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## **New chance for 50 refugee families in Serbia**

**Name of the Project Coordinator:** Center for Regionalism on behalf of the Igman Initiative

**Duration of the Action:** 3 years

### **Overall objective**

Economically empower 50 refugee families in Serbia, through social entrepreneurship

### **Specific objectives**

- 1) Provide trainings, tools and equipment, and build capital and social networks for social enterprise that will integrate refugees on the supply side as distributors, suppliers or employees;
- 2) Create incentives for the social enterprise to be scaled up, adapted or replicated in other communities in which refugees reside;
- 3) Strengthen partnership between civic, private and civic sector and increase human capacities and emphasize resources that could be utilized to tackle issues other vulnerable social groups encounter.

### **Background**

Of 537.937 refugees, registered in Serbia in 1996, 300,000 received Serbian citizenship, making it one of the vastest integration processes in modern Europe. Serbia is still a residing country of over 80,000 refugees from the neighboring countries, 200,000 of displaced persons from Kosovo, and 3,000 refugees from the Middle East. In 2009, during the assessments of the needs of refugees it has been estimated that over 45,000 of most vulnerable refugees are in dire need of assistance with economic and social integration. In 2015 the Western Balkans was hit by another immigrant crisis. It has been estimated that from 2015 to 2017 over 700,000 immigrants from war-ravaged and impoverished parts of the Middle East, Afghanistan and Africa has crossed the Western Balkans in search for a better life. While trying to solve the issues of already existing refugees, Serbian government, with assistance from the international community, exerted extreme effort to provide basic health and protection services, shelter and delivery of hot meals to the immigrants trying to reach other, more prosperous countries in Western Europe. Despite numerous efforts of the Serbian government and international community over the years, a vast number of refugees and internally displaced persons, still face numerous challenges, namely with housing, social welfare, and accessing rights and employment.

### **Long term impact**

1. Improved living standards of most vulnerable refugees and IDPs, as well as their integration in other areas of society;
2. Reduced discrimination against refugees and IDPs, and contributed to promotion of equal access regardless of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation;



2. The Project clearly promotes partnerships between civic, public and private sector and will result in strengthened capacities through dissemination of analytical and methodological tools, as well as scaled up and combined already existing human, information and financial resources;
3. Inclusive business models necessitate innovative approaches and cost-effective use of resources, and therefore will contribute to increased competitiveness of local markets and progress in human development;
4. Private sector involved in the implementation of the activities has clear insight into regulatory and market constraints and can propose effective solutions. The platform that the Action provides for engagement with the government in policy dialogue will have positive implications on the improvement of regulatory environment conducive to social enterprises.

### Stakeholders of the Project

Local authorities (LA); local CSOs; business sector, public employment services, social partners and other stakeholders/practitioners in this area, such as, chambers of commerce, employers' associations, agricultural co-ops, local authorities, SME, etc., which will be involved in piloting of social innovation in targeted municipalities.

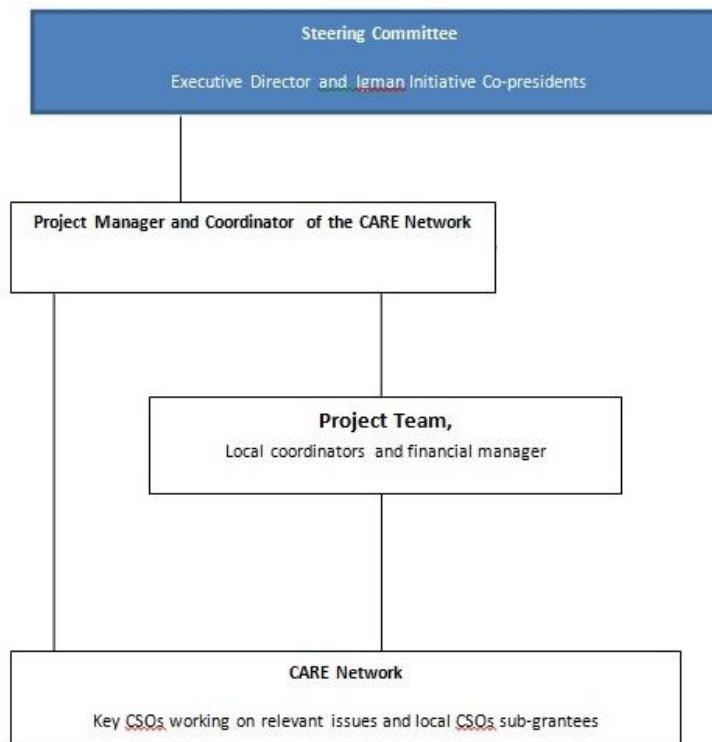
### Target groups

Refugees from the Western Balkans, residing in the following municipalities in Vojvodina, Serbia: Ruma, Sremska Mitrovica, Stara Pazova, Pančevo, Kula, Zemun, Belgrade.

### Structure and governance

For the purpose of the effective and efficient implementation of the Action the organization and structure of the Action has been determined as indicated in the organogram and explained below.

The responsibilities of the different parts of the organization have been assigned as follows:



Steering Committee, composed of the Igman Initiative Co-presidents: Provides strategic directions, selects and oversees performance of the project team, monitors procurement procedures, monitors budget spending, supervises financial and narrative reporting process, supervises communication with all stakeholders, ensures compliance with legislation and regulations, manages risks, provide guidance on the network's policy and objectives, makes an assessment of the effectiveness of implemented activities.

Project Manager and Coordinator of the Care Network: Ensures that the Action is carried out in accordance with the Project and the terms and conditions of this Contract, drafts and implements operational plans, drafts and implements communication plan, manages and organizes all Project activities, manages and oversees the work of the project team, conducts procurement procedures, communicates with all stakeholders on regular basis, obtains and processes data obtained from stakeholders, conducts narrative and financial reporting procedures, provides administrative support to the Steering Committee.

Project Team, composed of local coordinators, financial manager: will be responsible for carrying out the Project in accordance with the plan and time table, will assist the Project Manager to deliver Project objectives, provide administrative support to the Project Manager, advise the Project Manager if any risks arise that are likely to affect delivery of Project objectives and are part of the risk reduction process, conduct narrative and financial reporting procedures.

CARE Network: composed of the key CSOs with experience in dealing with the issues of refugees and IDPs, and with long-standing cooperation with the Igman Initiative.

### **Monitoring and evaluation**

During the implementation of the Project several procedures will be intact for the purpose of internal and external evaluation of the Project.

Throughout the entire life cycle of the Project the Steering Committee will monitor implementation of activities to identify potential issues and areas where improvement might be necessary. Monitoring and evaluation of the effectiveness and impact of the Project will be accomplished through review of reports, continuing correspondence with project team, expenditure verification, and on-site visits. The project team will be asked about the accomplishments towards the objectives of the project, plans for the next phase of the project, specific outputs, stakeholders who have been contacted during the project, challenges or delays in the projects implementation and plans for resolving them, etc. On the basis of final narrative and financial reports submitted by the project team, the Steering Committee will be able to assess any issues in the implementation of all phases of the Project and the extent to which the Project activities have been successfully implemented.

At the end of each year of the implementation of the Action the project team will evaluate the effectiveness of the communication with the Project stakeholders. The main aim of the evaluation is to assess the impact of the Project, i.e. the extent to which the stakeholders utilize the project outputs. The project team will assess the number of the recommendations proposed by civil society that have been put on the agenda of competent government bodies. The project team will also conduct interviews with stakeholders to obtain feedback on the relevance and effectiveness of cooperation and project results.



Although building a successful business takes time, the developed social enterprise will be evaluated on a quarterly basis for financial and social results through assessment of business reports, financial statements and agreements with suppliers, producers or distributors, correspondence with the inclusive business model leadership, and site visits. Any information acquired during the evaluation process will be used either towards the elimination or minimization of market or regulatory constraints, or for promotion of good practices in this area with the aim to stimulate the expansion of target groups.

Center for Regionalism will contract an independent auditing agency to conduct annual expenditure verification and make an assessment of the following: the legality and regularity of project expenditure and income, i.e. compliance with laws and regulations and with applicable contractual rules and criteria; whether project funds have been used efficiently and economically, i.e. in accordance with sound financial management; and whether project funds have been used effectively i.e. for purposes intended.

At the very end of the implementation of the Project Center for Regionalism will contract an independent consulting agency to conduct an independent assessment of the effectiveness, impact and sustainability of the Project results. The evaluation report will be submitted to the Contracting Authority and other donors who co-financed the project.

#### **Activities:**

##### 1. Analysis of the challenges and opportunities in targeted municipalities, and needs and constraints of the end-beneficiaries

At the onset of the project, as part of the preparations for establishing a functional, efficient and sustainable social enterprise, the project team will analyze the following:

- dynamics of local markets and markets in which refugees are already participating;
- potential challenges in accessing labor and educational opportunities and local capacities to address these challenges;
- possibilities to engage in distance work, including data-outsourcing and micro-work.

An in-depth analysis will put emphasis on the specificities of and refugees' needs in each municipality, maximize positive externalities and minimize the negative ones, and identify the key indicator on which the sustainability should be based. The recommendations will enable the participants of the innovative lab local to base their assumptions and ideas on accurate information.

##### 2. Innovation lab – innovative actors in private sector, SME, entrepreneurs, social workers, etc, brainstorming on social innovation ideas

Igman Initiative will partner up with some of the most innovative actors from private sector (start-ups, SME, entrepreneurs, large companies), social partners and other relevant actors in this area to come up with the most innovative ideas to economically empower most vulnerable refugees in targeted municipalities. Participants in the innovation lab will be selected by means of an open call with in advance clearly set criteria. The open call will be published in cooperation with Chamber of Commerce and Industry of Vojvodina, Chamber of Commerce and Industry of Serbia, regional development agencies and CSO resource centers (such as Civic Initiatives in Serbia). The open call will be open to companies, cooperatives, start-ups, SMEs, entrepreneurs, researchers, business associations and clusters, hubs and CSOs.



Potential candidates for innovation labs will have to meet one or more of the following criteria:

- have experience and/or expertise in the chosen areas of intervention
- have understanding and knowledge of the issues of the target group (RHP beneficiaries)
- are involved in innovation management and commercialization
- are interested in running trials within their own organization/institution
- hold social capital to secure the participation of other stakeholders
- have adequate financial and human resources that can be extended to inclusive business model
- have capacities to stimulate market development and provide access to market
- have demonstrated success in delivering innovative solutions to their clients' needs and problems.

Furthermore, the Igman Initiative will ensure that the innovation lab includes a carefully chosen group of multidisciplinary stakeholders representing a variety of viewpoints, including those capable of implementing solutions. The innovation lab will provide a testing ground to interdisciplinary professionals to come up with ideas that would combine humanistic knowledge with sustainable business practices. The starting point of the work of the innovation lab will be the report on the opportunities and challenges of developing and implementing inclusive business model drawn up by the Steering Committee. Three workshops will be organized with the following purpose:

First workshop - will be designed to first engage participants in broad and deep understanding of the issues specified in the report, and to open up new possibilities for interpretation of the data.

Second workshop – will be focused on the tools and methods of social innovation to bring in the understanding of the scope of possible innovations and the opportunities for integrating these into the current systems, or shifting the current systems to accommodate the innovation.

Third workshop – will be used for the SWOT<sup>1</sup> analysis of the proposed inclusive business models and evaluation of its impact on the current system and the current system's impact on it. At this point the group will be encouraged to upgrade the designs of their innovations based on their SWOT analysis.

The advantage of the innovation lab is that the participants, who have been asked to join for their expertise, and who ideally hold a lot of social capital, might show significant ownership over the issue and strong motivation to address it. These participants might chose to develop an inclusive business model within the framework of the Project and then run it independently after the implementation of the Project has come to an end. The selection of inclusive business model to be supported and further developed, and the fair allocation of funds, will be based on the following indicators:

- capacity to secure social improvements for RHP beneficiaries,
- the proportion of RHP beneficiaries to be integrated into the inclusive business model on the supply end,
- the resources and social capital that prospective partners from private sector can extend to inclusive business model,
- sustainability potential,
- suitability of inclusive business model for adaptation, replication or scaling up.

### 3. Expanding partnerships and alliances and engagement with local authorities

Depending on the type of the designed within the framework of the innovative lab as well as whether the inclusive business model will be scaled up, replicated or adapted the Igman Initiative will intensify alliances with various relevant actors from private, public and civil sector to ensure the sustainability of the inclusive business model. Private sector might provide understanding of client's needs, knowledge of

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<sup>1</sup> SWOT: Strengths, Weaknesses, Opportunities and Threats



conducting business in a difficult environment, and access to technologies and information beyond the local context. Furthermore, local SME might help develop low-cost products and services as well as adequate distribution strategies. Government bodies at the national and local level can play the key role in providing basic infrastructure and regulatory environment conducive to inclusive business model. On the other hand, local CSOs can serve as local implementation partners, assist in developing appropriate approaches, and provide support in the form of trainings, education programmes, free legal aid, assistance in obtaining necessary documents, etc.

4. Adaptation of products and processes, and integration of the beneficiaries in product development and delivery - education, training and investment into infrastructure (basic assets)

During this phase business and marketing plan, budget, leadership and governance structure for the social enterprise will established and developed. Igman Initiative will also work on removing market constraints by building up the infrastructure, capacities and human capital of the inclusive business model. In that sense the Igman Initiative might conduct necessary market research, develop and implement educational programmes for the workforce, organize trainings for suppliers, and/or invest in infrastructure where necessary. Igman Initiative might also provide small-scale suppliers with equipment to enable them to deliver reliably, and in the required quality and quantity. Aside from that the Igman Initiative might facilitate the formalization of informal businesses, or provide platforms for the aggregation of small operators, and offer measures to improve quality, such as certification. The aforementioned forms of assistance and support will be provided on the basis of the reports of the Supervisory Committee and Innovation Lab group on prospective inclusive business models.

5. Promotion of inclusive business model among RHP stakeholders and expansion of target groups if possible

Developed inclusive business models will be evaluated on a quarterly basis for financial and social results through assessment of business reports, financial statements and agreements with suppliers, producers or distributors, correspondence with the inclusive business model leadership, and site visits. In case the inclusive business model encounters difficulties due to overly stringent government regulation or a complete lack thereof the Igman Initiative will enter into open and informed dialogue with government representatives, whether at local, regional or national level to encourage enabling culture and regulatory framework conducive to inclusive business models. If developed and implemented inclusive business model prove to be successful and efficient, and demonstrates market potential, the Igman Initiative will promote the inclusive business model among all stakeholders, competent government institutions and local authorities to raise awareness about the opportunities of scaling up, replicating or adapting, the model and stimulating the expansion of the target groups (e.g. vulnerable refugees in other communities). The successful inclusive business model will be also extensively promoted through traditional media channels and on social media.

**Time table**

Year 2018													
	Half-year 1						Half-year 2						
Activity	1	2	3	4	5	6	7	8	9	10	11	12	Stakeholders of the activity



Analysis of dynamics of local markets and markets in which refugees are already participating, challenges and opportunities															local authorities, local business, local branches of big corporations
Expanding partnerships and alliances with stakeholders															Local authorities and municipal trustees of refugees
Preparations for the Innovation Lab															Innovative actors in public, private and civic sector

Year 2019														
	Half-year 1						Half-year 2							
Activity	1	2	3	4	5	6	7	8	9	10	11	12	Implementing body	
Innovation lab – innovative actors in private sector, SME, entrepreneurs, social workers, etc, brainstorming on social innovation ideas													Entrepreneurs, representatives of corporations, refugee trustees, civic society organizations,	
Adaptation of products and processes, and integration of the beneficiaries in product development and delivery - <b>making of business plan</b>													Local authorities, independent experts, civic society organizations, partners from private sector	
Adaptation of products and processes, and integration of the beneficiaries in product development and delivery - <b>obtain tools and equipment</b>													Local authorities, independent experts, civic society organizations, partners from private sector, donors	



Adaptation of products and processes, and integration of the beneficiaries in product development and delivery – <b>trainings and mentoring of beneficiaries</b>													National employment agency, civic society organizations, chambers of commerce
Adaptation of products and processes, and integration of the beneficiaries in product development and delivery - <b>establish legal form of the IBM</b>													Civic society organizations
Adaptation of products and processes, and integration of the beneficiaries in product development and delivery – <b>output of products and/or services</b>													Civic society organization, final beneficiaries
Promotion of inclusive business model – <b>implementation of Market Plan, distribution channels</b>													Marketing agency, civic and private sector, targeted consumers
Monitor the development of IBM													All stakeholders

For the following years: 2020										
Activity	Half-year 3	4	5	6	7	8	9	10	Implementing body	
Promotion of IBM among RHP stakeholders and expansion of target groups if possible										Local authorities, competent government bodies, media,
Evaluation of the sustainability potential of the IBM										All stakeholders

*\* Timetable will be updated and broken down in detail at the end of each year.*

