



**South East European Centre
for Entrepreneurial Learning**

**SEE
CEL**

Strategic Plan 2013-2016

Think to Act Entrepreneurially



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for Entrepreneurial Learning

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Zagreb, 2013

List of Abbreviations

- CoP** – Community of Practice
- DG** – Directorate General (of the European Commission)
- EBPM** – Evidence Based Policy Making
- ETF** – European Training Foundation
- EU** – European Union
- LLEL** – Life Long Entrepreneurial Learning
- OECD** – Organisation for Economic Cooperation and Development
- OMC** – Open Method of Coordination
- RCC** – Regional Cooperation Council
- SBA** – Small Business Act for Europe
- SEECEL** – South East European Centre for Entrepreneurial Learning
- SME** – Small and medium Enterprises
- TNA** – Training Needs Analysis
- TNAS** – Training Needs Analysis System
- VET** – Vocational Education and Training
- WETNAS** – Women Entrepreneurs’ Training Needs Analysis System

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Foreword



The past years have seen the strategic steps in both building structured regional cooperation in the area of LLEL and further institutional development in becoming a respectable centre of expertise. For its work SEECEL was awarded with international awards.

The European Commission has recognized SEECEL as an expert body and as an example of best practice in strategic regional cooperation, best practice for good conceptual solutions in the field of entrepreneurial learning as a key competence and best practice in line with the first principle of the Small Business Act for Europe which all pre-accession countries are implementing. In parallel with these developments, SEECEL has become a reference point for EU member states and the Knowledge Economy Network has awarded SEECEL with a best practice award in the field of strategic regional cooperation.

The enthusiasm, efforts and dedication of all SEECEL member states and in conjunction with EU support have resulted in a robust exchange of experience and knowledge, bearing fruit to a developed and tested modalities for implementation of entrepreneurial learning as a key competence in various levels of education and society. These achievements wholly represent, not only the vision of individual countries, but also a regional

vision to fully engage resources and efforts in the promotion of knowledge-based economies that will have entrepreneurship and innovation at their hearts. This regional cooperation and consensus is a remarkable achievement, given not only the complexity of the subject matter, but also the great variety of perspectives from the region as a whole. SEECEL also offers a very unique solution to structured strategic cooperation between education and the business world across all levels, ranging from local, national and international. We, therefore, have a unique opportunity to share knowledge and experiences and to learn from each other while continually including all those who show an interest in this kind of structured cooperation.

SEECEL is now presented with an excellent opportunity to continue with these developments, to spread the acquisition of developed tools on national levels and to continue to build momentum across all levels of society and governments. The region as a whole has a wealth of untapped human capital potential that can serve as a competitive advantage in promoting the sustainable, smart, inclusive and integrated growth and development.

SEECEL will continue to support its member states in maintaining this developmental impetus and in facing all future

challenges with an entrepreneurial heart and mind through promotion of entrepreneurial literate societies which think and act entrepreneurially.

In SEECEL, we believe that when the right people get together, problems become opportunities.



Efka Heder,
SEECEL Director

Organisational Profile

The South East European Centre for Entrepreneurial Learning (SEECEL) is the first expertise centre and think tank that arose from South East European countries' interest to establish structured strategic cooperation in development of life-long entrepreneurial learning (LLEL), in line with EU policy essentials. SEECEL was established in 2009 in Zagreb on the initiative and support of the Government of the Republic of Croatia with two co-founders: Ministry of Economy, Labour and Entrepreneurship (nowadays Ministry of Entrepreneurship and Crafts) and the Croatian Chamber of Economy. SEECEL also received full written support from all its member states and the European Commission. SEECEL member states are as follows: Albania, Bosnia and Herzegovina, Croatia, Kosovo*, Macedonia**, Montenegro, Serbia and Turkey.

All SEECEL member states share full ownership of the process and actively and equally participate in the governance of SEECEL, in content development and implementation. As an institution, SEECEL is governed by an international steering committee

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of independence

** The Former Yugoslav Republic of

composed of two representative members of each SEECEL member state – one from the Ministry of Education and one from the ministry in charge for the Small Business Act for Europe (SBA). This ensures the policy dialogue between the world of education and economy. SEECEL also cooperates very closely with: European Commission (DG Enlargement, DG Enterprise and Industry, DG Education and Culture, DG Regional Development and DG Employment and Social Affairs), European Training Foundation (ETF), Organisation for Economic Cooperation and Development (OECD) and The Regional Cooperation Council (RCC).

SEECEL, as the first institutional development from the SBA, shares all of its developments with European and international institutions and agencies, EU member states and other interested parties. SEECEL's activities are an integral and complementary part of the SEE 2020 Strategy and the EU 2020 Strategy. In sharing its developments and contributing to other congruent strategies and initiatives, SEECEL generates benefits for SEECEL member states as well as EU member states and fully respects all EU policy recommendations in the field of lifelong entrepreneurial learning development.

SEECEL's core activities consist of regional-level development

of tools and methodologies that promote entrepreneurial literacy in education and economic sectors. SEECEL also gives support to countries' efforts to use these developed tools for national development. Further horizontal activities cover the promotion of good practice in entrepreneurial learning as well as knowledge sharing and capacity building of regional institutions and bodies. SEECEL is an open membership institution and welcomes all interested countries to participate in all developments, while at the same time, also, actively sharing its activities and tools with EU member states, EU partner countries, relevant institutions and partners and the broader professional community engaged in entrepreneurial learning.

Since 2011 SEECEL is implementing the “Women Entrepreneurship – a job creation engine for South East Europe” project in cooperation with Regional Cooperation Council and Gender Task Force. The project is being financed by the Swedish International Cooperation Development Agency.

The purpose of the project is to promote women's entrepreneurship in South Eastern Europe through joint efforts of public and private sector, present best practices for women entrepreneurship as well as building the capacity of national and regional women's business networks and associations.

By expanding its activities on the specific area of women entrepreneurs and by adding an additional country to the list of SEECEL member states, the Republic of Moldova joined the process on equal basis.

Following these developments, as a recipient of the technical assistance, SEECEL is financially supported within EU Western Balkans Investment Framework (WBIF) fund for the development of technical solution and documentation for a future SEECEL building.

SEECEL, with the full support of all participating countries, is the sole approved regional infrastructure project for social infrastructure, through the Western Balkans Investment Framework (WBIF). The project, which is preparing technical documentation is currently in implementation with the ultimate aim of building a future building for SEECEL/ECEL located in Zagreb. Investment for the construction of the building was planned and reserved through EU structural funds with the full financial support from the Croatian Government. The first phase of the project for preparing technical documentation is completed, resulting with a draft of urban and architectural design of the future SEECEL/ECEL building. The beginning of construction is planned for 2015 and full operability of SEECEL/ECEL is planned for 2016.

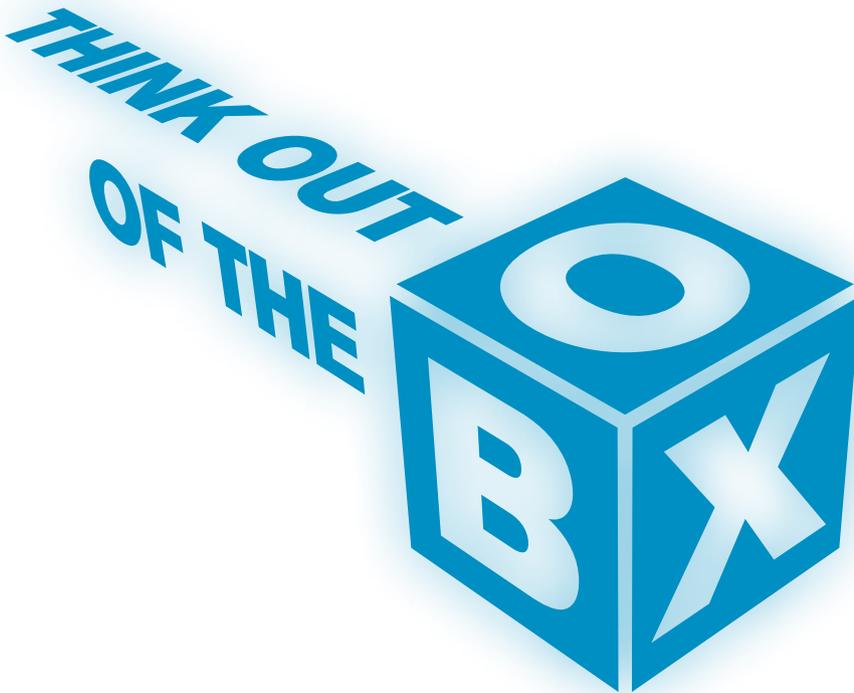
Mission and Vision

Mission

SEECEL's mission is to work on systematic development of lifelong entrepreneurial learning as a key competence and on alignment of policies and practice with those of the European Union by strengthening the structured regional cooperation.

Vision

SEECEL's vision is aiming to strengthen entrepreneur-friendly environments and mind-sets for building entrepreneurial literate societies that lead to sustainable economic growth and development.



Principles and Values

Participatory and Representative - each SEECEL member state has an equal say in SEECEL governance and participates in all developments and activities, creating a full sense of ownership in each participating country.

Innovative and Sharing - SEECEL believes in developing innovative solutions to existing issues through multi-national cooperation that provides an environment conducive to sharing of knowledge and experience for development of entirely new and improvement of existing modalities and tools.

Quality and Efficiency Oriented - modern management systems and a flexible approach to work plans and programmes ensure that SEECEL consistently and timely develops high quality materials for use in SEECEL member states.

Transparent and Accountable - SEECEL ensures that all actions and developments are clearly explained, documented and publicized to all relevant stakeholders on national, regional and EU levels.

Sustainable and Forward-looking - in order to ensure the continued sustainability and feasibility of actions and developments, SEECEL frequently and consistently reviews its activities and achievements with cost-benefit analysis in mind and with full participation of all SEECEL member states through the SEECEL Steering Committee.

Cooperative and Collaborative - SEECEL actively cooperates with all relevant stakeholders and regularly shares experience and knowledge in order to create a strong network of institutions and bodies which have like-minded visions and complementary missions.

Methodical and Efficient - SEECEL's work methodologies fully respect established EU operational procedures such as the Open Method of Cooperation (OMC) and Evidence Based Policy Making (EBPM).

Entrepreneurial Learning in EU and Regional Context

The recent global economic developments presented an opportunity for Europe to grow stronger and to promote smart, sustainable and inclusive growth. In order to take advantage of this opportunity, steps were outlined in the EU 2020 Strategy which set the targets and key priorities and initiatives. Recognizing that Europe can “count on the talent and creativity of [its] people”¹, the EU 2020 strategy places a great focus on the development of Europe’s human capital. In particular, it stipulates that promoting smart growth driven by knowledge and innovation necessitates reforms which should improve the quality of education and training, and reforms should contribute to “ensuring that innovative ideas can be turned into new products and services that create growth, quality jobs and help address European and global societal challenges. But, to succeed, this must be combined with entrepreneurship, finance, and a focus on user needs and market opportunities.”²

In the development of human capital, special focus should be put on the development of a lifelong learning system that sup-

ports individuals through education and training – as defined in the Education and Training 2020 strategic framework³⁴. The basis for this system in Europe is a set of eight key competences that define the knowledge, skills and attitudes necessary for a successful life in a knowledge society.

The implementation of the lifelong learning process was further elaborated in the European ‘Council conclusions on the role of education and training in the implementation of the ‘Europe 2020’ strategy’⁵. The conclusion emphasises that: “education and training have a fundamental role to play in achieving the ‘Europe 2020’ objectives of smart, sustainable and inclusive growth, notably by equipping citizens with the skills and competences which the European economy and European

1 Europe 2020: „A strategy for smart, sustainable and inclusive growth“ (COM(2010)), p. 7

2 Europe 2020: „A strategy for smart, sustainable and inclusive growth“ (COM(2010)), p. 11-12

3 Council conclusions of 12 May 2009 on a strategic framework for European cooperation in education and training (‘ET 2020’) (2009/C 119/02) p. 1

4 European Commission: Rethinking Education: Investing in skills for better socio-economic outcomes, COM(2012) 669 final, Strasbourg, 20.11.2012

5 Council conclusions on the role of education and training in the implementation of the ‘Europe 2020’ strategy (2011/C 70/01)

society need in order to remain competitive and innovative”⁶. In particular, ‘An Agenda for new skills and jobs’ initiative “should improve the identification of training needs, increase the labour market relevance of education and training, facilitate individuals’ access to lifelong learning opportunities and guidance, and ensure smooth transitions between the world of education, training and employment.”⁷ The initiative concludes that: “there is a need to ensure a better long-term match between skills supply and labour market demand.”⁸

EU 2020 Strategy and other relevant documents recognize the impact that entrepreneurship has on economy and society and consequently support human capital development in the SME sector as a key driver of competitiveness. This message was further reinforced with the Entrepreneurship 2020 Action Plan⁹.

6 Council conclusions on the role of education and training in the implementation of the ‘Europe 2020’ strategy (2011/C 70/01), p. 1

7 Council conclusions on the role of education and training in the implementation of the ‘Europe 2020’ strategy (2011/C 70/01), p. 2

8 New Skills for New Jobs (COM(2008) 868 final), p. 13

9 Entrepreneurship 2020 Action Plan: Reigniting the entrepreneurial spirit in Europe, COM(2012) 795 final, Brussels, 9.1.2013

Developing the human capital of SMEs has its roots in a range of policy documents, with the most recent and relevant, the ‘Small Business Act for Europe’ (SBA). The SBA builds on Commission and Member States policy achievements and creates a new policy framework that integrates the existing enterprise policy instruments. SBA also promotes SMEs to grow by helping them tackle the remaining problems which hamper their development. The SBA is the policy framework for SMEs for EU member states and pre-accession countries alike, and it is composed of ten principles with indicators.

In South East Europe, the EU pre-accession countries’ commitment to implement these recommendations and develop specific modalities to address the implementation gave birth to the idea of a regional centre for entrepreneurial learning which would combine the expertise and knowledge of pre-accession countries and provide a regional-level policy development centre. This idea was further reinforced and built on pre-existing cooperation between the SBA coordinators from the pre-accession countries. This existing regional cooperation already bore

fruit as evidenced in the development of SME Policy Index¹⁰ for monitoring and strategic planning of national developments.

SEECEL is actively taking part in the development of the South East Europe 2020 (SEE 2020) – the regional growth and development strategy and its implementation as a member of South East Europe Investment Committee (SEEIC) and as a member of the Coordination Board of the SEE 2020 Strategy. The SEE 2020 aims to address the challenge of unemployment as the major social challenge SEE countries face in a coordinated manner. The strategy that is to be adopted in 2013 will envisage clear targets, indicators and policy measures to guide cooperation in line with national priorities. The strategy rests on five pillars (Integrated, Smart, Sustainable, Inclusive Growth and Good Governance), all of which make an important contribution in stimulating the economy to create new jobs, while ensuring that the right combination of skills is available for those jobs. SEE 2020 Strategy is being developed in line with the EU 2020. Not only has SEECEL been actively involved

in development of the strategy, but more specifically, it has been appointed to be a Dimension Coordinator under the Smart Growth Pillar of the Strategy.

10 SME Policy Index: Western Balkans and Turkey 2012: Progress in the Implementation of the Small Business Act for Europe, Paris: OECD Publishing, 2012

SEECEL

From Concept to Reality

Since its establishment in 2009, SEECEL has undertaken an intensive work programme in line with a defined strategy and SEECEL member states' recommendations. The first years were dedicated to establishing links with relevant institutions across the region and raising awareness of upcoming SEECEL activities to be further followed by direct and concrete activities in each of the participating countries.

SEECEL's work and decision-making is fully based on EU Open Method of Coordination (OMC), which continually supports and strengthens cooperation and collective decision-making in the field of education and entrepreneurship – all with the goal of fostering competitiveness and supporting sustainable growth.

In order to ensure the efficiency of the OMC, each phase of SEECEL's work is based on Evidence Based Policy Making (EBPM). Following EBPM, SEECEL's three-year programming period has been split into three phases:

1. Discussion of experts based on previous experiences and existing knowledge followed by development of a common instrument ready for full implementation at the national level.
2. Strategic piloting of developed instruments in eight countries in three main areas - ISCED 2, ISCED 5/6 and TNA (each country: four schools, two non-business faculties and one most representative business association for a total of 56 pilot institutions). All strategic pilot institutions were appointed by the national authorities of SEECEL member states.
3. Continuous work on improvement and further development of instruments and improvement of national systems in accordance with EU policies aimed at strengthening competitiveness.

During this period of time, SEECEL has produced and published the following strategic documents and materials.

- [A Charter for Entrepreneurial Learning: the Keystone for Growth and Jobs*](#)
- [Entrepreneurial Learning: A Key Competence Approach - ISCED Level 2](#)
- [Entrepreneurial Learning: A Key Competence Approach in Practice - ISCED Level 2](#)
- [Entrepreneurial Learning: School Professional Toolkit - ISCED Level 2](#)
- [Entrepreneurial Learning: A Key Competence Approach - ISCED Level 5/6](#)
- [Entrepreneurial Learning: A Key Competence Approach in Practice - ISCED Level 5/6](#)
- [Training Needs Analysis for SMEs](#)
- [Entrepreneurial Learning: Learning outcomes](#)
- [SEECEL Video - Promotional video](#)
- [SEECEL Video - The story of successful strategic regional cooperation](#)

* On 23 October 2012, at the invitation of Minister of Entrepreneurship and Crafts of the Republic of Croatia Mr. Gordan Maras, eight (8) SEECEL member states attended the “Entrepreneurship - Education Regional Summit”, where the respected Ministers or their appointed envoys from the field of economy and education signed “A Charter for Entrepreneurial Learning: the Keystone for Growth and Jobs.” Regional Summit was jointly organized by the Ministry of Entrepreneurship and Crafts of the Republic of Croatia and the South East European Centre for Entrepreneurial Learning (SEECEL), with the support of the Ministry of Science, Education and Sports of the Republic of Croatia and the European Commission. The Regional Summit also brought together presidents of business communities (e.g. chambers, employers’ associations, etc.), from the respective SEECEL member states, as follows: Albania, Bosnia and Herzegovina, Croatia, Kosovo*, Montenegro, Serbia, Macedonia** and Turkey. The objective of the Summit was to foster further development of structured regional cooperation in the field of human capital development being the keystone for sustainable growth, development, competitive SME sector and increased employability. By signing the Charter, the participating parties re-confirmed their full support to the systematic development of life-long entrepreneurial learning as a key competence through continued policy improvement, good practise sharing and regional cooperation.

All these documents and materials are available at www.seecel.eu.

By having implemented all activities and having reached the objectives set out in the timetable and log-frame of activities under the Grant Contract 2009/225-746, SEECEL successfully finalised its three and a half year period of actions what lead to signing additional grant contracts with the European Commission, having ensured the full support of Croatian Government through The Ministry of Entrepreneurship and Crafts of the Republic of Croatia as well as seven remaining governments who participate and benefit from SEECEL's activities.

Furthermore, SEECEL, in partnership with The European Training Foundation (ETF) took part in the SBA 2011 Assessment, as a basis for the next phase of SBA revision and assessment (2014-2017), to fully integrate SEECEL into the revision and assessment drive, with an overall objective and perspective of SEECEL taking full ownership and accountability of the SBA Assessment from 2017, onwards.

SEECEL is included in the framework of the EU Strategy for the Danube Region as a direct activity for all countries within the Danube Region. SEECEL is the coordinator of the working group on entrepreneurial learning for 14 countries of the Danube Strategy. Given that some of SEECEL member states are not directly involved in the EU Strategy for the Danube Region,

SEECEL and Croatia have formally sought the approval for participation of all SEECEL member states in all activities within the Danube Strategy (in areas coordinated by SEECEL). This request was approved by DG Regio.

Strategic Framework and Goals 2013-2016

In the upcoming three-year period, SEECEL will continue to work on accomplishing a set of strategic goals listed below. These strategic goals are already translated into practical annual work programmes, which outline in more details the specific working components of SEECEL and respective implementing mechanisms and tools.

STRATEGIC GOAL I:

To continue to support participating countries in their efforts to accommodate EU recommendations for promotion of entrepreneurship as a key competence by specifically addressing entrepreneurship in early education (ISCED 1 and ISCED 2 level).

STRATEGIC GOAL II:

To support participating countries in their efforts to accommodate EU recommendations for promotion of entrepreneurship as a key competence by specifically addressing entrepreneurship at general part of secondary education (ISCED 3 level).





STRATEGIC GOAL III:

To continue to enhance the contribution of third-level education to the competitiveness drive by way of increased awareness and understanding among higher education establishments of entrepreneurial learning particularly in non-business disciplines (ISCED 5&6).

STRATEGIC GOAL IV:

To continue to reinforce more sustainable development of enterprise-driven training needs analysis frameworks in participating countries, both general ones (TNA) and those focused on women (WETNAS).

STRATEGIC GOAL V:

To support participating countries in SBA assessment by establishing a peer-learning methodology for SBA assessment (for principles 1 and 8) and by running the first regional SBA peer-learning exercise.

STRATEGIC GOAL VI:

To actively involve national teacher training authorities in development of lifelong entrepreneurial learning as a key competence and its introduction to the educational systems at national levels.

STRATEGIC GOAL VII:

To support development of policies and to promote best policy practices in women entrepreneurship in line with the Small Business Act for Europe and capacity building of national and regional women entrepreneur's networks & associations.

HORIZONTAL PILLAR OF ACTIVITIES AND STRATEGIC GOAL VIII:

To further work on development and improvement of Information Gateway, called Community of Practise (CoP) that proved to be a relevant tool for exchange of information and good practices, as well as a useful platform for expert work.





OVERALL GOAL:

To further work on systematic approach to development of the entrepreneurially literate societies across the region and to support alignment of national policies with EU recommendations and policy essentials related to lifelong entrepreneurial learning.

SPECIFIC OBJECTIVE:

Building on existing activities and results from the 2009 – 2012 implementation period and developments achieved, to further develop the lifelong entrepreneurial learning system through identified set of strategic goals in line with Human Capital Dimension of the SBA for Europe.

Strategic Co-operation

Strategic Partners

In order to ensure synergy between complementary activities, SEECEL actively cooperates with a range of bodies and institutions on a regional and international level.

EUROPEAN COMMISSION

DG ENLARGEMENT:

As the direct implementation unit of a European Commission IPA multi-beneficiary project in the pre-accession region, SEECEL maintains strong links with DG Enlargement as it represents the most relevant source of information and primary cooperation body (excluding SEECEL member states) for all SEECEL operations and activities.

DG ENTERPRISE AND INDUSTRY AND

DG EDUCATION AND CULTURE:

Direct links with relevant DGs ensure that EU-level bodies with a focus on entrepreneurship are regularly kept informed of regional activities in promotion of entrepreneurship and entrepreneurial learning. SEECEL was mentioned and presented several times as a best practice example in promotion of entrepreneurship, and was consequently invited to a host of EU-level events: European University Business Forum,

launch Conference for the European Network of Mentors for Women Entrepreneurs; The 5th High Level Reflection Panel on Entrepreneurship Education and many others.

DG REGIONAL POLICY:

SEECEL is included in the framework of the EU Strategy for the Danube Region under the 8th priority area of the Danube Strategy Action Plan – supporting the competitiveness of enterprises, including cluster development together with the Croatian Ministry of Entrepreneurship and Crafts. SEECEL is listed as a direct activity for all countries within the Danube region and is the coordinator of the working group on entrepreneurial learning for 14 countries of the Danube Strategy. Given that some of SEECEL member states are not directly involved in the EU strategy for the Danube region, SEECEL and Croatia have formally sought the approval for participation of all SEECEL member states in all activities within the Danube Strategy (in areas coordinated by SEECEL). This request was approved by DG Regio.

EUROPEAN TRAINING FOUNDATION:

Close cooperation with the ETF ensures that knowledge and expertise is shared between the institutions. This results in facilitation of both, ETF's and SEECEL's strategic objectives. Examples of this cooperation include: ETF participation in

SEECEL Steering Committee meetings and where possible, SEECEL working meetings; SEECEL's participation in ETF-organized events: ETF Governing Board meeting, High Level Teacher Training Symposiums on Teacher Training in Budapest and Istanbul, Torino Process conferences and meetings; SEECEL-ETF partnership in the Small Business Act for Europe 2011 Assessment with an aim the next phase of SBA revision and assessment (2014-2017) to fully integrate SEECEL in with an overall objective and perspective of SEECEL taking full ownership and accountability of the SBA Assessment from 2017, onwards.

ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT:

SEECEL is part of the OECD Regional Competitiveness Initiative Steering Committee – a three-year project aimed at fostering long-term competitiveness of Western Balkans with a specific focus on three key areas: human capital development, innovation and sector specific policy reform. As part of the RCI Steering Committee, SEECEL is responsible for providing structured inputs for the promotion of human capital development – particularly within the SEECEL expertise of entrepreneurial learning and entrepreneurial literacy – a key component in fostering a competitive SME-centric economy.

REGIONAL COOPERATION COUNCIL:

SEECEL has a signed Memorandum with the RCC and actively shares experiences and knowledge. RCC and SEECEL have also begun cooperating more closely with the start of a Swedish International Development Cooperation Agency-funded project: “Women Entrepreneurs – A Job Creation Engine for South East Europe.”

COUNCIL FOR ECONOMIC EDUCATION:

SEECEL has also been invited to a study tour in the United States, organized by the Council for Economic Education that gathered economic educators from around the world and took them through several states in a series of activities focused on experience sharing with their American counterparts. During this study tour, SEECEL actively represented the region and its accomplishments and was able to establish cooperation with the Kauffman Foundation, an organisation dedicated to promoting entrepreneurship around the globe and in the US.

Extended Activities

Western Balkans Investment Framework

In order to facilitate regional discussion between national SEECEL experts (currently numbering over 100), Croatia, with full support of all other SEECEL member states, is receiving a technical assistance from the Western Balkans Investment Framework to support the construction of premises for SEECEL which will serve as a centre for strengthening entrepreneurship and entrepreneurial learning in the region and beyond, as well as provide a peer learning and knowledge sharing environment.

SEECEL becoming a respected Centre of Expertise

In the first programming period, SEECEL has also seen the start of a wider interest in SEECEL activities from various regions and countries. In particular, all materials and entrepreneurial learning instruments developed by SEECEL have been very well received in the EU member states and have served as reference materials for entrepreneurial literacy-oriented working groups and discussions at EU level. Following ETF's request and initiative, one of the instruments, specifically [Entrepreneurial Learning: A Key Competence Approach - ISCED Level 2](#) has also been translated into Russian and disseminated to Eastern Partnership Countries. SEECEL will continue to produce high quality materials that represent the region's expertise and accomplishments and disseminate them to all interested parties around the globe.

This approach facilitates the development of networks of institutions and partners dedicated to promotion of entrepreneurial literacy and generates a positive momentum for policy development.

Organisational Structure

Governance

Respecting the principles upon which SEECEL was established, all governance modalities are in line with the Open Method of Coordination and each country participates fully and equally in SEECEL governance. The sole body in charge of SEECEL governance is the international Steering Committee (SC). Each SEECEL member state has one vote and two representatives; one from the ministry of economy, and one from the ministry of education, ensuring the synergy necessary for sustainable development of entrepreneurial literacy. The final, ninth vote, is jointly given to the European Commission representatives from DG Enlargement and DG Enterprise and Industry. In order to promote stronger cooperation with relevant bodies, the governing board is also composed of observers from the following institutions: The European Training Foundation, the Organisation for Economic Cooperation and Development and the Regional Cooperation Council.

The SC meets twice a year and its main functions are as follows:

- To oversee the overall governance of SEECEL at the strategic and the operational level;
- To assist in identifying and analysing / interpreting data relevant for policy and decision-making;
- To approve SEECEL's Strategic Plan (3 year cycle) and annual work programmes, including annual budgets;
- To comment on and approve SEECEL's annual progress reports;
- To provide other specific contributions relevant to the strategic development and execution of annual work programmes.

Management Support Team

In order to provide for a more efficient and responsive decision making process, the Management Support Team provides advice and support to the SEECEL Director on management and technical issues. The team serves as an advisory body that engages in activities following the expressed request of the SEECEL Director. The team is composed of three national SBA coordinators: the Croatian representative is permanent, the other two positions rotating each six months following the EU Troika principle.

Functions

SEECEL operates following modern management principles – in particular the matrix approach to team structure. This approach ensures that key personnel and capacities are sufficiently flexible to adapt to changing requirements, workloads and deadlines that are part of any project management cycle. As such, there are three specific functions that SEECEL staff fulfills:

Policy Development Areas - Policy development deals with the development and implementation support of key recommendations for entrepreneurial literacy in education and training systems within the region. As such, this function is fulfilled through expertise provided by SEECEL staff in a variety of areas: economy, education, knowledge management, etc.

Programming/Planning - In close cooperation with policy development, programming and planning ensures that all activities operate smoothly and efficiently, are fully in line with EU procedures and regulations and together with policy development, ensures future sustainability of SEECEL's actions.

Knowledge Management - A transversal activity that is present both in policy development and programming and planning, knowledge management promotes peer learning practices amongst all participating countries and stakeholders. Knowledge management is also responsible for development of tools which facilitate regional discourse and supporting all relevant stakeholders in their discussions. As part of knowledge sharing and peer learning, SEECEL also supports two specific mechanisms:

Secondment of National Experts - Although implementation of secondment was not feasible in the first SEECEL programming period due to bureaucratic barriers, SEECEL will continue to push for secondment in its second programming period, particularly 2013+.

Internships - Parallel to secondment, SEECEL also organises internships to give young people and recent graduates with an interest in policy development and international cooperation an opportunity to get first-hand experience into a continually evolving regional cooperation.

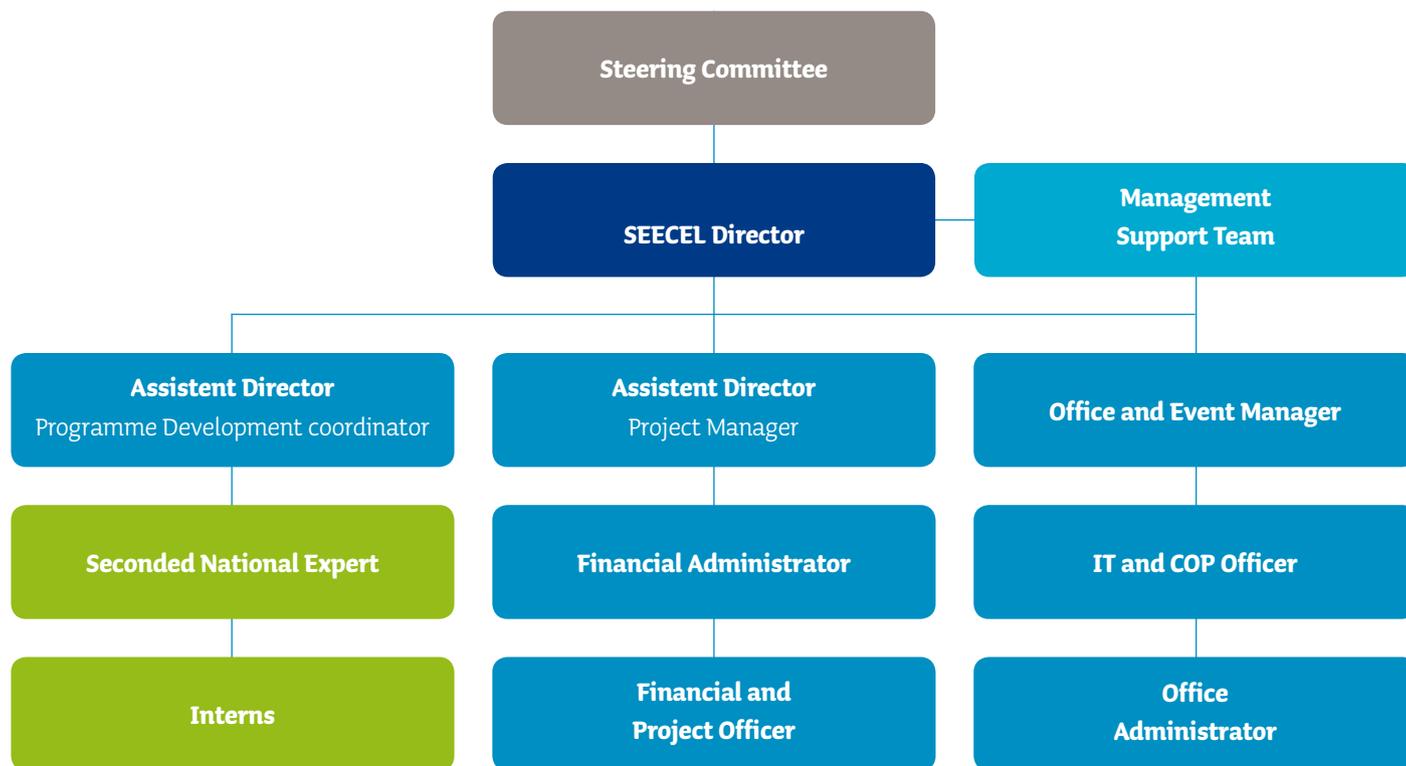


Human Resources and Staffing

In line with the best-practice examples at the EU level, human resource policies and actions / staffing of SEECEL will be continue to be based on a number of distinctive elements, which contribute to making SEECEL a modern administration:

- **Efficiency** - strategic planning, annual work programming and reporting cycle as a basis for the resource allocation process;
- **Knowledge sharing** - building a collaborative, innovative, and knowledge-sharing culture within SEECEL that is always engaged in the activity of learning in line with the basic elements of the knowledge management cycle: find/create, organize, share, and use/reuse;
- **Transparency** - institutional and individual transparency necessary to achieve a participative democracy and to ensure the legitimacy and accountability of SEECEL;
- **Ethics and conduct** - formal rules and regulations as well as non-formal, largely common-sense standards of conduct of SEECEL staff and associates with respect to overall public responsibility;
- **Equal opportunities** - any discrimination based on grounds such as sex, race, colour, ethnic or social origin, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation is strictly prohibited;
- **Application of modern Information and Communication Technologies** - with a view to delivering better, more cost-effective, transparent and secure services;
- **Environmental friendliness** - the drive towards better environmental management of resources and processes in agreement with the principles of sustainable development, including issues such as mobility and transport and saving natural resources.

Human Capital Needed and Ensured for the Implementation of this Strategic Plan (Organigram)



Monitoring and Evaluation

SEECEL recognises the importance of on-going monitoring activities and periodic evaluation in the achievement of its strategic goals / specific objectives, and, likewise, in the overall organisational development of the organisation / in a day-to-day delivery of quality services.

In the course of the next three years, an external evaluation of SEECEL's activities will be conducted. Lessons learned from that exercise and targeted recommendations made by external evaluators will be taken into consideration by the SC and the SEECEL Director in their planning and management of operations relevant to the next three-year strategic period including:

- The planning of SEECEL's work within the framework of new financial instrument from 2016 onwards, most notably the new EU pre-accession funds (pending on the EU accession progress of the SEE countries) and the new generation of relevant EU Community Programmes;
- Opportunities in terms of enlarging the sectoral (entrepreneurial learning) and/or geographical scope of the SEECEL's activities in accordance with the aforementioned Mission and Vision of the organisation.

Sources of Funding

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In addition, the Swedish International Development Cooperation Agency (SIDA) finances the "Women Entrepreneurship - a job creation engine for South East Europe" project, which is being implemented by SEECEL and the Gender Task Force (GTF) in close cooperation with Regional Cooperation Council (RCC).



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