



# INTERREG SIV

O.T4.1

Strategy for Capacities in Scale and Scope Version 1.0
Croatia May 2022

## Content

CONTENT .		1
1. OBJECT	TIVES OF THE STRATEGY ACCORDING TO THE APPLICATION FORM	2
2. STRATE	GIC FRAMEWORKS	2
2.1. Em	ployment situation in the partner country	2
2.1.1.	Main economic and labour market trends	2
2.1.1.	1. LABOR MARKET TRENDS	4
2.1.2.	Unemployment situation and data	4
2.1.3.	Facts and data on long-term unemployment in Croatia	4
2.2. Sta	tus quo of social impact investments in the partner country/region	8
2.2.1.	Private donations in Croatia	8
2.2.2.	Overview of social impact investment in Croatia	9
2.2.3.	Examples for social impact investors in Croatia	9
2.2.4.	Social impact investment focusing on (long-term) unemployment in Croatia	10
	scription of the social impact fund developed to finance social impact voucher	
partner co	ountry/region	,10
2.4. Cha	allenges for scaling the social impact fund in Croatia	12
2.4.1.	Economic challenges of scaling	12
2.4.2.	Labour market challenges of scaling	12
2.4.3.	Challenges based on the status of impact investments	12
2.4.4.	Legal challenges	13
3. COUNTI	RY-SPECIFIC OBJECTIVES	. 13
4. ACTION	S	. 13
4.1. Act	cion 1 - Scaling the scope of investors	13
4.1.1.	Enabling scheme that will enable public-private collaboration in the process	s 13
4.2. Act	tion 2 - Scaling the amount of money invested in the fund	15

## 1. Objectives of the Strategy according to the Application Form

This output will be a strategy for further uptake of the social impact fund by other stakeholders and an increased size of the existing fund, reducing long-term unemployment.

Accordingly, the strategy aims at describing the plans for scaling the social impact fund developed with the contribution of the partner organizations within the frameworks of the Social Impact Vouchers project regarding the number of contributors to the financial fund and the amount of the financial contribution paid into the fund.

### 2. Strategic frameworks

#### 2.1. Employment situation in the partner country

The employment and unemployment situation in Croatia has been greatly impacted by the COVID-19 pandemic. In 2019, the unemployment rate in Croatia was 7.5%. However, as a result of the pandemic and the associated economic slowdown, the unemployment rate increased to 12.2% in 2020.

In 2021, there was some improvement in the employment situation, with the unemployment rate decreasing to 10.2%. However, this was still higher than prepandemic levels. The number of employed persons also increased, but remained lower compared to the levels prior to the pandemic.

The Croatian government introduced measures to support employment, including wage subsidies and support for self-employed individuals, which helped to mitigate the impact of the pandemic on the labor market. However, the overall economic recovery is expected to be slow and uneven, with the tourism industry, which is a major source of employment in the country, expected to take longer to recover.

As of 2022, the unemployment rate in Croatia has continued to decrease and was estimated to be around 8.7%, which is still higher compared to pre-pandemic levels. The country is expected to continue to face challenges in the labor market as the economy continues to recover from the impacts of the pandemic.

#### **2.1.1.** Main economic and labour market trends

In the policy report D.T4.5.2 (January 2022) it was indicated that covid pandemic largely reshaped the general economic outlooks as well as employment situation in the whole world as well as in Croatia.

The COVID-19 pandemic had a significant impact on the Croatian economy. According to the Croatian National Bank, the country's Gross Domestic Product (GDP) contracted by 8.7% in 2020 due to the pandemic. The tourism industry, which is a major contributor to the Croatian economy, was severely affected, with tourist arrivals decreasing by 75.8% in 2020 compared to the previous year. Additionally, the pandemic led to a decrease in domestic consumption and a rise in unemployment, which further exacerbated the economic impact. According to the Croatian Employment Service, the unemployment rate in Croatia rose to 12.2% in 2020, an increase of 4.7% from the previous year. The pandemic has

also led to a significant increase in public debt, which was estimated to be around 86.6% of GDP in 2020.

Although recovery was expected in 2022 and 2023, economic growth on a scale expected before pandemic was not expected earlier than mid-2024 in the best or early 2025 in the worst case scenario. However, raising uncertainties arising from the pandemic consequences, especially disruptions in supply chains and newly emerged crisis in Ukraine, had unexpectedly led to an economic outlook in which EU (and much of the world) will be faced with unprecedented levels of inflation combined with energy and food shortages for decades. This "perfect storm" of economic events brings economic outlook to the range of completely unpredictable scenarios, because not a single one of the economic models in use by major financial institutions and policy makers can predict the consequences of such major disruptions in global economic activity.

The best we can say at the moment that for year 2022 and most likely 2023, the inflation in Croatia will similarly to other EU countries stay in the double digit range of at least 10% at the year-to-year basis. Rising energy prices will put additional pressure to all energy-intensive economic activity. In addition many people, both employed and unemployed will face with two simultaneous effects of falling purchasing power and increasing living costs that would most likely lead to increase in the poverty levels. This development is also reflected at the EU level: "During the Corona pandemic, there was a strong increase in long-term unemployment. Although the current development of unemployment figures suggests a further easing of the labour market, the effects of the pandemic are still reflected in a high level of long-term unemployment: at the end of 2021, there were almost 61,000 unemployed people who had already been unemployed for twelve months or more. At the same time, a large number of unemployed people are at risk of crossing over into long-term unemployment. Meanwhile, the share of long-term unemployed among all unemployed remains at a high level. In December 2021, the share was 44,52 per cent (see chart 1). This corresponds to an increase of 5,37 percentage points compared to the precrisis level (March 2020) - (Croatian Employment Service)."

The development expected for the next few months is still described as basically positive, but is also put into perspective because of the Russian invasion of Ukraine:

"The IAB consultancy expects a further recovery on the labour market in 2022 and a slight increase in employment subject to social security contributions in the EU. Unemployment is expected to decline somewhat more in Western Europe than in East-Europe, with notable exception of Croatia due to expected positive impact of the introduction of Euro as an official currency and the joining to the Schengen zone. However, the IAB's regional labour market forecast for spring 2022 is subject to particularly high uncertainty due to the war in Ukraine, continuing supply bottlenecks, high commodity and energy prices, and the uncertain progress of the Covid 19 pandemic. A deterioration of the economic situation due to these risks would also have a negative impact on the labour market, but this cannot be taken into account in the forecast presented in this document."

#### 2.1.1.1. Labor market trends

Guidelines for the development and implementation of active employment policy in the Republic of Croatia for the period 2018-2020 have established the basis for the development of active employment policy measures, evaluation of their application and their promotion. They also set priorities and objectives in the area of the overall employment policy in the Republic of Croatia for the three-year period: increasing the employment rate, adjusting supply and demand in the labour market and stepping up activities to inform labour market participants. The long-term goal set by the Guidelines is a competent and adaptable workforce that will be able to meet the requirements of the labour market and the interconnected institutions of the market that can provide high quality service.

#### **2.1.2.** Unemployment situation and data

Number of the unemployed (Croatian Employment Service - CES<sup>1</sup>):

Year	Average number of unemployed
2018	153.542
2019	128.650
2020	150.024

The number of unemployed has decreased slightly due to the coronavirus pandemic and the closure of most of the economy in order to prevent the epidemic from spreading further. However, despite the emergency situation, the average number of unemployed people decreased by 2,718 people between 2018 and 2020.

	2018.	2019.	2020.
Male	66.402	57.125	67.229
Female	87.139	71.525	83.595
Total	153.542	128.650	150.824

#### **2.1.3.** Facts and data on long-term unemployment in Croatia

Out of the total average number of unemployed persons (150,824) in 2020, 52,042 people were registered with the status of "unemployed for more than a year", i.e. the share of the long-term unemployed amounted to 34.5% in the total unemployed. Compared to 2020 with 2018, the number of long-term unemployed decreased from 66,605 to 52,042 and 14,563 people, respectively.

<sup>&</sup>lt;sup>1</sup> https://statistika.hzz.hr

Year	Long term unemployed
2018	66.605
2019	50.371
2020	52.042

Source: CES

Out of the total average number of unemployed persons (150,824) in 2020, 42,373 people under the age of 30, 28.1% of the total unemployed were registered. Compared to 2018, the number of young unemployed people increased with 2,617 from 39,756 to 42,373 in 2020.

The unemployment rate in the 20-64 years old population in 2020 was 7.0%, while in 2018 it was 8.2%. Accordingly, the unemployment rate decreased by 1.2 percentage points in the respective age group.

#### Unemployment rate 20-64:

	2018.	2019.	2020.	
EU 27	7,2	6,6	6,9	
Croatia	8,2	6,4	7,0	

Source: Eurostat

The 15-24 age group is an important demographic cohort to consider in the context of unemployment statistics. This age group comprising people entering the job market is particularly vulnerable to unemployment, as young people often have limited work experience and may face discrimination in the job market.

According to data from the International Labour Organization (ILO), the global youth unemployment rate (for those aged 15-24) was estimated to be 13.2% in 2021, up from 12.9% in 2019. This increase in youth unemployment was largely driven by the economic impact of the COVID-19 pandemic, which has disproportionately affected young people and led to a decline in job opportunities in many sectors.

In many countries, the youth unemployment rate is higher than the overall unemployment rate, reflecting the difficulties that young people face in finding work. This can have a lasting impact on their careers, as prolonged periods of unemployment early in their working lives can reduce their future earning potential and increase the risk of poverty.

It's important for governments and other organizations to prioritize programs and policies aimed at reducing youth unemployment and supporting young people in finding employment. This can include initiatives to increase job opportunities, provide training and skills development, and address discrimination in the job market. By supporting the employment prospects of young people, it is possible to help them build successful careers and contribute to a stronger, more resilient economy.

#### Unemployment rate (15-24) (Eurostat):

2018.		2019.	2020.	
EU 27	16,1	15,1	16,9	
Croatia	23,7	15,1	21,1	

Source: Eurostat

The number of employees in the 20-64 age group in the Republic of Croatia increased by 0.5% in 2020 compared to 2018, while at EU-27 level the reverse trend is visible - the number of employees decreased by 0.5% over the same period.

	2018.	2019.	2020.
EU 27	189.824.800	191.449.800	188.933.000
Croatia	1.609.900	1.630.800	1.618.100

Source: Eurostat

The employment rate in 2020 was 66.9%, while in 2018 it was 65.2% and our employment rate increased by 1.7 percentage points, while at EU-27 level the employment rate stagnated in the observed period.

	2018.	2019.	2020.	
EU 27	72,3	73,1	72,3	
Croatia	65,2	66,7	66,9	

Source: Eurostat

The youth employment rate in 2020 is the same as in 2018, at 25.6%, while at EU-27 level it decreased by 1.4 percentage points.

	2018.	2019.	2020.	
EU 27	32,8	33,4	31,4	
Croatia	25,6	27,7	25,6	

Source: Eurostat

The activity rate in 2020 was 71.9%, an increase of 0.9 percentage points compared to 2018, while at EU-27 level the activity rate decreased by 0.2 percentage points

2018.		2019.	2020.
EU 27	77,9	78,2	77,7
Croatia	71,0	71,3	71,9

Source: Eurostat

Between 2018 and 2020, 97,106 people used one of the active employment policy measures. Employment aid was the most used, at almost 25% compared to the total number of beneficiaries of the measures.

	2018.	2019.	2020.	2018 2020.
1. Aid for employment	9.169	8.734	5.908	23.811
1.1. Aid for the employment of the	7.121	6.783	4.355	18.259
unemployed				
1.2. Employment aid for the				
acquisition of first work	2.048	1.951	1.553	5.552
experience/traineeships				
2. Training aid	375	996	622	1.993
3. Aid for self-employment	6.485	8.723	3.778	18.986
4. Education and training	11.683	7.378	2.939	22.000
4.1. Education of the unemployed	5.180	3.359	2.149	10.688
4.2. Education of employees	-	-	3	3
4.3. On-the-job training	492	578	361	1.431
4.4. Education for finishing				
primary school and obtaining the	-	-	0	0
first profession				
4.5. Activation programs	-	-	398	398
4.6. Vocational training for non-	5.885	3.381	26	9.292
employment work	5.005	3.301	20	9.292
4.7.Training to experience				
appropriate work experience	126	60	2	188
(30+)				
5. Public work	5.420	3.366	2.305	11.091
6. Aid for the preservation of jobs	0	2.446	1.429	3.875
6.1. Support for reducing working		281	0	281
hours	-	201	U	201
6.2. Support for the education of			0	0
workers	-	-	U	U
6.3. Aid for the preservation of jobs				
in the textile, clothing, footwear,	-	2.165	1.429	3.594
leather and wood sectors				
7. Permanent seasoner	3.803	5.283	6.264	15.350
ALTOGETHER	36.935	36.926	23.245	97.106

Source: CES

#### 2.2. Status quo of social impact investments in the partner country/region

#### 2.2.1. Private donations in Croatia

The described situation had a large negative impact on both private donations and investments with private investors fleeing philanthropic and impact oriented activities and starting transferring investments to assets that are perceived as more stable in the periods of crisis - real estate, land, commodities, etc.

In Croatia, private philanthropic and impact investing sector is still very much undeveloped so the only viable chance for private investments is through institutional, especially public investors.

A new era of philanthropy in Croatia began with democratic changes in 1990. The influence of the state in society changed considerably, and its social role was reduced. Some of the activities that had previously been the domain of the state, were taken over by other entities - civil society organizations, among which foundation take a special place.

In Croatia today there are over 200 foundations. Compared to other countries, including transition countries, it is not enough. There are several reasons for the underdeveloped foundation operation in Croatia: a restrictive law on their establishment and the lack of programs to encourage the development of foundations. In addition, the problems lie in historical circumstances, as well as in misunderstanding and lack of knowledge about foundations in the Croatian society.

Philanthropic donations in Croatia increased significantly in 2019 when it comes to donated amounts. The estimated value of donations is EUR 20.2 million, up by 125% compared to 2018, which is among the key data from the annual report Croatia Donates 2019, prepared by the Catalyst Balkans Foundation.

Of all donations, 82.9% were directed to four key donation areas (health, poverty alleviation, support for marginalised groups, and education). There was also an increase in donor activity of 10% compared to 2018, so 2,887 individual donations were recorded in 2019.

These are some of the data presented at the Croatia Donates 2019 webinar, held on 26 November 2019, where representatives of the Catalyst Foundation, SOLIDARNA Foundation, Slagalica Foundation, CERANEO - Centre for Development of Non-Profit Organisations and the Croatian Business Council for Sustainable Development talked about the state of philanthropy in Croatia in 2019, with a review of the levies during the COVID-19 crisis and forecasts for next year.

According to research conducted by Catalyst Balkans, EUR 15,325,490 has been donated in Croatia since the beginning of the crisis to combat the harmful effects of COVID-19, of which 55.3% were donations from the business sector and 29.5% were mixed donations. As much as 93.9% of the total amount was donated to the state and public institutions, primarily hospitals.

According to the research "Croatia Donates 2019", a significant increase was also observed when it comes to transparency during 2019. The transparency of donated values in 2019 amounted to 49.8% of all donations, up by 19.6% compared to the previous year.

#### 2.2.2. Overview of social impact investment in Croatia

In Croatia social impact investment sector is virtually non-existant or is in a very early stage of development.

The most of the funding for the social economy sector is coming in the form of grants by EU, national government as well as some of the local governments as follows:

- ESF programme for Croatia grants for social entrepreneurs 15M EUR in total <a href="http://www.esf.hr/natjecaji/socijalno-ukljucivanje/poziv-na-dostavu-projektnih-prijedloga-jacanje-poslovanja-drustvenih-poduzetnika-faza-i/">http://www.esf.hr/natjecaji/socijalno-ukljucivanje/poziv-na-dostavu-projektnih-prijedloga-jacanje-poslovanja-drustvenih-poduzetnika-faza-i/</a>
- National programme for the development of cooperatives (stopped in 2020)
- Grants for companies providing service to socially deprivileged groups run by ESF <u>- http://www.esf.hr/socijalno-ukljucivanje/</u>

Grants for work of NGOs and local economic actors related to the social economy activities, provided by municipalities. City of Zagreb as the largest one provides grants in total annual amount of 150k EUR.

#### **2.2.3.** Examples for social impact investors in Croatia

Few notable examples of those early-stage investment mechanisms include:

- Feels Good Venture Capital Fund fund that just started operations in 2022, looking for startup companies that aim to achieve some impact with their business. However, in its selection policy, the fund mostly expects highgrowth and high-return companies and is inaccessible for many companies dealing with vulnerable social groups http://feelsgoodcapital.com
- ZEF (Cooperative for ethical financing) offers microloans of up to 25.000 EUR to social enterprises in collaboration with Polish-based ethical investment institution TISE. However, pandemic has caused severe degradation in the quality of financed portfolio, making it impossible for ZEF to continue its microloan programme and it is expected that the programme will be shut down by the end of 2022 https://www.zef.hr
- ACT Group in collaboration with Philipp and Morris runs seed-grant programme for startup entrepreneurs focused to some impact-oriented business. However, grants are relatively small in amount and do not have proper established sources of follow-up financing - <a href="http://act-grupa.hr">http://act-grupa.hr</a>
- Erste Bank has credit line for social enterprises, but accessibility to that credit line still remains the issue since collateral and general eligibility requirements are high and frequently very difficult to achieve by social economic actors in Croatia
  - https://www.erstebank.hr/hr/press/priopcenja-zamedije/2018/6/21/europski-investicijski-fond-i-erste-group-potpisalisporazum-vrijedan- 50-mil-eura-o-financiranju-drustvenog-poduzetnistva
- Crowdfunding platforms run by several organisations (Croinvest, ZEZ (green

energy) and ZEF for support of different projects (including those with positive social impact) - https://croinvest.eu

2.2.4. Social impact investment focusing on (long-term) unemployment in Croatia

Aiming for crowdfunding projects - first trial will take place in autumn 2022. Social Cooperative Martinov Plašt aims to start a new social enterprise by collecting capital through the crowdfunding process. New social enterprise will be built around a business idea to offer service of the nursery for the recovery of office plants run by people from depriviledged backgrounds. For the start of the operations, a new social enterprise will need 70.000 EUR which are going to be collected through a reward based crowdfunding process organised through croinvest.eu crowdfunding platform.

- 2.3. Description of the social impact fund developed to finance social impact vouchers in the partner country/region
  - 1. Fund geographic scope:
    - National/Transnational: Transnational
    - Country (if national):
  - 2. Fund type:
    - Grant based/Investment based: Grant based
    - If fund is investment based, what is the expected return rate to investors?: It is not possible to have return based fund for the activities supported by voucher programmes of organisations participating in transnational fund. The best that we can hope is to recycle funds to some extent and find a model of continuous inflow of funds in order to keep (and enlarge) its size.
  - 3. Fund is set up in a form of: trust agreement
  - 4. Fund is already active?

Yes/No: No

5. Fund has rules of operations?

Yes/No: Yes

6. Fund has established a body that decides about giving funds to beneficiaries with at least 3 people participating in the decision making

Yes/No: No

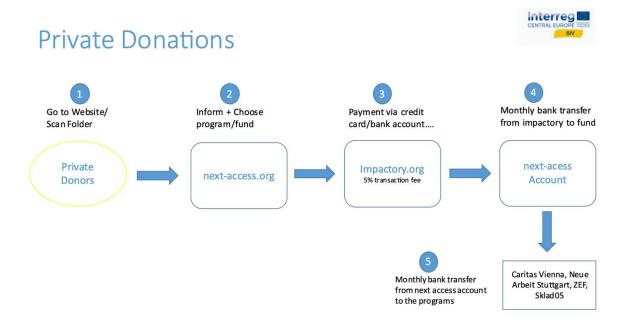
7. Fund has established a supervision body consisted of people that do not participate in the decision making about funding beneficiaries:

Yes/No: No

8. Fund has clear funding strategy in a form of a strategy document:

Yes/No: Yes

9. The process of decision making about beneficiaries of the fund



10. Financial size of the fund at the moment (paid-in contributions):

#### Not established yet

Private contribution: EUR \_\_\_\_\_,Public contribution: EUR \_\_\_\_,-

11. Funds committed for the fund from private sources:

EUR 50.000-

12. Funds committed for the fund from public sources:

EUR 0-

#### 13. Projection of new funds to be fund raised in the next 5 years:

```
2023: EUR 50.000,-
2024: EUR 50.000,-
2025: EUR ____,-
2026: EUR ____,-
2027: EUR ____,-
```

#### 14. Amount eligible to be granted to a beneficiary:

```
Minimum: EUR 10.00,-
Maximum: EUR ____,-no lin
```

Maximum: EUR \_\_\_\_\_,-no limitation Median expected: EUR 100.00,-

#### 15. Expected lifetime of the fund:

Number of years: Indefinite

#### 2.4. Challenges for scaling the social impact fund in Croatia

Labour and employment policies are seen by private actors as responsibilities of the state, and there is no willingness to invest in it. On the other hand, public institutions do not have experience of collaboration with private actors on the topic of financing employment instruments and are reluctant to establish this type of partnership due to the lack of experience and unclear framework of collaboration

#### 2.4.1. Economic challenges of scaling

- The value of the fund is usually not sufficient for scaling.
- Local conditions must be adapted in order to be able to implement scaling. There is often a lack of funds, human resources and stakeholders.

#### 2.4.2. Labour market challenges of scaling

- Regional absorption capacity of the labour force, it is good in the cities, rather worse in the peripheral areas and the rural environment.
- The conditions of the stakeholders, such as companies, agencies, etc. are heterogeneous and block scaling.

#### **2.4.3.** Challenges based on the status of impact investments

- There is still only partial knowledge about impact investment.
- There is a lack of specialists and experts to accompany the implementation process.

#### 2.4.4. Legal challenges

In the European context, various issues stand in the way of a European impact investment. Those challenges include:

- 1. Lack of uniformity in impact investment regulations across different EU member states, which makes it difficult for investors to understand the legal framework for impact investments in each country.
- 2. Limited availability of standardised impact investment products and limited market infrastructure, such as impact investment exchanges, which hinder the growth of the impact investment market.
- Complex tax and regulatory frameworks, which can make it difficult for impact investors to claim tax benefits or other incentives associated with impact investments.
- 4. Data privacy and protection concerns, which can make it difficult for investors to access relevant information about potential impact investments and can discourage companies from participating in the impact investment market.
- 5. Lack of clarity in defining and measuring impact, which makes it difficult for investors to assess the impact of their investments and for regulators to assess the effectiveness of impact investment policies.
- 6. Limited access to capital, especially for small and medium-sized enterprises (SMEs), which are often the target of impact investment.

## 3. Country-specific Objectives

- Objective 1: Increase awareness about the importance of labour policies among both policy makers, general public and investors
- Objective 2: Create framework that will support innovation in the sector

#### 4. Actions

#### 4.1. Action 1 - Scaling the scope of investors

- 4.1.1. Enabling scheme that will enable public-private collaboration in the process.
  - The enabling scheme for public-private collaboration in empowering impact investors could consist of the following activities:
    - Development of a common definition and framework for impact investment: This would involve collaboration between public and private sector actors to develop a shared understanding of what constitutes impact investment and to establish a framework for measuring and reporting impact.
    - 2. <u>Creation of standardised impact investment products:</u> This would involve collaboration between financial institutions, impact investors, and other stakeholders to develop a range of standardised impact investment products that can be easily understood and marketed by

- investors and financial intermediaries.
- 3. Establishment of an impact investment exchange: This would involve the creation of a platform for buying and selling impact investment products, as well as a clearinghouse for information and data on impact investments. The exchange would be open to all actors involved in the impact investment market, including investors, financial intermediaries, and impact-focused companies.
- 4. Expansion of tax incentives and other regulatory support: This would involve collaboration between public and private sector actors to develop tax incentives and other forms of regulatory support for impact investment, such as simplified reporting requirements or streamlined investment processes.
- 5. <u>Facilitation of access to capital for SMEs:</u> This would involve collaboration between public and private sector actors to provide SMEs with greater access to capital, including through the establishment of dedicated impact investment funds and other financial instruments.

#### Indicators of success for the enabling scheme could include:

- The number of standardised impact investment products available in the market
- The level of participation in the impact investment exchange
- o The level of investment in SMEs through impact investment funds
- The number of companies reporting on their impact in accordance with the common definition and framework

#### • Stakeholders in the enabling scheme could include:

- Financial institutions, including banks, impact investment funds, and other investment intermediaries
- o Public sector actors, including government agencies and regulators
- Impact investors, including individual investors, foundations, and other impact-focused organizations
- SMEs seeking impact investment
- Consumer and advocacy groups
- o Professional organizations and trade associations

#### Estimated costs

Estimated costs of the enabling scheme would depend on the specific activities being implemented and the actors involved, but could include costs associated with:

- Development of the common definition and framework for impact investment
- Creation of standardised impact investment products
- o Establishment of an impact investment exchange
- Expansion of tax incentives and other regulatory support
- Facilitation of access to capital for SMEs

 Marketing and outreach to promote the enabling scheme and increase participation in the impact investment market.

#### 4.2. Action 2 - Scaling the amount of money invested in the fund

#### Activities for scaling the amount of money invested in the social impact fund

- 1. <u>Partnering with Croatian Employment Service and other government institutions:</u> This would involve establishing official partnerships with these organizations to further develop the investment and collaboration framework for social impact investing in Croatia.
- 2. <u>Promotion of the social impact fund to potential investors:</u> This would involve a marketing and outreach campaign aimed at promoting the social impact fund and increasing investment in it. This could include public speaking engagements, targeted advertising, and other outreach efforts to reach a broad audience of potential investors.
- 3. Exploration of social impact bonds and non-financial reporting directive: This would involve exploring the potential for implementing social impact bonds or payments through non-financial reporting directive on the EU level. This could involve conducting research and analysis of existing models, engaging in consultations with key stakeholders, and developing a proposal for implementation.

#### Indicators of success for the activity could include:

- The amount of money invested in the social impact fund
- The number of official partnerships established with government institutions
- The level of engagement and interest in the social impact fund from potential investors
- The number of social impact bonds or payments through nonfinancial reporting directive established

#### • Milestones for the activity could include:

- Establishment of official partnerships with Croatian Employment Service and other government institutions
- Launch of the marketing and outreach campaign to promote the social impact fund
- Completion of research and analysis on social impact bonds and Non Financial reporting directive
- Implementation of social impact bonds or payments through Non Financial reporting directive

#### • Stakeholders involved in the activity could include:

- o The social impact fund Next Access Transnational Fund
- Croatian Employment Service and other government institutions

- o Potential investors in the social impact fund
- o Financial institutions, including banks and investment intermediaries
- Non-profit organizations and advocacy groups
- o Professional organizations and trade associations

#### • Estimated costs for the activity could include:

- Costs associated with establishing official partnerships with government institutions
- o Marketing and outreach costs for promoting the social impact fund
- Research and analysis costs for exploring social impact bonds and Non Financial reporting directive
- Implementation costs for social impact bonds or payments through Non Financial reporting directive, if implemented.