

PROGRAMME: INTERREG V-A GREECE-BULGARIA 2014-2020

Priority Axis: 4. A Socially Inclusive Cross-Border Area

Thematic Objective: 09 - Promoting social inclusion, combating poverty and any discrimination

Investment Priority: 9c. Providing support for social enterprises

Specific Objective: 9. To expand social entrepreneurship in the CB area

Project Title / Acronym: Support of Social Enterprises Development and Enhancement of Employment / SoSEDEE

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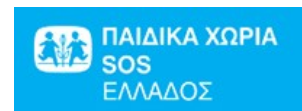
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Work package 4: «Establishment & Operation of Social Enterprises»

DELIVERABLE: D4.2.5 Development of a sustainability and capitalisation plan: proposals for creating a permanent stakeholder structure that will sustain, update and promote the certified educational package, capitalisation of the pilot actions through future cooperation programmes, synergies with other OPs regional/national/EU, etc.

(Sustainability Plan and Capitalisation Strategy)

Project Beneficiary: SOS Children's Villages Greece



Subcontractor:



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Summary

The Deliverable D4.2.5, was developed by the Project Beneficiary² (PB2), with the contribution of the Lead Beneficiary (LB).

Capitalisation Strategy

The capitalisation strategy collects:



Figure 1 The sub-sets of the SoSEDEE Capitalisation items

SoSEDEE Capitalisation – target groups

The target groups of the Capitalisation Strategy include: (i) Executives and staff of the project beneficiaries; (ii) stakeholders in the eligible area of the programme; (iii) current and potential social entrepreneurs; (iv) local and regional authorities in the eligible area; (v) mass media means and journalists in the eligible area; (vi) authorities of the INTERREG V-A “Greece-Bulgaria 2014-2020” (MA and JS);

Cross-border projects in the Investment Priority 9c of the programme INTERREG V-A “Greece-Bulgaria 2014-2020”

The programme funded eleven (11) projects, with an average of 544.350,94€ per project (5.987.860,35€ in total). Different approaches of the various projects and produced tools constitute a pool of ideas, tools, results and experienced beneficiaries that are available for all actors and stakeholders of Social Entrepreneurship.

Proposals for future synergies and cooperation with other Programmes

The availability of the project beneficiaries of the IP 9c makes it relatively easy to set a network of cooperating organisations that can exchange experience and tools after the end of the projects, for the benefit of the end users (the current and potential social entrepreneurs). They could even cooperate for future project proposals for a variety of Programmes, including NSRF, RDP including CLLD Local Programmes, EMFF, Erasmus+, Horizon, other INTERREG programmes.

SoSEDEE outputs and results – items of capitalisation

LB – Municipality of Gotse Delchev (BG)

Main Outputs & results to be capitalised	Justification / Comments
CS1.1 / WP3/D3.1.1	The output that assists gaining a clean picture of the state

One study on the profile of the Social Enterprises in the Bulgarian part of the CB area	of play of the social entrepreneurship in the area. The study remain available online.
CS1.2 / WP3/D3.1.2 Translation of the Syllabus to the Bulgarian language.	The translated version of the Syllabus on Social Entrepreneurship in the native language, is precious for the actors and stakeholders in Bulgaria. The translated syllabus remain available online.
CS1.3 / WP4/D4.1.1 Business plan for the creation of a municipal social enterprise that will produce green plants from unemployed adults adapted to their specific needs and WP4/D4.1.3 Mentoring and development of a marketing plan to access the market	The business plan is an important output for the social entrepreneurship with the specific priorities. The marketing plan is an important output for the social entrepreneurship with the specific priorities. Although focused on the specific SE, it could be also a guidance and motivation tool for other social entrepreneurship initiatives. The business plan and the marketing plan will be available also after the end of the project implementation period.
CS1.4 / WP4/D4.1.2 Construction of a greenhouse and equipment.	This is a key investment as it will be used (not owned) by the Social Enterprise for the development of its objectives, which would have also social impact. The investment will be used afterwards and it will on one hand assist the members of the new SE and on the other hand it will be presented as a good practice for other actors and stakeholders to be inspired.

PB2 – SOS Children’s Villages Greece (GR)

Main Outputs & results to be capitalised	Justification / Comments
CS2.1 / WP2/D2/2/2 “Two short films”	In cooperation with the LB and PB3. One film for the promotion of the education material and one film for the presentation of the results. They will be available online.
CS2.2 / WP2/D2.2.3 “Project of ecological leaflets”.	In cooperation with LB and PB3. The output should be distributed widely, also after the project implementation period ends, in order to allow the

	new capabilities / equipment to be being known and also to inspire new projects for the project partners and other potential actors and beneficiaries. It will be available online.
CS2.3/ WP3/D3.2.1 One study on the profile of the Social Enterprises in the Greek part of the CB area	The output that assists gaining a clean picture of the state of play of the social entrepreneurship in the area. The study remain available online.
CS2.4 / WP4/D4.2.1 Development of the business plan for the new social enterprise in Alexandroupolis And WP4/D4.2.3 Mentoring and development of a marketing plan to access the market	The business plan and the marketing plan are important outputs for the social enterprises with the specific priorities. Although focused on the specific SE, it could be also a guidance and motivation tool for other social entrepreneurship initiatives. The business plan and the marketing plan will be available also after the end of the project implementation period.
CS2.5 / WP4/D4.2.2 Equipment for e-learning and other activities, and also materials for the SE	The equipment and the materials are of primary need. They will be used also after the end of the project implementation period.
CS2.6 / WP4/D4.2.4 Preliminary assessment & evaluation of the operation of the SE, comparison with the private sector	The output includes an ex ante evaluation and also estimates the resilience of a new SE in negative changes of basic parameters, while it also compares the respective behaviour of a “classical form” private enterprise. The document will be available also after the end of the project implementation period.
CS2.7 / WP4/D4.2.5 Development of a sustainability and capitalisation plan	In cooperation with LB. The output contained precious information on gaining capitalisation results. The output will be available for the project beneficiaries and other actors and stakeholders, also after the end of the project implementation period.
CS2.8 / WP5/D5.2.1 Project results booklet	In cooperation with the LB. This output will summarise the achievements of the project. It could motivate others to consider further and maybe decide to organise new SEs. The output will be available online.

PB3 - International Hellenic University (GR)

Main Outputs & results to be capitalised	Justification / Comments
CS3.1 / WP3/D3.3.1 Synthetic Report on the profile of the SEs in the cross-border area and catalogue with existing training courses in Greece and Bulgaria	This is an important output on the profile of the social enterprises. It provides evidence on the priorities of the end users / current and potential social entrepreneurs. The study remain available online.
CS3.2 / WP3/D3.3.2 Development of SYLLABUS	This is the prime material of the project as it includes the whole academic material (lecture notes, academic sources, exercises, etc.) used for the Social entrepreneurship certificate. The Syllabus will be available online.
CS3.3 / WP3/D3.3.3 Lecture videos capture	Recorded lectures for the development of social entrepreneurship and other related issues. They will be available for the classes and also for future use of any new series of applied educational programme.

Correlation of the Capitalisation Items

The correlation of the Capitalisation items (outputs and results) of the SoSEDEE project, are presented in the following tables:

CS1.1, CS2.3, CS3.1	CS1.2, CS3.2, CS3.3	CS2.1, CS2.2, CS2.8	CS1.4, CS2.5	CS1.3, CS2.4, CS2.6, CS2.7
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Sustainability Plan of the SoSEDEE project

The approach of the sustainability strategy for the support of the Social Entrepreneurship in the cross-border area Greece-Bulgaria, aims at multiplying results in both sides of the borders. Particularly, the exploitation of the produced outputs and results, such as the Syllabus, the Certification procedure by a Knowledge Carrier, the

results of the pilot actions and the studies and research in social entrepreneurship in the area, are tools available for the structures that support social entrepreneurship.

Social Enterprises in the intervention area

Name of the SE	Place and date of establishment	Number of shareholders
Municipal social enterprise “Colorful city”	Town of Gotse Delchev / 24 April 2019	Gotse Delchev municipality
ΑΤΟΪΔΑ Κοιν.Σ.Επ. (ΑΤΟΪΔΑ SCE)	Alexandroupolis, Evros / 17 September 2019	Five (5)

Support Structure for the exploitation of the new educational programme on Social Entrepreneurship

The achievement of establishment of the new SEs and their potential, is an important milestone, while the completion of a series of tools, including the syllabus on social entrepreneurship and the two cycles of training of current and potential social entrepreneurs, are very important not only for SoSEDEE, but much wider. The tools are available and free for use, therefore, it is advisable that key-stakeholders, under coordination of owners of related policy instruments (Regional Governments and/or Ministry of Labour), would exploit and promote that set of tools.

The NSRF 2014-2020 in both countries has significant amounts of money available for policy measures on Social Interventions and actions, including support of Social Entrepreneurship. The document proposes the establishment of Regional Support Structures for Social Entrepreneurship, constituted by institutional, state, local and private entities without legal personality. They would be informal Group of Cooperating Entities (G.C.E.), that would include the stakeholders¹ as members. Such

¹ Herein it is also proposed to use existing legal forms, however unbiased. There are good example of successful G.C.E.s although not in the field of Social Entrepreneurship.

an initiative would have limited cost for being settled and to start operating. The proposed structures would exploit the results of all projects implemented under INTERREG V-A “Greece-Bulgaria 2014-2020” programme and other initiatives and projects that were implemented in the area. It would be in position to cooperate with knowledge carriers to run cycles of social entrepreneurship, for potential (and existing) social entrepreneurs and enhance their skills in various fields.

The employees of the suggested structure would have received the appropriate training by experts in social entrepreneurship and business support, in order to be competent for the support of the SEs (existing and potential).

All related costs could be covered by the existing related Policy Instruments, within the NSRF 2014-2020, in both countries. Considering the expected social impact and the impact in the increment of the employment and consequently in the increase of the local GDP, the benefits would be significant.

G.C.E.s would be ready to operate within one year of its inception.

Conclusions

The establishment and operation of Social Enterprises is proven to be very important for the local economies and employment, under prerequisites such as confidence on the objectives, common values and principles, trust between members, readiness for continues improvement and changes, networking and well trained members and employees. While through the appropriate consultation, people would recognize key elements such as existence of common values and principles, prior to any attempt to cooperate professionally with each other, advanced training on social entrepreneurship and business development are priority elements. SoSEDEE project developed a series of tools, among which is the Syllabus on social entrepreneurship which are also tested in two cycles of training, including experiential training. The establishment of structures which would support the whole process of establishment of social enterprises and would cooperate with knowledge carriers for the training of the potential entrepreneurs, would contribute significantly to the sustainability of the new ventures and their long-lasting impact in the local societies.

Disclaimer

This document has been produced with the financial assistance of the European Union. The contents are sole responsibility of PB2 – SOS Children’s Villages Greece and the authors and can in no way be taken to reflect the views of the European Union, the participating countries the Managing Authority and the Joint Secretariat.

The Project is co-funded by the European Regional Development Fund and by national funds of the countries participating in the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme.

PROGRAMME: INTERREG V-A GREECE-BULGARIA 2014-2020

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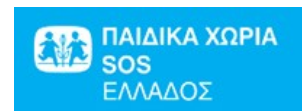
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Work package 4: «Establishment & Operation of Social Enterprises»

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Project Beneficiary: SOS Children's Villages Greece



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The Deliverable D4.2.5, was developed by the Project Beneficiary2 (PB2), with the contribution of the Lead Beneficiary (LB).

History of the Document

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Version 1_1	30 April 2020

Abbreviations

CP	Cooperation Programme
ERDF	European Regional Development Fund
EU	European Union
FLC	First Level Control
GDP	Gross Domestic Product
ICT	Information and Communication Technology
IP	Investment Priority
JS	Joint Secretariat
LB	Lead Beneficiary
MC	Monitoring Committee
MA	Managing Authority (INTERREG_GR)
NSRF	National Strategic Reference Framework
PA	Priority Axis
PB	Project Beneficiary
SCE	Social Cooperative Enterprise
SE	Social Enterprise
SSE	Social and Solidarity Economy
ΚοινΣΕπ	Κοινωνική Συνεταιριστική Επιχείρηση / Social Cooperative Enterprise
ΚοιΣΠΕ	Κοινωνικός Συνεταιρισμός Περιορισμένης Ευθύνης / Social Cooperative Enterprise of Limited Liability

Introduction

This document provides a sustainability plan and capitalisation strategy, including:

- Proposals for a permanent structure of entities which would preserve, upgrade and promote the educational programme of the PB3 (SYLLABUS) and
- Proposals for the capitalisation of the pilot applications in Greece and Bulgaria, through future cooperation programmes with other operational programmes (regional / national / European, etc.).

Existence of definition of Social Enterprises in Greece and Bulgaria and acceptance of the SE concept

According to Borgaza *et al* (2020: 27 & 37), the following is valid for Organisational and Sector-specific definition of social enterprises, for Greece and Bulgaria:

Definition Type	Rationale	Key Criteria	National Laws	National Strategies / Programmes
Organisational definition	To acknowledge the specificity/nature of SE as a particular legal entity performing in various fields of general interest	Social aim prioritised, specific restrictions in terms of distribution of profits and governance	<p>Bulgaria <i>Act on Enterprises of Social and Solidarity Economy (240/2018)</i></p> <p>Greece <i>Social and Solidarity Economy and Development of its Entities and Other Provisions (Law 4430/2016)</i></p>	Greece
Sector-specific definition	To implement stated policy strategies (e.g., social inclusion)	Integration of disadvantaged workers and/or PWDs prioritised	Greece	-

Table 1 Types of definitions of social enterprise, Legislation and Strategies in Bulgaria and Greece (Source: Borzaga, *et al*, 2020: 27 & 37, edited by the authors)

The degree of acceptance of the concept of SE, according to Borzaga *et al*, is as follows;

Degree of acceptance	Country
Politically and legally accepted—large self-recognition	
Challenged by social economy/social and solidarity economy	Greece
Not commonly used—limited space due to traditional welfare institutions	
Politically and legally accepted but narrow understanding (work integration) — weak self-recognition	Bulgaria
Challenged by other concepts, such as corporate social responsibility, social entrepreneurship and social innovation	
Emerging acceptance	

Table 2 Degree of acceptance of the social enterprise concept in Bulgaria and Greece (Source: Borzaga, *et al*, 2020: 27 & 37, edited by the authors)

According to Borzaga *et al* (2020: 55), the policy framework for Bulgaria is consisted by the *National Social Economy Concept (2012) and the Biannual Social Economy Action Plans (2014-2015; 2016-2017; 2018-2019)*. The respective policy framework in Greece includes the *Strategic Pact for the Development of Social Entrepreneurship (2013)*.

The Cooperation Programme “Greece-Bulgaria 2014-2020”

Greece and Bulgaria, two neighbour countries with rich past, at the end of ‘90s have entered into a closed cooperation, also due to the implementation of the INTERREG PROGRAMMES. The basic idea on of INTERREG is that countries facing several issues which could be solved easier, if they would be cooperating with their neighbours instead of striving for solutions within the borders, they should have an instrument to support that. INTERREG brings the people of the different countries closer to each other¹.

¹ Βλ. JS Greece-Bulgaria 2014-2020 (2017a).

INTERREG is one of the key instruments of the European Union (EU) supporting cooperation across borders through project funding. Its aim is to jointly tackle common challenges and find shared solutions in fields such as health, environment, research, education, transport, sustainable energy and more². It is one of the two goals of the EU Cohesion Policy in the 2014-2020 period and it is funded by the European Regional Development Fund (ERDF). It has a budget of EUR 10.1 billion invested in the several cooperation programmes responsible for managing project funding². There are three types of INTERREG Programmes² among which are sixty (60) cross-border programmes, fifteen (15) transnational programmes and four (4) interregional programmes.



Figure 1 Interreg types of Programmes²

² Βλ. INTERact (2018).

The programming period 2014-2020, is the fifth period of Interreg and is called **Interreg V**. In accordance with the design of the EU Cohesion Policy and the targets set out in Europe 2020 Strategy, *Interreg has been significantly reshaped to achieve greater impact and an even more effective use of the investments*. Key elements of the reform are concentration, simplification and result orientation. Interreg V is based on 11 investment priorities (thematic objectives).

Greece – Bulgaria programme promotes activities that bring people of the two countries closer. Development, positive or negative, at one side of the borders, affects the other side, therefore there are needs for common actions. There is cooperation between public entities, semi-public entities, private entities that can have positive impact for the eligible area of the programme, the inhabitants and the visitors, through funding of projects in the field of Health and Social Affairs, Transportation, Culture and Tourism, Environment and Competitiveness.

The Cross Border Cooperation Programme “INTERREG V-A Greece-Bulgaria 2014-2020”¹ was approved by the European Commission on 13/12/2016 by Decision C(2016)8708³.

It carries the code CCI 2014TC16RFCB022

The total budget (ERDF and National contribution) for the European Territorial Programme “Greece-Bulgaria 2014-2020” is €129,695,572.00. The total financing

³ Βλ. JS Greece-Bulgaria 2014-2020 (2017b).

consists of €110.241.234,00 (85%) ERDF funding and €19.454.338,00 (15%) national contribution⁴.

The Programme intends to promote the harmonious, balanced and sustainable development of the cross border area, while reducing the economic and social territorial disparities which have arisen in counties and regions lagging behind, and speeding-up their economic and social restructuring.

The eligible area of the Programme consists of the Region of Eastern Macedonia and Thrace (Prefectures of Evros, Kavala, Xanthi, Rodopi and Drama) and the Region of Central Macedonia (Prefectures of Thessaloniki and Serres) in Greece and the South-Central Planning Region and South-West Planning Region (Districts of Blagoevgrad, Smolyan, Kardjali and Haskovo) in Bulgaria³.



Figure 2 Eligible Cross-border area Greece-Bulgaria³

⁴ Βλ. JS Greece-Bulgaria 2014-2020 (2015: 1).

The Greece-Bulgaria cross-border cooperation area for the programming period 2014-2020 is identical to the current ETC programme. It extends to 40.202 km² and has a total population of 2.7 million inhabitants. It covers four territorial units at NUTS II level (Regions), and 11 territorial units at NUTS III level (Districts). The eligible area extends across the entire Greek-Bulgarian border and is neighbouring with Turkey (east) and FYROM (west), both countries aspiring to access to the EU. It is part of the most south-eastern non-insular area of EU, and it is situated between three seas: The Black Sea, the Mediterranean Sea and the Ionian-Adriatic Sea. Finally, it sits at the crossroad of strategic fossil fuel pipelines supplying the EU market and TEN transport axes³.

The settlement structure of the area is characterized by the presence of 10 medium-large cities (>50.000 inhabitants) which accumulate 38,2% of total population, and 25 small cities (10.000-50.000 inhabitants)³.

Despite the historically relatively small amounts of funds allocated, there is a long history of cooperation in the eligible area, which started with Community initiative INTERREG I (1989-1993)³.

The priority axes of the programme are:

- < PA 1: A Competitive and Innovative Cross-Border Area >
- < PA 2: A Sustainable and climate adaptable Cross-Border area >
- < PA 3: A better interconnected Cross-Border Area >
- < PA 4: A socially inclusive Cross-Border area >**
- < PA 5: Technical Assistance >

About the SoSEDEE Project

The project “Support of Social Enterprises Development and Enhancement of Employment / SoSEDEE” is co-funded by 85% from the European Regional Development Fund (ERDF) and by 15% from the Public Investment Fund (PIF), through the Cross-border cooperation programme Interreg V-A “Greece Bulgaria 2014-2020”. The main objective of the project is the development of a “social entrepreneurship certificate”, which would be evaluated through the implementation of the pilot tests.

The project is implemented by three partners from Greece and Bulgaria. Municipality of Gotse Delchev is the Lead Beneficiary of the project and the other project beneficiaries are the SOS Children's Villages Greece, through their structure in Aristino, Alexandroupolis (PB3) and the International Hellenic University through its Department of Management Science and Technology⁵ (PB3).

The project is implemented with the following work packages (WPs):

- WP1 "Project Management & Coordination"
- WP2 "Communication & Dissemination"
- WP3 "Education & training of social entrepreneurs"
- **WP4 "Establishment & operation of Social Enterprises"**
- WP5 "EU Level Dissemination".

The duration of the project is thirty two (32) months.

Brief Summary of the SoSEDEE Project

The economic and social welfare of the CB is being significantly challenged by high unemployment rates, increasing percentages of people at risk of poverty and social exclusion. Low levels of productivity & education undermine further the economic development potentials of the CB area and the well-being of its population. Within this context, the Municipality of Gotse Delchev, the SOS Children's Villages Greece and the International Hellenic University through its Department of Management Science and Technology⁵ decided to support the development of social entrepreneurship and the establishment of social enterprises (SEs), as a new "hybrid" business model that would encourage sustainable inclusive growth through the creation of more and better jobs -especially for the vulnerable and the professionally and financially challenged groups.

⁵ Previously, Eastern Macedonia and Thrace Technological Institute (EMaTTech) through its Business Administration Department, which merged in 2019 with other knowledge carriers to a unified entity (International Hellenic University)

The overall objective of the project is to develop a high quality Social Entrepreneurship Certificate that would assist current and potential Social Entrepreneurs to achieve their mission on establishing profitable SEs that would generate a social impact on the local economy and society. The programme would be designed to provide a good knowledge of managerial and professional skills in order to develop a social business plan, analyse the market potentials, access funding, etc. Long term unemployed, professionally and financially challenged groups from the Municipality of Gotse Delchev and beneficiaries that had been hosted to SOS Children's Villages in Alexandroupoli, who would participate in the training was intended to create two (2) social enterprises⁶. The Municipality of Gotse Delchev would support the establishment and operation of a greenhouse for plants and flowers cultivation, which would be used by the new SE "Colour City"⁷. The SOS Children's Villages in Arsitino - Alexandroupoli, would capitalize the training provided by ECOCAMPS GR-BG project⁸ for the creation of a SE in the field of manufacturing of decorative items from recycled materials⁷.

The newly born SEs, would receive special consultation, mentoring and business and marketing plans in order to access to the market⁷.

The main outputs of the project included:

- One (1) knowledgebase on the current profile of SEs in the CB area⁷;
- Education and e-learning of one hundred and twenty (120) current and potential social entrepreneurs⁷;
- Establishment and operation of two (2) SEs in the sector of green economy⁷;
- Creation of eight (8) new job opportunities⁷.

The project implementation was based on an integrated and comprehensive methodological approach where every partner would contribute according to its expertise. The Certificate in Social Entrepreneurship would upgrade the educational

⁶ The indicator was achieved by one (1) SE in Gotse Delchev and one (1) SE in Alexandroupolis.

⁷ Goal achieved.

⁸ Co-funded by the ETCP "Greece-Bulgaria 2007-2013" programme.

level of social entrepreneurs and would affect positively their performance and competitiveness. The project would communicate its activities and outputs to relevant stakeholders and would contribute to the improvement of existing regional and practices combating unemployment and social exclusion.

Capitalisation Strategy of the SoSEDEE project

This chapter covers the design of the capitalization strategy of the SoSEDEE project.

What is a Capitalisation plan?

In this document we adopt the general description from INTERact (2016).

Capitalisation in Interreg can be understood as an integrated building process that gathers valuable programme and project results within a specific field of regional development policy. It enables identifying and sharing knowledge, raising awareness about the achievements of Interreg in a particular field (capital).

Hence, ‘capital’ should be understood as the results/knowledge of programmes / projects used to generate new knowledge to support the development of future policies and programmes.

According to the same document, it is important to consider the capitalisation networks, *for gaining new contacts and knowledge, providing opportunities and inspiration; they will be a support framework to refer to for advice, support, coaching, mentoring for its members and even beyond.*

To build on know-how, expertise and systematising knowledge, are important components in capitalisation. At the same time, it is crucial to capture ‘good practices’/examples with potential for capitalisation/transfer and take them a step further⁹, by integrating them at different governance levels (from Organisational to Ministerial) improving policy the respective policies.

⁹ or even mainstream them.

Important Note:

Capitalisation is not similar to Communication. Therefore, not all achievements and results are items for Capitalisation. Results, appropriate (and required to) for Capitalisation, after being identified, should tailor specific communication actions¹⁰.

The added value of networks for INTERREG

Capitalisation networks will facilitate ongoing EU-wide transfer of knowledge and capitalisation of Interreg programmes' and projects' results among them in order to provide input to and influence regional policies, and in particular programmes and policies others than Interreg (e.g. Investment for Growth and Jobs, thematic regional/national programmes, initiatives and policies) trying to get benefit of practices already tested and consolidated thanks to cooperation.

The capitalisation networks aim at:

Internal capitalisation

- To exploit the results of Interreg programmes and projects and make them available for knowledge transfer among communities set up within each network.
- To increase the thematic expertise/competence within programmes thanks to Interact support.
- To improve the quality of the programme's content and thematic focus providing advisories and support on the thematic orientation and content related issues.

¹⁰ A specialised set of communication actions for the capitalization items, should include (i) communication objectives, target audience and strategy; (ii) needs of the different target audience that the specific communication strategy is addressed to; (iii) project visual identity, promo message and common layout for the communication materials to be included; (iv) necessary dissemination tools/channels and resources to reach the respective objectives; (v) specification of the quality standards and templates in order to keep a recognized format for the respective deliverables; (vi) design and implementation of planned special dissemination activities; (vii) implementation of the dissemination material and events of the Capitalisation; (viii) monitoring system to evaluate results of the specific communication actions and impact; (ix) implementation of reviewed and corrective action if necessary; (x) timetable and responsibility for each project beneficiary.

External capitalisation

- To contribute to the EU wide evidence of the thematic contribution (added-value) of cooperation by sharing and promoting results and experience among relevant stakeholders within Interreg and outside. In order to achieve this, the participation of the networks in related wider EU platforms and activities would have to be boosted, and links with relevant organisations and initiatives will be built.
- To exploit the results of cooperation programmes and projects and make them available to a wider audience of regional policy stakeholders across Europe. The main added-value is to ensure that results will be promoted and linked to relevant policy makers.

SoSEDEE Capitalisation strategy approach

Based on the INTERact approach presented above and the approach of a systematic collection, analysis and dissemination of knowledge and shared practices to be integrated in mainstream policies, making cooperation results visible, for SoSEDEE, the capitalisation strategy is a continuous learning process that shapes all dimensions of a project lifecycle, directly or indirectly. It is built upon acquired experience and particularly it collects:



Figure 3 The sub-sets of the SoSEDEE Capitalisation items

The document of the Capitalisation Strategy will include the results of the project with further justification and commenting, for further use and/or preparation of new projects by the project beneficiaries and/or other actors and beneficiaries.

The incorporation of the main results, the projects of the Greece-Bulgaria programme for the programming period 2014-2020, in the Capitalisation Strategy, will provide the technical, financial and institutional answers for ensuring the sustainability of the results achieved during the project lifespan. The document itself, will function as an inspiration tool for the preparation of new projects, in the same direction of supporting social entrepreneurship.

The project results will be sustainable as the partners operate for many decades and provide services to the target groups. Namely:

- a. the communication material will continue being used after the end of the project implementation period, through various means as described in this document;
- b. the stakeholders will continue communicating with the project beneficiaries in the next years;
- c. the network will continue its cooperation in the planning of activities after the end of the project implementation period;
- d. the produced tools will be available online for the beneficiaries and end users in the next years;

The document will provide guidance and steps (road map) for the final use of the selected project results and exploitation of other funding opportunities¹¹.

SoSEDEE Capitalisation - strategy objectives

The main objectives of the Capitalisation Plan of the project are:

- Motivate the project beneficiaries for further cooperation, between them

¹¹ also through communication of other beneficiaries as presented in this document and inspiration through other projects presented herein.

and with other actors;

- Match the Capitalisation and the real needs of the end-users (current and potential social entrepreneurs);
- Develop and enhance synergies with other projects in the programme eligible area of intervention;

The SoSEDEE project beneficiaries are advised to use this plan not only as a reference base or a guide for their valorisation actions, but mainly as a pool of ideas for streamlining impacts to their internal medical / technical and administrative units and other potential beneficiaries by:

- Extended dissemination of achievements¹²;
- Optimising the value and the impact of the SoSEDEE project¹³;
- Transferring results to upgrade innovation systems and practices¹⁴;
- Optimisation of the use of resources¹⁵;
- Sustainable use of results¹⁶.

¹² Enhancing awareness and attracting the interest of a larger number of stakeholders would boost the quality and the usefulness of the project's results.

¹³ an ongoing interactivity between beneficiaries and other related actors, through the appropriate channels, would produce more useful results targeting their real needs.

¹⁴ As a consequence, the project outcomes would allow the attraction of the beneficiaries and other actors in innovation policies and systems.

¹⁵ The use of the right resources would optimize the involvement of the beneficiaries' executives and other actors.

¹⁶ The results would be adapted by the end users and benefit the public. They would be creatively used by other actors as well.

SoSEDEE Capitalisation – target groups

The target groups of the Capitalisation Plan could be summarised as follows:

- Executives and staff of the project beneficiaries;
- Stakeholders in the eligible area of the programme INTERREG V-A “Greece-Bulgaria 2014-2020”;
- End users (current and potential social entrepreneurs);
- Local and Regional Policy makers (Authorities) in the eligible area;
- Mass Media Means and Journalists in the eligible area;
- Authorities of the Programme INTERREG V-A “Greece-Bulgaria 2014-2020” (MA and JS);

Cross-border projects in the Investment Priority 9c “Providing support for social enterprises” of the programme INTERREG V-A “Greece-Bulgaria 2014-2020”

This subchapter covers the projects that are implemented within the framework of the programme INTERREG V-A “Greece-Bulgaria 2014-2020”.

Project Title / acronym	Integrated approach for social inclusion in BG – GR region by supporting employability and by developing social entrepreneurship / ACCESS FOR ALL
MIS Code	5016118
Partners	Municipality of Krumovgrad Municipality of Topeiros

Project Budget	498.584,03€
Summary	The project provides actions for establishment of 1 new social enterprise in Krumovgrad, a centre for temporary housing for people in need, which will provide services to local community benefiting from exchange of experience with the Greek beneficiary. This social enterprise will be an alternative to solve problems of a certain group in the community, it will satisfy specific daily needs, organize leisure time & provide efficient protection & social integration.
Objectives	Increase of the employment in Social Enterprises Enhancement of the provided social services in areas and target groups with low socio-economic profile.
Link	https://access4allgr-bgcenter.eu http://www.greece-bulgaria.eu/approved-project/36/

Project Title / acronym	ACTions for the SuppOrt and enhancement of Social entrepreneurship at Local level / ACT SOCIAL
MIS Code	5011445
Partners	Municipality of Thermi Association of South-Western Municipalities Sdruzhenie Yuni Partners
Project Budget	540.833,90€

<p>Summary</p>	<p>The project aims to detect and determine the social impact of social enterprises measured in terms of employment integration in the cross border area and develop support structures and tools. Support Structures of Social Innovative Entrepreneurship will be developed with the form of one stop shop Help Desks. These Structures along with the tools provided will be commonly designed and developed and will implement a cross border network of cooperation and exchanges.</p>
<p>Objectives</p>	<p>The overall objective of the project is to expand social entrepreneurship and contributes to raise employment rates in the Cross Border area.</p> <p><u>Specific objectives:</u></p> <p>Improve the entrepreneurial competences of human resources of social enterprises and people planning to run business in field of social economy, piloting in tourism and food sector;</p> <p>Increase knowledge and skills in establishing and managing the social entrepreneurship entities;</p> <p>Measure and strengthen and increase the social impact of social enterprises in terms of unemployed integration in the CB area;</p> <p>Delivery of tools to develop the entrepreneurial competence in the field of social economy;</p> <p>Identify the best practices in the field of social entrepreneurship;</p> <p>Increase the awareness of benefits from the social entrepreneurship sector for society and economy.</p>
<p>Link</p>	<p>https://act-social.eu/</p> <p>http://www.greece-bulgaria.eu/approved-project/40/</p>

Project Title / acronym	Cross border Action Plan for the Development and Operation of an Executive Mechanism for the Support and Promotion of Social Entrepreneurship in the context of the Social Economy and Social Innovation / Action Plan for Social Entrepreneurship
MIS Code	5010677
Partners	<p>Region of Central Macedonia</p> <p>Democritus University of Thrace - Department of Economics</p> <p>University of Macedonia, Department of Business Administration</p> <p>Municipality of Yakoruda</p> <p>South-West University “Neofit Rilski”, Faculty of Arts</p>
Project Budget	569.105,29€
Summary	Co-operation between the Greek partners who are involved in the regional strategy for social economy was expanded and enriched with the Bulgarian partners linked to long-term bilateral or multilateral co-operation on issues of common interest, including economic interest.
Objectives	<p>The main objective of the project is to establish a mechanism for measurable empowerment of the social economy or support for social enterprises in the areas of program implementation and the main support indicators are:</p> <p>Increase of the number of users of services and products and the turnover of existing social services;</p> <p>Creation of new social enterprises.</p>

Link	<p>http://apfse.gr/en/</p> <p>http://www.greece-bulgaria.eu/approved-project/42/</p>
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Project Title / acronym	Social agri-entrepreneurship for people with disabilities in the crossborder area / AGRI-ABILITY
MIS Code	5017158
Partners	<p>Association for People with Mobility Problems and Friends in the Prefecture of Rhodope "PERPATO"</p> <p>Democritus University of Thrace, Department of Agricultural Development</p> <p>Bulgarian Paralympic Association</p> <p>European Integration Agency</p> <p>South-West University "Neofit Rilski", Faculty of Law and History</p>
Project Budget	550.879,35€
Summary	<p>The project aims at the engagement of disabled people in agricultural and rural entrepreneurship. It includes a toolbox that may support a broad range of SEs, trainings, ready to use business templates for SE, on-line incubator of SE as one-stop-shop of support, entrepreneurship tools for disabled people, entrepreneurship guidelines, funding opportunities manual, business plans development guide, marketing, promotion and management manual, improvement of practical knowledge and skills, through field labs of capacity building in agriculture / gardening, in agro-tourism and outdoor sporting activities in</p>

	coastal and inland areas.
Objectives	Engagement of disabled people in agricultural and rural entrepreneurship.
Link	http://www.greece-bulgaria.eu/approved-project/44/

Project Title / acronym	“Green” employment in the management of biowastes / GREEN CREW
MIS Code	5010843
Partners	Municipality of Serres Municipality of Nestos Municipality of Blagoevgrad Aristotle University of Thessaloniki, Department of Chemistry
Project Budget	542.466,70€
Summary	Support and development of social cooperative entrepreneurship in the cross-border area, by creating the prerequisites for promoting and enforcing alternative types of entrepreneurship, along with local growth. As an added value the “eco-innovation” can be a motive for the further development of this social entrepreneurship. Therefore, the “eco-innovation” leads to cost reduction, contributes to utilizing of new opportunities for growth and focuses on quality so that it is promoted as the most suitable choice for customers, being an original example of “eco-innovation” (collection and composting of organic waste). The project links social entrepreneurship and “eco-innovation”.

	<p>The notion of circle economy is highlighted by the above “eco-innovative” action. Under the three-fold moto: “produce-utilize-reuse”, the creation of an incubator highlights the social dimension of the program, emphasising “eco-innovation”.</p> <p>The main outputs of the study are:</p> <p>Social enterprising business incubator centre (BIC);</p> <p>Strategic guidelines for the future creation of a successful BIC with social and "green" contribution;</p> <p>Education skills to beneficiaries through smart education practices.</p> <p>The beneficiaries of the above outputs are the local communities, the participants, and the policy makers.</p>
<p>Objectives</p>	<p>Development of existing SEs and creation of new SEs;</p> <p>Increase of social services within communities with negative socioeconomic indicators;</p> <p>Promotion of alternative management of waste through new measures and infrastructures concerning the collection and composting of “green” waste;</p> <p>Raising citizens’ awareness concerning solidarity and collegiality;</p> <p>Environmental benefits.</p>
<p>Link</p>	<p>https://www.serres.gr/greencrew/</p> <p>http://www.greece-bulgaria.eu/approved-project/35/</p>

Project Title / acronym	Enhancement of social entrepreneurship through the establishment of support structures in the CB area / GROWING SOCIAL
MIS Code	5014089
Partners	Municipality of Pilea-Hortiatis Management and Administration Authority Technopolis Thessalonikis SA Municipality of Rudozem Local active group Zlatograd - Nedelino
Project Budget	475.573,76€
Summary	The support mechanisms created by the project include: 1) two Local Offices for Social Entrepreneurship, with the objective to provide: a) information, guidance and support to potential new social entrepreneurs, b) networking between individuals and teams and promotion of social business ideas to existing non-profit and profit organizations with the aim to develop and implement ideas, and c) networking between existing SEs that look for staff and unemployed or underprivileged people; and 2) an incubator to foster SEs at their early stages, providing access to tools and resources, networking, mentoring, coaching, etc.
Objectives	Two local offices for social entrepreneurship; One incubator for SEs.
Link	http://growingsocial.eu/ http://www.greece-bulgaria.eu/approved-project/37/

Project Title / acronym	Interregional Social Enterprise Empowerment / I-SEE
MIS Code	5011463
Partners	<p>Region of Eastern Macedonia and Thrace</p> <p>Active Citizens Partnership</p> <p>Social Solidarity Network of Xanthi “Stiriksi”</p> <p>District Administration of Smolyan</p> <p>Chamber of commerce and industry of Smolyan</p>
Project Budget	527.838,00€
Summary	<p>Strengthening social entrepreneurship can offer an alternative and viable solution for local development, employment of vulnerable groups as well as for tackling social problems that the two regions have (poverty, marginalization, social exclusion).</p> <p>The project outputs include:</p> <p>Two support structures for social entrepreneurship, one in Xanthi and one in Smolyan;</p> <p>Studies of the contribution and role of the social economy in the two regions incl. action plan and recommendations;</p> <p>Support tools for the operation of the two support structures: a blended tool for the identification of needs and evaluation of social entrepreneurship ideas, a business guide for social entrepreneurship in the region, incl. interactive web-version, a franchising model- Capacity building activities for the staff of</p>

	<p>the support structures;</p> <p>Awareness raising activities, including networking events, thematic workshops, transnational networking between social enterprises and the organisation of an info day at the end of the project, for the promotion of social entrepreneurship and the promotion of the social enterprises that will be formed by the end of the project.</p>
Objectives	<p>The main objective is the Support of social entrepreneurship in Eastern Macedonia - Thrace and Smolyan CBC regions by encouragement of social entrepreneurship and social inclusion and increasing employment in social groups in risk.</p> <p>The project specific objectives are:</p> <p>Establishment of support structures for social entrepreneurship;</p> <p>Development of support mechanism and appropriate tools for social enterprises;</p> <p>Capacity building of social entrepreneurship consultants;</p> <p>Raising awareness for social entrepreneurship.</p>
Link	<p>http://www.isee-interreg.eu/</p> <p>http://www.greece-bulgaria.eu/approved-project/34/</p>

Project Title / acronym	Handicrafts and social economy: A driver for socially inclusive growth in the CB region / SOCIAL CRAFTS
MIS Code	5018949
Partners	International Initiatives for Cooperation

	<p>National Confederation of Disabled People of Greece</p> <p>Prefectural Association of People with disabilities of Kavala' s Prefecture</p> <p>Association Regional Center for vocational education training to CCI</p> <p>Association "Business Center-Maritza"</p>
Project Budget	551.232,50€
Summary	<p>Targets of the project are the employment of disadvantaged people, trainings to artisans, disadvantaged people, local authorities, sponsors, and other stakeholders, workshops, the development of a joint guide for new work integration SE, the creation of a network of two CB Employment Support Centres for inclusion in traditional handicrafts, delivering (in house) services to traditional artisans and disadvantaged persons and a fully accessible e-Promotion platform for handicrafts.</p>
Objectives	<p>The main aim of the project is to establish an IT-based support mechanism, such as an incubators, to create a sustainable network of CB area artisans and to unite their efforts and create an open market where they can sell their products</p>
Link	<p>https://socialcraft.eu/</p> <p>http://www.greece-bulgaria.eu/approved-project/45/</p>

Project Title / acronym	ReinFORCE SOCIAL Entrepreneurial Spirit through setting up Innovative Support Structures in the cross-border Territory / SOCIAL FORCES
MIS Code	5011020
Partners	<p>Regional Development Agency of Rodopi S.A.</p> <p>Municipality of Haskovo</p> <p>University of Plovdiv "Paisii Hilendarski" , Faculty of Economics and Social Sciences</p> <p>Chamber of Commerce and Industry of Haskovo</p> <p>Chamber of Commerce and Industry of Xanthi</p> <p>Chamber of Drama</p> <p>NGO "Gnossi Anaptyxiaki"</p> <p>Reconstruction and Development Union</p> <p>University of Macedonia, Department of Educational and Social Policy</p>
Project Budget	563.589,10€
Summary	The project aims to reinforce the effectiveness of the regional policies and local initiatives in promoting and supporting social entrepreneurship, through the designing of common activities for setting up an innovative support structure acting as Social Entrepreneurship E- Help Desk in Greece and Bulgaria, as an asset for local economic development and territorial competitiveness.
Objectives	The overall objective of the project is to reinforce the

	effectiveness of the regional policies and local initiatives in promoting and supporting social entrepreneurship through the designing of common activities fostering awareness of social economy and cooperation for setting up an innovative support structure acting as Social Entrepreneurship E- Help Desk in Greece and Bulgaria, as an asset for local economic development and territorial competitiveness. Also, will encourage knowledge transfer for the social enterprises, in order to familiarize themselves with good management and marketing, examples and exchange of information, having knowledge of the specifics of other social enterprises.
Link	http://socialforces.eu http://www.greece-bulgaria.eu/approved-project/41/

Project Title / acronym	Supporting Social Enterprises in combating poverty and social exclusion / SOCIAL PLATE
MIS Code	5012493
Partners	<p>Central Market of Thessaloniki</p> <p>International Educational Institute "Technopolis"</p> <p>Municipality of Borino</p> <p>NGO "Active Youths"</p>
Project Budget	551.779,40€
Summary	The project idea is the use of “food surplus” in an effort to optimize waste prevention strategy and hence also promote environmental friendly tactics in the entrepreneurial code of

	conduct. These will be achieved with the creation of a social structure in food distribution to vulnerable social groups and the development of the “food angels” platform, where social cooperatives or other companies can donate long-lasting products. Other activities concern the mapping of the needs in food for social structures and a joint assessment of the existing situation.
Objectives	Aim of the project’s action is to combat poverty and social exclusion and to support social agencies with the same goals.
Link	https://www.socialplate.eu/ http://www.greece-bulgaria.eu/approved-project/38/

Project Title / acronym	Support of Social Enterprises and Enhancement of Employment / SoSEDEE
MIS Code	5016218
Partners	Municipality of Gotse Delchev International Hellenic University - Department of Management Science and Technology ⁵ SOS Children's Villages Greece
Project Budget	615.978,32€
Summary	The project supports the development of social entrepreneurship and the establishment of social enterprises (SE) as a new business model. It includes SE training courses, provision of a high quality Social Entrepreneurship Certificate, e-learning,

	business plans for the creation and pilot operation of SEs, infrastructure works, equipment and material for the new SEs as well as marketing plans for them and preliminary assessments, direct training and mentoring.
Objectives	development of an academically recognized distance learning programme in "Social Entrepreneurship" by the International Hellenic University through its Department of Management Science and Technology ⁵ and provision of specialized support for the development of two SEs.
Link	https://www.sosedee.eu/ http://www.greece-bulgaria.eu/approved-project/43/

The programme funded eleven (11) projects, with an average of 544.350,94€ per project¹⁷.

Different approaches of the various projects and produced tools constitute a pool of ideas, tools, results and experienced beneficiaries that are available for all actors and stakeholders of Social Entrepreneurship.

Proposals for future synergies and cooperation with other Operational Programmes

The programme INTERREG V-A “Greece-Bulgaria 2014-2020” provided a major funding opportunity for the development of Social Entrepreneurship in the eligible cross-border area of the two programme countries. It funded eleven (11) project with a total 5.987.860,35€.

¹⁷ SoSEDEE received the biggest amount of all approved projects. 13,16% more than the average, 8,24% more of the second highest awarded amount and 29,52% more of the lowest awarded amount.

The availability of the project beneficiaries of the IP 9c “Providing support for social enterprises” makes it relatively easy to set a network of cooperating organisations that can exchange experience and tools after the end of the projects, for the benefit of the end users (the current and potential social entrepreneurs). They could even cooperate for future project proposals for a variety of Programmes, including NSRF¹⁸, RDP¹⁹ including CLLD²⁰ Local Programmes, EMFF²¹, Erasmus+, Horizon, other INTERREG programmes²².

Furthermore, the project beneficiaries can contribute significantly through their experience and also with the produced tools, in the design of the next NSRF and RDP Programmes²³ as per the needs of the Social Entrepreneurs and the conclusions of the implemented projects.

SoSEDEE outputs and results – items of capitalisation

The main outputs and results for all project beneficiaries of the SoSEDEE project, with basic explanation and correlation, which are subject for the Capitalisation

¹⁸ NSRF: National Strategic Reference Framework.

¹⁹ RDP: Regional Development Programme.

²⁰ CLLD: Community Led-Local Development (previously known as LEADER). Community-led Local Development (CLLD) was introduced in the current programming period and is based on the well-established LEADER tool. While LEADER is distinctly rural, co-funded by the European Agricultural Fund for Rural Development (EAFRD), CLLD allows Member States to make use of up to four different ESI Funds: **EAFRD**, the European Maritime and Fisheries Fund (**EMFF**), the European Regional Development Fund (**ERDF**) and the European Social Fund (**ESF**). CLLD can be supported by a single ESI Fund or by any combination of the four Funds. All SoSEDEE project intervention areas (Gotse Delchev, Kavala ,Evros), have local programmes carrying the LEADER approach (CLLD).

²¹ EMFF: European Maritime and Fisheries Fund.

²² Indicatively: Balkan-Mediterranean; Bulgaria-North Macedonia; INTERREG EUROPE; ENI CBC MED; MED; Black Sea.

²³ For the programming period 2021-2027.

Strategy of the project. They constitute the third sub-set of the Capitalisation items of the project.

LB – Municipality of Gotse Delchev (BG)

Capitalisation Code	Main Outputs & results to be capitalised	Justification / Comments
CS1.1	WP3/D3.1.1 One study on the profile of the Social Enterprises in the Bulgarian part of the CB area	This is an important output that assists gaining a clean picture of the state of play of the social entrepreneurship in the area. The study remain available online.
CS1.2	WP3/D3.1.2 Translation of the Syllabus to the Bulgarian language.	The translated version of the Syllabus on Social Entrepreneurship in the native language, is precious for the actors and stakeholders in Bulgaria. The translated syllabus remain available online.
CS1.3	WP4/D4.1.1 Business plan for the creation of a municipal social enterprise that will produce green plants from unemployed adults adapted to their specific needs and WP4/D4.1.3 Mentoring and development of a marketing plan to access the market	The business plan is an important output for the social enterprises with the specific priorities. The marketing plan is an important output for the social enterprises with the specific priorities. Although focused on the specific SE, it could be also a guidance and motivation tool for other social entrepreneurship initiatives. The business plan and the marketing plan will be available also after the end

		of the project implementation period.
CS1.4	WP4/D4.1.2 Construction of a greenhouse and equipment.	<p>This is a key investment as it will be used (not owned) by the Social Enterprise for the development of its objectives, which would have also social impact.</p> <p>The investment will be used afterwards and it will on one hand assist the members of the new SE and on the other hand it will be presented as a good practice for other actors and stakeholders to be inspired.</p>

PB2 – SOS Children’s Villages Greece (GR)

Capitalisation Code	Main Outputs & results to be capitalised	Justification / Comments
CS2.1	WP2/D2/2/2 “Two short films”	<p>In cooperation with the LB and PB3.</p> <p>One film for the promotion of the education material and one film for the presentation of the results.</p> <p>They will be available online.</p>
CS2.2	WP2/D2.2.3 “Project of ecological leaflets”.	<p>In cooperation with LB and PB3.</p> <p>It is an output that should be distributed widely, also after the project implementation period ends, in order to allow the new capabilities / equipment to be being known and also to inspire new projects for the project partners and other potential actors and beneficiaries.</p> <p>It will be available online.</p>

CS2.3	<p>WP3/D3.2.1</p> <p>One study on the profile of the Social Enterprises in the Greek part of the CB area</p>	<p>This is an important output that assists gaining a clean picture of the state of play of the social entrepreneurship in the area.</p> <p>The study remain available online.</p>
CS2.4	<p>WP4/D4.2.1</p> <p>Development of the business plan for the new social enterprise in Alexandroupolis</p> <p>and</p> <p>WP4/D4.2.3</p> <p>Mentoring and development of a marketing plan to access the market</p>	<p>The business plan is an important output for the social entrepreneurship with the specific priorities.</p> <p>The marketing plan is an important output for the social entrepreneurship with the specific priorities.</p> <p>Although focused on the specific SE, it could be also a guidance and motivation tool for other social entrepreneurship initiatives.</p> <p>The business plan and the marketing plan will be available also after the end of the project implementation period.</p>
CS2.5	<p>WP4/D4.2.2</p> <p>Equipment for e-learning and other activities, and also materials for the SE</p>	<p>The equipment and the materials are of primary need.</p> <p>They will be used also after the end of the project implementation period.</p>
CS2.6	<p>WP4/D4.2.4</p> <p>Preliminary assessment & evaluation of the operation of the SE, comparison with the private sector</p>	<p>This is a very important document as it proceed with an ex ante evaluation and also estimates the resilience of a new SE in negative changes of basic parameters, while it also compares the respective behaviour of a “classical form” private enterprise.</p> <p>The document will be available for the project beneficiaries and other actors and stakeholders, also after the end of the project implementation period.</p>

CS2.7	WP4/D4.2.5 Development of a sustainability and capitalisation plan	In cooperation with LB. This is a key document as it contained precious information on how to gain capitalisation results. The output will be available for the project beneficiaries and other actors and stakeholders, also after the end of the project implementation period.
CS2.8	WP5/D5.2.1 Project results booklet	In cooperation with the LB. This output will summarise the achievements of the project. It could motivate others to consider further and maybe decide to organise new SEs. The output will be available online.

PB3 - International Hellenic University through its Department of Management Science and Technology⁵ (GR)

Capitalisation Code	Main Outputs & results to be capitalised	Justification / Comments
CS3.1	WP3/D3.3.1 Synthetic Report on the profile of the SEs in the cross-border area and catalogue with existing training courses in Greece and Bulgaria	This is an important output on the profile of the social enterprises. It provides evidence on the priorities of the end users / current and potential social entrepreneurs. The study remain available online.
CS3.2	WP3/D3.3.2 Development of SYLLABUS	This is the prime material of the project as it includes the whole academic material (lecture notes, academic sources, exercises, etc.) used for the

		<p>Social entrepreneurship certificate.</p> <p>The Syllabus will be available online.</p>
CS3.3	<p>WP3/D3.3.3</p> <p>Lecture videos capture</p>	<p>Recorded lectures by professors of the International Hellenic University, for the development of social entrepreneurship and other related issues.</p> <p>The lectures will be available for the classes and would be also available for future use of any new series of applied educational programme²⁴.</p>

Correlation of the Capitalisation Items

The correlation of the Capitalisation items (outputs and results) of the SoSEDEE project, and the overall sub-sets of the project capitalisation elements, are presented in the following diagrammes:

²⁴ Whenever the project beneficiaries would be in position to organize new classes of current and potential entrepreneurs, other than the ones who already participated, the material will be available for use.

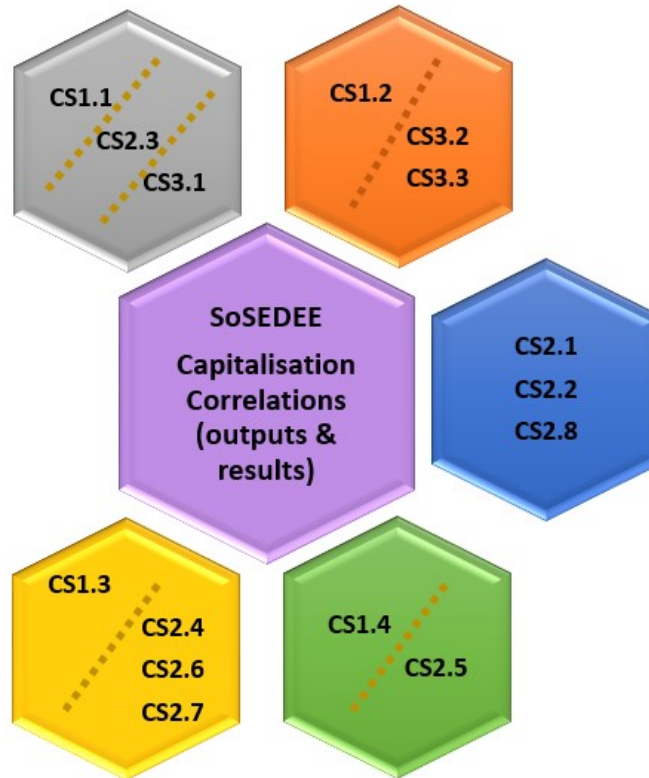


Figure 4 SoSEDEE Capitalisation Strategy Correlations (outputs and results)

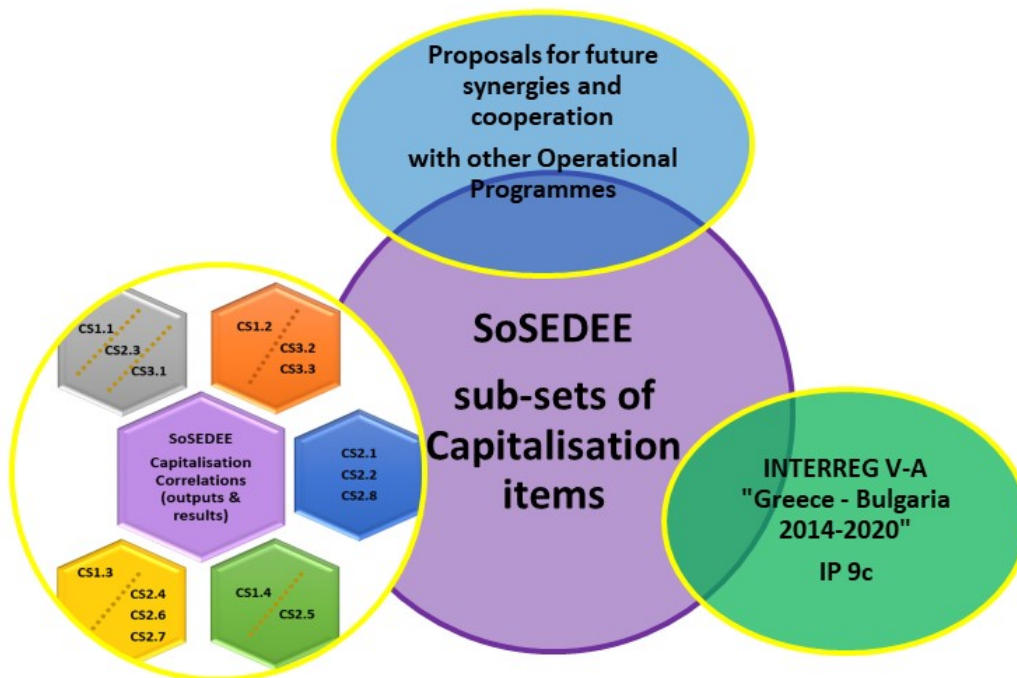


Figure 5 SoSEDEE Capitalisation Strategy Correlations of sub-sets of items

Sustainability Plan of the SoSEDEE project

This chapter covers the design of the sustainability plan of the SoSEDEE project with proposals for a stable structure of structures (entities) that would preserve, upgrade and promote the syllabus produced by the project.

The approach of the sustainability plan for the support of the Social Entrepreneurship in the cross-border area Greece-Bulgaria, aims at multiplying results in both sides of the borders. Particularly, the exploitation of the produced outputs and results, such as the Syllabus, the Certification procedure by a Knowledge Carrier²⁵, the results of the pilot actions and the studies and research in social entrepreneurship in the area, are tools available for the structures that support social entrepreneurship, such as Development Agencies, Local Authorities, Chambers, networks of entities of social economy, etc.

The importance of the project achievements

The project completed the production of important studies and reports, the development of the syllabus for current and potential social entrepreneurs, the training cycles on social entrepreneurship and the establishment of two (2) social enterprises (one in each country), providing also tools to support their development.

Social Enterprise in Gotse Delchev (BG)

SE Identity

Name of the SE	Municipal social enterprise “Colorful city”
Place of establishment	Town of Gotse Delchev

²⁵ PB3 –International Hellenic University

Date of establishment	24 April 2019
Number of shareholders	Gotse Delchev municipality
Contact Data	+359 885 339 002, 1 Peyo Yavorov str., Gotse Delchev
Goals of the SE	Its main activity is planting seeds and cuttings, growing flowers and foliage ornamental plants and selling the flowers and bushes for seasonal public flowering at the municipal areas, alleys and grounds for public use, inter-block spaces, playgrounds and sports grounds, courtyards of municipal health and social facilities in Gotse Delchev
Contracts signed	The financing of the municipal social enterprise is provided by the budget of Gotse Delchev Municipality, within the approved budget account for the year and by months. With a Decision No 50 from 13 February 2020 of the Municipal council the annual budget for 2020 of the SE is 178 000 euro
Available Facilities	Newly built steel-and-glass facility - a greenhouse for growing flowers and seedlings with built up area of 383 m ²
Owner of the Facilities	Gotse Delchev Municipality
In case the facilities are not owned by the SE, method of use (rent / lease / provided for free / etc.)	Provided for free to use for an undetermined amount of time

<p>Other general information about the SE</p>	<p>The social enterprise “Colorful City” seeks to serve the social and public interest by producing flowers from representatives of socially vulnerable groups, which will be used for the flowering of public spaces, in an innovative way, in a technological greenhouse, through the implementation of an efficient production organization. The SE provides employment to 4 people, three of which are from socially vulnerable groups.</p>
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Summary of the approach of the Business Plan of the SE

Vision: Better economic and social status of vulnerable groups in Gotse Delchev municipality, more beautiful and ecological environment for residents and visitors of the municipality.

Mission: To provide, through an integrated approach, an innovative form of social support for the sustainable and inclusive development and overcoming the social challenges of the long-term unemployed, people leaving specialized institutions and people with disabilities, by ensuring the building of work habits through employment in a social enterprise - greenhouse

The objectives of the social enterprise "Colorful City" are:

- To provide sheltered employment opportunities for persons leaving specialized institutions, as well as for the employment of long-term unemployed and disadvantaged people in the Gotse Delchev municipality, as an innovative form of social service for creating a supportive environment for active social inclusion.
- To stimulate professional orientation, acquiring new professional skills, building up work habits and providing equal opportunity in the labour market to vulnerable groups in Gotse Delchev municipality.

Business activities: The main activities of the social enterprise are: (i) planting seeds and cuttings; (ii) growing flowers and bushes; (iii) realization of the produced flowers and shrubs.

SWOT Analysis

Strengths	Weaknesses
Gotse Delchev municipality is a guaranteed client of the social enterprise, and will consume the production	Lack of experience in greenhouse management and greenhouse business development
The availability of up-to-date technological facilities and assets - the initial investment in the construction of the greenhouse, equipment and delivery of seeds and materials is funded by the project	Incomplete legislation - there is a law, but there are no rules and regulations for its implementation, no methodology for social impact has been developed
Knowledge of the needs of vulnerable groups	Insufficiently developed financial mechanisms to support social enterprises
Municipality's experience in working with target groups (vulnerable groups such as long-term unemployed, disabled people, etc.) such as creating employment for long-term unemployed and disabled people, providing social services	Poor motivation among some vulnerable groups to work responsibly and qualitatively due to lower pay in a social enterprise
Experience in starting and managing a municipal social enterprise under „OPHRD”	High energy costs for a heated greenhouse, for plant protection products and for hybrid seeds
	Lack of entrepreneurial skills
Opportunities	Threats
Expanding the social enterprise and providing flowers and shrubs to other municipalities and private enterprises	Frequent change of legislation and regulations
Diversify production and add services	An unsustainable and highly changing business environment such as a sharp rise in fixed costs such as electricity, gas and fuels, water and labour and materials costs
Multiplying the social enterprise model in other areas	Risk of focusing too much on the social impact and neglecting the business development of the enterprise as inefficient use of resources, for the employment to meet social requirements, but technological and production processes and quality production cannot be fulfilled
Mobilize available internal and external resources that provide funds and programs	A risk that traditional business is going to provide products at more competitive prices

Summarized assessment of the opinion of the shareholders / members of the Social Enterprise

In full accordance with the definition of EC for social enterprise, the social enterprise "Colorful City" seeks to serve the social and public interest by producing flowers from representatives of socially vulnerable groups necessary for the flowering of public spaces in an innovative way in a technological greenhouse, by implementing an efficient product organization. In this regard the members of the SE, those who are taking management decisions and work for it, think the perception about the Social Enterprise of the others is strongly positive. They expect that the public authorities will support the activities of the Social Enterprise and will create environment for expand its activities in the near future.

At present the SE has plans to enter on the private market and is currently negotiating for signing of supply contracts with private companies. This will create opportunity for the SE to grow further and provide jobs to other people as well and also to improve the family incomes.

When the members of the SE were asked whether they would promote the concept of social entrepreneurship to others, to motivate them for starting their own enterprise in their field of interest all of them responded positively and also expressed their believe in the idea that this type of entrepreneurship is the best way to provide jobs for people who would not find a job and also create profit and income.

The new SE and the stakeholders – summarized analysis

The main stakeholders of the new SE influence positively or very positively the progress of the new activity, while there are minor exceptions that are against have negative influence.

In general, the society is positive for the new venture.

Social Enterprise in Alexandroupolis (GR)

SE Identity

Name of the SE	ΑCTOΪΔA Κοιν.Σ.Επ. (ΑCTOΪΔA SCE)
Place of establishment	Alexandroupolis, Evros
Date of establishment	17 September 2019
Number of members	Five (5)
Contact Data	actoida.koinsep@gmail.com, Aristino, Alexandroupolis
Goals of the SE	<p>ΑCTOΪΔA SCE produces and sells a variety of goods, handcrafts, usable items, gift items, invitations, etc. Furthermore, it provides social services of general interest to vulnerable people.</p> <p>Its overall goal is to encourage the participation of People with Disabilities in the production process.</p>
Contracts signed	Four (4) private agreements until February 2020.
Available Facilities	<p>Hosted at the facilities of the SOS Children's Villages Greece.</p> <p>A variety of Production Equipment and Tools</p> <p>ICT equipment.</p>
Owner of the Facilities	SOS Children's Villages Greece

<p>In case the facilities are not owned by the SE, method of use (rent / lease / provided for free / etc.)</p>	<p>Provided free of charge.</p>
<p>Other general information about the SE</p>	<p>It produces goods from recycled materials, handicrafts, ceramics, jewellerys, decoration goods, etc. and it also provides services for public events such as Christianity of children, and others, organizes scientific and cultural – art events, etc.</p> <p>The use of recyclable objects is a prime approach of the SE.</p> <p>Among its objectives are: the establishment of a coffee-shop for People with Disabilities and general population, and the use of conference, museum and art spaces.</p> <p>They agreed to use an e-shop platform based in Athens to promote and sell their products.</p> <p>Beside the education cycles of the SoSEDEE project, organised by PB3, they completed a cycle of training in ICT (image and video editing)</p>

Summary of the approach of the Business Plan of the SE

The associates of the SE will be Entities that share the same values and principles, such as the SOS Children’s Villages Greece. The approach is to cooperate widely with the professionals in the Regional Unit of Evros in the Region of Eastern Macedonia and Thrace²⁶.

²⁶ The SE already had mentoring sessions and set the basis for cooperation, with the Federation of Professionals of the Regional Unit of Evros.

Customers of the SE will be citizens and visitors from the whole country, wishing to get attractive, delicate goods.

The SE members, focus on continue improvement to sustain its operations and achieve its social objectives, which are the assistance to people, solidarity and social inclusion for People with Disabilities.

Organisation, trust, personal capabilities, knowledge and relationships developed between the members of the SE, as well as the cooperation with other entities and the acceptance by the people for the provided goods and services, are factors of success and long-lasting development.

Planning, control, assessment, feedback by the customers and associates, are part of an ongoing process, followed by the SE, in order to ensure the viability of the new Venture.

Decisions in the SE are made by all members through democratic procedures.

The place (Alexandroupolis) is a key factor as it links cultures ad countries and attracts many visitors. All primary transportation means are available (Highways, Railway, Harbour, Airport).

The market of the products and services provided by the SE, is competitive, but the low production cost of the goods of the SE allows space in the market for the new organization to enter and compete the rivals. Furthermore, the use of the e-shop (temporarily hosted and later to be set by themselves) will enhance the sales capacity. The main competition is the shops that sell imported low quality goods.

The customers of the SE will be mainly from the local markets, at the beginning, and it is expected to expand all over Greece. The network with other entities and the cooperation with Organisations such as the Chamber of Commerce and the Federation of Professionals of Evros, are expected to provide opportunities for business growth.

The SE will continue using the social media and other means to promote the services and goods it provides.

SWOT Analysis

Strengths	Weaknesses
Good cooperation between SE members	Insufficient Finance
Specialised human resources	Cost of setting and operating domain and e-shop
Experience in handcrafts	Insufficient knowledge in internet sales
Experience in cooperation with People with Disabilities	Promotion and advertisement costs
Appropriate working space	Insufficient knowledge on how to become a robust new entrant in markets
Opportunities	Threats
Development of cooperation with other entities	Insufficiency about the finance
Participation in activities in the area.	Market and competition demands
Network in the country markets	Frequent revisions of the taxation legislation
Support of entities of the civil society	Price of imported competitive items or substitutes
Evolution in handcrafts	Easy access to the working space and operation of the e-shop
Support of the social benefit and solidarity objectives	Finding and purchasing of usable recyclable materials
Uniqueness of the products and competitive prices	Communication with the consumers

Summarized assessment of the opinion of the members of the Social Enterprise

The ΑCΤΟΪΔΑ SCE seeks to serve the social and public interest by creating handcrafts and providing services, among which are ones related to social inclusion of people with disabilities/ The combination of commercial activities with environment-friendly procedures and high social value, is a key approach, in the heart of the new venture. It is expected that the locals and soon others, will embrace the SE and the continues efforts of the members for improvements will lead to success, allowing them to expand their activities further, in the future.

The members of the SE are excited to promote the idea of social entrepreneurship to others, as a means for creating jobs based on ideas and preferences of their own and they are confident that creating jobs with social impact, would be the key for reducing the phenomena of social exclusion.

The new SE and the stakeholders – summarized analysis

The main stakeholders of the new SE have positive influence on the progress of the activities of ACTOΪΔA SCE.

Support Structure for the exploitation of the new educational programme on Social Entrepreneurship

The achievement of establishment of the new SEs and their potential, is an important milestone, while the completion of a series of tools, including the syllabus on social entrepreneurship and the two cycles of training of current and potential social entrepreneurs, are very important not only for SoSEDEE, but much wider.

The produced tools are available and free for use, therefore, it is advisable that key-stakeholders, under coordination of owners of related policy instruments (Regional Governments and/or Ministry of Labour), would exploit and promote that set of tools.

The NSRF 2014-2020 in both countries has significant amounts of money available for policy measures on Social Interventions and actions, including support of Social Entrepreneurship.

According to Kostas, Tsoukadis and Chainas (2015: 322-323), it would be vital to create Regional Support Structures for Social Entrepreneurship, constituted by institutional, state, local and private entities, that would, among others:

- i. Inform citizens for the role and the contribution of SEs in local development and increase of employment;
- ii. support SEs to network between them;
- iii. network SEs and other organisations of the social economy;
- iv. facilitate the network of SEs with networks of SEs worldwide;
- v. provide specialised support services for the establishment, management, operation, finance and development of SEs;
- vi. promote good practices in Social Entrepreneurship, which are already developed in Europe;

- vii. assist in overcoming barriers related to the creation of new jobs in SEs;
- viii. provide consultation for the preparation of business plans, for taxation and insurance matters;
- ix. provide comprehensive and targets services for the support of the members and the employees of SEs;
- x. promote the products and services of the SEs to the local society;
- xi. inform their members and the interested citizens for the legislation, the opportunities and the potential of the development of social economy;
- xii. develop educational and training programmes in social economy.

As the procedures to establish effective and efficient multi-purposes organisations is complicate, time-consuming and cost, it is advisable that local stakeholders, at the level of a Regional Unit / District or Region, would cooperate to settle such a support structure for social entrepreneurship, within an existing organisation and with an informal Group of Cooperating Entities (G.C.E.), that would include the stakeholders²⁷ as members. Such an initiative would have limited cost for being settled and to start operating. The proposed structures would exploit the results of all projects implemented under the IP 9c “Providing support for social enterprises” of the INTERREG V-A “Greece-Bulgaria 2014-2020” programme and other initiatives and projects that were implemented in the area. G.C.E.s would be in position to cooperate with the knowledge carriers such as PB3 – “International Hellenic University” through its “Department of Management Science and Technology” to run cycles of social entrepreneurship, for potential (and existing) social entrepreneurs and enhance their skills in various fields.

The people who would be working in the suggested structure would have received the appropriate training by experts in social entrepreneurship and business support, in order to be competent for the support of the SEs (existing and potential).

All related costs could be covered by the existing related Policy Instruments, within the NSRF 2014-2020, in both countries. Considering the expected social impact and

²⁷ Herein it is also proposed to use existing legal forms, however unbiased. There are good example of successful G.C.E.s although not in the field of Social Entrepreneurship.

the impact in the increment of the employment and consequently in the increase of the local GDP, the benefits would be significant.

Assuming a call for proposals for regional support structures of social entrepreneurship, in June 2020, proposals received by end of July 2020, approvals to be decided early September 2020, preparation procedures (announcements, calls, procurements) would require a period of 6 months, training would take up to 3months and the structure would be ready to provide services by June or July 2021.

June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	February 2021	March 2021	April 2021	May 2021	June 2021	July 2021	September 2023
Call for Proposals															
	Proposals														
		Approval													
			Recruitments, Procurements, etc.												
										Training of Staff					
												Services Provided			

Figure 6 Indicative Timetable for setting a Support Structure for SEs

Conclusions

The establishment and operation of Social Enterprises is proven to be very important for the local economies and employment, under prerequisites such as confidence on the objectives, common values and principles, trust between members, readiness for continues improvement and changes, networking and well trained members and employees. While through the appropriate consultation, people would recognize key elements such as existence of common values and principles, prior to any attempt to cooperate professionally with each other, advanced training on social entrepreneurship and business development are priority elements. SoSEDEE project developed a series of tools, among which is the Syllabus on social entrepreneurship which are also tested in two cycles of training, including experiential training. The

establishment of structures which would support the whole process of establishment of social enterprises and would cooperate with knowledge carriers for the training of the potential entrepreneurs, would contribute significantly to the sustainability of the new ventures and their long-lasting impact in the local societies.

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Disclaimer

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