

New Generation Skills
WP3 D3.2.2.

Local-level comparative case study of Maribor and Podravje region
Municipality of Maribor

June 2017

CONTENT

0. EXECUTIVE SUMMARY	3
1. OVERVIEW.....	4
2. INTRODUCTION	6
3. METHODS AND SOURCE OF DATA USED DURING SITUATION ASSESSMENT	10
3.1. Literature, documents and web analysis	10
3.2. Desk research of existing statistical data.....	10
3.3. Qualitative data collection	10
3.4. Quantitative data collection	11
4. THE REGIONAL AND LOCAL LEVEL CONTEXT	12
4.1 Overview of national, regional and local statistics on youth.....	12
4.2 Qualitative data collection	12
4.2.1 Absence of regions and impacts on innovation.....	15
4.2.2 Social Enterprises.....	18
4.3 Quantitative data collection: Methodology II.2.4.....	35
5. SWOT ANALYSIS	37
6. IDENTIFICATION OF RELEVANT POLICIES AND LEGISLATION.....	43
6.1. National Legislation.....	43
6.2. Youth policy - Maribor	45
7. GOOD PRACTISES	47
8. SUGGESTIONS FOR IMPROVEMENT “YOUTH AND INNOVATION”	53
9. ACKNOWLEDGMENTS.....	57
10. ANNEXES	58

TABLES

Table 1: Key actors in the social enterprise ecosystem in Slovenia.....	26
Table 2: Result of online survey among young people in Municipality Maribor, 2017.....	35
Table 3: SWOT analysis of the existing youth, innovation, soc. innovation and soc. entrepreneurship	37
Table 4: SWOT analyses on employment policies for youth	38
Table 5: SWOT analyses for education policies of youth.....	39
Table 6: SWOT analyses on policies of youth housing.....	40
Table 7: SWOT analyses of youth mobility policy	41
Table 8: Brief overview of Good practices	47

0. EXECUTIVE SUMMARY

Within the New Generation Skills project, a local level comparative case study was prepared for each of the involved cities.

The situation of youth in Municipality of Maribor was examined by analysing several studies from the following domains: youth, innovation, social innovation and social entrepreneurship. The literature was collected on European, national, regional as well as on local level and includes: policy documents (laws, decrees), strategic level (strategies on specific domains) and programmes covering the youth, on the national, regional and local level covering the innovation and on national level covering the social entrepreneurship.

The demographic research showed that there are currently 319.668 young people between 15 and 29 years of age in Slovenia, of which 5,69% (18.194) are residing in Municipality of Maribor representing 16,38% of the municipality population. The overall number of young enrolling in study programs for the first time in the academic year 2017/18 is 14.864, with the total capacity of accepting 18.147 students on the national level. For the University of Maribor, this means a 63% enrolment in accordance to the total capacity, which shows for very favourable options for young (among which the early school leaving is only around 5%) to obtain a tertiary education.

The study further reveals that there are many training opportunities for young to gain informal education and to achieve empowerment for entry at the labour market.

As one of the entrepreneurial forms, social enterprise is present in Maribor more than in any other Slovenian municipality, mostly relevant to youth employment through the work integration programmes to help disadvantaged workers enter the labour market (WISEs), including young unemployed.

The survey was carried out among the youth population aged between 15 and 29, which showed the overall satisfaction of youth within Maribor. Based on the results of the survey and the research SWOT analyses were made on: existing youth, innovation, social innovation and social entrepreneurship; employment policies for youth; education policies for youth, policies for youth housing, and youth mobility policies.

Recommendations and suggestions for improvements are presented at the conclusion of the document, providing guidelines for decisionmakers on how to improve the current situation, fostering youth integration in Maribor.

1. OVERVIEW

The Local-level comparative case study of Maribor was prepared within the framework of the New Generation Skills (NGS) project.

Country: *Slovenia*

Name of organization: *Municipality of Maribor*

Topic: *Local comparative case study on Innovation, Social Innovation and Social Entrepreneurship in Maribor, focused on young people aged 15-29*

Duration of project: *January 2017 – June 2019*

Funding program: *Interreg Danube Transnational Programme*

Total budget: *1.564.067,83 and IPA: 238.934,95*

Key partners: *Council of Újbuda, 11th District of Budapest Municipality (Hungary, the consortium leader,), PRIZMA Foundation Institute for the Improvement of Employment (Slovenia), NOWA Project management Training Advisory (Austria), Akzente – Centre for Equality and Regional Cooperation (Austria), North-Western Regional Development Agency (Romania), Association for the Community Development of the Agglomeration of Cluj-Napoca (Romania), (For) Sofia Development Association (Bulgaria), Municipality of Sofia (Bulgaria), DEX Innovation Centre (Czech Republic), Mihajlo Pupin Institute (Serbia), Council of Savski Venac District of Beograd (Serbia), Corvinus University of Budapest, Centre for Development of Small Enterprises (Hungary) – Associated Strategic Partner, Municipality of Graz (Austria) – Associated Strategic Partner, Municipality of Beograd (Serbia) – Associated Strategic Partner*

Current status:

The following activities have been implemented by Municipality of Maribor up to date:

- *Identification and mapping of relevant stakeholders;*
- *Organisation and implementation of Initial LIAG meeting (May 10th, 2017);*

- *Preparation and conduction of youth survey in May and June 2017;*
- *Preparation and conduction of interviews with the respective target groups in May 2017;*
- *Collection and selection of good as well as bad practices among the relevant project holders in the region Podravje and predominantly in Maribor;*
- *Analysis of the existing sources and literature, linked to the youth in Maribor, social innovation and social entrepreneurship;*
- *Analysis of the obtained results and prepared of the study outlined in current document;*
- *Organisation and implementation of 1st LIAG workshop, June 19th, 2017;*
- *Preparation of the roadmap and identification of expert in the transnational innovation advisory board.*

2. INTRODUCTION

According to the common methodology of the NSG partnership, the following four key elements of the study were prepared: analysis of the local situation; preparation of the questionnaires and interview guidelines; appointments and conduction of interviews; online survey; and transcription, evaluation of results and transfer into the analysis report.

Analysis of the local situation

Local case study on existing innovation ecosystem with good practices (e.g. internal processes, innovation procurement, financing agreements with business sector) was conducted by mapping relevant stakeholders and organizing the first workshop, introducing the project contents and requirements, including the local level comparative study. The young people were contacted via stakeholders, predominantly via the contact persons at University Maribor as well as the teachers in secondary schools.

Preparation of the questionnaires and interview guidelines

The questionnaire for the young people was prepared in cooperation of Slovenian partners and published online in May 2017. The full questionnaire is included as **Annex 2**.

The Interview guidelines for group-interviews and for individual interviews were provided for the target groups (young people, SMEs, local public authorities, innovation providers and NGOs) as can be observed in **Annex 3** of the current document.

Appointments and conduction of interviews

The interviews were conducted with relevant social entrepreneurs, NGOs, university researchers as well as the innovation ecosystem holders. Total of 8 interviews were conducted. Due to the local conditions and available time resources, the interviews were conducted in smaller groups.

Online survey

The questionnaire for the youth was published online and promoted through different channels: e-mailing lists, Facebook pages, web pages within the entire ecosystem network, predominately LIAG-members as well as their stakeholders, friends and family members.

Transcription, evaluation of results and transfer into the analysis report

Templates were prepared to evaluate the results of the interviews, which are in summarised form presented in the current document.

The following definitions are used in the current analysis:

- Design thinking: a method used by designers to solve complex problems and to find desirable solutions for end-users. Design thinking emphasises understanding the problem in different ways, making assumptions visible and/or tangible, eliciting feedback from those involved in the problem, and repeated testing and iteration.
- »Local Community Youth Council« - City Youth Council Maribor is an association of youth organizations of various interests, ideological and political orientation.
- "Youth policy" is coordinated set of measures of various sectoral public policies with the aim of promoting and facilitating the integration of youth in economic, cultural and political life of the community, including measures to promote the development of youth work and functioning of youth organizations and other support mechanisms for the development of youth work.
- "Youth work" is an organized form of young, where young people based on their own efforts, contributing to social inclusion by strengthening their competencies, thus contributing to the development of community.
- INNOVATION, as a process, is producing innovation as an outcome that the end users accept as a novelty. Innovation = invention + commercialization. Innovation management is a process aimed at efficient and effective control of innovation, both as a process and an outcome (invention X entrepreneurship and entrepreneurial spirit X requisite holism X management X co-workers X innovation friendly culture X customers X competitors X suppliers X natural environment X socio-economic environment and other outer, i.e. objective conditions X random factors, such as luck).
- Public sector innovation: is a new or significantly altered process or approach that is novel, that has been implemented in some form, and that is intended to deliver better public outcomes by achieving increased efficiency, effectiveness, and citizen, user or employee satisfaction.
- Innovation funds: is any financing directed to initiating, carrying out or scaling up innovation projects/programs in the public sector (including but not limited to

innovation grants, social innovation bonds, efficiency dividends that have been used for innovation).

- Innovation labs: are organisations (e.g. institution/agency/unit/laboratory/hub) dedicated to public sector innovation and supporting government in finding and implementing new ways of doing things that improve how the public sector performs (e.g. creating better public services, better outcomes, greater efficiency or more effective public policies etc.).
- Prototyping/piloting: is a way of testing early-stage ideas with service users to help choose between alternatives. It can also be used to identify key aspects of how a service would function and for user testing.
- Social entrepreneurship: process of start-up new undertakings (companies, enterprises...) that contributes to the improvement of the social wellbeing by benefiting the society as well as entrepreneurs.
- Social enterprise: A social enterprise is an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities. The Commission uses the term 'social enterprise' to cover the following types of business:

Those for who the social or societal objective of the common good is the reason for the commercial activity, often in the form of a high level of social innovation.

Those where profits are mainly reinvested with a view to achieving this social objective.

Those where the method of organisation or ownership system reflects the enterprise's mission, using democratic or participatory principles or focusing on social justice.

There is no single legal form for social enterprises.

Many operate in the form of social cooperatives, some are registered as private companies limited by guarantee, some are mutual, and a lot of them are no-profit-

distributing organisations like provident societies, associations, voluntary organisations, charities or foundations.

- Social innovation: Social innovations are new ideas that meet social needs, create social relationships and form new collaborations. These innovations can be products, services or models addressing unmet needs more effectively. The European Commission's objective is to encourage market uptake of innovative solutions and stimulate employment.
- Systems thinking: a method for analysing the inter-dependencies connected to complex problems and structures surrounding them. Systems thinking is used to understand purpose of systems, visualising the functioning of the system and redesigning systems for a new purpose.
- »Youth« are all citizens of the Republic of Slovenia, citizens of the European union or foreigners who live, work or educate themselves in City Municipality Maribor, aged between 15 and 29.
- »Youth organisation« in »organisations, which implement activities for young people are all non-governmental organisations, based in or operating in City Municipality Maribor and encourage, implement or cooperate in local activities for young people.

Acronyms in the current document:

MRA – Maribor Development Agency

MOM - Municipality of Maribor

LIAG - Local Innovation Advisory Groups

RDP – Regional Development Plan

SURS - Statistical Office of the Republic of Slovenia

TIAB - Transnational Innovation Advisory Board

3. METHODS AND SOURCE OF DATA USED DURING SITUATION ASSESSMENT

The situation of youth in Municipality of Maribor (Podravje, Slovenia) was examined by analysing several studies from the following domains: youth (general, existing on local and national level), innovation (on regional and national level), social innovation and social entrepreneurship (on national level with the data for local level).

3.1. Literature, documents and web analysis

The literature was collected on European, national, regional as well as on local level and includes: policy documents (laws, decrees), strategic level (strategies on specific domains) and programmes covering the youth, on the national, regional and local level covering the innovation and on national level covering the social entrepreneurship.

For full overview of the literature, documents and web analysis refer to ***Annex 1***.

3.2. Desk research of existing statistical data

Available statistical data regarding Youth for the Maribor Municipality were evaluated. The data were collected from:

- Statistical office of the Republic of Slovenia (www.stat.si)
- Employment Office of the Republic of Slovenia (https://www.ess.gov.si/trg_dela). A special set of data was prepared by the Employment Office, Regional Office Maribor.
-

3.3. Qualitative data collection

Due to the local conditions and available time resources, with the most comprehensive analysis possible, persons out of all 5-target groups were interviewed individually or in smaller groups/pairs. A total 9 interviews were conducted.

3.4. Quantitative data collection

The survey with the target groups was conducted, targeting the youth in Maribor. The survey questions are included as **Annex 2 and Annex 3**. By 8th of June 375 responses have been received, out of which 204 valid respondents.

4. THE REGIONAL AND LOCAL LEVEL CONTEXT

4.1 Overview of national, regional and local statistics on youth

The overview of the Youth in Slovenia, development region Podravje and Maribor Municipality as well as the local-level policy instrument are presented in detail in **Annex 4**, providing the following overview:

Youth in Slovenia

- Demography
- Youth in education
- Employment, risk of poverty and quality of life among young people
- Living conditions
- Migrations

Youth in Podravje Region

- Demography
- Youth per activity and employment
- Economy in Podravje

Youth in Municipality of Maribor

- Municipality of Maribor
- Demography
- Employment Opportunities
- Education
- Health Care
- Social Security
- Sport and Recreation
- Green areas in Maribor
- Free Wi-Fi

4.2 Qualitative data collection

The Municipality of Maribor prepared the list of interviews to be conducted with the relevant target group, foremost the stakeholders. Due to the limited time, the interviews were made

not as a group interviews but as single ones or in smaller groups/couples. All together 9 organisations took part in the interviews.

The questions were standardized: 1. Description of the organisation; 2. Achievements in city development; 3. Biggest challenge in Maribor in the field of youth?; 4. Which model of support for youth in the field of innovation, social innovation, technological innovation as well as social entrepreneurship and business engagement are you currently using?; 5. Could you list 5 most important organisation in Maribor dealing with social innovation/innovation, business/social-entrepreneurship assistance or assistance to youth in employment and with which would you like to deepen the cooperation; 6. How would you rate the cooperation between the listed organisations (social innovation/innovation, social/business support organisation, youth organisations) in assistance to the employment in Maribor?; 7. If you could enhance the cooperation, what would you do on short-term and what on long-term; 8. Are you ready to participate in the project and put into practice your ideas?; 9. are you ready to participate in the local action group of the NGS?

The organization, which are in Maribor, either private, semi-public or public, can be categorised as:

- 1) Organization providing services/facilities for young people,
- 2) Organisation providing service/facilities for innovation (not only for young people),
- 3) Organisation providing services/facilities for social innovation,
- 4) Organisation providing services/facilities for social entrepreneurship (predominately associations, unions).

Organisations, providing services for youth:

- **Youth cultural centre Maribor (MKC)** – project Off to work (Delat grem)!, Bank of ideas (training for project management)
- **Social Academy – project Inkubator 4.0** (career workshop My step forth, Challenges of fourth industrial revolution, training on rhetoric Awake the speaker inside, time management workshop Rested and efficient...)
- **Infopeka – Združimo se** (inclusion in theoretical and practical training for encouraging the foundation of working, service and social co-operatives as companies providing sustainable employment for youth)



- **Institute Ypsilon** – informative 2 week intense courses »**Made with Y**« (networking and pitching, conflict solving, emotional intelligence and non-verbal communication, marketing, social networks and enterprises, negotiation techniques, inner motivation...)
- **Maribor Development Agency (MRA)** – information about public tender PVSP (encouraging entrepreneurship among unemployed in the Maribor area and opening new employments)
- **Network MaMa – Project Heroes of Employment:** Take Back the Future (promotion and awareness raising actions about the Guarantee scheme for youth, choosing Youth ambassadors who become the local heroes of employment by organization of events)
- **Social innovators of future 2.0 – Youth Guilt** (creating and environment for young people to broaden their imagination through following projects: weekly enthusiasm, creating project groups, individual coaching, interest focused interactive workshops, developing business ideas, networking)
- **Institute Nefiks** – *Project for youth to gain long term support and training to develop non-formal competences (working for 3 months in groups of Nefiks five).*
Informing young unemployed about local organizations, institutes, societies and their activities in the field of competitiveness of young people in the labour market, especially:
 - **ZNI** – Institute for new age education, active in the field of youth mobility,
 - **European Youth portal**, with published tenders for youth to gain employment experience or setting up their companies
 - **IRP, University business incubator, offering** thematic workshops on self-employment, counselling, business roadshows, idea assessment, Start Up weekend competitions and Start-up space.
 - **Youth of Maribor: Online portal** providing all information in one spot about youth activities in the city, informing about project opportunities, activities of active employment and more. Youth of Maribor is also promoting youth centres, youth organizations and organizations for young people in the City.

- **Fair employment:** (part of ePEKA) within the framework of *Youth with less opportunity gain employment through youth work* (Socially responsible employment – **Fair employment**) continues its mission of linking youth work with social entrepreneurship and inclusion of Roma minority in a way that educates and trains young people with less opportunities by providing different activities of gaining informal education to gain key learning competences, which are necessary for achievement for either employment or self-employment.
- **Institute Citilab** (part of co-operative Tkalka) and partner in Coworking Maribor (network of coworking spaces)
- **Fudacija Prizma** (part of co-operative Tkalka) and partner in Coworking Maribor (network of coworking spaces)
- **Infopeka – Institute Pekarna** (actively participating in project Zdržimo sel: providing youth services (vocational training etc.);
- **CAAP** (part of co-operative Tkalka) and partner in Coworking Maribor (network of coworking spaces): social entrepreneurship, social innovation.
- **Štajerski tehnološki park:** business incubator and member of Coworking Maribor (network of coworking spaces)
- **Tovarna podjetmov** (business incubator): university incubator and member of Coworking Maribor (member of network of coworking spaces)
- **Institute PIP: youth services** (counselling, law and legal matters)
- **GT22: youth and art** (also member of Coworking Maribor)
- **Employment Office of the Republic of Slovenia**, employment possibilities
- **University Maribor** (Career Centre), employment possibilities

4.2.1 Absence of regions and impacts on innovation

From the regional perspective, no legal structures (no regions) are in place although they are possible per Constitution. The absence of the regional structures has impact on the absence of the strategic management of development issues. Additionally, the whole innovation policy is governed centrally on the national level. A single RIS was prepared for the whole Slovenia.

However, in Podravje region the intermediaries signed the letter of intent in which they obliged themselves for different activities (pre-incubation activities, incubation activities – divided per requested level of know-how and the networking activities). From the supportive mechanisms, there was an obvious lack of: seed capital, venture capital, business angels' associations. Therefore, the following instruments for encouraging innovativeness of the region (including the encouragement of generation of ideas, suggestions, inventions, innovations) should be prepared and implemented:

- Set up of regional development platform (including the active participation of inhabitants by the means of ICT);
- Development of regional development indicators that go beyond the GDP (e.g. the measures of subjective and material well-being on all three pillars of sustainable development), their monitoring and evaluation of impacts of selected programmes/projects;
- Set up of regional development platform for encouragement of IIPD (invention-innovation-diffusion-processes) for the cooperation of intermediaries, specialised organisations – funds, clubs etc., inventors and innovators as well the interested public and media;
- Set up of the regional business angels club;
- Set up of regional fund for promising inventions;
- Set up of regional seed capital;
- Set up of regional youth platform.

However, there is a long tradition in promotion of innovation policy in the region: in 2017 the 37th PODIM – business and innovation conference was organised. The aims of the PODIM are: to raise awareness about the importance of innovation, entrepreneurship and effective management for economic growth and prosperity of Slovenia and to establish effective communication between university and economic environment in order to successfully link experience and fresh business ideas. Professional and general public needs to be acquainted with research results as well as domestic and foreign experience, which can be help us to improve performance of Slovenian enterprises and other organisations. We want to

familiarise people with the need for a systematic and continuous support in transferring novelties into business practice. And what is important, especially young people are involved in the start-up scene, which has remarkable results on international playground though less acknowledged on the regional level. However, the Municipality of Maribor recognised the importance and co-financed in the amount of 40.000 EUR in 2017 the following activities: support to business activities such as start-ups, workshops for start-ups, workshops for pupils, counselling for start-up groups, maintenance of start-up network of mentors and organisation of Start-up Maribor Conference. The indicators are remarkable: 30 events, 48 speakers, 800 participants in start-up week-ends, 50 new start-ups, 5 start-ups in expansion phase, 30 mentors and more than 100 new working places created. It has to be added that the programme is only co-financed by the Municipality of Maribor (source: Maribor Development Agency, INOLINK).

An active role in stimulation of innovation has also Slovenian Enterprise Fund, situated in Maribor. The Slovene Enterprise Fund (SEF) is a public financial fund, in ownership of the Republic of Slovenia, established in 1992, for financial support to Slovenian micro, small and medium-sized enterprises (SMEs) with favourable guarantee, credit and equity lines for the growth and development of the SMEs and start-up lines for new enterprises. The purpose of SEF's operation is to improve access to affordable financial resources in the market. The SEF designs and offers financial incentives for the following **target groups**:

The SMEs with high demand and a market gap in obtaining financial resources for the growth and development or current operations, which demonstrate **strong demand** for favourable financial products adapted to their needs so that can have European-comparable conditions - *demand driven approach (guarantees as collateral for bank loans)*

- **Special groups of SMEs and other enterprises** that require special financial incentives to enter on the market, or the growth on a certain vulnerable market, and are important for a uniform, comprehensive and socially responsible economic development of individual environment:
 - Innovative start-up enterprises (*start-up incentives, seed capital, venture capital*).
 - Enterprises in less developed areas (*start-up incentives, microcredit*).
 - Enterprises engaged in socially beneficial entrepreneurship (*microcredits*), etc.

In the period 2015-2020 favourable financial incentives are tailored to **life cycle stages**, which are divided into two main target groups: young enterprises and SME5+:

- **Stages of the »YOUNG« programme** (enterprises younger than 5 years)¹:
 - Stage 1: product development - start-up incentives for:
 - Innovative enterprises
 - Enterprises from problem areas
 - Enterprises in the field of wood use
 - Stage 2: market entry - seed capital:
 - Convertible loans
 - Direct capital investments
 - Stage 3: rapid global growth - venture capital

- **Stages of the »SME 5+« programme** (enterprises older than 5 years):
 - Stage 4: further growth
 - Microcredits for:
 - Micro and small enterprises
 - Problem areas
 - Special target groups
 - Guarantees as collateral for bank loans with interest rate subsidy

(Source: Maribor Development Agency, INTRA). As described, slowly and steadily the situation in innovation millieu in Maribor is changing by providing the services and funding for the start-ups.

4.2.2 Social Enterprises

According to “A map of social enterprises and their eco-systems in Europe : Country report Slovenia” (European Commission, 2014) the concept of social enterprise is very new to

¹ Approximately 20% of the annual programme.

Slovenia although preliminary studies have been conducted in 2005². Slovenia adopted the Act on Social Entrepreneurship in 2011 (further: Act) which among other things, provides a definition of social entrepreneurship and social enterprise:

Social entrepreneurship shall represent the permanent performance of social entrepreneurship activities or other activities, which are subject to special conditions of employment, in the manufacture and sales of products or the provision of services on the market, for which the generation of profit is neither an exclusive nor a main objective.

The objectives of social entrepreneurship are to strengthen social solidarity and cohesion, promote the participation of the people, support voluntary work, improve society's capacity for innovation in addressing social, economic, environmental and other issues, ensure the additional supply of products and services in the public interest, develop new employment possibilities, provide additional jobs and enable social integration and vocational reintegration of the most disadvantaged groups in the labour market.

Social entrepreneurship principles and requirements state that a non-profit legal entity may engage in social entrepreneurship provided that it is established and operates pursuant to the following principles and requirements (hereinafter: the principles), which indicate its public benefit nature and social character:

1. it is established by the voluntary decision of its founders (autonomous initiative);
2. its sole purpose is not to generate profit (non-profit purpose of establishment);
3. it is established with the main purpose of continuously engaging in social entrepreneurship or other activities with a view to employing the most disadvantaged groups in the labour market and thus serving the public interest (performance of activities in the public interest);
4. its members work voluntarily (voluntariness);
5. it is managed independently (independence);
6. the manufacture and sale of its products or the provision of its services in the market are largely organised according to market principles (market orientation);

² Lužar Šajt et al.: Študija obstoječega stanja na področju socialne ekonomije v Sloveniji : s priporočili za pripravo modela uvajanja socialnega podjetništva. Javna agencija RS za podjetništvo in tuje investicije, 2005.

7. it typically involves voluntary work (voluntary work participation);
8. individual founders or owners do not exercise dominant influence over decision-making; decisions are adopted by all members according to the principle one member-one vote, and irrespective of the capital share (equality of members);
9. the stakeholders are involved in decision making (stakeholder participation in management);
10. assets, profit and excesses revenue over expenditure are used for the purposes of social entrepreneurship or other non-profit purposes, profit or excesses revenue distribution is not allowed or is limited in accordance with this Act (non-profit operation);
11. it provides for the transparency of its financial operation and for internal control over its inventory management and financial operations (operations transparency); xii) it permanently performs its activities for the benefit of its members, users and the wider community (operating for the public benefit).

Non-profit legal entity shall mean a society, institute, foundation, company, cooperative society, European cooperative society or other legal entity governed by private law not established for the sole purpose of generating profit, which does not distribute assets or the generated profit or excess revenue over expenditure, except to a limited scope in accordance with legislation.

Area and activities of social entrepreneurs are listed as following “social entrepreneurship activities”: i) social assistance; ii) family assistance; iii) protection of persons with disabilities; iv) science, research, education ; v) provision and organisation of youth work; vi) protection and promotion of health; vii) ensuring social inclusion, promotion of employment and vocational training of unemployed people and persons at risk of unemployment; viii) job brokerage for people referred to in Article 6 herein, including the activity of hiring out such workers to another user; ix) organic food production; x) nature conservation, landscaping, environmental protection and animal protection; xi) promotion of the use of renewable energy sources and the development of the green economy; xii) tourist services for people otherwise excluded from or limited by their living conditions in accessing them, provided in a manner that respects the values of sustainability, accessibility and solidarity (social tourism); xiii) shops for socially disadvantaged people (social shops), shops

selling the products of small producers from the most undeveloped environments, based on ethical, transparent and equal business relationships between producers and traders aimed at ensuring fair pay for the producers and their survival (fair trade), and shops with services and products from social entrepreneurship activities; xiv) culture, technical culture and preservation of cultural, technical and natural heritage; xv) amateur sport and physical activities for recreational purposes and socialisation; xvi) protection and rescue activities; xvii) promotion of local communities' development; xviii) support services for social enterprises; xix) Other areas of social entrepreneurship activities as defined by specific acts, which is in the process of changing since 2015 and is expected to redefine the understanding of a social enterprise.

In line with the Act:

- the Council for Social Entrepreneurship has been established. It is composed of representatives of all ministries (except the Ministry of Foreign Affairs), two representatives of social enterprises, one representative of social partners and one expert;
- The Regulation on Determination of Activities of Social Entrepreneurship has been adopted (Official Gazette, 54/2012, amended 45/2014);
- The rules for monitoring the activities of social enterprises have been prepared (Official Gazette 35/2013);
- Accounting standards for social enterprises (2/2012);

Strategy for Social Entrepreneurship development for the period 2013 – 2016 (Strategy), published in July 2015. It sets out three high level objectives for the period 2013 – 2016; the new strategy is under the preparation by the Council for Social Entrepreneurship;

- To increase the visibility of social entrepreneurship and knowledge of the principles of social entrepreneurship;
- To upgrade existing supportive environment for entrepreneurship; and

- To promote the employment of vulnerable groups in the labour market. The Programme of Measures for executing the Strategy was adopted on 3rd July 2014;
- Encouraging development of social entrepreneurship, co-operatives and economic democracy has become a part of 12 Governmental strategic projects, led by the Prime Minister Office.

Networks and mutual support mechanisms

Networks and mutual support mechanisms in Slovenia social enterprises function more or less on their own, they have not formed many associations or networks.

The Slovenian Forum of Social Economy (SFSE) is the main network of social enterprises and stakeholders in Slovenia. SFSE works around the principles of social entrepreneurship and in lines with the SE principles adopted in EU. It connects social entrepreneurs, policy makers, potential investors and other social enterprise stakeholders. It facilitates joint research and innovation networks, develops joint projects etc.

For example, in 2013, SFSE in cooperation with other stakeholders, organised the National forum of social entrepreneurship 2013: Invest in untapped potential. This one-day event brought together representatives from ministries, social entrepreneurs, cooperatives and other stakeholders to present and discuss the development of social entrepreneurship in Slovenia. In the framework of the event, first Fair of social entrepreneurs "Good hands" was prepared, followed by the 2nd and 3rd in the years that followed. Hence, Slovenian social entrepreneurs had the opportunity to display products and services, present examples of good practice to promote social entrepreneurship in Slovenian municipalities, network and co-operate with each other.

In addition, SFSE acts as an advocacy body of social enterprise stakeholders with the aim of influencing public policy and establishment of a legal framework to support the work of social enterprises.

In March 2012 SFSE organised international bilateral conference entitled Social Business Initiative 2020: SI-UK (Slovenian-British) perspective.



In December 2012 SFSE prepared suggestions for the Strategy and Programme of Measures to accelerate the preparation and adoption of the Strategy and suggested main areas and support mechanism to be included.

In January 2014 SFSE organized public discussion of the proposed Programme of Measures 2014 – 2015 for the implementation of the Strategy. The outcome of the public discussion was summarised in “Views and suggestions of Slovenian Forum of Social Entrepreneurship regarding Programme of Measures 2014 – 2015 and EU operational programs 2014- 2020 in the field of social entrepreneurship and cooperatives”.

SFSE works towards the development of international links and learning from best practice examples.

Marks, labels and certification systems Voluntarily registration of social enterprises according to the Act (2011) is currently the only certification system available in Slovenia.

Spectrum of social enterprise

Registered social enterprises include associations, institutions, foundations, private limited companies and cooperatives. However, other de facto social enterprises also exist and are set up using the legal framework of Zavod, company for the disabled, cooperative and NGO.

Scale and characteristics

There is no data on the size of the social enterprise sector. 247 entities are registered as social enterprises (May 2017, source: Ministry of Economic Development and Technology), out of which 50 are in Maribor. The main legal forms taken up by social enterprises are believed to be cooperatives, institutes, associations and other NGOs undertaking economic activity. Most of the current social enterprises deliver their impact through the people they employ. This is the results of the legacy of companies for the disabled and government policy to tackle structural unemployment. Emerging trends relate to impact on environment and health through production of organic food, recycling and waste treatment. The revival of the social enterprise sector in recent few years can be explained by the impact of the economic crisis leading to rising interest in alternative economic development models, fiscal austerity measures that on the one hand reduced grant support to the NGO sector and on the other

opened up possibilities for the public sector to outsource certain public services to private entities.

Factors constraining the start-up and development of social enterprise

Looking ahead, barriers for the sector's development include weak business skills among majority of social entrepreneurs, still limited understanding of social enterprise concept among the general public, issues related to the design of public support and access to finance. Additionally, the strategy for social enterprise development recognises the discretancies within the business support ecosystem, which also hinders the further development.

Two types of social enterprises

Any non-profit legal entity can acquire the status of a social enterprise provided it meets the required criteria. The Act on Social Entrepreneurship defines two types of social enterprises:

- **type A**, which carries out (one or several) "social entrepreneurship activities" as laid out in Article 5 of the Act or as defined in the Regulation on Determination of Activities of Social Entrepreneurship; and

- **type B**, which is a work-integration social enterprise (employing people from vulnerable groups). The following groups are defined as vulnerable target groups: the disabled, unemployed persons that are hard-to-employ due to lasting physical or mental problems, the very long-term unemployed (over 24 months), first-time job seekers³, the people aged over 55, Roma people, young drop-outs from primary and secondary education, ex-prisoners (for one year after serving the sentence), refugees included in the integration programmes, drug and alcohol abusers that are in rehabilitation programmes or up to two years after the rehabilitation programmes, and homeless people. However, since 2015 the amendments of the current Act have been in preparation.

Despite there being a legal definition of social enterprise, there are disagreements and misconceptions about the concept of social enterprise. Consulted stakeholders were unified in acknowledging the importance of both the entrepreneurial and social dimension of social enterprises, they however disagreed on the details.

There seem to be an agreement between various stakeholders interviewed that current companies for the disabled and employment centres (which have a special legal status and under current legislation cannot be registered as a social enterprise) are social enterprises and should be allowed to register as a social enterprise. However, according to MEDT the reason for not allowing double registration is to prevent double funding; enterprises for disabled and employment centres have the advantage of secure and generous public funding that covers significant part of their operations through the provisions of the Act Regulating the Training and Employment of Disabled Persons. Public support amounts from 40% to 60% of their revenues.

The supply of finance

The supply of finance for social enterprises in Slovenia was remarkably improved since the start of the Cohesion period 2014 – 2020, under which grants (e.g. http://www.mgrt.gov.si/si/kako_do_sredstev/objavljeni_razpisi/?tx_t3javnirazpis_pi1%5Bshow_sing_le%5D=1068) as well micro-loans (<http://www.podjetniskisklad.si/si/produkti-sklada/program-mladi/mikrokrediti/neposredni-krediti-za-podjetja-s-statusom-socialnega-podjetja-p7-sop>) were funded. However, the social enterprises do benefit also under other public calls for entrepreneurship under which their status gives them additional points (e.g. <http://www.mra.si/regionalna-garancijska-shema.html>).

Market gaps/deficiencies

According to some interviewed stakeholders, supply of finance currently does not meet the demand for financing among social enterprises. Other investors noted that social enterprises lack a viable business model, which is why financing is scarce. Managers lack the know-how about financing opportunities beyond national and EU project support. The lack of management and financial knowledge is connected with the fact that most social entrepreneurs come from the NGO sector, which traditionally relies on grant funding. There are not many social entrepreneurs with business background. There is a long and not always productive discussion on entrepreneurship ecology on local level, which do discriminate

between the entrepreneurship as such (and has established all necessary instruments to foster it in all development phases of an enterprise) and social entrepreneurship. No common understanding to resolve the issue was reached.

Overview of the key actors in the social enterprise ecosystem

Table 1: Key actors in the social enterprise ecosystem in Slovenia

Policy makers – Council for Social Entrepreneurship, responsible for the preparation of social entrepreneurship policy in the Republic of Slovenia, established by the Government in cooperation with ministries, governmental offices, municipalities, social partners and NGO organisations, consisting of the members nominated on 6.6.2013:

- Representatives of ministries
 - **Dejan Levanič**, Ministry of Labour, Family, Social Affairs and Equal Opportunities
 - **Marlen Skarlovnik**, Ministry of Economic Development and Technology
 - **Mojca Vendramin**, Ministry of Infrastructure and Spatial Planning
 - **Mihaela Bevc**, Ministry of Justice
 - **Jurij Mezek**, Ministry of Interior
 - **Martina Bavec**, Ministry of agriculture, forestry and food
 - **Simona Poljanšek**, Ministry of Finance
 - **Tomaž Boh**, Ministry of Education, Science and Sport
 - **Sonja Kralj Bervar**, Ministry of Culture
 - **Brigita Čokl**, Ministry of Health
 - **Julka Pečnik**, Ministry of Defence
- Representatives of social enterprises:
 - **Jurij Bavdaž**, Zadruga Kooperativa Rog z.b.o. - so. p.
 - **Nika Galič**, BRINJEVKA, socialne storitve, pridelava in predelava hrane d. o. o., so. p.
- Representatives of Social Partners:
 - **Goran Lukič**, Zveza svobodnih sindikatov Slovenije
- Representative of professional institutions:
 - **Romana Zidar**, Fakulteta za socialno delo, Univerza v Ljubljani.

Podravje region – main actors in social entrepreneurship

- Združenje socialne ekonomije Slovenije/Association of Social Economy of Slovenia (with the headquarters in Maribor); independent, NGO, non-political institution, based on the principles of social entrepreneurship consisting of NGOs, SEs, SEs in establishment, institutions of support environment, humanitarian organisations and individuals wanting to contribute to the development of social entrepreneurship.

Maribor - Main actors in social entrepreneurship

The main actors, active involved in the preparation as well as implementation of social entrepreneurship in Maribor/Podravje/Slovenia are concentrated in "Tkalka". It is alternative business building, owned by the Municipality of Maribor, occupied by promoters of social economy and social innovations under the brand of Cooperativa Tkalka. Tkalka with its members provides variety of services for youth, unemployed persons, elderly, social entrepreneurs, artisans etc.

- Social enterprises in Podravje region

In Podravje there are currently 73 social enterprises, of which more than half are in the City of Maribor.

Zap. št.	Socialno podjetje	Sedež	Zastopnik
1.	CENTER PONOVNE UPORABE, izvajanje postopkov za ponovno uporabo rabljene opreme, d.o.o., so.p.	Vrazova ulica 9, 2270 Ormož	Vovk Marinka, Spodnje Preloge 55, 3210 Slovenske Konjice
2.	SOTRA PLUS trgovina z živili d.o.o., so.p.	Gregorčičeva ulica 57, 2000 Maribor	Poropat Ivanka, Gregorčičeva ulica 57, 2000 Maribor
3.	Znanstveno- raziskovalno združenje za umetnost, kulturne in izobraževalne programe in tehnologijo EPEKA, socialno podjetje	Koroška cesta 8, 2000 Maribor	Simončič Štefan



4.	Romsko društvo Romano Pralipe Maribor, socialno podjetje	Partizanska cesta 12, 2000 Maribor	Bećiri Fatmir
5.	Zadruga BikeLab, zadruga za razvoj mobilnosti z.o.o., socialno podjetje	Gosposka ulica 11, 2000 Maribor	Obu Matej, Ulica Arnolda Tovornika 9, 2000 Maribor
6.	Kooperativa DAME, trajnostni turizem in gostinstvo, z.o.o., socialno podjetje	Ljubljanska ulica 4, 2000 Maribor	Iskra Alenka, Ljubljanska ulica 53, 2000 Maribor
7.	Zadruga SVETOVID, socialne in izobraževalne storitve, z.b.o., socialno podjetje	Tkalski prehod 4, 2000 Maribor	Lašič Ksenija, Koroška cesta 9, 2000 Maribor
8.	Združenje Center alternativne in avtonomne produkcije, socialno podjetje	Vlavasorjeva ulica 42, 2000 Maribor	Babič Karolina
9.	Zelena turistična kooperativa Štatenberg, z.b.o., so.p.	Štatenberg 89, 2321 Makole	Gril Boštjan, Varoš 31, 2321 Makole
10.	FREKVENCA, Socialno združenje nemirnih in aktivnih, socialno podjetje	Tkalski prehod 4, 2000 Maribor	Berisha Shemsedin
11.	ZAVOD ARTMAR, izobraževanje in razvoj, Maribor, so.p.	Gosposka ulica 7, 2000 Maribor	Borak Dušan, Ulica Matije Murka 35, 2000 Maribor
12.	Društvo za razvijanje socialnih projektov in spodbujanje aktivnega življenja AKTIVIRAJ SE, socialno podjetje	Pušnikova ulica 11, 2000 Maribor	Jasna Beršnjak
13.	Društvo Terne Roma - Mladi Romi, socialno podjetje	Tkalski prehod 4, 2000 Maribor	Jasmina Ahmetaj

14.	Dnevni center aktivnosti za starejše Maribor, socialno podjetje	Gorkega ulica 34, 2000 Maribor	Holc Marjan
15.	Novi Armal, nove oblike proizvodnje in proizvodnja igrač Maribor, z.b.o. s.o.p.	Ulica 10. oktobra 7, 2000 Maribor	Rozman Aleš, Ekartova ulica 23A, 2204 Miklavž na Dravskem polju
16.	Zadruga MOZAIK GENERACIJ, so.p., z.b.o.	Uilca 25. maja 12, 2250 Ptuj	Minić Lidija, Ulica 25. maja 12, 2250 Ptuj
17.	PUPILLAM, društvo za razvoj potencialov, socialno podjetje	Ulica heroja Šaranoviča 27, 2000 Maribor	Magajna Iris
18.	Zelena direktiva, Inštitut za razvoj biotske pestrosti in ekološke kulture, Maribor, socialno podjetje	Tkalski prehod 4, 2000 Maribor	Perko Ana, Sladki Vrh 5C, 2214 Sladki Vrh
19.	Kooperativa Zebra, za etiko v bančništvu in razvojno alternativo, z.b.o., socialno podjetje	Tkalski prehod 4, 2000 Maribor	Malnar Zvonimir, Smareglieva ulica 10, 6310 Izola - Isola
20.	Društvo za podporo zmanjševanju ogljičnega odtisa KOLO, so.p.	Celestrina 6, 2000 Maribor	Žohar David
21.	Libona, gostinstvo, trgovina, posredništvo in druge storitve, d.o.o., so.p.	Minařikova ulica 5, 2000 Maribor	Verzel Nejc, Gosposvetska cesta 19A, 2000 Maribor; Šerbinek Olga - prokuristka, Ulica heroja Nandeta 52, 2000 Maribor
22.	Združenje Slovenski forum socialnega podjetništva, so.p.	Tkalski prehod 4, 2000 Maribor	Lužar Šajt Duřanka
23.	Kulturno izobraževalno društvo keramikov in lončarjev Podravja, Majolika, so.p.	Trg svobode 26, 2310 Slovenska Bistrica	Zgonec Zorko Ljubica

24.	Hiša! Društvo za ljudi in prostore, so.p.	Orožnova 7, 2000 Maribor	Beck Kos Katja
25.	Obrtna zadruga Trgokooperant, z.o.o., so.p.	Titova cesta 44, 2000 Maribor	Štefančič Tomaž, Cesta zmage 16, 2000 Maribor
26.	Zadruga Artmijemar, za razvoj prepoznavnosti mesta Maribora in slovenskih izdelkov, z.o.o., so.p.	Gosposka ulica 7, 2000 Maribor	Viher Darja, Spodnje Vrtiče 1E, 2201 Zgornja Kungota
27.	Društvo za podporo Radiu Marš, so.p.	Tkalski prehod 4, 2000 Maribor	Roškar Nina
28.	Društvo Varuhi semen, so.p.	Tkalski prehod 4, 2000 Maribor	Lovrec Teja
29.	Zavod 100% Naravno Botanik Ormož, so.p.	Ptijska cesta 2, 2270 Ormož	Luskovič Iztok, Ptujška cesta 2, 2270 Ormož
30.	Društvo za razvoj kreativnosti in potencialov - Portret, so.p.	Knafelčeva ulica 15, 2000 Maribor	Rataj Tina
31.	Društvo za kakovost življenja SENA, socialno podjetje	Dravska ulica 2, 2345 Bistrica ob Dravi	Rep Marta
32.	Zadruga Dobrina, zadruga za razvoj trajnostne lokalne preskrbe z.o.o., socialno podjetje	Jurovski Dol 1, 2223 Jurovski Dol	Fekonja Milojka- predsednica zadruga, Cerkvenjak 29A, 2236 Cerkvenjak; Ploj Denis - direktor, Smolinci 69, 2236 Cerkvenjak
33.	Peron, z.o.o., so.p.	Tkalski prehod 4, 2000 Maribor	Podgoršek Polonca, Ljubljanska ulica 17B, 2000 Maribor
34.	Evropski kulturni in tehnološki center Maribor, socialno podjetje	Glavni trg 20, 2000 Maribor	Jakopič Rojec Tanja, Razlagova ulica 23, 2000 Maribor

35.	Društvo Glazerjeva domačija, so.p.	Grizoldova ulica 13, 2342 Ruše	Lukač Kaja
36.	Romani Kafenava dobrota, so.p.	Gorkega ulica 34, 2000 Maribor	Mehmedovič Mario
37.	RECOSI, svetovanje, storitve, trgovina, posredništvo do.o., so.p.	Zgornje Gruškovje 10C, 2317 Oplotnica	Zajko Katja, 11 RYSTON VIEW, - NEWBRIDGE, CO. KILDARE, IRSKA
38.	Vinarska zadruga Haloze, z.o.o., so.p.	Videm pri Ptujju 54, 2284 Videm pri Ptujju	Šmigoc Jožef, Repišče 48A, 2285 Zgornji Leskovec
39.	Mobilnostni trendi in inovacije, z.o.o., so.p.	Dvorakova ulica 14, 200 Maribor	Sekulič Zorica, Metleče 39, 3325 Šoštanj
40.	Rešitve za ranljive skupine v prometu, z.o.o., so.p.	Loška ulica 8, 2000 Maribor	Senica Avgust, Loška ulica 8, 2000 Maribor
41.	Združenje Magaria, so.p.	Majcigarjeva ulica 5, 2000 Maribor	Polović Lidija
42.	Društvo ANKH, so.p.	Kolodvorska ulica 9, 2331 Pragersko	Kostevšek Anja
43.	Društvo InTeRCer, so.p.	Tkalski prehod 4, 2000 Maribor	Erzetič Gregor
44.	Zavod CITILAB, so.p.	Turnerjeva ulica 21A, 2000 Maribor	Petrovčič Andrej, Turnerjeva ulica 21A, 2000 Maribor
45.	P invest, zadruga za investiranje v parkirna mesta, z.o.o., so.p.	Loška ulica 8, 2000 Maribor	Aleš Pirc, Prešernova cesta 17, 1000 Ljubljana
46.	FUTURIST, zadruga za spodbujanje rekreacije in aktivnega življenjskega sloga, z.o.o., so.p.	Cesta talcev 42 b, 2327 Rače	Lukman David, Cesta talcev 42B, 2327 Rače
47.	Prevajalci, zadruga za konstruktivno prevajanje, z.o.o., so.p.	Betnavska cesta 122, 2000 Maribor	Mavrel Broz Ana, Lackova cesta 43B, 2000 Maribor
48.	Varen promet, sistemi varnosti v prometu, z.o.o., socialno podjetje	Pesnica pri Mariboru 20 a, 2211 Pesnica pri Mariboru	Bunta Teodor, Pajkova ulica 22, 2000 Maribor



49.	ZRAK, zadruga za razvoj komponent za elektro vozila, z.o.o, so.p.	Cesta k Tamu 7, 2000 Maribor	Maja Topolovec, Ulica Eve Lovše 8, 2000 Maribor
50.	Vodno polje, ekološka pridelava hrane, z.o.o. so.p.	Cesta XIV. divizije 5, 2000 Maribor	Qoic Boštian, Spodnja Polskava 334, 2331 Pragersko
51.	DC energija, zadruga za proizvodnjo električnih naprav, z.o.o., so.p.	Pesnica 20 a, 2211 Pesnica pri Mariboru	Bunta Teodor, Pajkova ulica 22, 2000 Maribor
52.	Ekološki prevozi, zadruga za organiziranje prevozov in potovanj, z.o.o. so.p.	Betnavska cesta 122, 2000 Maribor	Bunta Teodor, Pajkova ulica 22, 2000 Maribor
53.	Električna vozila, zadruga za elektrifikacijo vozil, z.o.o., so.p.	Betnavska cesta 122, 2000 Maribor	Bunta Klemen, Pajkova ulica 22, 2000 Maribor
54.	ZEMER trgovina in storitve d.o.o. socialno podjetje	Titova cesta 44, 2000 Maribor	Merc Sergej, Ulica Franca Vauhnika 12, 2204 Miklavž na Dravskem polju
55.	PODJETNIŠKO IZOBRAŽEVALNA MLADINSKA ZADRUGA EPEKA, z.b.o., so.p.	Pekrska cesta 13, 2000 Maribor	Žunko Urban, Mariborska cesta 65B, 2352 Selnica ob Dravi
56.	Kreativna zadruga z.o.o., so.p.	Pesnica pri Mariboru 61 c, 2211 Pesnica pri Mariboru	Kovač Nace, Pavšičeva ulica 40A, 1370 Logatec
57.	Zavod Pipa, Limbuš so.p.	Limbuška graba 16, 2341 Limbuš	Puh Lenka, Ljubljana, Pot v Hrastovec 21, 1231 Ljubljana - Črnuče
58.	Zavod Vinetum Slovenske gorice, Lenart so.p.	Nikova ulica 9, 2230 Lenart v Slovenskih goricah	Šauperl Marija, Jurovski Dol 7, 2223 Jurovski Dol
59.	Društvo LEGALIS, pravne storitve, socialno podjetje	Travniška ulica 11, 2312 Orehova vas	Brodnjak Uroš
60.	Digit-all, računalništvo in IT storitve, so.p.	Ulica klinčevih 7, 2351 Kamnica	Perko Bojan

61.	EQUINUS d.o.o., so.p.	Starošince 37B, 2326 Cirkovce	Goljevšček Alexander Saša, Starošince 37B, 2326 Cirkovce
62.	Združenje za preprosto in naravno življenje Maribor, socialno podjetje	Lackova cesta 78 a, Maribor	Škof Branko
63.	Društvo LJUDSKA PISARNA, so.p.	Ulica Dušana Mravljaka 15, 2000 Maribor	Durjava Primož
64.	Minus, z.o.o., so.p.	Betnavska cesta 122, 2000 Maribor	Zimic Matej
65.	Center domače in umetnostne obrti, rokodelska zadruga z.b.o., socialno podjetje	Trg svobode 26, 2310 Slovenska Bistrica	Zgonec Zorko Ljubica, Potrčeva ulica 16, 2310 Slovenska Bistrica
66.	Zadruga za razvoj in prodajo parkirne tehnike, z.o.o., so.p.	Loška ulica 8, 2000 Maribor	Vidaković Mile, Dalmatinska ulica 4, 2000 Maribor
67.	KMETIJSTVO PRANČBERGER d.o.o., so.p	Zgornja Ščavnica 71, 2233 Sv. Ana v Slovenskih Goricah	Pračberger Tjaša, Zgornja Ščavnica 71, 2233 Sv. Ana v Slov. goricah
68.	Društvo za trajnostni razvoj podeželja CTRP Maribor, socialno podjetje	Glavni trg 17 b, 2000 Maribor	Simona Klančnik
69.	TKALKA, zadruga za razvoj družbenih in tehnoloških inovacij z.b.o., socialno podjetje	Tkalski prehod 4, 2000 Maribor	Andrej Žižek, Tomšičeva ulica 30, 2000 Maribor
70.	Društvo za kakovost življenja Prana, so.p.	Falas 6, 2352 Selnica ob Dravi	Ines Deželak
71.	Zasebni zavod za pomoč ranljivim skupinam ljudi SENSUS Dobrovščak so.p.	Dobrovšak 11, 2259 Ivanjkovci	Jelka Zorman, Dobrovščak 11, 2259 Ivanjkovci
72.	Društvo za pomoč Promessa, socialno podjetje	Ulica heroja Šaranoviča 27, 2000 Maribor	Branko Padjan
73.	Kulturno umetniško društvo Zvezdica Maribor, socialno podjetje	Borova vas 6, 2000 Maribor	Drpić Bojana, Borova vas 6, 2000 Maribor

Business models

Social enterprises (ex-lege and de facto) heavily depend on government and EU support for reintegration of disadvantaged groups into the labour market. This, however may not be representative for the whole population of social enterprise as there was strong self-selection to registration driven by interest in access to specific financial support instruments. Two social enterprises which were consulted in the framework of the present assignment estimated that between 30 per cent and 50 per cent of their income is generated on the market. Social entrepreneurs also noted that businesses heavily rely on voluntary work of the management.

Sources of income

Entities included in the registry of social enterprises have three main sources of income: EU project grants, subsidies for employment of vulnerable groups (public works programme and subsidies for employing vulnerable groups from ESF) and income from market generating activities.

Tenders for social enterprises:

- in July 2016, the Ministry for Economic Development and Technology (MEDT) closed to tender for **starting social enterprises and youth cooperative in years 2016-2018** in the total worth of almost 2 million EUR.
- in September 2016, the Slovenian investment fund closed the tender for **Micro-loans for companies with the status: social enterprise** in the total worth of 4 million EUR.

Social impact

Most of the current social enterprises deliver their impact through people they employ (Type B or WISE enterprises). As already noted, this is in part due to the incentives provided through active labour market policy and strong legacy of companies for the disabled. Other impact relates to environment and health through production of organic food, recycling and waste treatment. Provision of welfare services is less common, since the State continues to hold a dominant role in the provision of public goods and services. However, this has been opening up with the provision of 'commissions'.

Use of paid workers Social enterprises in Slovenia usually employ subsidised workers (i.e. WISEs). However, the use of paid workers also extend beyond WISEs. Organisations still rely considerably on voluntary work, specially the management of the enterprises.

Fields of activity

Registered **social enterprises are mainly involved in the work integration programmes to help** disadvantaged workers enter the labour market (WISEs), including people with disabilities, long term unemployed, **young unemployed**, homeless, drug addicts, elderly and other vulnerable groups. This is also true for companies for the disabled. Beyond work integration programmes, registered social enterprises also operate in environmental area, education, agriculture, retail, catering and health. Institutions work in a range of different fields of activities ranging from family care to culture and arts. They are also very active in the field of social protection.

The text is part of the study conducted by European Commission in year 2014 "A map of social enterprises and their eco-systems in Europe: Country Report Slovenia).

4.3 Quantitative data collection: Methodology II.2.4

The survey was published online with 11 questions in May 2017 after the preparation of the questionnaire and its confirmation by all Slovenian partners. The total number of received responses was 375, of which 204 responses were valid. The target group of the survey were young people in Maribor. The results are presented below.

The respondents per age group are shown in the table 2 and as it is seen the first group was represented with 33%, the second with 45% and the third with 22%.

The answers collected through the survey were the instrumental for preparation of the SWOT analysis (see chapter 5).

Table 2: Result of online survey among young people in Municipality Maribor, 2017

	Responses	Frequency	Percentage	Valid	Cumulative
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	1 (15 - 19 y)	67	33%	33%	33%
	2 (20 - 24 y)	92	45%	45%	78%
	3 (25- 29 y)	45	22%	22%	100%
Valid	Total	204	100%	100%	
		Mean	1.9	Std. deviation	0.7

Source: MRA, own calculation

For the detailed analysis of individual answers, see **Annex 5**.

5. SWOT ANALYSIS

Based on the research and survey, the SWOT (strengths, weaknesses, opportunities, threats) analyses were made in five different fields covered within the comparative study:

- SWOT analysis of the existing youth, innovation, social innovation and social entrepreneurship,
- SWOT analysis on employment policies for youth,
- SWOT analysis of education policies for youth,
- SWOT analysis of policies for youth housing,
- SWOT analysis of youth mobility policies.

Table 3: SWOT analysis of the existing youth, innovation, soc. innovation and soc. entrepreneurship

Strengths	Weaknesses
<p>Knowledge and skills of the existing organisations</p> <p>Excellent cooperation across Europe and beyond (but as single organisation and not as network)</p> <p>Capable of introducing novelties in the field of their activism</p> <p>Capable of targeting different groups</p>	<p>Cooperation between institutions is not financial sustainable and is linked to different projects (short-term cooperation)</p> <p>Regional Development Council with different boards is not active</p> <p>Scarce human resources at Municipality dealing with youth</p> <p>Innovation, social innovation and youth are under different municipal offices (no trans-sectoral cooperation or only on the ad-hoc basis)</p> <p>Not good reputation in public nor by target groups</p> <p>Redundancy of activities</p>
Opportunities	Threats
<p>Setting up international networks in youth innovation</p> <p>Cross-sectoral cooperation with institutions abroad</p>	<p>New policies on which the funding will depend after 2020</p> <p>New policy structures on the national level neglecting the needs of regional or local actors</p>

Table 4: SWOT analyses on employment policies for youth

Strengths	Weaknesses
<p>Youth programmes co-financed by national or local government, Networking, Informal education, skills, Level of education Informal experience, Time, energy, will Flexibility, optimism, will, resourcefulness, Many organization (unused potential), High innovation level and creativity, Possibility of informal education, networking, Expert knowledge base Intergenerational cooperation, open to cross-sector cooperation, mentoring in companies Youth and Culture Office, Youth friendly municipality (certificate), European Capital of Youth 2013, Spaces for young people (Youth cultural centre)</p>	<p>No practical experience, preference to personal connection over competence, Lack of self-confidence and initiatives, apathic youth, Gap between labour market demand and education of youth, Too long educational process, Underfinanced and understaffed support sector, Low entrepreneurial spirit, Lack of cooperation with industry, Lack of leadership skills, experience with application for tenders, Tenders of MOM in the field of employment (not enough), (not)Informing the youth, Dispersion of organizations, Passive attitude and inactive youth Low mutual respect</p>
Opportunities	Threats
<p>Tenders for project work, subsidies, public work, first challenge (Employment office), student work, self-employment, working abroad (either moving or online work for foreign company), finding foreign investors, new companies, youth organizations, youth council within municipality of Maribor, volunteer work, available public buildings, active policy of employment, regional development programme (joint projects cofounded by EU), systematic development</p>	<p>Unfavourable economic situation, bad leadership on national level, financing, no more subsidies for self-employment, inflexible job providers, not adopted mentality of parents (with career orientation), student work (taking jobs from others), not enough employment, lack of systematic measures on local and national level (favourable legislative, financial and taxing mechanisms), lack of concessions (local, national level),</p>

of social enterprises, EU funds, Centre for development of NGOs, changed values due to crises, European Youth Capital, coordination centre, NGOs.	deepening of crises, low understanding of decision makers, co-financing problems, existing measures are financial burdens for NGOs, passive youth, lack of skills in certain sectors, labour market not adopted to the needs of youth, no perspective, brain-drain.
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Table 5: SWOT analyses for education policies of youth

Strengths	Weaknesses
Public funding, support of MOM, man NGOs, innovative and scrutiny, many possibilities, networking, organizations deriving from needs of participants and adjusting to their needs, possibility for organization members to attend informal education, testing theory in practice, learning while working, easier switching between levels of informal education (general and more specific education).	Many NGOs serving only themselves, dependency on public funding, underdeveloped social enterprises, wrong approach towards youth, individualization of society, capitalism, youth are driven by profit-making, “untouchable” professors at higher education, unfamiliarity with informal education, informal education serving only itself, need for different levels of informal education, apathic youth.
Opportunities	Threats
Competitiveness among faculties (privatization), joining formal and informal education, networking, creating articulate civil society, setting up appropriate mentorship, economic situation (overestimation), summer camps, official recognition of informal education, National Vocational Qualifications, youth organization and organizations for youth as carriers of informal education, mandatory	Dynamics of reimbursements by state or EU, current political situation, current economic situation, political interests, abolition of certain institutions, entry criteria for becoming a social enterprise, transfer of funds to private institutions, lowering the competency of staff in educational institutions, unclarity with education levels, unfamiliarity with informal education, too many enrolment

electives (in Maribor, activities), promotion and recognition of informal education within schools.	opportunities for first time students in respect to the needs of the labour market.
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Table 6: SWOT analyses on policies of youth housing

Strengths	Weaknesses
Overcoming the paradigms of individual ownership, a vast list of ideas, flexibility, conceptual thinking, positive attitude towards study/work mobility, support of parents (in cases where they are able), thrive for independency, public inter-municipal housing fund, subventions for rents for youth (by Centre of Social Work).	Dependency on parents, low motivation, unrecognised opportunities, ne pressure for independency, functional illiteracy, unfamiliarization with the system, no interest for leaving the comfort of home, apathic youth, family housing sized for several generations, access to support (criterium – many children), not enough non-profit apartments, low loan capability / inadequate criteria for obtaining loans.
Opportunities	Threats
Housing/living cooperatives, media support, many abandoned areas (land, structures) appropriate for change in usage, leasing apartments, companies constructing apartments for employees, living outside the city with lower pricing, devaluation of prices, low number of people renting at competitive prices, EPM Maribor 2013, Local Youth Programme, innovative approach (refurbishment of public apartments with private funds by investors or users), youth.	Parents (unhealthy support), unregulated real-estate market, high rents, non-transparent system, corruption, economic crises, bad shape of banks and construction companies, too many profit apartments, old decision makers, incapability of obtaining loans, unemployment (bad conditions for co-operatives), lack of political support / not knowing the situation, lures of living with parents.

Table 7: SWOT analyses of youth mobility policy

Strengths	Weaknesses
<p>Enthusiasm, strong networking, experience, expansion of horizons raising self-confidence, usage of good practice cases, flexibility, online portals supporting mobility (prevoz, »Go Opti«), short-term mobility, long term mobility, personal openness, established organizations, MOM Youth and Culture Office, EPM Maribor 2013, collaboration with the University of Maribor and the Student Organization of the University of Maribor, MOM mobility projects, Youth hostels in Maribor, Hostel Pekarna, unburdened youth.</p>	<p>Lack of active members, afraid of going abroad (lack of language skills, too comfortable at home), cannot obtain study credit points, lack of finances, regular study obligations, expensive offers in youth hotels, limited capabilities for accepting youth, bad cycling infrastructure, inappropriate public transport connections, inactive nearby airport, expensive railroad, apathy among youth, populist media (misconceptions).</p>
Opportunities	Threats
<p>Many exchange opportunities, knowledge transfer, increased membership in relevant organizations, public bicycle system, applications on traffic and public transport, mobility between organizations, cooperation with educational institutions, tenders for youth mobility projects, twin cities, experience exchange between twin cities, cooperation with non-EU member states, public tenders of MOM, ECTS certification, work experience (gained abroad).</p>	<p>Low support of local companies, »post-Erasmus« syndrome after return, brain-drain, public transport outside of city, intolerant drivers (low tolerance for cyclists or pedestrians), bad roads, many speed traps, bureaucracy, taxes, restrictions in public funding supports, apathy among youth, attitude of parents, clientelism, lobbying, corruption, low financial grants for students, financial aid doesn't cover the expenses.</p>



REPUBLIKA SLOVENIJA
SLUŽBA VLADE REPUBLIKE SLOVENIJE ZA RAZVOJ
IN EVROPSKO KOHEZIJSKO POLITIKO



6. IDENTIFICATION OF RELEVANT POLICIES AND LEGISLATION

The EU has defined the 'key competences' – knowledge, skills, and attitudes that will help learners find personal fulfilment and, later in life, find work and take part in society.

These key competences include:

TRADITIONAL SKILLS	HORIZONTAL SKILLS
Communication in one's mother tongue	Learning to learn
Communication in foreign languages	Social and civic responsibility
Digital skills	Initiative and entrepreneurship
Literacy	Cultural awareness
Basic skills in maths and science	Creativity

6.1. National Legislation

Until 2009, Slovenian youth policy has had a strong vertical dimension; it gained a new impetus through the EU Youth Strategy that promote holistic youth policy. With the adoption of the national youth programme (in 2013), stipulated by the Public Interest in the Youth Sector Act, Slovenia is heading towards more holistic and inter-sectoral youth policy. The public authority responsible for the field of youth and realisation of the public interest in the youth sector at the national level is the Office of the Republic of Slovenia for Youth. It is an independent body within the Ministry for Education, Science and Sport since 1991. The responsibilities of the Office for Youth are specified in more details in the Act on the Public Interest in the Youth Sector (ZJIMS) adopted in 2010. The Act also defines some terms, such as youth policy and youth work. It is the first law which systematically regulates the youth sector and also serves as a basis for the adoption of the National Programme for Youth as the key strategic document comprehensively specifying the development of public policies intended for youth until 2022. The Office for Youth prepares regulations and measures for the youth sector. It promotes non-formal learning processes to increase competences of youth in their transition from childhood to adulthood. It develops suitable mechanisms for

supporting youth organisations and organisations for youth which are of key importance to promoting active youth participation. In 2009, the Slovenian Government established the Council of the Government of the Republic of Slovenia for Youth, a consultative body that proposes measures and monitors the consideration of youth interests in various public policies at the national level. The Council gives the Government and the responsible ministries incentives and suggestions for the regulation of youth matters and, in particular, promotes youth participation in these processes. The Council which comprises representatives of youth organisations and various ministries on an equal basis is chaired by the Minister of Education and Sport.

The Office for Youth in cooperation with other public authorities and local communities, monitors the situation of youth and the effects of measures targeting youth in order to ensure their needs and interest are considered well in policy-making.

1.2. Principles of national youth policy

Act on Public Interest in Youth Sector is based on the principles of democracy, plurality, integrity, intergenerational solidarity, equality, non-discrimination and justice, multiculturalism, intercultural dialogue, volunteering, promoting a healthy lifestyle, respecting life and the environment, and the participation of non-governmental organisations in the management of public affairs. Youth policy (in accordance with the Act on Public Interest in Youth Sector) is a harmonised set of measures of various sectoral public policies with the purpose of promoting and facilitating the integration of youth in the economic, cultural and political life of the community and appropriate support mechanisms for developing youth work and operation of youth organisations, which is carried out in cooperation with autonomous and democratic representatives of youth organisations, as well as professional and other organisations. Youth (as defined in Act on Public Interest in Youth Sector) are young people and young adults of both genders aged between 15 and 29. Act on Public Interest in Youth Sector defines organisation in youth sector as a subject which operates in the youth sector and is organised as a youth organisation or an organisation for the youth or a youth council. Youth organisation is an autonomous, democratic, voluntary and independent association of youth, which enables the youth to gain planned learning experience, form and express their viewpoints and implement their activities in accordance with their interest, cultural, principle or political orientation, and is organised as an

independent legal entity, namely as a society or an association of societies or as an integral part of another legal entity, namely a society, an association of societies, a trade union or a political party providing that the autonomy of operation in the youth sector has been ensured by the basic act of this legal entity. 4 Organisation for youth is a legal entity which implements the youth programme, but is not a youth organisation, and is organised as an institute, an institution or a cooperative.

6.2. Youth policy – Maribor

Within the organization structures of MOM there are three entities that cover various area dealing with youth thematic. These are:

- Youth and Culture Office,
- School, sport and youth committee in the city council,
- Commission for youth questions, nominated by the decree of mayor for the period of three years (current period: 2015 – 2018).

On the local level, the Municipality of Maribor is implementing the “2nd Local Youth Programme in the Municipality of Maribor for the 2016-2020 period,” which was adopted by the city council and emphasises three key areas of the MOM youth sector’s operation for the 2016-2021 period that logically result from state analysis in the field of the horizontal and vertical youth policy in MOM.

The key areas of operation within the youth sector are:

THE FIRST AREA: Connecting the key operators within the youth sector and improving the accessibility of the offer for young people.

THE SECOND AREA: Tendering the co-financing of non-governmental and non-profit youth centres, larger and smaller projects and support for EU tenders.

THE THIRD AREA: Targeted treatment of priority youth areas - employment, housing, education, mobility, political participation, social inclusion of the youth with fewer opportunities and other areas in accordance with the Resolution.

Annex 6: Full 2nd Local Youth Programme in the Municipality of Maribor for the 2016-2020 period



REPUBLIKA SLOVENIJA
SLUŽBA VLADE REPUBLIKE SLOVENIJE ZA RAZVOJ
IN EVROPSKO KOHEZIJSKO POLITIKO



7. GOOD PRACTISES

Several stakeholders were involved to identify and present good practice cases, with a total of 13 cases provided. All of the good practices are carried out in Maribor, but not all are exclusive to Maribor. In other words, some good practices are on the national level, but with owner of the good practice, the beginning of a good practice or the strategic partner of a good practice is based in Maribor and all good practices were or still are conducted in Maribor (and sometimes outside Maribor as well).

Here is a brief overview of all 13 cases. For full descriptions of Good practice cases refer to **Annex 7: Cases of Good practices**.

Table 8: Brief overview of Good practices

<i>Name of GP #1:</i>	Združimo se
<i>Owner of good practice:</i>	Zavod za podporo civilnodružbenih iniciativ in multikulturno sodelovanje Pekarna Magdalenske mreže Maribor
<i>Project objectives and purposes</i>	The project will contribute to empowering youth to become active citizens, create a favourable employment environment, enhance the competences of organizations in the field of youth, promote youth organizations as centres with relevant programmes for encouraging active citizenship, influence decisionmakers to create favourable environment for foundation of youth co-operatives, connecting key actors to increase the employment rate among youth.
<i>Name of GP #2:</i>	2nd Local youth programme in the Municipality of Maribor
<i>Owner of good practice:</i>	Municipality of Maribor
<i>Project objectives and purposes</i>	The LPM is a basic programme document for the 2016-2021 period ensuring a sustainable attitude of the local politics within the youth sector.
<i>Name of GP #3:</i>	Mentorship Programme: Learn from the Best

<i>Owner of good practice:</i>	Zavod Ypsilon
<i>Project objectives and purposes</i>	The main purpose of the Mentorship Programme is to connect young individuals, aged between 15 and 30 years with older and experience individuals, who will become their mentors. With the Mentorship Programme, we wish to (1) give the youth the courage in order to start building the foundations of their own future, (2) transfer experience, knowledge, advices and the support from the older to the younger generations, (3) foster knowledge and information transfer between al active citizens, (4) create lasting mentorship connections, that will influence the whole society in a positive way.
<i>Name of GP #4:</i>	MBajk
<i>Owner of good practice:</i>	University Sports Association Maribor
<i>Project objectives and purposes</i>	Improving the (free of charge) mobility of the students, taking care of the environment.
<i>Name of GP #5:</i>	Enterprising into the world of entrepreneurship
<i>Owner of good practice:</i>	Maribor Development Agency
<i>Project objectives and purposes</i>	The basic idea of the programme is to provide to participants, selected through a public call, all the professional assistance and training they need to develop their business idea into a working business. The objective of each participant is to set up a company, become self-employed or employed by another employer within one year after the completion of the training.
<i>Name of GP #6:</i>	Go Global Slovenia
<i>Owner of good practice:</i>	Tehnološki park Ljubljana, Business Incubator of University of Maribor - IRP (strategic partner)

<i>Project objectives and purposes</i>	The mentor programme GoGlobal prepares strategies and organizes/implements gained knowledge in five business functions playing key roles with quick global growth. The programme includes the practical application, by offering cooperation with the business in the sector. GoGlobal also provides the platforms for: capital and team building, online platform for quick global access; platform for quick global growth, to provide information about business hubs around the globe; world-wide-infrastructure – gaining support with infrastructure in domestic or international environment, enterprise community – active socializing to informally exchange information.
<i>Name of GP #7:</i>	Upgraded activities of the Career Centre – University of Maribor
<i>Owner of good practice:</i>	University of Maribor
<i>Project objectives and purposes</i>	The KCUM has the goals of holistic support with career development of the targeted public; ensuring conditions to strengthen the connection between the target group and employers; empowering groups for efficient entry to the labour market.
<i>Name of GP #8:</i>	Start:Up Slovenia
<i>Owner of good practice:</i>	Venture Factory
<i>Project objectives and purposes</i>	Benefit from the power of community and surround yourself with like-minded individuals. Meet successful start-uppers, discover their breakthrough products and secrets for company success and growth. Come into contact with top-level mentors and learn from the best.
<i>Name of GP #9:</i>	Model M Slovenia
<i>Owner of good practice:</i>	I R D O - Institute for the Development of Social Responsibility

<i>Project objectives and purposes</i>	<p>The purpose of the project Model M Slovenia, which is our dissemination of first Model M projects in Podravje region, is to provide to young people training, networking, consultation and active participation with aim to create their own models of success. With practical advice of experts and entrepreneurs, participants they create their own career or business plan and after this they also try to realize it.</p> <p>We wish to provide training for finding their job or start their own businesses, at least for 140 young people, between 24 and 29 years with support of Government office for youth in Slovenia in years 2016-2018.</p>
<i>Name of GP #10:</i>	Strengthening of entrepreneurial activity and creation of new work places / Activation of population and revitalization of entrepreneurial ecosystem
<i>Owner of good practice:</i>	Consortium of coworking spaces of Maribor and its surrounding
<i>Project objectives and purposes</i>	<p>The project was set up in cooperation with the national ministry of Economic development and technology, with consortium leader (Maribor Development Agency) signing a contract for financing the activities of Activation of population and revitalization of entrepreneurial ecosystem; with establishment of a network of CW spaces in the area (10 CW spaces), which latter grew into a consortium of 9 CW spaces.</p> <p>The main objective of the project is preparation of the local population to enter the entrepreneurial sphere, by connecting them among themselves and with experienced entrepreneurs through moderated joint activities.</p>
<i>Name of GP #11:</i>	Co-creation of social spaces - for youth with youth

<i>Owner of good practice:</i>	Municipality of Maribor, Office for culture and youth
<i>Project objectives and purposes</i>	<p>Within this project we wanted to associate young people with less desirable professions (carpentry, painting, masonry, electricity) for which there are demand in the labour market.</p> <p>We also saw that young people in our city often face the issue of where to get practical knowledge, a chance to show their skills and improve them; on the other hand, there is also a need among young people to have more spaces where they could get together and implement their ideas.</p>
<i>Name of GP #12:</i>	Support Environment For Development Of Social And Technological Innovations And Development Of Social Economy In The City And The Region
<i>Owner of good practice:</i>	Tkalka, cooperative for development of social and technological innovations, z.b.o., social enterprise
<i>Project objectives and purposes</i>	<p>Primary purpose of Tkalka is to promote development of local, regional and wider social and economic environment, job creation and raise the quality of life on the basis of social and circular economy, human potential development, local resources, innovations, open-source principles, creative technologies and an open and inclusive society.</p> <p>The project also wants to promote new ways of collaboration in society and development of new social practices and therefore wants to be an example of such practice of collaboration. Our social impact was recognized already in 2015 by Slovenian Public Agency Spirit with the award for "Best Slovenian Coworking Space Award 2015" and by Styrian Chamber of Commerce with a diploma for "Non-technical innovation". Weaver encourages social innovation and is a social innovation itself.</p>
<i>Name of GP #13:</i>	GT22 - Interdisciplinary Laboratory For Arts, Education And Alternative Communities

<i>Owner of good practice:</i>	Ustanova Fundacija Sonda
<i>Project objectives and purposes</i>	<p>Creating a living organizem, community that works, cocreate, share and communicate with the city;</p> <p>Making and using art thinking in interdisciplinary approach;</p> <p>Creating professions in arts and cultural sector and working on job opportunities;</p> <p>Building a phissical space and ideas platform that newcomers, students and young professional could use;</p> <p>Researching, developing, understanding a production of city and for the city - urban environment;</p> <p>Creating and using a media platform that develops a theoretical, practical and information exchange in the fields of art, cultural and urban environment;</p> <p>Sharing local and international good practices;</p> <p>Creating open and intellectually curious individuals and groups;</p>

8. SUGGESTIONS FOR IMPROVEMENT “YOUTH AND INNOVATION”

Innovation isn't just a matter of luck, eureka moments or alchemy. Nor is it exclusively the province of brilliant individuals. Innovation can be managed, supported and nurtured. And anyone, if they want, can become part of it.

The New generation skills (NGS) provides tremendous opportunities for the whole triple policies to be combined: innovation (including social innovation), social entrepreneurship (WISEs including young unemployed), and most importantly youth.

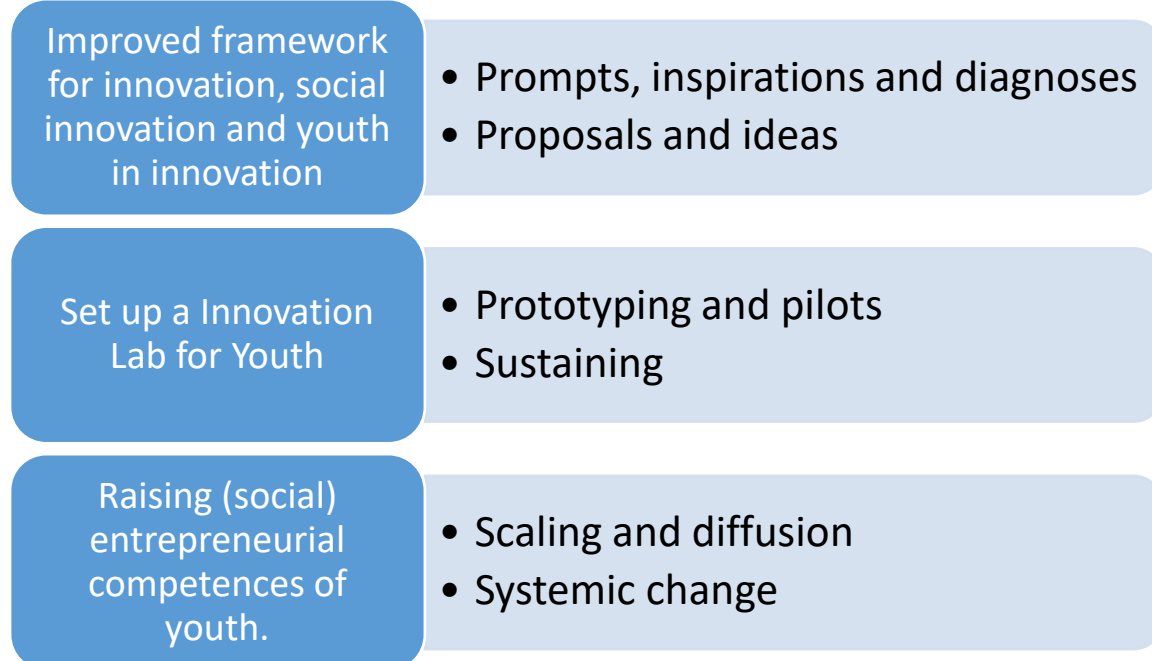
The youth is typical cross-sectoral theme that has to be reflected on the local level as well. Also, the goal of NGS should be the achievements of key competences, which are not covered by the traditional education system, thus strengthening the competences in the field of HORIZONTAL SKILLS: learning to learn, social and civic responsibility, initiative and entrepreneurship, cultural awareness, and creativity.

To address lack of cooperation between youth / innovation / social innovation / entrepreneurship organisation; the following should be done immediately to guarantee also the successful NGS implementation in Municipality Maribor:

1. Co-design and co-creation of innovative solutions in policy preparation and implementation;
2. Adopting new and collaborative service delivery models across public, private and non-governmental actors in all above-mentioned fields;
3. Embracing creative disruption from technology, the pervasive use of social media, mobility, big data, cloud computing packaged in new digital government offerings.
4. Adopting an attitude of experimentation and entrepreneurship. Government itself needs to become bolder and more entrepreneurial and the NGOs more willing to cooperate even if this cooperation is not 100% publicly funded.

This can be achieved by strengthening the innovation potential of youth through adaptation of the framework, setting up required innovation infrastructure and achieve impact on youth.

Picture 1: Three NGS specific goals



With this in mind we propose three NGS specific goals achievable through a six-step framework (proposed by NESTA) for different kinds of support that innovators and innovations need in order to grow, applicable in the case of supporting social innovation.

1) Prompts, inspirations and diagnoses.

In this stage, we include all the factors which highlight the need for innovation – such as crisis, public spending cuts, poor performance, strategy – as well as the inspirations which spark it, from creative imagination to new evidence. This stage involves diagnosing the problem and framing the question in such a way that the root causes of the problem, not just its symptoms, will be tackled. Framing the right question is halfway to finding the right solution. This means going beyond symptoms to identifying the causes of a particular problem.

2) Proposals and ideas.

This is the stage of idea generation. This can involve formal methods – such as design or creativity methods to widen the menu of options available. Many of the methods help to draw in insights and experiences from a wide range of sources.

3) Prototyping and pilots.

This is where ideas get tested in practice. This can be done through simply trying things out, or through more formal pilots, prototypes and randomised controlled trials. The process of refining and testing ideas is particularly important in the social economy because it's through iteration, and trial and error, that coalitions gather strength (for example, linking users to professionals) and conflicts are resolved (including battles with entrenched interests). It's also through these processes that measures of success come to be agreed upon.

4) Sustaining.

This is when the idea becomes everyday practice. It involves sharpening ideas (and often streamlining them), and identifying income streams to ensure the long term financial sustainability of the firm, social enterprise or charity, that will carry the innovation forward. In the public sector this means identifying budgets, teams and other resources such as legislation.

5) Scaling and diffusion.

At this stage, there are a range of strategies for growing and spreading an innovation – from organisational growth, through licensing and franchising to federations and looser diffusion. Emulation and inspiration also play a critical role in spreading an idea or practice. Demand matters as much as supply: how market demand, or demand from commissioners and policymakers is mobilised to spread a successful new model. This process is often referred to as 'scaling', and in some cases the word is appropriate, as the innovation is generalised within an organisation or the organisation itself expands. But scaling is a concept from the mass production age, and innovations take hold in the social economy in many other ways, whether through inspiration and emulation, or through the provision of support and know-how from one to another in a more organic and adaptive kind of growth.

6) Systemic change.

This is the ultimate goal of social innovation. Systemic change usually involves the interaction of many elements: social movements, business models, laws and regulations, data and infrastructures, and entirely new ways of thinking and doing. Systemic change generally involves new frameworks or architectures made up of many smaller innovations. Social innovations commonly come up against the barriers and hostility of an old order. Pioneers



may sidestep these barriers, but the extent to which they can grow will often depend on the creation of new conditions to make the innovations economically viable. These conditions include new technologies, supply chains, institutional forms, skills, and regulatory and fiscal frameworks. Systemic innovation commonly involves changes in the public sector, private sector, grant economy and household sector, usually over long periods of time.

9. ACKNOWLEDGMENTS

The following organizations helped with the preparation of this document:

Fundacija za izboljšanje zaposlitvenih možnosti PRIZMA

Inštitut za raziskovanje podjetništva - IRP

Inštitut za razvoj družbene odgovornosti - IRDO

Karierni center Univerze v Mariboru

Mariborska Razvojna Agencija p.o.

Mestni Mladinski svet Maribor

Mladinski kulturni center Maribor

Štajerski tehnološki park d.o.o.

Univerzitetna športna zveza Maribor

Združenje CAAP, so.p.

Združenje ePEKA, so.p.

Zavod CITILAB Maribor, so.p.

Zavod RS za zaposlovanje OE Maribor

Zavod PIP - Pravni in informacijski center Maribor

Zavod Ypsilon

Zavod za podporo civilnodružbenih iniciativ in multikulturno sodelovanje Pekarna
Magdalenske mreže Maribor

10. ANNEXES

List of annexes

Annex 1: Literature, documents and web analysis

Annex 2: The questionnaire for the young people

Annex 3: The Interview guidelines for group-interviews and for individual interviews

Annex 4: Overview of national, regional and local statistics on youth

Annex 5: Detailed analyses of quantitative data collection

Annex 6: 2nd Local Youth Programme in the Municipality of Maribor for the 2016-2020 period

Annex 7: Cases of Good practices

Annex 8: Social enterprises in Maribor