



# FINAL IMPLEMENTATION REPORT CROATIA

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## 1. Introduction

The Croatian tandem (Town of Duga Resa - Brodoto) elaborated the regional adaptation (D.T2.5.1) of the 'Joint concept for Implementation of Pilots' (D.T2.1.2). The Croatian version of the concept described the territorial focus of the program and according to the value chain approach followed by the joint concept it also defined the needs and problems to be tackled by the pilot project as well as the regional, organizational and pilot level goals of the pilot to be achieved in order to solve the addressed problems. The Croatian pilot project plan also included the definition of the target groups to be involved in the pilot and the funnel approach and methodology how the shrinking circle of participants have been planned to be selected in the different phases of the pilot.

The Croatian adaptation of the joint Concept also defined the stakeholders to be involved in the pilot implementation as service providers and regular or occasional partners as well as the interventions to be implemented during the pilot period and the toolbox elements to be tested during the pilots which was the main and general goal of the experimental program.

Based on the adaptation of the joint concept the Croatian tandem implemented the regional pilot project between July 2020 and March 2021. Within the frameworks of the pilot the Croatian partners implemented 3 pilot workshops (kick-off, midterm and project closing), 1 pilot visit. Three tools have been tested during the pilot which supported social enterprises in Duga Resa and Karlovac County through 10 entrepreneurial skills development training sessions, 3 entrepreneurial skills development workshops, 8 entrepreneurial skills development mentoring meetings, 2 financial skills development training sessions, 1 financial skills development workshop and 10 mentoring meetings for financial skills development.

The Croatian tandem reported on the progress of the pilot project on the 3<sup>rd</sup> of December 2020 (D.T2.2.2/1 - Pilot Midterm Workshop) and the 24<sup>th</sup> of November 2020 (D.T2.2.2/2 - Transnational Working Group Meeting in Hungary)

In the followings we are providing a detailed description about the results of the Croatian pilot, we also evaluate the achievement of the pilot, highlight the challenges which the Croatian tandem had been facing with, present the solutions elaborated for these challenges and the lessons learnt during the pilot, which may be applied and utilized for building the capacities of regional public authorities and financial institutions for developing a supportive social enterprise ecosystem in Duga Resa and Karlovac County within the frameworks of the next phase of the DelFin project and beyond.

## 2. Implementation

### 2.1. Target groups involved

The Croatian tandem involved the following target groups in the pilot project:

- Already existing social enterprises
- Idea stage social enterprises
- Existing legal entities that want to incorporate social measures into their business
- Entrepreneurial initiatives that does not yet have a legal form but they have intention to become a social enterprise

## 2.2. Stakeholders involved

Croatian partners involved the following stakeholder groups in the pilot process:

- Service Providers (Regular participants in the pilot)
  - Empiria Magna Ltd, Zagreb: implementing incubation programme training & mentoring on business skills development
  - Karlovac University of Applied Sciences - external financial expert: 1 on 1 mentoring on financial skills development
- Ecosystem members (occasional participants in the pilot):

Sectoral categorization:

- Local/Regional public authorities
  - Regional authority: Karlovac County; Cities: Karlovac, Ozalj, Ogulin, Slunj; Municipalities: Saborsko, Netretić, Kamanje, Bosiljevo, Krašić, Rakovica, Vojnić - mapping, awareness raising, pilot plan development
- Academia, higher education
  - Karlovac University of Applied Sciences: awareness raising among students, expert support, networking, experience exchange
- Business support organizations:
  - Croatian Chamber of Commerce/Craft Karlovac County Office: networking, awareness raising
  - Public Institution Regional Development Agency of Karlovac County: networking, experience exchange
  - Cooperative for Ethical Financing: expert support, networking, experience exchange, pilot plan development
  - LAG Vallis Colapis: mapping, awareness raising, expert support, pilot plan development
- Others:
  - Individual experts and organizations - experience exchange & networking:
    - Court of Honor of the Croatian Chamber of Trades and Crafts;
    - Entrepreneurship Development Association "Perspektiva" from Lipik
    - ValVida, Kutina
    - Privredna Banka - branche office in Karlovac
    - external individual expert in the field of product and service development and investment attraction

### 2.3. Toolbox elements tested

The Croatian tandem targeted the following tools from the Toolbox for Promotion of Social Entrepreneurship in Rural Regions (Toolbox in the followings) for testing:

Category	Tool	Explanation
Business support structures	BSS - Mentor and coaching support programme	- already included in TB Incubation program tailored to specifics of social entrepreneurship, doing business in rural areas, and also considering key leadership competences needed in time and after the COVID 19 pandemic crisis (implemented through online seminars, workshops, Q&A and group/individual mentoring sessions): <ol style="list-style-type: none"> <li>1. Creating mentoring and coaching programme for SE initiatives</li> <li>2. Prepare the conditions and instructions for applicants - SE and launch a public call</li> <li>3. Development of individual approach for mentoring and coaching for the selected SEs based on their specific needs - improvement of business model, increasing business and marketing skills, project management skills and extra workload</li> </ol>
	BSS - Crowdfunding academy for social entrepreneurs	already included in TB Provide participants with theoretical and practical knowledge on preparing and running a crowdfunding campaign. Conducting two one day workshops in which participants gain theoretical and practical knowledge All content is designed to have a theoretical and practical or interactive part, with a focus on peer learning and professional support. <ol style="list-style-type: none"> <li>1. Adjusting the programme for the Duga Resa Incubator (existing and potential SEs)</li> <li>2. Benchmarking social entrepreneurs' knowledge on the topic</li> <li>3. Implementing workshops and parallel advising</li> </ol>
	NEMO	already included in TB Some elements of NEMO's good practice were implemented in sense of using existing stakeholders' database and targeting primary beneficiaries; Mapping and evaluating human resources; evaluating the local organizations and companies.

### 2.4. Implementation timeline

The Croatian pilot project had been implemented according to the following timeline:



Steps	Description	Start	End
1.	Public procurement process/procurement contracting of SP	May 2020	June 2020
2.	Open Call for applicants and 1st selection process of SEs	May 2020	Mid June 2020
3.	TWGM Croatia joint concept for implementation		May 2020
4.	Kick-off		July 2020
5.	Capacity building and developing entrepreneurial skills + CF Academy	July 2020	Dec 2020
6.	Thematic workshops and mentoring (group & 1 on 1)	July 2020	March 2021
7.	Meetups events with guest speakers (e.g. entrepreneurs, investors, business support organizations, academia)	Oct 2020	Nov 2020
8.	Presentation of business models within the incubator		Dec 2020
9.	Pilot study visit and adoption of good practices		Dec 2020/Feb 2021
10.	Mid-term		Dec 2020
11.	Pitch social enterprises		March 2021
12.	.Final pilot Workshop and Lessons learned disseminated		March 2021
13.	Transnational Market Place for Social Entrepreneurs in Italy		April 2021

## 2.5. Activities and interventions implemented

The Croatian partners implemented the following activities and interventions for testing tools from the Toolbox within the frameworks of the regional pilot project:

Category	Activity/intervention	Content (topics)
Pilot workshops	Kickoff pilot workshop	<p>Official opening of the pilot program implementation in Duga Resa, CR.</p> <ul style="list-style-type: none"> <li>•Introduction of 11 potential participants and short presentation of business ideas to the stakeholders and partners.</li> <li>•Overview of the pilot project (goal, purpose, expected results, target group and beneficiaries, role of stakeholders, support program for entrepreneurs, duration) and challenges in adjusting the pilot program to rural conditions.</li> <li>•Communication activities for the pilot program (promotion of entrepreneurs and their ideas).</li> </ul>
	Midterm pilot workshop	Mid-term review and analysis of the pilot activities, first experience and recommendations for



		<p>improvements from stakeholders and pilot participants.</p> <ul style="list-style-type: none"> <li>• An overview of the results so far in the implementation of the DelFin pilot project.</li> <li>• Discussion and feedback from workshop participants.</li> <li>• Next steps in implementation and recommendations.</li> </ul>
	Final pilot workshop	<p>Final review and analysis of the pilot activities, experience and recommendations for further support actions.</p> <ul style="list-style-type: none"> <li>•Presentation of the results of the pilot project - an overview of key activities, achievements and lessons learned.</li> <li>•Experiences of pilot project participants (implementation, achievements, recommendations).</li> <li>•Evaluation of pilot project results.</li> <li>•Roles and opportunities of local actors for further support to social entrepreneurship.</li> <li>•Announcement of the Impact Conference.</li> </ul>
Pilot visit	<p>Challenges in setting up the pilot program            Challenges in adjusting the pilot program to rural conditions            Presentation of pilot programme - training, mentoring, networking            Pilot participants' testimonials            Transfer of knowledge and lessons learned</p>	
Entrepreneurial skills development training	<p>Capacity building and development of entrepreneurial skills with the aim of greater understanding of key elements of social entrepreneurship and the financial ecosystem:            Online seminars and Q&amp;A sessions resulting in an increased understanding and gained insights into key elements of the social entrepreneurship and impact finance ecosystem;            reading materials and exercises sent in advance as preparation</p>	
Entrepreneurial skills development workshops/meet-ups	<p>Online events aimed at connecting various stakeholders within the social entrepreneurship ecosystem, update on progress within the incubator and exchange of experiences</p>	
Entrepreneurial skills development related mentoring meetings	<p>Online workshops followed by group and/or individual mentoring sessions resulting in concrete documents which social entrepreneurs could use in development of detailed business plans and reporting systems, attracting investors, and enhancing their leadership competences</p>	
Financial skills development trainings classes	<p>Increase knowledge on forms (grants, debt, equity and hybrid finance) and sources of impact finance both on Croatian and international market</p>	



Financial skills development workshops/meet-ups	Events with guest speakers from banking sector: social entrepreneur and financial planning - cooperation with banks
Financial development related mentoring meetings	One on one mentor support in the form of consulting and providing basic knowledge about financial of entrepreneurs, financial analysis of business, introduction to business financing opportunities, financing development with own and credit funds, cash flow analysis, identifying and resolving financial problems in business, defining what is necessary for the realization of their business venture (idea; project) or investment needs and what are the costs of obtaining funds and the planned sources of funds for investment.

## 2.6. Outputs

As a result of the pilot project implementation Croatian partners achieved the following pre-defined and self-defined outputs.

### 2.6.1. Pre defined outputs

No.	Output indicator	Planned value	Achieved value	Means of verification
1.	Number of target group members addressed	25	25	Public open call Direct targeting via emails Direct targeting using Stakeholders' database via emails Stakeholders' web and social media channels (screenshots)
2.	Number of target group members involved in the project	10	10	List of applicants from open call and direct targeting Events report Photo documentation List of registrants (attendance lists) List of participants to training, training satisfaction evaluations Service providers Final Report
3.	Number of target group members starting new business (model)	4	4	Proof of registration of a legal entity A founding act/Statement Statement of business activity on the principles of social entrepreneurship Pitch presentation/business models
4.	Number of pilot visits implemented by your organization	1	1	Invitation letter Agenda Photo documentation List of registrants/online (attendance lists) Screenshots Video/sound record Pilot Event Report





				Pilot presentations
5.	Number of pilot visits your organization participated on	1	2	Invitation letter Agenda Photo documentation Screenshots Online registration
6.	Number of pilot workshops (kick off, midterm, final)	3	3	Invitation letter Agenda Photo documentation List of registrants/online (attendance lists) Screenshots Events Report Presentations

### 2.6.2. Self defined outputs

No.	Output indicator	Planned value	Achieved value	Means of verification
1.	Number of partners (stakeholders/service providers) regularly involved/participating in the pilot project design, development and implementation	15	15	Analysis of SE in Karlovac County with starting number/estimation of SE and supporting structures in target area Activity report Events report Meeting minutes Final report Internal email communication Events Attendance list
2.	Number of partners (stakeholders/service providers) occasionally involved/participating in the pilot project design, development and implementation	n/a	n/a	///
3.	Number of tools adapted in the pilot project	2	3	M&E plan and tools Pilot project plan - joint concept Mid-term report Final report Thematic Workshops Syllabus List of applicants List of participants to training



4.	Number of entrepreneurial skills development training classes	10	10	Photo documentation List of registrants (attendance lists) List of participants to training, training satisfaction evaluations Screenshots Service provider activity and Final Report Invitation letter/link Working/training materials Thematic Workshops Syllabus Video record Presentations
5.	Number of entrepreneurial skills development workshops/meet-ups	3	3	Photo documentation List of registrants (attendance lists) List of participants training satisfaction evaluations Screenshots Service provider Activity and Final Report Invitation letter/link Working/training materials/Presentations Video record
6.	Number of entrepreneurial skills development related mentoring meetings	2	8	Photo documentation List of registrants (attendance lists) List of participants Screenshots Service provider Activity and Final Report Invitation letter/link Working/training materials/Presentations
7.	Number of target group members (organizations+teams+natural persons if private entrepreneurs) regularly participating in the above entrepreneurial development activities (50% or higher participation ratio)	10	9	Photo documentation List of registrants (attendance lists) List of participants training satisfaction evaluations Screenshots Service provider activity and Final Report Invitation letter/link



				Working/training materials/Presentations Video record Pitch presentations
8.	Number of financial skills development trainings classes	2	2	Photo documentation List of registrants (attendance lists) List of participants training satisfaction evaluations Screenshots Service provider Activity and Final Report Invitation letter/link Working/training materials/Presentations Video record Pitch presentations
9.	Number of financial skills development workshops/meet-ups (events) (indicate if not relevant in case of your project)	1	1	Photo documentation List of registrants (attendance lists) List of participants training satisfaction evaluations Screenshots Service provider Activity and Final Report Invitation letter/link Working/training materials/Presentations Video record
10.	Number of financial development related mentoring meetings	10	10	Photo documentation List of registrants (attendance lists) List of participants Participants' satisfaction evaluation Screenshots Service provider Activity and Final Mentoring Report Invitation letter/link Working/training materials/Presentations Mentoring plan for each participant
11.	Number of target group members (organizations+teams+natural persons if private entrepreneurs) regularly	10	8	Photo documentation List of registrants (attendance lists) List of participants



	participating in the above financial skills development activities (50% or higher participation ratio)			Participants' satisfaction evaluation Screenshots Service provider Activity and Final Mentoring Report Invitation letter/link Working/training materials/Presentations Mentoring plan for each participant
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## 2.7. Compliance with comparability criteria

In order to ensure the compliance of the different regional pilot projects with the objectives of the project as described in the Application form as well as their comparability and measurability, the joint concept defined output and quality level comparability criteria. Output level comparability criteria had been met by the Croatian tandem during the pilot implementation as follows.

Output level comparability criteria	Target	Achieved	Means of verification
Number of pilot projects	1/country	1	Final Implementation Report
Adaptation of tools from the toolbox	1/country	3	Final Implementation Report
Involvement of local business support organizations into pilot development and implementation	YES	YES	Events Report Final Implementation Report
Involvement of local public authorities into pilot development and implementation	YES	YES	Events Report Final Implementation Report
Involvement of local financial institutions into pilot development and implementation	YES	YES	Events Report Final Implementation Report
Development of business skills	YES	YES	Certificate of attendance: Capacity of SEs strengthened through the participation to a support program Business model developed Events/Activity report Fina Service Provider Report Final Implementations Report
Development of financial capacities	YES	YES	Mentoring plan on finance Finance plan Final Service provider Report Events/Activity report



Number of participants addressed	25/country	25	See 2.6.1. Pre defined outputs!
Number of participants participating in development activities	10/country	10	See 2.6.1. Pre defined outputs!
Number of participants successfully completing pilot goals (starting new business)	4/country	4	See 2.6.1. Pre defined outputs!

As for the quality level comparability criteria, they will be discussed in the general Evaluation Report (D.T2.7.3) as the pilot project plans had been evaluated by PP4 (IFKA) as well as the level of satisfaction of stakeholders and participants that had been analyzed based on the results of the evaluation surveys also compiled by IFKA.



## 2.8. Self-defined success criteria (planned/achieved)

During the planning process of the Croatian pilot project the tandem partners defined criteria of successful pilot implementation as part of the adaptation of the joint concept for Croatian circumstances. Accordingly, all main project activities have been associated with objectives which described what the partners expected from pilot activities. Each objective had been associated with success criteria describing when the partners would consider the objectives met and the pilot activities successful. Partners also defined the measurable indicators of fulfilling the success criteria and the values of indicators they planned to achieve in order to fulfil success criteria. Finally, the tandem members defined measurement tools and methods for measuring the value of the indicators and feedback plans for actions in case of not achieving the planned indicators. In the followings the Croatian tandem describes how the success criteria have been applied during the pilot implementation.

### 2.8.1. Applicability of self-defined success criteria

Pilot activities	Objectives	Success criteria	Indicator	Expected value	Measurement tools/methods	Applicability of the criteria during the pilot implementation (YES/NO)
Integration of toolbox elements	Pilot model developed and lessons learned captured and shared with Project Partners and key stakeholders to scale up the approach.	1. Implemented pilot project	One Action Pilot Project Plan for SE promotion developed	2 tools integrated 1 action pilot plan	Pilot project plan (adoption of best practices to local/rural context - specific tool elements) Activity reports Photo documentation List of participants to workshops, workshops materials, workshops satisfaction	yes



					evaluations, workshops reports	
Selection of target group members according to the selection criteria (min. 25, min. 10, min. 4)	Increased SEP outreach in target areas	2. Pilot participants	No of primary target group No of participants No of business models	25/10/4	Data base of applicants from Open call No of supported applicant for incubation programme No of applicant for business model development	yes
Development of entrepreneurial skills of the target group	increased understanding and gained insights into key elements of the social entrepreneurship and impact finance ecosystem	3. Target group trained/supported in their capacity building	At least 10 workshops and meet-up for SE in different stage of development supported in entrepreneurial skills	10 Pitch presentations	Activity reports Business ideas pitch presentations Events report Photo documentation Evaluation Committee's report Final Report	yes
Financial development of the target group	concrete documents which social entrepreneurs could use in development of detailed business plans and reporting systems, attracting investors, and enhancing their leadership competences	4. Target group trained/supported in financial modeling and creative approaches to market-based funding to scale their work	At least 4 BP identified for start new/improved business	4 business models developed and presented	Activity reports Business models Events report Photo documentation Evaluation Committee's report Final report	yes
Involvement of local business support structures,	Strengthened the identification of actors' needs/business ideas	5. Duga Resa Business Incubator implemented/adopted programme	At least 1 stakeholder providing resources to SE in	At least 20 different actors, including public authorities,	Activity reports Photo documentation	partial



financial institutions and local authorities into the implementation	and the delivery of technical assistance, training and others services using toolbox online compendium	1 Who - What - Where table of initiatives and services to SE targeted for pilot intervention	target area identified (e.g. co-working space and infrastructure)	private sector representatives, BSI and pilot primary target group participating into pilot	List of participants to workshops, workshops materials, workshops satisfaction evaluations, workshops reports Event & Final Report	
Exchange of experiences (pilot visit)	Experiences and lessons learned captured and shared with key stakeholders to scale up the approach.	6. Extended tailored soft support to Pilot beneficiaries, and also ensured that the most appropriate range of services are being delivered.	Adoption dissemination of the emerging findings from pilot visit	At least one good practice/method adopted - exchange of experiences	Activity report Meeting minutes Pilot visit documentation Photo documentation Tools description Documents related to setting up and monitoring of pilot intervention	yes





## 2.8.2. Results and conclusions regarding the application of self-defined success criteria

Pilot activities	Success criteria	If the criteria had been applied what was the value achieved,	If the criteria could not have been applied, what was the reason of non-applicability?
Integration of toolbox elements	1. Implemented pilot project	Capacity of SEs strengthened through the participation to a support program.	
Selection of target group members according to the selection criteria (min. 25, min. 10, min. 4)	2. Pilot participants	Strengthened the identification of actors' needs/business ideas and the delivery of technical assistance, training and others services.	
Development of entrepreneurial skills of the target group	3. Target group trained/supported in their capacity building	Increasing investment readiness through the development of business plans and sustainable business models of social enterprises and improving business planning and management skills.	
Financial development of the target group	4. Target group trained/supported in financial modeling and creative approaches to market-based funding to scale their work	Participants received basic information on financial statements, financial analysis of operations, short-term and long-term financial planning. As part of financial planning, the basic methods of assessing the profitability of an investment project are clarified. Participants were introduced to the possibilities of financing a business - as an entrepreneurial idea or as a company that already operates. By analyzing financial statements on specific examples, participants learned how to identify financial problems in business and suggestions for solving them.	
Involvement of local business support structures, financial institutions and local authorities into	5. Duga Resa Business Incubator implemented/adopted programme 1 Who - What - Where table of initiatives and services to SE targeted for pilot intervention	Increased understanding of how SEP and ecosystem work, who are the drivers, involvement of local business support structures into the implementation. Partnership with stakeholders contributed to increasing the added value of the project through sharing and mobilizing competencies and creating networks.	



the implementation			
Exchange of experiences (pilot visit)	6. Extended tailored soft support to Pilot beneficiaries, and also ensured that the most appropriate range of services are being delivered.	Mutual learning and networking; pilot model shared with Project Partners and key stakeholders to scale up the approach.	

### 3. Lessons learnt

According to the joint concept of regional pilot projects the main goal of the pilots has been to test the tools for social enterprise development collected in the Toolbox for Promotion of Social Entrepreneurship in Rural Regions. The outcomes of the pilot projects are therefore especially important since the next phases of the DelFin project, particularly the capacity building, the strategic and action planning will benefit a lot from these outcomes and should be built on the experiences of the partners and the lessons learnt during the pilot process. Therefore, in the followings we summarize what kind of challenges the Croatian tandem has been facing with, what kind of lessons they learnt during the pilot implementation and what kind of success factors they have identified in case of applying social business development tools. Finally, we summarize what kind of recommendations have been formulated by the tandem partners for regional public authorities and financial institutions regarding the successful adaptation and application of business development tools and support schemes for social enterprises among rural circumstances.

#### 3.1. Description of challenges

The tandem partners defined challenges regarding testing the tools and implementing the pilot in general based on their experiences they gained during the implementation of the regional pilot project. Besides identifying the challenges, they categorized these problems and obstacles and described what kind of solutions they found for the challenges if they found any at all.

Challenge	Category	Solution found (if any)
<b>Challenges regarding testing the tools</b>		
It is hardly compare good practices given the different economic, political, legislative and other conditions that prevail in partners countries.	adequacy of tools	Integration of tools that will contribute to their continued use, especially as a part of the pilot project, and which contain information that is grounded and ready tested.
Tools from Business Support Structures can be found in most commercial incubators and hubs and mostly they are a combination of training and financing such as grant); tools from Financing scheme are not fully available since the concept of such financing cannot be developed without strategic financing partner. Commercial banks have their products under their own propositions access to national funds & finance under the same conditions as for other firms	adequacy of tools	Incubation programme without competition and concrete financial rewards ; skills development & networking as rewards building business and financial knowledge that would make SEs comfortable to use more risky financial instruments.
<b>Challenges regarding implementing the pilot</b>		
Public administration an internal public procurement policies and rules	Public administration	Recommendations and initiative for policy changes-applying also non-price criteria (Best Price Quality Ratio) to select a tender that

		fulfils all of requirements in terms of price and quality. City council has adopted a new procurement rule that includes BPQR for simple public procurement procedures
Time consuming -difficult to maintain participant focus for 9months period	Target group activity	Programme is split into phases. 1st one is more intensive and gathered attendees into group mentoring and training sessions. The 2nd and 3rd phase are more focused on networking and 1on1 mentoring during fall and winter, when they have less time to participate in online sessions. Mentors are completely adopted 1on1 lectures and consultations to their needs and available time.
COVID-19: an effect on entire pilot implementation	COVID	Planning and implementation of the pilot largely depends on COVID-19 control measures. Most activities were transferred into online platforms and solutions - the most appropriate response to the given measures - flexibility in the application of tools
Newly established incubator was not operational during pilot implementation	Public administration	Local public administration acted as business support organization (the pilot program can be smoothly adopted after local incubator becomes operational).
Involvement of local business support structures, financial institutions and local authorities into the implementation - ecosystem	Stakeholder engagement	The ecosystem of SEs is in ambivalent phase thus we identified key stakeholders (local/regional authorities, academic community, support organizations, external expert, etc. county level) and strengthen their mutual interaction through key activities (such as mapping& targeting, business meetup &

		networking, common workshops, expert support)
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### 3.2. Description of Lessons learnt and success factors

As it had been mentioned in the introduction, Croatian partners also described what lessons they learnt / success factors they identified regarding the applicability/transferability of the tools tested and the implementation of the pilot project in general

Success factors/lessons learnt regarding the applicability and transferability of the tools tested	
1.	Tools integrated to improved business and financial skills of SEs. % of attendees : > 75% satisfactory / > 50% moderate satisfactory ; < 50% unsatisfactory
2.	Who - What - Where table of initiatives and services to SE targeted for pilot intervention (list of needed/used tools): 1 Thematic Workshops Syllabus; Initial mentoring plan (#10); Pitch presentation business model/plan (#10)
3.	1 Action Pilot Project Plan for SE promotion developed 1 pilot methodology/pilot project finalized; M&E plan jointly defined by PPs
4.	At least 1 stakeholder providing resources to SE in target area identified (e.g. co-working space and infrastructure)
Success factors/lessons learnt regarding the implementation of the pilot project in general	
1.	Program should be implemented through local incubator or other business support organization with support of strategic partners (from private or public sector) to provide trainings and funding for most promising businesses with social impact (impact enterprise). Local government should not act as business support organization since that is not their primary role nor they have capacity to implement such kind of programs for SE on long term run. Better and more involvement of stakeholders are needed in regard to increase public interest and interactions among stakeholders
2.	CF Academy can be easily adopt and transfer to the local condition and business needs . Expert help is needed in defining and launching a funding campaign for those who decide to go into to that and have a solid business model.
3.	Mapping, setting up monitoring and control mechanism, setting up a targeting strategy, on site awareness raising with local champions (mature SE) and providing a supportive framework were recognized as first step to better understanding and greater visibility of the SE sector. The most helpful tool in targeting is a baseline survey that allows us to examine and consult various stakeholders, including local government representatives, community presidents, company directors, employees, existing social entrepreneurs, the Employment Service, business support organizations and others, in order to objectively select the target group.

### 3.3. Description of Recommendations

Finally, the Croatian tandem summarized and described the recommendations they formulated based on their experiences (challenges, solutions, lessons learnt, success factors) for regional

stakeholders (financial institutions and local authorities/ municipalities) regarding the development of rural social enterprise ecosystems!

Recommendations for funding/financial institutions	
1.	Given that most participants do not have sufficient prior knowledge or experience in making financial decisions and analyzing the financial performance of companies, long term support would be useful thought business and financial skills development and make them less depend on public funding or grants . In this way they could presenting themselves as attractive investment opportunities
Recommendations for local authorities/municipalities	
1.	Mapping and stakeholder analysis analysis of data from all surveys obtained through field and desk surveys, before starting any intervention.
2.	Conduct field, local promotional campaigns, ideally with a local social entrepreneurship leader who will further motivate stakeholders and beneficiaries
3.	Plan more human resources in the implementation of the program, especially its operational part in order to make project management more efficient and the planned outcomes more extensive. Encourage capacity building of other stakeholders local partners, public administration employees (cities, municipalities).
4.	Greater emphasis on connecting and developing partnerships between stakeholders and social enterprises and greater mutual exchange of experiences.

According to the preliminary plans of the following work packages and activities in the DelFin project the capacity building activities for regional authorities and financial institutions will be based on these recommendations, experiences and lessons learnt by the partners on the adaptation of social business development tools and schemes for supporting the establishment and development of an effective social enterprise ecosystem in rural regions.