <li>• Addressing of young people aged between 23 and 35, willing to work in the third sector or to start a business in the social innovation sector. Selection by a call to find participants</li> <li>• Finding of organisations of the third sector intending to start an innovation path testing new business and service models as well as new technologies</li> <li>• Determination of teaching team</li> <li>• Finding premises for education</li> <li>• Determination of jury and criteria for selection of best projects</li> <li>• organising the final event</li> </ul>
<b>Key factors for success</b>	During the project work phase a key factor was testing new ideas and business models with the Third Sector organisations and forced them to have and develop a market logic and vision.
<b>Stage of implementation</b>	<p>✔ Experienced</p> <p>(Implemented and first experiences)</p>
<b>Implementation area</b>	Piemonte region (Italy)
<b>Other tools suitable for combination</b>	<ul style="list-style-type: none"> <li>• Other business support tools, financial support tool for selected project</li> </ul>

### Any questions? Feel free to ask us!

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BSS - Crowdfunding academy for social entrepreneurs

[Home](#) / [Business support structures/Services](#) / [Advisory + Education](#)

<b>Short description</b>	Crowdfunding Academy for Social Entrepreneurs (SEs) is a 3-month learning and advising module, designed specifically for SEs. Its aim is to provide teams with theoretical and practical knowledge on preparing and running a crowdfunding campaign from experts in the fields of entrepreneurship, marketing and communications.		
<b>Target group</b>	<p>✔ Non-enterprise entities</p> <p>✔ Start-ups</p> <p>✔ Existing enterprises - development phase</p> <p>✔ Existing enterprises - growth phase</p>		
<b>Benefit for target group</b>	<p>✔ Improving business knowledge</p> <p>✔ Using infrastructure possibilities</p> <p>✔ Getting in contact with other enterprises</p> <p>✔ Getting in contact with financing partners</p>	<p><u>Advisory components</u></p> <ul style="list-style-type: none"> <li>• Alternative sources of funding</li> <li>• Marketing</li> <li>• Business models</li> <li>• Financing solutions</li> <li>• Management knowledge</li> </ul>	<p><u>Coaching/Education components</u></p> <ul style="list-style-type: none"> <li>• Long-term education (4 modules during 3-months period)</li> </ul>

<b>Measures</b>	<p>Conducting four one-day workshops during a 3-months period, in which participants gain theoretical and practical knowledge, and many of them subsequently launch their successful campaigns. All content is designed to have a theoretical and practical or interactive part, with a focus on peer learning and professional support. In the meanwhile, they develop their own crowdfunding projects, and by the end of training participants</p> <ul style="list-style-type: none"> <li>• are enabled to independently start their own crowdfunding campaign;</li> <li>• establish new partnerships to enhance their crowdfunding idea;</li> <li>• set new goals in their project (redefine existing ones) according to the potential of the crowdfunding campaign;</li> <li>• are trained to apply newly acquired knowledge to other crowdfunding ideas and use the newly acquired knowledge of the specific promotional content of the campaign in digital promotion and public relations.</li> </ul>
<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>✔ Increasing the number of SEs</li> <li>✔ Improving the marketability/survivability of SEs</li> <li>✔ Improving business knowledge of SEs</li> <li>✔ Help to access the alternative sources of funding</li> </ul>
<b>Specific activities and resources required</b>	<p><u>Funding</u></p> <ul style="list-style-type: none"> <li>• External funding</li> </ul> <p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• €5,000-10,000</li> </ul> <p><u>Human resources</u></p> <ul style="list-style-type: none"> <li>• 0.5 full-time equivalents in 3-months period</li> <li>• Crowdfunding instructors – communication, public relations, financial, business development, product design and others experts</li> </ul> <p><u>Implementation steps</u></p> <ul style="list-style-type: none"> <li>• Adjusting the programme for the Duga Resa Incubator (existing and potential SEs)</li> <li>• Benchmarking social entrepreneurs' knowledge on the topic</li> <li>• Implementing workshops and parallel advising</li> </ul>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Clear working plan</li> <li>• Motivated SEs</li> </ul>
<b>Stage of implementation</b>	<ul style="list-style-type: none"> <li>✔ Experienced</li> </ul> <p>(Implemented and first experiences)</p>
<b>Implementation area</b>	Croatia, Serbia


### Any questions? Feel free to ask us!

<b>Further information</b>	<a href="http://www.crowdfundingacademy.eu/en/home">http://www.crowdfundingacademy.eu/en/home</a>
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BSS - GrandUP! - acceleration of innovative entrepreneurship with a social impact

[Home](#) / [Business support structures/Services](#) / [Acceleration/Incubation](#)

<b>Short description</b>	Grandup! is an acceleration programme that aimed to sustain the development of innovative entrepreneurship with a social impact in the district of Cuneo (NW of Italy). The programme is strongly dedicated to the local community and has been launched and managed by a local private bank foundation, the Fondazione Cassa di Risparmio di Cuneo. After an initial assessment and training phase, the 4 best projects received an award of €5,000 each. Among the 4 awarded projects, the most suitable ones had direct access to the next phase of the acceleration programme, called EXPERIMENTA, which provided: co-working spaces, seed fund, assistance by mentors and networking with investors.		
<b>Target group</b>	<ul style="list-style-type: none"> <li>✔ Non-enterprise entities</li> <li>✔ Existing enterprises - development phase</li> <li>✔ Existing enterprises - growth phase</li> </ul>		
<b>Benefit for target group</b>	<ul style="list-style-type: none"> <li>✔ Improving business knowledge</li> <li>✔ Using infrastructure possibilities</li> <li>✔ Getting in contact with other enterprises</li> <li>✔ Getting in contact with financing partners</li> </ul>	<u>Advisory components</u> <ul style="list-style-type: none"> <li>• Business models</li> <li>• Financing solutions</li> <li>• Management knowledge</li> </ul>	<u>Coaching/Education components</u> <ul style="list-style-type: none"> <li>• One-day workshop</li> <li>• Long-term education</li> </ul>
<b>Measures</b>	<ul style="list-style-type: none"> <li>• As first step, a Social Hackathon was set-up with the local community to share and exchange about the most relevant social challenges that needed to be tackled.</li> <li>• Based on the identified challenges, the project ideas emerged and the relevant teams went through a 48 hours training.</li> <li>• After that, the most promising teams were selected and went through a 80 hours training (business modelling, economic sustainability, public speaking, etc).</li> <li>• The 4 best projects received an award of €5,000 each.</li> <li>• Among the 4 awarded projects, the most suitable ones had direct access to the next phase of the Acceleration programme, called EXPERIMENTA, which provided: <ul style="list-style-type: none"> <li>• 4 months of full-time acceleration and co-working spaces in the center of a main city,</li> <li>• Seed fund up to €50,000 cash with the 7% of equity in return,</li> <li>• Objectives-based work plan assisted by mentors, advisors and successful start-uppers,</li> <li>• Networking with over 50 investors at the Social Impact Investor Day and collaborating through the whole acceleration programme.</li> </ul> </li> </ul>		
<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>✔ Increasing the number of SEs</li> <li>✔ Improving the marketability/survivability of SEs</li> <li>✔ Improving business knowledge of SEs</li> </ul>		
<b>Specific activities and resources required</b>	<p><u>Funding</u></p> <ul style="list-style-type: none"> <li>• Entirely funded by the Bank Foundation with own resources planned in the yearly budget of funds for disbursement to the local system</li> </ul> <p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• €170,000</li> </ul> <p><u>Human resources</u></p> <ul style="list-style-type: none"> <li>• Internal staff of the Bank Foundation (dedicated, but not full time): <ul style="list-style-type: none"> <li>• Social Sector Department: 1 project manager + 1 supervisor</li> <li>• Communication Department: 1 project manager + 1 supervisor</li> </ul> </li> <li>• Technical external provider: team of 5 + teachers</li> </ul> <p><u>Other resources</u></p> <ul style="list-style-type: none"> <li>• Costs of communication (online and in paper)</li> <li>• Costs of events location and meeting rooms, of logistics for the training activities</li> <li>• Costs of the award paid to at the end</li> </ul>		


	<p><u>Implementation steps</u></p> <p>The preparation and launch took approximately 6 months, which included:</p> <ul style="list-style-type: none"> <li>• Context and needs analysis on social impact enterprises, also based on the research previously conducted by the Research Center of the Foundation</li> <li>• Set-up of a stakeholders' committee to discuss priorities and proposals of intervention</li> <li>• Development of the idea, launch and management of the call to select a technical implementing partner</li> <li>• Detailed planning</li> <li>• Involvement of local stakeholders to set-up cooperation and partnerships: Chamber of commerce and Unions</li> <li>• Promotion/Communication and launch of the initiative for the final beneficiaries</li> </ul>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Context analysis as departing point</li> <li>• Involvement of local stakeholders</li> <li>• Positive response from the territory, which enabled the experimentation on an appropriate number of beneficiaries and with a budget consistent with the objectives</li> <li>• Effective communication</li> <li>• Qualified partner for the technical implementation</li> <li>• Appropriate selection process to identify the good quality proposals from the territory</li> <li>• High quality of the provided services</li> </ul>
<b>Stage of implementation</b>	<p> Experienced</p> <p>(Implemented and first experiences)</p>
<b>Implementation area</b>	Piemonte region, province of cuneo (Italy)
<b>Other tools suitable for combination</b>	Other advisory or financing tools

### Any questions? Feel free to ask us!

<b>Further information</b>	<p><a href="https://www.fondazionecrc.it/index.php/promozione-e-solidarieta-sociale/grandup-acceleriamo-l-impatto-sociale">https://www.fondazionecrc.it/index.php/promozione-e-solidarieta-sociale/grandup-acceleriamo-l-impatto-sociale</a></p> <p><a href="https://grandup.org/percorsi/grandup-imprese/">https://grandup.org/percorsi/grandup-imprese/</a></p>
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BSS - Incubation process with need-orientated education


[Home](#) / [Business support structures/Services](#) / [Acceleration/Incubation](#) + [Advisory](#) + [Education](#) + [Networking](#) + [Spaces and Infrastructures](#) + [Training/Coaching](#)

<p><b>Short description</b></p>	<p>The <b><u>incubation process</u></b> is an up to 9 months need-orientated education program for potential and/or young social start-ups as well as associations which combines thematic trainings with coaching/advisory sessions and provides further networking and coworking opportunities.</p> <p>Within the incubation process participants can pass through 4 phases (profiling, development of a/their business model, go to market and implementation/foundation) which reflect different stages of development. For each stage of development there are several <b><u>modules</u></b> available that cover their special needs:</p> <div data-bbox="483 363 982 863" style="border: 1px solid #ccc; padding: 10px; text-align: center;">  <p>Annex modules BSS.pdf</p> </div> <p>The stage of development can be accompanied by regular pitch sessions.</p>
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<p><b>Target group</b></p>	<ul style="list-style-type: none"> <li>✔ Non-enterprise entities</li> <li>✔ Start-ups</li> <li>✔ Existing enterprises - development phase</li> <li>✔ Existing enterprises - growth phase</li> </ul>	
<p><b>Benefit for target group</b></p>	<ul style="list-style-type: none"> <li>✔ Improving business knowledge</li> <li>✔ Using infrastructure possibilities</li> <li>✔ Getting in contact with other enterprises</li> <li>✔ Getting in contact with financing partners</li> </ul>	<p><u>Coaching/Education components</u></p> <ul style="list-style-type: none"> <li>• Long-term education.</li> </ul>
<p><b>Measures</b></p>	<ul style="list-style-type: none"> <li>• Offer feedback opportunities (e. g. one-on-one).</li> <li>• Recognise special needs of SEs and react to them.</li> <li>• Offer educational opportunities with professionals.</li> <li>• Offer SEs to present themselves to network partners.</li> </ul>	

<p><b>Expected outcome</b></p>	<ul style="list-style-type: none"> <li>✔ Increasing the number of SEs</li> <li>✔ Improving the marketability/survivability of SEs</li> <li>✔ Improving business knowledge of SEs</li> <li>✔ Help to access to banks</li> </ul>
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<p><b>Specific activities and resources required</b></p>	<p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• Budget to cover external expertise.</li> </ul>
	<p><u>Human resources</u></p> <ul style="list-style-type: none"> <li>• At least 2 persons (organiser &amp; coach).</li> </ul>

	<p><u>Other resources</u></p> <ul style="list-style-type: none"> <li>• Enthusiasm, experience with SEs, communication skills, network of multipliers &amp; experts.</li> </ul> <p><u>Implementation steps</u></p> <ul style="list-style-type: none"> <li>• Ideas competition/scouting.</li> <li>• Selection of participants (e. g. pitch).</li> <li>• Classification of participants &amp; <ul style="list-style-type: none"> <li>o Match with appropriate training topics.</li> <li>o Determine relevant mentoring sessions.</li> <li>o Bring together with partners/projects.</li> </ul> </li> <li>• Regular feedback (and pitch) sessions.</li> <li>• The Pilot-Incubation Process:</li> </ul> <div data-bbox="479 567 982 1071" style="text-align: center;">  <p>Incubation process.pdf</p> </div>
<p><b>Key factors for success</b></p>	<ul style="list-style-type: none"> <li>• Highly motivated participants that seek to found a social start-up.</li> <li>• Existing social start-ups with the aim to get marketable soon.</li> <li>• Involvement of and cooperation with local stakeholders.</li> </ul> <p>Furthermore:</p> <ul style="list-style-type: none"> <li>• Close communication with pilot participants, especially clear communication of program requirements including the willingness to participate in events and feedback loops; central contact persons for the pilot participants during the whole process.</li> <li>• Awareness-raising for and dissemination of the topic SE through a visualisation of the development of participating ideas; a platform/communication manager can be helpful.</li> </ul>
<p><b>Stage of implementation</b></p>	<p>✔ Pilot (Implemented once, first experiences)</p>
<p><b>Implementation area</b></p>	<p>Saxony-Anhalt (Germany)</p>
<p><b>Necessary modifications for rural regions</b></p>	<ul style="list-style-type: none"> <li>• Program elements (e. g. training) should be available online.</li> <li>• There should be one contact point for all supporting actions.</li> <li>• Networking events should be reachable for all participants.</li> </ul>
<p><b>Other tools suitable for combination</b></p>	<p><a href="#">Mutual learning process through regular feedback loops</a></p>

**Any questions? Feel free to ask us!**

<p><b>Further information</b></p>	<p><a href="https://www.mitz-merseburg.de/en/">https://www.mitz-merseburg.de/en/</a></p>
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BSS - InnovAree

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<b>Short description</b>	<p>“InnovAree” project aims to support individuals interested in relocating and starting new businesses in mountain (resp. rural) areas. “InnovAree” launched its first experimental prototype, called “Vado a vivere in montagna”, a systemic bundle of services and service providers, offered to new potential inhabitants of mountain areas in order to co-design entrepreneurial ideas, develop business offers and build financial paths.</p>	
<b>Target group</b>	<ul style="list-style-type: none"> <li>✔ Non-enterprise entities</li> <li>✔ Existing enterprises - development phase</li> <li>✔ Existing enterprises - growth phase</li> </ul>	
<b>Benefit for target group</b>	<ul style="list-style-type: none"> <li>✔ Improving business knowledge</li> <li>✔ Using infrastructure possibilities</li> <li>✔ Getting in contact with financing partners</li> </ul>	<p><u>Advisory components</u></p> <ul style="list-style-type: none"> <li>• Business models</li> <li>• Financing solutions</li> <li>• Management knowledge</li> </ul>
<b>Measures</b>	<p>The prototype was articulated in 3 steps:</p> <ol style="list-style-type: none"> <li>1. Individual interview: to collect information about people willing to become new inhabitant of mountain areas (applicants) and her/his business ideas;</li> <li>2. One day workshop: to match the applicants and their ideas with a network of service providers;</li> <li>3. Customized path: to turn the idea into a solid, financeable project, ready to be implemented, through one-to-one coaching sessions to define the business model of the project as well as to present financial tools and opportunities.</li> </ol>	
<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>✔ Increasing the number of SEs</li> <li>✔ Improving the marketability/survivability of SEs</li> <li>✔ Improving business knowledge of SEs</li> </ul>	
<b>Specific activities and resources required</b>	<p><u>Funding</u></p> <ul style="list-style-type: none"> <li>• The prototype was self-financed by the project partners and it was offered to each applicant for free</li> </ul> <p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• The average cost per business idea was estimated in €5,000 and 16 entrepreneurial ideas were supported in the path.</li> </ul> <p><u>Human resources</u></p> <ul style="list-style-type: none"> <li>• Human resources required were: two full-time contact person, some service providers ready to collaborate depending on the specific task/need</li> </ul>	







	<p><u>Implementation steps</u></p> <ol style="list-style-type: none"> <li>1. Set up the service provider network: First, the project team needs to involve potential stakeholders to become service providers. To select among stakeholders, it is important to involve professionals with competences about: networking with local communities, service design, business modelling, business planning, access to credit. Second, an agreement among these professionals has to be made. InnovAree partners signed a Memorandum of Understanding lasting for two years.</li> <li>2. Set up the training path: According to the project expectation and service providers involved a training path for the projects has to be defined. InnovAree defined its path as: individual interview, one day workshop, customized path.</li> <li>3. Set up the scouting method: The project team must define: communication strategy, selection method and criteria. InnovAree did one event in Turin to announce the launch of the project and then advertised locally about the opening of the individual interview opportunity. During the individual interview the applicant/s had to fill a simple form with: idea, team, motivation and expectation.</li> </ol>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• First, it is crucial to set the right service provider network which needs to be: interdisciplinary (from design, to business, to local engagement and so on), aimed to support non-professional entrepreneurs to reach their goals, and possibly (at least some of the providers) based in the application (rural) context so that a connection with local community can be guaranteed.</li> <li>• Second, it is important to investigate the entrepreneurial interest of the applicant/s and the relevance of the idea for the application context values and interests in order to support the right teams into the training path.</li> </ul>
<b>Stage of implementation</b>	<p> Experienced</p> <p>(Implemented and first experiences)</p>
<b>Implementation area</b>	Piemonte region (Italy)
<b>Necessary modifications for rural regions</b>	The prototype "Vado a vivere in montagna" was designed as a model comprised of different steps that could be adapted to different contexts of implementation (in terms of structure, tools, contents). Indeed, this level of adaptability makes the prototype replicable and reconfigurable in different contexts and/or geographies. Anyhow, to setup a local network of providers could maximize the value that the prototype can generate, thus encouraging the connection with local opportunities, people and resources.

## Any questions? Feel free to ask us!


<b>Further information</b>	<p><a href="https://socialfare.org/impact-design/innovaree/">https://socialfare.org/impact-design/innovaree/</a></p> <p>InnovAree project has been developed as a partnership between Dipartimento di Culture, Politica e Società dell'Università di Torino Collegio Carlo Alberto, Uncem and SocialFare   Centro per l'Innovazione Sociale with the economic support from Fondazione Compagnia di S. Paolo.</p>
<b>Organisation</b>	Finpiemonte
<b>Name</b>	Christiana Tabacco
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BSS - Mentor and coaching support programme

[Home](#) / [Business support structures/Services](#) / [Training/Coaching](#)

<b>Short description</b>	Programme of long-term support to individuals and existing micro/small/social enterprises (SEs) through entrepreneurial projects with positive social impact.
<b>Target group</b>	<ul style="list-style-type: none"> <li> Non-enterprise entities</li> <li> Start-ups</li> <li> Existing enterprises - development phase</li> <li> Existing enterprises - growth phase</li> </ul>

<b>Benefit for target group</b>	<ul style="list-style-type: none"> <li>✔ Improving business knowledge</li> <li>✔ Using infrastructure possibilities</li> </ul>	<u>Advisory components</u> <ul style="list-style-type: none"> <li>• Business models</li> <li>• Financing solutions</li> <li>• Management knowledge</li> </ul>	<u>Coaching/Education components</u> <ul style="list-style-type: none"> <li>• Long-term education</li> </ul>
<b>Measures</b>	<ul style="list-style-type: none"> <li>• Strategic business analysis - needs evaluation, goal setting and tailor-made learning programmes.</li> <li>• Mentoring SE in business development, project implementation and effective use of project outputs, measuring the social impact of the project and producing social impact reports promoting the project through the campaign.</li> </ul>		
<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>✔ Increasing the number of SEs</li> <li>✔ Improving the marketability/survivability of SEs</li> <li>✔ Improving business knowledge of SEs</li> <li>✔ Help to access to financial instruments</li> </ul>		
<b>Specific activities and resources required</b>	<p><u>Funding</u></p> <ul style="list-style-type: none"> <li>• Donors/private/public funding</li> </ul> <p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• The total financial input was achieved with the donations from stakeholders, who contributed either financially or non-financially (time, commitment, effort, professional input into the programme, skills, expertise and/or experience).</li> <li>• Approx 35.000 € as input to administer and support the business support programme.</li> <li>• Total costs of gaining new skills is ca. €10,000 (on average €714 per person).</li> </ul> <p><u>Human resources</u></p> <ul style="list-style-type: none"> <li>• 3 team members plus consultancy services/mentor network – external experts for business development, project management, fundraising and financial management, communication, commerce and marketing, law, human resources, networking etc.</li> </ul> <p><u>Other resources</u></p> <ul style="list-style-type: none"> <li>• Time of implementation: 6 months</li> </ul> <p><u>Implementation steps</u></p> <ul style="list-style-type: none"> <li>• Creating mentoring and coaching programme for SE initiatives</li> <li>• Prepare the conditions and instructions for applicants – SE and launch a public call (in this step combination with other tools such as grant or microloans is possible)</li> <li>• Selection process of SE is based on the following evaluation criteria: <ol style="list-style-type: none"> <li>1. Business model: <ul style="list-style-type: none"> <li>• To what extent are user segment/their problems and needs defined?</li> <li>• To what extent the proposed solution meets the identified problems or needs?</li> <li>• Understanding competitive advantage.</li> <li>• Does the company have the right marketing channels?</li> <li>• Goods/services income flows</li> </ul> </li> <li>2. Results, activities and impact of the proposed project: <ul style="list-style-type: none"> <li>• Are the results concrete and well described?</li> <li>• Are they related to the product and the business model?</li> <li>• To what extent the project results will be used after completion and generate benefit?</li> <li>• To what extent the project will have a social impact?</li> <li>• Does it contain innovation?</li> </ul> </li> <li>3. Team member's capabilities.</li> </ol> </li> <li>• Ranking list of SE and field visit - assess applicants' capacities, motivation for project implementation, and sustainability and scalability of the business model.</li> <li>• Final ranking, development of individual approach for mentoring and coaching for the selected SEs based on their specific needs – improvement of business model, increasing business and marketing skills, project management skills and extra workload.</li> <li>• Evaluation of social return of investments (SROI)</li> </ul>		
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Clear communication with end users,</li> <li>• flexibility of the approach,</li> <li>• professional technical, financial and mentoring support</li> </ul>		












<b>Stage of implementation</b>	 Experienced (Implemented and first experiences)
<b>Implementation area</b>	Croatia
<b>Other tools suitable for combination</b>	<a href="#">Grant</a> , tool for impact measurement


### Any questions? Feel free to ask us!

<b>Further information</b>	<a href="http://pokreninestosvoje.hr/">http://pokreninestosvoje.hr/</a>
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BSS - NEMO: promoting local development in marginal areas by multi-level and multi-disciplinary network

[Home](#) / [Business support structures/Services](#) / [Advisory](#) + [Networking](#)

<b>Short description</b>	<p>NEMO aims to promote and coordinate a multi-level and multi-disciplinary network of stakeholders for mutually beneficial exchanges, aiming at promoting local development in marginal areas. By doing so, it enhances the social capital of inner areas (defined marginal areas in Piemonte region, Italy) and attempts to valorise the already-existing experiences of local development, too. Additionally, this network approach helps to increase the sense of responsibility of all the providers and users of social and cultural services, contributing to strengthen the local identity, with the support of public authorities. By acting as a consultant, NEMO will stimulate territorial rooting and contribute to maximize the social benefits of innovative small-scale economic activities in rural areas.</p>		
<b>Target group</b>	<ul style="list-style-type: none"> <li> Non-enterprise entities</li> <li> Start-ups</li> <li> Existing enterprises - development phase</li> <li> Existing enterprises - growth phase</li> </ul>		
<b>Benefit for target group</b>	<ul style="list-style-type: none"> <li> Using infrastructure possibilities</li> <li> Getting in contact with other enterprises</li> <li> Getting in contact with financing partners</li> <li> Other: Creation of a local network of stakeholders</li> </ul>	<p><u>Advisory components</u></p> <ul style="list-style-type: none"> <li>• Business models</li> <li>• Management knowledge</li> <li>• Other: Participatory planning</li> </ul>	<p><u>Coaching/Education components</u></p> <ul style="list-style-type: none"> <li>• One-day workshop</li> </ul>
<b>Measures</b>	<ul style="list-style-type: none"> <li>• Understanding and analysing local distinctiveness to propose a specific participatory local development project. NEMO connects with local stakeholders from different sectors and groups in order to:             <ul style="list-style-type: none"> <li>• Mapping and evaluating human and natural resources</li> <li>• Evaluating the local organisations and companies, in collaboration with NEMO strategic partners</li> </ul> </li> <li>• Supporting and facilitating the implementation of all the first phase outcomes             <ul style="list-style-type: none"> <li>• Generating economic and social value for the territory,</li> <li>• Proposing services and strategic local development projects</li> </ul> </li> </ul>		
<b>Expected outcome</b>	<ul style="list-style-type: none"> <li> Increasing the number of SEs</li> <li> Improving the marketability/survivability of SEs</li> <li> Improving business knowledge of SEs</li> </ul>		

<b>Specific activities and resources required</b>	<u>Funding</u>
	<ul style="list-style-type: none"> <li>• Money comes from bank foundations, from public institutions (including municipalities and municipalities' unions) or through European funds</li> </ul>
	<u>Financing</u>
	<ul style="list-style-type: none"> <li>• Approximately €10,000 are needed for the planning and implementation of this tool in each geographic area of analysis.</li> <li>• The budget will be tailored to the population of the selected territory.</li> </ul>
	<u>Human resources</u>
	<ul style="list-style-type: none"> <li>• The activities need 3 full time researchers.</li> </ul>
	<u>Other resources</u>
	<ul style="list-style-type: none"> <li>• Accommodation and transport to visit the targeted territories will be required, as well as a local workplace</li> </ul>
	<u>Implementation steps</u>
	To analyse the territorial context and trigger the creation of SE, NEMO operates the following steps: <ul style="list-style-type: none"> <li>• Desk analysis</li> <li>• Identification of social networks and activator nodes</li> <li>• Valorisation of the social environmental resources and their potential combinations</li> <li>• Analysis of the results</li> <li>• Insights and design</li> </ul>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Integration and collaboration with other ongoing initiatives in the target territory</li> <li>• Active participation of the sectors (public, private profit and non-profit) of the local community in collaboration with external service providers</li> <li>• Connection between local level initiatives and national and international policies</li> <li>• Active collaboration of local, regional and national organisations, to overcome the dichotomy between rural and urban areas</li> </ul>
<b>Stage of implementation</b>	 Pilot (Not yet implemented, but first project(s) in realisation.)
<b>Implementation area</b>	Piemonte region (Italy)
<b>Other tools suitable for combination</b>	Advisory tools

## Any questions? Feel free to ask us!

<b>Further information</b>	<a href="http://www.nemoinrete.org/">http://www.nemoinrete.org/</a>
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BSS - Online platform for social enterprises

[Home](#) / [Business support structures/Services](#) / [Networking + Education](#)

<b>Short description</b>	The platform collects basic knowledge, networks actors and initiatives, reports on challenges and suitable solutions (best practices). Overview of event dates, support structures (spaces and Infrastructures, training and education, financing schemes) and contact addresses. It serves knowledge transfer and idea scaling. It should help in the search for Inspiration, solutions and business ideas. The focus is on increasing motivation, value orientation, recognition of commitment and development of a start-up culture.
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<b>Target group</b>	<ul style="list-style-type: none"> <li>✔ Non-enterprise entities</li> <li>✔ Start-ups</li> <li>✔ Existing enterprises - development phase</li> <li>✔ Existing enterprises - growth phase</li> </ul>		
<b>Benefit for target group</b>	<table border="1" style="width: 100%;"> <tr> <td style="width: 60%;"> <ul style="list-style-type: none"> <li>✔ Improving business knowledge</li> <li>✔ Other: low-threshold access to knowledge and network</li> </ul> </td> <td style="width: 40%; vertical-align: top;"> <u>Advisory components</u> <ul style="list-style-type: none"> <li>• Business models</li> <li>• Management knowledge</li> </ul> </td> </tr> </table>	<ul style="list-style-type: none"> <li>✔ Improving business knowledge</li> <li>✔ Other: low-threshold access to knowledge and network</li> </ul>	<u>Advisory components</u> <ul style="list-style-type: none"> <li>• Business models</li> <li>• Management knowledge</li> </ul>
<ul style="list-style-type: none"> <li>✔ Improving business knowledge</li> <li>✔ Other: low-threshold access to knowledge and network</li> </ul>	<u>Advisory components</u> <ul style="list-style-type: none"> <li>• Business models</li> <li>• Management knowledge</li> </ul>		
<b>Measures</b>	<ul style="list-style-type: none"> <li>• Attractive design of the platform tailored to the target group</li> <li>• Well prepared data</li> <li>• Practical examples</li> </ul>		

<b>Expected outcome</b>	✔ Increasing the number of SEs
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<b>Specific activities and resources required</b>	<u>Funding</u> <ul style="list-style-type: none"> <li>• Government funding and sponsoring</li> </ul>
	<u>Financing</u> <ul style="list-style-type: none"> <li>• €20,000 + €10,000 annually to install the website</li> </ul>
	<u>Human resources</u> <ul style="list-style-type: none"> <li>• 0.1 collaborator as editor/ content manager</li> </ul>
	<u>Implementation steps</u> <ul style="list-style-type: none"> <li>• Define target group/region,</li> <li>• Clarify responsibility</li> <li>• Set up consortium/task force</li> <li>• Analysis of the needs of the target group</li> <li>• Definition of the contents of the platform</li> <li>• Definition of the structure of the platform</li> <li>• Collecting the data basis</li> <li>• Design of the website</li> </ul>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Attractive design of the platform tailored to the target group presents well prepared and current, local specific data and stories</li> <li>• Use of practical examples</li> <li>• Link to existing structures, websites and social media channels</li> </ul>

<b>Stage of implementation</b>	✔ Idea (Not yet implemented or tested, but on a very high level of development, existing written concept, discussed with and agreed by main stakeholders.)
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<b>Implementation area</b>	Saxony-Anhalt (Germany)
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<b>Other tools suitable for combination</b>	In addition to all other tools, especially individual advisory and coaching, financing schemes
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### Any questions? Feel free to ask us!

<b>Organisation</b>	Competence Centre Social Innovation Saxony-Anhalt
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<b>Short description</b>	<p>The aim of the programme is to create places in rural areas where creative and entrepreneurial thinking people can come together and find space to realise their ideas.</p> <p>Tool: A one-year scholarship (in the form of further education) motivates actors in rural areas to establish labs in their region. In workshops the scholarship holders are trained and enabled to set up a lab in rural areas.</p>	
<b>Target group</b>	<ul style="list-style-type: none"> <li>✔ Non-enterprise entities</li> <li>✔ Start-ups</li> <li>✔ Existing enterprises - development phase</li> <li>✔ Existing enterprises - growth phase</li> </ul>	
<b>Benefit for target group</b>	<ul style="list-style-type: none"> <li>✔ Improving business knowledge</li> <li>✔ Using infrastructure possibilities</li> <li>✔ Getting in contact with other enterprises</li> <li>✔ Getting in contact with financing partners</li> </ul>	<p><u>Coaching/Education components</u></p> <ul style="list-style-type: none"> <li>• Long-term education</li> </ul>
<b>Measures</b>	<p>Nine two- and three-day compulsory workshops hosted by participants with the following content:</p> <ul style="list-style-type: none"> <li>• Development of a business model,</li> <li>• Getting to know each other and deciding on start-up programmes and support models for attracting founders,</li> <li>• Real estate development,</li> <li>• Financing and acquisition strategies,</li> <li>• Community and corporate networks,</li> <li>• Leadership of the workshops by the scholarship holders, thereby exchange of ideas between the scholarship holders, getting to know different models,</li> <li>• Cooperation with experts.</li> </ul> <p>The funding of the labs as well as the acquisition of the founders must be organized by the scholarship holders themselves, but they receive organizational and marketing support within the framework of the workshops.</p> <p>Those who succeed in advancing their lab to the opening will receive co-financing and further organisational support for the operation of the lab.</p>	
<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>✔ Increasing the number of SEs</li> <li>✔ Improving the marketability/survivability of SEs</li> <li>✔ Improving business knowledge of SEs</li> <li>✔ Help to access to banks</li> </ul> <p>In a rural context SE is a question of a good living, social and economic participation and about solving the challenges of living in rural areas.</p>	
<b>Specific activities and resources required</b>	<p><u>Funding</u></p> <ul style="list-style-type: none"> <li>• Private trust funding (Drosos Foundation).</li> <li>• European and regional funding</li> <li>• Investments in restoring the work spaces and sponsored services.</li> </ul> <p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• Several workshops for 12 to 20 participants (travel, accommodation, lodging, material)</li> <li>• Call and information marketing</li> <li>• Co-funding and consultancy for those who actually start their labs</li> </ul>	

	<p><u>Human resources</u></p> <ul style="list-style-type: none"> <li>• Staff (2 full-time positions)</li> <li>• Two (or three part-time) jobs for consulting and educating the scholarship holder, organising the workshops, marketing, public relations and controlling.</li> </ul>
	<p><u>Other resources</u></p> <ul style="list-style-type: none"> <li>• Scholarship holders host the workshops and provide materials, marketing services, fund raising, knowledge and consultancy.</li> </ul>
	<p><u>Implementation steps</u></p> <ul style="list-style-type: none"> <li>• Promising applicants (approx. 23)</li> <li>• Five to ten scholarship holder participating in the workshops (in the best case several persons of a team take part)</li> <li>• Seven to nine workshops spread over one year</li> <li>• All scholarship holders host a workshop that builds their capabilities and accelerates the development of their space, commitment, full member participation, competences</li> <li>• At least three scholarship holders should be ready and willing to start their lab, i.e. all resources, space and funding is acquired.</li> <li>• All scholarship holders that actually starting a lab will receive funding and consultation support.</li> </ul>
<b>Key factors for success</b>	<p>To attract organisations the scholarship offers consulting and financial support for those who start their lab after succeeding the scholarship.</p> <p>Marketing of the programme through professional and interest networks in the context of the major target groups: experienced local associations, creatives and enterprises willing to become an entrepreneurial host or bigger organisation with the means to run it and an interest to add a new value proposition.</p> <p>Visiting all the different places and scholarship holders, sharing stories, ideas and solutions, counselling each other makes the participants entrepreneurial minded, becoming a peer resource far beyond the scholarship.</p> <p>Authentic and experienced coaches to run the workshops.</p> <p>Long-term-teaching: Visiting the scholarship holders and their local authorities and communities sometimes together with authorities (e.g. from successful enterprises or trusts) helps them to get attention, reputation and local support.</p>
<b>Stage of implementation</b>	<p> Pilot</p> <p>(Not yet implemented, but first project(s) in realisation)</p>
<b>Implementation area</b>	Saxony-Anhalt, Saxony and Thuringia (Germany)
<b>Other tools suitable for combination</b>	<a href="#">Community-based labs in rural areas</a>

## Any questions? Feel free to ask us!

<b>Further information</b>	<a href="https://www.kulturhanse.org/">https://www.kulturhanse.org/</a>
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Financing - Consultancy support programme for enterprises

[Home](#) / [Financing schemes](#) / [Grants](#)

<b>Short description</b>	The support is focused on specific consultancy on business management, financial, personnel, technical and organisational problems of corporate management. The consultations should lead to concrete recommendations for action and, in connection with this, provide guidance for their implementation in the fields of corporate strategy development and implementation, innovation and rationalisation.
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<b>Target group</b>	<ul style="list-style-type: none"> <li>✔ Start-ups</li> <li>✔ Existing enterprises - development phase</li> <li>✔ Existing enterprises - growth phase</li> </ul>
<b>Cost categories</b>	Other operation costs (costs for consultancy)
<b>Amount</b>	up to €6,000
<b>Conditions</b>	<ul style="list-style-type: none"> <li>• Consultations by external consultants who have provided evidence of professional competence</li> <li>• Justification of the need for advice and presentation of a plausible consultancy plan</li> <li>• Funding is provided for up to 50% of the invoiced consulting fee, a maximum of €1,600 per day's work and €6,000 in total</li> </ul>
<b>Selection criteria</b>	<ul style="list-style-type: none"> <li>• Ensuring and strengthening competitiveness</li> <li>• Demonstrated needs of SMEs</li> <li>• Synergies with individual grants, such as potential for <ul style="list-style-type: none"> <li>• Increasing sustainability</li> <li>• Developing the potential of skilled labour for SMEs</li> <li>• Innovation capacity of enterprises in internationalization</li> </ul> </li> </ul>
<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>✔ Improving the marketability/survivability of SEs</li> <li>✔ Improving business knowledge of SEs</li> </ul>
<b>Specific activities and resources required</b>	<p><u>Funding</u></p> <ul style="list-style-type: none"> <li>• ERDF-Funds (Thematic Objective 3: Enhancing the competitiveness of SMEs) alternatively national or regional funds</li> </ul> <p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• €5,000,000 for 4 years</li> </ul> <p><u>Human resources</u></p> <ul style="list-style-type: none"> <li>• 1 employee for implementation of the programme and assessment of the consultants</li> </ul> <p><u>Implementation steps</u></p> <ul style="list-style-type: none"> <li>• Collect funding sources. If ERDF sources: fix it in operational programme</li> <li>• Create a guideline for funding, in particular selection criteria</li> <li>• Assessment of consultants – create database with specialised consultants in the various fields of expertise</li> <li>• Start application procedure</li> </ul>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Assessment of consultants</li> <li>• Definition of goals in consultancy plan</li> <li>• Cap on the eligible consultancy fee to a reasonable level</li> </ul>
<b>Stage of implementation</b>	<ul style="list-style-type: none"> <li>✔ Experienced</li> </ul> <p>(Implemented and first experiences.)</p>
<b>Implementation area</b>	Saxony-Anhalt (Germany)
<b>Necessary modifications for SE</b>	The consultancy content supported should be adapted to the specific needs of the SE.
<b>Other tools suitable for combination</b>	<ul style="list-style-type: none"> <li>• Training Tools</li> <li>• Other advisory tools</li> <li>• <a href="#">Loan</a></li> <li>• <a href="#">Grant</a></li> </ul>





**Any questions? Feel free to ask us!**



<b>Organisation</b>	Investitionsbank Sachsen-Anhalt (Development Bank Saxony-Anhalt)
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Financing - Ego.Start I – Scholarship: Grant for start-ups

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<b>Short description</b>	University graduates and scientific staff of universities and scientific institutions who start an innovative or technology and knowledge-based business can receive help to secure their basic needs in the form of a personal grant for start-ups.
<b>Target group</b>	<ul style="list-style-type: none"> <li> Non-enterprise entities</li> <li> Start-ups</li> </ul>
<b>Intended use</b>	Securing costs of living for young founders for the period of the companies' foundation
<b>Cost categories</b>	Other operation costs for 18 months
<b>Amount</b>	€2,000 per month for max. 18 months
<b>Conditions</b>	The start-up project should be accompanied by a mentor.
<b>Selection criteria</b>	<ul style="list-style-type: none"> <li>• Sustainable economic prospects of success and convincing market opportunities</li> <li>• Sustainable concept (business plan), which has been endorsed by a competent body</li> <li>• Headquarters of the company in Saxony-Anhalt and at the latest 12 months after the start of the project</li> <li>• Setting up an innovative or technology and knowledge-based business</li> <li>• Start-up should be supervised by a mentor</li> </ul>
<b>Expected outcome</b>	 Increasing number of SEs
<b>Specific activities and resources required.</b>	<p><u>Funding</u></p> <ul style="list-style-type: none"> <li>• ERDF sources</li> <li>• National or governmental sources also possible</li> </ul> <p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• €360,000 to promote 10 young founder for 18 months</li> </ul> <p><u>Human resources</u></p> <ul style="list-style-type: none"> <li>• 1 Person to check the eligibility of projects and to monitor the payment of grants and project implementation</li> </ul> <p><u>Implementation steps</u></p> <ul style="list-style-type: none"> <li>• Collect funding sources. If ERDF sources: fix it in operational programme</li> <li>• Create a guideline for funding, in particular selection criteria</li> <li>• Advertise and implement guidelines (i.e. select beneficiaries)</li> </ul>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Selection criteria must ensure that the politically desired SE is selected (definition of “social innovation”).</li> <li>• In order to concentrate on setting up the business, it is very relevant to have secured the cost of living for certain period</li> <li>• Using lump sums</li> <li>• Sustainable business model</li> <li>• Create and use a networking system to find eligible SEs</li> </ul>
<b>Stage of implementation</b>	 Experienced (Implemented and first experiences.)
<b>Implementation area</b>	Saxony-Anhalt (Germany)

<b>Other tools suitable for combination</b>	<ul style="list-style-type: none"> <li>• Training tools</li> <li>• Advisory tools</li> </ul>
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<b>Further information</b>	<a href="https://www.ib-sachsen-anhalt.de/gruender/neue-existenz-gruenden/ego-start-der-zuschuss-fuer-existenzgruender">https://www.ib-sachsen-anhalt.de/gruender/neue-existenz-gruenden/ego-start-der-zuschuss-fuer-existenzgruender</a>
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Financing - Grant scheme for social enterprises

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<b>Short description</b>	<p>The grant scheme for social enterprises is part of Economic Development and Innovation Operative Program, i.e. EDIOP-5.1.3-16 and EDIOP-5.1.7-17 subsidy programs. Overall goal of these programs was the dynamisation and stabilisation of already operating civic and non-profit organisations and already operating social enterprises (SEs) - by promoting the sustainable business model-based production, marketing and market access of their marketable products and services - in order to create long lasting and sustainable employment opportunities.</p> <p>Additional goal was to prepare SEs to be able to operate independently from state aid, grounding their sustainability on market revenues.</p> <p>This grant scheme (EDIOP-5.1.7) can be combined with the <a href="#">subsidized loan (EDIOP-8.8.1-17)</a> that is a major innovation in the financing of Hungarian SEs.</p>
<b>Target group</b>	<ul style="list-style-type: none"> <li>✔ Non-enterprise entities</li> <li>✔ Start-ups</li> <li>✔ Existing enterprises - development phase</li> <li>✔ Existing enterprises - growth phase</li> </ul>
<b>Intended use</b>	<ul style="list-style-type: none"> <li>• Business development</li> <li>• Product and service development</li> <li>• Production activities</li> <li>• Marketing of the products, purchase of related tools and equipment</li> <li>• Real estate investments</li> <li>• Development of the human resource capacities necessary for efficient operation</li> <li>• Community events strengthening SEs' relationships with local communities</li> <li>• Social impact measurement</li> </ul>
<b>Cost categories</b>	<ul style="list-style-type: none"> <li>• Investment (building, permanent assets)</li> <li>• Staff for 6-18 months</li> <li>• Other operations costs for 12-36 months</li> </ul>
<b>Amount</b>	From €19,410 up to €746,270

<p><b>Conditions</b></p>	<p>Eligible applicants: associations, foundations, social cooperatives , non-profit businesses and religious organisations which:</p> <ul style="list-style-type: none"> <li>• have business objectives besides their societal goals</li> <li>• use their profits to work towards their social mission</li> <li>• apply community based decision making concept in their operational and financial processes</li> </ul> <p>Further conditions:</p> <ul style="list-style-type: none"> <li>• Over 15 million HUF (€47,780) subsidy required</li> <li>• Minimum of 1 closed business year before the submission of the application</li> <li>• Minimum number of annual average statistical staff in the last closed business year before the submission of the application: 1 person</li> <li>• Under 15 million HUF (€47,780) subsidy required <ul style="list-style-type: none"> <li>• Official registration: minimum 6 months before the submission of the application</li> </ul> </li> <li>• Only applicants operating in the less developed regions of Hungary are eligible (SEs operating exclusively in Central Hungary are excluded from the scheme)</li> <li>• Support intensity: 25-100%</li> </ul>
<p><b>Selection criteria</b></p>	<ul style="list-style-type: none"> <li>• Participation in the project plan evaluation and development process operated by the IFKA Public Benefit Non-profit Ltd. within the frameworks of the EDIOP-5.1.2-15-2016-00001 “MarketMate” priority project</li> <li>• Business viability and social impact potential proven by certification issued by IFKA</li> </ul>
<p><b>Impact assessment of SE</b></p>	<ul style="list-style-type: none"> <li>• The grant scheme provides financial support to SE for implementing their own impact assessment processes</li> <li>• “MarketMate” pre-evaluation system operated by IFKA</li> <li>• “MarketMate 2.0” monitoring system (under development by IFKA)</li> </ul>
<p><b>Expected outcome</b></p>	<ul style="list-style-type: none"> <li>✓ Increasing the number of SEs</li> <li>✓ Improving the marketability/survivability of SEs</li> <li>✓ Improving business knowledge of SEs</li> <li>✓ Help to access to banks</li> </ul>
<p><b>Specific activities and resources required.</b></p>	<p><u>Funding</u></p> <p>Economic Development and Innovation Operative Program (EDIOP) Priority 5 NSO 10.2 (European Structural and Investment Funds - Investment for Growth and Jobs programme)</p> <p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• Total: 23,676 billion HUF (70.7 million €)</li> <li>• EDIOP-5.1.3-15: 7,217 billion HUF (21.5 million €)</li> <li>• EDIOP-5.1.7-17: 16,463 billion HUF (49.1 million €)</li> </ul> <ul style="list-style-type: none"> <li>• Online project plan pre-evaluation system</li> </ul> <p><u>Implementation steps</u></p> <ul style="list-style-type: none"> <li>• Basic sector analysis</li> <li>• Ex-ante study</li> <li>• Scheme planning</li> <li>• Public consultation</li> <li>• Call for proposals</li> <li>• Pre-evaluation</li> <li>• Submission of applications</li> <li>• Final evaluation</li> <li>• Contracting</li> <li>• Reporting</li> <li>• Reimbursements</li> <li>• Monitoring</li> <li>• Customer service (continuous)</li> </ul>



<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Thorough planning process (extensive sector analysis, detailed assessment and analysis of the needs of the target group, integration of good practices and experiences of former grant schemes)</li> <li>• Simplified decision making process based on SE certifications issued by external expert organization qualifying social enterprises to apply for the grants</li> <li>• Providing business and social impact planning support to applicants (EDIOP-5.1.2-15-2016-00001 "MarketMate" priority project)</li> <li>• Providing business support services to social enterprise organizations implementing their projects financed by the grant schemes described (EDIOP-5.1.2-15-2016-00001 "MarketMate" priority project)</li> <li>• Combination opportunity of the EDIOP-5.1.7-17 grant with refundable financial instrument (EDIOP-8.8.1-17)</li> </ul>
<b>Stage of implementation</b>	 Experienced (Implemented and first experiences.)
<b>Implementation area</b>	Hungary
<b>Other tools suitable for combination</b>	<ul style="list-style-type: none"> <li>• <a href="#">Subsidized loan scheme</a> (EDIOP-8.8.1-17)</li> <li>• <a href="#">MarketMate (project plan pre-evaluation system)</a> (EDIOP-5.1.2-15-2016-00001)</li> </ul>


### Any questions? Feel free to ask us!

<b>Further information</b>	<ul style="list-style-type: none"> <li>• EDIOP-5.1.3-16: <a href="https://www.palyazat.gov.hu/ginop-513-16-trsadalmi-cl-vllalkozsok-sztnzse#">https://www.palyazat.gov.hu/ginop-513-16-trsadalmi-cl-vllalkozsok-sztnzse#</a></li> <li>• EDIOP-5.1.7-17: <a href="https://www.palyazat.gov.hu/ginop-517-17#">https://www.palyazat.gov.hu/ginop-517-17#</a></li> </ul>
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Financing - Grant supporting universities in market transfer

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<b>Short Description</b>	<p>The state of Saxony-Anhalt allocates grants to universities in order to achieve an increase in the number of innovative start-ups by graduates. The universities are to be supported in increasing interest in academic start-ups and in pursuing innovative start-up ideas.</p> <p>For this purpose, the state universities of Saxony-Anhalt receive financial resources, which they pass on as grants to innovative founders, who must have an academic degree. The start-up projects should have sustainable economic prospects and convincing market opportunities. The university start-up networks or start-up officers of the universities are to be involved in the assessment of eligibility for funding.</p> <p>Funding is provided for a maximum of 100 percent of the total expenses required for the start-up, up to an amount of 75,000 euros per founder (maximum of three per start-up).</p>
<b>Target group</b>	 Start-ups
<b>Cost categories</b>	<ul style="list-style-type: none"> <li>• Staff for months until foundation.</li> </ul>
<b>Amount</b>	Up to 75,000€.
<b>Conditions</b>	<ul style="list-style-type: none"> <li>• The start-up projects are to be accompanied and professionally supported by a mentor.</li> <li>• Grant disbursement is contingent upon proof of meeting established milestones.</li> <li>• The final decision on the eligibility of a start-up project for funding is made by the ministry of economic affairs with the involvement of a panel of experts.</li> <li>• The subsequent founding of the company must always take place in Saxony-Anhalt.</li> </ul>
<b>Selection criteria</b>	Sustainable economic prospects and convincing market opportunities of the start-up project.
<b>Expected outcome</b>	 Increasing number of SEs



<b>Specific activities and resources required.</b>	<u>Funding</u>
	<ul style="list-style-type: none"> <li>• ERDF-Funds</li> </ul>
	<u>Financing</u>
	<ul style="list-style-type: none"> <li>• 5,000,000.00 € for 5 years</li> </ul>
	<u>Human resources</u>
	<ul style="list-style-type: none"> <li>• 1 employee p.a. for implementation of the programme.</li> </ul>
	<u>Implementation steps</u>
	<ol style="list-style-type: none"> <li>1. Collect funding sources. If ERDF sources: fix it in operational programme.</li> <li>2. Create a guideline for funding, in particular selection criteria.</li> <li>3. Start application procedure.</li> </ol>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Good contact with the university networks.</li> <li>• Beyond the programme, raising students' awareness of business start-ups.</li> </ul>
<b>Stage of implementation</b>	 Experienced (Implemented and first experiences.)
<b>Implementation area</b>	Saxony-Anhalt (Germany)
<b>Necessary modifications for SE</b>	The definition of “innovative” should focus on “social innovation”.
<b>Other tools suitable for combination</b>	<ul style="list-style-type: none"> <li>• Business support and development services for social enterprises</li> <li>• Online platform for social enterprises</li> <li>• Crowdfunding Academy for Social Enterprises</li> <li>• Consultancy Support Programme for Enterprises</li> <li>• Small Grants for Social Enterprises</li> </ul>

## Any questions? Feel free to ask us!


<b>Further information</b>	<a href="https://www.ib-sachsen-anhalt.de/oeffentliche-einrichtungen/innovativ-sein/ego-gruendungstransfer">https://www.ib-sachsen-anhalt.de/oeffentliche-einrichtungen/innovativ-sein/ego-gruendungstransfer</a>
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Financing - Loan + integrated support

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<b>Short description</b>	Support innovation projects capable of generating significant social and environmental impact. The best ideas will turn into reality thanks to the support of top-level advice and loans of up to €700,000. 10% of the funding amount must be used for consulting services offered by the funding agency.
<b>Target group</b>	 Existing enterprises - development phase  Existing enterprises - growth phase
<b>Intended use</b>	Support innovation projects capable of generating significant social impact, through the support of top-level advice and loans of up to €700,000.
<b>Cost categories</b>	<ul style="list-style-type: none"> <li>• Investment (building, permanent assets)</li> <li>• Staff</li> </ul>
<b>Amount</b>	From €100,000 up to €700,000

<p><b>Conditions</b></p>	<p>Call for projects that are capable of responding to concrete social and environmental innovation and community empowerment needs in the following areas: digital manufacturing, ICT, agrifood, welfare; health, IOT, robotics, mechatronics, smart mobility, smart building, smart energy, smart retail, quality of life, energy, open and big data, smart tourism, creativity and culture.</p> <p>Beneficiaries:</p> <ul style="list-style-type: none"> <li>• Innovative start-ups and university spin-offs</li> <li>• Innovative start-ups in the process of being launched, with priority for those involving women and young people under 35</li> <li>• Small and medium-sized enterprises, including cooperatives and social enterprises</li> <li>• Third-sector associations, foundations and other entities</li> <li>• Loan between €100,000 and €700,000, to be repaid</li> <li>• Services are paid with the 10% of the loan granted</li> <li>• Repayment conditions: over 10 years with a pre-amortization period of one year</li> </ul>
<p><b>Selection criteria</b></p>	<p>Description of the idea (rating from 0-2):</p> <ul style="list-style-type: none"> <li>• Characteristics of innovation</li> <li>• Scalability</li> <li>• Market potential</li> </ul> <p>HR and Governance (rating from 0-2):</p> <ul style="list-style-type: none"> <li>• Previous experiences consistent with the design idea</li> <li>• Specific skills in relation to the design idea</li> <li>• Quality of the governance</li> </ul> <p>Social innovation of the idea (rating from 0-2):</p> <ul style="list-style-type: none"> <li>• Ability to match concrete needs of social innovation</li> <li>• Ability to generate diffused and measurable social innovation impacts</li> <li>• Capacity to involve the process networks and communities oriented to social innovation</li> </ul> <p>Premialities for Co-Financing (rating from 0 to 6)</p> <p>Premialities for the presence of women and youth under 35 (rating from 0 to 6)</p> <p>Premialities for trade agreements and / or partnerships (rating from 0 to 6)</p>
<p><b>Impact assessment of SE</b></p>	<p>The steps to complete the assessment are as follows:</p> <ul style="list-style-type: none"> <li>• Administration/management/completion of the self-evaluation questionnaire</li> <li>• Individual interview</li> <li>• Development of an assessment report: organized analysis of the 5 macro-cluster that analyze capabilities pointing out of points of strengths and areas for personal improvement</li> <li>• Only for the business owner: indication of certain fundamental points which can be worked upon until a positive mechanism of growth and development of the company is created</li> </ul>
<p><b>Expected outcome</b></p>	<ul style="list-style-type: none"> <li>✓ Improving the marketability/survivability of SEs</li> <li>✓ Improving business knowledge of SEs</li> <li>✓ Help to access to banks</li> <li>✓ Other: Investment Readiness level</li> </ul>
<p><b>Specific activities and resources required.</b></p>	<p><u>Funding</u></p> <ul style="list-style-type: none"> <li>• Funding of the programme comes from private Bank Fund. Loan granted by Banca Etica will benefit from the Guarantee of the Fund for SMEs from Medio Credito Centrale ex law 662/1996 that covers banks from losses</li> </ul> <p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• Up to €700,000 considering a minimum grant of €100,000 per project</li> </ul>

	<p><u>Human resources</u></p> <ul style="list-style-type: none"> <li>• At least 1 person per partner to assist the process in each step divided per partner</li> </ul> <p><u>Implementation steps</u></p> <ul style="list-style-type: none"> <li>• Analysis of demand from local communities and from firms to address the call for ideas and define themes and focus</li> <li>• Determination of the needs for support and consultancy</li> <li>• Acquisition of funding from a private Bank Fund and definition of the loan conditions for projects</li> <li>• Selection of the project partners for the consulting service, to create the supply side. Different kind of expertise needed in the partner consortium: assessment, mentoring, coaching, advisory on legal, administrative and financial aspects, marketing and communication, ICT assessment, R&amp;D and copyrights, assisting the funding request, network of incubators or physical infrastructure available for the incubations of projects</li> <li>• Definition of the selection criteria (based on the analysis)</li> <li>• Creation of the online platform to gather the applications and then to distribute contents for the training</li> <li>• Launch of the call among territories and through partners</li> </ul> <p>Each application will be managed on a counter basis according to the order of arrival:</p> <ul style="list-style-type: none"> <li>• Acquisition of the application</li> <li>• Pre-evaluation of the project idea</li> <li>• Provision of basic services for all subjects with a positive outcome of the pre-evaluation</li> <li>• Beginning of the technical banking investigation</li> <li>• Financing deliberation and funding</li> <li>• Start of project activities</li> </ul>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• The program integrates funding, investments and services to support technological and social innovation processes with the aim of bringing together the worlds of research, technology, business development and the third sector in the digital transformation era</li> <li>• Pre-evaluation phase will give the initiatives the necessary suggestions to become sustainable and more solid</li> <li>• Services (mentoring, consulting, training) during project activities support the implementation of innovative projects in order to increase chances of success and therefore the possibility to pay back the loans (services are paid with the 10% of the loan granted)</li> </ul>
<b>Stage of implementation</b>	<p> Pilot</p> <p>(Not yet implemented, but first project(s) in realisation.)</p>
<b>Implementation area</b>	Italy
<b>Other tools suitable for combination</b>	<ul style="list-style-type: none"> <li>• Impact evaluation – other integrated financing measures</li> <li>• Training and mentoring tools</li> <li>• Especially: <a href="#">Business support spread among territories by network of physical hubs</a></li> </ul>

### Any questions? Feel free to ask us!

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Financing - Mezzanine loan for SMEs

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<b>Short description</b>	By providing loans to companies that need additional financial resources for start-up and growth, the aim is to reduce the difficulties of small and medium-sized enterprises (SMEs) in accessing outside capital. In order to achieve an equity-like character of the financing a subordination of bank's debts in the event of insolvency is agreed.
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<b>Target group</b>	<ul style="list-style-type: none"> <li>✔ Start-ups</li> <li>✔ Existing enterprises - development phase</li> <li>✔ Existing enterprises - growth phase</li> </ul>
<b>Intended use</b>	Additional resources to finance start-up and/or growth
<b>Cost categories</b>	<ul style="list-style-type: none"> <li>• Investment (building, permanent assets)</li> <li>• Current assets</li> <li>• Other operation costs for several months</li> </ul>
<b>Amount</b>	From €25,000 up to €1,500,000
<b>Conditions</b>	<ul style="list-style-type: none"> <li>• Interest rate corresponding with the market and creditworthiness (6%-8% per 12/2019)</li> <li>• Up to 15 years loan term</li> <li>• 5 years grace period</li> </ul>
<b>Selection criteria</b>	<ul style="list-style-type: none"> <li>• The financing of the entire project must be ensured.</li> <li>• It must be expected that the obligations arising from the loan agreement will be properly fulfilled.</li> <li>• The borrower's profitability must be sustainable.</li> </ul>
<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>✔ Improving the marketability/survivability of SEs</li> <li>✔ Help to access to banks</li> </ul>
<b>Specific activities and resources required.</b>	<p><u>Funding</u></p> <ul style="list-style-type: none"> <li>• Loan funds solution: combination of ERDF and governmental sources in a financial instrument (FI) according to European Structural and Investment Funds (ESIF)-requirements</li> </ul> <p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• Depending on the number and size of companies that could use this loan</li> </ul> <p><u>Human resources</u></p> <ul style="list-style-type: none"> <li>• Depending on the number of companies that use this loan <ul style="list-style-type: none"> <li>• Customer consultant(s)</li> <li>• Credit analyst(s)</li> <li>• Staff for contractual execution</li> </ul> </li> </ul> <p><u>Other resources</u></p> <ul style="list-style-type: none"> <li>• Banking licence or financial intermediary to implement loan programme</li> </ul> <p><u>Implementation steps</u></p> <ul style="list-style-type: none"> <li>• Managing authority <ul style="list-style-type: none"> <li>• Preparation of the ex-ante evaluation showing the market failure and financing needs</li> <li>• Call for tender or direct award of services for the implementation of the financial engineering instrument</li> <li>• Preparation and conclusion of the financing agreement</li> <li>• Publication of a summary of the ex-ante evaluation prior to the first contribution to the fund</li> </ul> </li> <li>• The body which implements the financial instrument (the loan fund) <ul style="list-style-type: none"> <li>• Design fund management</li> <li>• Product development and structuring of loan products (lending principles, state aid law at the level of borrowers, conditions, selection criteria, etc.)</li> <li>• Preparation of forms for applications, decision papers, loan contracts</li> <li>• Calls for contributions to the fund</li> </ul> </li> </ul>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Cooperation with regional banks</li> <li>• Enable staff to analyse business plans and annual financial statements</li> <li>• Advice and support for companies in the financial implementation of the business idea</li> </ul>
<b>Stage of implementation</b>	✔ Experienced (Implemented and first experiences.)
<b>Implementation area</b>	Saxony-Anhalt (Germany)



<b>Necessary modifications for SE</b>	<ul style="list-style-type: none"> <li>• Implementation of selection criteria regarding social impact of applicants business</li> <li>• Loans should be usable for all legal entities, thus also for associations or foundations, profit or non-profit</li> </ul>
<b>Other tools suitable for combination</b>	Other tools for financing, advisory/consulting

## Any questions? Feel free to ask us!

<b>Further information</b>	<a href="https://www.ib-sachsen-anhalt.de/unternehmen/investieren-finanzieren/ib-mezzaninedarlehen-fuer-kmu">https://www.ib-sachsen-anhalt.de/unternehmen/investieren-finanzieren/ib-mezzaninedarlehen-fuer-kmu</a>
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## Financing - Microloan

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<b>Short description</b>	A microloan for social enterprises (SEs) in order to support their daily work and future growth of business.
<b>Target group</b>	<ul style="list-style-type: none"> <li>✓ Start-ups</li> <li>✓ Existing enterprises - development phase</li> <li>✓ Existing enterprises - growth phase</li> </ul>
<b>Intended use</b>	<ul style="list-style-type: none"> <li>• Working capital</li> <li>• Equipment and working materials, furnishing</li> <li>• Development of new services, products</li> </ul>
<b>Cost categories</b>	<ul style="list-style-type: none"> <li>• Investment (building, permanent assets)</li> <li>• Current assets</li> <li>• Staff</li> <li>• Other operations costs</li> </ul>
<b>Amount</b>	<ul style="list-style-type: none"> <li>• from €5,000 up to €25,000</li> </ul>
<b>Conditions</b>	<ul style="list-style-type: none"> <li>• Interest rate 4.5% with return period of max 18 months.</li> <li>• Insurance instruments/collaterals: debenture, social guarantee</li> </ul>
<b>Selection criteria</b>	<p>General:</p> <ul style="list-style-type: none"> <li>• SE is carrying out (or will carry out) their activity according to the criteria of SE (evidenced by an act adopting social business criteria and/or adjustments to the same in the next three years of operation)</li> <li>• SE engages in the production and marketing of goods or services that have measurable positive social influence (evidenced by the founding act, business model/plan, work/social impact report)</li> <li>• Invests at least 75% of their profits annually or will invest in the development of business goals (proves by the founding act, the annual financial statements)</li> <li>• SEs are organisations striving for openness, autonomy and democratic governance (proved by the founding act)</li> <li>• Have a positive financial flow of the business from which the possibility of return is visible (evidenced by financial statements and business plan).</li> </ul> <p>Specific:</p> <ul style="list-style-type: none"> <li>• SE has an annual turnover not exceeding 30 million € or an asset value which does not exceed 30 million € (evidenced by annual financial statements)</li> <li>• Are a member of the Zadruga za etno financiranje (Cooperative for Ethical Financing/ZEF) and have fulfilled all their obligations to the ZEF.</li> </ul>





<b>Impact assessment of SE</b>	Adjusted common good matrix 5.0 and TISE (polish ethical fund who provided the loans) standardised reports who are adjusted to their impact measurement process. The process has been monitored on monthly basis and every 3 months by TISE.
<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>✔ Increasing the number of SEs</li> <li>✔ Improving the marketability/survivability of SEs</li> <li>✔ Improving business knowledge of SEs</li> </ul>
<b>Specific activities and resources required.</b>	<p><u>Funding</u></p> <p>TISE fund (<a href="http://www.tise.pl/en/">www.tise.pl/en/</a>)</p> <hr/> <p><u>Financing</u></p> <p>Funding in scale of €174,000 used €160,000</p> <hr/> <p><u>Human resources</u></p> <ul style="list-style-type: none"> <li>• Team from 3 senior experts in SE and 2 senior financial experts. Skills needed: <ul style="list-style-type: none"> <li>• understanding EU and CRO law for SE</li> <li>• understanding different business types for SE who are operating in CRO like NGOs, cooperatives, etc. and managing SE more than 5 years.</li> <li>• For the financial part basic skills needed were to understand the process of loan and monitoring of the loan, financial instruments, balance sheet and financial flows for different types of businesses.</li> </ul> </li> </ul> <hr/> <p><u>Implementation steps</u></p> <ul style="list-style-type: none"> <li>• Creating a microloans for SE and negotiation process with TISE fund for funding</li> <li>• Establish a team from financial and SE experts to prepare the process, conditions and the call for SE applications</li> <li>• Receiving and the selection process of applications – evaluation</li> <li>• Signing a credit agreement with those who have had the best indicators and disbursement for SE</li> <li>• Monitoring and reporting</li> </ul>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Adequate SE market analysis needs to be done to tailor the financial instrument to the needs of the company.</li> <li>• It is necessary to monitor the implementation of the instrument on a regular basis and to ensure payment and stated project objectives through business and other consulting.</li> <li>• Implementation requires a lot of work in the field and consumes a lot of time in individual work with clients.</li> <li>• It is very important to have experts who understand the different SE business models and market potentials.</li> </ul>
<b>Stage of implementation</b>	<p>✔ Experienced</p> <p>(Implemented and first experiences.)</p>
<b>Implementation area</b>	Croatia

### Any questions? Feel free to ask us!

<b>Further information</b>	<a href="http://www.zef.hr">www.zef.hr</a>
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Financing - Motivation of unemployed to become an entrepreneur

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<b>Short description</b>	A programme targeting the unemployed in the Eszak-Alfold Region: Any unemployed person, who completes a course of 108 hours on the basics of starting and running a business, and completes a business plan, gets approx. €14,000 of funding to finance the first year of his/her entrepreneurship. Many of these unemployed are interested in creating social enterprises (SEs) which target other unemployed or otherwise socially challenged people. The project also gives professional help (legal, financial, sales, etc.) to the entrepreneurs in the first year of their business. There is no age limitation, but there are different quotas for different age groups: 709 people above 30 and 1396 people below 30 can apply for funding in the programme. The programme is available in other regions as well - except the Central Region -, with slightly different parameters.
<b>Target group</b>	 Start-ups
<b>Intended use</b>	Financing the first year of the business
<b>Cost categories</b>	<ul style="list-style-type: none"> <li>• Investment (building, permanent assets)</li> <li>• Current assets</li> <li>• Staff</li> <li>• Other operations costs</li> </ul>
<b>Amount</b>	€14,000
<b>Conditions</b>	Any unemployed person, who completes a course of 108 hours on the basics of starting and running a business, and completes a business plan.
<b>Selection criteria</b>	Any unemployed person, who completes a course of 108 hours on the basics of starting and running a business, and completes a business plan.
<b>Impact assessment of SE</b>	<ul style="list-style-type: none"> <li>• The grant provides financial support for SEs for implementing their own business for the first year.</li> <li>• Converting unemployed people to entrepreneurs</li> <li>• Promoting local networking between these newly established entrepreneurs</li> </ul>
<b>Expected outcome</b>	 Increasing the number of SEs  Improving business knowledge of SEs
<b>Specific activities and resources required.</b>	<u>Funding</u> Hungarian State Treasury ensures the grant and a foundation for enterprise development is responsible for managing the courses, the creation of the business plan and the professional mentoring in the project.
	<u>Financing</u> €4,162,000
	<u>Implementation steps</u> <ul style="list-style-type: none"> <li>• Basic sector analysis</li> <li>• Call for applicants</li> <li>• Evaluation</li> <li>• Completion of courses</li> <li>• Contracting</li> <li>• Giving grants</li> <li>• Monitoring</li> <li>• Customer service (continuous)</li> </ul>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Individual willingness to participate</li> <li>• Good marketing of the program</li> <li>• Regular mentoring, consultancy</li> </ul>
<b>Stage of implementation</b>	 Experienced (Implemented and first experiences.)
<b>Implementation area</b>	Hajdú-Bihar County (Hungary)

**Any questions? Feel free to ask us!**


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## Financing - Rinascimento Firenze - Programme for micro and small enterprises

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<b>Short Description</b>	<p>A EUR 60 million programme financed by a (local) Bank Foundation (Fondazione Cr Firenze) and a national bank (Intesa Sanpaolo), addressed to micro and small enterprises in specific fields/sectors.</p> <p>The Bank Foundation provides grants from EUR 20.000 to EUR 100.000 per project. The grant is assigned and managed through sectoral intermediaries (e.g. chamber of commerce and other similar business support organisations).</p> <p>The selected companies will be asked to co-fund with own resources an amount equal to 50% of the amount granted by Foundation.</p> <p>In addition to the grant, Intesa Sanpaolo bank will provide an Impact Loan ranging from EUR 60.000 to EUR 500.000 per project, thus multiplying by up to 5 times the amount of the Fondazione Cr Firenze grant.</p>
<b>Target group</b>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Start-ups</li> <li><input checked="" type="checkbox"/> Existing enterprises - development phase</li> <li><input checked="" type="checkbox"/> Existing enterprises - growth phase</li> </ul>
<b>Intended use</b>	<p>This instrument was designed to support mSMEs in facing the COVID-19 crisis.</p> <p>Financing can be used for several kind of interventions:</p> <ul style="list-style-type: none"> <li>• To re-start the business and comply with the new regulations against the spread of the COVID-19.</li> <li>• To stabilize the workforce, despite a lower revenue.</li> <li>• To reorganize the business (e.g. new technologies and management models) and to expand the sales channels (e.g. e-commerce and home delivery channels).</li> <li>• To implement new activities that can generate growth opportunities and have positive effects on the increase of the workforce.</li> <li>• To aggregate with other organisations as to consolidate and strengthen the business.</li> </ul>
<b>Cost categories</b>	<ul style="list-style-type: none"> <li>• Investment (building, permanent assets).</li> <li>• Current assets.</li> <li>• Staff.</li> </ul>
<b>Amount</b>	<p>A EUR 60 million programme:</p> <ul style="list-style-type: none"> <li>• EUR 10 million from the Bank Foundation as grant.</li> <li>• EUR 50 million from the Bank as "impact loan".</li> </ul> <p>Impact Loan:</p> <ul style="list-style-type: none"> <li>• Duration until Dec. 2030.</li> <li>• Annual interest rate of 0.4%.</li> <li>• Repayment in 2 instalments:</li> </ul> <ol style="list-style-type: none"> <li>1. At year 5, 40% of capital.</li> <li>2. At year 10, 60% of capital.</li> </ol> <ul style="list-style-type: none"> <li>• Interests payment is made in a single instalment at the end of the loan.</li> </ul>

<b>Conditions</b>	<p>Eligible beneficiaries: enterprises and other non-profit "economic" activities such as social enterprises and cooperatives.</p> <p>Conditions:</p> <ul style="list-style-type: none"> <li>• Suffering the economic effects of the restrictive measures linked to Covid-19.</li> <li>• Presenting a project to relaunch or reorganize their activities.</li> <li>• Able to co-fund with own resources for an amount at least equal to 50% of the amount granted by Foundation.</li> </ul> <p>Target sectors:</p> <ul style="list-style-type: none"> <li>• Arts and crafts.</li> <li>• Tourism and culture.</li> <li>• Fashion, food/wine, lifestyle.</li> <li>• Innovative start-ups, technology, Industry 4.0.</li> <li>• Agritech and agro-industry.</li> </ul> <p>Financial conditions:</p> <p>The grant and the impact loan are integrated as parts of a single financial package/tool.</p>
<b>Selection criteria</b>	<p>The applicant has to submit a project that fully illustrates:</p> <ol style="list-style-type: none"> <li>1. The economic performances prior to the Covid crisis.</li> <li>2. The effects suffered due to the spread of Covid-19.</li> <li>3. The proposed actions to relaunch, implement the business in 12-18 months.</li> <li>4. The expected social impact effects to be generated.</li> </ol>
<b>Impact assessment of SE</b>	<p>The applicant must indicate the Social KPIs to be achieved in 12-18 months (e.g.: stabilization of staff from fixed-term to permanent contract, increase of the workforce through new hires, etc.).</p>
<b>Expected outcome</b>	<p> Improving the marketability/survivability of SEs</p>
<b>Specific activities and resources required.</b>	<p><u>Funding</u></p> <ul style="list-style-type: none"> <li>• A combination of sources is needed.</li> </ul> <p>In this case the funding sources (EUR 60 million) derived from:</p> <ul style="list-style-type: none"> <li>• 15% (EUR 10 million) provided by a Bank Foundation through grants.</li> <li>• 85% (EUR 50 million) provided by a private Bank through an impact loan.</li> </ul> <p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• The total financial requirement for the duplication of the programme should be planned based on the actual demand.</li> </ul> <p>In this case it was a 60M€ programme.</p> <p><u>Human resources</u></p> <ul style="list-style-type: none"> <li>• Depending on the size of the programme, a team of at least 6 or 7 people (from bank foundation, bank and sectoral intermediators) has to work on the programme management.</li> </ul> <p><u>Other resources</u></p> <ul style="list-style-type: none"> <li>• The beneficiary has to contribute with its own resources equal to 50% of the grant financed by Bank Foundation.</li> </ul> <p><u>Implementation steps</u></p> <ul style="list-style-type: none"> <li>• Designing the financial mechanism (grant + impact loans) and the thresholds for each financial instrument.</li> <li>• Delimitate the eligible areas.</li> <li>• Specify the list of beneficiaries.</li> <li>• Identify selection criteria.</li> <li>• Describe the social Key Performance Indicator.</li> <li>• Launch the call.</li> <li>• Submission of applications.</li> <li>• Evaluation and selection of received applications.</li> <li>• Provide the first part of the financial resources (50% at the start of the project).</li> <li>• Monitoring (compliant use of financial resources and achievement of social KPIs).</li> <li>• Provide the second part of the financial resources.</li> </ul>




<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Combine financial instruments in an innovative way: grant + loan with lower interest rate and impact targets.</li> <li>• Select motivated entrepreneurs: the co-funding implies a strong motivation to achieve results.</li> <li>• Ensure a close monitoring of the process (from selection to final control) by involving sectoral experts.</li> <li>• Keep some flexibility on cost categories to be funded.</li> </ul>
<b>Stage of implementation</b>	 Pilot (Not yet implemented, but first project(s) in realisation.)
<b>Implementation area</b>	Firenze (Italy)
<b>Necessary modifications for rural regions</b>	<ul style="list-style-type: none"> <li>• Modify the selection criteria to related the peculiarities of applicants in rural areas characteristics.</li> <li>• Define the ration among loan/grant/co-funding based on the actual demand.</li> <li>• Consider the possibility to widen the target group as to include non-formalised groups (future entrepreneurs).</li> <li>• Do not link strictly to Covid issue.</li> </ul>
<b>Necessary modifications for SE</b>	<ul style="list-style-type: none"> <li>• Define the size of each financial instrument (grant+ Co-funding + impact loan) in relation to the reality of social enterprises.</li> <li>• Reduce the ratio of loan to grant. In Rinascimento is 1 to 5 (the impact loan is multiplying by up to 5 times the grant).</li> </ul>
<b>Other tools suitable for combination</b>	<a href="#">InnovAree</a>

## Any questions? Feel free to ask us!

<b>Further information</b>	<a href="https://rinascimentofirenze.it/">https://rinascimentofirenze.it/</a>
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Financing - Small grants for social enterprises

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<b>Short description</b>	Small grant as financial support for starting and developing a business - to beneficiaries in incubation and acceleration programs.
<b>Target group</b>	 Start-ups  Existing enterprises - development phase  Existing enterprises - growth phase
<b>Intended use</b>	All activities necessary for the implementation of the project are eligible for funding. The grant will be paid after the contract is signed. Any share of unused or ineligible assets must be returned.
<b>Cost categories</b>	<ul style="list-style-type: none"> <li>• Investment (building, permanent assets)</li> <li>• Current assets</li> </ul>
<b>Amount</b>	Up to €10,000.
<b>Conditions</b>	General: existing social enterprises (SEs), emerging SEs, innovative start-ups and start-ups with a social-entrepreneurial idea, that will have a positive impact on society or the environment
<b>Selection criteria</b>	Clear and specific projects that will start a new business or develop an existing one (or some specific segment of it); innovative projects with elements of social entrepreneurship and social responsibility; business model sustainability; growth and/or replication potential
<b>Impact assessment of SE</b>	Social return on investment analysis

<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>✔ Increasing the number of SEs</li> <li>✔ Improving the marketability/survivability of SEs</li> <li>✔ Improving business knowledge of SEs</li> </ul>
<b>Specific activities and resources required</b>	<u>Funding</u> <ul style="list-style-type: none"> <li>• Donor/Private funding</li> </ul>
	<u>Financing</u> <ul style="list-style-type: none"> <li>• Approx. €68,000</li> </ul>
	<u>Human resources</u> <ul style="list-style-type: none"> <li>• Approx 10 persons who are developing and implementing a program, mostly with its financial and/or strategic partners</li> </ul>
	<u>Other resources</u> <ul style="list-style-type: none"> <li>• Time for implementation: 6 months</li> </ul>
	<u>Implementation steps</u> <ul style="list-style-type: none"> <li>• Creating support programs for entrepreneurial initiatives and finding partners to co-finance projects</li> <li>• Prepare the conditions for use of the grant, prepare and launch a public call and instructions for applicants</li> <li>• Receiving and selection process of applications – first phase evaluation and ranking list of proposals</li> <li>• Second phase evaluation of the selected proposal based on field visit - assess applicants' capacities, motivation for project implementation, and sustainability and scalability of the business model</li> <li>• Final ranking, support and mentoring provided and financing under a signed business support contract</li> </ul>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Establishing a good partnership with sponsors/donors</li> <li>• Evaluation and selection process of applicants</li> <li>• Mentorship and coaching those with most promising business models; a combination of the grant and dedicated business support to further develop social entrepreneurship</li> <li>• Applicants' motivation and dedication</li> </ul>
<b>Stage of implementation</b>	<ul style="list-style-type: none"> <li>✔ Experienced</li> </ul> (Implemented and first experiences.)
<b>Implementation area</b>	Croatia
<b>Other tools suitable for combination</b>	<a href="#">Mentor and coaching support programme</a>

### Any questions, feel free to ask us!


<b>Further information</b>	<a href="http://pokreninestosvoje.hr/">http://pokreninestosvoje.hr/</a>
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Financing - Subsidized loan for social enterprises

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<b>Short description</b>	<p>Overall goal of the financial instrument is to enhance the competitiveness by improving access to external funding in the case of formerly inactive or unemployed private entrepreneurs, their micro enterprises and social enterprises (SMEs) that implement employment promoting investments while not having access or having insufficient access to financial resources.</p> <p>The loan programme brings several new elements to the Hungarian state-aid system as the first subsidised loan available for social enterprises (SEs).</p>
<b>Target group</b>	<ul style="list-style-type: none"> <li>✔ Non-enterprise entities</li> <li>✔ Start-ups</li> <li>✔ Existing enterprises - development phase</li> <li>✔ Existing enterprises - growth phase</li> </ul>
<b>Intended use</b>	<ul style="list-style-type: none"> <li>• Employment and business development related investments (tools and equipment purchase and real estate investments)</li> <li>• Employment and business development related stock purchases in case of SEs</li> </ul>
<b>Cost categories</b>	<ul style="list-style-type: none"> <li>• Investment (building, permanent assets)</li> <li>• Current assets</li> </ul>
<b>Amount</b>	From €2,985 up to €149,254
<b>Conditions</b>	<p>Eligible applicants: associations, foundations, social cooperatives, non-profit businesses which:</p> <ul style="list-style-type: none"> <li>• have business objectives besides their societal goals</li> <li>• use their profits to work towards their social mission</li> <li>• apply community based decision making concept in their operational and financial processes</li> <li>• employ job seekers being in disadvantaged situation</li> </ul> <p>Further conditions:</p> <ul style="list-style-type: none"> <li>• Minimum of 1 closed business year before the submission of the loan request</li> <li>• Only social enterprises operating in the less developed regions of Hungary are eligible (SEs operating exclusively in Central Hungary are excluded from the loan)</li> <li>• Real estate purchase costs may not exceed 10% of the total eligible costs</li> <li>• Collateral: tools, equipment, real estate or stocks purchased from the loan</li> <li>• Interest rate: 0%</li> <li>• Own contribution: 5-25% of the total costs of the project</li> </ul>
<b>Selection criteria</b>	<ul style="list-style-type: none"> <li>• Participation in the project plan evaluation and development process operated by the IFKA Public Benefit Non-profit Ltd. within the frameworks of the EDIOP-5.1.2-15-2016-00001 "MarketMate" priority project</li> <li>• Business viability and social impact potential proven by certification issued by IFKA</li> </ul> <p>or</p> <ul style="list-style-type: none"> <li>• SE "status" proven by certification issued by the OFA National Employment Public Benefit Non-profit Ltd.</li> </ul>
<b>Impact assessment of SE</b>	<ul style="list-style-type: none"> <li>• "MarketMate" pre-evaluation system operated by IFKA</li> <li>• SE Certification scheme operated by OFA</li> <li>• "MarketMate 2.0" monitoring system (under development by IFKA)</li> </ul>
<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>✔ Improving the marketability/survivability of SEs</li> <li>✔ Help to access to banks</li> </ul>
<b>Specific activities and resources required.</b>	<p><u>Funding</u></p> <ul style="list-style-type: none"> <li>• Economic Development and Innovation Operative Program (EDIOP) Priority 8 NSO 17.1 (European Structural and Investment Funds - Investment for Growth and Jobs programme)</li> </ul> <p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• Total: 10 billion HUF (29.85 million €)</li> </ul>



	<p><u>Other resources</u></p> <ul style="list-style-type: none"> <li>• Online project plan pre-evaluation system</li> <li>• SE certification scheme</li> </ul> <p><u>Implementation steps</u></p> <ul style="list-style-type: none"> <li>• Basic sector analysis</li> <li>• Ex-ante study</li> <li>• Planning of the financial instrument</li> <li>• Public consultation</li> <li>• Call for proposals</li> <li>• Project plan pre-evaluation (IFKA) or Social Enterprise Certification process (OFA)</li> <li>• Issuing certification for SEs (IFKA or OFA)</li> <li>• Obtaining and submitting documentation for loan application at MFB Point</li> <li>• Credit assessment procedure</li> <li>• Clarification (MFB Point, phone or email)</li> <li>• Final credit assessment (handing over the approval form to the customer at MFB Point or by post)</li> <li>• Pre-contract identification (personally at MFB Point for all stakeholders)</li> <li>• Signing a contract (within 90 days of approval)</li> <li>• Realisation of investment</li> <li>• Vendor Financing / Post-Financing (via Draw Sheet)</li> <li>• Disbursement</li> <li>• Customer service (continuous)</li> </ul>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Introduction of refundable financial resources (subsidised loan) to the support schemes of SEs in Hungary</li> <li>• Extending the target group scope of financial institutions with the SE sector</li> <li>• Evaluation of social impact and business viability potentials and certification of SE status of loan applicants by external expert organisation prior to the application and decision making process of the financial institutions.</li> <li>• Nationwide network of financial intermediaries supplying the loan with 642 urban and rural contact points (Hungarian Development Bank Points)</li> <li>• Direct personal financial advisory provided by the contact points to loan applicants</li> <li>• Providing business and social impact planning support to loan applicants (EDIOP-5.1.2-15-2016-00001 "MarketMate" priority project)</li> <li>• Providing business support services to social enterprise organizations implementing their projects financed by the financial instrument described (EDIOP-5.1.2-15-2016-00001 "MarketMate" priority project)</li> <li>• Combination opportunity of the refundable financial instrument EDIOP-8.8.1-17 with non-refundable grant (EDIOP-5.1.7-17)</li> <li>• Intensive promotion of the financial instrument by the EDIOP-5.1.2-15-2016-00001 "MarketMate" priority project among SEs</li> </ul>
<b>Stage of implementation</b>	<p> Experienced</p> <p>(Implemented and first experiences.)</p>
<b>Implementation area</b>	Hungary
<b>Other tools suitable for combination</b>	<ul style="list-style-type: none"> <li>• <a href="#">Grant scheme for social enterprises</a> (EDIOP-5.1.7-17)</li> <li>• <a href="#">MarketMate (project plan pre-evaluation system)</a> (EDIOP-5.1.2-15-2016-00001)</li> </ul>

## Any questions? Feel free to ask us!

<b>Further information</b>	EDIOP-8.8.1-17: <a href="https://www.palyazat.gov.hu/ginop-881-17-foglalkoztats-sztnzse-cl-hitelprogram-#">https://www.palyazat.gov.hu/ginop-881-17-foglalkoztats-sztnzse-cl-hitelprogram-#</a>
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Evaluation - Map of social innovation and social enterprises

[Home](#) / [Evaluation](#) / [Monitoring](#) + [Scouting and market analysis](#)




<b>Short description</b>	An interactive online platform for initiatives and social enterprises (SEs) serves to map social entrepreneurship and its support structures. The name, legal form, field of action and headquarters of the organisation are recorded. The map helps the actors to network locally, to use synergies or as a source of inspiration and motivation to implement their own ideas. An existing platform ( <a href="http://kartevonmorgen.org">kartevonmorgen.org</a> ) was used for the implementation in order to generate higher visibility and better networking with existing structures and initiatives. The well-known SEs were clustered according to fields of action, and in addition, legal forms and special features or offers were added.
<b>Target group</b>	<ul style="list-style-type: none"> <li>✔ Non-enterprise entities (social initiatives, associations, citizens)</li> <li>✔ Start-ups</li> <li>✔ Existing enterprises - development phase</li> <li>✔ Existing enterprises - growth phase</li> </ul>
<b>Goal/expected outcome</b>	<ul style="list-style-type: none"> <li>• low-threshold access to network</li> <li>• mapping of SE in a regional context</li> <li>• increasing number/visibility of SE</li> </ul>
<b>Criteria</b>	<ul style="list-style-type: none"> <li>• enterprises with an social impact</li> </ul>
<b>Measures</b>	<ul style="list-style-type: none"> <li>• Increasing visibility of SE (motivation, networking)</li> <li>• Collecting and provision of data of SE (topics, legal forms, spatial distribution)</li> </ul>
<b>Specific activities and resources required.</b>	<u>Financing</u> <ul style="list-style-type: none"> <li>• Under €1,000 annually</li> </ul>
	<u>Human resources</u> <ul style="list-style-type: none"> <li>• 0.1 collaborator as editor/content manager</li> </ul>
	<u>Implementation steps</u> <ul style="list-style-type: none"> <li>• Define target group/region</li> <li>• Clarify responsibility</li> <li>• Set up consortium/task force</li> </ul>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Present well prepared and current, local specific data</li> <li>• Use existing structures</li> <li>• Networking</li> </ul>
<b>Stage of implementation</b>	✔ Experienced (Implemented and first experiences.)
<b>Implementation area</b>	Saxony-Anhalt (Germany)
<b>Other tools suitable for combination</b>	In addition to all other tools, especially individual advisory and coaching, financing schemes

### Any questions? Feel free to ask us!


<b>Organisation</b>	Competence Centre Social Innovation Saxony-Anhalt
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Evaluation - MarketMate (project plan pre-evaluation system)

[Home](#) / [Evaluation](#) / [Impact measurement](#)

<b>Short description</b>	<p>The 'MarketMate' project plan pre-evaluation system is operated by the IFKA Public Benefit Non-profit Ltd. within the frameworks of the 'MarketMate' priority project (EDIOP-5.1.2-15-2016-00001).</p> <p>It is the pre-requisite needed to apply for financial resources from the Hungarian state.</p> <p>The pre-evaluation system applies innovative "trial/error/learn/trial/grant" approach in its certification procedures, which provide access for SEs to non-refundable (EDIOP-5.1.3, EDIOP-5.1.7) and refundable (EDIOP-8.8.1-17) financial resources. This means that applicants have a second chance after learning process if they fail in the first trial.</p>
<b>Target group</b>	<ul style="list-style-type: none"> <li> Non-enterprise entities (Non-profit organisations (associations, foundations, religious organisations) starting social enterprises (SEs))</li> <li> Start-ups</li> <li> Existing enterprises - development phase</li> </ul>
<b>Goal/expected outcome</b>	<ul style="list-style-type: none"> <li>• Identifying and developing sustainable social enterprises</li> <li>• Supporting SEs to create feasible project plans</li> <li>• Predicting social impact and business viability potentials of project plans of SEs</li> <li>• Certifying social impact generating and business capabilities of SEs applying for refundable and non-refundable financial resources</li> <li>• Building an extensive and detailed database of social enterprises in Hungary</li> <li>• Channelling experiences gained during the pre-evaluation activities into the advisory activities of the priority project</li> </ul>

<p><b>Criteria</b></p>	<p><b>Minimum criteria</b></p> <ul style="list-style-type: none"> <li>• Number of years of operation</li> <li>• Location of project implementation (only in eligible regions)</li> <li>• Job creation (number of disadvantaged, non-disadvantaged target group members and professionals)</li> <li>• Future employment plan</li> <li>• The ratio of disadvantaged/disabled employees to the total of target group members</li> <li>• Financial plan (Total cost of project, grant, own contribution, loans)</li> <li>• Selection of disadvantaged target groups to be employed</li> <li>• Existence of the compulsory Transparency Declaration and Cooperation Agreement with the priority project</li> </ul> <p><b>Business criteria (100 points)</b></p> <ul style="list-style-type: none"> <li>• <u>Operational characteristics</u>: number of closed business years, business and financial performance data, credit history, employment capacities, experience with EU/national financial support schemes, experiences relevant to the activities to be developed (24 points)</li> <li>• <u>Organisational characteristics</u>: mission, business goals, main business activities, main characteristics of the management, online activities, existence of organisational documents (e.g. formulated business plan, certifications, job descriptions, organisational and operational regulations), quality assurance systems, internal performance evaluation and customer satisfaction evaluation processes (16 points)</li> <li>• <u>Market viability</u>: description of the developments, market analysis, analysing of competitors, marketing plan) (18 points)</li> <li>• <u>Financial feasibility</u>: plan for use of funds, plan for use of loan, profit plan, cash-flow plan (20 points)</li> <li>• <u>Organisational feasibility</u>: relevant experiences of the management and the professional employees; collaborators on the market, ratio of the grant to the total revenues and to the business revenues in the last business year, amount of grant/new employees, increase of business revenues (8 points)</li> <li>• <u>Risk management</u>: management of development risks, management of operational risks, customer declarations of intent, permissions needed (14 points)</li> </ul> <p><b>Social impact criteria (100 points)</b></p> <ul style="list-style-type: none"> <li>• Social goals, main social activities, social experiences of the organisation, experiences of key employees about the target groups to be employed, decision making processes (18 points)</li> <li>• <u>Social problem management</u>: definition of the social problems to be tackled, definition of the social goals of the development, definition of the localities affected by the developments, embeddedness in the local communities (19 points)</li> <li>• <u>Employment impact</u>: ratio of disadvantaged/disabled employees to the total of target group members, cumulated number of employees (5 years prediction), wage level of employees (5 years prediction), labour market characteristics of the employees, detailed description of employment tools (e.g. working forms, work schedules), matching between the labour market characteristics and the employment tools applied, complementary employment measures (trainings, internship programmes etc.) (28 points)</li> <li>• <u>Social impact</u>: other social activities and their target groups, communication activities to decrease social prejudices and to increase employment and social impacts of the organisation; expected employment impacts, indicators and measurement methods, expected other social impacts, indicators and measurement methods, social impact risk management, plans for profit use (35 points)</li> </ul> <p><b>Scoring</b></p> <ul style="list-style-type: none"> <li>• <u>Business criteria</u>: certification criteria is 75 % (75 points) of the total obtainable 100 points AND 75 % (28.5 point) of the obtainable 38 points in the key modules (Market viability and financial feasibility. Applicants with 50 %-74 % performance obtain development support (training materials, group training and one-on-one advisory) and have the opportunity to resubmit their developed applications in 2 more rounds.</li> <li>• <u>Social impact criteria</u>: % and points (certification criteria is 75 % (75 points) of the total obtainable 100 points OR 85 points (85 %) over 100 million HUF non-refundable financial support required. Applicants with 50 %-74 % (84 % in case of 100 million HUF grant required) performance obtain development support and also have the opportunity to resubmit their developed applications in 2 more rounds.</li> </ul>
<p><b>Certificate</b></p>	<ul style="list-style-type: none"> <li>• Registration number of the application</li> <li>• Application areas of the certificate (EDIOP-5.1.3-16 OR EDIOP 5-1-7-17 and EDIOP 8.8.1-17 programs)</li> <li>• Identifying data of the owner of the certificate (name, headquarters, statistical registration number, name of the representative and founding date of the organization)</li> <li>• Amount of non-refundable financial support required</li> <li>• Implementation locations</li> <li>• Result of the evaluation: Certified</li> <li>• <u>Detailed results</u>: <ul style="list-style-type: none"> <li>• Minimum criteria: Fulfilled</li> <li>• Business criteria: % and points</li> <li>• Social impact criteria: % and points</li> <li>• Total points obtained: % and points</li> </ul> </li> <li>• Validity of the certification</li> <li>• <u>Attachments</u>: <ul style="list-style-type: none"> <li>• Executive summary of the project plan</li> </ul> </li> </ul>

<b>Measures</b>	<ul style="list-style-type: none"> <li>• Profound planning and testing of the evaluation system with the involvement of the support organisations (ministries, managing authorities)</li> <li>• Development and maintenance of the online interface of the system</li> <li>• Technical operation of the "MarketMate" project plan pre-evaluation system</li> <li>• Evaluation of the business viability and social impact potential of the EDIOP-5.1.3-16 and EDIOP-5.1.7-17 project plans of social enterprises</li> <li>• Non-financial services to the applicant social enterprises in business modelling and social impact development (training materials, group trainings and one-on-one consultancy).</li> <li>• Issuing certificates qualifying social enterprises to apply for the non-refundable and refundable funds (EDIOP-5.1.3-16, EDIOP-5.1.7-17, EDIOP-8.8.1-17)</li> <li>• Intensive information of the target group (existing and potential social enterprises) about the pre-evaluation system and the evaluation criteria (webpage, detailed instructions of completion, workshops)</li> </ul>
<b>Specific activities and resources required</b>	<p><u>Funding</u></p> <ul style="list-style-type: none"> <li>• Economic Development and Innovation Operative Program (EDIOP) Priority 5 NSO 10.2 (European Structural and Investment Funds - Investment for Growth and Jobs programme)</li> </ul> <p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• 500 million HUF (1.471 million €) (2016-2020)</li> </ul> <p><u>Human resources</u></p> <ul style="list-style-type: none"> <li>• 1 project manager</li> <li>• 1 customer service assistant</li> <li>• 1 IT expert</li> <li>• 1 minimum criteria evaluation expert</li> <li>• 1 business evaluation supervisor</li> <li>• 2-6 business evaluation experts</li> <li>• 2-3 business planning consultant</li> <li>• 1 social impact evaluation supervisor</li> <li>• 2-4 social impact evaluation expert</li> <li>• 1-2 social impact planning consultant</li> </ul> <p><u>Other resources</u></p> <ul style="list-style-type: none"> <li>• Online project plan pre-evaluation system and interface</li> <li>• Server</li> </ul> <p><u>Implementation steps</u></p> <ul style="list-style-type: none"> <li>• Online project plan pre-evaluation system planning</li> <li>• Public consultation</li> <li>• Publishing the online project-plan pre-evaluation system</li> <li>• Submission of project plans by SEs for pre evaluation</li> <li>• Pre evaluation (maximum 3 rounds)</li> <li>• Project plan development services (group training, personal consultancy) (maximum 2 round)</li> <li>• Issuing certifications for SEs</li> </ul>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Profound planning, integration of the needs of the target group and the supporting organisations (ministries and managing authorities) to the system.</li> <li>• Testing of the evaluation system with the involvement of the target group (SEs and potential SEs)</li> <li>• Intensive information of the target group (existing and potential social enterprises) about the pre-evaluation system and the evaluation criteria (webpage, detailed instructions of completion, workshops)</li> <li>• Detailed and standardised evaluation guide for evaluators ensuring objective evaluation</li> <li>• Two stage evaluation process (1. evaluation, 2. supervision)</li> <li>• "trial/error/learn/trial/grant" approach</li> <li>• Tailored project plan development services (group training, personal consultancy)</li> <li>• Certificates qualifying social enterprises to apply for the non-refundable and refundable funds</li> </ul>
<b>Stage of implementation</b>	<p> Experienced (Implemented and first experiences.)</p>
<b>Implementation area</b>	Hungary
<b>Other tools suitable for combination</b>	<ul style="list-style-type: none"> <li>• EDIOP-5.1.3-16 and EDIOP-5.1.7-17 <a href="#">Grant scheme for social enterprises</a></li> <li>• EDIOP-8.8.1-17 <a href="#">Subsidized loan for social enterprises</a></li> </ul>


## Any questions? Feel free to ask us!

<b>Further information</b>	<ul style="list-style-type: none"> <li>• <a href="http://piactars.hu/">http://piactars.hu/</a></li> <li>• <a href="https://ginop512.ifka.hu/">https://ginop512.ifka.hu/</a></li> </ul>
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Evaluation - Mutual learning process through regular feedback loops

[Home](#) / [Evaluation](#) / [Monitoring](#)

<b>Short description</b>	<p>The <b>feedback loop</b> is an instrument which ensures roughly the approach of the need-oriented start-up program through an extensive and in-process evaluation. The loop consists of different regularly conducted feedback mechanisms (e.g. one-on-one conversation, coaching/ advisory, post event feedback etc.) helping to drive the start-up program as much comfortable as possible for both, participants and service providers through an open exchange about specific needs on one side and feasible offerings on the other one. The insights gained enable to better understand the idea and the individual behind different business models. This way mentoring sessions as well as advisory and funding instruments can be provided need-orientated.</p> <p>By the way, service providers and project partners can gain knowledge in dealing with (potential) SEs/start-ups and/or new insights and methods for their daily work in other branches what can be defined as <b>mutual learning</b>.</p>
<b>Target group</b>	<ul style="list-style-type: none"> <li>✔ Non-enterprise entities (<i>associations, interest groups</i>)</li> <li>✔ Start-ups</li> <li>✔ Existing enterprises - development phase</li> <li>✔ Existing enterprises - growth phase</li> </ul>
<b>Goal/Expected outcome</b>	<ul style="list-style-type: none"> <li>• Awareness-raising for existing BSS.</li> <li>• Foster the entrepreneurial spirit.</li> <li>• Personalize/improve the profiling/ incubation process according to the specific needs of each participant.</li> <li>• Support to develop the essential ability to reflect the own business model idea and its characteristics.</li> <li>• Mutual learning opportunities.</li> </ul>
<b>Criteria</b>	<ul style="list-style-type: none"> <li>• Comparability at the beginning/end.</li> <li>• Possibility of constructive feedback.</li> </ul>
<b>Certificate</b>	<ul style="list-style-type: none"> <li>• Certificate of participation.</li> <li>• Abstract of modules/mentoring.</li> </ul>
<b>Measures</b>	<ul style="list-style-type: none"> <li>• Offer feedback opportunities (e.g. one-on-one).</li> <li>• Recognise special needs of SEs and react to them.</li> <li>• Create a program which covers special needs of SEs.</li> </ul>
<b>Specific activities and resources required.</b>	<p><u>Financing</u></p> <ul style="list-style-type: none"> <li>• Budget for external expertise.</li> </ul> <p><u>Human Resources</u></p> <ul style="list-style-type: none"> <li>• Somebody with an empirical background.</li> </ul> <p><u>Other resources</u></p> <ul style="list-style-type: none"> <li>• Experience with start-ups/founders.</li> </ul>

	<p><u>Implementation steps</u></p> <ul style="list-style-type: none"> <li>• Individual feedback (one-on-one) at the beginning, midterm &amp; end of the pilot program to determine the status quo, challenges and specific needs for the further development of each participant.</li> <li>• Feedback opportunities after each training/workshop to adapt some of the characteristics (e.g. time, duration, thematic) if needed.</li> <li>• Possibility of individual coaching/mentoring sessions according to the specific needs of each participating idea and thus determined through the different feedback mechanisms during the program.</li> </ul>
<b>Key factors for success</b>	<ul style="list-style-type: none"> <li>• Highly motivated participants that seek to found a social start-up.</li> <li>• Existing social start-ups with the aim to get marketable soon.</li> <li>• Involvement of and cooperation with local stakeholders.</li> </ul> <p>Furthermore:</p> <ul style="list-style-type: none"> <li>• Willingness of participants to take part in feedback mechanisms; clear communication of advantages (e.g. help to shape program).</li> <li>• Having one person accompanying the whole feedback loop process.</li> <li>• Seek for feedback regularly, preferably face-to-face (e.g. video conference); ask for improvement recommendations as well.</li> <li>• Feedback loop and incubation process need to be well-matched if used simultaneously which means that feedback mechanisms should be consorted with program elements (e.g. training, pilot workshop).</li> <li>• Feedback requested should be appropriate (e.g. number and usefulness of questions) and preferably in person (e.g. interview).</li> </ul>
<b>Stage of implementation</b>	 Pilot (Implemented once, first experiences)
<b>Implementation area</b>	Saxony-Anhalt (Germany)
<b>Necessary modifications for rural regions/SE</b>	<ul style="list-style-type: none"> <li>• Program evaluation (e.g. interviews) should be available online.</li> <li>• Evaluation opportunities should be accessible for all participants.</li> <li>• There should be one reference person for all evaluation processes.</li> </ul>
<b>Other tools suitable for combination</b>	<a href="#">Incubation process with need-orientated education</a>

## Any questions? Feel free to ask us!

<b>Further information</b>	<a href="https://www.mitz-merseburg.de/en/">https://www.mitz-merseburg.de/en/</a>
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Anstalt der Norddeutschen Landesbank – Girozentrale  
Domplatz 12  
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fax: +49 391 589 1745  
e-mail address: [info@ib-lsa.de](mailto:info@ib-lsa.de)

You can reach our company data protection officer at:

Investitionsbank Sachsen-Anhalt  
Anstalt der Norddeutschen Landesbank – Girozentrale  
Datenschutzbeauftragter  
Domplatz 12  
39104 Magdeburg  
phone: +49 391 589 8373  
e-mail address: [datenschutz@ib-lsa.de](mailto:datenschutz@ib-lsa.de)

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The State Commissioner for Data Protection of Saxony-Anhalt  
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39104 Magdeburg

Postal address:  
PO Box 1947  
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[poststelle@lfd.sachsen-anhalt.de](mailto:poststelle@lfd.sachsen-anhalt.de)

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