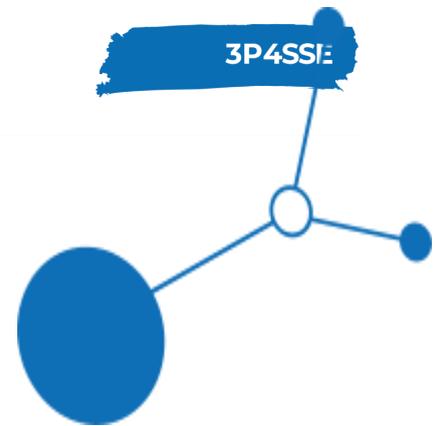


# SOLUTION 4.

HUNGARY | Western Transdanubia

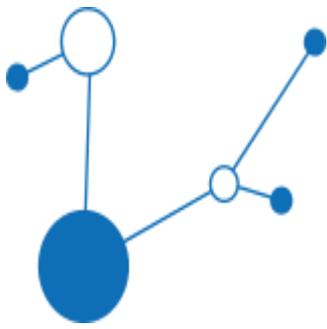
Establishing a Regional SSE Platform through 3Ps  
Governance



Version 3.0

11.2025





# 1. INTRODUCTION OF SOLUTION 4

This document presents **Solution 4**, developed within the framework of the 3P4SSE project, as a **replicable and transferable approach** to strengthening the Social and Solidarity Economy (SSE) through a **structured governance model based on Public-Private Partnership (3P) cooperation**.

Building on the experiences and results of the **Local Action Plan 2.0 (LAP 2.0)**, this solution provides an **instrumental framework for regional-level cooperation**, translating the lessons learned from the pilot phase into a **generalised and adaptable solution**.

The aim of this solution is to provide a **practical roadmap** for regions seeking to establish or enhance collaboration among SSE actors, public authorities, private sector representatives, and local communities. It demonstrates how **multi-stakeholder governance** structures can be designed and implemented to improve coordination, visibility, and policy integration of the SSE sector.

The approach introduced here was initially **developed and tested in Hungary**, serving as a pilot example to identify key steps, success factors, and governance mechanisms. Building on these experiences, the model has been generalised and formalised into a **solution-oriented framework** that can be adapted to different territorial contexts across Central Europe.

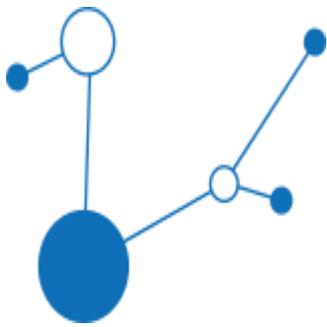
The following sections therefore present both the **general methodology** behind the solution - which can guide other regions in developing similar structures - and the illustrative Hungarian case, which provides concrete insights and examples of how the model can be applied in practice.

This dual structure ensures that the document not only reports on the outcomes of regional pilot activities, but also functions as a **transferable instrument** for fostering SSE governance based on the **3P approach, promoting inclusiveness, cooperation, and long-term sustainability**.

## 2. TERRITORIAL BACKGROUND

The West-Transdanubian region in Hungary, known for its diverse economic base and close-knit communities, faces unique social and economic challenges. As industries modernize, there are significant shifts in employment and consumer expectations, creating both opportunities and obstacles for local social enterprises (SSEs). These enterprises, committed to balancing social impact with business goals, are vital to the region's social fabric. They contribute not only to economic activity but also to social cohesion by addressing community-specific needs, including employment for disadvantaged groups and support for rural areas.

However, SSEs in the region face notable barriers to sustainability. Despite a growing consumer demand for socially responsible products and services, **many SSEs struggle to secure a sustainable market position**. This is largely due to a lack of structured support and resources, making it difficult for them to compete with traditional businesses. **Most SSEs operate through informal networks and lack formalized feedback mechanisms, which hinders their ability to adapt to evolving consumer expectations**. Consequently, their products and services often fall short of market demands, limiting their growth potential.



### *National Context of SSEs in Hungary*

In Hungary, SSEs are relatively young and operate in a challenging environment. The SSE landscape is shaped by Hungary's post-socialist history, with a mix of non-profits, cooperatives, and social enterprises often taking non-profit legal forms. SSE organizations face issues such as limited legal recognition, constrained financial resources, and fragmented policy support. Many SSEs, especially in rural areas, address social inclusion, employment for vulnerable populations, and local economic development, often aligning with government-led public work schemes to provide jobs and social services.

### *West Transdanubia's Socioeconomic Background*

The West Transdanubian region is among Hungary's more economically developed areas, benefiting from proximity to the Austrian border, which enhances trade and business opportunities. However, the region still experiences significant economic disparities, especially between urban and rural areas. Social enterprises in this region frequently target local economic development and social inclusion, supporting marginalized groups like the elderly, unemployed, and people with disabilities. These SSEs often operate in fields such as community development, social services, education, and employment generation.

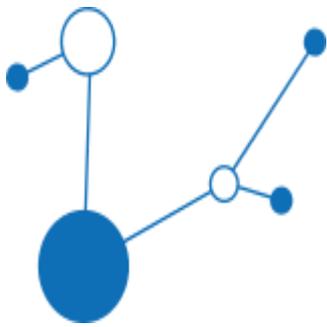
SSEs in Hungary and West Transdanubia operate in a complex socioeconomic environment, where regional development policies, labor dynamics, and funding limitations shape their operations. These organizations, however, remain vital for regional resilience, providing essential social services and creating inclusive economic opportunities tailored to community needs.

**The governance model in the West-Transdanubian region operates through a network-based approach**, where social enterprises maintain informal contact with each other and intermediary organizations. It can be stated that in Hungary, particularly in the West-Transdanubian region, there is a lack of adequate institutional support for social enterprises. While there are local initiatives and social enterprises in operation, they often lack the coordinated support structures necessary for their sustainable operation and growth. Missing elements include dedicated advisory organizations, mentoring programs, easier access to financial resources, and long-term strategies focused on the social economy.

This absence hinders the development of the sector, as enterprises struggle to access resources, markets, and essential knowledge. Establishing a robust institutional framework would not only enhance the sustainability of existing enterprises but also foster innovation and collaboration within the social economy.

Pannon Business Network, a business support organization integral to the regional economy, acknowledges the existing challenges and the pressing need for innovative solutions. At the same time, it observes that the cooperation among the quintuple helix actors is currently unstructured and, therefore, ineffective. Additionally, the support schemes for social enterprises remain low at all levels, further hindering their potential impact on economic and social development.

In response, PBN is realizing the 3P4SSE local actions by bringing local actors closer to each other in a structured way, by establishing a structured work plan and through the implementation of local projects to contribute to the growth and success of social enterprises.



### 3. THE POLICY OBJECTIVES

The policy objectives referred to the West Transdanubian Region in Hungary and locally in the area of Szombathely City with county rights are aligned with the general objectives of the Joint International Strategy of the CENTRAL EUROPE program outlined in section 2.2 namely to contribute to the sustainable economic development, support local trends, strive to reach economic resilience and enable the continuous collaboration between the Quintuple Helix actors.

The 3P4SSE Local Action Plan and the planned pilot activities in the West-Transdanubian region are centered around policy objectives that aim to empower social enterprises (SSEs), in alignment with the broader international strategy of **fostering resilient, market-ready SSEs**. These objectives focus on enhancing the competitiveness, inclusivity, networking, and sustainability of SSEs, providing a solid base for their long-term growth and impact.

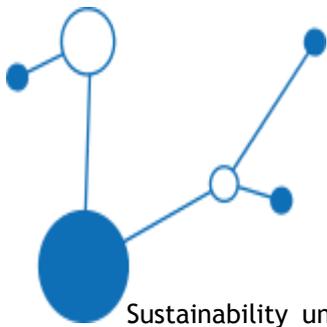
Social enterprises and their intermediary organizations in Hungary's West-Transdanubian region face several notable challenges:

- *Limited Access to Funding:* Many social enterprises struggle to secure adequate funding, as available grants are project-based rather than sustainable over time, leading to uncertainty in long-term operations and growth
- *Insufficient Collaboration:* While efforts to foster networking and collaboration exist, the social enterprise ecosystem remains fragmented. This fragmentation reduces their collective bargaining power and visibility
- *Market Competition:* Traditional local businesses sometimes view social enterprises as competitors, particularly when they benefit from public support, creating tension within the local economic ecosystem
- *Product Irrelevance:* Without direct input from customers, SSEs may not realize if their products are misaligned with market needs or trends. This can lead to products that lack appeal, limiting repeat sales and reducing market share.
- *Missed Improvement Opportunities:* Customer feedback often highlights areas for improvement in product design, usability, and quality. Without it, SSEs may continue to produce items that could be enhanced to better meet consumer expectations, impacting their competitiveness
- *Limited Public Awareness:* Many communities are unaware of the benefits of social enterprises, leading to low public engagement and support, which are crucial for these enterprises' success
- *Challenges in Impact Measurement:* Defining and measuring social impact remains challenging, affecting the ability to attract investors and justify their value to stakeholders

These challenges reflect both systemic issues in Hungary's social enterprise ecosystem and specific regional constraints in the West-Transdanubian area, making it difficult for these organizations to achieve sustainable growth and impact. To correspond these challenges on local level the following regional policy objectives have been defined:

*Policy objective 1: To foster and activate a stronger local and regional network to boost the market readiness of SSEs*

The project aims to **create and maintain a collaborative and organized ecosystem by connecting SSEs with intermediaries and policymakers, facilitating resource-sharing and mutual support**. By setting of a local Platform and by hosting events and workshops, the project encourages engagement with local policymakers, ensuring that the necessary support is in place for SSE growth. Such an interconnected network not only raises the visibility of social enterprises but also nurtures a culture of collaboration, creating a sustainable environment for their development.



Sustainability underpins all aspects of the project, aiming to ensure the long-term viability of SSEs. This involves strategic resource mapping and financial planning to help SSEs make informed decisions about resource allocation. Additionally, the project emphasizes the importance of regular updates to the Local Action Plan, allowing it to remain responsive to evolving challenges and opportunities. By embedding sustainable practices into their operations, SSEs are better positioned to continue their contributions to local communities over the long haul.

#### *Policy objective 2: Raise awareness*

The 3P4SSE pilot actions aim to enhance awareness of the Social and Solidarity Economy (SSE) by fostering a deeper understanding of its potential among key stakeholders, policymakers, and the wider public. By promoting the benefits of SSE in economic resilience, social inclusion, and sustainable development, the project seeks to build recognition and legitimacy for social enterprises. Through targeted communication, educational initiatives, and stakeholder engagement, the project will strengthen the visibility of the activities of the Regional Platform to be established and of SSEs, ensuring that its contributions to the regional economy and community well-being are widely acknowledged and supported.

Ultimately, the policy objectives of the 3P4SSE pilot project are designed to cultivate a resilient and consumer-oriented SSE landscape in the West-Transdanubian region. By prioritizing competitiveness, inclusivity, networking, and sustainability, the project aligns with international goals, setting the stage for a thriving ecosystem of social enterprises that enrich both the local economy and community.

## 4. THE STRUCTURE OF THE LOCAL ACTION PLAN

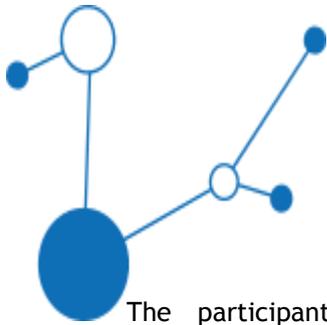
During the two local 3P4SSE workshops organized in January and September 2024 in Szombathely, Hungary with the involvement of the relevant regional stakeholders the participants discussed the main local and regional challenges and the corresponding objectives and possible implementation scenarios which finally have been developed in the current Action Plan referring to joint initiatives, economic efficiency, enhancing visibility and future actions.

- In the short term, the goal identified was to **develop public-private partnership models** that promote the social economy.
- In the medium term, the aim is to **sign strategic cooperation agreements that strengthen public-private partnerships,**
- in the long term, the goal is to **extend best practices to an international level.**

The pilot project actions in the West-Transdanubian region focuses on several levels of improvement:

- to create the active and organized network of the relevant actors of the Quintuple Helix on a **network-based governance model based on social clusters**
- to support the development of social enterprises with the involvement of the end-users into actions and reach impact.
- to raise awareness

The Local Policy Workshops and the future pilot activities concentrating on Szombathely and with a wider scope on the West-Transdanubian region are going to represent a significant step towards promoting collaboration in the social economy.



The participant - including public authorities, social and economic actors, NGOs, and opinion-forming groups - discussed about the strategic vision which defined the future goals of the project, highlighting shared values and ambitions.

Policy priorities included joint initiatives, increasing economic efficiency, and enhancing visibility:

*Policy objective 1: To foster and activate a stronger local and regional network to boost the market readiness of SSEs*

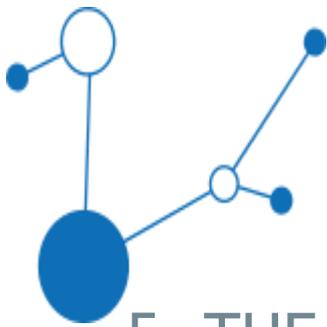
*ACTION 1: The extend of the network of the Quintuple helix - establishing the West-Transdanubian SSE Platform*

To effectively support the social enterprises in the West-Transdanubian region, the first action will focus on expanding the Quintuple Helix network, building collaborative structures that bring together academia, local government, industry, civil society, and the environment as central stakeholders. Key activities under this action include the establishing the formalized network of actors by initiating the series of online and personal meetings with predefined topics to tackle. By reinforcing ties between public authorities, social and economic actors, NGOs, and opinion leaders, the project aims to enhance visibility and effectiveness within the social economy, fostering sustainable collaboration for the long term.

*Policy objective 2: Raise awareness*

*ACTION 2: Promotion*

This action focuses on promoting the goals and activities, initial results of the West-Transdanubian SSE Platform and on promoting the challenges and mission of social enterprises to raise awareness and support for their impactful work. Social enterprises operate at the intersection of business and social good, addressing pressing societal challenges such as unemployment, environmental sustainability, and social inclusion. To effectively promote their mission, it is crucial to highlight their dual focus: creating sustainable economic value while driving social or environmental change. Sharing success stories, challenges, and measurable outcomes can inspire stakeholders and build trust. Engaging with the public through campaigns, partnerships, and digital platforms can further amplify their reach, making their goals and contributions widely recognized and supported.

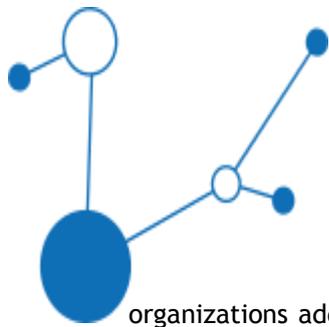


## 5. THE TERRITORIAL STAKEHOLDERS

Name	Type of organisation	Level of engagement	Comment
<i>Municipality of Szombathely</i>	Local Authority	Policy maker involved in planning	- active participation in all activities - dissemination activities
<i>National Employment Foundation West Transdanubian Regional Office</i>	Regional Public Authority	Beneficiary involved in planning	- active participation in all activities, - presentation of the pilot, outcomes - dissemination activities. - co-creations of partnerships
<i>Pálos Károly Social Service Centre and Child Welfare Service</i>	Social Care Organisation	Beneficiary involved in planning and pilot implementation	- active participation in all activities
<i>at.home and am-LAB</i>	BSO (Business Support Units of PBN)	Pilot implementer involved in planning and pilot implementation	- creating the conditions for the development of SEEs - presentation and use of the results of the pilot for the development of the social and solidarity economy;
<i>Silver Club</i>	Community of elderly taking part in at.home testings Public stakeholders	Beneficiaries	- cooperation in testing activities
<i>SSEs</i>	Civil Sector Representatives SSE &	Final beneficiaries	- active participation in all activities
<i>Universities</i>	Academic & Research Institutions	Actors involved in planning	- active participation in all activities, - dissemination activities

This table summarizes the primary stakeholders involved in a pilot action, organized by organization type, engagement level, and their specific roles or activities. The list includes regional public authorities, social enterprises, cooperatives, civil society organizations, small and medium-sized enterprises, business support entities, academic actors and the general public.

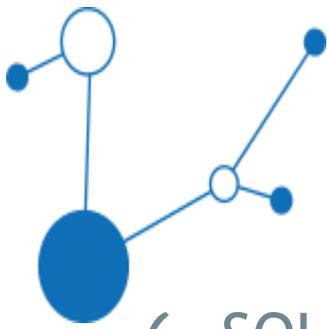
These groups play vital roles in the planning, execution, workshops, data provision, and dissemination of project results. Engaging a wide range of stakeholders is essential for the success of the local pilot activities. Each group contributes uniquely: local authorities facilitate policy implementation and media outreach, sectoral agencies and service providers share expertise and data. NGOs and interest groups ensure alignment with community needs, while business support



organizations add economic insights. The participation of the general public as end-users ensures that initiatives meet real community needs, securing the pilot's relevance and sustainability.

Following the implementation of LAP 1.0, the approach and results were evaluated by the project partners, with particular attention to stakeholder engagement, governance effectiveness, and the overall impact of the actions undertaken. Based on this assessment and the recommendations formulated during the peer review process, several areas were identified for revision and further development. The following LAP 2.0 updates therefore reflect these improvements, focusing on strengthening coordination mechanisms, enhancing participation, and ensuring greater strategic alignment with the objectives of the Social and Solidarity Economy (SSE) Platform.

- **Identification of key players:** In line with feedback received during the peer review process, LAP 2.0 introduces a strategic approach to stakeholder activation. Beyond mapping and involving organizations, special attention will be given to identifying key individuals within stakeholder groups who demonstrate motivation and leadership potential. These individuals will be provided opportunities for deeper involvement in the platform's activities. This approach aims to build long-term engagement, ensuring that the platform remains active and dynamic even after the project funding period ends.
- **The involvement of ambassadors:** Additionally, the stakeholder group will include designated SSE ambassadors - trusted local figures who will act as communicators of the platform's mission and the benefits of the social and solidarity economy. Their role will include awareness-raising, representation in public forums, and supporting outreach activities to broaden stakeholder involvement and societal recognition.
- **Increase involvement of social economy entities:** Although the stakeholder network already includes a broad mix of public, private, and academic actors, LAP 2.0 places particular emphasis on increasing the active involvement of social economy organisations and NGOs. These entities are not only final beneficiaries but also key drivers of innovation and impact within the SSE ecosystem. Therefore, targeted outreach efforts, flexible engagement formats, and the integration of their perspectives into strategic planning and governance structures will be prioritized. Their enhanced participation is essential to ensuring that the SSE Platform reflects real needs, supports bottom-up initiatives, and achieves its long-term regional development goals. During the LAP 1.0 implementation, the involvement of social economy actors was initiated successfully, with several organizations actively participating in stakeholder meetings and the development of small-scale project proposals. However, their participation was mostly limited to consultation and pilot activities. Challenges included limited capacity, lack of administrative experience, and low visibility of the sector overall. In response, LAP 2.0 will place greater emphasis on structured and inclusive involvement of SSE actors, and tailored capacity-building support to ensure they become long-term co-creators within the platform.



## 6. SOLUTION 4 - Establishing a Regional SSE Platform through 3Ps Governance

### 6.1 ROADMAP for Developing the 3P-based Governance Model

Solution 4 provides a structured roadmap for regions aiming to strengthen their Social and Solidarity Economy (SSE) ecosystem through a **3P (Public-Private-People) governance approach**.

The model outlines a phased development process that can be applied in any territorial context to build cooperation, structure dialogue, and institutionalise long-term collaboration among SSE actors and policymakers.

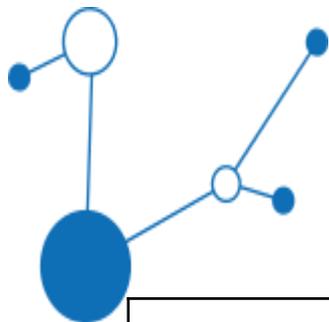
The roadmap follows three progressive stages:

- **Short-term:** Mapping stakeholders, identifying needs, and initiating cooperation through meetings and workshops that build trust and shared understanding.
- **Medium-term:** Establishing a regional SSE Platform with a clear governance structure, formal agreements, and thematic working groups to co-create pilot projects responding to local challenges.
- **Long-term:** Anchoring the Platform into local or regional development strategies, ensuring financial sustainability, and continuing joint initiatives beyond the project timeframe.

This roadmap provides a replicable methodology for regions to transition from fragmented networks to organised, collaborative governance frameworks supporting SSE development.

The following roadmap outlines the main stages and actions that regions can follow when adapting and implementing Solution 4. It serves as a practical guideline to support the step-by-step establishment and consolidation of an SSE governance model.

Implementation Roadmap for Solution 4			
Stage	Focus Area	Main actions	Innovative Features, Expected Results
Step 1 - Stakeholder Mapping	Identify key regional actors	Map and categorise stakeholders from public, private, and civil sectors; analyse roles and interconnections	<b>Systematic inclusion of SSE actors across sectors in one governance map</b>
Step 2 - Platform Establishment	Create governance structure	Organise founding meeting, define mission, responsibilities, and coordination mechanism	Operational SSE Platform with agreed governance framework <b>Formalized cooperation model ensuring transparency and continuity</b>



<b>Step 3 - Awareness and Promotion</b>	Strengthen engagement	Conduct communication campaigns, awareness events, and capacity-building actions	Increased visibility and participation of SSE actors <b>Use of storytelling and ambassador model to humanize SSE impact</b>
<b>Step 4 - Policy Integration</b>	Institutional embedding	Align platform goals with regional policies, integrate into local strategies	Long-term sustainability through policy support <b>Innovative linkage between SSE platform and regional policy planning</b>
<b>Step 5 - Monitoring and Learning</b>	Ensure continuous improvement	Introduce KPIs, review progress, share lessons learned	<b>Data-driven governance and adaptive management</b>

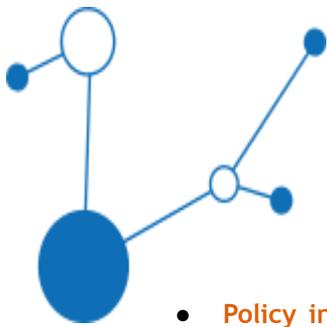
This roadmap provides a flexible and adaptable structure that other regions can follow to establish their own SSE Platforms, ensuring a clear progression from initiation to institutionalisation.

## 6.2 Concept and Key Features of the Solution

The purpose of Solution 4 is to offer an instrumental framework for building regional-level cooperation around the social and solidarity economy. It provides a practical **governance mechanism** to connect actors across sectors and facilitate joint decision-making, resource-sharing, and collective action. This represents an innovative governance solution translating the **3P concept into a practical, transferable model for SSE development**. The governance structure functions as an **instrument** enabling effective coordination and joint decision-making among 3P actors.

Key features and innovations include:

- **Structured 3P governance model:** The solution introduces an adaptable framework composed of a Steering Committee, Thematic Working Groups, and an Operational Body, ensuring participatory and transparent management of activities.
- **Multi-stakeholder engagement:** The model integrates the quintuple helix - public, private, academic, civil, and environmental actors - and formalises their cooperation through common objectives and shared responsibilities.
- **Community activation tools:** The use of local ambassadors and awareness-raising actions increases the visibility of the SSE sector and strengthens societal recognition of its value.
- **Capacity-building and empowerment:** The solution supports social economy organisations in developing business, innovation, and collaboration skills to enhance their market and social impact.



- **Policy integration mechanism:** It provides guidelines on how to embed the SSE Platform's objectives into local or regional strategies to ensure continuity and institutional commitment.

By combining these elements, Solution 4 enables regions to create an operational, inclusive, and sustainable ecosystem, translating the 3P governance concept into practical action.

### 6.3 Transferability, Replicability and Ownership

Solution 4 is designed as a transferable model that any region can implement to reinforce its SSE landscape. It can be adapted regardless of regional size, administrative structure, or maturity of the social economy.

The replication process involves a sequence of adaptable steps:

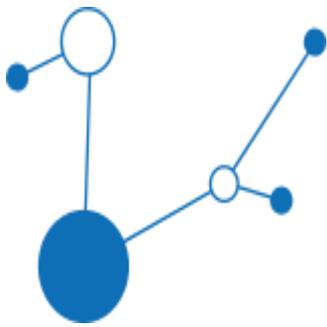
- **Stakeholder mobilisation and mapping** - identifying and engaging relevant actors and establishing trust among them,
- **Governance setup** - defining roles and responsibilities through a formal framework (Memorandum of Understanding, partnership agreements),
- **Operationalisation** - forming thematic working groups to address locally relevant SSE priorities and design joint pilot activities,
- **Visibility and communication** - promoting awareness about the platform's goals and showcasing success stories through local and digital channels,
- **Policy anchoring and sustainability** - integrating the platform into existing regional strategies and exploring co-funding mechanisms to ensure long-term operation,
- To ensure successful uptake, each region should identify a facilitating organisation capable of acting as coordinator and technical backbone of the platform.

The model's flexibility, participatory design, and embedded learning process make it scalable, adaptable, and ready for transfer to other European territories interested in applying the 3P governance approach to enhance social innovation and regional cohesion.

#### Ownership and durability of the solution

The long-term ownership and durability of the solution will be ensured through a **multi-level governance structure involving the regional SSE Platform**, the municipalities of Szombathely and Sárvár, and PBN as the coordinating organisation. The SSE Platform - formally established through a Memorandum of Understanding signed by eight founding members - acts as the primary owner of the model, guaranteeing that responsibilities, roles, and operational procedures remain institutionalised beyond the project period. Municipal partners ensure political and administrative continuity by embedding support for SSE actors into their local development strategies, while PBN provides ongoing coordination, methodological guidance, and technical expertise.

This **shared ownership model distributes responsibilities across stable institutions**, ensuring that the solution remains functional, adaptable, and sustainably embedded in territorial decision-making processes. The following sections **provide a detailed description**, using the establishment of the Social and Solidarity Economy (SSE) network in the West-Transdanubian region as an **illustrative example**, to demonstrate the concrete steps that may support other regions in adopting and implementing the Solution 4. These steps are intended to **serve as guidance and inspiration**, recognising that each territory should tailor the approach to its specific context, institutional framework, and the needs of its social and solidarity economy actors.



### Transferability and measures supporting wider application

The solution is highly transferable to other territories due to its modular governance structure, clear methodological steps, and participatory approach.

The model can be adapted to **different regional contexts** by following the core phases already tested in West-Transdanubia: stakeholder mapping, platform establishment, formal cooperation through MoU, and co-designed small-scale actions.

Transferability is further **supported by several concrete measures**. First, the processes and guidelines developed during the pilot will be made available through the project's online platform, enabling other regions to replicate the approach with minimal entry barriers. Second, the structured SSE Platform model - including the ambassador mechanism and participatory working groups - can be easily adapted by territories seeking to strengthen cooperation between public authorities, businesses, and social economy actors. Together, these elements create a practical and scalable framework that supports the transfer and wider adoption of the solution across different regional ecosystems.

## 6.4 DETAILED DEMONSTRATION OF THE ACTIONS:

### ACTION 1: The extend of the network of the Quintuple helix

The goal of the first activity is to establish and extend a stable and active platform of actors for supporting the social enterprises based on Public Private Partnership. This framework, composed of local stakeholders representing government, the civil sector, the business community, and the public, provides an effective platform for analysing and addressing the region's weaknesses and opportunities. It also enables the integration of insights from international best practices, the formulation of recommendations, and the facilitation of opportunities for social enterprises.

### ACTION 2: Promotion

Awareness Raising through Marketing Activities:

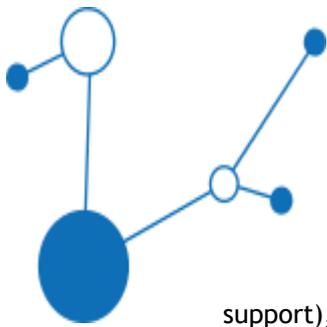
- o Execute targeted awareness campaigns across social media platforms such as LinkedIn and Facebook. Leverage a mix of content formats, including posts, stories, to maximize engagement and visibility.
- o Develop and distribute a press release or news article to relevant media outlets.

### ACTION 1 - STEP 1 - STAKEHOLDER MAPPING

The primary goal of this step is to compile an extensive overview of **all relevant current and potential stakeholders**—such as organizations, institutions, community groups, public agencies, and individuals—who play or could play a key role in supporting social enterprises in the region. By creating a detailed map of these stakeholders, we set the foundation for more effective collaboration, resource sharing, and governance.

#### *The methodology*

- **Desk Research:** Conduct research using online databases, public records, studies, and existing networks to identify relevant stakeholders. Gather key information about each stakeholder, including contact details, main focus areas (e.g., training, financing, legal



support), competencies, and any current or past involvement in social enterprise development.

- **Documentation:** Organize all collected data into a clear document. This document will outline each stakeholder’s profile, highlighting how they can contribute to or benefit from the envisioned regional SSE platform.

*Expected Outcomes*

**Comprehensive Stakeholder Map:** A well-structured resource listing all essential and potential stakeholders, ensuring that no critical partners or influencers are overlooked. This map will serve as a critical premise for establishing a governance model and future collaborative activities within the newly formed SSE platform. By clearly identifying each actor’s expertise, interests, and contact details, the region’s social enterprises will have an easier time engaging with supportive organizations and potential partners.

<b>ACTION 1 - STEP 1</b>	
Summary	
<b>Activity</b>	Stakeholder Mapping
<b>OUTPUT</b>	1st Version of Regional MAP
<b>Roles and responsibilities</b>	Elaboration by the coordinating partner (e.g. regional facilitator or development agency) with the involvement of dedicated local actors, such as municipalities, business support organisations, NGOs, and SSE representatives

**ACTION 1 - STEP 2 - Establishing the Regional SSE Platform**

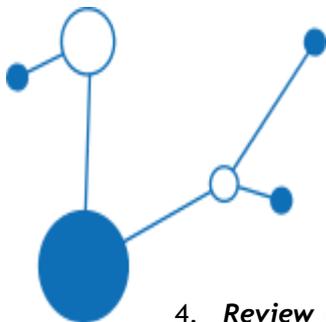
**First Online or In-Person Meeting to Establish the Regional SSE Platform**

This inaugural meeting represents a key milestone in the formation of the regional Social and Solidarity Economy (SSE) Platform. It is designed to define the platform’s strategic direction, governance framework, and operational principles through the active participation of relevant stakeholders.

The meeting is structured in two main parts, each with specific objectives and proposed activities, ensuring inclusiveness and co-creation throughout the process.

**Part 1: Defining Key Challenges, Goals, and Governance**

1. **Regional and National Challenges:** Identify and discuss the main obstacles and opportunities for the development of the social and solidarity economy within the given territorial context.
2. **Objectives and Opportunities:** Define the overarching objectives of the SSE Platform, outlining how it will support the growth, visibility, and sustainability of social enterprises and related actors.
3. **Setting Goals:** Establish and refine the short-term, medium-term, and long-term goals of the SSE Platform, ensuring they are practical, measurable, and aligned with regional needs.



4. **Review of Stakeholder Mapping:** Present and validate the results of the stakeholder mapping exercise. Confirm the list of identified actors, their roles and interests, and expand the network where necessary.
5. **Define Governance Framework:** Define the platform’s governance structure, outlining the roles, responsibilities, and tasks of all members. Formalize these arrangements through the creation of a documented agreement ((e.g. Memorandum of Understanding or cooperation charter).

Throughout this phase, **participatory tools** - such as workshops, co-creation sessions, or Participatory Action Research (PAR)—should be applied to ensure that stakeholders contribute directly to identifying challenges, setting priorities, and co-designing the structure and functions of the SSE Platform.

**Part 2: Operational and Organizational Arrangements**

During this segment, participants finalize the SSE Platform’s administrative and governance foundations by establishing the Steering Committee, forming thematic working groups, and designating an operational body. The goal is to ensure clear structures, roles, and responsibilities, facilitating effective collaboration moving forward.

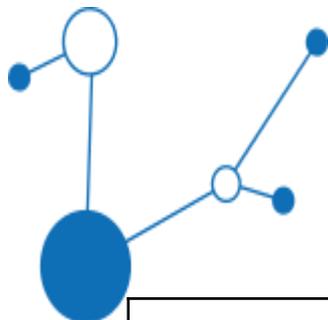
1. **Steering Committee (SC) Appointment:** Nominate and confirm the members of the SSE Platform Steering Committee. Clearly define the SC’s scope of responsibilities, decision-making authority, and accountability mechanisms.
2. **Thematic Working Groups (TWGs) setting up:** Identify at least two or three major thematic areas that are critical to the development of social enterprises. Form the corresponding Working Groups, each responsible for devising project proposals, tools, and solution processes in their assigned thematic domain.
3. **Operational Support:** Agree on the operational body to provide administrative and coordination services for the platform.

*Expected outcomes:*

- **Output 1:** Summary Report: a comprehensive report documenting the SSE Platform’s structure, responsibilities, and short- and long-term objectives.
- **Output 2:** Revised Regional Map: a second version of the regional stakeholder map, reflecting any updates and refinements arising from the meeting discussions and decisions.

By the end of this first meeting, participants will have laid the groundwork for a robust, collaborative SSE Platform, setting the stage for further action and sustainable growth within the region’s social enterprise sector.

ACTION 1 - STEP 2	
Summary	
<b>Activity</b>	First Online or In-Person Meeting to Establish the SSE Platform
<b>OUTPUT 1:</b>	Summary report of the event results
<b>OUTPUT 2:</b>	2 <sup>nd</sup> revised version of Regional MAP
<b>Roles and responsibilities</b>	
<ul style="list-style-type: none"> <li>• <b>Participants</b></li> </ul>	Public Sector Representatives



	Private Sector Representatives SSE & Civil Sector Representatives Academic & Research Institutions Public Stakeholders
<ul style="list-style-type: none"> <li><b>SSE Platform</b></li> </ul>	Steering Committee - decision maker body Working Groups - operative units responsible for thematic areas Operational body - administrative support

### ACTION 1 - STEP 3 - Formal Agreement

#### Composing and Signing the Formal Agreement

This step involves drafting and finalizing a Memorandum of Understanding (MoU) that clearly outlines the key elements of the SSE Platform. The MoU defines the main objectives and describes the short-term, medium-term, and long-term goals, as well as the structural framework - roles, responsibilities, and tasks for all participating members and bodies. It also specifies the scope, timelines, and expected deliverables. The conclusion of this process is the signing of the document, formally establishing the commitment of all parties involved.

*Expected outcome:* A formally signed Memorandum of Understanding (MoU) detailing the SSE Platform's shared vision, governance structure, and roadmap for achieving its objectives.

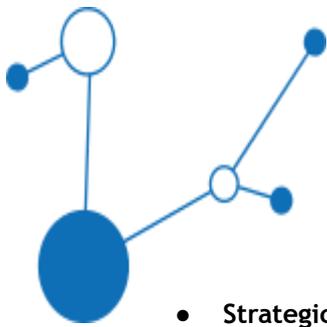
ACTION 1 - STEP 3 - Summary	
<b>Activity</b>	Composing and Signing the Formal Agreement
<b>OUTPUT</b>	Formal AGREEMENT - Signed Memorandum of Understanding
<b>Roles and responsibilities</b>	
<ul style="list-style-type: none"> <li><b>Elaboration of the document</b></li> </ul>	Coordinating or facilitating partner (e.g. regional development agency or intermediary organisation)
<ul style="list-style-type: none"> <li><b>Quality assurance</b></li> </ul>	Steering Committee of the SSE Platform
<ul style="list-style-type: none"> <li><b>Signature</b></li> </ul>	By the members of the SSE platform

### ACTION 2 - PROMOTION

#### Awareness Raising through Marketing Activities and Platform Promotion

This action aims to enhance the visibility and recognition of the Social and Solidarity Economy (SSE) and to promote the regional SSE Platform as a collaborative structure supporting social innovation and sustainable development. By implementing a targeted and inclusive communication strategy, regions can strengthen awareness of the SSE's contribution to local growth, employment, and community well-being.

The communication approach should be continuous, adaptable, and multi-channel, combining traditional and digital tools to reach diverse audiences. Key recommended activities include:



- **Strategic communication planning:** Develop a coherent communication and marketing strategy defining key messages, target audiences, and communication channels.
- **Digital and social media presence:** Maintain an active and consistent online presence to promote the platform’s objectives, share updates, and showcase inspiring stories of SSE initiatives.
- **Media relations:** Prepare and distribute press releases, feature articles, and interviews to local, regional, and national media outlets to increase public visibility and awareness.
- **Storytelling and case promotion:** Highlight practical examples and success stories of SSE organisations that demonstrate social impact and innovation, fostering broader community engagement.
- **Ambassador involvement:** Identify and engage SSE Ambassadors—committed individuals or organisations—to act as advocates and promote the platform’s mission in public events and communication activities.

By combining these elements, the promotion activities help to build a recognisable and trusted image of the SSE sector and the regional platform. This contributes to long-term visibility, increased stakeholder engagement, and greater public support for the development of inclusive and sustainable regional ecosystems.

ACTION 2 PROMOTION	
Summary	
<b>Activity</b>	Awareness Raising through Marketing Activities and Platform Promotion
<b>OUTPUT</b>	Social media and media appearances
<b>Roles and responsibilities</b>	
<ul style="list-style-type: none"> <li>• <b>Coordinating Partner</b></li> </ul>	Coordinating or facilitating partner
<ul style="list-style-type: none"> <li>• <b>Sharing news and information</b></li> </ul>	Working group leaders

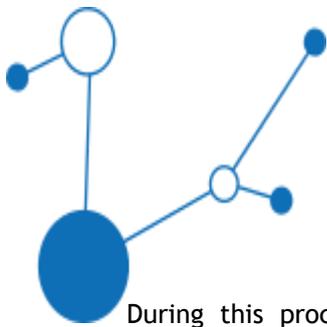
### ACTION 1 - STEP 4 - Working Group Desk Research and the Development of joint Project Proposals

In this action, the Thematic Working Groups conduct a thorough **desk research process**, complemented by input from the members of the SSE Platform and further relevant regional stakeholder (for instance, via online questionnaires), to gather essential data on

- the challenges facing social enterprises and connected organisations at both regional and national levels,
- an in-depth understanding of existing obstacles and potential solutions,
- currently available professional and financial support,
- ongoing best-practice examples, initiatives in the region and on national level - experiences with SSE and Public Private Partnerships

Building on these findings, each Thematic Working Group will identify

- the needs of social enterprises, supporting organisation and their customers, and
- **propose targeted regional experimental small-scale projects** designed to address the identified challenges



During this process the members of the SSE Platform suggest project ideas like testing a customer behaviour analysis system to analyse the products and services of regional enterprises and institutions; process of creating an “age-friendly” certification for social enterprises’ products; encourage or promote the development of a structured network, set of services, or framework within local government jurisdictions (municipalities) to aid social enterprises, etc.

During the subsequent SSE Platform meeting, members will review all proposals, assess their relevance and feasibility, and agree on the small-scale project frameworks, timelines, and realization processes. The start date and the allocated resources of these projects will be decided by the SSE Platform.

This ACTION culminates in the creation of separate reports - one for each thematic area - detailing the research outcomes and proposed solutions (e.g. regional projects).

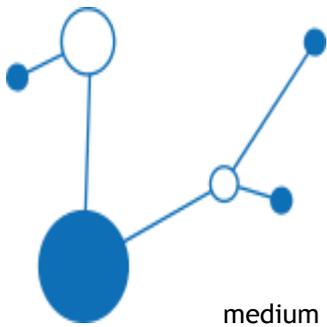
Output: A set of thematic reports outlining specific project ideas and recommended steps for strengthening social enterprises in the region.

ACTION 1 - STEP 4	
Summary	
<b>Activity</b>	Working Group Desk Research and the Development of joint Project Proposals
<b>OUTPUT</b>	Thematic reports outlining specific project ideas and recommended steps for strengthening social enterprises in the region.
<b>Roles and responsibilities</b>	
<ul style="list-style-type: none"> <li>• <b>Coordinator of the activity</b></li> </ul>	Coordinating or facilitating partner
<ul style="list-style-type: none"> <li>• <b>Realizing the research</b></li> </ul>	Working group leaders

### ACTION 1 - STEP 5 - 2nd Working event of the SSE Platform

During this second meeting - held online or in person - all members of the regional SSE Platform come together to review progress and chart the next phase of development. Below are the key activities and expected outcomes:

- **Presentation of Thematic Reports:** each of the three Thematic Working Groups presents its findings, highlighting the main challenges within their respective focus areas and outlining both short-term and long-term proposed actions. These presentations draw upon data gathered during desk research and stakeholder consultations.
- **Selection of proposed experimental small-scale projects and tools:** based on the thematic reports, the SSE Platform collectively reviews and prioritizes the suggested projects, tools, and processes. Considerations include feasibility, potential impact, resource availability, and alignment with the platform’s overarching objectives.
- **Agreeing on the medium- and long-term activities:** building on the selected proposals, the SSE Platform formulates a Regional Roadmap to guide regional actions over the



medium and long term. This roadmap sets milestones, allocates responsibilities, and identifies the resources and partnerships required for successful implementation.

Outcome will be a clear, collaborative plan for moving forward, encapsulated in a roadmap that details the strategic steps needed to support social enterprises more effectively in the region. This ensures that the momentum generated by the first meeting and the Thematic Working Groups continues toward practical, impactful results.

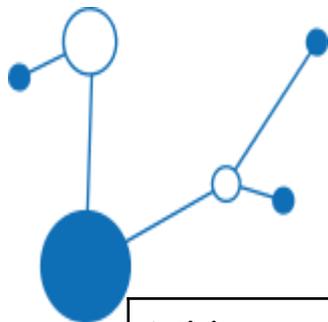
<b>ACTION 1 - STEP 5</b>	
Summary	
<b>Activity</b>	2 <sup>nd</sup> Working event of the regional SSE Platform
<b>OUTPUT</b>	Regional long-term RoadMap and project proposals
<b>Roles and responsibilities</b>	
<ul style="list-style-type: none"> <li>• <b>Organizer of the event</b></li> </ul>	Coordinating or facilitating partner
<ul style="list-style-type: none"> <li>• <b>Participants</b></li> </ul>	Public Sector Representatives Private Sector Representatives SSE & Civil Sector Representatives Academic & Research Institutions Public Stakeholders
<ul style="list-style-type: none"> <li>• <b>Roles</b></li> </ul>	Steering Committee - decision maker body Working Groups - operative units responsible for thematic areas Operational body - administrative support

**ACTION 2 - PROMOTION**

**Awareness Raising through Marketing Activities and Platform Promotion**

To ensure the outcomes of the meeting and the thematic research reach a wider audience, the SSE Platform will initiate awareness campaign across social media and publish press releases or news articles in relevant media outlets. These efforts serve to increase public knowledge, attract potential partners, and build broader support for the platform’s objectives.

<b>ACTION 2 PROMOTION</b>	
Summary	



<b>Activity</b>	Awareness Raising through Marketing Activities and Platform Promotion
<b>OUTPUT</b>	Social media and media appearances
<b>Roles and responsibilities</b>	
<ul style="list-style-type: none"> <li>• <b>Coordinating Partner</b></li> </ul>	Coordinating or facilitating partner
<ul style="list-style-type: none"> <li>• <b>Sharing news and information</b></li> </ul>	Coordinating or facilitating partner and Working group leaders

### ACTION 1 - STEP 6 - ONLINE and INTERNATIONAL co-creation workshop

This step foresees the organisation of an online or hybrid workshop designed to facilitate knowledge exchange and networking among regional, national, and international stakeholders involved in the Social and Solidarity Economy (SSE).

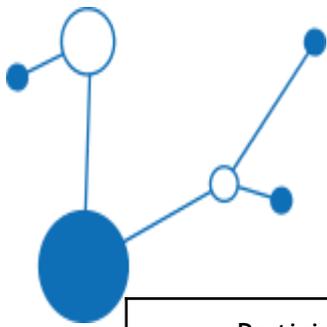
The event serves as a platform to present and discuss good practices, innovative models, and collaborative approaches that support the development of social enterprises and strengthen public-private-people partnerships. Stakeholders will be actively involved not only in attending events but also in shaping their content and contributing to the platform's strategic and structural development.

Below are the core elements and expected outcomes:

- The SSE Platform Steering Committee curates the session content, ensuring that each showcased international or regional example aligns with local needs and priorities identified by the SSE Platform. Presentations focus on replicable models and lessons learned from successful initiatives.
- Private sector representatives are encouraged to explore collaborations with social enterprises, taking inspiration from the shared international case studies. This could lead to forming tentative alliances that leverage combined expertise, resources, and market access.
- Public entities (e.g., municipalities, regional agencies) could clarify how these good practices can fit into existing policies, regulatory frameworks, or funding opportunities. By outlining possible legal or financial pathways, they help ensure smoother adaptation and scalability of solutions.

This workshop serves as both a learning platform and a catalyst for new partnerships, equipping regional stakeholders with insights to strengthen the local social enterprise ecosystem.

<b>ACTION 1 - STEP 6</b>	
Summary	
<b>Activity</b>	ONLINE and INTERNATIONAL co-creation workshop
<b>OUTPUT</b>	Presentations of the workshop and short report
<b>Roles and responsibilities</b>	
<ul style="list-style-type: none"> <li>• <b>Organizer of the event</b></li> </ul>	Coordinating or facilitating partner



<ul style="list-style-type: none"> <li>• Participants</li> </ul>	Public Sector Representatives Private Sector Representatives SSE & Civil Sector Representatives Academic & Research Institutions Public Stakeholders
--	--

## ACTION 2 - PROMOTION

### *Awareness Raising through Marketing Activities and Platform Promotion*

To ensure the outcomes of the Online International event a wider audience, the SSE Platform will initiate awareness campaign across social media and publish press releases or news articles in relevant media outlets. These efforts serve to increase public knowledge, attract potential partners, and build broader support for the platform’s objectives.

ACTION 2 PROMOTION	
Summary	
<b>Activity</b>	Awareness Raising through Marketing Activities and Platform Promotion
<b>OUTPUT</b>	Social media and media appearances
<b>Roles and responsibilities</b>	
<ul style="list-style-type: none"> <li>• <b>Coordinating Partner</b></li> </ul>	Coordinating or facilitating partner
<ul style="list-style-type: none"> <li>• <b>Sharing news and information</b></li> </ul>	Coordinating or facilitating partner and Working group leaders

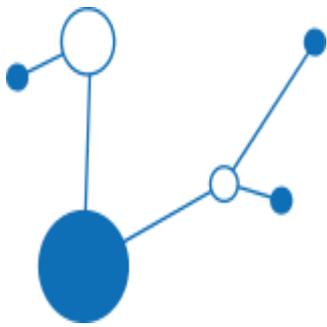
## ACTION 1 - STEP 7 - 3rd Online or personal meeting of the SSE Platform Steering Committee

This step foresees the organisation of a follow-up meeting of the SSE Platform Steering Committee to review progress, evaluate recent activities, and plan the next phase of platform development. The meeting serves as a structured opportunity to reflect on lessons learned, integrate stakeholder feedback, and adjust the platform’s strategy and operational framework accordingly.

During the session, members are encouraged to analyse insights gathered from previous actions and pilot activities, ensuring that the platform’s evolution remains responsive to practical experiences and community needs.

Participatory methods—such as focus group discussions, surveys, or interactive workshops - may be applied to collect input from a broader range of stakeholders and validate proposed adjustments.

The main objective of this meeting is to strengthen the platform’s governance, enhance coordination among members, and ensure that future actions are aligned with both the platform’s strategic objectives and the evolving priorities of the regional SSE ecosystem. This participatory approach contributes to building a more resilient, inclusive, and sustainable platform structure.



ACTION 1 - STEP 7	
Summary	
<b>Activity</b>	3rd Online or personal meeting of the SSE Platform Steering Committee
<b>OUTPUT</b>	A finalized version of LAP 2.0, incorporating lessons learned and community perspectives to guide the Platform's next steps.
<b>Roles and responsibilities</b>	
<ul style="list-style-type: none"> <li><b>Organizer of the event</b></li> </ul>	Coordinating or facilitating partner
<ul style="list-style-type: none"> <li><b>Participants</b></li> </ul>	Public Sector Representatives Private Sector Representatives SSE & Civil Sector Representatives Academic & Research Institutions Public Stakeholders
<ul style="list-style-type: none"> <li><b>Roles</b></li> </ul>	Steering Committee - decision maker body Working Groups - operative units responsible for thematic areas Operational body - administrative support



## 7. Monitoring and Evaluation Framework

To ensure the continuous improvement, accountability, and long-term effectiveness of the actions implemented under the Solution, a structured Monitoring and Evaluation (M&E) framework is established.

This framework provides a transferable model for regions aiming to assess the performance and impact of their Social and Solidarity Economy (SSE) initiatives in a transparent and evidence-based manner.

Unlike previous, primarily qualitative approaches, this framework introduces quantitative performance indicators (KPIs) that allow systematic monitoring of progress, facilitate strategic decision-making, and ensure alignment with broader regional and policy objectives.

The proposed structure can be adapted by any region and focuses on four key dimensions:

Engagement indicators:

- Number of SSEs actively involved in the platform activities
- Number of public-private partnerships formed
- Number of working group meetings and thematic actions implemented

Impact indicators:

- Number of SSEs reporting increased visibility or market access
- Number of SSE actors participating in capacity-building or training sessions
- Level of satisfaction among stakeholders (based on post-event surveys)

Policy integration indicators:

- Number of local or regional strategies that reference or support the SSE platform
- Amount of public funds mobilized to support SSE initiatives

Visibility and outreach indicators:

- Number of media appearances and social media engagements
- Number of SSE Ambassadors appointed and actively contributing

Regular review of these indicators by the SSE Platform Steering Committee or the designated monitoring body ensures adaptive management – allowing timely adjustments, data-informed decision-making, and continuous improvement of the platform’s operations and impact.

This M&E model is designed to be replicable and scalable, providing a practical framework for any region seeking to monitor and evaluate its SSE governance structure and related activities effectively.



## 8. Demonstrated regional impact and measures ensuring long-term uptake

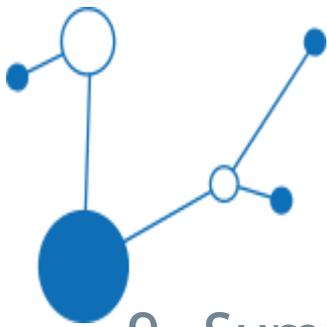
The pilot implementation in the West-Transdanubian region has already generated several tangible changes and early lasting effects that demonstrate the **practical impact of the Solution**.

The most significant achievement is the establishment of the first **regional SSE Platform**, supported by a **formally signed Memorandum of Understanding** between eight founding organisations. This formalised cooperation framework has strengthened trust, clarified shared responsibilities, and created a durable governance mechanism that continues to function beyond the initial pilot period. The participatory process also enabled SSE actors, municipalities, and business representatives to **co-design a set of small-scale project proposals**, including measures such as dedicated municipal ambassadors for SSEs, preferential access for social enterprises to local events, coordinated local branding strategies, and the development of CSR partnerships with large companies. These proposals have already influenced local policy thinking and are being **translated into concrete actions** by platform members.

A particularly notable lasting effect is the **institutional anchoring of SSE development within the City of Szombathely's upcoming 10-year strategic programme**, where supporting social enterprises has been included as a dedicated action. This demonstrates that the collaborative structures and insights developed during the pilot have **influenced long-term municipal planning and resource allocation**. Furthermore, early **behavioural changes among stakeholders** are already visible: for example, the Municipality of Sárvár - one of the MoU signatories - has begun prioritising products and services from local social enterprises at municipal events, directly improving market access for SSE actors.

To **ensure the continued uptake** and wider adoption of the introduced solutions, several concrete measures have been put in place. First, a series of **follow-up events** in the region will be organised, bringing together relevant stakeholders - including municipalities, SSE organisations, civil actors, educational institutions, and business representatives - to review progress, exchange experiences, and **jointly refine the introduced tools and governance mechanisms**. These sessions serve as a platform for reinforcing commitment, enabling practical learning, and **supporting the transition from pilot activities to long-term cooperation**. Second, the solution will be further **disseminated through future projects addressing similar thematic areas**, where the results, methods, and events of **Solution 4 will be presented and transferred to new audiences**.

Finally, the outputs of **Solution 4 will be made accessible through the online platform** currently being developed within the project, allowing all materials, templates, and methodological guidelines to be available to a wider public. By recruiting new SSE members through this digital interface, the platform will act as a **long-term dissemination channel**, ensuring that organisations outside the initial pilot group can also **explore, adopt, and integrate the governance model into their own territorial contexts**. These combined measures provide a structured and sustainable pathway for ensuring that the solutions developed in the West-Transdanubian region are taken up, adapted, and applied by partners and external stakeholders alike.



## 9. Summary of Solution 4

Building on the experiences and lessons learned during the development of LAP 2.0, Solution 4 represents a refined and transferable model designed to strengthen the Social and Solidarity Economy (SSE) through inclusive governance and structured collaboration. Developed from the pilot implementation phase, the solution demonstrates how regional SSE Platforms can effectively mobilise public, private, and community actors within a 3P-based governance framework.

The approach provides a clear structure for establishing cooperation, coordinating actions, and supporting social enterprises through participatory mechanisms. It also addresses the key challenges identified during earlier testing phases, including the need for stronger institutional anchoring, clearer role definitions among stakeholders, and the integration of international good practices.

A central focus of Solution 4 is the active engagement of social enterprises as equal partners in decision-making and co-design processes. By shifting their role from beneficiaries to contributors, the solution ensures stronger ownership, stimulates innovation, and embeds SSE principles more deeply into regional development strategies.

Furthermore, Solution 4 emphasises the importance of policy alignment and sustainability by promoting the inclusion of SSE priorities in local and regional strategies. This institutional embedding guarantees continuity beyond project lifecycles and creates a stable framework for long-term cooperation.

Ultimately, Solution 4 offers a practical and replicable approach that other regions can adapt to their own contexts, serving as a roadmap for developing robust SSE ecosystems built on collaboration, transparency, and shared responsibility.