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# SOLUTIONS 3a and 3b SLOVENIA

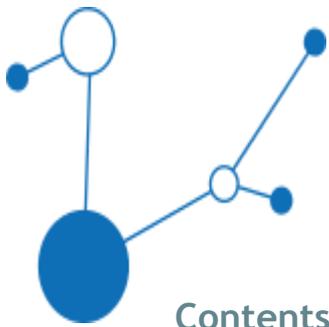Stakeholders' cooperation for regional transformation

## 3a Platform of social care zDRAVkA

## 3b Local hub of cooperation and social innovation Živo Gnezdo.

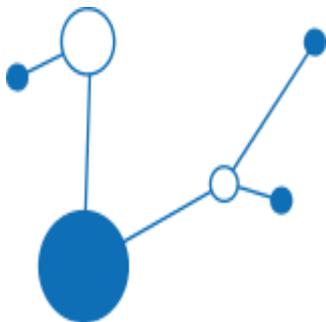Amna Potočnik, Špela Flegar, Regional Development Agency for Podravje - Maribor

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# Contents

## Figures

## Tables

# 1. INTRO TO SOLUTIONS 3a and 3b - SLOVENIA

> The pilot action of Local Action Plan 1.0 was in Slovenia tested in a mutual process but through two pillars in two different surroundings: one urban (Maribor) and one rural (Poljčane) and on two different sets of stakeholders: one social care, the other on small farmers, cultural heritage and tourism. Therefore our pilot devised two solutions that can be implemented complementary but also separately: a platform of social care zDRAVkA and local hub of cooperation and social innovation Živo Gnezdo.

Both Slovenian Solutions developed within **3P4SSE** demonstrate how **Public-Private-People partnerships (3Ps)** can be turned into practical, replicable governance models that strengthen the **Social and Solidarity Economy (SSE)** at municipal and regional level. Building on two complementary pillars — **Živo gnezdo (Living Nest)** in **Poljčane** (rural) and **zDRAVkA Network** in **Maribor** (urban) — the solutions convert participatory design into concrete tools that improve coordination, access, and impact of social economy and social services.

The solutions follow the same process: a five-stage roadmap that other territories can adopt: **Diagnosis → Co-creation → Piloting → Institutionalisation → Scaling.**

In Podravje, this meant (i) mapping actors and end-users needs, (ii) co-creating instruments & measures with stakeholders and end-users, (iii) piloting the tools in real settings, and (iv) anchoring results in city/municipality and (v) scaling it into regional strategies and beyond.

Ten tools were designed, tested, and documented for transfer:

*Solution 3a:*

1. **zDRAVkA Model** (shared categorisation of needs and responses),
2. **Provider Questionnaire** (standardised mapping of services),
3. **Participatory Validation Workshops** (living-lab co-creation method),
4. **Digital Platform concept** (registry, filters, coordination dashboard),
5. **Governance & Cooperation Framework** (roles, rules, decision-making),

*Solution 3b:*

6. **Stakeholder Mapping & Engagement Kit** (interest-influence tools, engagement scenarios)
7. **Community empowerment model** (and tools)
8. **Social economy acceleration model** (and tools)
9. **Service development Social Economy Business Model canvas & Piloting Kit**
10. **"Strengthening 3P for the social economy through socially responsible public procurement"** (Manual supporting local communities by strengthening local SE organisations, using socially responsible public procurement that improves local SE organisations access to markets.

**Demonstrated results** include: 100+ stakeholders contacted; 60+ participants actively engaged; **80+ programmes** mapped in the network; adoption of a shared categorisation language; finalised provider questionnaire; prototype of the **zDRAVkA** platform/web-page (www.zdravka.si); a draft cooperation framework; and the integration of the approach based on the **Maribor's Social Welfare Strategy 2024-2030** where the needs to deepen cooperation and monitoring of the programmes implemented were noted. In Poljčane, we piloted **"Živo Gnezdo" as a local hub of cooperation and social innovation** by
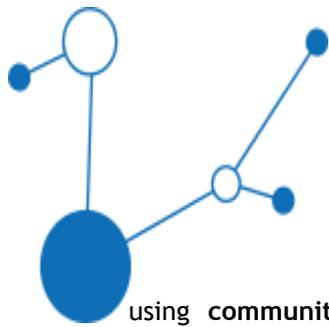
using **community empowerment model** (&tools) and **social economy acceleration model** (&tools). Manual *"Strengthening 3P for the social economy through socially responsible public procurement"* was developed and a practitioner workshop implemented for local communities. Manual and workshop empower local communities in building trust, establishing participatory processes and partnerships with the SE sector and improving social economy organisations (SEOs) access to markets by using socially responsible public procurement.

As a result we established and strengthened municipal partnership with local SEOs**, integrate access of the social enterprises to local community's support programmes and measures**: before social enterprises were not a category that can apply to Poljčane municipality public tenders (in 2025 the yearly budget for the open call was 85.000€). SEOs are also a **"new target group" that can from now on access support within business incubator "Zelena Vizija"**, which will start its operation in the Municipality of Poljčane and also in the neighbouring Municipality of Slovenska Bistrica in 2026.

The **inclusion of SEOs in the support program of business incubators was, at the initiative of the Municipality of Poljčane, systematically integrated into the Ministry of Economy, Tourism and Sport's business incubator measure at the national level**, applying to all regions in Slovenia). Last but not the least, a **new local socially innovative service**, addressing local need for more collaboration and connection and strengthening local potentials, was prototyped and twice tested by social enterprise Živo Gnezdo (with a business model and impact KPIs). It connected the services and products of 34 local providers – stakeholders.

**Why this is replicable:** each tool is modular, low-cost, and documented with step-by-step instructions. Regions can start with the diagnostic set, stakeholder mapping & engagement, apply Community empowerment and social economy acceleration models, add the digital layer, formalise governance, and secure access SE organisations to markets and sustainability through strengthening public-private partnerships for the social economy  by using socially responsible public procurement and evaluation, while keeping participation continuous. The model directly supports EU priorities for a **more social, inclusive, and innovative Europe**, aligns with national SSE policy directions, and is adaptable to different local contexts (urban, rural, mixed).

**Sustainability** is ensured through policy anchoring, a planned **Podravje Social Economy Working Group**, ongoing maintenance of the **zDRAVkA** registry, and links to future funding (e.g., municipal budgets, ESF+, Interreg). Notably, **the Municipality of Maribor included €25,000 for the continuation of the zDRAVkA network in its 2025/2026 Social Welfare budget**, demonstrating institutional recognition and readiness for sustained implementation, even though final allocation is pending formal approval. I**n Poljčane,** sustainability is long term underpinned by the **Strategy of the SE of Slovenia 2025 -2035 and corresponding Programme of Measures 2025 – 2030**. SE advocacy organisation will be set up to further support **activities to strengthen 3P on national, regional and local level (900.000 EUR**). As well regional **SE incubators** will be supported and it's planned to strengthen existing regional networks offering **support to start up and scale up SEOs in 2026-2029 (8,6 mio EUR for 12 regions)**. Within the regional SE incubator in Podravje region, that will support SE start up and scale up in all 41 Podravje region local communities, the **Community empowerment model&tools** as well as **Social economy acceleration model & tools** will be used. To support SEOs access to market, the regional SE incubator of Podravje will, in cooperation with advocacy organisations mentioned above, assure that the local communities will strengthen their competences for using socially responsible public procurement more often.

The local incubator will build on the Sociolab pilot's mentoring model. SRPP-aligned guidelines will help new local services access municipal procurement and create a sustainable market. The "Table of Treasures" service is designed to be replicable, addresses local needs, and runs on a clear business model with impact KPIs. The approach also strengthens municipal partnerships for joint planning and co-funding and connects providers to the wider SOCIOLAB regional network.
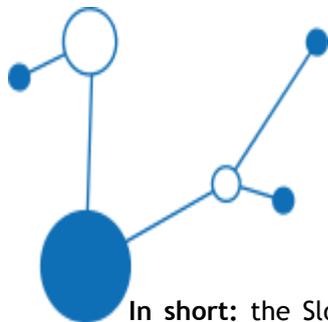
**In short:** the Slovenian Solutions turns the 3Ps concept into a concrete, ready-to-use **toolbox**. It shows how municipalities and regions can co-create, govern, and scale SSE-based services with legitimacy, transparency, and long-term impact.

# 2.TERRITORIAL BACKGROUND

The **Podravje region** in north-eastern Slovenia is one of the most diverse territories in the country — economically, socially, and geographically. It combines a strong urban centre, **Maribor**, with a network of smaller municipalities and rural communities that face specific socio-economic challenges.

While the city of Maribor holds the critical mass of public institutions, universities, and service providers, its surrounding municipalities, such as **Poljčane**, are marked by **limited access to social services**, **population ageing**, and **outmigration of young people**. This duality has created a persistent gap in both capacity and opportunity between the urban and rural parts of the region.

The **social and solidarity economy (SSE)** has emerged as a response to these challenges. It builds on local resources, human potential, and community engagement to provide services that neither the market nor the public sector can offer efficiently on their own. However, in Slovenia — as in many EU regions — SSE actors have traditionally been **fragmented**, with limited coordination among NGOs, social enterprises, municipalities, and private partners.

Before the launch of the 3P4SSE project, cooperation across these sectors was sporadic, **project-dependent**, and highly person-driven. There were **no structured mechanisms** for joint decision-making, data sharing, or coordinated planning of social services. Municipalities often lacked the tools to systematically involve civil society or to use public procurement strategically to achieve social objectives.

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The Podravje region, with the City of Maribor as its urban core and 41 surrounding municipalities, faces persistent socio-economic disparities between urban and rural areas.

Key territorial challenges include:

1.       Fragmented provision of social and care services.

Many providers operate in isolation, with limited coordination between public institutions, social-economy actors, and private organisations. This results in overlapping services in urban areas and insufficient coverage in rural municipalities.

2.       Limited capacity for collaborative governance.

Existing administrative structures are designed for vertical management rather than horizontal cooperation. Mechanisms for joint planning, data sharing, and monitoring are weak or absent, particularly at the inter-municipal level.

3.       Low visibility and recognition of the social-economy sector.

Although numerous associations, cooperatives, and social enterprises operate in Podravje, their contributions to welfare and other services needed in local communities, local development and employment remain undervalued. Integration into formal policy frameworks has been slow.

4.       Unequal access to quality social and some other services in rural areas.

Smaller municipalities such as Poljčane struggle with resource constraints, making it difficult to implement socially innovative services that would answer local social and environmental needs and struggle to use innovative approaches such as SRPP or multi-provider coordination.

5.       Digital and informational gaps.

The absence of a unified information point limited citizens' access to services and prevented evidence-based planning across the region.

6. Lack of collaboration and connection.

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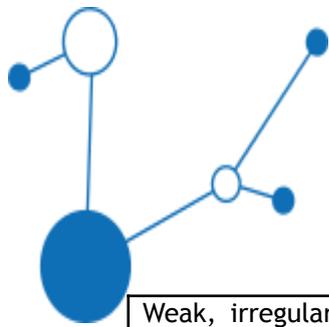
Weak, irregular links between local and regional stakeholders (municipalities, public institutions, social-economy actors, and private providers) lead to duplicated efforts, missed referrals, and slow problem-solving across the territory.

These challenges called for a territorially sensitive, multi-stakeholder solutions capable of linking urban and rural approaches. The zDRAVkA Coordination Model directly addresses these issues by introducing a structured governance framework, shared digital platform, and capacity-building mechanisms that connect municipalities, public institutions, and SSE actors within one coordinated regional system.

Živo Gnezdo - Poljčane Model promoted the development of a local social economy hub, enhanced the collaboration among stakeholders, utilised local resources to develop new replicable public interest service and revitalised the local economy. Sociolab as a regional SE support ecosystem decentralizes support and initiates sustainable development of SE also on a local level.

The **3P4SSE project** addressed this structural gap by introducing and testing a **governance innovation model** based on *Public-Private-People Partnerships (3Ps)*. The Slovenian pilot was designed to prove that multi-actor collaboration can be systematised, replicated, and scaled, provided that adequate **tools, facilitation methods, and digital infrastructure** are developed and institutionalised.

Two complementary pillars within the Slovenian pilot were implemented to capture both **rural and urban realities**:

1. **Živo gnezdo (Living Nest)** in Poljčane – a rural social enterprise, which is enhancing collaboration among local stakeholders - municipal, private, and civil resources to provide different services in tourism, and social-care services, was set-up.

2. **zDRAVkA Network** in Maribor – an urban coordination model connecting more than 80 social-care and support programmes into a single network that uses a shared digital tool/webpage and a unified referral system.

Both pillars shared the same vision: to demonstrate that *inclusive governance, co-creation, and shared ownership* are essential conditions for social innovation to thrive. Together, they illustrate how **place-based cooperation** can simultaneously strengthen social inclusion, regional resilience, and local democracy.

The Solutions represent **a synthesis of practice and policy**:

● They build on real territorial challenges and lessons from pilot implementation.

● They provide a **tested governance toolbox** adaptable to other European regions.

● They connect **local experimentation** with **regional and national policy frameworks** on social economy, social welfare, and public procurement.

In short, these solutions were not created in isolation but through **collective intelligence**: hundreds of interactions among municipalities, NGOs, private entities, and citizens — each contributing to the co-creation of a new governance culture where social innovation becomes part of everyday regional development.

*Figure 2: The Podravje region with the mentioned 41 municipalities*
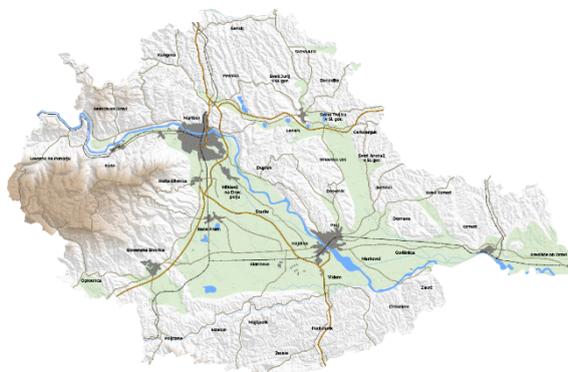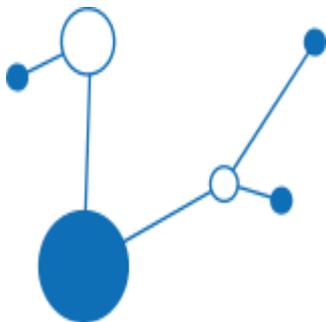
# 3. ROADMAP FOR IMPLEMENTATION

The Slovenian Solutions were developed and validated through a **five-phase roadmap** that integrates analysis, co-creation, piloting, institutionalisation and scaling.

This roadmap not only guides the process in Podravje but also provides a **replicable structure** that other regions can adopt to introduce participatory and sustainable governance models for the Social and Solidarity Economy (SSE).

*The five phases are summarised as:*

**Diagnosis → Co-Creation → Piloting → Institutionalisation → Scaling**

The Diagnosis and Co-Creation Phase are also using the methods and tools of the model of Community Empowerment Spiral (Figure 2), that is used by SocioLab.

*Figure 2: Community Empowerment Spiral*

## Community Empowerment



**Activating and motivating the population**

Conducting workshops on social innovation and the basics of social economy, activities for empowering vulnerable target groups.

**Recognizing social challenges and community needs**

Desk research, surveys, interviews, focus groups, consultations, and other methods of direct engagement with stakeholders and target groups.

**Development and shaping of ideas for solving social problems**

Utilizing various techniques and methods to foster creative thinking, digital tools and online platforms, connecting individuals and groups into development teams.

Each phase is described below with concrete actions, actors involved, and transferability notes.

**Phase 1 – Diagnosis**

The first phase focused on **understanding the existing ecosystem** of social and welfare services, identifying service gaps, and mapping potential cooperation partners.

Key steps included:
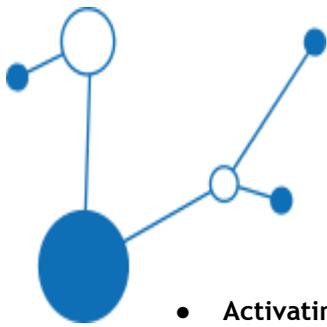
- **Activating and motivating the population** (through interviews, meetings)

- Completed systematic **mapping of local stakeholders**

- **Recognising social challenges and community needs** (Desk research, consultations with local stakeholders (inhabitants, public institutions, local SEO, businesses))

- Conducting an **analytical survey** among local stakeholders to determine how citizens and organisations choose social-care providers.

- Developing a **preliminary concept** to classify users by urgency and service type.

- Compiling a stakeholder database covering 100+ organisations across public, private, and third sectors.
- Holding initial bilateral consultations with municipality NGOs, and social enterprises to assess readiness for cooperation.

*Figure 3: Cooperation with local stakeholders of zDRAVkA pillar*



*Figure 4: Enhancing cooperation of local stakeholders – public and private - in Poljčane*



**Outcomes:**

- Completed a local actor map and baseline needs scan with the Municipality of Poljčane and the Živo gnezdo cooperative, confirming need for more collaboration between the local providers, demand for new services and willingness to develop new innovative local service in public interest (SRPP-aligned).

- 80+ active responses confirming strong interest in network-based coordination.
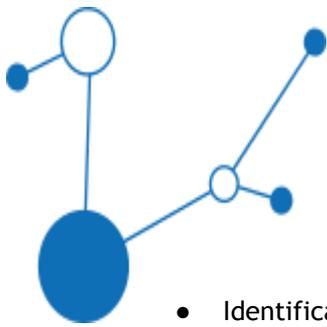
- Identification of overlapping services and fragmentation in outreach and funding.

- Recognition that most actors lack tools for joint data management or decision-making.

**Replication Tip:** Any region can replicate this step by combining a **survey** (to collect user and provider data) with **mapping workshops** that visually display actors, relationships, and resource flows.

*Figure 5: Diagnostic mapping process and network set-up*



**Phase 2 – Co-Creation**

Once key challenges were mapped, the second phase introduced **Development and shaping of ideas for solving social problems, a participatory co-design** developing the instruments needed for coordinated governance.

**Activities**

- Organised **three living-lab style workshops** involving over 40 representatives of public institutions, NGOs, social enterprises, and users.

- Ran two focused co-creation sprints that defined new *Table of Treasures* service, including a lean business model and impact KPIs.

- Facilitated exercises using colour-coded evaluation cards and group scenario simulations to test and refine the model and provider questionnaire.

- Reached consensus on network structure, governance mechanisms, and the name "zDRAVkA" (transitioning from the earlier concept "zDRAVko").

*Figure 6: Co-creation sessions with representatives of various institutions in Maribor*



*Figure 7: Co-creation session with local stakeholders in Poljčane*
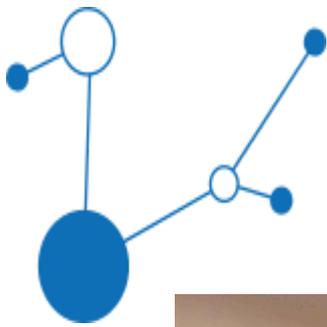
**Results:**

- Mapping end-user needs by evaluating the relative importance of service criteria such as opening hours, delivery points, and accessibility.

- Finalised five-level structure.

- Validated the Microsoft Forms questionnaire for provider mapping.

- Designed the conceptual prototype of the zDRAVkA digital platform.

- Defined governance categories: Coordinator, Info Point, Entry Point.

- Defined a new *Table of Treasures* service, a lean business model and impact KPIs.

- Co-designed the concept and roles of a **local social-economy stakeholder connector**

**Replication Tip:** Other municipalities and regions can replicate the co-creation phase by organising **multi-actor design sessions** combining creative facilitation with evidence from diagnostic data. This ensures stakeholder ownership and local legitimacy.

*Figure 8: Workshop methodology: colour voting and scenario testing.*



**Phase 3 – Piloting**

The Piloting Phase is implementing methods of the Social economy acceleration model (Figure 9), that is used by SocioLab.

*Figure 9: Social economy acceleration model*

Figure 10: Urban-Rural Context
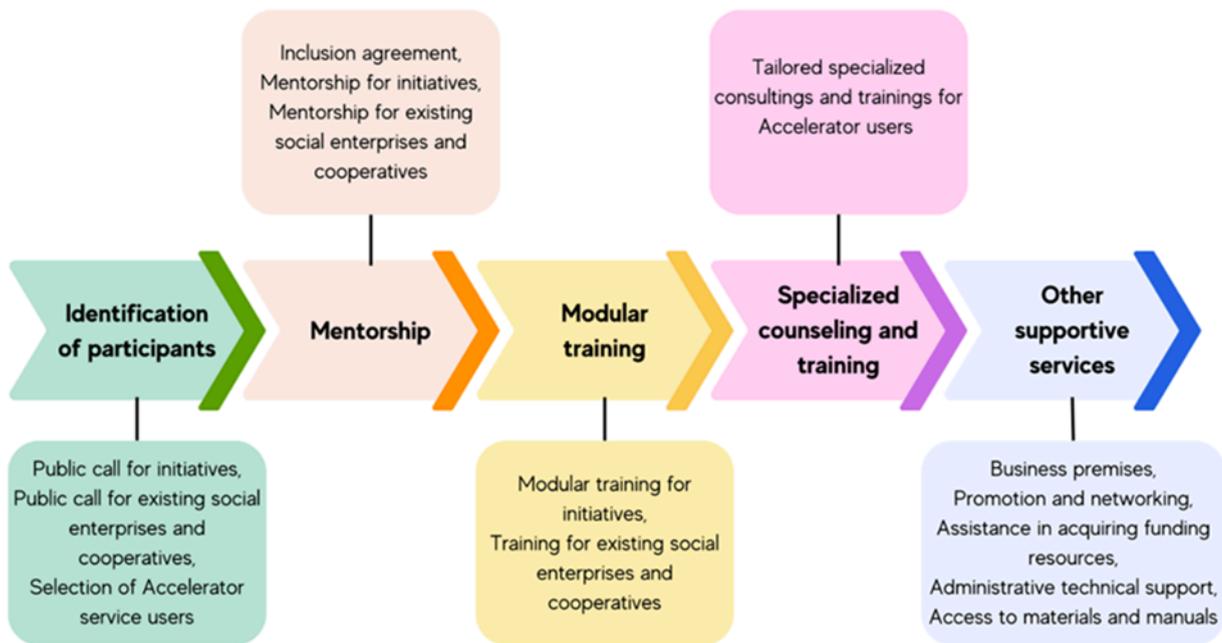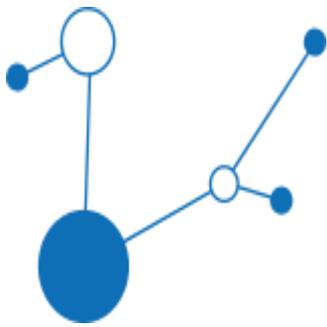
The piloting phase brought the tools into **real-life application** within two settings:

1. **Maribor (urban context):**
   The *zDRAVkA Network* tested the model, digital registry, and governance framework with more than 50 social-care providers. Each provider was categorised, mapped, and integrated into a shared database accessible to the municipality.

2. **Poljčane (rural context):**
   With the help of Sociolab support *Živo gnezdo (Living Nest)* cooperative developed and tested new local services, connecting the local providers, creating local employment opportunities, and linking social and economic goals in small communities.

**Results:**

- Two functional pilot ecosystems (urban & rural) under the same conceptual framework.

- Documented procedures for service referral, governance coordination, and SRPP implementation.

- Stronger awareness among municipalities about the value of inter-sectoral cooperation.

**Replication**

For replication, it is recommended to start with a **small-scale pilot** in one municipality or thematic area (e.g., youth, elderly care) to test instruments before expanding regionally.

*Figure 11: Piloting in Poljčane*



**Phase 4 – Institutionalisation**

After pilot validation, the focus shifted to **embedding the results in policy and governance structures** to ensure sustainability.

**Key achievements:**

- Preparation of the Instrument envisaged in the **Municipality of Maribor Social Welfare Strategy 2024-2030**, under the objective "Integration of social-care providers into a coordinated network."

- zDRAVkA network agreement among 80+ programmes with the temporary coordination office within the Municipality Maribor.

- Municipal budget allocation to sustain the zDRAVkA operability in the future.
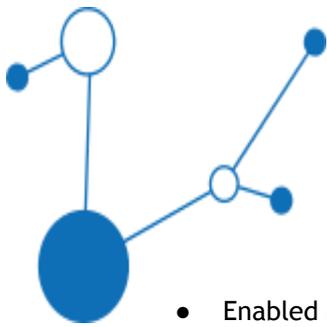
- Enabled access of the social enterprises to local community support programmes and measures enabled in 2024 (in 2025 the yearly budget for the open call was 85.000€) in Poljčane.

- New **business incubator "Zelena Vizija", who's beneficiaries are also SEOs**, will start its operation in the Municipality of Poljčane and also for Municipality of Slovenska Bistrica in 2026, supporting SE start up and scale up in all 41 Podravje region local communities, the Community empowerment model&tools as well as Social economy acceleration model & tools will be used

- Strategy of the SE of Slovenia 2025 -2035 and corresponding Programme of Measures 2025 – 2030 is

    - Introducing SE advocacy organisation to further on support activities to strengthen 3P on national, regional and local level (900.000 EUR).
    - Supporting Regional SE incubators and strengthening existing regional networks (support to start up and scale up SEOs in 2026-2029 8,6 mio EUR for 12 regions).

*Figure 12: Finalizing agreements with representatives of more than 80 programs*



**Replication Tip:**

Institutionalisation is critical for long-term success. Each municipality/region replicating this model could:

- Integrate the governance mechanism into existing strategic documents.

- Designate a responsible institution for coordination (usually the RDA or municipality).

- Secure minimal funding for administrative continuity (e.g., 0.2 FTE for coordination).
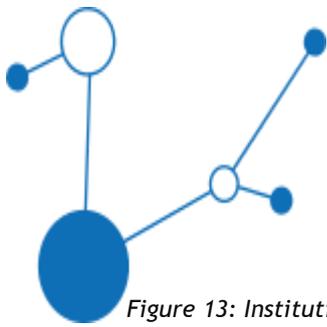
Figure 13: Institutionalisation roadmap and governance structure
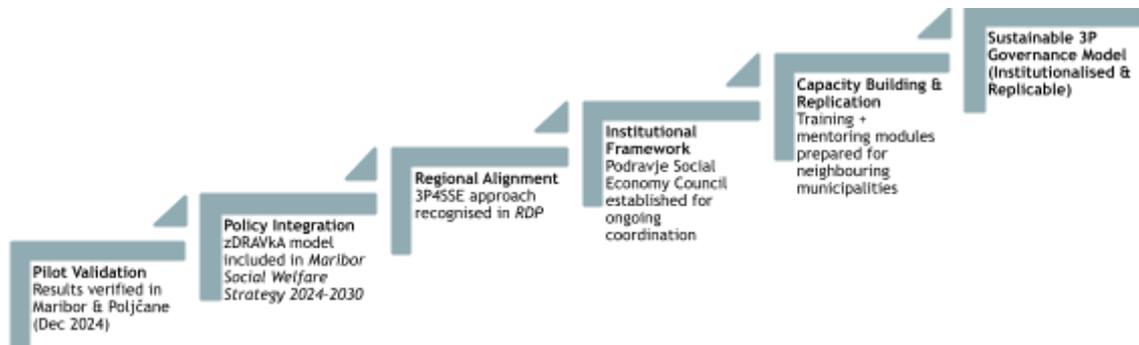
**Phase 5 – Scaling**

The Slovenian team prepared a forward-looking plan for scaling up the approach regionally and internationally.
Future priorities include:

- Expansion of zDRAVkA to the whole region and integration of the web-page zDRAVkA with services across the Podravje region.

- Knowledge transfer to other EU regions via the 3P4SSE platform (knowledge base).

- **Handbook on "Strengthening public-private partnerships for the social economy through socially responsible public procurement"**, a practical guide for municipalities, LAGs, welfare providers, and SSE organisations

- Through SocioLab and regional incubators Community empowerment model & tools and Social economy acceleration model & tools will be implemented in different municipalities in the region.

This continuous roadmap demonstrates that the Slovenian model is not a one-time experiment, but an **evolving, transferable governance innovation** aligned with European social policy priorities.

Figure 14: Five stages roadmap
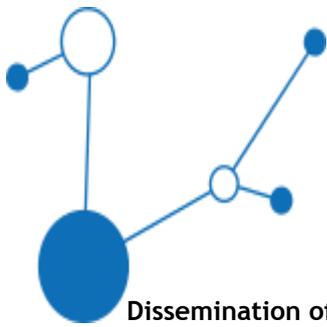
**Dissemination of Pilot Activities and Key Results**

*Figure 15: Showcase of the zDRAVkA network and leaflet to the public (April 2025)*





*Figure 16: First joint network appearance at the Open House event at Dom pod Gorco (June 2025)*
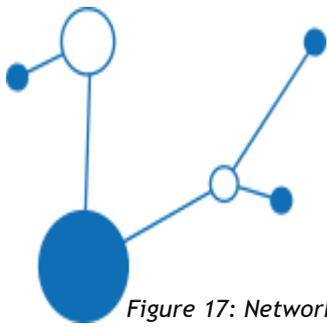
Figure 17: Network segment on local radio (September 2025)



Figure 18:  WS and Handbook on PPP
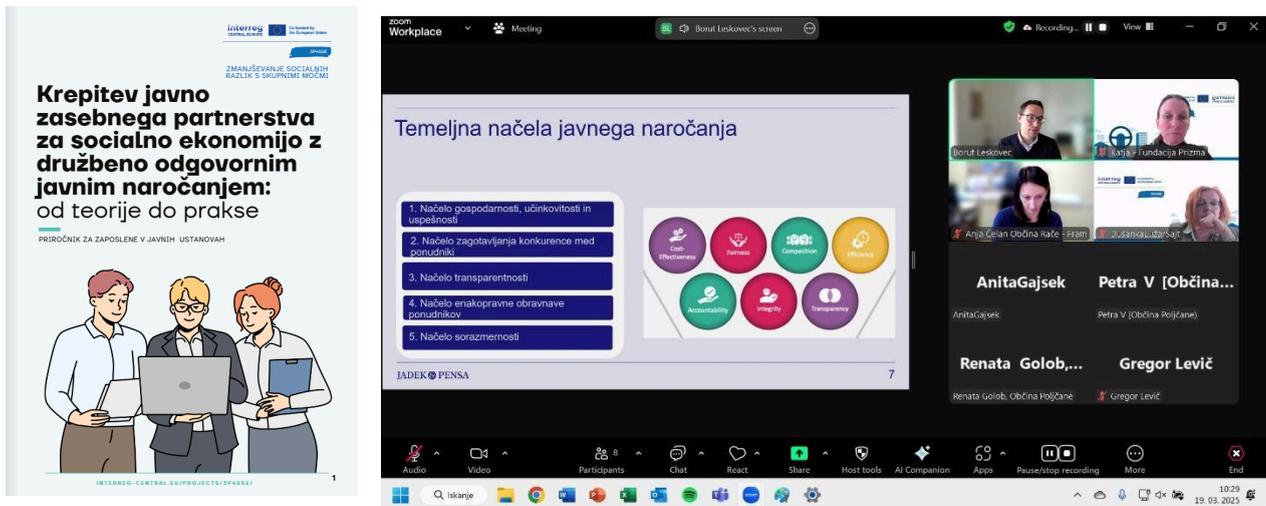


Figure 19:  Presenting the new services on AGRA 2025 FAIR
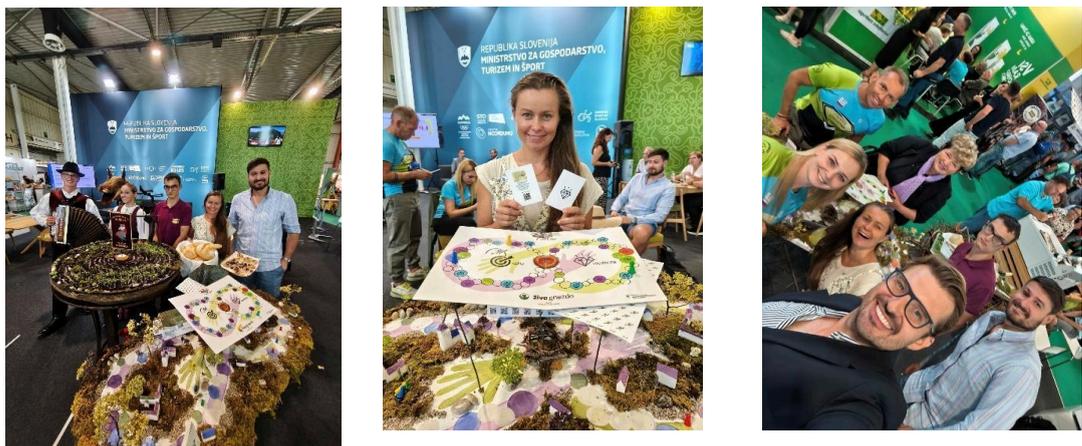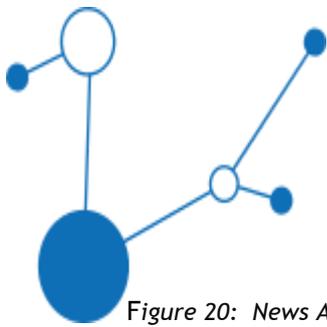
*Figure 20: News Articles in January 2025*

# 4. THE GOVERNANCE FRAMEWORK

The Slovenian Solutions establish a **multi-level governance structure** that connects local, regional, and national stakeholders in a coherent 3P (Public-Private-People) partnership model.
Their primary goal is to ensure that decision-making, coordination, and implementation of social and solidarity economy (SSE) actions are **transparent, inclusive, and sustainable**.

The governance system builds on the **existing institutional strengths** of the Podravje region — particularly the Regional Development Agency for Podravje – Maribor (RDAPM), the Municipality of Maribor (MOM), and the social-economy support organisation PRIZMA Foundation — while integrating **civil-society and end-user voices** into the process.

**2.1 The Governance Logic**

The governance model operates as a **hybrid network**:

- Strategic coordination at **regional level** (RDAPM),

- Operational management at **municipal level** (MOM, Poljčane), and

- Thematic and methodological support from **SSE intermediaries** (PRIZMA, SocioLab).

Rather than a top-down structure, it follows the **principle of distributed leadership**. Each partner assumes responsibility for one or more elements of the zDRAVkA model — data management, stakeholder facilitation, or service delivery — while key decisions are reached collectively during coordination meetings.

This ensures a **living governance model**, adaptable to changing needs and new partners. It also establishes **permanent feedback loops** between policymakers, service providers, and users — an essential condition for social innovation.
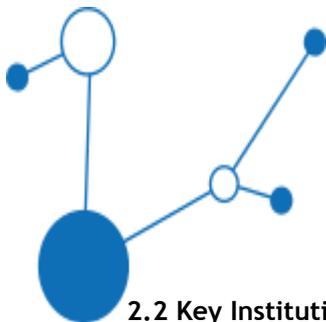
## 2.2 Key Institutional Actors and Roles

*Table 1: Key Institutional Actors and Responsibilities*

| Actor | Level / Type | Main Responsibilities |
|---|---|---|
| **Regional Development Agency for Podravje-Maribor (RDAPM)** | Regional / Public | Project coordination; strategic alignment with regional strategies; dissemination and replication of the model; data consolidation; regional capacity-building. Methodological leader of 3P4SSE tools; development of zDRAVkA model, provider questionnaire, and participatory-workshop formats; mentoring for replication. |
| **Municipality of Maribor (MOM)** | Local / Public | Institutional host of the zDRAVkA network; responsible for integration into municipal social-welfare policy; funding and staff allocation. |
| **Municipality of Poljčane** | Local / Public | Testing of SRPP model in rural context; demonstration of rural replication potential; liaison between municipal government and local SE hub - cooperative (Živo gnezdo). |
| **PRIZMA Foundation** | Regional / SSE Support Organisation | Setting up the pilot pillar in Poljčane, coordination of local stakeholders and service providers through set-up of a local SE hub - Cooperative Živo gnezdo in Poljčane. |
| **SocioLab** | Regional Cluster / Network | Knowledge hub for SSE; ensures transfer of tools to other regions; supports visibility and training. |
| **Social Enterprises and NGOs** | Civil Society | Front-line service delivery; testing of new methods and feedback collection; participation in co-creation sessions and governance council. |
| **Citizens and End-Users** | People | Beneficiaries and co-designers of services; provide qualitative input during workshops and surveys; serve as ambassadors of change in local communities. |

This constellation represents the **"3Ps in action"** — where *public authority, private initiative, and people's participation* intersect to co-govern social innovation.

## 2.3 Coordination Mechanisms

To manage such a broad network efficiently, a number of **coordination mechanisms** were established:
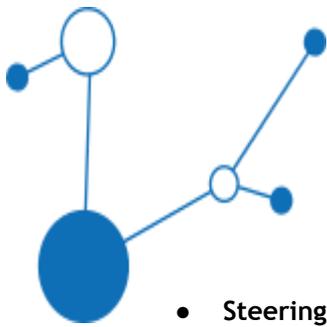
- **Steering Group**: composed of stakeholders that meet quarterly to supervise progress and align activities.

- **Working Groups**: thematic clusters (e.g. social care, procurement, digital tools) that meet ad hoc to refine tools or address specific issues.

- **zDRAVkA Coordination Office**: a small operational unit within MOM acting as the *Info Point* and data administrator for the platform/network.

- **Annual Forum of Providers**: an open event bringing together all network members, municipal representatives, and citizens to review achievements and set priorities for the next year.

Each level of coordination has clearly defined communication channels and reporting lines to avoid duplication and maintain accountability.

*Figure 21: Coordination Mechanism*
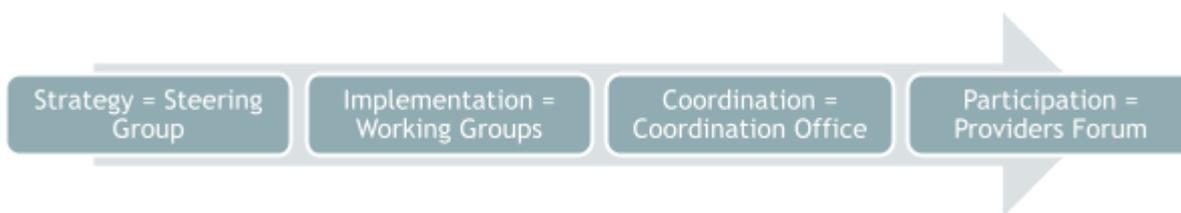


## 2.4 Governance Instruments

Several instruments ensure that the governance system functions transparently and sustainably:

- **Memorandum of Cooperation (Agreement):** Defines membership rules, voting rights, and responsibilities; includes conflict-resolution clauses.

- **Standard Operating Procedures (SOPs):** Provide a uniform process for intake, referral, and follow-up in the zDRAVkA model.

These instruments make the governance process *traceable* and *auditable* — key qualities for institutional replication.

## 2.5 Sustainability through Shared Ownership

The governance structure was deliberately designed to avoid dependency on any single organisation or funding source.

By distributing tasks and responsibilities, each partner has a tangible stake in the system's performance:

- Municipalities contribute staff and office infrastructure.

- RDAPM provides strategic and administrative support.

- PRIZMA ensures SEE tools training.

- NGOs and social enterprises supply real-world practice and innovation.
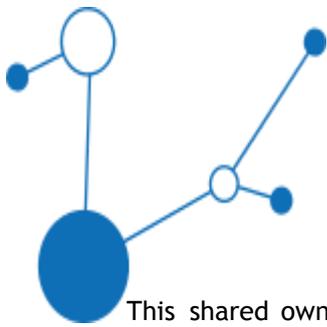
This shared ownership creates **resilience** and **continuity**, ensuring that the 3P model will continue functioning beyond the project lifecycle.

*Figure 322: PPP within Slovenian Pilots*
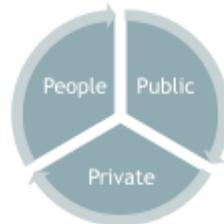


## 2.6 Transferability of the Governance Model

The governance framework is intentionally **modular**.

Regions wishing to replicate the Slovenian approach can do so in three steps:

1. **Map existing coordination structures** (committees, working groups, councils).

2. **Adapt the governance instruments** (Memorandum of Cooperation, SOPs, dashboard) to the local legal context.

3. **Pilot the model** in one sector (e.g., social care, youth inclusion, circular economy) before expanding region-wide.

Because the framework operates on simple coordination principles rather than legal overhaul, it can be replicated with minimal administrative effort.

**Visual suggestion:** A one-page infographic showing three levels (regional–local–community) with arrows indicating feedback flow between institutions, providers, and citizens.

# 5. POLICY FRAMEWORK FOR SOCIAL AND SOLIDARITY ECONOMY

The Slovenian Solutions are deeply embedded within both **European and national policy priorities** that aim to promote inclusive growth, innovation, and the Social and Solidarity Economy (SSE).
It is not merely a pilot or experiment—it represents a **policy instrument in action**, demonstrating how participatory governance can operationalise high-level strategic goals in a local and regional context.

## 3.1 European Policy Alignment

The approach aligns with multiple European Union frameworks that guide the development of people-centred, sustainable, and innovative regional policies:

- **The European Action Plan for the Social Economy (2021):**
  Encourages Member States to build supportive ecosystems for social enterprises and local cooperation. The Slovenian model directly contributes by introducing tangible mechanisms—systems, SRPP integration, and participatory governance—that strengthen those ecosystems.
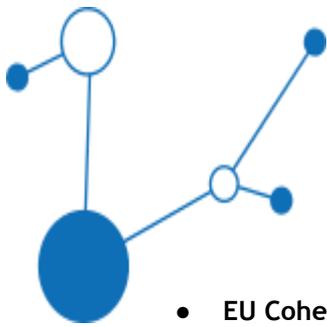
- **EU Cohesion Policy 2021-2027 (Policy Objective 4 – "A More Social Europe"):**
  The roadmap directly supports this objective by improving access to social services, creating cross-sectoral governance structures, and enabling inclusive regional growth.

- **European Pillar of Social Rights (Principle 20 – Access to Essential Services):**
  The zDRAVkA network operationalises this principle by ensuring that citizens can navigate available services efficiently and equitably through a shared referral system.

- **Interreg Central Europe Priorities:**
  The project reflects the principle of *"territorial cooperation for transformation"* by demonstrating how innovation in governance can trigger wider institutional change and cross-border learning.

By aligning local innovation with these European frameworks, the Slovenian Solutions act as a **bridge between EU policy and local implementation**, offering a ready-made model for other regions under similar strategic agendas. By embedding SRPP practices in municipal procedures and cooperative delivery models, the approach follows EU guidance that positions socially responsible public procurement as a lever for inclusive local development and stronger social-economy consortia.

### 3.2 National Policy Context

At the national level, Slovenia has taken significant steps to recognise and strengthen the social economy as a driver of employment, inclusion, and regional resilience.

- **The National Strategy for the Development of the Social Economy 2025-2030:**
  The 3P4SSE project directly contributes to its goals by developing mechanisms that foster cooperation between municipalities, SSE entities, and civil society.
  The Slovenian Solutions provide a tested model that can inform future national guidelines on social-economy governance and cross-sector coordination.

- **The national Strategy for the Development of the Social Economy 2025-2035 and corresponding Programme of Measures 2025 – 2030** explicitly calls for regional SE incubators, strengthening existing regional networks offering support to start up and scale up SEOs in 2026-2029 (8,6 mio EUR for 12 regions), access to market, implementing Community empowerment model&tools as well as Social economy acceleration model & tools, assure that the local communities will strengthen their competences for using socially responsible public procurement more often**.**

- The incubator function also complements national objectives to improve measurement of social impact and to enable social-economy organisations to deliver tasks 'in the public interest' through concessions and public mandates.

- **Act on Social Entrepreneurship (ZSocP, 2018):**
  The pilots implemented under 3P4SSE provide a complementary framework for operationalising this act, enabling municipalities to actively involve social enterprises in public-service delivery.

- **National Guidelines on strengthening 3P for the social economy through socially responsible public procurement**
  The Manual developed in Slovenian Solutions supports national efforts to integrate social value into procurement. It also demonstrates how small municipalities—like Poljčane—can implement SRPP in practice.
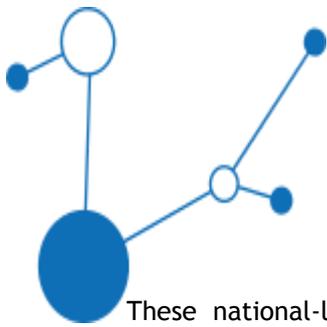
These national-level connections ensure that the Slovenian Solutions do not remain isolated but become part of **a broader institutional evolution** towards sustainable governance in Slovenia.

### 3.3 Regional and Local Policy Framework

At regional and municipal levels, strong political will has ensured that the 3P4SSE principles were embedded in formal strategic frameworks.

- **Regional Development Plan of Podravje 2027:**
  The strategy explicitly recognises *"social innovation and the social economy as drivers of inclusive territorial development."*
  The zDRAVkA model is referenced as an innovative governance practice that will guide future regional investments and partnerships.

  At the regional scale, the incubator will be networked with the SocioLab support ecosystem, strengthening existing regional networks offering support to start up and scale up SEOs, access to market, implementing Community empowerment model&tools as well as Social economy acceleration model & tools, assure that the local communities will strengthen their competences for using socially responsible public procurement more often.

- **Municipality of Maribor – Social Welfare Strategy 2024-2030:**
  This strategy institutionalises the zDRAVkA network as a mechanism to coordinate providers and improve access to social services. It serves as the first formal policy recognition of the 3P4SSE governance approach.

- **Municipality of Poljčane – SRPP Pilot Framework:**
  The Poljčane rural pillar demonstrated how small municipalities can translate policy commitments into local impact through cooperatives, Community empowerment model&tools, Social economy acceleration model & tools and SRPP mechanisms and it will serve as a pilot for local SSE incubator linked to SRPP-aligned service delivery, enabling faster project development, PPP structuring, and community co-creation.

The Slovenian Solutions are anchored in the national Strategy, which states that actors *"can also connect at the regional level and develop regional strategies or supplement existing development documents and define measures to support the development of social economy organizations."* **Our proposal** follows this guidance through a **Regional SSE Strategy** and a network of **Regional SSE Incubators** that operationalise support across Podravje.

The Strategy further emphasises (p. 27):*"**It makes sense for social enterprise incubators to be established at the regional level,** where this is possible given the number of social economy organizations or social enterprises, thus **enabling social economy organizations to connect directly with local communities** and helping to solve local problems and challenges."*

Together, these frameworks ensure **continuity beyond the project** and demonstrate that social innovation can evolve into long-term policy practice.

### 3.4 Policy Objectives

The Slovenian Solutions translate these frameworks into actionable political objectives that can be replicated by other regions:

1. **Integrate the Social and Solidarity Economy into mainstream regional policy,** moving from sectoral projects to systemic governance.
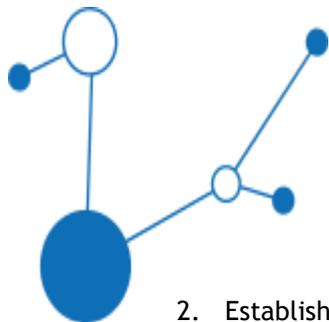
2. Establish a regional incubator of SSE (starting with Poljčane) to provide standardised mentoring, business-model support, and impact measurement, in line with the Strategy's call to develop regional incubators. (

3. **Institutionalise Socially Responsible Public Procurement (SRPP)** as a standard tool for achieving social impact through public expenditure, codify interfaces so that public procurement systematically channels demand toward verified social-economy solutions.

4. **Promote participatory and inclusive governance**, ensuring end-users are co-creators, not just beneficiaries.

5. **Enhance coordination between administrative levels** (national, regional, local) to ensure coherence and efficiency in SSE implementation.

6. Leverage the **SocioLab** ecosystem—of which **RDAPMB** and **PRIZMA** are members—to deliver a new service that increases opportunities for developing activities and strengthening SSE organisations.

7. **Establish constructive dialogue** between the public sector, social enterprises, and civil society, and form representative SSE organisations.

8. **Develop social-enterprise incubators at the regional level** for SSE organisations.

9. Define **standards/competencies** for service provision (advisory, mentoring, training, education) in the fields of social economy and social entrepreneurship.

10. **Support decentralisation** by empowering municipalities and local actors to experiment with governance models under a shared regional framework.

11. **Link innovation to sustainability**, by anchoring participatory structures in strategies and budgets.

These objectives reflect both the **policy ambition** and the **operational maturity** of the Slovenian Solutions—showing that social innovation can evolve into stable governance.

**3.5 Innovative Policy Approach**

The distinctive strength of the Slovenian Solutions lies in their **capacity to translate political vision into operational tools**.

Rather than creating another strategy document, it provided a **living example of policy in motion**.

● The **zDRAVkA Model** converts social policy principles (fairness, accessibility, inclusion) into measurable, service-level indicators.

● The **Platform/Web-page** embodies transparency and open data principles in governance.

● The **Co-Creation Workshops** turn political consultation into active participation, where decisions are based on evidence and dialogue.

● As an 'innovation-to-institution' pathway, the incubator anchors co-creation (workshops, prototyping), procurement (SRPP), and governance (PPP agreements) in one operational unit, reducing fragmentation and accelerating adoption.

This innovative policy logic transforms high-level commitments into daily practice and has already inspired discussions in other Slovenian municipalities interested in replicating the approach.
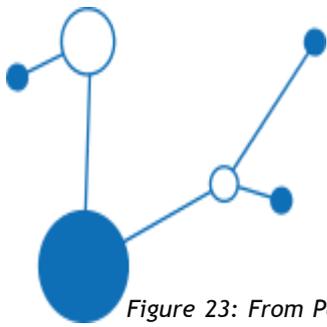
*Figure 23: From Policy to Practice showing how the 3P4SSE tools transform EU/national policy frameworks into concrete outcomes*
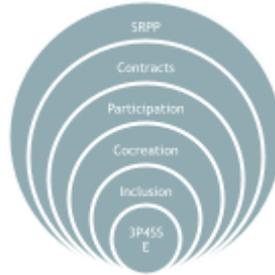


### 3.6 Lessons for Policy Replication

Other regions can replicate this policy–practice alignment by following three steps:

1. **Strategic Alignment:** Identify national or regional strategies that already prioritise SSE or inclusive governance and connect your pilot directly to them.

2. **Operational Translation:** Design one or more tools that demonstrate those strategies in action (e.g., digital platform, procurement guidelines).

3. **Institutional Integration:** Secure references to your model in future regional or municipal strategies to ensure policy continuity.

By embedding the Slovenian 3P4SSE model within multi-level governance frameworks, Slovenia has shown that **innovation in governance** can have as much policy impact as innovation in technology or economy.

## 6. THE SOLUTIONS OVERVIEW

The Slovenian Solutions — developed jointly by the **Regional Development Agency for Podravje-Maribor (RDAPM)**, **PRIZMA Foundation**, and partner municipalities — transform theoretical concepts of the **3P (Public-Private-People) governance model** into a **replicable, operational framework** for supporting the **Social and Solidarity Economy (SSE)**. They operate through two complementary pillars: the zDRAVkA Network (Maribor) and the Živo Gnezdo (Living Nest) pillar (Poljčane), which establishes a local SSE hub as a node of a future regional incubator network and pilots SRPP-aligned service delivery.

They respond to a core question faced by many regions: *How can local authorities, social enterprises, private actors, and citizens co-manage welfare and community services in a structured and sustainable way?*

The answer lies in a **toolbox of 2x5 interlinked instruments**; each tested through pilot actions in Maribor and Poljčane during 2024. These tools, when combined, form a complete governance cycle — from diagnosis to decision-making and from coordination to replication.

### 4.1 From Concept to Practice

The 3P4SSE framework defines "solutions" not as theoretical guidelines but as **practical, evidence-based methods** that can be directly implemented by local and regional authorities. Maribor prioritised network coordination and a digital registry (zDRAVkA), while Poljčane prioritised SRPP
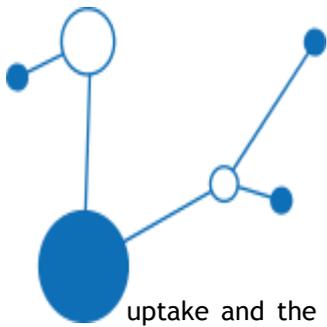
uptake and the formation of a municipal SSE incubator to generate and mentor community services and enterprises.

In Slovenia, this approach was translated into a **solutions ecosystem**, where governance, participation, and data management reinforce one another.

The solutions integrate:

- **Procedural tools** – that guide cooperation and decision-making (e.g. governance contracts, model procedures);

- **Analytical tools** – that provide evidence and data for planning (e.g. questionnaires, surveys);

- **Digital tools** – that enable coordination and transparency (e.g. zDRAVkA platform);

- **Participatory tools** – that ensure legitimacy and user involvement (e.g. co-creation workshops).

Together, these components bridge the gap between **policy intent and practical implementation**, turning abstract commitments into real institutional change. Poljčane Pilar ensures that rural municipalities can participate on equal footing by linking procurement, incubation, and participatory design in one operating model.

*Figure 24: Slovenian 3P4SSE ecosystem - procedural, analytical, digital and participatory tools working together*
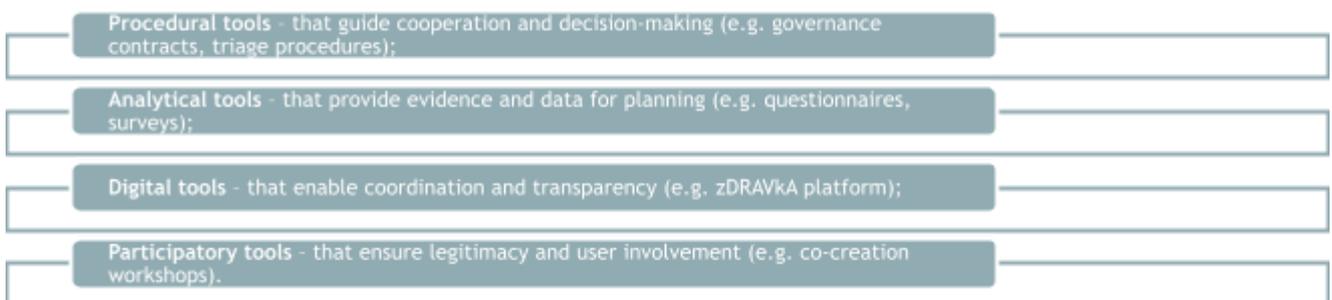


**4.2 The Core Idea: Turning Slovenian Pilot into Transferable Instruments**

The Slovenian Solutions demonstrate that even small pilot actions can yield **transferable instruments** when designed systematically.
The two pilot pillars—**Živo Gnezdo** in Poljčane and **zDRAVkA Network** in Maribor — served as living laboratories for testing, validating, and refining governance mechanisms.

- In **Maribor**, the focus was on **coordination of social-care services**, creation of a **digital registry**, and **establishment of governance mechanisms** through the zDRAVkA network.

- In **Poljčane**, the emphasis was on establishing a rural pathway—**a light, local hub of cooperation and social innovation** using **community empowerment model** (&tools) and **social economy acceleration model** (&tools), **strengthening public-private partnerships for the social economy through socially responsible public procurement, aligning local economic activity with social objectives**.

Both pillars were implemented in partnership with municipalities, NGOs, and service providers, under the methodological leadership of PRIZMA and the coordination of RDAPM.
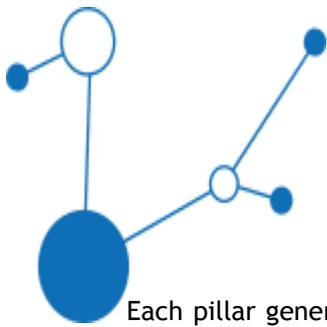
Each pillar generated tangible outputs — procedures, SRPP guidelines/workshop practice, local hub, a replicable service prototype, mentoring pathways, templates, data sets, and digital prototypes — which together form the basis of these Solutions.

## 4.3 Why These Solutions Matter

Traditional regional policies often focus on economic competitiveness, while social issues are treated separately or addressed through short-term projects.

The Slovenian Solutions break this separation by introducing **a unified governance system** that:

- Connects social innovation with regional development priorities,

- Encourages cooperation between public and private sectors,

- Uses **data and participatory processes** as a foundation for decision-making, and

- Embeds social value creation into economic and institutional planning.

This approach shifts local governance from reactive social assistance to **proactive, collaborative social development**.

## 4.4 Structure of the Solutions

The solution is structured as a **progressive, modular framework**, where each tool supports the next stage of governance development.

*Table 2: Solutions framework*

| Stage | Objective | Main Tool(s) | Outcome |
|---|---|---|---|
| **Diagnosis** | Identify challenges and actors | Analytical Survey, Stakeholder Mapping | Shared understanding of local needs and resources |
| **Design** | Develop governance and service models | Community empowerment model&tools, Social economy acceleration model & tools, zDRAVkA Model, Provider Questionnaire | Tools for structured collaboration |
| **Co-Creation** | Validate and refine solutions | Workshops, Social Economy Business Canvas, Scenario Testing | Stakeholder ownership and legitimacy |
| **Digitalisation** | Create transparency and efficiency | zDRAVkA Platform | Live coordination and service visibility |

| Stage | Objective | Main Tool(s) | Outcome |
|---|---|---|---|
| Governance | Establish shared decision-making | Cooperation Framework | Institutionalised coordination |
| Implementation | Apply principles in real context | "Strengthening 3P for the social economy through socially responsible public procurement" Manual, Pilot Actions | Demonstrated impact and learning |
| Replication | Scale and transfer | SocioLab Model, Training, Mentoring, Dissemination | Wider adoption across regions |
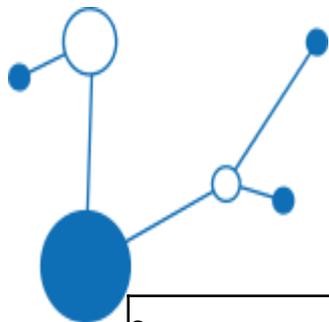
This staged structure makes replication straightforward, as each component can be implemented independently or as part of a full transformation process.

### 4.5 Integration into Regional and Municipal Strategies

A defining feature of the Slovenian Solutions is its **policy anchoring**.

Rather than remaining a temporary pilot, they have already been incorporated into strategic frameworks:

- Based on The **Municipality of Maribor Social Welfare Strategy 2030** that recognises the need for an official coordination mechanism for social-care providers.

- The **Regional Development Plan** lists "Social Innovation and the Social Economy" as key regional priorities.

- The **Podravje Social Economy Network** (Sociolab) can act as the long-term governance body for monitoring and scaling the model.

- Additionally, the national Strategy for the Development of the Social Economy 2025–2035 recommends establishing regional SSE incubators; Poljčane can be the first regional node planned.

This multi-level anchoring ensures continuity, legitimacy, and policy relevance — prerequisites for successful replication elsewhere.

### 4.6 The 10 Tools as a Governance Toolbox

The following section describes the **ten concrete tools** developed through this process, grouped into four categories: Analytical Tools, Participatory Tools, Procedural Tools, Policy and Financial Tools.

*Table 3: Six (6) tools*

| Category | Tools | Purpose |
|---|---|---|
| **Analytical Tools** | Tool 1 – zDRAVkA Model, Tool 2 – Provider Questionnaire, Tool 6 Stakeholder Mapping & Engagement Kit, Tool 7 – Community empowerment model & tools | Build shared evidence and classification systems |
| **Participatory Tools** | Tool 3 – Validation Workshops, Tool 7 - Community empowerment model & tools, Tool 8 - Social economy acceleration model & tools | Ensure collaboration, inclusion, and feedback |
| **Procedural Tools** | Tool 5 – Governance Framework Tool 7 – Community Empowerment Model & Tools, Tool 8 - Social economy acceleration model & tools | Formalise rules, processes, and accountability |
| **Policy and Financial Tools** | Tool 4 – Digital Platform, Tool 9 Service Development Social Economy Business Model Canvas & Pilot Kit, Tool 10 – SRPP Manual | Enable long-term sustainability and visibility |
| Enable long-term sustainability and visibility | Tool 5 – Governance and Cooperation Framework; Tool 10 – SRPP Manual, Tool 7 – Community Empowerment Model & Tools, Tool 8 - Social economy acceleration model & tools; Tool 9 Service Development Social Economy Business Model Canvas & Pilot Kit | Enable long-term sustainability and visibility |

Each tool has been tested, documented, and validated by practitioners and policy actors, providing a **ready-to-use package** for replication.

### 4.7 Transferability and Added Value
The Slovenian Solutions offer **transferability across different governance levels** and types of regions (urban, rural, cross-border).
They are:

- **Low-cost** – rely on facilitation, templates, and open-source tools rather than high technology.

- **Modular** – each component can be implemented separately.

- **Scalable** – adaptable to different institutional capacities.

- **Inclusive** – embed citizens' and users' voices into governance.

- **Measurable** – outcomes tracked through digital tools.

- **Pathway for rural-urban scaling**: local incubation nodes support development of 3Ps through SRPP-ready services into the regional pipeline
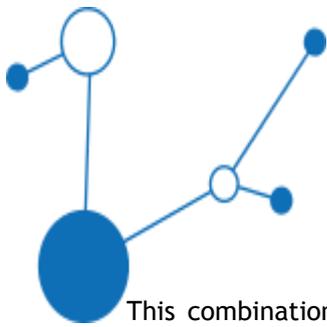
This combination of practicality, inclusivity, and evidence makes the Slovenian Solutions a **model of social governance innovation** consistent with EU principles of participation, subsidiarity, and cohesion.

# 7. TOOLS AND INSTRUMENTS – DEMONSTRATIONS FOR REPLICATION

Each tool developed under Slovenian Solutions has been tested in practice and prepared for replication. Together, they create a **modular governance toolbox** that any region can adopt to strengthen its Social and Solidarity Economy (SSE) through the 3P (Public–Private–People) model.

The tools are grouped into four categories — *Analytical, Participatory, Procedural,* and *Policy/Financial* — and each is presented below as demonstrable and transferable solutions.

**Tool 1 – zDRAVkA Model (Operational Core)**

**Purpose:**
To establish a unified method for categorising users and social-care services, improving coordination among providers and clarity for beneficiaries.

**Demonstration:**
The model defines five categories:

- **Red:** crisis intervention, immediate response required

- **Yellow:** long-term hardship requiring structured support

- **Green:** preventive and maintenance services

- **Blue:** wellbeing and quality-of-life services

- **White:** community-level, voluntary activities

The model was co-designed and tested in November 2024 with over 40 organisations, including municipal departments, NGOs, and care providers. Participants simulated real-life cases to test the classification logic, achieving consensus on final definitions and referral flows.

**Replication Steps:**

1. Identify key social-service types and user profiles.

2. Convene a one-day workshop with all service providers.

3. Develop or adapt a five-level matrix.

4. Test with real case examples and refine based on feedback.
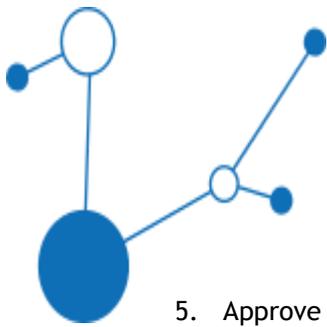
5. Approve the matrix through the municipal or regional social council.

**Replication Potential:**

The method can be transferred to other thematic areas (health, youth, education, cultural services) to improve clarity, referral efficiency, and collaboration.

*Figure25: zDRAVkA Model*



**Tool 2 – Provider Questionnaire (Mapping Instrument)**

**Purpose:**

To collect structured data on service providers and build a comprehensive regional registry accessible through the digital platform.

**Demonstration:**

The questionnaire was developed using Microsoft Forms and distributed to more than 50 social-care providers. Questions covered legal status, target groups, geographic coverage, services offered, and availability. Responses were automatically compiled into an Excel database, which later fed into the **zDRAVkA** platform prototype.

**Replication Steps:**

1. Adapt questionnaire fields to local service categories.

2. Launch it via a free survey tool (e.g., Microsoft Forms, Google Forms).

3. Export results to Excel or CSV.

4. Use data for mapping, strategy design, or policy reporting.

**Replication Potential:**

Easily replicable by municipalities or RDAs to map local ecosystems (e.g., SMEs, youth organisations, environmental NGOs).

*Figure 26: Screenshot of provider mapping questionnaire*

**Tool 3 – Participatory Validation Workshops (Capacity-Building Process)**

**Purpose:**
To test and refine developed tools through inclusive, evidence-based group sessions.

**Demonstration:**
Three workshops held in November 2024 engaged 40+ participants using interactive facilitation methods. Each element of the model and questionnaire was evaluated using colour-coded feedback cards (green = good, yellow = needs revision, red = unclear). Mentimeter polls captured quantitative feedback, and final modifications were agreed upon collectively.

**Replication Steps:**

1.  Invite a balanced mix of participants from all relevant sectors.

2.  Present draft tools (e.g., zDRAVkA model, form, SRPP template).

3.  Collect feedback via colour voting or online polling.

4.  Document agreed changes and finalise tools collaboratively.

**Replication Potential:**

Reusable for any participatory governance process — urban planning, environmental management, youth policy, etc.

**Tool 4 – zDRAVkA Digital Platform**
**Purpose:**
To create a user-friendly, transparent database of providers linked to the categories.
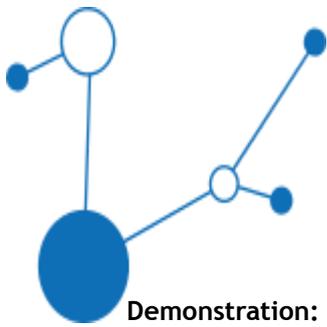
**Demonstration:**

A prototype platform was developed in 2025, allowing users to:

- Search for providers by service type.

- View contact details, locations, and eligibility criteria.

- Access referral guidelines and submit inquiries.

The platform supports the long-term goal of connecting users and providers through a shared regional database.

**Replication Steps:**

1. Export provider data (from Tool 2) to a simple CMS or open-source platform.

2. Design a searchable interface using filters aligned with categories.

3. Add basic analytics (e.g., number of searches, popular categories).

4. Assign local staff or students to maintain updates.

**Replication Potential:**

Can be replicated in any municipality using existing digital tools (WordPress). The model's simplicity makes it scalable even for small communities.

**Tool 5 – Governance and Cooperation Framework**

**Purpose:**
To formalise roles, responsibilities, and decision-making rules for the zDRAVkA network.

**Demonstration:**
A draft **Memorandum of Cooperation** was co-developed by partners, defining:

- Membership criteria,

- Governance bodies (Steering Committee, Coordination Office, Working Groups),

- Decision-making procedures,

- Conflict-resolution and communication protocols.

Participants simulated signing exercises to ensure understanding of the framework.

**Replication Steps:**

1. Draft a 2–3 page agreement using the Slovenian example as a template.

2. Review with stakeholders and legal advisors.

3. Approve and sign during a public event for visibility.

4. Establish annual review of the agreement.

**Replication Potential:**
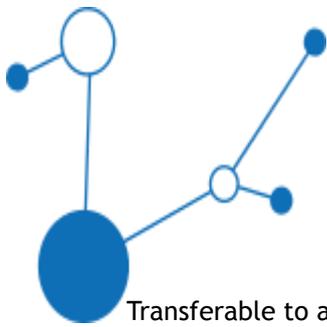
Transferable to any thematic network (environmental clusters, youth councils, innovation ecosystems).

**Tool 6 – Stakeholder Mapping & Engagement Kit**

**Purpose:**
To structure outreach, participation, and communication across the project cycle—ensuring transparent roles and feedback loops.

**Demonstration:**
Poljčane applied an interest-influence matrix, standard invites, to co-design and iterate services.

**Replication Steps:**

1. Build a contact ledger (actors, roles, consent).

2. Use an interest-influence matrix to plan engagement.

3. Track issues and responses in a shared sheet.

**Replication Potential:**

Directly reusable for urban planning, youth policy, environmental co-management, and cross-border partnerships.

**Tool 7 – Community empowerment model & tools**

**Purpose**

To enable residents, users, and frontline providers to co-shape services—through clear roles, simple tools, and feedback loops that translate lived experience into decisions.

**Demonstration:**
Applied as a light-touch model combining community reps, open calls for ideas and "you said—we did" tracking to iterate local social and care services.

**Replication Steps:**

- Set rules

- Run ideas

- Enable action

- Close the loop

**Replication Potential:**

Directly reusable by small and mid-sized municipalities for social care, youth, health promotion, culture, or place-based regeneration—works in rural contexts with limited staff.
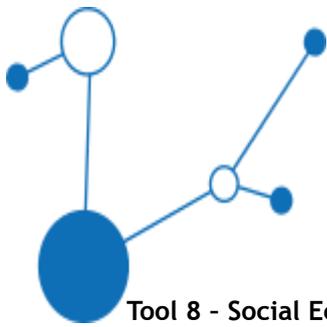
**Tool 8 – Social Economy Acceleration Model**

**Purpose:**
To move social-economy ideas from concept to contracted delivery—linking incubation, mentoring, and SRPP pathways so public needs become investable, procurable solutions.

**Demonstration:**
Set up a single municipal entry point that triages ideas, offers 6-12-week acceleration sprints, and connects graduates to reserved lots, smaller contract lots, and partnership pilots.

**Replication Steps:**

1. Set the frame: governance + challenge book + open calls.

2. Sprint: problem framing, service design, unit costing, impact, legal form.

3. Get market-ready: supplier registration, bid pack.

4. Land it: reserved/split lots, pilot MOUs, blended finance, outcome tracking.

**Replication Potential:**

Usable at municipal or inter-municipal level; scales by adding sector tracks (care, circular, culture), shared mentors, and joint frameworks—especially effective where internal capacity is thin.

**Tool 9 – Service Development Social Economy Business Model Canvas & Pilot Kit**
**Purpose:**
To design, test, and de-risk new SSE services quickly by linking a one-page Business/Impact Canvas to a short pilot and an SRPP/commissioning pathway.

**Demonstration:**
In Poljčane the kit was used to shape and test an Table of Treasures service, resulting in:
• A completed Service Development Canvas (problem, users, value, delivery, KPIs, costs).
• Two rapid pilot cycles with user/provider feedback.

**Replication Steps:**

1. Convene a half-day sprint to fill the Service Development - Social Economy Bussines Model Canvas.

2. Define a 2–6 week pilot (scope, location, sessions, target group) and minimal data capture.
3. Run the pilot; hold 15-minute debrief after each session.

**Replication Potential:**
Highly transferable to small municipalities and SSE providers as a low-cost, fast method to turn ideas into commission-ready services; works across themes (elderly, youth, circular economy, culture) and plugs into regional incubator networks.
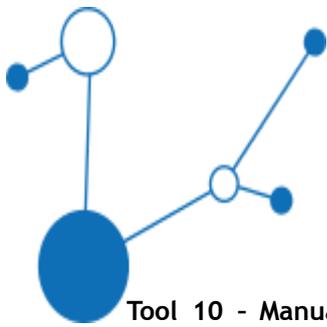
**Tool 10 – Manual on "Strengthening public-private partnerships for the social economy through socially responsible public procurement: from theory to practice"**

**Purpose:**
To introduce practical guidance for including social clauses in municipal tenders.

**Demonstration:**
The manual *"Strengthening public-private partnerships for the social economy through socially responsible public procurement: from theory to practice"* outlines step-by-step instructions for on how to engage the community and how to integrate SRPP criteria into local procurement. The tool was applied in the Municipality of Poljčane to include social criteria in contracts for community services.

**Replication Steps:**

1. Engage the community

2. Identify the needs of the community

3. Identify one procurement area suitable for SRPP (e.g., cleaning, catering, social-care support).

4. Add social criteria (e.g., employment of vulnerable groups).

5. Monitor contract performance with social indicators.

6. Document results and lessons learned.

**Replication Potential:**

Applicable in all EU regions, aligned with Directive 2014/24/EU. Encourages municipalities to link budgets with social impact.


# 5. LESSONS LEARNED

The implementation of Slovenian Solutions under the 3P4SSE project has generated a number of valuable lessons on how to introduce, manage, and sustain collaborative governance systems for the **Social and Solidarity Economy (SSE)**.

These lessons go beyond the technical outcomes of the pilots—they demonstrate **what makes participatory governance work in real conditions** and how innovation can be maintained beyond project funding.

**Lesson 1 – Real transformation happens through continuous dialogue**

One of the most striking findings is that **social innovation is a process, not a project.**
While the pilot pillars delivered tangible tools (e.g., zDRAVkA model, digital platform), their deeper impact came from the *relationships* built among actors who had rarely collaborated before.
Regular meetings, co-creation workshops, and transparent communication gradually created trust—a prerequisite for any long-term system change.

**Transfer insight:** Establishing even a modest but regular forum for dialogue (such as quarterly stakeholder meetings) is often more transformative than complex technical investments.
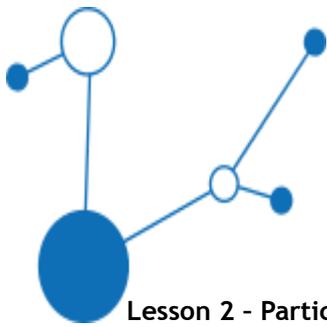
**Lesson 2 – Participatory governance requires structured facilitation**

Stakeholder diversity is both a strength and a challenge. The Slovenian team learned that inclusivity must be **managed deliberately** — with clear facilitation rules, visual tools, and well-defined objectives for each meeting.

Workshops that used colour voting, group scenarios, and role-play simulations helped participants articulate expectations and reach consensus faster than traditional consultation formats.
Without structured facilitation, participation risks becoming symbolic or dominated by louder voices.

**Transfer insight:** Use neutral facilitators and clear visual methods to maintain equality of voice among participants.

**Lesson 3 – Data and evidence strengthen legitimacy**

Evidence-based decision-making increases stakeholder confidence. The combination of the **user survey**, **provider questionnaire**, and **zDRAVkA model** provided a data backbone that legitimised decisions. When results were presented visually (charts, dashboards), even sceptical actors accepted findings and engaged in constructive dialogue.

**Transfer insight:** Collecting and sharing simple but credible data early in the process creates transparency and mutual trust.

**Lesson 4 – Social innovation depends on institutional anchoring**

The pillars confirmed that innovations thrive when they are **embedded in existing structures** rather than set up as temporary, parallel initiatives. Incubator function and SRPP procedures, both part of National Strategy for Social Economy Development 2025 – 2035, in municipal routines ensured continuity beyond the pilot and clarified who does what after project end. By integrating the zDRAVkA model into the *Municipality of Maribor's Social Welfare Strategy 2024-2030*, the project moved from "project logic" to "policy logic". This ensures continuity of results and long-term funding opportunities.

**Transfer insight:** Secure institutional buy-in early—ideally before pilot completion—to guarantee that results live beyond the project.

**Lesson 5 – Simplicity and modularity increase replicability**

The 3P4SSE methodology was designed to be **light, flexible, and adaptable**. Tools like the zDRAVkA model, questionnaire, and SRPP manual require no expensive technology or complex regulations.
This simplicity allowed smaller municipalities such as Poljčane to adopt and test them quickly.

The modular structure—where each tool can function independently—makes the model easily transferable to other policy domains (e.g., youth, health, culture).

**Transfer insight:** Simpler tools often have higher uptake and faster replication than complex platforms.

**Lesson 6 – Political endorsement matters, but operational ownership sustains change**

Political support from the Municipality of Maribor was critical for legitimacy, but the **real sustainability** comes from operational actors—social enterprises, NGOs, and municipal staff—who apply the tools daily.
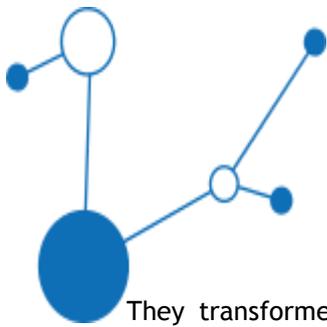
They transformed abstract commitments into real workflows. This shared operational ownership is what now keeps the zDRAVkA network alive and relevant.

**Transfer insight:** Balance top-down endorsement with bottom-up responsibility; sustainability emerges when both levels are aligned.

### Lesson 7 – SRPP is a key lever for systemic change

Testing socially responsible public procurement (SRPP) proved that procurement can be more than an administrative task—it can drive social inclusion and sustainability. By introducing social criteria into tenders, municipalities actively shaped local economies and created space for SSE actors to participate.

**Transfer insight:** Public procurement, when guided by social objectives, becomes one of the most effective policy tools for integrating the SSE into mainstream economic governance.

### Lesson 8 – Co-creation enhances legitimacy and learning

The co-creation sessions were not simply workshops—they were **learning environments** where public officials, NGOs, and citizens co-produced knowledge. Participants reported greater understanding of each other's constraints and motivations. Such environments improve both **governance literacy** (understanding systems) and **civic confidence** (feeling empowered to shape policy).

**Transfer insight:** Treat co-creation not only as a design phase but also as continuous learning infrastructure for regional governance.

### Lesson 9 – The social economy needs connectors

Social enterprises and NGOs often work in isolation. **SocioLab**, as the region's support ecosystem, provides a single access point for mentoring, impact advisory, and municipal linkage, while **PRIZMA** serves as the operational integrator—leading incubation, co-creation so that ideas become commissionable services. The success of zDRAVkA shows the importance of a **connector organisation**—in this case RDAPM—that bridges institutional silos and ensures coherence.
RDAPM acted as both *facilitator* and *translator* between policy and practice, helping social actors align with public frameworks.

**Transfer insight:** Every region needs an intermediary actor that combines strategic oversight with operational facilitation.

### Lesson 10 – Visibility drives participation

The digital platform, workshops, and communication materials gave the initiative visibility and credibility. Citizens and organisations became more willing to participate when they saw tangible results and accessible information. Visibility created momentum and attracted new partners, showing that **communication is not an afterthought—it is a governance tool.**

**Transfer insight:** Invest in visual communication and storytelling; they transform participation from obligation to engagement.
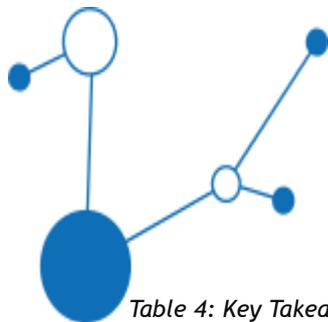
*Table 4: Key Takeaways*

| Lesson | Core Message | Replication Value |
|---|---|---|
| Dialogue over directives | Trust builds transformation | Regular stakeholder forums sustain engagement |
| Facilitation matters | Participation needs structure | Use neutral moderators and visual tools |
| Evidence empowers | Data legitimises decisions | Start with simple surveys and share results |
| Anchor innovation | Link pilots to policy | Institutional embedding ensures longevity |
| Keep it simple | Flexibility drives uptake | Modular tools adapt to any region |
| Balance politics & practice | Ownership must be shared | Combine top-down mandate with bottom-up action |
| Use procurement strategically | Budgets can drive inclusion | SRPP integrates SSE into mainstream economy |
| Co-create and learn | Participation builds capacity | Co-creation doubles as training |
| Connect actors | Intermediaries ensure flow | Create a regional facilitation hub |
| Communicate impact | Visibility sustains participation | Storytelling builds legitimacy |

**In summary**, both Slovenian Solutions demonstrate that sustainable regional transformation depends not only on new policies or funding but on creating a *living governance culture* where evidence, collaboration, and shared ownership continuously reinforce one another.

These lessons provide a blueprint for other regions aiming to embed the 3P4SSE principles into their own local realities.

# 6. IMPACT ACHIEVED

Both Slovenian Solutions have delivered **tangible and systemic impact** at local, regional, and national levels by demonstrating how the 3P (Public-Private-People) governance approach can be transformed from a theoretical model into a practical coordination and decision-making system for the **Social and Solidarity Economy (SSE)**.
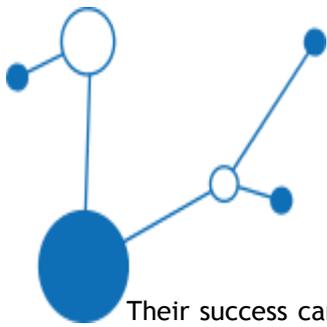
Their success can be observed through three complementary dimensions: **institutional impact**, **social impact**, and **policy impact**, reinforced by a measurable increase in cooperation and visibility of SSE actors across the Podravje region.

## 6.1 Institutional Impact – From Fragmentation to Cooperation

Before the project, the regional SSE ecosystem was fragmented, characterised by isolated NGOs, uncoordinated social-care providers, and municipalities working independently.
The implementation of **zDRAVkA** and **Živo gnezdo** reversed this trend by creating structured mechanisms for collaboration.

**Key Achievements:**

- Over **100 stakeholders** engaged (municipalities, NGOs, enterprises, academia, and citizens).

- More than **50 social-care providers** mapped and connected through a shared registry.

- **Quarterly coordination mechanism** established under RDAPM and the Municipality of Maribor.

- Creation of a **governance framework and cooperation agreement**, formalising relationships between actors.

- Designation of a **Coordination Office** at the municipal level to ensure continuity.

- Strenthening of local cooperative Živo Gnezdo as a connector of local providers

- New socially responsible local service of Table of Treasures

**Qualitative Outcome:**
Actors now see themselves as part of a common network rather than competitors for funding. The culture of cooperation, once informal and ad hoc, has become structured and sustainable. The cooperative serves as a "front door" for small providers and citizen initiatives in rural settings, ensuring they can participate on equal footing.

## 6.2 Social Impact – Empowerment, Access, and Inclusion

The zDRAVkA model significantly improved **accessibility and responsiveness** of social services for citizens in Maribor and surrounding areas.

By applying the zDRAVkA model and developing a shared registry, service users now have clearer pathways for support.

**Key Achievements:**

- Improved coordination between providers reduced waiting times for social assistance and counselling services.

- Beneficiaries gained better access to accurate information through the registry and Info Point.

- Increased user trust and satisfaction, measured through post-workshop feedback and survey data (82% of participants reported clearer understanding of available services).

- The **co-creation workshops** empowered NGOs and citizens to directly influence service design, strengthening civic engagement.
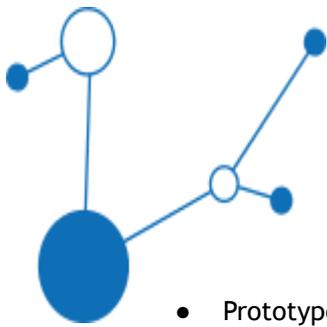
- Prototyped and **tested** the **Table of Treasures** service; **34 direct participants** engaged; referral pathways clarified through on-site guidance.

- Introduction of **SRPP** in rural municipalities provided employment opportunities for vulnerable groups.

**Qualitative Outcome:**

Co-creation sprints doubled as hands-on literacy for users and providers, increasing confidence to request and design services. For the first time, the region has a user-oriented framework where citizens, providers, and municipalities communicate in a common language and share a digital infrastructure for inclusion.

## 6.3 Policy Impact – Institutionalisation and Strategic Uptake

A major breakthrough of Slovenian Solutions lies in their integration into **formal policy documents**. This ensures sustainability and positions 3P4SSE as a reference model for Slovenia's future SSE governance.

**Key Achievements:**

- **Municipality of Maribor Social Welfare Strategy 2024–2030** officially recognises zDRAVkA as a tool for provider coordination and social inclusion.

- Integration of SRPP guidelines into municipal procurement frameworks, starting with Poljčane.

- Municipal decision to **institutionalise a local SSE incubator** as the first node of a **regional incubator network**, aligned with the **Strategy for the Development of the Social Economy 2025–2035** (regional incubators).

- Recognition of the model by national actors as a **replicable approach** for linking local development with social policy.

**Qualitative Outcome:**

Both Slovenian Solutions have shifted SSE from a peripheral topic to a recognised regional development priority, creating long-term institutional pathways for future funding and replication. SRPP and incubator integration shows how small municipalities can embed social value into routine commissioning.

## 6.4 Capacity-Building Impact – Skills, Methods, and Mindset

The process equipped public servants, NGO staff, and social entrepreneurs with **new competencies** in participatory governance, data management, and collaborative decision-making.

**Key Achievements:**

- 60+ citizens involved in facilitation, co-creation, and SRPP methods.

- Creation of a replicable **training and mentoring template** for other municipalities.

- Strengthened cooperation between PRIZMA, SocioLab, and RDAPM for continued support to SSE entities.

- Enhanced analytical capacity through introduction of data collection and service mapping.
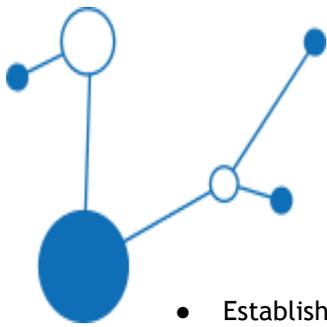
- Established a **mentoring menu** (business model, SRPP fit, impact/KPIs).

**Qualitative Outcome:**

Participants transitioned from passive project beneficiaries to active co-creators and policy contributors, strengthening the overall governance culture of the region.

**6.5 Economic Impact – Linking Social Innovation with Local Development**

While primarily social in nature, Slovenian Solutions also generated **economic multiplier effects**, particularly through SRPP and coordinated service provision.

**Key Achievements:**

- Pilot pillar in Poljčane created new income opportunities for local social enterprises and self-employed service providers.

- Public procurement contracts integrated social clauses promoting local employment.

- Increased efficiency in service provision reduced duplication and administrative costs.

- New partnerships generated for joint EU and national funding proposals (2025–2027).

**Qualitative Outcome:**

By embedding social value into local spending, the project demonstrated how the SSE can become an **economic driver** rather than a cost centre. Even modest rural contracts catalysed local supply chains and volunteer mobilisation

**6.6 Replication and Transfer Impact**

The structured design of the tools and governance framework has already encouraged **interest in replication** both nationally and abroad.

**Key Developments:**

- Requests for knowledge transfer from other Slovenian municipalities (e.g., Ptuj, Ruše, Slovenska Bistrica).

- Presentation of both Slovenian Solutions at the **Peer Review session (January 2025)** as a model of applied 3P governance.

- **Handbook on SRPP** to support rapid replication in small municipalities.

- Plans for cross-border transfer to partner regions within the 3P4SSE consortium.

- Upload of tools and templates to shared EU knowledge platforms (via RDAPM).
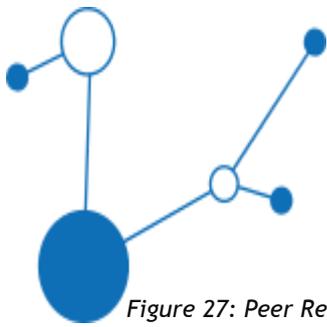
*Figure 27: Peer Review session in Maribor and Poljčane*





**Replication Outcome:**

The combination of open-source methods, visual templates, and facilitation guides ensures that other regions can easily adapt the Slovenian Solutions to their context.

*Table 5: Quantitative Indicators*

| Indicator | Target | Achieved | Notes |
|---|---|---|---|
| Stakeholders engaged | 60 | **100+** | Includes public, private, and civic actors |
| Programmes mapped | 30 | **80+** | Registered in zDRAVkA database |
| Workshops conducted | 3 | **3+** | December 2024 sessions completed |
| Replicable Service developed | 1 | 1 | 2 Times tested |
| Participants trained | 40 | **60+** | Across all facilitation and SRPP sessions |
| Policy integrations | 1 | 4 | National Strategy for Social Economy Development, Maribor Strategy, Regional Strategy, SRPP manual |
| Platform prototype | 1 | 1 | Functional demo developed and validated web-page |
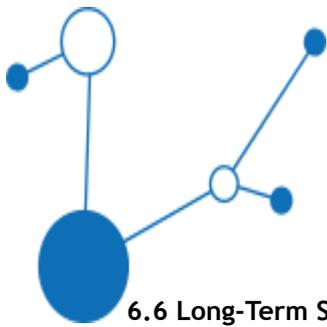
## 6.6 Long-Term Sustainability

The sustainability of Slovenian Solutions is guaranteed by three interdependent mechanisms:

1. **Policy anchoring:** integration into Maribor and regional strategies, and **the Strategy for the Development of the Social Economy 2025-2035, which foresees regional SSE incubators—operationalised locally through Živo Gnezdo (Poljčane) as the first municipal node.**

2. **Institutional governance:** establishment of coordination office and council, **and in Poljčane a local SSE incubator with an intake-mentoring-SRPP linked to the regional SocioLab network and the zDRAVkA registry.**

3. **Financial continuity:** inclusion of a €25,000 budget line in the 2025 Social Welfare Plan (pending approval), **alongside Poljčane's planned co-funding and access to ESF+/Interreg calls for incubator services and SRPP-aligned community programmes.**

Together, these mechanisms ensure that results will continue to evolve, scale, and inform future regional development actions.

## 6.7 Summary of Impact

Both Slovenian Solutions transformed abstract 3P principles into real-life governance instruments with measurable results. It **reduced fragmentation**, **increased inclusion**, and **embedded social innovation** into the daily operation of regional institutions. By pairing the urban zDRAVkA network with the rural incubator, the model created a full loop from co-creation to procurement and delivery—demonstrating rural–urban complementarity and a clear pathway for regional scale-up.

**Core message:**

The impact of Slovenian Solutions lies not in the tools themselves, but in the *systemic mindset shift* it created—showing that cooperation, when structured and data-driven, is the most powerful engine for sustainable territorial development. Poljčanes Pilot confirms that even small municipalities can institutionalise this shift through a permanent incubation and SRPP interface.

# 7. SUSTAINABILITY AND REPLICABILITY OUTLOOK (2025-2030)

### 7.1 Replicability Pathways – Scaling the 3P Model Across Central Europe

Slovenian Solutions are not designed as a one-off regional pilot; they serve as scalable **governance prototypes** ready to be integrated into the broader **Central Europe innovation and policy ecosystem.** Their modularity, low-cost design, and clear documentation make them adaptable to diverse administrative and socio-economic contexts across the region — from metropolitan hubs to rural and peripheral territories.

The Živo Gnezdo (Living Nest) model provides a ready rural pathway—**a light, local hub of cooperation and social innovation** using **community empowerment model** (&tools) and **social economy acceleration model** (&tools). It is designed for small municipalities to stand up in weeks and then **federate into regional incubator networks** aligned with national strategies.

**Strategic Replication Framework**

Replication in Central Europe will be guided by three interdependent levels:

**Territorial Level – Regional Deployment**

Each partner region (Slovenia, Croatia, Hungary, Poland, Italy, and Austria) can integrate Slovenian Solutions as part of its local action or innovation plan. The tools—zDRAVkA model, governance framework, SRPP integration, and co-creation methods—can be adopted individually or collectively depending on local priorities. For rural and peripheral territories, adopt the **Živo Gnezdo (Living Nest, local hub of cooperation and social innovation** as the first step, then connect several municipal nodes into a **regional incubator network**.

**Institutional Level – Policy Uptake**

Regional Development Agencies (RDAs), municipal administrations, and SSE intermediaries can embed the 3P governance structure into **existing strategies** (Regional Development Strategies, Smart Specialisation Strategies, or Social Inclusion Plans). Municipalities can institutionalise the incubator via a short council decision/MoU (role, intake rules, SRPP interface) and a one-page governance protocol.

The Slovenian experience demonstrates that embedding tools into formal policy frameworks ensures legitimacy and continuity, even after project completion.

**Network Level – Central European Knowledge Platform**

Building on the 3P4SSE partnership, a **transnational learning platform** will be established, allowing each region to upload, adapt, and update its versions of the tools. This open-access repository will facilitate mutual learning and benchmarking between regions.

**Central Europe-Wide Transfer Scenarios**

The model will be promoted through **four complementary replication scenarios**, ensuring balanced adoption across different types of territories.

*Table 6: Scenarios*

| Scenario | Target Regions / Actors | Replication Focus | Expected Result by 2030 |
|---|---|---|---|
| Urban Governance Labs | Medium and large cities (e.g., Maribor, Zagreb, Budapest, Kraków, Linz) | Coordination of service providers and social innovation ecosystems | At least 5 cities with active zDRAVkA-like coordination structures |
| Rural Social Innovation Nodes | Smaller municipalities and rural regions (e.g., | Application of model tools and SRPP for rural services; | Minimum 10 rural communities implementing SRPP models and establishing |

| Scenario | Target Regions / Actors | Replication Focus | Expected Result by 2030 |
|---|---|---|---|
| | Poljčane, Međimurje, Zala, Podkarpackie) | Establishing municipal SSE incubators | local hub of cooperation and social innovation |
| **Regional Development Integration** | RDAs and planning authorities | Embedding 3P governance in Regional Development Strategies | 6–8 RDAs adopting governance framework |
| **Transnational Learning Hub** | All project partners and new adopters | Shared methodology, data templates, peer review, replication events | Established 3P4SSE Central Europe Knowledge Network by 2027 |
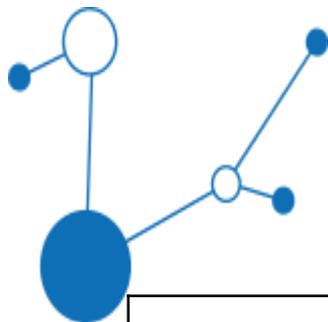
## 7.3 Replication Mechanisms

To ensure practical and continuous replication, the Slovenian team and partners will implement the following mechanisms:

- **Replication Kit:** A digital compendium including templates (zDRAVkA model, provider questionnaire, governance agreement, SRPP manual).

- **Twinning & Field Labs:** Poljčane residency for rural teams (shadow, mentoring, pilot cycle; SRPP briefing with municipal officers).

- **Regional Incubator Network Set-up**: Starter MoU, quarterly coordination script, and shared mentor roster so multiple municipalities can pool expertise.

## 7.4 Central European Policy Uptake

The replication process will contribute directly to the **policy convergence** agenda of Central Europe by linking 3P governance to major EU and macro-regional strategies:

- **Interreg CE Priority 1 – "Cooperating for a Smarter Central Europe"**: applying 3P governance as a driver for innovation ecosystems and social entrepreneurship.

- **EU Action Plan for the Social Economy (2021-2030)**: supporting its implementation through place-based pilots and governance reforms.

- **EU Strategy for the Danube Region (EUSDR)**: extending the model to Danube municipalities as a practical governance approach for local social innovation.

- **Green and Digital Transition Plans**: using SRPP and participatory tools to link social inclusion with sustainability objectives.

This alignment ensures that replication is not limited to local practice but actively contributes to European policy coherence.

## 5. Long-Term Transnational Vision
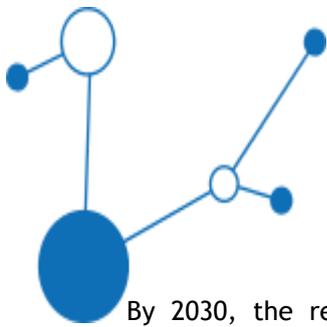
By 2030, the replication process aims to create a **Central European Community of Practice on Participatory and Socially Innovative Governance**, anchored in:

- A shared repository of tools and data (hosted by RDAPM and partners).

- Joint project generation for scaling social innovation funding.

This community will ensure that 3P4SSE becomes **a living, evolving model** that inspires new governance standards across Central Europe—transforming isolated experiments into a **cohesive transnational movement** for inclusive regional development.

**Replication message:**

Both Slovenian Solutions are not meant to be copied—they are meant to be **adapted, contextualised, and improved** by every region that values cooperation, transparency, and solidarity as engines of innovation.

# 8. STEP-BY-STEP REPLICATION FRAMEWORK FOR OTHER REGIONS

To enable other regions in Central Europe to adopt and adapt Slovenian Solutions, a **replication framework** has been designed as a structured ten-step process. It translates the lessons and instruments from Podravje – Maribor into a **practical pathway** that any municipality, regional agency, or cross-sector partnership can implement with minimal resources.

**Step 1 – Political and Strategic Alignment**

Begin by aligning the replication initiative with existing regional or national priorities such as social inclusion, innovation, or smart specialisation.

Secure endorsement from local authorities or a Regional Development Agency to ensure legitimacy and access to resources.

**Key Outputs:** Letter of commitment or political declaration endorsing the 3P approach.

**Step 2 – Ecosystem Mapping and Stakeholder Identification**

Identify all relevant actors: municipalities, NGOs, social enterprises, private firms, and citizen groups. Use the Use **Stakeholder Mapping and Engagement** for the local context analisys, **Provider Questionnaire** and **Analytical Baseline** templates to collect data and map relationships. Map **rural actors** (CSOs, cooperatives, self-employed carers, parish/ethnic associations) and **micro-suppliers** likely to respond to SRPP tenders.

**Key Outputs:** Stakeholder map and summary report of needs and resources.

**Step 3 – Formation of a 3P Coordination Team**
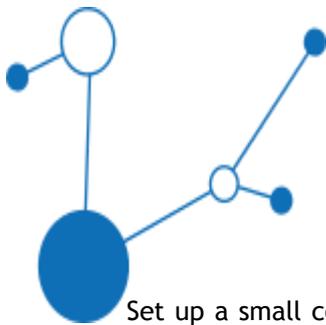
Set up a small coordination group representing the three Ps: Public sector, Private sector, and People (civil society).

Define roles and responsibilities early—who convenes, who facilitates, who manages data.

**Key Outputs:** Terms of Reference for Coordination Team and contact list.

### Step 4 – Local Diagnosis and Baseline Analysis

Conduct a short diagnostic study to understand service gaps, user needs, and existing resources.
Use **Community Empowerment Model** for context analysis or adapt the **zDRAVkA Model** to classify service types and levels of urgency.

**Key Outputs:** Diagnostic report and local matrix.

### Step 5 – Co-Creation and Design Workshops

Organise participatory sessions following the **Community Empowerment Model, Participatory Validation Workshops, Social Economy Acceleration Model, Service Development Social Economy Business Model Canvas**

Use creative facilitation (post-its, colour cards, digital polls) to jointly design governance rules, digital tools, and SRPP criteria.

**Key Outputs:** Validated set of tools and stakeholder endorsement report.

### Step 6 – Pilot Implementation

Apply the designed tools in one or two selected pilot areas or service sectors. Pilot both: (i) a service prototype (minimum two cycles) and (ii) one SRPP-aligned tender. Use **Social Economy Acceleration Model.**

Example: test the zDRAVkA model in social care or introduce SRPP clauses in one public tender.

**Key Outputs:** Pilot report documenting results, challenges, and recommendations.

### Step 7 – Institutionalisation and Governance Embedding

Translate pilot results into formal agreements using the **Governance Framework**.

Sign a **Memorandum of Cooperation** between public authorities and stakeholders and include the model in municipal or regional strategies. Adopt a **2-3 page Local Hub Establishing Protocol** and add an **Incubator paragraph** into the municipal strategy/budget note.

**Key Outputs:** Signed governance agreement and strategy reference section.

### Step 8 – Digital and Data Integration

Build a shared registry or digital dashboard based on the **zDRAVkA Platform** concept. Publish a **public list of "commission-ready" providers** with SRPP eligibility notes.

Start simple — a searchable Excel database is sufficient for initial coordination.

**Key Outputs:** Operational database of providers and services.
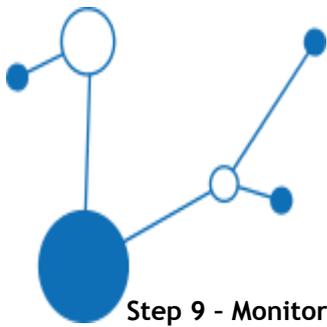
**Step 9 – Monitoring, Evaluation and Learning**

Introduce a light **Monitoring & Evaluation (M&E)** system using the template from Section 9.7.

Review results twice a year, collect qualitative feedback through short surveys, and adjust the tools accordingly.

**Key Outputs:** Annual progress report and dashboard summary.

**Step 10 – Scaling and Transnational Exchange**

Join the emerging **3P4SSE Central Europe Network** to exchange experience, seek partners, and co-apply for funding.

Replicating regions should host study visits, participate in peer reviews, and contribute to the shared repository of tools and data.

**Key Outputs:** Participation agreement in the Central Europe network and contribution to the knowledge platform.

**Key Success Factors for Replicating Regions**

1. **Political Legitimacy + Administrative Continuity:** Secure both before starting.

2. **Facilitation Capacity:** Invest in neutral moderators for co-creation.

3. **Data Transparency:** Open information builds trust and accountability.

4. **Policy Anchoring:** Integrate 3P governance into existing strategies.

5. **Peer Support:** Leverage Central Europe partners for mentoring and exchange.

6. **Flexibility:** Adapt the tools to local culture and institutional context.

Replication is not duplication. Each region should treat both Slovenian Solutions as a **framework for adaptation**, allowing local actors to own, reshape, and expand the 3P governance model to their unique territorial conditions.

In doing so, Central Europe moves closer to a shared vision of inclusive, collaborative, and sustainable regional development.

# 9. CONCLUSIONS

Slovenian Solutions under the **3P4SSE project** demonstrate how an abstract governance concept — the **Public-Private-People (3P) model** — can be transformed into a living, practical framework that strengthens cooperation, social inclusion, and policy coherence at all territorial levels.

Through the pillars *zDRAVkA* in Maribor and *Živo gnezdo* in Poljčane, Slovenia has shown that collaborative governance can move from experiment to institutional reality when built on trust, participation, and shared responsibility.
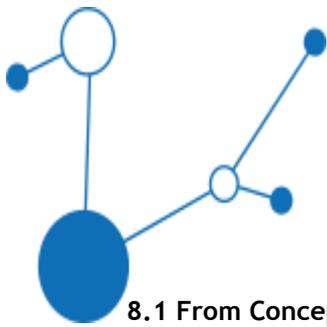
## 8.1 From Concept to Systemic Practice

What began as a pilot initiative evolved into a **coordinated governance ecosystem** linking municipalities, regional agencies, social enterprises, and citizens.

Slovenian Solutions bridges the gap between **social innovation and institutional governance**, turning scattered local initiatives into a unified, policy-anchored model.

Its ten tools — ranging from the model and digital registry to SRPP integration and co-creation formats — offer a concrete pathway for others to replicate success, proving that innovation need not be high-tech to be transformative.

In Poljčane, the Živo Gnezdo (Living Nest) incubator operationalises these tools as a simple pipeline (intake, mentoring, prototype, pilot, SRPP/contract), ensuring small municipalities can participate on equal footing.

## 8.2 Key Achievements

- **Institutional integration:** zDRAVkA embedded in Maribor's *Social Welfare Strategy 2024-2030* and RDAPM's *Regional Development Plan*. Živo Gnezdo (Living Nest) as Pilot for future local hubs of cooperation and social innovation.

- **Sustainability:** creation of the *Podravje Social Economy Council* and inclusion of zDRAVkA in municipal budget planning, introducing SRPP in Poljčane Municipal procedures.

- **Scalability:** structured framework and templates enabling replication in rural and urban contexts.

- **Policy impact:** demonstrated alignment with the *EU Action Plan for the Social Economy* and *EU Cohesion Policy* goals and National Strategy for Social Economy Development 2025 - 2035.

- **Cultural change:** strengthened inter-sector trust and civic participation through co-creation processes.

Together, these outcomes form a legacy of **governance transformation** that will outlast the project's timeline.

## 8.3 Lessons for the Future

The Slovenian experience confirms that sustainable social innovation depends on:

1. **Multi-level ownership:** success emerges when policy, institutions, and citizens co-own the process.

2. **Practical tools:** simple, transparent instruments ensure replicability and adoption.

3. **Continuous learning:** co-creation and peer review should remain ongoing processes.

4. **Strategic anchoring:** embedding innovation in policy guarantees long-term impact.

These lessons position Slovenia as a **reference region for participatory governance** and SSE development within Central Europe.

## 8.4 A Model for Central Europe

The replication framework and the transnational learning pathways ensure that Slovenian Solutions will become **cornerstones for cooperation** among Central European territories. By 2030, the aim is to
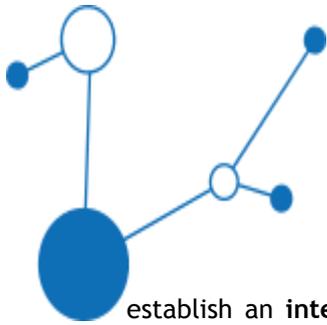
establish an **interlinked community of 3P practitioners**, exchanging knowledge, tools, and success stories — turning regional innovation into a continental movement for social cohesion and solidarity.

This aligns perfectly with the broader EU vision of **a smarter, greener, and more inclusive Europe**, where governance is not something done to citizens but something done *with* them.

### 8.5 Final Reflection

The journey of the Slovenian team — from initial mapping and co-creation sessions to policy adoption and transnational replication — illustrates the **power of processes.**

True innovation lies not in creating new structures but in transforming the way existing ones communicate, cooperate, and evolve. The 3P4SSE initiative proved that governance can be human-centred, evidence-based, and inclusive at once — and that even small territories can lead Europe's transition toward **solidarity-driven regional development**.

**In essence:** Both Slovenian Solutions are not the end of a project; they are the **beginning of a movement**. A movement where collaboration becomes policy, and participation becomes everyday governance.
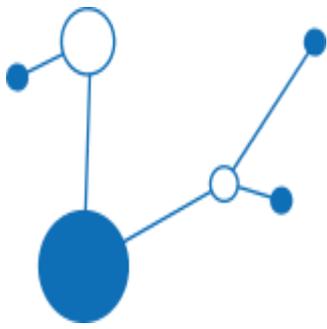
# Annexes

To ensure transparency, traceability, and replicability, all materials used during the design, testing, and validation of **Slovenian Solutions** are compiled as annexes.

Each annex corresponds to a specific tool, co-creation activity, or policy document referenced throughout the main body of this report.

Together, they form a **comprehensive evidence base** that allows other regions to understand not only *what was achieved* but *how it was achieved*.

**Solution 1**

**Annex 1: Tool 1 – zDRAVkA Model (Operational Core)**

**Annex 2: Tool 2 – Provider Questionnaire (Mapping Instrument)**

**Annex 3: Tool 3 – Participatory Validation Workshops (Capacity-Building Process)**

**Annex 4: Tool 4 – zDRAVkA Digital Platform/Web-page and Leaflet**

**Annex 5: Tool 5 – Governance and Cooperation Framework**

**Solution 2**

**Annex 6: Tool 6 – Stakeholder Mapping and Engagement**

**Annex 7: Tool 7 – Community Empowerment Worksheet (Community Empowerment Model & Tools)**

**Annex 8: Tool 8 – Social Economy Acceleration Model & Tools**

**Annex 9: Tool 9 – Service Development Social Economy Business Model Canvas & Pilot Kit**

**Annex 10: Tool 10 – "Strengthening 3P for the social economy through socially responsible public procurement" Manual**

**How to Use the Annexes for Replication**

Other regions replicating the 3P governance model can use these annexes as **ready-to-adapt modules**. Each annex provides practical templates, documentation, and examples that can be directly applied to new regional contexts.

The annexes are not supplementary—they are **integral components of Slovenian Solutions**, serving as living documentation of the participatory, evidence-based process that defines the 3P4SSE approach.

Their openness and adaptability ensure that other regions in Central Europe can replicate, refine, and expand upon the Slovenian experience with confidence and shared learning.
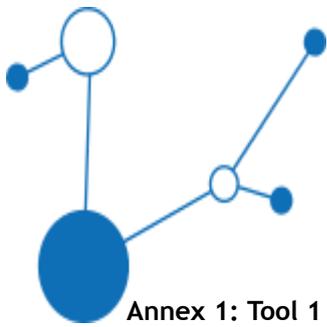
## Annex 1: Tool 1 – zDRAVkA Model (Operational Core)

**Description:**

Contains the conceptual and operational model used to categorise users and services within the zDRAVkA network.

Defines the five model levels (Red–White), service types, referral procedures, and examples from pilot testing.

**Relevance:** Demonstrates how structured service classification improves coordination and transparency among providers.

**Use for replication:** Template for adapting the framework to local contexts (social care, youth, housing).

### Structure of the zDRAVkA Network – Functional Groups

🔴 **Main Areas of Assistance (Red Category):**

Shelters, crisis centers, safe houses, and maternity homes provide emergency accommodation, protection, and basic care for individuals in acute distress, focusing on safety, professional support, and the restoration of independent living.

🟡 **Psychosocial Assistance and Support (Yellow Category):**

These programs offer preventive, supportive, and counseling services to individuals and groups facing mental, social, or personal challenges, aiming to strengthen overall well-being and social inclusion.

🟢 **Financial and Material Assistance (Green Category):**

Support is provided to individuals and families experiencing financial hardship, ensuring access to basic necessities and contributing to greater social security and a dignified standard of living.

🔵 **Active Living and Community Participation (Blue Category):**

Programs promote volunteerism, intergenerational cooperation, and personal growth, while encouraging physical, mental, and social well-being through active involvement in the local community.

⚪ **Social Inclusion and Home Assistance (White Category):**

These programs are designed for people with health, functional, or social limitations who need support in daily life, helping them maintain independence, quality of life, and dignity for as long as possible.

Users can refine their search according to several key criteria, ensuring quick and relevant access to the services they need. Programs can be filtered based on appointment requirements (appointment needed / no appointment needed), payment type (free of charge / paid), and payment method (card payment / bank transfer). Additional filters include verification by the Social Chamber of Slovenia and the location of service delivery (at the organization's premises / at home / in the field), allowing users to easily identify the most suitable programs for their specific circumstances.

### Analytical Interpretation

The zDRAVkA visual map serves both as a communication platform and a governance tool.
It translates the welfare support logic — progressing through five colour-coded categories (from urgent accommodation and protection – red, to long-term social inclusion and home assistance – white) — into an intuitive structure that:

1.  Enhances user navigation across diverse social and welfare services.
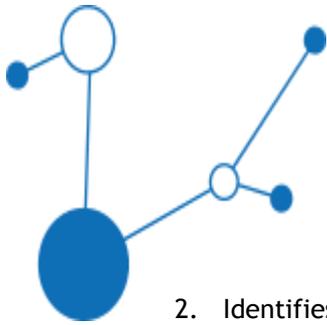
2. Identifies overlaps, gaps, and coordination challenges between programmes.

3. Enables monitoring, evaluation, and strategic planning at municipal and regional levels.

4. Facilitates replication by offering a flexible, adaptable visual template for other municipalities and regions.

In replication, other Central European regions can apply the same logic using open-source design tools — adapting the five-category system to their local welfare structures, while preserving the intuitive progression from **urgent accommodation and protection (red)** to **long-term social inclusion and home assistance (white).**
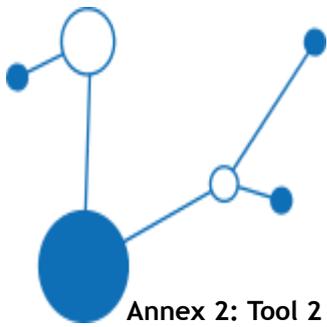
**Annex 2: Tool 2 – Provider Questionnaire (Mapping Instrument)**

Description: Includes the original provider questionnaire distributed to 50+ organisations and the analysis of collected data.

Summarises service categories, organisational types, and identified cooperation gaps.

Relevance: Provides baseline evidence for mapping and digital platform development.

Use for replication: Ready-to-use Microsoft Forms template adaptable to any thematic area.

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**E-invitation**
Dear Sir/Madam,
In March this year, the Municipality of Maribor adopted the Social Welfare Strategy until 2030, emphasizing the importance of collaboration and connection among all those working in the field of social welfare.
As part of this initiative, we are preparing a comprehensive review of all social welfare activities funded by the Municipality of Maribor and establishing the "zDRAVkA" network, which will enhance the visibility of your work and improve the accessibility of services for users.
Advantages of Joining
By joining the network, you will have the opportunity to:
- Showcase your programs on a shared website and in a brochure,
- Become part of a connected community of organizations in the Municipality [    ],
- Contribute to improving the transparency and accessibility of social services in the city.
What We Expect from You
We kindly invite you to complete a questionnaire that will help us create a relevant database for joint presentations.
You can access the questionnaire here: [       ]
Alternatively, you can access the questionnaire via this QR code:
[    ]
If your organization provides multiple programs or services, please enter data separately for each service. Completing the questionnaire will take approximately 15–20 minutes.
Deadline for completing the questionnaire: January 14, 2024.
This project is being carried out as part of the 3P4SSE initiative in collaboration with our partner, the [    ].
If you have any additional questions, feel free to reach out!
Thank you for your time and cooperation! We believe that together, we can contribute to a more connected and accessible network of social welfare services in our city.
Kind regards,
[        ], Head of Department
Department for Health and Social Welfare
Municipality of [      ]
Note: The support of the main stakeholder (e.g. municipality) is crucial for high response rate of the organisations/programmes!
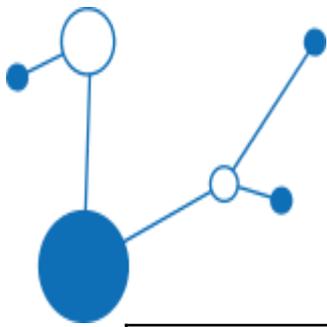
**Questionnaire for Social Care Service Providers in the Municipality of Maribor**

Purpose: This form aims to create an overview of the programs and services offered by social care service providers in the Municipality of Maribor.

INSTRUCTIONS FOR COMPLETION:

Dear Providers,

We kindly invite organizations whose social care activities are co-financed by the Municipality of Maribor to complete this form.

Please respond to all questions below. The questionnaire is designed for efficiency, with most questions being multiple-choice.

Organizations offering multiple programs and/or services are kindly requested to fill out a separate form for each program. For example: the Shelter for Homeless People Maribor and the Community shelter operate under the Maribor Social Work Center but should be entered separately in the form.

SECTION 1: YOUR INFORMATION
1. Full name *
2. Phone/mobile number *
3. Email address *

SECTION 2: ORGANIZATION INFORMATION
4. Organization name *
5. Specify the program for which you are completing the questionnaire (if applicable).
6. Organization address *
7. Contact person's full name *
8. Contact person's email *
9. Organization's website
10. Organization's social media profiles *
11. Number of employees *
12. Number of active volunteers

SECTION 3: COVERAGE AREA
13. Geographical Area Covered:
    - Municipality of Maribor
    - Podravje Region
    - Other

SECTION 4: TARGET GROUPS
14. Indicate the target groups you serve (check all that apply):
    - Refugees and migrants
    - Homeless individuals
    - Unemployed persons
    - Families in distress
    - Persons with disabilities
    - Children (0–15 years)
    - Adolescents (16–24 years)
    - Young adults (25–34 years)
    - Formerly incarcerated individuals
    - Individuals with mental health challenges
    - Individuals seeking to improve their physical and mental health
    - Persons at increased risk for chronic non-communicable diseases (e.g., smoking, poor diet, inactivity, stress, addiction)
    - Seniors (55+)
    - Substance users
    - Victims of criminal acts
    - Victims of violence
    - Other (please specify)

SECTION 5: SOCIAL CARE PROGRAMS
15. Residential Programs: (check all that apply)
    - Maternal home
    - Safe house and shelter
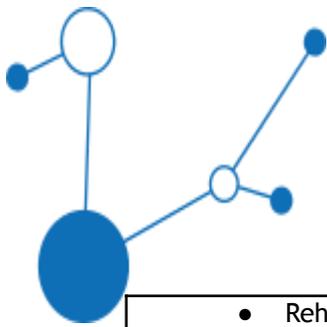
- Rehabilitation community
- Therapeutic community
- Therapeutic community for drug users with comorbidities
- Group housing
- Shelter and night accommodation
- Safe house for women with addictions
- Shelter for drug users
- Residential group for persons with disabilities
- None of the above
- Other

16. Day Programs: (check all that apply)
    - Counseling centers
    - Harm reduction programs for drug use
    - Psychosocial support, advocacy, and assistance programs
    - Information offices and helplines for crisis support
    - None of the above
    - Other

17. Self-Help and Community Engagement:
    - Self-help groups and clubs
    - Workshops addressing specific user needs and their families
    - None of the above
    - Other

18. Programs Promoting Quality of Life and Inclusion:
    - Talent development, skill acquisition, and social integration programs
    - Programs supporting independent living for persons with disabilities
    - Programs for vulnerable groups (e.g., mental health challenges, addiction, children, youth, seniors, Roma, migrants, homeless)
    - Other

19. Volunteering Support:
    Do you promote volunteering and active citizen involvement in activities in the city, municipal districts, or local communities?
    - Yes
    - No
    - Other

SECTION 6: SOCIAL CARE SERVICES

20. Social Care Services Provided (check all that apply):
    - Initial social assistance
    - Personal assistance (counseling, coordination, guidance)
    - Specialist first aid at crisis centers
    - Crisis center network (for children, youth, vulnerable groups)
    - Support for victims of criminal acts
    - Family assistance for home care
    - None of the above
    - Other

21. Accommodation Services (check all that apply):
    - Institutional care for children and youth
    - 24/7 institutional care for adults
    - Institutional care for adults with physical or intellectual disabilities
    - Institutional care for the elderly
    - Short-term (temporary) stays in care homes
    - None of the above
    - Other

22. Community-Based Services (check all that apply):
    - Home care assistance (social care)
    - Family caregiver support
    - Day care for children and youth with physical or intellectual disabilities
    - Guidance, protection, and employment under special conditions
    - Day care for seniors
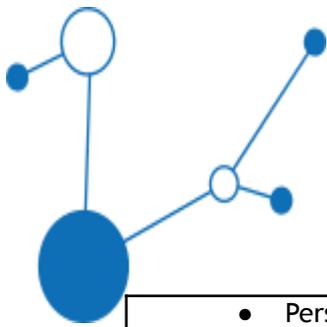
- Personal assistance
- None of the above
- Other

## SECTION 7: LEGAL AND ORGANIZATIONAL QUESTIONS

23. Is your organization registered to provide social care services?
    - Yes
    - No
    - Other
24. Do you implement programs that have received a positive opinion from the Social Chamber of Slovenia?
    - Yes (provide certificate number and validity date under "Other")
    - No
    - Other
25. Are your programs verified by the Social Chamber of Slovenia?
    - Yes
    - No
    - Other
26. Organization Type and Status:
    - Public institution
    - Humanitarian organization status
    - Non-governmental organization (NGO) with public interest status in social care
    - NGO with public interest status in family policy
    - NGO with public interest status for humanitarian activities in social care
    - NGO with public interest status in disability care or disability organization
    - Company
    - Sole proprietorship
    - Social enterprise
    - Institute
    - Association
    - Other
27. Is your program co-financed?
    - Yes
    - No
28. If yes, list the co-financers:
    - Municipality of Maribor
    - Ministry of Labour, Family, Social Affairs, and Equal Opportunities
    - Ministry for a Solidary Future
    - Ministry of Health
    - Other

## SECTION 8: COST OF SERVICES

29. State the number of employees working on your program.
30. State the number of volunteers involved in your program.
31. Cost of Services for Users (check all that apply):
    - Free of charge
    - Hourly rate
    - Program-specific pricing (packages)
    - Other
32. Do you offer special benefits for certain user groups (e.g., seniors, low-income individuals, students, persons with disabilities)?
    - Yes
    - No
    - Other
33. Payment Methods Supported (check all that apply):
    - Cash
    - Bank transfer
    - Payment card (debit, credit)
    - Mobile payments (e.g., Apple Pay, Google Pay)
    - Online payments (e.g., PayPal)
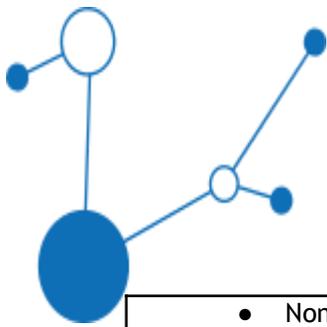
- None of the above

## SECTION 9: ACCESSIBILITY OF SOCIAL CARE SERVICES

34. Service Accessibility:
    - Accessible to all, without specific requirements.
    - Accessible to users with specific conditions or statuses.
    - Other

35. Service Locations:
    - At the user's home
    - On the field
    - At the organization's premises
    - Online
    - Other

36. Service Availability:
    - 24/7 availability
    - Office hours on specified days and times
    - On-demand assistance, by appointment
    - Other

37. User Scheduling Options:
    - Appointment required.
    - Walk-ins accepted.
    - Other

38. Service Interaction Options:
    - In person at our location
    - By phone
    - By email
    - Online booking
    - Other

## SECTION 10: QUALITY ASSURANCE

39. Does your organization have established quality indicators?
    - Yes
    - No
    - Other

40. Service Evaluation Frequency:
    - Regularly (e.g., monthly, annually)
    - Occasionally
    - No evaluation system in place
    - Other

41. Who Conducts Evaluations?
    - Internal team
    - External providers
    - User feedback (satisfaction surveys)
    - Other

42. Feedback and Recommendations from Past Users:
    - Available on our website.
    - Available upon request at the organization's premises.
    - Not available.

## SECTION 11: PARTICIPATION IN NETWORK AND PROMOTIONAL ACTIVITIES

43. Would you like to participate in the zDRAVkA Social Care Network?
    - Yes
    - No
    - Other

44. Would you like your organization to be listed on the shared website for social care organizations in the Municipality of Maribor?
    - Yes
    - No
    - Other

45. Would you like your organization to be included in the joint brochure for social care organizations in the Municipality of Maribor?
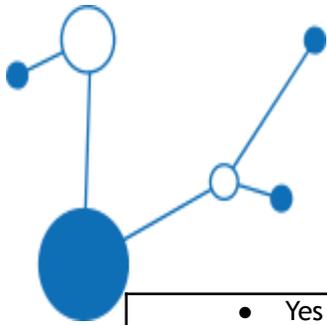
- Yes
- No

46. GDPR Statement:

The data provided will be used exclusively for the establishment of the zDRAVkA Social Care Network in the Municipality of Maribor and other promotional activities conducted by the Regional Development Agency for Podravje – Maribor (RRAPM) as part of the 3P4SSE project (development of a library and website of social care organizations in the Municipality of Maribor).
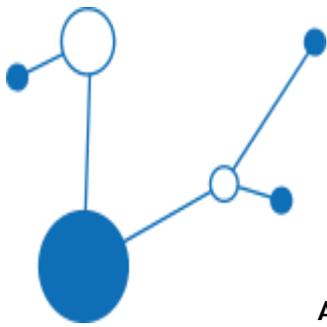
**Annex 3: Tool 3 – Participatory Validation Workshops (Capacity-Building Process)**

WORKSHOP I

Expected number of participants: 30 (divided into 5 groups)

MODERATOR'S INSTRUCTIONS

The moderator divides participants into five groups and gives the following instructions:

Each group should appoint a rapporteur who will present the group's key findings.

Your task is to review your assigned thematic section from the draft zDRAVkA Agreement and jointly answer the following three questions:

1. Is the text clear and acceptable?

2. Do we have any comments or suggestions for improvement?

3. Can we sign the Agreement without reservations?

⏳ Time for discussion: 10 minutes
🗣️ Time for group reporting: 1 minute per group

Moderation Tips:
• Keep time and be consistent.
• Make sure every participant contributes at least one idea.
• Emphasize that this is a process, not pressure to sign — open questions are a legitimate outcome.

1. Summary of Key Articles

Each group receives the Agreement with marked articles for review.

🟡 Group 3

Topic: Membership and Conditions for Inclusion
Articles: 13–15
Content: Who can become a member, membership procedure, rights of signatories, mandatory membership for programs co-financed by the Municipality of Maribor.

🔵 Group 5

Topic: Competences and Functioning of the General Assembly
Articles: 25–35
Content: Role and tasks of the general assembly, election of the president, decision-making procedures, convening of meetings.

🟢 Group 4

Topic: Rights, Obligations, and Exclusion of Members
Articles: 16–24
Content: Members' rights and obligations, conditions and procedure for exclusion, procedure for withdrawal.

🔴 Group 2
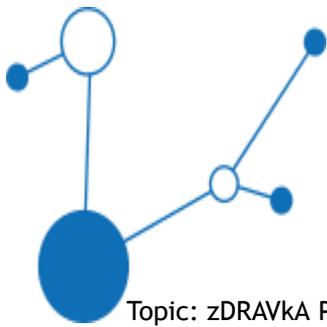
Topic: zDRAVkA Programs and Activities
Articles: 10-12
Content: Which activities the network implements (promotion, empowerment, support, networking), who they are intended for, and how they are planned.

🟠 Group 1

Topic: Purpose, Mission, Legal Basis, Values, Website, Headquarters, and Management
Articles: 1-9
Content: Why the network exists, the values guiding it, and its strategic objectives.

Summary of Themes

| Group | Topic | Articles | Coverage |
|---|---|---|---|
| 1 🟠 | Goals, Values, Principles | 1-9 | Introductory provisions, legal basis, subject and objectives of the partnership agreement, values and principles of partnership, name, seat, and zDRAVkA program |
| 2 🔴 | Name, Seat, Programs and Activities | 10-12 | Activities, target groups, annual programs |
| 3 🟡 | Partnership and Membership | 13-15 | Partnership and membership in the zDRAVkA social care network |
| 4 🟢 | Membership Procedure, Rights, Obligations, Termination | 16-24 | Procedure for joining or acceding to the agreement; members' rights and obligations; termination of membership |
| 5 🔵 | Partnership Bodies and Final Provisions | 25-35 | Partnership bodies and their functions; final provisions; termination of partnership |

2. Group Worksheet

Group no. _____ | Topic: _____ | Rapporteur: _____

Is the text clear and acceptable?

✎ Answer: _____

Comments or suggestions for improvement?
✎ _____

Can we sign this without reservations?
✎ _____

WORKSHOP II

🌀 zDRAVkA MISSION 2026

⏳ Time for action: 25 minutes of group work + 10 minutes of presentations
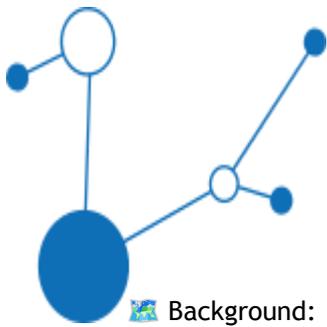
🗺 Background:

We are facing a joint mission: to improve the lives of vulnerable groups and increase the visibility of our organizations.
Time frame: June 2025 – March 2026.

❇️ GROUP INSTRUCTIONS

Within your group, fill out the MISSION FOLDER "BEYOND THE POSSIBLE."
Choose a team name (don't be too serious!) and dive into brainstorming.
Be creative, bold, realistic, and practical!

📄 MISSION FOLDER "BEYOND THE POSSIBLE" *(A3 sheet divided into color quadrants)*

🟥 1. Group Name:

🟩 2. Our TOP idea for a joint activity:
• What will we do? _____
• Who will participate? _____
• When and where? _____

🟦 3. SUPERPOWERS of our network:
What do we already know, have, or can contribute to the common good?
(e.g., premises, knowledge, connections, motivation, experience…)

🟨 4. OBSTACLES + SOLUTIONS:
What obstacles do we expect and how will we overcome them?
(e.g., lack of time → mini working groups, etc.)

🟪 5. Slogan for the joint zDRAVkA activity:
(e.g., "Growing Together", "Healthy Spirit in a Healthy Network")

Each group draws a symbol for their team (e.g., coat of arms, animal, icon).

🎤 PRESENTATIONS

Each group has 1 minute to pitch their mission.

✨ VOTING

Vote for:

- the boldest idea,

- the most feasible idea, or

- the funniest slogan.

CONCLUSION
Satisfaction with the Event
Each participant marks their evaluation of the event (1 = insufficient; 5 = excellent).
Name (optional)　　1 ♡　　2 ♡　　3 ♡　　4 ♡　　5 ♡

**Annex 4: Tool 4 – zDRAVkA Digital Platform/Web-page and Leaflet**



Link to webpage: https://zdravka.si/

Leaflet

## zDRAVkA
### Mreža socialnovarstvenih programov Maribor
www.zdravka.si

### Podpora, ki povezuje in opolnomoča

Kam se obrniti, ko se spoprijemamo s socialnimi izzivi in rabimo pomoč? Ali pa ko potrebujemo oporo pri vključevanju v skupnost? Na zDRAVko. To je mreža, namenjena ljudem v stiski. Povezuje socialnovarstvene organizacije v Mariboru, ki s ključnimi programi za izboljšanje kakovosti življenja pomagajo najbolj ranljivim osebam.

**LEGENDA:**

### NASTANITEV IN BIVANJE

Različne oblike namestitve in podpore, vključno z zavetišči, kriznimi centri, prehodnimi stanovanjskimi skupinami, 24-urnim institucionalnim varstvom starejših v domovih starejših občanov, dnevnim varstvom in oskrbovanimi stanovanji. Programi so namenjeni tistim, ki potrebujejo varen dom ali prehodno bivališče.

**DOM DANICE VOGRINEC**

**KARITAS MARIBOR: DOM ZA BREZDOMCE - SV. MARTIN**

**KRIZNI CENTER ZA OTROKE PALČEK - CSD MARIBOR**

**DOM POD GORCO**

**KRIZNI CENTER ZA MLADE - CSD MARIBOR**

**MATERINSKI DOM MARIBOR - CSD MARIBOR**

**DRUŠTVO ZA POMOČ IN SAMOPOMOČ BREZDOMCEV KRALJI ULICE**

**KRIZNI CENTER ZA ODRASLE ŽRTVE NASILJA - CSD MARIBOR**

**MEDOBČINSKO DRUŠTVO SOŽITJE MARIBOR**

---

**OSKRBOVANA STANOVANJA - JMSS**

**VARNA HIŠA MARIBOR - CSD MARIBOR**

**OZARA SLOVENIJA**

**ZAVETIŠČE ZA BREZDOMCE - CSD MARIBOR**

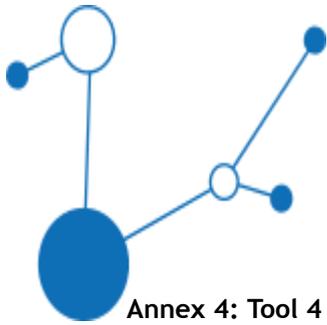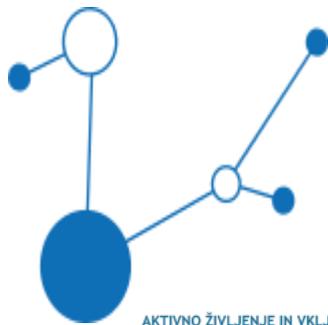### PSIHOSOCIALNA POMOČ IN PODPORA

Psihosocialna pomoč in podpora sta namenjeni posameznikom in skupinam, ki se soočajo z različnimi oblikami socialnih, psiholoških, eksistencialnih in zdravstvenih stisk. Vključujeta širok spekter preventivnih, podpornih in intervencijskih programov, ki posamezniku omogočajo lažje spoprijemanje z življenjskimi izzivi ter krepijo njegovo psihofizično dobrobit.

**CENTER ZA IZOBRAŽEVANJE, SUPERVIZIJO IN TERAPEVTSKO POMOČ MARIBOR**

**DRUŠTVO ZA POMOČ OSEBAM Z MOTNJAMI V RAZVOJU NAMESTO PIKE VEJICA**

**NIJZ OE MARIBOR**

**DRUŠTVO INDIJANEZ**

**DRUŠTVO ZA PSIHOLOŠKO SVETOVANJE KAMELEON**

**PIKA-DNEVNI CENTER ZA OTROKE IN MLADOSTNIKE MARIBOR, CENTER ZA SOCIALNO DELO MARIBOR**

**PODRUŽNICA SPOMINČICA DANICA MARIBOR**

**SLOVENSKA FILANTROPIJA, ZDRUŽENJE ZA PROMOCIJO PROSTOVOLJSTVA**

**DRUŠTVO PROJEKT ČLOVEK (SPREJEMNI CENTER RUŠE)**

**DRUŠTVO ZAUPNI TELEFON SAMARIJAN**

**SLOVENSKO DRUŠTVO HOSPIC OO MARIBOR**

**DRUŠTVO ZA AVTIZEM DANI MARIBOR**

**DRUŠTVO ZDRAVA POT**

**DRUŠTVO ZA NENASILNO KOMUNIKACIJO**

**DRUŽINSKI CENTER MIR, ZAVOD ZA POMOČ DRUŽINAM V STISKI**

**SLOVENSKO ZDRUŽENJE ZA PREPREČEVANJE SAMOMORA, ENOTA CENTER ZA PSIHOLOŠKO SVETOVANJE POSVET**

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**SPOMINČICA MARIBOR**

**ZAVOD ALOJA, MARIBOR**

**ZAVOD ZA KREPITEV PSIHOFIZIČNEGA ZDRAVJA CENTER MENTALIS MARIBOR**

**SVETOVALNICA ZA ŽRTVE NASILJA IN ZLORAB MARIBOR - CSD MARIBOR**

**ZAVOD ETNIKA**

**ZDRUŽENJE ZA MOČ**

**USTANOVA - ZDRAVSTVENA FUNDACIJA ZA TOBAČNO KONTROLO**

**ZAVOD FRANKO MARIBOR**

### FINANČNA IN MATERIALNA POMOČ

Finančna in materialna pomoč sta namenjeni posameznikom in družinam, ki se soočajo s finančno stisko ali pomanjkanjem osnovnih dobrin. Programi in storitve na tem področju nudijo neposredno pomoč v obliki hrane, oblačil in higienskih pripomočkov, finančno podporo za osnovne življenjske stroške ter strokovno svetovanje za izboljšanje socialne varnosti.

**DRUŠTVO PRIJATELJEV MLADINE MARIBOR**

**KARITAS MARIBOR: SVETOVALNICA IN PROGRAM BET KA**

**RDEČI KRIŽ**

**DRUŠTVO UP-ORNIK**

**KARITAS MARIBOR: LJUDSKA KUHINJA BETLEHEM**

**ZVEZA PRIJATELJEV MLADINE MARIBOR**

## AKTIVNO ŽIVLJENJE IN VKLJUČEVANJE V SKUPNOST

Programi na tem področju so namenjeni spodbujanju socialne vključenosti, medgeneracijskemu sodelovanju, prostovoljstvu, osebni rasti ter skrbi za telesno in duševno zdravje. Poudarek je na spodbujanju samostojnosti, socialne povezanosti in aktivnem vključevanju vseh starostnih skupin v skupnost.

### BISER - ZAVOD ZA SVETOVANJE, SPREMLJANJE, IZOBRAŽEVANJE IN POMOČ OSEBAM V STISKI MARIBOR
Pomoč v stiski
Kontaktna oseba: Andrejka Kočki
- Strossmayerjeva ul. 17, 2000 Maribor
- info@zavod-biser.si
- +386 (0)6 42 77 705
- Pon - Pet: 10.00 - 16.00, po dogovoru
- www.zavodbiser.si

### CENTER ZA KREPITEV ZDRAVJA ZD MARIBOR
Krepitev zdravja
Kontaktna oseba: Patricija Lunežnik
- Vošnjakova 2 - 4, 2000 Maribor
- ckz.maribor@zd-mb.si
- +386 (0)2 86 300
- Dostopnost zrednoj ordinacijskega časa izvajalcev
- https://www.zd-mb.si/Storitve/ Enote/Splošno-zdravstveno-varstvo/ Center-za-krepitev-zdravja-CKZ-ZD-Maribor

### CSD MARIBOR - KOORDINATOR ZA ROMSKA VPRAŠANJA
Skupnostne aktivnosti
Kontaktna oseba: Ljuba Ernecl Berša
- Zagrebška cesta 72, 2000 Maribor
- ljuba.berisa@gov.si
- +386 (0)2 250 60 88
- Uradne ure, po dogovoru

### DRUŠTVO ŠOLA ZDRAVJA
Krepitev zdravja
Kontaktna oseba: Erika Kajla
- Partizanski trg 5, 8330 Metlika
- erika.rajo@gmail.com
- +386 (0)60 321 760
- Uradne ure
- www.solazdravja.com

### DRUŠTVO TOTI DCA MARIBOR
Skupnostne aktivnosti
Kontaktna oseba: Marjan Holc
- Gorkega ulica 34, 2000 Maribor
- toti@dcamaribor.si
- +386 (0)41 348 675
- Po dogovoru
- www.dca-maribor.si

### DRUŠTVO UPOKOJENCEV BREŽJE - DOGOŠE - ZRKOVCI
Skupnostne aktivnosti
- Na Trati 2, 2000 Maribor

### DRUŠTVO UPOKOJENCEV KAMNICA - BRESTERNICA - GAJ
Skupnostne aktivnosti
- Vrbanska cesta 97, 2351 Kamnica
- du-kamnica.bg@t-2.net
- +386 (0)2 623 13 80, +386 (0)03 044 403
- Sre: 8.00 - 12.00
- www.du-kbg.si

### DRUŠTVO UPOKOJENCEV KOŠAKI MARIBOR
Skupnostne aktivnosti
- V Zavoju 48a, 2000 Maribor

### DRUŠTVO UPOKOJENCEV MARIBOR - POBREŽJE
Skupnostne aktivnosti
- Cesta XIV. divizije 67, 2000 Maribor
- +386 (0)2 471 21 75

### DRUŠTVO UPOKOJENCEV MARIBOR - TABOR
Skupnostne aktivnosti
- Gorkega ulica 48, 2000 Maribor
- +386 (0)2 331 22 35
- www.du-mbtabor.si

### DRUŠTVO UPOKOJENCEV MARIBOR TEZNO
Skupnostne aktivnosti
- Ulica Veljka Vlahoviča 42, 2000 Maribor
- +386 (0)2 326 08 13

### DRUŠTVO UPOKOJENCEV RAZVANJE
Skupnostne aktivnosti
- Razvanjska cesta 24, 2000 Maribor

### DRUŠTVO UPOKOJENCEV LIMBUŠ - PEKRE
Pomoč v stiski
- Ob Blaževici 41, 2341 Limbuš
- ljer.tajnistvo@gmail.com
- +386 (0)2 613 44 00
- www.du-lipe.si

### DRUŠTVO UPOKOJENCEV MALEČNIK
Skupnostne aktivnosti
- Celestrina 1, 2229 Malečnik
- +386 (0)8 386 39 26

### DRUŠTVO UPOKOJENCEV MARIBOR - CENTER
Skupnostne aktivnosti
- Slomškov trg 5, 2000 Maribor
- +386 (0)2 234 92 96
- www.duc-mb.si

### LIKUS - LITERARNI KLUB UPOKOJENCEV SLOVENIJE
Skupnostne aktivnosti
Kontaktna oseba: Dejan Čegovnik
- Loška ulica 10, 2000 Maribor
- likus@likus.si
- +386 (0)41 634 736
- Po dogovoru
- www.likus.si

### MEDGENERACIJSKO DRUŠTVO ZA SAMOPOMOČ DRAVA
Pomoč v stiski
Kontaktna oseba: Blanka Koster
- Partizanska cesta 12, 2000 Maribor
- info.drava@siol.net
- +386 (0)51 360 396
- Telefonska srečanja
- zveza@skupine.si

### HSZ MIRNO MORJE MARIBOR
Pomoč v stiski
Kontaktna oseba: Bogomir Wudler
- Tomšičeva 48, 2000 Maribor
- info@mirnomorje.org
- +386 (0)41 689 793
- Po dogovoru

### IGRIŠČE - ZAVOD ZA RAZVOJ TER IZVAJANJE PROGRAMOV IN METOD DELA Z OTROKI IN MLADIMI, MARIBOR
Dnevni programi
Kontaktna oseba: Nina Kraljevec
- Cesta zmage 83, 2000 Maribor
- nina@igrisce.org
- +386 (0)40 223 024
- Pon - Pet: 11.00 - 20.00
- www.igrisce.org

### UNIVERZA ZA TRETJE ŽIVLJENJSKO OBDOBJE
Skupnostne aktivnosti
Kontaktna oseba: Zdenka Pašič
- Preseřnova ulica 1, 2000 Maribor
- info@u-mtis.si
- Tor: 10.00 - 13.00
- www.u-tto-mb.si

### ZAVOD PIP - PRAVNI IN INFORMACIJSKI CENTER MARIBOR
Pomoč v stiski
- Gosposvetska cesta 86, 2000 Maribor
- pip@zavodpip.si
- +386 (0)2 234 21 46
- Uradne ure
- www.zavodpip.si

### REJNIŠKO DRUŠTVO SLOVENIJE
Rejniška dejavna
Kontaktna oseba: Minka Žiberna
- Berica 1a, 9228 Lendava
- rejniskodrustvoslovenije@gmail.com
- +386 (0)51 322 799
- Vsak dan: 7.00 - 20.00
- www.rejniskodrustvoslovenije.si

### SVET ZA STAREJŠE MESTNE OBČINE MARIBOR
Skupnostne aktivnosti
Kontaktna oseba: Ana Marišl
- Ul. heroja Staneta 1, 2000 Maribor
- asa.marisl@maribor.si
- +386 (0)2 220 12 82

### ZGORNJEPODRAVSKA POKRAJINSKA ZVEZA DRUŠTEV UPOKOJENCEV MARIBOR
Skupnostne aktivnosti
- Slomškov trg 5, 2000 Maribor
- zgornjepodravska.pz.d.u@siol.net
- +386 (0)2 251 88 91

### ZVEZA DRUŠTEV ZA SOCIALNO GERONTOLOGIJO SLOVENIJE
Skupnostne aktivnosti
Kontaktna oseba: Jasmina Vrečko
- Partizanska cesta 12, 2000 Maribor
- jasmina.vrecko@skupine.si
- +386 (0)31 615 121
- Po dogovoru
- www.skupine.si

## SOCIALNA VKLJUČENOST IN POMOČ NA DOMU

Programi s področja socialne vključenosti in pomoči na domu so namenjeni osebam z zdravstvenimi, funkcionalnimi ali socialnimi omejitvami, ki potrebujejo dodatno podporo za kakovostno in čim bolj samostojno življenje. Z različnimi oblikami osebne, strokovne in skupnostne podpore omogočajo večjo neodvisnost, vključevanje v družbo in razbremenitev svojcev.

### CENTER NAPREJ MARIBOR
Medgenerac jelovstvo
Kontaktna oseba: Jasna Vešligaj Damiš
- Ulica heroja Jevtiča 9, 2000 Maribor
- tajnistvo@center-naprej.si, jasna.damis@center-naprej.si
- +386 (0)51 647 997
- Pon - Pet: 7.00 - 15.00
- www.center-naprej.si

### KORONARNI KLUB MARIBOR
Srčno žilna bolezen
Kontaktna oseba: Mojca Mihoček
- Partizanska cesta 24, 2000 Maribor
- koronarni.klub.maribor@siol.net
- +386 (0)51 440 551, +386 (0)51 440 552
- Uradne ure
- www.koronarni.klub.maribor.si

### SVETA INVALIDOV MESTNE OBČINE MARIBOR
Invalidi
Kontaktna oseba: Ana Marišl
- Ulica heroja Staneta 1, 2000 Maribor
- ana.marisl@maribor.si
- +386 (0)2 220 12 82

### MEDOBČINSKO DRUŠTVO DELOVNIH INVALIDOV MARIBOR
Invalidi
- Trubarjeva 15, 2000 Maribor
- info@mddi.si
- +386 (0)70 770 735
- Uradne ure
- www.mddi.si

### ZAVOD ATOPIKA
Srpljatoni dermatitis
Kontaktna oseba: Tina Mesarič
- Starretova 12, 2000 Maribor
- tina.mesaric@atopika.org
- +386 (0)68 226 487
- 24/7 dostopnost, po dogovoru
- www.atopika.org

### CENTER ZA POMOČ NA DOMU MARIBOR
Pomoč na domu
Kontaktna oseba: Nina Flatoršek
- Trubarjeva ulica 15, 2000 Maribor
- info@pomocnadomu.eu
- +386 (0)68 608 104
- Uradne ure
- www.pomocnadomu.eu

### MEDOBČINSKO DRUŠTVO SLEPIH IN SLABOVIDNIH MARIBOR
Slepi in slabovidni
Kontaktna oseba: Milan Mugerl
- Gospejna ulica 11, 2000 Maribor
- info@drustvo-mdssmb.si
- +386 (0)2 228 34 20
- 24/7 dostopnost, uradne ure
- www.drustvo-mdssmb.si

### ZDRUŽENJE INVALIDOV Z LEDVIČNO ODPOVEDJO SLOVENIJE
Ledvična odpoved
Kontaktna oseba: Barbara Padullek
- Kersnikova 21, 3000 Celje
- barbarapadusek@gmail.com
- +386 (0)64 41 35 778
- Po dogovoru
- www.zdruzenje-iros.si

### DRUŠTVO PSORIATIKOV SLOVENIJE - PODRUŽNICA MARIBOR
Psoriaza
Kontaktna oseba: Irena Borazja
- Strossmayerjeva 15, 2000 Maribor
- info.maribor@drustvo-psoriatikov.si
- +386 (0)51 378 699
- Po dogovoru
- www.korisznik.si

### NADŠKOFIJSKA KARITAS MARIBOR
Ambulanta za osebe brez zavarovanja
Kontaktna oseba: Amra Čajlija
- Strossmayerjeva 15, 2000 Maribor
- ambulanta@karitasmb.si
- +386 (0)51 378 699
- Uradne ure
- www.karitasmb.si

### ZDRUŽENJE MULTIPLE SKLEROZE SLOVENIJE - PODRUŽNICA MARIBOR
Multipla skleroza
Kontaktna oseba: Stanko Tašner, Slavica Jauković
- Trubarjeva 15, 2000 Maribor
- stankotasner@gmail.com, slavica.jaucovic@gmail.com
- +386 (0)51 397 798
- Po dogovoru, uradne ure
- www.zdruzenje-ms.si

### DRUŠTVO ŠTUDENTOV INVALIDOV SLOVENIJE
Invalidi
Kontaktna oseba: Alenka Gajšti
- Kardeljeva cesta 55 d, 2000 Maribor
- info@dsis-drustvo.si
- +386 (0)5 90 432 45
- Uradne ure, po dogovoru Pon - Pet: 7.00 - 15.00
- www.dsis-drustvo.si

### SLOVENSKO DRUŠTVO ZA CELIAKIJO (SDC)
Celiakija
Kontaktna oseba: Mitja Kozar
- Ljubljanska 5, 2000 Maribor
- drustvo@sdc.si
- +386 (0)41 408 549
- Uradne ure: Pon - Pet: 9.00 - 13.00, po dogovoru, 24/7 dostopnost po telefonu
- www.sdc.si

### ZDRUŽENJE VOJNIH INVALIDOV IN SVOJCEV PADLIH 1991
Invalidi
Kontaktna oseba: Drago Koprivnik
- Kardeljeva cesta 80, 2000 Maribor
- drago.koprivnik@guest.arnes.si
- +386 40 417 359
- Po dogovoru
- www.zdruzenje91.eu

### DRUŠTVO VITA ZA POMOČ PO NEZGODNI POŠKODBI GLAVE
Poškodba glave
Kontaktna oseba: Tina Perko
- Dunajska cesta 106, 1000 Ljubljana
- drustvo.vita02@gmail.com
- +386 (0)68 455 841
- Uradne ure
- www.vita-poskodba-glave.si

### SONČEK - MARIBORSKO DRUŠTVO ZA CEREBRALNO PARALIZO
Cerebralna paraliza
Kontaktna oseba: Lidija Šestak Zorič
- Tkalski prehod 4, 2000 Maribor
- lidija@soncek-maribor.si
- +386 (0)70 959 611
- Po dogovoru
- www.soncek-maribor.si

AGREEMENT

on the Establishment of the Maribor Network of Social Care Programmes**

I. INTRODUCTORY PROVISIONS

Article 1
The signatories of this Agreement note:

- that there is an interest and a need to establish a network of social care programmes co-financed by the Municipality of Maribor in the Podravje region (hereinafter: zDRAVkA – Maribor Social Care Programmes Network, short: zDRAVkA);

- that, in line with needs, the composition of zDRAVkA may change and/or be supplemented, as decided by the General Assembly of zDRAVkA members;

- that, for the purpose of improving access to information about zDRAVkA's social care programmes and contacts, the website www.zdravka.si has been established.

Article 2
The mission of zDRAVkA is to connect social care programmes in order to provide a comprehensive approach to individuals and families in need.
The vision of zDRAVkA is to become a reference support environment for implementing social care programmes that contribute to the quality of life of vulnerable target groups in the Municipality of Maribor and the Podravje region.

Article 3
Terms used in the masculine grammatical form in this Agreement are used as gender-neutral for women and men.

II. LEGAL BASIS

Article 4
The operation of zDRAVkA is governed by this Agreement and other regulations binding on its members.
The starting point is the Municipality of Maribor Social Care Strategy 2024–2030, as well as other strategic documents at the local, regional, and national levels that contribute to the quality of social care programmes.

III. SUBJECT AND OBJECTIVES OF THE PARTNERSHIP AGREEMENT

Article 5
The subject of this Partnership Agreement is to set out the objectives, services, organization, rules, and methods of cooperation and decision-making, as well as the rights and obligations of partners in ensuring the functioning of zDRAVkA.

Article 6
Objectives of zDRAVkA's operation:

- to ensure a variety of forms of assistance and support needed by residents who find themselves in distress;
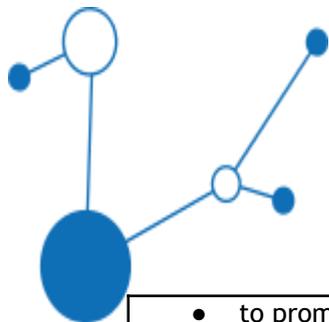
- to promote the development and implementation of new and useful solutions that increase the connectedness of social care programmes in Maribor;

- to act jointly in public to achieve greater accessibility and visibility of social care programmes.

To achieve its objectives, the network may cooperate more broadly beyond the Municipality of Maribor—within the Podravje region, the Eastern Cohesion Region, the entire country, or internationally.

Article 7

Zavod PIP – Legal and Information Centre Maribor shall take over the management and upgrading of the zDRAVkA website and the registration and management of the domain www.zdravka.si for a fixed period—from the signing of the contract until April 2028, with the possibility of extension. After this period, the obligations referred to in the previous paragraph shall be assumed by the organization that will lead zDRAVkA.

Zavod PIP will content-wise and technically upgrade the website with information on social care programmes from the wider Podravje area by adding key information for individual programmes and services.

IV. VALUES AND PRINCIPLES OF THE PARTNERSHIP

Article 8

zDRAVkA is based on the values of social justice, equality, and socially beneficial activity.
zDRAVkA operates in accordance with the Code of Ethical Principles in Social Care (Official Gazette of the Republic of Slovenia, No. 50/14).
Partner cooperation in developing and implementing zDRAVkA activities is committed to the principles of sustainable development.

V. NAME, SEAT, AND PROGRAMMES OF zDRAVkA

Article 9

Name and seat of the Network of Social Care Organisations' Programmes – zDRAVkA
The network operates under the name: zDRAVkA – Maribor Social Care Programmes Network.
Short name: zDRAVkA.
Until the election of the presiding organization, the seat of the network is at the Municipality of Maribor, Office for Education, Health, Social Care and Research, Health and Social Care Sector, Slovenska ulica 40, 2000 Maribor.

Article 10

Programmes and activities carried out by zDRAVkA include:

- Promotion, information, and awareness-raising about the potential and opportunities of social care programmes (round tables, expert meetings, conferences, site visits, exchange of good practices, fairs, competitions, physical and digital promotion, media support, etc.);

- Empowerment of residents and the wider community to identify and address social—especially social-care—challenges, and comprehensive support for developing socially innovative ideas and implementing them within the social ecosystem (development workshops, focus groups, networking events, etc.);
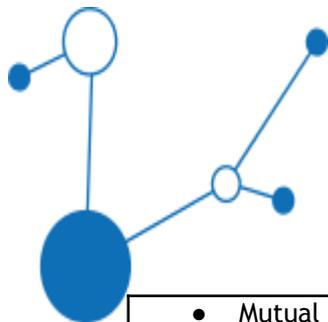
- Mutual assistance within the network: professional support (training, mentoring, counselling) in analysing social conditions, seeking solutions, designing ideas, developing and selecting solutions, and implementing them in society;

- Linking and supporting stakeholders of the social care organisations' network in shaping and implementing measures to enable the successful expansion and functioning of social care programmes in Maribor and more broadly in the region;

- Formulating joint positions of the network on policies and directions in the field of social care, and on the equal inclusion of social care content in local, regional, and national development policies, strategies, and programmes.

Article 11
The programmes and activities offered by the zDRAVkA network shall be further detailed in annual work programmes, prepared and aligned by the network members.

Article 12
zDRAVkA's programmes and activities are intended for various individuals and target groups in distress, as further described in the MOM Social Care Strategy 2024–2030.

VI. PARTNERSHIP AND MEMBERSHIP IN THE zDRAVkA NETWORK

Article 13
Partnership and membership in zDRAVkA are based on equal cooperation and joint network governance.
Membership in the network is mandatory for all social care programmes co-financed by the Municipality of Maribor. Organisations not directly co-financed by the Municipality may also join if they perform activities of public interest in the municipal area and receive the appropriate public-interest attestation from the Municipality of Maribor.
Other social care programmes may also be included in the network.

Article 14
A zDRAVkA member may be a programme implemented by an organisation that:

- is registered to perform social care activities;

- complements social care services necessary for the quality of life of residents;

- represents social-care target group(s);

- implements programmes in the field of health or health care.

Article 15
By signing the accession statement, the signatory agrees with the content of this Agreement and with the rights, obligations, and responsibilities arising from the partnership.
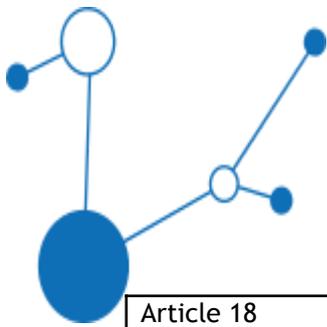
VII. PROCEDURE FOR JOINING AND SUBSEQUENT ACCESSION TO THE AGREEMENT

Article 16
New members may join zDRAVkA at any time. The number of members is not limited.

Article 17
A new member expresses a written intention to join the partnership.

Article 18
The General Assembly of zDRAVkA decides on the admission of new members by a simple majority of members present. The conditions of Article 14 of this Agreement are taken into account.

Article 19
Within eight (8) days of the General Assembly's decision to admit a new member, the member is notified in writing and invited to sign the accession statement, thereby confirming accession to this Partnership Agreement and acceptance of all associated rights and obligations.

VIII. RIGHTS AND OBLIGATIONS OF MEMBERS AND TERMINATION OF MEMBERSHIP

Article 20
Members of zDRAVkA are equal and have the same rights and obligations. All members are jointly responsible for rights and obligations under this Agreement, without assuming financial obligations for the tasks and activities of other individual members.

Article 21 — Rights of Members
Members of zDRAVkA have the right to:

- participate and vote at the General Assembly;

- elect and be elected to zDRAVkA bodies;

- participate in the preparation, amendment, and implementation of annual and multiannual programmes of zDRAVkA;

- be informed about the work and operations of zDRAVkA;

- be informed about any other matters related to zDRAVkA;

- pursue the interests of their own organisation and the public interest aligned with zDRAVkA's objectives;

- exercise other rights defined by decisions of zDRAVkA bodies.

Article 22 — Obligations of Members
Members are obliged to:

- respect and implement this Agreement and other internal acts and decisions adopted by zDRAVkA bodies;

- within their means, ensure conditions for zDRAVkA's operation and contribute to the implementation of this Agreement;

- provide zDRAVkA with information necessary for jointly agreed tasks;

- within their remit, provide users with information on relevant programmes of other network members;

- transfer knowledge and experience to new members;

- refrain from any actions that may harm zDRAVkA's interests;

- protect the reputation of zDRAVkA;
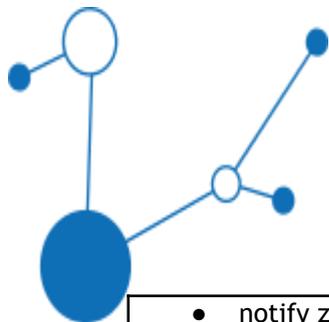
- notify zDRAVkA of any changes to their contact details.

Article 23
If a member violates this Agreement or otherwise acts to the detriment of the partnership, the General Assembly may, by majority vote, decide on the member's exclusion from the partnership and shall notify the member in writing.

Article 24 — Termination of Membership
Membership may cease:

- by withdrawal of a member, upon written notice of withdrawal, effective 30 days from receipt;

- by decision of the General Assembly if the member no longer meets the conditions of Article 14;

- by exclusion decided by the General Assembly if, despite a written warning and additional deadline, the member fails to fulfil obligations to zDRAVkA or seriously breaches this Agreement and other acts/decisions of zDRAVkA bodies, or if their actions/omissions cause or could cause material damage to zDRAVkA and its members;

- by deletion of the member from official registers.

A member who submits a withdrawal statement loses the right to vote in zDRAVkA on the day the General Assembly receives the statement.
Before adopting a decision on exclusion, the member must be given an opportunity to be heard.
Cessation of membership does not extinguish obligations incurred while the person was a member.
Upon withdrawal or termination, the organisation also ceases to be a party to this Agreement, which does not affect the validity of the Agreement nor the operation of zDRAVkA.

IX. GOVERNANCE BODIES OF THE PARTNERSHIP

Article 25 — Partnership Bodies

- General Assembly

- President of the General Assembly

- Network Secretariat

Article 26 — General Assembly
The General Assembly, as the network's highest body, is constituted at the founding assembly. The composition and operation of other bodies are further specified by the network's internal act.
The General Assembly has the competences and tasks defined in this Agreement.
It is composed of all network members, i.e., signatories to the Partnership Agreement. Each member appoints one representative to the Assembly for a 5-year mandate.
Each member has one vote.

Article 27 — Competences and Tasks of the General Assembly
The General Assembly shall:

- propose and adopt amendments to this Agreement and other partnership acts;

- propose and elect the President of zDRAVkA;
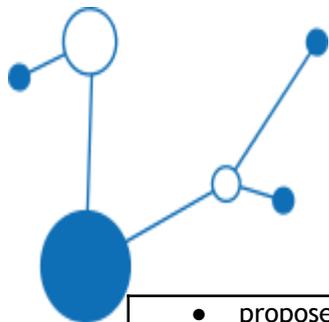
- propose and elect the Secretary/Minute-taker of the General Assembly;

- propose guidelines for preparing the strategy and annual and/or multiannual work programmes;

- put forward initiatives to link partners' initiatives and programmes;

- approve annual and/or multiannual work programmes, financial plans and reports, and multiannual reports;

- decide by majority on the admission or exclusion of partners;

- participate in the promotion of the network and its programmes to the public, stakeholders, and users;

- ensure member connectivity within the network;

- participate in integrating programmes into local, regional, and national policies and programmes;

- participate in securing financial and other resources for the partnership's operation and programme implementation;

- perform other activities necessary for the smooth functioning of the network.

The General Assembly ensures that the scope of tasks of the bodies is proportionate to the capacities of the organisations that comprise it.

Article 28
The founding assembly is convened by the Health and Social Care Sector within the Office for Education, Health, Social Care and Research, which leads the assembly until the election of the President.
The President of the General Assembly is elected from among zDRAVkA members by a simple majority.
The President is elected for a two-year mandate and may be re-elected.
The President convenes and chairs the meetings of the Assembly.

Article 29
The General Assembly meets at least twice per year. Meetings are convened by the President by written invitation (including agenda and materials) sent by email at least 8 days in advance. One quarter of network members may also request a meeting by notifying the President via email.
At the Assembly held in the current year, meetings for the following year are scheduled.

Article 30
The General Assembly has a quorum when at least half of all members are present.
Decisions are adopted by a simple majority of votes of members present, unless otherwise provided in this Agreement.
Meetings may be held in person, correspondence-based, or virtually.

Article 31
Minutes of the Assembly are kept and signed by the President and sent by email to all members within 8 days after the meeting.
Members may submit comments on the minutes within 10 days of receipt. If the Secretariat does not
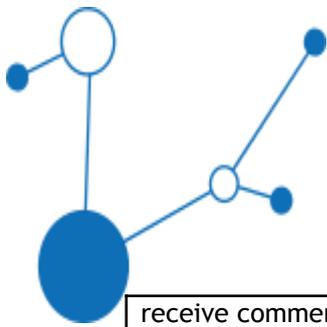
receive comments or written confirmations within this period, the minutes are deemed approved. The approved minutes are sent by the President to all Assembly members without delay.

Article 32 — Network Secretariat
The Secretariat performs administrative, technical, and professional tasks related to the operation and activities of zDRAVkA and the implementation of this Agreement, namely:

- supporting the convening of the General Assembly, the Management/Steering bodies, and working group meetings;

- providing administrative and technical support to working groups;

- coordinating, arranging, and preparing materials for meetings;

- keeping minutes;

- archiving zDRAVkA documentation.

Article 33
The tasks of the Secretariat are performed by the Health and Social Care Sector within the Office for Education, Health, Social Care and Research of the Municipality of Maribor.

X. FINAL PROVISIONS

Article 34
This Agreement enters into force when signed by the founding members and remains valid until revoked.
It is drawn up in as many identical copies plus one (1) as there are founding members of the partnership. Each founding member receives one (1) copy, and one (1) copy is kept by the Health and Social Care Sector within the Office for Education, Health, Social Care and Research.

Article 35 — Dispute Resolution
Partners shall endeavour to cooperate in a manner that avoids disputes. If disputes arise, partners shall strive for amicable resolution. Where a settlement cannot be reached, the competent authority for resolution is the Office for Education, Health, Social Care and Research of the Municipality of Maribor.

XI. TERMINATION OF THE PARTNERSHIP

Article 36
The partnership terminates when the number of members falls below three (3) or by mutual decision when members no longer have an interest in continuing the partnership and implementing its objectives.
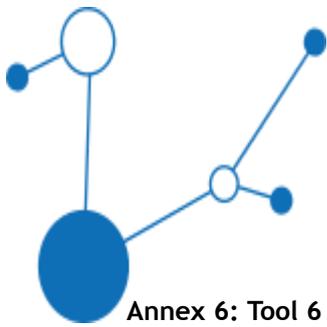
Signatories to the Agreement

Organisation name: _____

Authorised representative for signing the Agreement: _____

Signature: _____

Date and place: _____

**Annex 6: Tool 6 – Stakeholder Mapping and Engagement (Živo Gnezdo)**

**Why use it?**

To identify and prioritise actors for the process and tailor to each stakeholder's role.

**What it does?**

Mapping the influence (power) and motivation (interest) of stakeholders around the challenge shows what will drive their participation—and where the project team should shift interest or unlock influence as implementation advances. Expect different views on who holds power and interest; use the map to make those differences explicit and manageable.

**How to use it (two criteria)**

Power (Influence): ability to enable/block solutions (policy, budget, data, facilities).

Interest (Motivation): stake in solving the issue (service users, providers, communities).

Place each stakeholder on the matrix, then pick the matching engagement strategy:

A. High Power / Low Interest – "Keep Satisfied, activate purpose"
Actors with strong influence but limited motivation (e.g., finance/procurement units not yet sold on SRPP). Approach: brief, show risk/benefit, offer low-effort wins; invite to decision points only.

B. High Power / High Interest – "Co-create and partner"
Champions who can shape outcomes and care about results (e.g., municipal leads, RDAPM, PRIZMA).

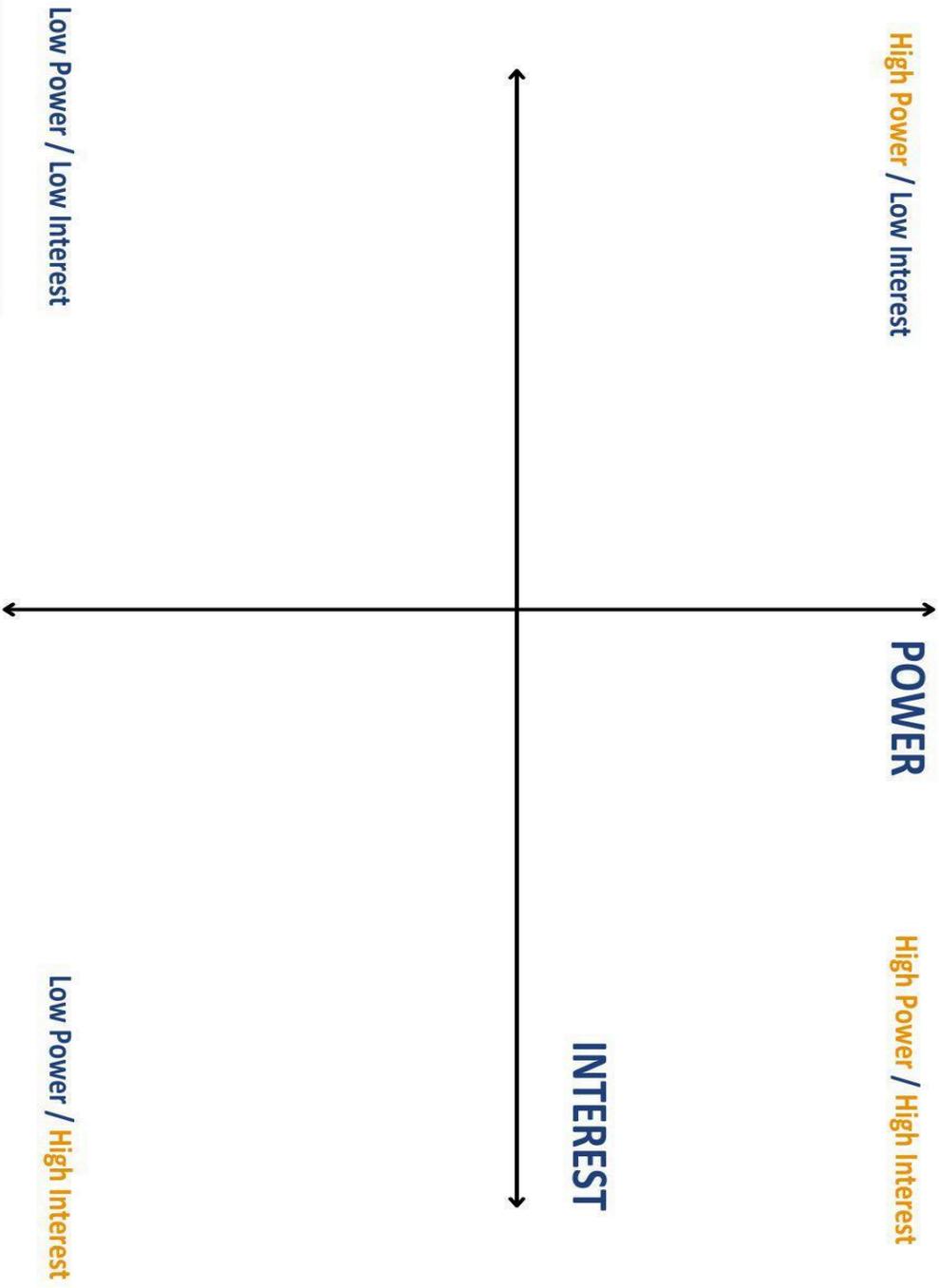Approach: involve in co-design, governance rules, and resourcing; share dashboards; formalise roles.

C. Low Power / Low Interest – "Monitor & inform lightly"
Peripheral actors who may matter later. Approach: periodic updates (newsletter/noticeboard); minimal asks; watch for status changes.
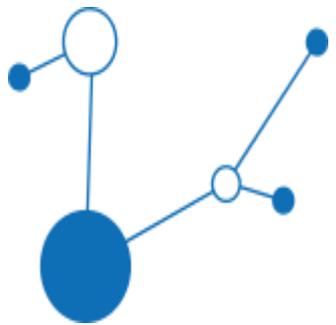
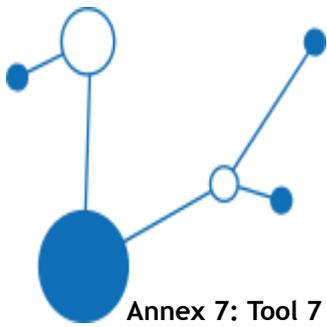D. Low Power / High Interest – "Empower & protect voice"
Users, small providers, community groups—high motivation, limited leverage. Approach: incubation, mentoring, supplier briefings.

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# *Stakeholder Mapping: Interest - Influence Matrix*

**High Power / Low Interest**

**High Power / High Interest**

**POWER**

**INTEREST**

**Low Power / Low Interest**

**Low Power / High Interest**

**Annex 7: Tool 7 – Community Empowerment Worksheet (Community Empowerment Model & Tools)**

## Community Empowerment

**Activating and motivating the population**

Conducting workshops on social innovation and the basics of social economy, activities for empowering vulnerable target groups.

**Recognizing social challenges and community needs**

Desk research, surveys, interviews, focus groups, consultations, and other methods of direct engagement with stakeholders and target groups.

01  02  03

**Development and shaping of ideas for solving social problems**

Utilizing various techniques and methods to foster creative thinking, digital tools and online platforms, connecting individuals and groups into development teams.

### 1) Why use this?

- Include residents, users, and frontline providers in co-shaping services.
- Translate lived experience into decisions, rules, and SRPP commissioning.
- Establish feedback loops

### 2) What does it enable?
- Clear roles and ground rules.
- A fast cycle: idea → prototype → pilot → decision.
- Visible change via a Change Log and an Issue & Response Log.

### 3) Collaboration frame (complete before starting)

Process owner: _____
Facilitator/moderator: _____
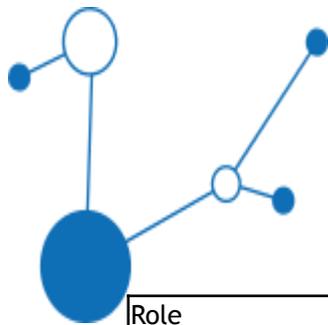Participant contact: _____
Data protection lead (GDPR): _____
Ground rules agreed (conduct, ethics, photos): YES / NO (summarise below)

### Ground rules (3-5 bullets):

▢ Safe, respectful environment.
▢ Clear consent for data/photos.
▢ Timekeeping matters.
▢ Everyone contributes (min. one idea/person).
▢ Decisions & tasks recorded the same day.

### 4) Roles & representatives

| Role | Name/organisation | Task | Channel |
|------|-------------------|------|---------|
| Community rep(s) | | gather ideas, feedback | email/phone |

| Role | Name/organisation | Task | Channel |
|------|-------------------|------|---------|
| Users | | testing, feedback | |
| Providers (NGO/SE) | | prototyping/pilots | |
| Municipality/RDA | | policy/budget alignment | |
| PRIZMA/Living Nest | | facilitation, mentoring, SRPP | |

**5) Empowerment cycle (4 steps)**

5.1 Set rules – prepare the frame

5.2 Run ideas – collect & select

- Short idea form (A4): Problem / Who benefits / What we test / Duration / Logistics

- Select (max 5) using criteria: significance, 6-week feasibility, impact on vulnerable groups

- Idea owner: _____

5.3 Enable action – prototype/pilot (2–6 weeks)

5.4 Close the loop – conclusion & decision

- Mini report (3 pages): what we did / results / lessons / unit cost
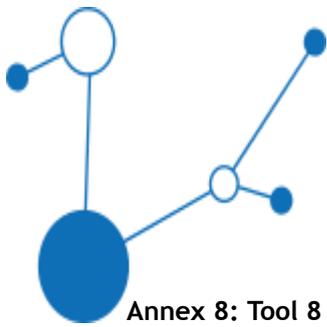
**Annex 8: Tool 8 – Social Economy Acceleration Model & Tools**

**1) Why use this?**
- Move social-economy ideas from concept to contracted delivery.
- Link incubation/mentoring with SRPP/commissioning so public needs become investable, procurable services.
- Create a repeatable pipeline: intake → sprint → market-ready → award/contract.

**2) What does it enable?**
- A single municipal entry point (desk) that triages ideas.
- Time-boxed acceleration sprints (6–12 weeks) covering service design, unit costing, impact and legal/SRPP fit.
- Clear readiness gates for pilots, reserved/split lots, and partnership MOUs.
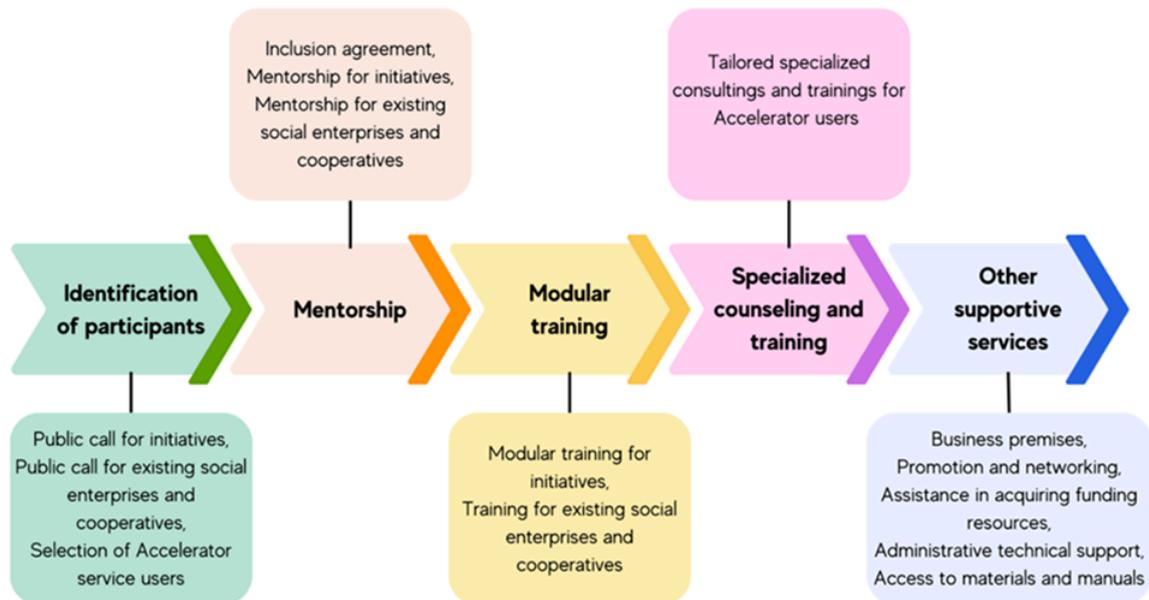


**3) Operating frame (complete before starting)**

Owner (-----): _____
Acceleration lead (----): _____
Procurement focal point (SRPP): _____
Data/GDPR lead: _____
Decision board (names/roles): _____

**Ground rules (3-5 bullets):**
▫ Transparent selection and feedback to applicants.
▫ Equal access for small providers; consortia allowed.
▫ Evidence-light but credible (KPIs, unit cost).
▫ Commissioning pathway agreed at kick-off.

**4) Intake form (one page per idea)**

Title: _____
Proponent (org/person): _____
Need/problem (evidence): _____
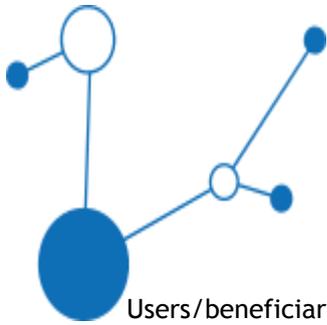
Users/beneficiaries: _____

Proposed service (what/how/often): _____

Partners (if any): _____

Resources needed (people/space/equipment): _

Risks & safeguards (GDPR/safety): _____

Early KPIs (3–5): _____

SRPP angle (social criteria you can meet): __

Preferred track (care/circular/culture/youth…): _
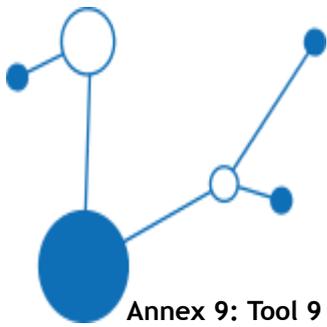
**Annex 9: Tool 9 – Service Development Social Economy Business Model Canvas & Pilot Kit**

Use the canvas to shape the new local service, define impact/KPIs, run two short pilots, gather user/provider feedback, adjust the offer, and prepare SRPP-aligned award criteria and contract conditions for municipal uptake.

**The Service Development Canvas (SSE-adapted) – Use the upgraded Flourishing Canvas Attached**

(1 page; complete in a 2 hours min sprint)

Problem / Need – Who is affected? What evidence supports the need?
Beneficiaries & Users – Primary/secondary groups; accessibility needs.
Value Proposition – What changes for users? (functional + social outcomes)
Activities & Delivery Model – Core activities; partners; frequency; location.
Resources & Capacities – Team, skills, facilities, digital tools.
Stakeholders & Governance – Roles (municipality/NGO/SSE/citizens); data sharing.
Impact Goals & KPIs – Outputs (sessions, reach), outcomes (wellbeing, inclusion).
Costs & Funding Mix – Unit cost, in-kind, donations, fees, grants, municipal lines.
SRPP Fit – Possible social criteria, verification, contract clauses; micro-lots/consortia.
Sustainability & Scale – How it runs after the pilot; replication to other sites.

**Rapid Pilot Protocol (2-6 weeks)**

Define scope: target group, location(s), sessions, capacity.
Ethics & consent: plain-language info sheets; opt-in for data/photos.
Data plan: minimal capture aligned to KPIs (before/after pulse, attendance, notes).
Feedback loops: short user/provider surveys + 15-min debrief.
Adjust
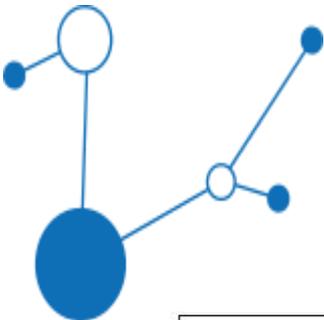Readiness check: quick checklist for SRPP/commissioning (see below)
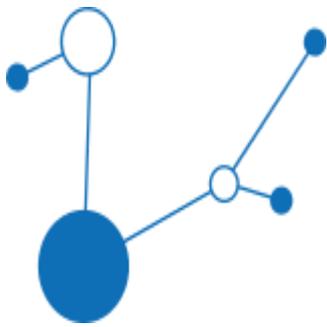
**Readiness Checklist for SRPP/Commissioning**

1) Defined target group, schedule, staffing, and location.
2) Clear unit cost and funding mix; evidence of demand.
3) Impact KPIs with simple measurement plan.
4) Draft SRPP criteria (e.g., local employment of vulnerable groups) and contract clauses (reporting, continuity, quality).
5) Supplier briefing note prepared (eligibility, timeline, Q&A).

*Tip: Time-box the whole cycle to 6-8 weeks from canvas to commissioning decision for momentum; iterate rather than perfect.*

# Social Business Model Canvas

| Key Resources | Key Activities | Type of Intervention | Segments | Value Proposition | Is It SRPP Fit? |
|---|---|---|---|---|---|
| *What resources will you need to run your activities? People, finance, access?* | | *What is the format of your intervention? Is it a workshop? A service? A product?* | **Beneficiary** | **Social Value Proposition** | *Possible social criteria, verification, contract clauses; consortia* |
| **Partners + Key Stakeholders** | *What programme and non-programme activities will your organisation be carrying out?* | | | **Impact Measures** *How will you show that you are creating social impact?* | |
| *Who are the essential groups you will need to involve to deliver your programme? Do you need special access or permissions?* | | **Channels** | | | |
| | | *How are you reaching your beneficiaries and customers?* | **Customer** | **Customer Value Proposition** | |
| **Cost Structure** | | **Surplus** | **Revenue** | *Who are the people or organisations who will pay to address this issue?* *What do your customers want to get out of this initiative?* | **Is it Sustainable?** |
| *What are your biggest expenditure areas? How do they change as you scale up?* | | *Where do you plan to invest your profits?* | *Break down your revenue sources by %* | | *How will it run after Pilot? can it be Upscaled?* |

**Annex 10: Tool 10 – "*Strengthening 3P for the social economy through socially responsible public procurement*" Manual**

**Description:**
Manual produced in collaboration with the Municipality of Poljčane and PRIZMA Foundation.
Explains integration of social criteria into procurement procedures, including model clauses and case examples.

Link to the Manual: https://heyzine.com/flip-book/7f661e3f57.html

**Relevance:** Demonstrates how municipalities can link public spending to social value creation.
**Use for replication:** Blueprint for developing local SRPP frameworks compliant with EU Directive 2014/24/EU.