

**Erasmus + KA 2 RISE - Realising Integration through Social Enterprise**

Project N.º: 2018-1-AT01-KA204-039213

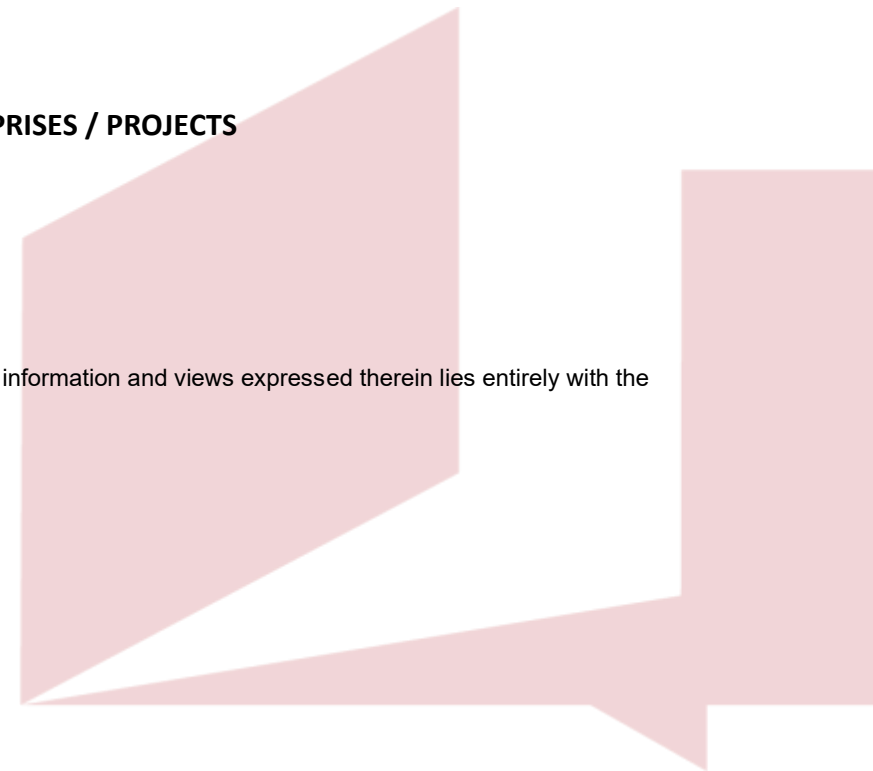


**COLLECTION OF BEST PRACTICES OF SOCIAL ENTERPRISES / PROJECTS**

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## Foreword

The collection of 27 best practices from the seven partner countries Greece, Romania, Austria, Germany, Belgium, Portugal Ireland is one result of our intensive project work.

We wanted to give an overview of the different approaches, different models created under different conditions to inspire ourselves, interested NGOs, and other stakeholders in Europe.

We put the focus on integrating disadvantaged groups: long time unemployed, single mothers, migrants and refugees, the older generation as mentioned in the application.

The demanding economic situation in Europe affected by Covid19 asks for many different answers to overcome this crisis.

We are convinced that social enterprises are one of these answers we are looking for in Europe. The examples we gathered during 18+4 months of project work will inspire different stakeholders to start up a social enterprise. If so the intention of our work has been fulfilled.

I am deeply grateful for the project work, and I want to thank expressively Jan Karadas from Hamburg, Vasiliki Tsekoura from Patras, Sergio Fernandes from Portugal, Sanda Anca and Madalina Cotiu from Romania, Colm Galvin from Ireland and Kerstin Weertz from Belgium.

Herbert Depner, project coordinator from Austria

# Germany



# Auticon

| Descriptor                | Details   |
|---------------------------|---|
| Legal status / Legal form | auticon was founded as GmbH (Gesellschaft mit begrenzter Haftung), which is one of the most popular legal forms in Germany. A GmbH is liable for its obligations to the maximum of its capital stock, which are at least 25.000 €. This means that none of the shareholders is liable with his or her private stock, but the total of assets and liabilities is liable to the GmbH itself.  |
| Context / History         | <p>Founded by Dirk Müller-Remus in Berlin in November 2011 auticon is the first enterprise that exclusively employs adults on the autism spectrum as IT consultants. Inspiration for the company came when Mr Müller-Remus' son was diagnosed with Asperger's. Mr Müller-Remus was dismayed by the lack of employment prospects on offer for autistic people, and decided to build a company which created long term sustainable jobs for adults on the autism spectrum. auticon appointed Kurt Schöffner as Group CEO in 2013 to grow and expand the social enterprise. An international entrepreneur in the IT, energy and media sectors, Kurt was also an original investor in auticon. By 2016 he is executive director of auticon.</p> <p>Following significant growth and investment in the German market, auticon expanded in several countries, such as UK, France, Italy or USA.</p> |
| Sector / Industry         | International IT and compliance consulting business. auticon offers services in projects in software testing, development, analytics, compliance and security.  |

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| Target groups   | <p>auticon is the first enterprise to exclusively employ autistic adults as IT-consultants, which is about 70 % of more than 280 employees worldwide in 19 offices in Germany, UK, France, Switzerland, Italy, USA, Canada and Australia. All other positions in the company are open to anyone. I.e. the backoffice team is neurodiverse.</p>  |
| Social elements | <p>auticon's visions are equal employment opportunities for autistic people.</p> <p>By creating autism-positive work environments and offering highly individualised, sustained support mechanisms to autistic employees, auticon provides its corporate clients with high quality services while creating well paid long term careers for its team.</p> <p>auticon's consultants and clients are offered the support of in-house job coaches who ensure that consultants' work environments enable them to deliver a high quality service. Therefore the job coaches i.e. prepare consultants for their prospective workplaces and brief them about specific corporate cultures, offer initial support with travelling to and from work or mediate feedback between the client and the consultant.</p> |
| Success factors | <ul style="list-style-type: none"> <li>• Family cohesion in times of founding auticon: Together with his wife Dirk Müller-Remus developed a concept for auticon, a company, where people on autistim spectrum are seen as potential and not as a problem.</li> <li>• Previous experiences: Before founding auticon Dirk Müller-Remus was part of a management committee in a medical-technology company where he gained leadership experiences.</li> <li>• Clear definition: „We wanted to found a well-operating company, not a social organization.”</li> <li>• Superior quality: auticon recognizes the potential of autistic adults, their extraordinary technical or cognitive abilities such as pattern recognition, sustained concentration or exceptional attention to detail.</li> </ul>       |

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| Challenges     | <p>The extraordinary talents of its autistic consultants are what makes auticon unique. Pattern recognition, sustained concentration, exceptional attention to detail – these are just some of the cognitive strengths that the consultants bring to the client engagements. To communicate this unique selling point and potential benefits to clients are the main challenges for auticon.</p>   |
| Impact         | <p>auticon provides information about autism and employs people on the autism spectrum, who in general would have had little chances to get a regular permanent employment contract. So auticon provides equal employment opportunities for autistic people.</p> <p>In 2018 auticon employed more than 290 people worldwide. In Germany about 80 people of 115 employees were on the autism spectrum. More than 270 projects were implemented in 2018.</p> <p>auticon increases its sales more than 50 % each year of the company's existence.</p> <p>auticon is a win-win-win model: for people with autism, for corporate clients, and for society. Autistic people get rewarding careers that utilise their strengths and talents appropriately, and they maintain or gain financial independence. auticon's clients benefit from receiving outstanding quality of work, lateral and unbiased thinking, and the widely acknowledged skills shortage gets addressed in a novel and highly effective way. Ultimately, there is a benefit to society through the acceptance of cognitive and neurological diversity.</p> |
| Sustainability | <p>auticon is sustainable for its employees. All auticon employees work in <b>permanent</b> employment contracts – without exception. The salaries are based on industry standards, the size of the company, and depend on each applicant's respective experience and expertise. On top of that a variety of additional benefits are offered. All employees, including consultants, receive a continuous monthly salary, even if they are not currently on assignment with a client. The times between assignments are usually used for professional development, intensified coaching, or annual leave.</p>   |

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|  | <p>auticon is also sustainable for its business sector. IT business is a growing sector worldwide. According to the reported increasing sales (50 % each year) auticon is a well-operating company. Its positive meaning and very good image is shown in several awards such as “Social Enterprise UK – ‘Social Enterprise of the Year’ Winner Social Impact – 2019“, „DWP Disability Confident – Level 3: Leader“ or „Deutscher Gründerpreis – Honorary Award“.</p> |
| <p>Support and funding sources available</p> | <p>auticon was founded in Berlin in November 2011 with a 500.000 € investment from the London- and Munich-based Ananda Social Venture Fund.</p> <p>In Germany there are several kinds of funding sources available such as credits via KfW (Kreditanstalt für Wiederaufbau), Jobcenter, funds (i.e. Aktion Mensch), crowdfunding (i.e. betterplace) and so on.</p>   |
| <p>Lessons learned</p>                       | <p>Do good – and talk about it. auticon combines social responsibility with economic success. And uses this combination as unique selling point, in its communication with client, press and self-promotion.</p>   |
| <p>Contact details</p>                       | <p>Global Headquarter</p> <p>auticon GmbH</p> <p>Baierbrunner Straße 15</p> <p>81379 Munich</p> <p>Germany</p> <p>+49-89-200 60 68 0</p> <p>www.auticon.com</p>  |

## LeetHub St.Pauli e.V.

| Descriptor                | Details   |
|---------------------------|---|
| Legal status / Legal form | LeetHub St.Pauli was founded as "eingetragener Verein" (e.V.). This kind of association is recommend if first and foremost non-commercial operations are pursued. A group of at least seven persons is necessary. LeetHub St. Pauli is recognized as charitable association, which leads to several tax benefits.   |
| Context / History         | In 2015 many refugees and migrants from arab and african countries arrived at Hamburg. In early summer that year the founding group of LeetHub St.Pauli met to create an idea how to use this situation as a chance for Hamburg. The group wanted to support people in starting their own business and enhancing their capabilities and potentials, so that the result should be a win-win-situation for all sites. Founded in early 2016 LeetHub St.Pauli is an association to be a place of meeting each other, networking and empowerment. |
| Sector / Industry         | LeetHub St.Pauli supports migrants and refugees with start-up advice and set-up consultation on their way to their own business. Therefore several kinds of programs for single persons or teams are provided as well as co-working places for freelance workers or social initiatives.   |
| Target groups             | Activities of LeetHub St.Pauli e.V. are aimed at participants, who are migrants or refugees. They are supported in starting their own business by individual counselling, start-up programs and networking.   |



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| Social elements | <p>LeetHub St.Pauli is a place of meeting each other and networking. Therefore regular and special events and activities are carried out, such as film events, excursions or themed evenings. Participants of start-up programs get in touch with members of initiatives in LeetHub St.Pauli's co-working space, migrants and refugees get to know each other and people from Hamburg. So integration is practiced.</p>   |
| Success factors | <ul style="list-style-type: none"> <li>• Starting as a team: LeetHub St.Pauli was founded as a team to support each other and to cope with challenges and problems during the start-up phase and further on, such as receiving financial support.</li> <li>• Own experience: Members of the founding group of LeetHub St.Pauli are entrepreneurs themselves. Some of them worked in foreign countries and made experiences themselves being a stranger in a country far away from home.</li> <li>• Open mind: LeetHub St.Pauli was founded in a time of mass migration. Based on a wish and an idea of bringing people together to influence and change society in a positive way the founding group seized the opportunity of friendly atmosphere to foreigners in Hamburg for starting up their association.</li> </ul> |
| Challenges      | <p>The main challenge for LeetHub St.Pauli is gaining financial support for rent and running start-up programs. Calls for new memberships and support memberships as well as donations are published via website, YouTube and network partners. I.e. to run the start-up program MoveOn for six persons for six months it takes 12.000 €.</p>   |
| Impact          | <p>Integration through self-employment and empowerment for people with or without an escape attempt. Refugees bring their skills, capabilities, talents and knowledge to their own business. So they perceive themselves as a valid part of the society and are mentioned like this.</p> <p>LeetHub St.Pauli provides 13 workplaces as co-working space for eleven initiatives, such as a magazine for refugees or a mentoring association. Aim is networking and co-working of the initiatives as well as supporting start-ups in the LeetHub St.Pauli programs by exchanging their experiences.</p>   |

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| Sustainability                        | <p>Aim of LeetHub St.Pauli is being a connection and bridge and working on central aspects of peoples participation in society. So a positive contribution in the medium and long term to Hamburg urban society shall be developed.</p> <p>On an individual basis LeetHub St.Pauli supports people with or without escape attempt in realizing their ideas, aims and needs by starting up their own business. So they are empowered to participate and integrate in the community.</p> <p>The financial situation is the main challenge for LeetHub St.Pauli. To ensure the incomes of the association a permanent work in public relations and networking is necessary. Probably new ways of income have to be worked out, such as government funding via education voucher as there are for german long-term unemployed people.</p> |
| Support and funding sources available | <p>LeetHub St.Pauli e.V. creates income via donations, membership fees and supporting membership fees. Current supporters are Deutsche Postcode Lotterie, BürgerStiftung Hamburg, Generali and The Human Safety NetNetzwerk. For special activities single supporters were gain, such as Ben&amp;Jerry's for the ICE-Academy project, which started in 2018. Calles for donations are published via website and youtube, or via local press and network partners.</p>   |
| Lessons learned                       | <p>LeetHub St.Pauli is filling a market niche by supporting migrants and refugees in starting their own business. Starting a social organization might be easier as a team than as a single person. Especially for ensuring financial incomes it is important to work out different ways and to keep in contact with network partners and supporters.</p>   |
| Contact details                       | <p>leetHub St.Pauli e.V.<br/>         Bernstorffstraße 118<br/>         22767 Hamburg<br/>         +49 40 20 97 46 22</p>   |

[www.leethub.de](http://www.leethub.de)

## Wege aus der Einsamkeit e.V.

| Descriptor                | Details  |
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| Legal status / Legal form | Wege aus der Einsamkeit (WadE) was founded as "eingetragener Verein" (e.V.). This kind of association is recommended if first and foremost non-commercial operations are pursued. A group of at least seven persons is necessary. WadE is recognized as charitable association, which leads to several tax benefits.   |
| Context / History         | <p>Founded in December 2007 WadE is an innovative association aiming an improvement in living conditions of elder people in Germany and to strengthen elder people's position in society. Getting old and having a long live should lead to happiness, but may not a burden.</p> <p>Poverty, diseases and isolation in higher age are rarely made public, but this do above all let persons concerned come into a hopeless situation. Aim of WadE is to prevent such situations and to build up a more positive sight on old age. Therefore, the association supports concepts and projects all over Germany which deal with issues related to old age and getting old.</p> <p>Aim is networking of associations, project sponsors, entrepreneurs, political representatives and media representatives who are engaged with the topics of elderly.</p> <p>WadE is located in Hamburg, Alstertower.</p> |
| Sector / Industry         | WadE provides services that lead to full older age: empowerment and networking, get-together for leisure activities, information campaigns, digital education programs.  |

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| <p>Target groups</p>   | <p>WadE supports events and information for people who are at least 65 years old. In addition to this information campaigns concerning issues of getting old and living conditions of elderly in Germany are addressed to younger people especially relatives and caregivers.</p> <p>Since 2015 WadE provided the project „Wir versilbern das Netz“ to encourage people of 65 and above age to make their own first steps in digitization. Target of this project is to increase digital competences of elder people on smartphones and tablet computers.</p> <p>WadE demands free digital education programs for people of 65+ age all over Germany, toll-free WLAN in retirement homes, senior-citizen homes and open neighborhood’s meeting places.</p>   |
| <p>Social elements</p> | <p>WadE would like to play its part in creating a society where young and old people are looking forward to having a long life and having the opportunity to stay active for longer and live independently. Issues to getting old and being old have increasing importance nowadays and dealing with the demographic change is a challenge. To provide independence and social inclusion of elder people the association supports initiatives that would be directly beneficial for the elderly, their relatives and caregivers.</p> <p>WadE provides free events to get together, chat and learn. Events are open for people who are 65 years old or more. Participants should feel comfortable regardless of their financial situation. i.e. the project “Wir versilbern das Netz” increases digital competence of elderly on their smartphone and/or tablet computer and so social inclusion and participation is ensured. In addition to this WadE initiates projects and competitions to gain a larger public visibility and to place its issues in the social awareness.</p> <p>Aim of WadE is support for elderly in need, in isolation or disease. The association supports preventive projects in terms of poverty, disease and isolation and supports actions for taking care in acute situations. Furthermore WadE realizes its purpose by information activities and awareness campaigns about the situation of elder people in Germany.</p> |

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| <p>Success factors</p> | <p>WadE's positive meaning and very good image is shown in several awards such as “Digital Female Leader Award 2019“ and „Hamburgerin des Jahres 2018 Kategorie Soziales“ for WadE-leader Dagmar Hirche or „Google Impact Challenge 2018“ and „Demografie Exzellenz Award 2017“ for the association itself. One of the main success factors is in person of the leader Dagmar Hirche, an eloquent person who feels comfortable in public presentations. She is the so calls face of the association.</p> <p>Another success factor is the upcoming awareness of society for the importance of digitization. The project “Wir versilbern das Netz” combines the main topic of WadE, elder people, with a common sense topic of society, the importance of having digital competences. The project is over all a flagship of WadE and is always welcome for political and media representatives. So WadE gets the chance to present itself and its topic in general public.</p> |
| <p>Challenges</p>      | <p>The main challenge of WadE is to ensure financial incomes for realizing projects and events as well as paying rent for the office and classrooms or meeting rooms. Projects are financed through donations, member fees and through engagement of volunteer co-workers, network partners and special supporters.</p> <p>As a recognized charitable association WadE exclusively supports projects and initiatives by statute of the association.</p>   |
| <p>Impact</p>          | <p>It's important bringing out elder people of their isolation. Dignity of elderly has to be stabilized in cases of severe diseases. Feelings of sadness and loneliness has to be counteracted.</p> <p>With its project „Wir versilbern des Netz. Das 1x1 der Tablets/Smartphones für Menschen 65+“ WadE increases digital competences of the elder people. Up to end of 2019 more than 6.000 people from 65 to 94 years old had already participated in this project. This high number shows the enormous interest and the lack of similar projects or courses. So far this projects runs courses in Berlin and Hamburg.</p>   |

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| Sustainability                        | <p>As a result of steadily increasing life expectancy the number of old people in our societies is rising. WadE provides services for a growing amount of people. Its services are free to consumers, which leads to an increasing demand especially for digital education programs. The number of donors, members and supporters may constantly increase through to publicity events of leader Dagmar Hirche as the face of the association.</p> <p>The rapid demographic change means a huge challenge to politics and economy. Themes concerning getting old and being old are moving into the focus of societies awareness.</p>       |
| Support and funding sources available | <p>WadE creates income via donations and membership fees. Donor is i.e. BKK health insurance. Calls for donations are published via website, local and national press and network partners. It is called for monetary donation as well as non-monetary donation, such as assistance in marketing, public relations or advertisement.</p> <p>Special supporter of WadE is the German entertainer Maximilian Arland. In August 2013 he organized a benefit concert to raise publicity for WadE.</p>   |
| Lessons learned                       | <p>Building up a social association may be a way to influence ones upcoming future. WadeE combines future topics of society, getting old and being old in Germany, and topics of political and economic interests, increasing importance of digital competences of every single citizen. This combination leads to an enormous powerful element in public awareness of the association. In addition to this WadE has an eloquent leader Dagmar Hirche, who has a positive appearance and is highly efficient in communication topics of the association to the public, network partners and to representatives in press and politics.</p> |
| Contact details                       | <p>Wege aus der Einsamkeit e.V.<br/>         Lübecker Straße 1, 22087 Hamburg, +40 422 36 223 200<br/> <a href="http://www.wegeausdereinsamkeit.de">www.wegeausdereinsamkeit.de</a></p>   |

# IRELAND



## East Clare Community Co-operative Society Ltd. Scariff Co.Clare

| Descriptor              | Details   |
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| Legal status/Legal form | <p>East Clare Community Co-op LTD, Scariff Co.Clare Ireland</p> <p>A Co-operative is an autonomous association of persons united voluntarily to meet common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise. East Clare Community Co-operative Society aims to provide an inviting space within the community to generate viable and sustainable activates which support the development of the individual and the community.</p>              |
| Context/History         | <p>East Clare Community Co-operative Society Ltd has been in existence for 30 years and has been the starting point for a number of educational, community, social, cultural, developmental and entrepreneurial activities and has a strong track record of being able to deliver useful and lasting changes in the community to all members of the community.</p>  |
| Sector/Industry         | <p>This is a social enterprise with a number of independent activities from support provision to training and cultural events, to facilitating new enterprise creation.</p> <p>The CO-op's 8 main activities are as follows.</p> <ol style="list-style-type: none"> <li>1. The Garden Café a vegetarian café offering low cost nutritious food and salads and vegetables grown on site.</li> <li>2. The Second Hand Clothes and Book Shop offering low cost books and items of clothing and accessories.</li> </ol> |



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|                      | <ol style="list-style-type: none"> <li>3. Counselling and Support Services offering counseling and play therapy and other support measures in the local premises and in partnership with a local support and counseling service.</li> <li>4. Scariff Community Garden a garden where food grows organically and cultural events take place for festivals to mini theatre productions. It also includes a compost area, rain water harvesting system and has several places to shelter.</li> <li>5. Provision of Community Market, Space rental &amp; Wood Fired Pizza Oven. Spaces are rented at low cost which allows for the provision of a diverse range of activities from the premises and includes some of the following: singing classes, yoga classes, tai chi, meeting spaces and conferences. The wood fire pizza oven was constructed through men shed project and is available to rent for gatherings. The Friday community market provides a range of home grown and produced goods to fairly traded crafts for sale every Friday in their stalls.</li> <li>6. Food Training and Enterprise Centre. Two kitchens provide the backdrop for new enterprise creation, pop up bistro's accredited food based courses and food safety training.</li> <li>7. Cothu Cooker School offers a mix of cooker courses to suit every budget focusing on local sustainable and healthy food.</li> <li>8. European Youth Exchange. For the past number of years the co-op has hosted European visitors under the Gruntvig programme offering young people the chance to experience youth exchanges in other countries through support from the Erasmus programme.</li> </ol> |
| <p>Target groups</p> | <p>The Co-op is an Industrial and Provident Society and functions within the legal framework of its rules and has currently 184 shareholders. The Co-op has secured a long term lease on a property centrally situated on Scariffs Main Street with the Community Garden at the rear.</p> <p>The board of management committee is supported by a manager 11 part time staff who are funded through the Department of Social Protection's "Community Service programme" Fas and TUS</p>   |

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|                        | <p><b>Target groups</b></p> <p>Local community</p> <p>Long term unemployed</p> <p>Immigrants</p> <p>Young people</p> <p>Family and children</p> <p>People with disabilities</p>   |
| <p>Social elements</p> | <p>East Clare Community Co-operative Society LTD is a not-for-profit co-operative offering a diverse array of activities and services to the local community. Its mission is as follows:</p> <p>“East Clare Community Co-operative Society aims to provide an inviting space within the community to generate viable and sustainable activities which support the development of the individual and the community”</p> <p>The specific elements which identify the co-operative as a social enterprise include not –for –profit all profits return to the cooperative to provide further services and supports for the community.</p> <p>Part time employment for long term-unemployed.</p> <p>A diverse range of services and supports for all members of the community.</p> <p>The co-op partners with a diverse range of people and originations locally and nationally to combine skills and create change.</p> <p>Having being in existence for 30 years it has delivered useful and lasting changes in the community.</p> <p>Shareholders have their say in the activities and running of the co-operative.</p> |

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| <p>Success factors</p> | <p>East Clare Community Co-operative Society Ltd has being in operation for 30 years which proves it has being a success in providing a social enterprise for the local community.</p> <p>The ability to change direction and be innovative with new ideas and supports and services offered has been important in the sustainability of the Co-op.</p> <p>The availability of funding for staff wages from Department of Social of Social protection has ensured the staffing of the Café and second-hand shop.</p> <p>Having a full time manager in place enables the board of management committee to achieve the aims and goals of the co-operative. The manager provides the necessary engagement with the shareholders and the community in general to be innovative in supports and services provided and to address the changing needs of the community. The financial affairs of the co-operative are also managed in the required professional manner.</p> |
| <p>Challenges</p>      | <p>The main challenged faced by the co-operative was to secure a long term lease on the current property and garden area.</p> <p>Meeting the changing needs and services provisions for a changing community in different times of recession in the past.</p> <p>Providing for the youth in the local area and keeping their engagement.</p> <p>More recently dealing with an ever increasing demand for Mental Health and Wellbeing supports and services.</p> <p>Turnover of staff as funding from Department of Social Protection can cut off annually just when staff is trained and competent in their roles.</p> <p>Replacing member on the Board of management when people leave.</p>   |
| <p>Impact</p>          | <p>The board of management committee is supported by a full-time manager a full time secretary and 11 part time staff that are funded through the Department of Social Protection’s “Community Service programme” Fas and TUS.</p>   |

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|                | <p>Counselling services provides affordable counselling to adults and children.</p> <p>Social contact in the Café with organic and nutritious food available.</p> <p>Affordable clothing and accessories and books in second-hand shop.</p> <p>Education and training programmes available to meet a variety of local needs.</p>  |
| Sustainability | <p>Having secured a long term lease of 25 on the current premises and garden area give the co-operative some security going forward.</p> <p>The population in the local area is remaining consist with sustainable numbers of children attending the local primary and secondary schools, however there is an increasing number of the population reaching pension age and more supports for this age group may need to be addressed.</p> <p>Funding streams through Department of social protection are consistent as are funding through social enterprise grants for new and innovative ideas.</p> <p>At present there are no new large employers in the local area.</p> <p>Demand for the supports and service available are consistent and organic and sustainable local food supplies is in ever great demand.</p> <p>There has been an increase in the development of local food products since the last recession.</p> <p>The co-operative is working with Colleges and ETBS to increase the delivery of training and education programmes for the food and catering industry.</p> <p>There has been an increase in the provision local festival and events in rural communities in the more recent years.</p> <p>There is a growing demand for services to support people with Mental Health Issues.</p> |

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| <p>Support and funding sources available</p> | <p>Profit from the café and shop reinvested into the co-operative.</p> <p>Profit from rent of training kitchens reinvested into co-operative.</p> <p>Profit from farmer market reinvested into co-operative.</p> <p>Funding from the HSE toward the provision of counseling services.</p> <p>Funding from Department of Social Protection for Staff</p> <p>Funding from department of Social enterprise for innovative new ideas.</p>  |
| <p>Lessons learned</p>                       | <p>Lesson learnt after 30 year to be able to grow and change meeting the ever changing needs of a community.</p> <p>Innovation and new ideas need to be always on the agenda.</p> <p>Engagement with all the local supports and services in a community helps to create inclusiveness and generates good marketing opportunities.</p> <p>Having a variety of initiatives within the social enterprise is necessary for sustainability during times of great change for example global recession.</p> <p>Engagement with as many local national and International stakeholders supports the development of new ideas and upcoming trends.</p> |
| <p>Contact details</p>                       | <p>East Clare Community Co-Op, Scariff, Co. Clare, <a href="http://www.eastclarecommunitycoop.com">www.eastclarecommunitycoop.com</a></p>  |

## Tait House Community Enterprise

| Descriptor              | Details   |
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| Legal status/Legal form | Tait House Community Enterprise is a Company Limited by Guarantee (CLG). <b>A Company Limited by Guarantee without a Share capital (CLG)</b> is usually used in circumstances that require a separate legal entity and corporate protection in organisations such as charities, trade associations, societies, sports clubs and social clubs. This company type is appropriate for non-profit companies or NGO's (non-governmental organisations). The members' liability is limited to the amount they have undertaken to contribute to the assets of the company, in the event it is wound up, not exceeding the amount specified in the memorandum. As a guarantee company does not have a share capital, the members are not required to buy any shares in the company. Many charitable and professional bodies find this form of company to be a suitable vehicle as they wish to secure the benefits of separate legal personality and of limited liability but do not require to raise funds from the members. |
| Context/History         | Tait House Community Enterprise is a social enterprise located in Southill on the outskirts of Limerick city, one of the most economically and socially disadvantaged areas in the country. It was established in 1984 to serve the local community. It recently changed its name and organisational structure.   |
| Sector/Industry         | Tait House Community Enterprise (formerly known as Southill House) is a community development co-operative whose mission is to generate enterprise, employment and training opportunities through the provision of services for the people of Limerick. Tait House Community Enterprise is a social enterprise located in Southill on the outskirts of Limerick city, one of the most economically and socially disadvantaged areas in the country. Since its establishment in 1984, its mission has been   |

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|                 | <p>to generate enterprise, employment and training opportunities through the provision of services for the people of Limerick based at Collins Avenue, Roxboro Road. It aims to promote access and involvement of children, young people and adults through practical experience in a wide range of educational, environmental, recreational, social and economic projects focused around empowering people to improve their own lives and the environment in peaceful co-existence.</p>  |
| Target groups   | <p>It aims to promote access and involvement of children, young people and adults through practical experience in a wide range of educational, environmental, recreational, social and economic projects focused around empowering people to improve their own lives and the environment in peaceful co-existence. It achieves this firstly through community services such as a local employment service, law and mediation, estate maintenance and home energy efficiency projects. Secondly through training and education programmes for the community like adult education, social enterprise schools training and employment related training. Thirdly as a social enterprise hub for local entrepreneurs.</p> <p>Tait House Community Enterprise is based in one of the most socio-economically disadvantaged areas in the city with high long term unemployment and all the accompanying problems this entails.</p> |
| Social elements | <p>Tait House is a not-for-profit social enterprise that employs 160 staff. A key part of the development of the centre is the progression of other social enterprises and currently, they have 20 in operation. Any surplus funds are put back into various social projects such as the community creche and after-school club, a café, and a hairdresser and beauty salon.</p> <p>A huge number of community services are offered at the facility, including retrofitting of houses to make them warmer, community programmes and horticulture courses and a befriending service based on HSE referrals.</p>  |
| Success factors | <b>Good Governance</b>  |

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|                | <p>Clear governance policies and robust structures of how the organization is run as well as clear and well-defined roles within the organization</p> <p><b>Inclusion of local community</b></p> <p>They have always worked and included the local community which has been key to their success.</p> <p><b>Supporting and encouraging other social enterprises</b></p> <p>One of their most successful ventures was to act as a social enterprise hub for the community – encouraging and supporting others to start their own social enterprises within the community.</p> |
| Challenges     | <ul style="list-style-type: none"> <li>• Operating in a socio-economically deprived area</li> <li>• Lack of awareness and clarity around social enterprise sector in Ireland</li> <li>• Securing funding and generating income</li> </ul>  |
| Impact         | <p>160 people directly employed</p> <p>A hub for over 10 community social enterprises such as Treaty Steel which employs ex-prisoners to give them a chance to get their lives back on track.</p> <p>The Urban-Coop which employs local people providing organic, sustainable food to the wider community.</p> <p><b>Community Power</b> is Ireland’s first Community Owned Licenced Electricity Supply Company.</p>   |
| Sustainability | <p>Tait House now plans to create a new Social Enterprise Hub, which will facilitate the creation of new employment, while also securing existing employment rules.</p>  |



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|  | <p>In addition to relocating Treaty Steel to this new building, we also envisage using the buildings for further enterprises, including: SDC Environmental, which is a climate action, energy and retrofitting enterprise; RAM Safety Work Wear; and The Movement: Upcycling, which is a social enterprise which works with salvaged materials that are upcycled by external social enterprises. Working with a network of social enterprises, we will provide a route to market for upcycled products.</p>  |
| <p>Support and funding sources available</p> | <ul style="list-style-type: none"> <li>• Department of Justice, Equality and Law Reform.</li> <li>• LEADER</li> <li>• Department of Children and Youth Affairs</li> <li>• Department of Social Protection</li> <li>• Limerick County Council</li> <li>• Limerick Local Development Company</li> <li>• Early Years Capital</li> <li>• Garda Diversion Programme</li> <li>• Health Services Executive, West</li> <li>• Limerick and Clare Education and Training Board</li> <li>• Mid Western Regional Drugs Task Force</li> <li>• National Childcare Investment Programme, Pobal</li> <li>• Training and Employment Childcare (TEC) Programmes</li> <li>• Tusla, Child &amp; Family Agency</li> <li>• Youth Work Ireland</li> </ul> |
| <p>Lessons learned</p>                       | <p>1. Strong engagement with the local community is essential – you must have buy-in from the community.</p>   |

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|                 | <ol style="list-style-type: none"> <li>2. Getting funding is very important but you must have clear goals and objectives and avoid 'chasing funding' as you will end up changing who you are.</li> <li>3. Be open to people and innovation</li> </ol> |
| Contact details | <a href="http://www.taihouse.ie">www.taihouse.ie</a> , <a href="https://www.youtube.com/watch?v=g8RVnSrpNL0">https://www.youtube.com/watch?v=g8RVnSrpNL0</a>  |

## Obair Family Centre, Ennis Rd, Newmarket on Fergus, Co. Clare, Ireland

| Descriptor              | Details  |
|-------------------------|--|
| Legal status/Legal form | Obair has charitable status. Obair have adopted the Resolution Regarding the Guidelines for Charitable Organisations Fundraising from the Public. This is in line with legislation when registered as a charity with Charities Institute Ireland website <a href="http://www.charitiesinstituteireland.ie/principles-for-fundraising/">http://www.charitiesinstituteireland.ie/principles-for-fundraising/</a>   |
| Context/History         | <p>Obair aims to combat social isolation through the provision of a wide range of services in the community. Through their Community Catering service, Youth Programmes, Active Retirement Group and the O' Regan Park Development, Obair continues to foster a greater sense of community spirit in the area.</p> <p>Obair Newmarket-on-Fergus Ltd was established in 1993 with the original aim to address the high levels of unemployment being experienced at that time. A group in the community came together and were committed to encouraging people to take greater responsibility for development in the area. The formation of Obair was greatly assisted by Dr. Brendan O' Regan who came to reside in Newmarket-on-Fergus at that time. Dr. O'Regan facilitated the various groups of individuals to establish one development organisation for the area, known as Obair, Newmarket-on-Fergus Ltd. The group was fortunate to have a number of highly skilled and highly motivated community activists involved who directed new projects and secured resources for the group.</p> <p>In July 1995 Obair applied for technical assistance under the Operational Programme for Local Urban and Rural Development 1994-1999. Their plan was developed by a sub-group of the main Obair board and a committee was formed, this was to be the Community Development Committee. During the period 1996-1999, there was a lot of work carried out in the community and with different community groups, such as the Parent &amp; Toddler, Kilnasoolagh Park Residents, Brehan Youth Group and</p> |

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|                 | <p>the After School Project just to name a few. It was the Parent &amp; Toddler Group that identified the need for a quality childcare service in the village. In response to this need in 1997 the Family Centre Committee was set up to develop the childcare facility. In the initial stage extensive research in the community showed a strong need for childcare facilities, training and community welfare information.</p> <p>In autumn 1999, Obair received support to develop and formulate a Childcare Strategy for the area with the following needs identified; the development of a Family Centre to provide full day care, a base for a welfare and health information centre, a community training facility, the Local Development Social Inclusion Programme as well as provision of environmental Services.</p> <p>The millennium year in Newmarket-on-Fergus brought with it an unprecedented development in the village. A site was acquired beside the Library from Clare County Council. The construction phase of the Obair Family Centre commenced during the year thanks to the enormous fund raising efforts of the local community and a substantial grant received from the Department of Justice, Equality and Law Reform.</p> |
| Sector/Industry | <p>They support those who are unemployed or elderly and work to facilitate greater community participation in the area. They operate a Community Crèche, Afterschool Programme, Meals on Wheels, Community Café, Educational Training Programmes, Arts and Heritage Dept as well as an Environmental Section.</p> <p>They aim to:</p> <p>“ To create a united vibrant community working together in harmony for the benefit of all”.</p> <p>Company Objectives</p> <p>To create an environment in which Enterprise, Environment, Employment, Arts, Heritage, Service and Community Development combine to enhance the community as a whole.</p> <p>To assist in establishing viable enterprise in the parish of Newmarket-on-Fergus and surrounding areas which will generate sustainable employment</p>   |

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|                        | <p>To support those who may not have an opportunity to access employment – in particular the long-term unemployed and young people</p> <p>To develop a spirit of enterprise in our community and to foster a greater sense of place by encouraging and assisting the protection and enhancement of the environment</p> <p>To promote educational and training activities for the further development of our community</p> <p>To facilitate greater community participation in the development of our area.</p>   |
| <p>Target groups</p>   | <p>Women’s Groups / Elderly/retired people / Unemployed/job seekers / Adult learners / People with disabilities / Youths / Children / Parents / Men’s groups</p>   |
| <p>Social elements</p> | <p>Obair continues to work closely with all agencies in the area. This close co-operation will continue into the future as the work of the Obair programme continues. They are supported by the many agencies and will continue to work together to support and develop the community of Newmarket-on-Fergus</p> <p>Age Action Ireland</p> <p>Caring for Carers</p> <p>Clare County Childcare Committee</p> <p>Clare County Council</p> <p>Clare Local Development Company</p> <p>Clare Youth Service</p> <p>Community Childcare Subvention (CCS) Programme</p> <p>Community Services Programme, Pobal</p> <p>Community Substance Misuse Team</p> <p>Department of Children and Youth Affairs</p> <p>Department of Social Protection</p> |

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|                        | <p>Early Childhood Care and Education (ECCE) Scheme</p> <p>Early Years Capital</p> <p>Garda Diversion Programme</p> <p>Health Services Executive, West</p> <p>LEADER</p> <p>Limerick and Clare Education and Training Board</p> <p>Mid Western Regional Drugs Task Force</p> <p>National Childcare Investment Programme, Pobal</p> <p>Pobal ¾ School Meals (Local Projects) Scheme</p> <p>Training and Employment Childcare (TEC) Programmes</p> <p>Tusla, Child &amp; Family Agency</p> <p>Youth Work Ireland</p> <p>Social enterprise Ireland</p> <p>Irish social enterprise network</p> <p>Social Innovation Ireland</p> <p>Bank of Ireland</p> <p>Enterprise Ireland</p> <p>Obair has many volunteers across all of their community groups and services.</p> |
| <p>Success factors</p> | <p>Excellent partnerships with the community, government and social organisations have been maintained throughout the life of this enterprise. The latest funding of €500,000 received from The LEADER Programme will see the derelict Tradaree Arms (old public house) transformed into a hive of activity.</p>   |

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|            | <p>In 2017 they received €200,000 under the Town and Village Renewal Scheme and just last year they were chosen by philanthropic Tomar Trust to receive funding of €200,000. This, along with an investment of €300,000 of Obair funding now sees the project commence.</p> <p>Newmarket on Fergus' Main Street has seen a decline in recent years and only months ago the last remaining shop on the street closed down.</p> <p>The project will provide 16 spaces for trainee chefs, as well as a start-up hub for local food producers.</p> <p>The building will also house Obairs' newly revamped Youth Space, an alcohol and drug free recreational space for young people.</p> <p>A major part of this project will see Obairs existing Meals on Wheels service extended out to cover other areas in the County. This has been possible due to funders, local representatives and everyone that partnered up with us to help us achieve this.</p> <p>In 2018 they were awarded funding from The Tomar Trust which will go a long way to achieving our goal. The Tradaree building has been lying vacant for many years and will now be developed as a production kitchen for Meals on Wheels, a training unit for the hospitality sector and an incubation unit for small business start-ups.</p> |
| Challenges | <p>Obair always have had aspirations to grow their enterprise while being aware that growth is primarily underpinned by the provision of a perceived social value. Firm growth is predominately measured from the external beneficiary perspective rather than internal financial metrics.</p> <p>Sourcing financing, staff retention adjusting to different roles in managing the enterprise and measuring the scale and impact of their business are the primary challenges encountered.</p> <p>Reliance on social and government funding, volunteerism and community buy in create challenges. The company has spent many years and time ensuring they are involved with all external agencies to deliver necessary supports to the community.</p>   |

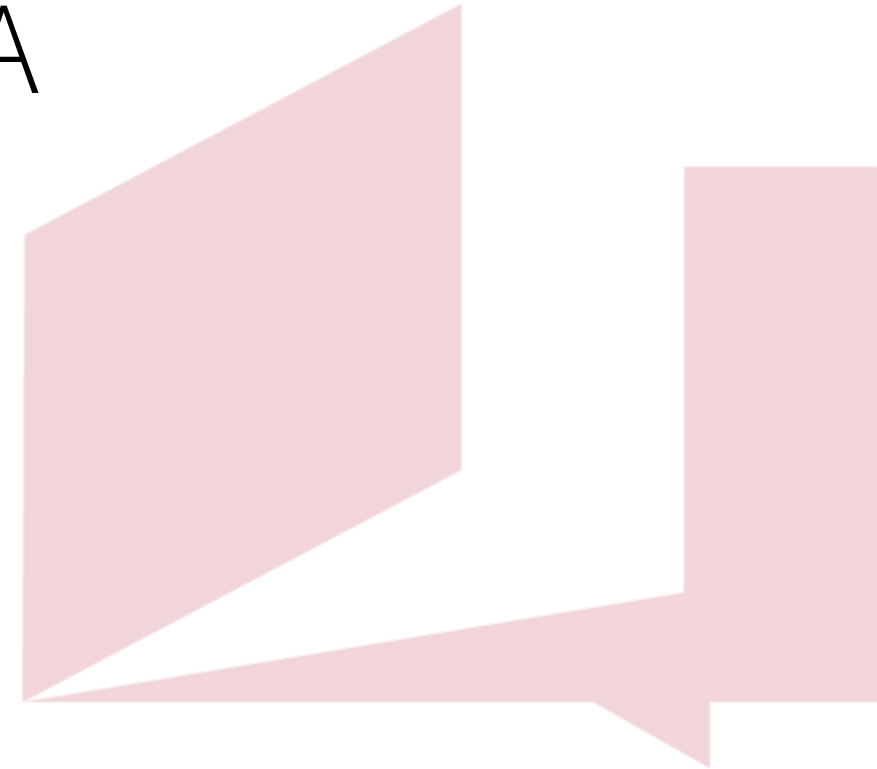
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|                | <p>They have secured solid partnerships and have engaged with the community to give them a sense of ownership and of the enterprise belonging to them;</p> <p>The company ensures that they have dedicated, professional staff whose role it is to source funding streams. The main challenge they are facing at present is dealing with the effects of Covid 19 but they are going ahead with all expansion plans. The pandemic may also have created a greater need for upskilling or retraining so the new multi enterprise hub is coming at a good time.</p>  |
| Impact         | <p>The company has created huge impact within the small local community. The crèche employs twelve childcare workers, unemployed people are employed on environmental community programs, meals on wheels are provided for the elderly, ten people work in the café, eight manage the center and its activities, further education and training has led to locals progressing to third level or directly into paid employment. Where possible, local people are trained to work in the company.</p>   |
| Sustainability | <p>The company is sustainable for the next three to five years due to its strategic planning. It has secured funding from various sources, the crèche, café and other services cover costs of running them and they are going to improve their fund raising practice. They will promote high levels of accountability and transparency by organisations fundraising from the public. Provide clarity and assurances to donors and prospective donors about the organisations they support.</p> <p>The company must continue to understand what people need from the places they live and work. These needs change constantly. They will continue to combine a design of the physical realm with design of the social world to include: infrastructure to support social and cultural life, social amenities, systems for citizen engagement, and space for people and places to evolve.</p> |



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| <p>Support and funding sources available</p> | <p>There are multiple supports and funding sources available. Social enterprise grants, government supports, local development company funding from various government departments like;</p> <ul style="list-style-type: none"> <li>• Department of Justice, Equality and Law Reform.</li> <li>• LEADER</li> <li>• Department of Children and Youth Affairs</li> <li>• Department of Social Protection</li> <li>• Town and Village Renewal Scheme</li> <li>• Clare County Council</li> <li>• Clare Local Development Company</li> <li>• Early Years Capital</li> <li>• Garda Diversion Programme</li> <li>• Health Services Executive, West</li> <li>• Limerick and Clare Education and Training Board</li> <li>• Mid Western Regional Drugs Task Force</li> <li>• National Childcare Investment Programme, Pobal</li> <li>• Training and Employment Childcare (TEC) Programmes</li> <li>• Tusla, Child &amp; Family Agency</li> <li>• Youth Work Ireland</li> </ul> |
| <p>Lessons learned</p>                       | <ol style="list-style-type: none"> <li>1. To have a solid business model with expert staff and strategic planning</li> <li>2. Respond to the real needs of the community(needs analysis)</li> <li>3. Provide different services and supports and have them become individual funding streams</li> </ol>  |

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| Contact details | <p>/www.obair.org/</p> <p>Obair Address: Obair Family Centre, Ennis Rd, Newmarket on Fergus, Co. Clare, Ireland</p> <p>Phone: General Enquiries (061) 368030, Community Creche (061) 476010, Fax:(061) 368717</p> <p>Email: General: <a href="mailto:info@obair.org">info@obair.org</a>, Creche: <a href="mailto:obaircreche@obair.org">obaircreche@obair.org</a>, Cafe Fergus: <a href="mailto:cafefergus@obair.org">cafefergus@obair.org</a>, O' Regan Park: <a href="mailto:oreganpark@obair.org">oreganpark@obair.org</a>, Tradaree Project: <a href="mailto:tradaree@obair.org">tradaree@obair.org</a></p> |
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# ROMANIA



## Mamapan – Leaven bread / Foundation Centre Partnership for Equality

| Descriptor              | Details   |
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| Legal status/Legal form | Mamapan is a bakery employing women who are single mothers or have many children and thus, find it more difficult to secure employment. Mamapan is a social entrepreneurship project of the Centre Partnership for Equality Foundation. The legal status belongs to the foundation which is registered as an NGO. In order to conduct this economic activity, the foundation has acquired a VAT code and all relevant health and safety certifications required for the food industry, according to the Romanian legislation.   |
| Context/History         | Although the Foundation was established in 2002, Mamapan as a social enterprise was established in 2015. The idea that represents the basis of the social enterprise was to support mothers with many children and single mothers to earn a living while also allowing them to focus on their families. In this context, Mamapan was set up as a bakery which employs single mothers or mothers with many children, with generally low household income and low support networks. Women in such a position as addressed by Mamapan often find it difficult to find employment or maintain employment which requires long hours and does not offer flexibility as in such a case they would not be able to care for their children (e.g. taking days off when children are sick, or returning home to prepare mealtimes, prepare children for school etc.). At the same time, the enterprise also addresses the need for slow cooked food with healthy ingredients. The bread manufactured at Mamapan only uses the traditional ingredients: water, salt, flour, leaven and seeds. |

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| Sector/Industry | The enterprise operates in the food industry in Romania. It manufactures bread using high quality ingredients, with no additives. The bread is produced using water, salt, flour, leaven and seeds. Romanians enjoy bread with almost all their meals, so the demand for such products is considerable.   |
| Target groups   | <p>The company addresses mothers who have many children and/or are single mothers. The target groups generally face long term unemployment and difficulties in securing and maintaining employment due to the lack of a support network for caring for their children. This means mothers in this situation need flexibility, understanding and a positive atmosphere at work. They can be highly productive and motivated, but are also sometimes subjected to the unpredictability of their children getting sick etc.</p> <p>Positions at Mamapan are full time, in 2 shifts, but flexibility is offered in case of difficult, unpredictable situations that might occur due to the status of the employees.</p>   |
| Social elements | <p>The company is a social enterprise because:</p> <ul style="list-style-type: none"> <li>- it employs mothers who have many children and/or are single mothers. They are socially and economically disadvantaged. Because of the lack of a support network in caring for their children, the costs of raising many children and low income of their families (i.e. single mothers only have one salary in the family) they are often economically and socially excluded or at risk of social exclusion. As demonstrated above, it is often also difficult for this target group to secure and maintain full time employment.</li> <li>- it reinvests all the profit obtained from manufacturing and distributing its products in developing the social enterprise and supporting other social causes.</li> </ul> |
| Success factors | The main success factors are:   |

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|            | <ul style="list-style-type: none"> <li>- the quality of the products offered. As shown above all products are manufactured using high quality ingredients with no additives. The enterprise thus addresses a market comprised of persons who favour a healthy lifestyle and pay considerable attention to the products they purchase.</li> <li>- the range of the products offered. The enterprise offers a diverse range of products including bread with seeds, garlic or onion bread, white, intermediary or 100% wholemeal bread, with rye flour or gluten-free flour. The company also offers a wide range of pies: pumpkin, apples and cabbage, together with sweetbread, and biscuits. The enterprise thus answers the needs of different target segments which ensures steady orders.</li> <li>- the company's distribution model. Orders may be placed online, and free delivery is ensured for orders above 50 lei in Bucharest and above 100 lei in the Ilfov area.</li> </ul> |
| Challenges | <p>The enterprise faced considerable difficulties in recruiting personnel and ensuring enough staff for its activities. This was particularly so at the beginning of the activity. This was mainly due because it was difficult to reach the target group. The company counteracted this challenge by promoting the job opportunities available through a wide range of means including media, partner organisations, notices, job fairs etc.</p>   |
| Impact     | <p>Form the beginning of its activity, the company employed 5-6 mothers at a certain time, depending on the needs of the enterprise and the workforce available. The enterprise also offers initial training and qualification as a baker. It thus supports mothers by offering them qualification, work experience and a flexible employment opportunity thus reducing their risk for social and economic exclusion.</p>   |

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| Sustainability                        | The enterprise seems sustainable for the next 3-5 years. Its revenues support its operation and help funding other social initiatives. The market in which the company operates is a developing one, with more and more people interested in healthy products, obtained from “clean” ingredients.  |
| Support and funding sources available | The enterprise was established with funding from the European structural funds which ensured the purchase of the equipment used in the manufacturing process and bank loans for the other investment costs. According to data available, the company is now self-sufficient.   |
| Lessons learned                       | <ol style="list-style-type: none"> <li>1. Do not neglect the importance of reaching the target group sought. Various means may be required in order to reach and attract the target group.</li> <li>2. Carefully draft a business plan identifying the market need and special characteristics of the products/services offered to ensure the success and sustainability of the enterprise.</li> </ol> |
| Contact details                       | <p>E-mail: <a href="mailto:contact@mamapan.ro">contact@mamapan.ro</a></p> <p>Website: <a href="https://www.mamapan.ro/">https://www.mamapan.ro/</a></p>  |

## Sănătate Dulce (Sweet Health) / Agapis Foundation

| Descriptor              | Details  |
|-------------------------|--|
| Legal status/Legal form | Sweet Health is a private company (SC Valea Barcăului SRL) established by the Agapis Foundation in 2011, in Romania.   |
| Context/History         | The company was established in 2011 with the aim of supporting local producers in the Barcău area, Sălaj county in Romania. The region where the company operates offers limited employment opportunities. At the same time local producers doubted their local potential and their power to generate added value. The company was therefore started to help local farmers monetize their products. Following a social entrepreneurship competition, the company was granted a 20.000euro financing which was used to start the business.  |
| Sector/Industry         | The enterprise operates in the food industry. It offers honey and dried fruits obtained through traditional processes. All products offered by the company are obtained from local ingredients. They pack only honey and fruit acquired locally, from traditional agriculture and environmentally friendly practices. The company's product portfolio includes bee products with premium packaging and dried fruit products in the following categories: gourmet, delicacies and therapeutic. The company addresses both business to business and business to consumer markets. Its products are well positioned to serve companies as gifts for different corporate events. |
| Target groups           | The company addresses local producers. The main aim of this social enterprise is to support local producers by ensuring constant orders. The company purchases the products it sells from local producers, it then packs   |



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|                 | <p>these products and markets them, thus ensuring local producers enjoy constant demand. In 2017 the company supported 20 producers and sold 60.000 products. The company also created 4 jobs for local community members.</p>  |
| Social elements | <p>The company is a social enterprise because:</p> <ul style="list-style-type: none"> <li>- it supports local producers in the community by ensuring distribution chains</li> <li>- it creates jobs for local community members</li> <li>- it supports environmentally friendly agriculture and promotes healthy products by only contracting suppliers in the local community, who apply traditional and environmentally friendly practices</li> <li>- it reinvests 50% of the company profits in the sustainable development of the company, while the remaining 50% is reinvested in supporting children and young people in the community access education and training opportunities.</li> </ul> |
| Success factors | <p>The main success factors are:</p> <ul style="list-style-type: none"> <li>- the quality of the products offered. All products are high quality, natural products obtained via traditional, environmentally friendly practices</li> <li>- very good marketing – products are marketed using premium packaging to preserve the natural qualities of honey. Furthermore, products are clearly distributed in three product categories: gourmet, delicacies, and therapeutic products, thus making it easy to promote the products and communicate their qualities.</li> </ul>  |
| Challenges      | <p>The main challenges faced by the company included difficulties in financing its activities. This happened at the beginning of the activity. The company managed to obtain a 20.000euro funding, as well as other financial contributions from the community. The city hall in Valcău de Jos contributed to the company’s development by supplying the space for its manufacturing capacity.</p>  |

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|                                       | Other challenges include unfair competition from producers selling honey-based products that do not respect quality standards or are counterfeited at lower prices than those asked by Sweet Health.   |
| Impact                                | The company supports 20 local producers/year and created 4 jobs in the community. This way, by exploiting local resources in a sustainable manner, community members also improve their income. Furthermore, the company offers high quality natural products obtained through traditional, environmentally friendly methods. Also, with every product sold, the company and its clients contribute to the sustainable development of Valea Barcăului. |
| Sustainability                        | The enterprise is sustainable. At present, the company's revenues cover its costs. The profits made are reinvested in the sustainable development of the company (50%) and used to support children and young people in the community access educational services (50%).   |
| Support and funding sources available | The enterprise benefitted from a 20.000euro financing following a business plan competition in 2011. They also attracted other funding from the community and benefitted from the support of the city hall in Valcău de Jos which offered a space where the company set up the manufacturing space.  |
| Lessons learned                       | <ol style="list-style-type: none"> <li>1. Do good marketing considering all aspects of the marketing mix: product, price, promotion, and place.</li> <li>2. Closely monitor clients' preferences and adapt to customers' needs.</li> <li>3. Build a strong distribution network.</li> </ol>  |
| Contact details                       | <p>E-mail: <a href="mailto:vreau@sanatate-dulce.ro">vreau@sanatate-dulce.ro</a></p> <p>Website: <a href="http://www.sanatate-dulce.ro">www.sanatate-dulce.ro</a></p>   |

## Made in Roșia Montană

| Descriptor              | Details  |
|-------------------------|--|
| Legal status/Legal form | Made in Roșia Montană is a private social enterprise, founded in 2014 in Roșia Montană, a village in the Alba county, Romania. The company employs women in the village to knit different Merino wool products (e.g. hats, scarves, sweaters etc.).  |
| Context/History         | The company was founded in 2014 by Tică Darie. Roșia Montană is a village in Romania where a gold mining project was proposed to take place. The project attracted considerable attention among criticism it would destroy the natural landscape and highly pollute the area. The area surrounding Roșia Montană slowly became depopulated and offered few employment opportunities. Following the completion of his undergraduate studies in Denmark, Tică Darie decided to establish himself in Roșia Montană and become involved in the community. One Christmas he received a pair of hand knitted woollen socks as a gift from one of his neighbours. That is how the idea of this social enterprise emerged. In only two days, after posting a photograph of that pair of socks on the internet, he had received over 100 orders. He started the social enterprise at the end of 2014 and accessed a financing of 10.000 euro in 2015 after taking part in a business plan competition aimed at supporting social enterprises. With this money, the company managed to rent an office, purchase raw materials, develop product prototypes, and cover marketing and transportation costs. In 2017, the company had a manufacturing capacity of 3000 units/month and in 2018 registered a turnover of 40.000 euro. The company aimed to double the turnover in 2019. The company's products are now sold via its online shop and through different small retailers. The company's products are sold both nationally and internationally. |

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| Sector/Industry | The enterprise operates in the fashion industry in Romania. It offers handmade garments in a premium fibre (Merino wool). All products are knitted by hand. The company's product portfolio includes socks, hats, gloves, and scarves as well as other woollen garments.  |
| Target groups   | The company employs women of the local community who have knitting skills or who want to develop such skills. The company's employees work from home, according to flexible schedules which allows them to cater for their family and be active in the community. At the same time, the money gained by knitting products for the company helps employees increase their living standards, as they earn between 100 and 200 euro/month. The area where the company is located presents few employment opportunities as it is a mono-industrial area, with a low developed services sector.  |
| Social elements | <p>The company is a social enterprise because:</p> <ul style="list-style-type: none"> <li>- it employs women in the local community who work from home, according to flexible schedules which allow them to cater for their family, be involved in the community and earn an extra income.</li> <li>- it reinvests 90% of its profits in the sustainable development of the company and uses the remaining 10% to support children in the area access educational services.</li> <li>- it values a traditional skill in the area (knitting) and offers customers environmentally friendly products manufactured from natural fibres.</li> </ul> |
| Success factors | <p>The main success factors are:</p> <ul style="list-style-type: none"> <li>- the quality of the products offered. All products are manufactured using high quality Merino wool, based on the company's designs.</li> </ul>   |

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|                                       | <p>- the company's distribution model. The company sells its products via an online shop and delivers nationally and internationally. The company also distributes its products via small retailers and during different fairs.</p> <p>- the company's promotional strategy. The company has very good visibility in the online environment. Furthermore, the company's communication strategy constantly emphasises the quality and benefits of the fibres used in the manufacturing process, as well as the social impact customers can have in the local community by choosing to purchase Made in Roşia Montană products.</p> |
| Challenges                            | The main challenges of the company were in its early days when the company's owner was quite inexperienced in managing a company. After accessing a 10.000euro financing in 2015 he also benefitted from consulting services regarding marketing, sales, and distribution channels. After developing a strong business plan, the company overcame challenges to become a successful social enterprise.  |
| Impact                                | The company employs 35 women for knitting the products offered and it invests 10% of the company's profits in supporting access to education for the young people in the community. Thus, in terms of impact, the company supports local families earn an extra revenue and improve their living standards and young people access education which will increase their chances for a better future.   |
| Sustainability                        | The enterprise is sustainable. At present, the company's revenues cover its costs. The profits made are reinvested in the sustainable development of the company (90%) and used to support young people in the community access educational services (10%).   |
| Support and funding sources available | The enterprise benefitted from a 10.000euro financing from the NESsT Foundation in 2015 after taking part in a business plan competition aimed at supporting social enterprises. With this money, the company   |

|                 |   |
|-----------------|---|
|                 | managed to rent an office, purchase raw materials, develop product prototypes, and cover marketing and transportation costs.  |
| Lessons learned | <ol style="list-style-type: none"> <li>1. Design quality products based on customers' needs.</li> <li>2. Closely monitor clients' preferences and adapt to customers' needs.</li> <li>3. Build a strong communication strategy.</li> <li>4. Build a strong distribution network.</li> </ol> |
| Contact details | <p>E-mail: <a href="mailto:info@madeinrosiamontana.com">info@madeinrosiamontana.com</a></p> <p>Website: <a href="https://www.madeinrosiamontana.ro">https://www.madeinrosiamontana.ro</a></p>   |

## Atelierul de pânză (Canvas workshop) / Future Plus Association

| Descriptor              | Details   |
|-------------------------|---|
| Legal status/Legal form | The Canvas workshop is a social enterprise project of the Future Plus Association, Bucharest, Romania. The enterprise is registered as a private limited company, established in 2011. It also has a VAT tax code.  |
| Context/History         | The company was established in 2011 having two main social aims. Firstly, the company aimed to offer a sustainable alternative to plastic bags in the form of canvas bags. Secondly, the firm aimed at supporting persons with disabilities to secure employment. The enterprise is a project of the Future Plus Association focusing on sustainable development. Starting 2014, the social enterprise is registered as a protected unit meaning that a minimum of 30% of its employees are persons with disabilities. The social enterprise is also part of the circular economy movement as it developed a collection, Puzzletex, where all products are manufactured using textile waste as raw materials. |
| Sector/Industry         | The enterprise operates in the fashion industry by offering consumers sustainable canvas bags in different forms and designs. All products are manufactured using natural, unbleached cotton and can be customised based on clients' requirements.  |
| Target groups           | <p>The company addresses two main target groups:</p> <ul style="list-style-type: none"> <li>- persons with disabilities. Unemployment rates among persons with disabilities reach even 90% in Romania. The social enterprise thus offers a minimum of 30% of the employment opportunities it creates to persons in this target group.</li> <li>- consumers in Romania. The company aims to offer sustainable alternatives to the use of plastic bags.</li> </ul>  |

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| Social elements | <p>The company is a social enterprise because:</p> <ul style="list-style-type: none"> <li>- it creates jobs for persons with disabilities.</li> <li>- it offers sustainable alternatives to the use of plastic bags.</li> </ul>   |
| Success factors | <p>The main success factors are:</p> <ul style="list-style-type: none"> <li>- the quality of the products offered. All products are manufactured using quality cotton. The raw materials are unbleached.</li> <li>- flexibility and adaptability regarding the designs offered. The company's products can be customised based on clients' requests in terms of size, colour, print, design etc.</li> <li>- reduced manufacturing timeframes. The company can complete and deliver orders quickly.</li> <li>- excellent customer care. The company develops strong relations with its customers by listening carefully to their requests and offering high quality products.</li> </ul> |
| Challenges      | <p>The main challenge faced by the company included difficulties in securing funding for investments needed to support and develop its activity. Another challenge was represented by a more reduced price competitiveness when compared with similar products imported from other countries. The company's prices are slightly higher than those of its competitors as the company is a smaller workshop not able to obtain economies of scale and it highly values the quality of the raw materials used in the manufacturing process, thus having higher supplier costs.</p>   |
| Impact          | <p>In the last 7 years, the company has created 32 jobs, out of which 18 jobs for persons with disabilities. Romanians use approx. 5 billion plastic bags in one year. Up to now, with over 14.000 textile bags manufactured, The Canvas workshop has managed to substitute more than 21 million plastic bags.</p>  |



|                                       |   |
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| Sustainability                        | The enterprise is sustainable. At present, the company's revenues cover its costs. The profits made are reinvested in the sustainable development of the company.   |
| Support and funding sources available | The enterprise benefitted from a 5.000-euro initial investment after winning a business plan competition organised as part of the CSR activity of a private company. It also benefitted from support from the NESsT Foundation to develop its marketing and sales strategy.   |
| Lessons learned                       | <ol style="list-style-type: none"> <li>1. Do good marketing considering all aspects of the marketing mix: product, price, promotion, and place.</li> <li>2. Closely monitor clients' preferences and adapt to customers' needs.</li> <li>3. Try to identify and secure financing for development and scaling up.</li> </ol> |
| Contact details                       | <p>E-mail: <a href="mailto:contact@atelieruldepanza.ro">contact@atelieruldepanza.ro</a></p> <p>Website: <a href="https://www.atelieruldepanza.ro/">https://www.atelieruldepanza.ro/</a></p>   |

# BELGIUM

| Network of Social Integration Enterprises (ENSIE) |  |
|---|--|
| Descriptor  | Details  |
| Legal status/Legal form                           | <p>ENSIE is an European network for the participation and representation of social entrepreneurship issues on EU-level. ENSIE aims to exploit the full potential of social enterprises.</p> <p>Since 2011, ENSIE is recognized by the European Commission as the key partner in social inclusion.</p>  |
| Context/History                                   | <p>ENSIE was founded in May 2001 and unites currently 29 national/regional networks of WISEs in 23 European countries.</p>   |
| Sector/Industry                                   | <p>There are three main principles defined by ENSIE members:</p> <ul style="list-style-type: none"> <li>• The social and professional integration of disadvantaged individuals;</li> <li>• Actors at the core of the economic system;</li> <li>• Enterprises with a strong pedagogical orientation</li> </ul>  |
| Target groups                                     | <p>ENSIE represents, maintains and develops within the EU of networks and federations for work integration social enterprises.</p> <p>The <b>objectives</b> are:</p> <ul style="list-style-type: none"> <li>• to reinforce the power of the actors in economic social integration enterprises through the interchange between the member organisations,</li> <li>• to stimulate co-operation and partnerships by promoting proper practices, research results, new applications,</li> <li>• to organise the exchange of information on the legislative national and local policy levels between member organizations,</li> </ul> |

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|                 | <ul style="list-style-type: none"> <li>to represent the network and to promote all of its activities on all pertinent European levels,</li> <li>to elaborate on the contributions and propositions in order to participate in the definition of a European policy against social exclusion,</li> <li>to develop a close and solid collaboration with other European networks active in the social economy with the objective of obtaining synergetic results.</li> </ul>  |
| Social elements | <p>The main <b>activities</b> which are offered are 1. <b>Networking</b>, 2. <b>Representation</b> and 3. <b>Projects</b>.</p> <p>The <i>focus</i> in the projects carried out is on</p> <ul style="list-style-type: none"> <li>Active Labour Market Measures and integration of disadvantaged people. Demonstrate the effectiveness of Work Integration Social Enterprises.</li> <li>Political commitments: Equal opportunities and access to the labour market; Fair working conditions; Social protection and inclusion</li> <li>Cycle of economic and fiscal policy coordination within the EU. MS align their budgetary and economic policies to EU objectives and rules.</li> </ul> |
| Success factors | <p>The main <b>activities</b> which are offered are 1. <b>Networking</b>, 2. <b>Representation</b> and 3. <b>Projects</b>.</p>  |
| Challenges      | <p>ENSIE's strategic objectives for the period 2018-2020 are:</p> <ul style="list-style-type: none"> <li><u>Priority 1</u>: ENSIE lobbying and representation activities;</li> <li><u>Priority 2</u>: ENSIE as a supporting network to its members.</li> </ul>  |
| Impact          | <p>The <i>focus</i> in the projects carried out is on</p> <ul style="list-style-type: none"> <li>Active Labour Market Measures and integration of disadvantaged people. Demonstrate the effectiveness of Work Integration Social Enterprises.</li> </ul>  |

|                                       |  |
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|                                       | <ul style="list-style-type: none"> <li>Political commitments: Equal opportunities and access to the labour market; Fair working conditions; Social protection and inclusion</li> <li>Cycle of economic and fiscal policy coordination within the EU. MS align their budgetary and economic policies to EU objectives and rules.</li> </ul>   |
| Sustainability                        | The network itself is a factor in order to support and sustain the participation and representation of social entrepreneurship issues on EU-level. Organisations build / join networks in order to sustain their work “environment” in the broadest sense.   |
| Support and funding sources available | Membership fees.<br>Funds from running projects.   |
| Lessons learned                       | <ul style="list-style-type: none"> <li>Possibilities offered via network representation in order to influence stakeholders and policies;</li> <li>Importance of policy representation on EU-level; benefits of being represented by an European network;</li> <li>“What’s in it for us?” – clarification of usefulness of a network representation for national organisation / institutions</li> </ul> |
| Contact details                       | More: <a href="http://www.ensie.org">www.ensie.org</a>   |

## Horloge du Sud, Brussels/Ixelles

| Descriptor              | Details   |
|-------------------------|---|
| Legal status/Legal form | The Horloge du Sud is a well-known cultural/socio-cultural space and brasserie in Brussels.   |
| Context/History         | <p>It is situated right between the European quarter (European parliament) and the Matongé (the African/Congolese quarter in Brussels). It attracts a wide variety of diverse people from various nationalities, backgrounds and professions. It was opened ca. 20 years ago and has had a huge influence on the social cohesion and understanding in the area as well as beyond.</p> <p>The 1st floor gives room to all kind of social and cultural events, and is used by local groups (e.g. refugees, integration groups, anti-discrimination groups, artists (from all over the world). A lot of African female groups (like the literature café) use the space as well as association who work on integration and societal topics. As the venue is combined with a café/restaurant, there is a useful “low threshold atmosphere” , which encourage people to exchange beyond official meeting and share their view further.</p> <p>The personalities of the owners Ken and Paul contributes heavily to the successful Belgian/African/European approach. The Horloge manages to create and provide a neighborhood meeting place which has heavily impacted on the social fabric in a very inclusive way.</p> <p>Also intercultural opening has been applied with regards to the choice of people working there: on one hand they have been chosen by their competences, but also with regards to the aspects of cultural diversity and artistic abilities, in order to create urban living together.</p> |

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| Sector/Industry | Restaurant, meetings, press conferences, working sessions, dinners and festive events.  |
| Target groups   | Civil society organizations, associations or politics, international relations NGOs   |
| Social elements | <p>The whole team is brought together on the basis of skills in the areas of hospitality of course, but also for the particular interest given to cultural diversity, artistic expressions and urban friendliness.</p> <p>The team is driven by an enthusiastic desire to share tastes and passions, in a spirit of openness.</p> <p>They are committed to a qualitative and united approach to products and cultures of the South.</p>   |
| Success factors | <p>The personalities of the owners Ken and Paul contributes heavily to the successful Belgian/African/European approach. The Horloge manages to create and provide a neighbourhood meeting place which has heavily impacted on the social fabric in a very inclusive way.</p> <p>Also intercultural opening has been applied with regards to the choice of people working there: on one hand they have been chosen by their competences, but also with regards to the aspects of cultural diversity and artistic abilities, in order to create urban living together.</p> <p>Neighbourhood associations and local groups can use the premises for a very low fee. They are allowed to bring their own food and drinks upstairs.</p> |
| Challenges      | The challenges all restaurants have to face in terms of being financially viable.   |
| Impact          | <p>The Horloge has had / has a strong impact on the community and has knitted various horizontal and vertical levels together, attracting a wide variety of diverse people from various nationalities, backgrounds and professions.</p> <p>The social and cultural events, the visibility of local groups and artists are managed in a “low threshold atmosphere”, which encourages people to exchange beyond official meetings and share their view further.</p>   |

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| Sustainability                        | The Horloge du Sud has run for more than 20 years now. The popularity still grows. The food is very famous and unique in its quality and a reliable factor to run the other endeavours.   |
| Support and funding sources available | Income from the restaurant business.<br>Renting fee for the 1 <sup>st</sup> floor meeting room.   |
| Lessons learned                       | <ul style="list-style-type: none"> <li>• The Horloge du Sud shows how a low-threshold approach (via eating, drinking, meeting) can bring a range of neighbourhood interest groups, civil society groups, NGOs, associations in the social and art field together in a convivial atmosphere;</li> <li>• Those kind of natural grown hubs have a positive impact on the neighbourhood and beyond;</li> <li>• It offers “social glue” and impact beyond the “quartier”;</li> <li>• Community places like this need charismatic owners, leaders.</li> </ul> |
| Contact details                       | <b>More :</b> <a href="https://horlogedusud.be/belgique-afropolitaine/">https://horlogedusud.be/belgique-afropolitaine/</a>   |



# ARAU

| Descriptor              | Details  |
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| Legal status/Legal form | <p>ARAU - L'ARAU is an association of Brussels residents, which examines urban development projects, both public and private, and attempts to improve them from the point of view of local residents, by suggesting more housing, more mixed-function buildings, a more varied mix of social classes and devotion of public space for the use of active citizens.</p> <p>The orientation of the positions and the activities of the association is ensured by the volunteer members of the Bureau and the General Assembly, whose decisions are executed and implemented by the Secretariat and the work of the staff of the ARAU. .</p> <p>The meetings of the Bureau are the place for the analysis of files and the development of texts and actions produced by the association, as well as their evaluation. Meetings of the Secretariat, which bring together representatives of the Board of Directors and the team, follow up on decisions taken by the Board and deal with day-to-day business. They closely involve the team in the design and monitoring of the activity.</p> |
| Context/History         | <p>The “Urban Research and Action Workshop” was founded in 1969 by residents of Brussels who claim the right to the city and who share the conviction that the air of the city makes people free. Created against the backdrop of the exodus of Brussels residents to the outskirts and the demolition of historic buildings, ARAU denounced the construction of motorway infrastructure and office buildings to the detriment of housing and wanted to make the voices of residents heard.</p>  |

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|                 | <p>For ARAU, all Brussels residents must be invested with a capacity for analysis and action on the future of their city. Protagonist of urban struggles and fervent defender of the reconstruction of the city in a logic of renovation of the urban heritage, the ARAU has pleaded relentlessly for more than 50 years for more public debates and transparency in the development of urban development projects.</p> <p>ARAU is a member of Inter-Environnement Bruxelles (IEB). Inter-Environnement Bruxelles is an association bringing together inhabitants of the Brussels region active in urban, ecological and social issues. IEB is mainly made up of groups of inhabitants formed in the form of neighborhood committees, associations and collectives.</p>   |
| Sector/Industry | <p>Arau is expert in GUIDED TOURS which analyse the Brussel's mutations from the inhabitant's point of view. There is a huge choice of tours, but they are also arranged on demand.</p> <p>For example there is one from the Place de Brouckère to the Grand' Place, via the Sainte-Catherine and Béguinage districts and the Saint-Géry covered market. This tour shows the contrasts and the characteristics of the city's bustling centre, which is undergoing a renaissance. The tour shows the many advantages of living in the city centre, plus some of its less-well-known features.</p> <p>Or the "Marolles" walk: The Marolles has always welcomed many socially fragile inhabitants. Today, the district is undergoing further changes as wealthier people are moving in, attracted by the luxury shops of the nearby Sablon district and the chance to renovate old buildings of character, resulting in a new set of challenges. This tour shows some of the district's hidden gems and tries to explain the issues confronting today's residents.</p> <p>Or another one on "speculation": Real estate speculation is defined as the practice of deliberately letting a property wither in the expectation of a demolition permit or a change of use that can lead to interesting economic prospects. When the situation allows an unscrupulous owner to hope for better returns, the absence of sanctions exposes the city to speculation. In the</p> |

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|                 | European quarter, the allocation of land to offices by plans and the possibility of constantly increasing density has generated many opportunities for speculation.   |
| Target groups   | Civil society in its broadest sense (individual and organisations); all people / organisations interested / concerned.  |
| Social elements | <p>Arau is expert in GUIDED TOURS which analyse the Brussel's mutations from the inhabitant's point of view. There is a huge choice of tours, but they are also arranged on demand.</p> <p>For example there is one from the Place de Brouckère to the Grand' Place, via the Sainte-Catherine and Béguinage districts and the Saint-Géry covered market. This tour shows the contrasts and the characteristics of the city's bustling centre, which is undergoing a renaissance. The tour shows the many advantages of living in the city centre, plus some of its less-well-known features.</p> <p>Or the "Marolles" walk: The Marolles has always welcomed many socially fragile inhabitants. Today, the district is undergoing further changes as wealthier people are moving in, attracted by the luxury shops of the nearby Sablon district and the chance to renovate old buildings of character, resulting in a new set of challenges. This tour shows some of the district's hidden gems and tries to explain the issues confronting today's residents.</p> <p>Or another one on "speculation": Real estate speculation is defined as the practice of deliberately letting a property wither in the expectation of a demolition permit or a change of use that can lead to interesting economic prospects. When the situation allows an unscrupulous owner to hope for better returns, the absence of sanctions exposes the city to speculation. In the European quarter, the allocation of land to offices by plans and the possibility of constantly increasing density has generated many opportunities for speculation.</p> |
| Success factors | The objective is to promote the city as a place where people want to live. This includes all groups. One of the aims is also to prevent vulnerable and disadvantaged groups to be pushed out of their "quartier" or to be victims of speculation or traffickers.  |

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|                | They offer membership for citizens in order to take part in URBAN ACTION or GUIDED TOURS (which have a strong political, social and participatory approach).   |
| Challenges     | <p>The ARAU vision has been translated over the decades by a plural work of analysis, press releases, conferences, counter-projects and an offer of guided tours which has never ceased to be renewed, always in the objective of deepening knowledge of the city and urban democracy.</p> <p>In the framework of the URBAN ACTIONS l'ARAU enables different form of (political and policy debate)<br/>For example the annual conference named “École urbain” (5 evenings) is intended for long-term reflection and action-oriented research.</p> <p>There are also various STUDY DAYS throughout the year dedicated to various topics like “public spaces”, housing, speculation as well as the PUBLICATIONS.</p> <p>The guided walks are very popular.</p> |
| Impact         | The challenge at the time, still relevant today: promoting the city as a place of voluntary life and fostering a quality urban environment for all inhabitants!  |
| Sustainability | ARAU has played / plays an important role in highlighting the essential role of associations in revealing the underlying and opaque mechanisms that guide a certain number of urban planning decisions, the merits of which are often poorly understood by residents. The recognition of the importance of associative life in the very functioning of democratic political mechanisms, through specific publicity measures, is one of the major achievements of which ARAU can boast. The sustainability and improvement of this system presupposes unwavering vigilance and resistance to attempts at institutional recovery of this   |

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|                                       | <p>associative freedom through participation mechanisms instrumentalized by the authorities or by private pharmacies paid by the latter.</p> <p>See publication, published on the occasion of the 50<sup>th</sup> birthday:<br/> <a href="https://www.arau.org/content/uploads/2020/06/ARAU50AU.pdf">https://www.arau.org/content/uploads/2020/06/ARAU50AU.pdf</a></p>   |
| Support and funding sources available | <p>On the occasion of its 50<sup>th</sup> anniversary, l'ARAU has examined 50 issues that have marked its history from its inception in 1969 to the present day.</p> <p>This publication will help activists of the urban cause (s) to base their convictions on foundations anchored in our history.</p>  |
| Lessons learned                       | <ul style="list-style-type: none"> <li>• ARAU is a “classic” example of a social enterprise which acts between market and state.</li> <li>• Political approach, put into social action, among other to support vulnerable and disadvantaged groups.</li> <li>• Participative approach, democratic approach, empowered civil society.</li> <li>• Examples to provide an interesting “product” (the famous city walks) in order to provide for the cause, but also to bring the message in a fun and educational way to a broader audience.</li> </ul> |
| Contact details                       | <p>More: <a href="https://arau.org/">https://arau.org/</a></p>   |

## Atelier Groot Eiland (accredited social enterprise), Brussels

| Descriptor              | Details   |
|-------------------------|---|
| Legal status/Legal form | Accredited social enterprise / organization in the social economy in Molenbeek  |
| Context/History         | <p>Atelier Groot Eiland wants to support as many Brussels residents as possible, which have a great distance to the labor market, in their search for work and thus fight poverty. The association achieves this through the organization of work experience, (free) training, employment care and job coaching. Quality and sustainability go hand in hand with social entrepreneurship. Moreover, they are committed to integration, solidarity and emancipation.</p> <p>Atelier Groot Eiland offers various options for jobs, depending on interests and personal situations.</p> <p>The last five years the number of clients tripled.</p> <p>People can basics of cooking and the hospitality industry at Bel'O, a sandwich shop &amp; tea room and afterwards complete the training at Bel Mundo, the restaurant in the old BelleVue brewery. During you training people receive personal guidance, in recent months they are supported to find a job.</p> <p>There are also opportunities like above in the fields of carpentry and various possibilities for people, who don't have access to the labor market.</p> <p>The training lasts approximately 8 months, 30 hours a week, usually during the day but also in the evening. The training is free. Expenses are reimbursed (1 euro / hour) and you can eat at our restaurant at a social rate. Your counselor regularly</p> |

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|                 | <p>consults with you to discuss your progress at work and any problems. At the end of the training, a job coach helps you to look for work.</p> <p>Atelier Groot Eiland is also active in employment care: those who cannot find a place on the labor market due to circumstances can develop talents in ArtiZan and Bel Akker. This concerns, for example, people with psychological problems or an intellectual disability, but also people who are temporarily unable to participate in the regular employment circuit after an accident or during a burnout.</p> <p>These people can stay as long as necessary.</p> |
| Sector/Industry | <p>Jobs in the Hospitality Industry.</p> <p>In the Brussels Canal Zone, you can buy sandwiches in Bel'O, eat in a sustainable restaurant Call Mundo and do organic groceries in The Food Hub. The three businesses are part of Atelier Groot Eiland and offers work experience, training and job care. Behind the scenes Bel Akker employees grow organic vegetables in the large city garden of the organization. The vegetables from Bel Akker find their way to their own catering establishments, The Food Hub and five sustainable ones restaurants.</p>   |
| Target groups   | <p>People who are distant from the labor market, disadvantaged, long-term unemployed and low-skilled.</p>   |
| Social elements | <p>They expect their employees to show respect for colleagues, customers and suppliers, regardless of their origin, gender, nationality, religious beliefs, sexual orientation or any limitation. They encourage a sense of responsibility, encourage everyone to develop their passion or talent and attach great importance to personal growth. Based on the focus on sustainability, they opt for activities that add value in the long term on an ecological, economic and social level.</p>  |
| Success factors | <p><b>Guidance &amp; Jobcoaching</b></p>  |



### Guidance

#### Orientation:

First, the expectations and possibilities of the candidate are assessed. An intake interview will then take place, in which we will go into more detail about prior training and employment, competencies and any bottlenecks. Based on this intake and a possible test day, there will be an orientation and guidance to training or work.

#### Tailored intensive guidance:

- motivate the client and work on building up a relationship of trust
- evaluation of acquired attitudes (coming on time, collaborating, taking initiative, ...)
- working on preconditions (mobility, childcare, housing, budget, etc.)
- follow-up interviews and evaluation interviews
- regular feedback with our instructors and external supervisors
- language and math lessons and short job-specific courses (HACCP, VCA, etc.)

We offer people with a greater distance to the labor market a preliminary stage in one of our studios where there is more intensive support.

### Job coaching

Guidance towards employment or training starts during the final months of the process. This implies:

- analysis of competences and orientation
- help with drawing up your CV and motivation letter
- active job search
- application training
- explain employment measures (rights and obligations, types of contracts, etc.)
- follow up client in the workplace



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|                | The job coach actively builds a network and maintains contacts with potential employers in Brussels with the aim of proposing candidate employees.   |
| Challenges     | Sometimes it is a matter of looking for good instructors. Not only do they need to be skilled in their profession, they also need to be able to work with people and preferably be bilingual.  |
| Impact         | <p>Atelier Groot Eiland was founded thirty years ago by a group of volunteers who wanted something do about poverty and unemployment in their neighborhood. They started a carpenter’s workshop. Last year Atelier Groot Eiland guided almost 300 employees. A tripling in five years of time.</p> <p>People are referred to Atelier Groot Eiland via the VDAB, the Brussels service for job placement Actiris or the OCMW. Each employee has a counselor. At the start, the counsellor checks out the expectations, wishes and possibilities. After that conversation, the employee comes for a day on trial.</p> <p>If that trial day went well, the person can join.</p> <p>There is an inflow and outflow of students all the time. The workshops do not have a fixed start and end time.</p> <p>There is room for about eighteen people per studio. Some candidates come to be on a waiting list for a while until a place becomes available in their studio.</p> |
| Sustainability | <p>In 2018, 67% of the restaurant’s trainees and 74% of the carpenter workshop found work.</p> <p>Atelier Groot Eiland has an organic certificate for the vegetables they produce. Organic food is not also an investment in society. Groot Eiland tries to find a balance between people, the environment and the economy.</p>  |

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|                                       | <p>That sustainability thinking is anchored in the entire operation. Where possible, the carpenter's workshop works with recycled wood and otherwise sustainable wood types. The Bel Mundo restaurant prevents food waste by cooking with unsold Delhaize products. In addition, it mainly works with local or fair trade producers.</p>  |
| Support and funding sources available | <p>At Atelier Groot Eiland the work experience and training process takes eight months. The trainees do not pay a contribution for participation and keep their benefits during the training.</p> <p>To finance its operations, Atelier Groot Eiland does not only rely on subsidies (60%), but also on its own income, such as the turnover of the workshops.</p>  |
| Lessons learned                       | <ul style="list-style-type: none"> <li>• Accredited social enterprise model to prepare vulnerable group for the labour market.</li> <li>• Guidance and job coaching approach.</li> <li>• The job offers honour the idea of sustainability (carpenter's workshop, food).</li> <li>• Out branching and pioneering in the Brussel's sustainable food economy.</li> <li>• Balancing between people, the environment and the economy.</li> </ul> |
| Contact details                       | <p>More: <a href="http://www.ateliergrooteiland.be/nl/ateliers/">http://www.ateliergrooteiland.be/nl/ateliers/</a></p>  |

# GREECE



## People’s University of Social Solidarity Economy “UnivSSE Coop”

| Descriptor              | Details   |
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| Legal status/Legal form | First established as a non-formal group in 2013 in Thessaloniki and up until 25 April 2017 where they had their constituent assembly that led to the establishment of the social non-profit cooperative “People’s University of Social Solidarity Economy – UnivSSE Coop”.  |
| Context/History         | <p>UnivSSE Coop started as a non-formal group in 2013 as part of PRO.S.K.AL.O (Cooperation Initiative for Social Solidarity Economy) but maintaining a certain autonomy from it.</p> <p>In 2017 UnivSSE was established as a non-profit cooperative.</p> <p>It is based on two basic pillars: cooperatives (social and economic nature) and cooperative education (ideological and techno-economic nature).</p> <p>It is addressed to citizens that are involved in all types of collectives as well as anyone interested in its activities.</p> <p>The scope of their activities is around education-training-information, projects and publications, support/counseling services.</p> |
| Sector/Industry         | <p>UnivSSE belongs to the sector of education and more specifically in the areas of adult education and active citizenship.</p> <p>The importance of this sector stems from the need for increased participation and information of adults on current issues thus allowing for a better understanding of latest developments as well become more active in the decision making processes in community, local, national and EU levels. From that aspects the benefits on the national economy are both direct (increased opportunities for updated knowledge and capacity building) as well as indirect (more informed citizens, capable of understanding and influencing policies).</p> |

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| <p>Target groups</p>   | <p>In this good practice, there isn't a distinct difference between the "clients" and community, since this initiative is based on the needs of the community and the community is the direct beneficiary of their services. Theoretically there isn't any group of people that is excluded, but judging from the available information, projects and publications, there isn't a lot of informational/content support for immigrant populations, illiterate adults or people with intellectual/mental disabilities.</p> <p>In terms of the employees, there aren't enough information on the statistics of employment. Judging from the legal form of UnivSSE as well as the CVs of the members of board, it is possible that the main work is done voluntarily by the board members. There isn't any public information on additional people working on the cooperative.</p> <p>Additionally, the cooperative seems to get operational grants and other funding from several institutions, such as EEA grants and some local/regional authorities.</p> |
| <p>Social elements</p> | <p>UnivSSE is an institution that is run by its members of board who make decisions based on unanimous vote. It has a clear social goal and is part of other cooperative formations around specific social issues. They are open to people that are interested in their work as well as the wider community but they also have specific values that they make clear through their work. Additionally they seem aware of the needs of their region something that is evident for the very specific courses/trainings.</p>   |
| <p>Success factors</p> | <p>1) It was initially run in a non-formal level, being involved in their local society and once they all got to know each other, define their common values and goals and being able to make decisions collectively, they decided to formalise it and make it a vivid institution</p> <p>2) it is comprised by people from various sectors who are able to support with their competences, knowledge and experience</p>   |

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|                   | <p>3) they are in touch with their local communities and their expressed needs (targeted courses, timely reaction to urgent needs, active involvement in other relevant cooperatives/non-formal teams/civil society organisation, etc)</p> <p>4) they have consistent presence online which is an indication of a good plan and communication among the team</p> <p>5) they make good use of digital means and offer a lot of digital resources</p>   |
| <p>Challenges</p> | <p>1) it shows characteristics of basically a very well run civil society organisation where most of the contribution is done voluntarily so it is possible that they still do not have the means to make it sustainable for all involved people and offer somewhat stable job positions</p> <p>2) they still lack inclusion strategies (at least online) for people with disabilities, information mainly in greek thus possibly excluding migrant populations from online information or even people with low literacy</p> <p>How has the company/organization overcome challenges so far? → Not enough information, apart from the fact that they run awareness campaigns to counteract covid-19 consequences</p> <p>What strategies will the company/organization use to counteract these challenges? → mainly online campaigns and mutual support among relevant cooperatives and possibly local communities</p> <p>What support has the company/organization required in overcoming the challenges or it estimates will be required in the future? → not enough information available</p> |

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| <p>Impact</p>         | <p>They have implemented many lectures/public discussions/seminars that have been attended by more than 400 people (2019 data) and they are also freely available on the web (youtube)</p> <p>From 2015 to 2019 they participated in 100 radio shows in the radio of volunteers of Thessaloniki and they recorded all of them and provide them on the web as podcasts through mixcloud.</p> <p>They offer freely through their website audiovisual content (135 files) on issues related to social economy, common goods, networking and good practices of social economy, bibliographical content (150 files) as well as informational posts (410+ files).</p> <p>The analytics show that their audience is from all over Greece and their numbers of online streaming up until 2019 where more than 20.000.</p> <p>They have participated in several projects (EEA grants, Interreg) around social economy and cooperatives (as well as ecology, education, prisoners reintegration, etc). They played an important role in the 2017-2018 campaign of the Ministry of Employment for the promotion of social economy and social cooperative enterprises, by developing the relevant educational content for the formal courses/seminars.</p> |
| <p>Sustainability</p> | <p>UnivSSE is a relatively large initiative that has a lot of supporters which is a very good indication of its sustainability.</p> <p>Additionally, UnivSSE was initially “piloted” as a non-formal group of people whom once they circumstances were mature they made it more formal. That is an indication of a good partnership which has stand firm throughout the years so far.</p> <p>Their member seem to contribute a lot of time voluntarily which is an indication of a strong engagement and shared vision.</p>  |

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| <p>Support and funding sources available</p> | <p>UnivSSE Coop seems very knowledgeable on the field of available funding as well as networking.</p> <p>They participate in EEA grants and Interreg projects.</p> <p>They participate in national and international networks.</p> <p>As well as many other sources...</p>   |
| <p>Lessons learned</p>                       | <p>1) A social cooperative needs a good communication among its members and a shared vision</p> <p>2) it is a good idea before setting up a social cooperative to “pilot” it on a non-formal level in order for its members to adapt to the idea of direct-democratic processes in decision making</p> <p>3) there are times that in order for the cooperative to continue working even under difficult circumstances, that its members are able to contribute voluntarily as long as there is no element of injustice and not never in a coercive way</p> |
| <p>Contact details</p>                       | <p>People’s University of Social Solidarity Economy “UnivSSE Coop”</p> <p>email: <a href="mailto:univsse@gmail.com">univsse@gmail.com</a></p> <p>website: <a href="http://www.univsse.gr">www.univsse.gr</a></p> <p>facebook: <a href="https://www.facebook.com/Λαϊκό-Πανεπιστήμιο-Κοινωνικής-Αλληλέγγυας-Οικονομίας-332570916855036">https://www.facebook.com/Λαϊκό-Πανεπιστήμιο-Κοινωνικής-Αλληλέγγυας-Οικονομίας-332570916855036</a></p>  |



## Culture And Prosperity SCE

| Descriptor              | Details   |
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| Legal status/Legal form | Social Co-operative Enterprise (according to law N.4019/2011) established in December 2013.<br>It is a Civil Partnership of Social Purpose, private entity of limited liability for its members with commercial characteristics.  |
| Context/History         | SCE “Culture and Prosperity” was founded in 2013 on the premise of supporting social development and preserving cultural heritage. The core team of the SCE and its activities have remained the same throughout the years.   |
| Sector/Industry         | The enterprise belongs to the socio-cultural sector. Based in province of Western Peloponnese and more specifically in the small town of Krestena. Given that such most areas in Peloponnese are involved almost exclusively in agriculture and agro-tourism, C&P allows for a widening of the horizons of the local society by realizing more cultural events, promoting further social development and knowledge of new approaches.   |
| Target groups           | From the information provided, it looks like the clients of the enterprise are mainly institutions (public or private) that are interested in the work of the enterprise mainly in terms of event support as well as providers of good practices in the field of social economy in Greece for the province of Western Peloponnese. They are also involved in the policy making level for their area as they were chosen by the regional director on social economy as representatives and interlocutors.<br><br>In terms of the employees of the enterprise, these are the people of the board of the enterprise who are actually running and supporting most of the events but are not employed on a regular basis. The educational background of the people working on the enterprise is diverse, in the sense that they represent different sectors of studies and previous experiences. |

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|                 | <p>In terms of the socio-cultural background of the members, there isn't a special reference for provision of people for underrepresented social groups apart from the fact for the potential of employing long-term unemployed.</p> <p>Finally in terms of the community, this is a small town community of Peloponnese which has a mainly agricultural character with some vaguely urban elements but generally carries the prejudices of a small town which exists in its own timeline most of the times.</p> <p>Theoretically, the enterprise has an inclusive approach as it refers to "all" but this is something that on a practical level might not be so true. There are no indications to suggest otherwise so at this point we cannot have a clear image of the actual target group profiles and inclusivity.</p>   |
| Social elements | <p>This enterprise doesn't see to have daily activities since they mostly seem to operate on a project-based level, so we cannot assess the integration of the social elements in the everyday process.</p> <p>The specific elements that justify the characteristic "social" are the following:</p> <ul style="list-style-type: none"> <li>- it is a collective initiative that requires the equal involvement of all its members in the decision making processes</li> <li>- it has a relatively clear social goal, meaning the promotion of social values, social cohesion, culture and development</li> <li>- they promote social economy and its benefits for the society as a whole</li> </ul>   |
| Success factors | <ol style="list-style-type: none"> <li>1) The members of the enterprise have a cohesive relation to each other which allows for the more direct communication and discussion of issues of the enterprise which is really effective when having to make decisions</li> <li>2) the enterprise's sector is innovative for its area of operation since it offers alternatives to the usual existing enterprises allowing people to have them as a point of reference without having to deal with a lot of competition</li> <li>3) the region they are based in is a semi-urban area that allows for a simpler way of life something that allows them to be able to operate without a lot of funds and further requirements</li> <li>4) the member of the enterprise come from different educational backgrounds which helps the enterprise being able to deal with more complex challenges if needed.</li> </ol> |

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| <p>Challenges</p> | <p>As external assessors, we can mention the following challenges.</p> <p>The main challenge that the enterprise might face, which is a challenge for all relevant social (or not) enterprises, has to do with what they offer. C&amp;P although seemingly a cultural-educational enterprise, it is not clear what they offer on a regular basis which impedes their potential for progress and improvement of their services something that could hinder their whole existence as an enterprise.</p> <p>Another challenge is the fact that they don't seem to have established everyday relations with other social enterprises in order to learn from each other and have a supportive circle in times of uncertainty.</p> <p>Additionally, they seem to have a vague comprehension of inclusivity as well as their surrounding environment which could cause difficulty to adapt and serve the more diverse needs of their clients/community in case they are called to do so under more specific terms.</p> <p>Finally, as in all sectors, there is the problem of securing financial resources.</p> <p>In terms of measures for countering or at least minimising the negative effects of the above mentioned potential challenges, the following are suggested:</p> <ul style="list-style-type: none"> <li>- search for more information on other relevant social enterprises from around the world and make a more clear definition and plan of what they are able to offer and how they can offer it based on their abilities and available resources</li> <li>- establish more concrete and direct relations with the social enterprise sector, allowing more room for learning from one another</li> <li>- educate themselves further on the needs and profile of their local community</li> <li>- to feel more comfortable in pursuing information on available funding directly from the funding institutions (which could also mean becoming more competent in English in order to be able to check for more funding available)</li> </ul> |
| <p>Impact</p>     | <p>For their circumstances, they have managed to have an influential role in terms of social economy in the region through their role as representatives and interlocutors with the regional directorate for social economy.</p>  |

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|                                       | <p>There are no data available neither on the events they have implemented since 2013 nor the people reached through their activities.</p>  |
| Sustainability                        | <p>The fact that they are supported somehow by the regional authorities could potentially be a reason for the ability to continue operating in the following years. They also have a very good understanding of bureaucratic processes and needs which also puts them in a more beneficial position compared to other people in the sector that might be depended on external experts to solve relevant issues.</p> <p>Also, the fact that they operate in an area where the way of life is simpler is also contributing to the potential sustainability of the enterprise.</p> <p>In terms of market forces, it is a very strange period to make predictions. On the one hand they are part of a sector that is relatively new and is still supported in order to be established in a more concrete way. On the other hand due to the pandemic there is a certain uncertainty for the future of small enterprises and businesses, especially the ones that might not have the ability to sustain their activities through digital means.</p> |
| Support and funding sources available | <p>In terms of support measures we would first and foremost suggest training on advanced digital skills as well as English language in order to be able to pursue funding more effectively and in a more wide area, as well as sustain their activities through the use of digital means. Additionally there is a need for more clarity on what they offer, so they need to implement some assessment activities in their enterprise and make a more comprehensive action plan in order to be able to allocate their resources more effectively.</p> <p>In terms of institutional support, since July 2019 that they government change there was also a drastic change on the priorities set on economy so the future of funding in this aspect seems a little unclear for the moment.</p>  |

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|                 | <p>We would mainly suggest pursuing funding from either the Erasmus+ programme or EEA grants programme. Of course, since both these programmes are based on a competitive processes, it is not given that they will get the funding for their activities. Apart from that they need to refine their products and be more clear with in what they offer in conjunction with the needs of the community.</p>  |
| Lessons learned | <ul style="list-style-type: none"> <li>- it is important for an educational social enterprise to have a good understanding of the environment they operate in, being knowledgable of its challenges and community bias as well as respecting and promoting the need for inclusion and support of everyone within it</li> <li>- social enterprises need to have a very good level of communication among its members as well as shared values and a common vision</li> <li>- join forces with other social enterprises in order to cover additional needs while at the same time supporting social economy as a wholeness</li> <li>- social enterprises depend on the wants, needs and abilities of the people working on them as well as their communities. It isn't a trend but rather a social movement that looks forward to achieving social change so it is important that we also work on an individual level to achieve that.</li> </ul> |
| Contact details | <p>Culture and Prosperity S.C.E<br/>         Xenofontos, Krestena 27055 – Greece<br/>         Tel: +30 2625400247<br/> <a href="mailto:koinseppe@gmail.com">koinseppe@gmail.com</a><br/> <a href="https://cultureprosperity.eu">https://cultureprosperity.eu</a></p>  |

## Cafe Gefyres Koinsep (SCE)

| Descriptor              | Details  |
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| Legal status/Legal form | <p>Cafe Gefyres is Social Cooperative Enterprise for the Integration of Vulnerable Groups. They are a civil partnership of social approach, a limited liability partnership which implements commercial activities.</p> <p>The decisions concerning the cooperative are taken collectively from the members of the cooperative.</p>  |
| Context/History         | <p>Gefyres is an initiative supported by SOPSI (Association for Mental Health) in Patras as a means to support its members. Receiving an important part of its initial funding from the Greek department of Fondation VICNI pour la Cite, Gefyres was set up to give access to employment and (re)integrate to society people with mental health issues, disabled people, people that had issues with addictions, HIV-positive people, ex-prisoners and young offenders.</p> <p>Gefyres started operating in 2016 and is still operating despite the many alternatives available.</p> <p>Gefyres receives a lot of support from the community of SOPSI as well as regular citizens of the city. They are also supported by several local professionals and institutions that e.g. provide the resources for renovation or artists that voluntarily support events and give all income to the cafe.</p> |
| Sector/Industry         | <p>Gefyres belong in catering of as well as event organisation/hosting sectors.</p> <p>Both operations of Gefyres are in line with the needs and economical profile of the city, the first one being catering which is one of the most famous sectors in Greece and the second one being event organisation/hosting which is an emerging</p>   |

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|                 | sector with increasing demand. Additionally, these sectors both allow for the social inclusion and co-existence so they play an additional role in integration/inclusion of vulnerable and underrepresented groups.   |
| Target groups   | <p>-clients of Gefyres are all possible people that could benefit from each services. Due to the specific integration character of Gefyres it is a great meeting place for people that feel excluded.</p> <p>- employees of the enterprise are people that have been systematically excluded for social or health related issues. Most notably these are people with mental health issues (majority of SOPS beneficiaries as well as homeless people, migrants, ex-prisoners, etc)</p> <p>- the community where the enterprise operates is the city of Patras and its surrounding areas/villages/etc. Patras is an urban area with people from diverse background and different walks of life. Gefyres aims to address all people of the city and make them multipliers of integration.</p> |
| Social elements | <p>Gefyres have a clear social character, in terms of its objectives and involvement of people that face social exclusion and it is reflected from the people that are employed it the enterprise as well as the people that choose its services.</p> <p>In terms of the decision making process it is stated that all decisions are made by the members of the board who participate equally in the processes but it is rather unclear whether their target group (people from vulnerable groups) is directly represented in the board or not.</p> <p>Additionally, there is direct support from members (counsellors, psychologists and other volunteers) that assist the employees in the everyday activities of the cafe as well as during events.</p>                                  |
| Success factors | 1) Gefyres is a very innovative initiative for the city of Patras and it is addressing and important (but unfortunately overlooked) need of a substantial number of its citizens that face relevant insecurities  |



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|                   | <p>2) Gefyres is created and supported by SOPSI which is a large association with ability to influence policies on local and regional levels and has too many members (including staff, volunteers, beneficiaries additionally to its board as well as the rest of the local society)</p> <p>3) the way they operate allows for some kind of mentorship which is offered by the volunteers and allows the employees to cope with challenging situations in the workplace or offer quick intervention if needed</p>   |
| <p>Challenges</p> | <p>1) the pandemic might cause a lot of issues and uncertainty for future operations since the target groups face increased health risks</p> <p>2) there is the potential that the local society starts to lose interest to support the initiative due to the many available alternatives existing in the city (concerning the cafe)</p> <p>How has the company/organization overcome challenges so far? / What strategies will the company/organization use to counteract these challenges?</p> <p>In terms to the engagement of people, the Cafe has tried to give some incentives and increase its clients by hosting small events, discussions or exhibitions as well as joining forces with other organisations to help promote the cafe. It is unknown whether they have made a plan for the current circumstances with the pandemic.</p> <p>What support has the company/organization required in overcoming the challenges or it estimates will be required in the future?</p> <p>Due to the specific needs of such an initiative, they seem to depend on either funding from specific grants or donations by citizens/professionals/institutions/etc.</p> |



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| Impact         | <p>Up until 2018, there have been two groups that have been trained to work at the cafe (group 1: 8 people, group 2: 9 people) all of which are the people that have been employed by the cafe and belong to the specified target group.</p> <p>Additionally, in this time frame, Gefyres have hosted more than 170 events and a substantial number of locals have visited its premises.</p>  |
| Sustainability | <p>Although Gefyres is an outstanding initiative and responds to very important issues, it seems a bit unclear whether it will be sustainable for much longer.</p> <p>Judging from the latest developments, it is obvious that the pandemic affected negatively its operations.</p> <p>Additionally, the sector of social cooperative and solidarity economy is under threat since it has entered a hiatus in a political level which makes all previously foreseen supportive mechanisms currently unavailable.</p> <p>As mentioned previously, Gefyres are really dependent on the support of SOPSI which plays an integral role in its continuation or not. Our research indicated that there is no public information available concerning future plans for Gefyres.</p> <p>Finally, it is not clear whether the city indeed helped support this initiative as time went by.</p> <p>Due to the very specific nature of the enterprise, it is an initiative that in order to be able to become independent and sustainable it needs tangible support mainly on an institutional level before it is strong and experienced enough to be independent. Gefyres is recognised as an outstanding initiative and it is evident from the several awards it is given but it is unclear whether these awards can offer more practical support apart from recognition on an institutional level.</p> |

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| <p>Support and funding sources available</p> | <p>As mentioned above, Gefyres during their establishment received a substantial part of their funding from the Greek department of Fondation VICNI pour la Cite as well as resources for renovation from other institutions as part of their social responsibility pledges.</p> <p>There are also indication of support on a regional level, but it is unclear whether it is in terms of financial support or just promotion/recognition. Since there is no official reference to project funded by the regional government or the state, it is safe to assume that there hasn't been any funding from local/national institutions for the support of Gefyres.</p> <p>That being said, SOPSI has great experience and expertise also in the field of funding so it would be safe to assume that they have the tools available to support Gefyres apply for funding in relevant accessible grants.</p> |
| <p>Lessons learned</p>                       | <p>1) integration can be achieved as long as there is a strong supportive community along the way to help deal with challenges</p> <p>2) a social enterprise can play an important role in integration but it needs real engagement from the parties involved in order to succeed</p>  |
| <p>Contact details</p>                       | <p>GEFYRES KOI.S.EP<br/>         Patreos 86, 26221 Patra<br/>         tel: +30 2610623963<br/>         email: <a href="mailto:cafegefires.koinsep@gmail.com">cafegefires.koinsep@gmail.com</a><br/>         website: <a href="https://cafegefyres.gr">https://cafegefyres.gr</a></p>   |

## Bios Coop – Social Consumer Cooperative of Thessaloniki

| Descriptor              | Details  |
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| Legal status/Legal form | <p>BIOS COOP is a social consumer cooperative that is funded based on the 1986 legislation concerning cooperatives and has been modified accordingly to additional provision inserted in the legislation in the previous years.</p> <p>The cooperative operates on the basis of direct democracy and all decisions are made collectively. They run cooperative shops, they have commercial activity (according to their values) and they can offer their services within the sector of social economy.</p>   |
| Context/History         | <p>The initial team of the cooperative was first formed in 2011 during the call made by PRO.S.K.AL.O. (Cooperation Initiative for Social Solidarity Economy) for the strengthening of social economy through the establishment of social cooperatives. In January of 2012 marks the first official meeting of the founding team and on March of the same year they had their constituent assembly where more than 100 founding members were registered. Near the end of 2013 they open the non-profit grocery and reach more than 300 members. In 2015 marks the first year of operations of the “Bios Coop” grocery and the third for the cooperative and their members reach 400 people/entities. Today they continue on the same basis and have a stable progress.</p> <p>The social consumer cooperative was founded to support activities of consumer, transportation, development, educational, environmental and cultural character on the basis of solidarity economy and direct democracy. More specifically they are involved in supplying the market with international and local (preferably) products of a nice quality</p> |

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|                 | and low price, in order to contribute to the development and modernization of the respective production while at the same time covering the needs for resources and services of its members in terms of social justice.   |
| Sector/Industry | <p>The main sector of operation is commerce of all kinds of consumer goods as well as providing services to its members and third parties.</p> <p>Additionally they have a wide number of educational initiatives around the themes of social economy, social justice, active citizenship, raising awareness and education of adults.</p> <p>In terms of the added value in the national economy, it is evident from their statute that they try to support local producers, people involved in crafts, local/regional/etc organisations that offer other kinds of services while also maintaining communication and exchange of goods with similarly operating businesses outside Greece. Additionally, they have a very strong supporting basis, making it an important player in the economy of Thessaloniki and Northern Greece in general.</p> |
| Target groups   | <p>In all phases of interaction and cooperation with people and organisations, Bios Coop doesn't make any kind of discrimination of the people that are either member, partners or clients of it. They are "open to everyone regardless of origin, sex, religion, political beliefs, etc" as mentioned in article 6 of their statute.</p> <p>There aren't available data on the profile of people that are actively involved in the organisation, so we cannot estimate how many people from underrepresented groups are benefited and integrated in the process of operations.</p>   |
| Social elements | <p>Bios Coop has a very clear social orientation and approach.</p> <p>First and foremost it is a large cooperative with more than 400 members that using a rotating system they make up the temporary board of directors of the cooperative that in each term is comprised of 9 people. The duration of each term is 2 years and the members of board are voted from the General Assembly. The Board of Directors has to report its activities to all members every 3 months. The operation of the cooperative and the grocery is established through the collectively</p>  |

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|                        | <p>validated work plan that is presented each year (for the short term and three years for the long term) by the board of directors. The workplan is based on the values of the cooperative while at the same time tries to achieve its goals.</p> <p>In terms of societal level elements, the cooperative supports small businesses, producers, etc without discrimination and they also advocate for social economy as well as educate the local populations and people from other regions on issues of legislation, communication, networking, democratic participation and active involvement, etc.</p>   |
| <p>Success factors</p> | <ol style="list-style-type: none"> <li>1) Bios Coop started off in a very dynamic way, achieving high levels of participation and engagement from its members early on. This can be attributed on a great part to the generally collective approach and tendencies that communities of Norther Greece show but maybe it is also attributed to the general involvement of the initial team in local/societal issues and possibly activism throughout the years.</li> <li>2) The cooperative seems to have in place some really effective practices and shared vision among its members that allows them to coexist in large numbers and being able to make decisions despite their possible different approaches. Additionally, its members come from various backgrounds that has a beneficial impact on the work done since there is knowledge around many issues.</li> <li>3) they give great importance in training and awareness raising which combined with the high levels of engagement they show has helped them be consistent in their work</li> <li>4) many achievements would be possible without the volunteering work of its members (always respecting people's boundaries and based on a feeling of eager engagement of the volunteers)</li> </ol> |

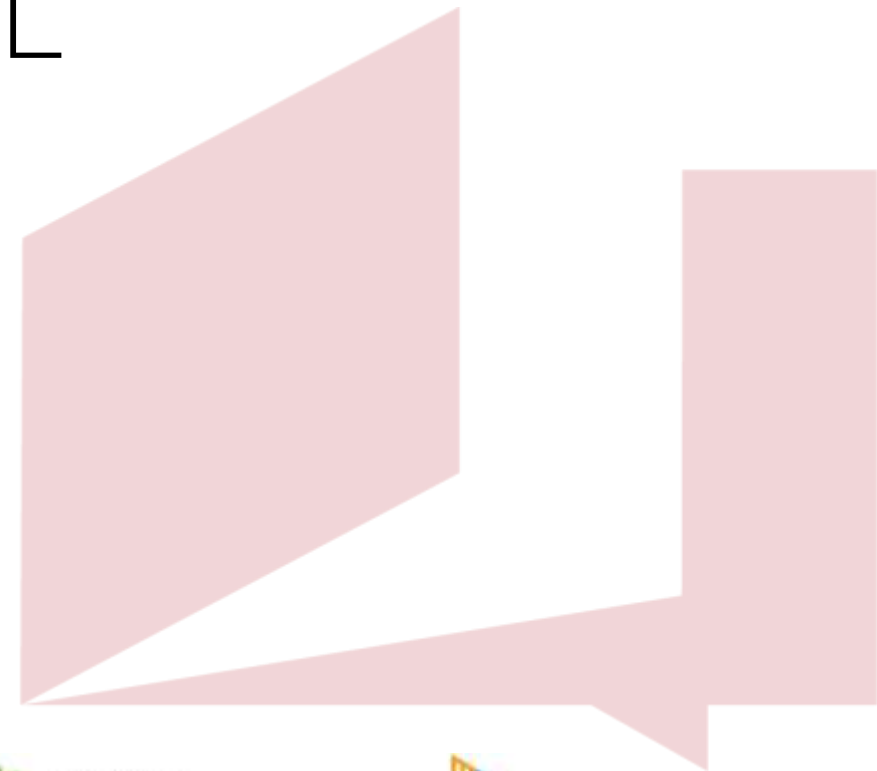
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|                   | <p>5) they distribute work in such a way so that all members are actively involved in all processes, either in managing or through the several groups that they have such as quality, education, research, assessment, communication, events, financial and commercial issues, shop support and crisis management.</p>  |
| <p>Challenges</p> | <p>1) the cooperative is very large and it is growing bigger and bigger as the time passes. Although this is a success indicator it is also potentially risky in case of a crisis that could lead to separatist tendencies. For this reason it is important that all members are indeed engaged in the shared vision and in all processes that help form and update this vision (if and when possible).</p> <p>2) as seen in the statute the cooperative depends a lot financially on the contributions of its members. In case of a general economic crisis, it could potentially decrease a lot the available resources thus impeding the smooth operations. Having that in mind (as well as other possible scenarios), the cooperative has taken some measures to be able to sustain itself during a crisis period. These are (indicatively):</p> <ul style="list-style-type: none"> <li>- they have established 4 main income / financial resources, namely: cooperative portions, statutory reserve, retained earnings, contributions of members and employees from personal resources</li> <li>- make use of funding opportunities from national, EU or other grants,</li> <li>- accept donations and any other kinds of contributions</li> <li>- when in need, the members will contribute in a fair way with knowledge, work or resources voluntarily to support</li> </ul> |
| <p>Impact</p>     | <p>Bios Coop counts 400+ members, all of which are active members and contributors</p> <p>They have a stable progress throughout the years, having achieved recognition and being mentioned in more than 200 different media outlets.</p>   |

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|                                       | <p>They have a very consistent presence in social media, accumulating around 11.000 followers on facebook and 33.700+ visits on their website.</p> <p>Additionally, there is the social impact that they have achieved, being that they have developed a very strong network of mainly local businesses and advocating for their support on the local community.</p>  |
| Sustainability                        | <p>The cooperative seems to have in place effective strategies and practices which in addition to the engagement of its people it has very good sustainability prospects.</p> <p>Since they are a relatively new sector, there is still a long way to go before they can be really stable and have a long term impact on the communities and act as a good example for other areas, but they are a source of inspiration for the next generation of (large) scale cooperatives.</p> <p>Additionally, the very clear values they have set and their engagement to serve them as good as possible, is also really important for its sustainability.</p> <p>In terms of other forms of sustainability, such as environmentally friendly product and processes, sustainable job positions and further integration of vulnerable groups, these are aspects that are still not that clear but in agreement with their values, so there is good potential for them to also be implemented. In any case, most indicators are in favor of the sustainability of the cooperative.</p> |
| Support and funding sources available | <p>As mentioned in the “Challenges” paragraph, the cooperative has taken some measures to be able to sustain itself financially. These are measures are summed up briefly below:</p> <ul style="list-style-type: none"> <li>- they have established 4 main income / financial resources, namely: cooperative portions, statutory reserve, retained earnings, contributions of members and employees from personal resources</li> <li>- make use of funding opportunities from national, EU or other grants,</li> <li>- accept donations and any other kinds of contributions</li> </ul>   |

|                 |   |
|-----------------|---|
|                 | <p>- when in need, the members will contribute in a fair way with knowledge, work or resources voluntarily to support</p> <p>They overall show a good understanding of the complexities of the economic system and they have effectively established mechanisms for basic support while being open to cooperations, funding frameworks and other general contributions/donations/etc.</p>   |
| Lessons learned | <p>1) a big cooperative is manageable as long as everyone feels included and there are no discriminatory hierarchical structures</p> <p>2) constant education, training and knowledge of current events allows your cooperative to creatively adapt to new situations according to your value system</p> <p>3) communication and team work are aspects that need consistent engagement and are always more effective when based on common values and shared visions</p> |
| Contact details | <p>Social Consumer Cooperative of Thessaloniki</p> <p>Bios Coop – Nonprofit cooperative grocery</p> <p>K. Karamanli 42, Thessaloniki</p> <p>Tel: +30 2310811918</p> <p>email: <a href="mailto:coopbios@gmail.com">coopbios@gmail.com</a></p> <p>website: <a href="http://www.bioscoop.gr">www.bioscoop.gr</a></p>   |



# PORTUGAL



## SmartFarmer

| Descriptor              | Details   |
|-------------------------|---|
| Legal status/Legal form | "OIKOS" is an Association, non-profit one, that manages "SmartFarmer", an online Market Place.  |
| Context/History         | SmartFarmer is a social business owned by Oikos - Cooperation and Development, whose main mission is to support small and medium agro-food producers - on the one hand, leveraging their sales through an online platform, on the other, creating close and transparent relationships between them and consumers, supported by a strong network of local partners.  |
| Sector/Industry         | <b>Agriculture</b> – nonprofit organizations sector and social economy.   |
| Target groups           | Micro and small farmers from rural disadvantaged areas  |
| Social elements         | <p>The project is supported by a network of partners:</p> <ol style="list-style-type: none"> <li>1) The micro small agribusiness farmers / producers and processors network that rely on the SmartFarmer to market their products;</li> <li>2) The local partners, especially the "food hub" (local nuclei) that operate normally in each municipality, and that manage the proximity relations with the producer network and the portfolio of local customers – small groceries, organizations that require a canteen (restaurants, retirement homes, schools, kindergarten, ...);</li> <li>3) Consumers: individuals and organizations that support producers through buying their products;</li> <li>4) The logistics companies that provide affordable prices to deliver products from the producer to the consumer.</li> </ol> |

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|                                       |   |
| Success factors                       | <ol style="list-style-type: none"> <li>1) Relies on a network of local partners, that know the area;</li> <li>2) Connects the producers directly to the consumer, without intermediaries;</li> <li>3) Provides fresh and biological products, which are valued by today's consumers;</li> <li>4) Doesn't need a physical store, as it is totally online.</li> </ol> |
| Challenges                            | <p>Being able to cope with the competition of large supermarkets;</p> <p>Being able to gain scale;</p> <p>Being able to apply for public calls.</p>   |
| Impact                                | <ol style="list-style-type: none"> <li>1) Brings to formal Economy producers that are usually not interested in doing so;</li> <li>2) Provides micro producers with a steadier income;</li> <li>3) Develops disadvantaged rural areas by keeping people there with productive activities.</li> </ol>  |
| Sustainability                        | <p>The project relies on a network of partners, where the City Council plays an important role by connecting the local players;</p> <p>The online platform is fully paid and there are only small costs of maintenance, which will be equitably supported by the partners.</p>  |
| Support and funding sources available | <p>This is a project supported in 70% of the overall needed funding by the European Social Fund instrument "Partnership for the Impact".</p>  |
| Lessons learned                       | <p>To persuade people to take part in collaborative business models requires more time and patience than in a normal model;</p> <p>Having a strong local partner is vital for the success;</p>  |

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|                        | <p>Start from low expectations and show the importance of both short and long term;<br/>Provide administrative and financial help as most micro and small entrepreneurs know nothing about it.</p>  |
| <p>Contact details</p> | <p>Site: <a href="https://smartfarmer.pt">https://smartfarmer.pt</a><br/> E-mail: <a href="mailto:info@smartfarmer.pt">info@smartfarmer.pt</a><br/> Telephone: 218 823 630<br/> Adress: Rua Visconde Moreira de Rey, nº 37<br/> Linda-a-Pastora 2790-447 Queijas<br/> Facebook: <a href="https://www.facebook.com/smartfarmerbyoikos/">https://www.facebook.com/smartfarmerbyoikos/</a></p> |

| <b>Giro Ó Bairro</b>    |  |
|-------------------------|--|
| <b>Descriptor</b>       | <b>Details</b>   |
| Legal status/Legal form | “Giro Ó Bairro” is an Association, non-profit one.   |
| Context/History         | This project is financially supported by the Program Portugal Social Innovation. The focus of this program is to finance the creation, development or improvement of social innovation projects.<br>The project began in 2013 with the support of the municipality of Leiria and the goal is to improve the social inclusion of the gypsy community, children, young people and families through a strategy of communitarian mediation.  |
| Sector/Industry         | Third Sector – nonprofit organizations sector and social economy.  |
| Target groups           | Gypsy community of the social neighborhood Cova das Faias.   |
| Social elements         | As a point of innovation, the project develops Giro Orchestra through a strategy of social inclusion that uses music as a facilitating instrument. This orchestra is hired for various events and the profits from these participations are invested in the association, thus allowing the dynamization of complementary services to support this specific public, such as study support, promotion of citizenship, training courses, football, music, family and social consulting. |
| Success factors         | 1 - Deconstructing prejudice – this project tries to approach the gypsy community, a minority, to the dominant community.<br>2 - Instrument of mediation – the music is the instrument of mediation.   |

|                                       |  |
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|                                       | 3 - The offer of “Giro ó Bairro” is very differentiated: study support, promotion of citizenship, training courses, football, music, family and social consulting.   |
| Challenges                            | The main challenges are to continue to ensure the funding of the project.  |
| Impact                                | Improve the social inclusion of the gypsy community  |
| Sustainability                        | The sustainability of the project derives from the Program Portugal Social Innovation and from the profits generated by the Orchestra.   |
| Support and funding sources available | This is a project supported in 70% of the overall needed funding by the instrument “Partnership for the Impact”. The other 30% has to be supported by social investors, public or private.   |
| Lessons learned                       | -----  |
| Contact details                       | E-mail: <a href="mailto:giroobairro@inpulsar.pt">giroobairro@inpulsar.pt</a><br>Telephone: 00351 244 045 675/ Mobile nº 00351 934880357      Adress: <a href="#">Rua da Esperança – Casa 9, Bairro Cova das Faias – Leiria</a> Facebook: <a href="#">Giro Ó Bairro</a> |

| <b>Escola Oficina</b>   |   |
|-------------------------|---|
| <b>Descriptor</b>       | <b>Details</b>  |
| Legal status/Legal form | “Escola Oficina” is a social project that reunites a City Council and an Arts and VET School.   |
| Context/History         | “Escola Oficina” aims to integrate unemployed people into the labour market, by providing them a space and market place where they can set their own textile microbusiness, using the surplus of textile factories, after having training.  |
| Sector/Industry         | Handicraft – nonprofit organizations sector and social economy.   |
| Target groups           | Unemployed people, mainly women.  |
| Social elements         | The project is supported by several partners:<br>1) The local City Council, which provides the space and host the platform;<br>2) A VET provider, that offers the training in sewing and marketing;<br>3) Textile factories, which offer their surplus and leftovers;<br>4) An IT company, that offered the market place. |
| Success factors         | 1) Relies on a network of local partners;<br>2) Allows unemployed people, mostly low skilled women, to learn a job or to create their own microbusiness;  |

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|---------------------------------------|---|
|                                       | <p>3) Offers a virtual market place where they can sell their products, which can be made from home or from a proper equipped facility;</p> <p>4) Has a strong environment focus, by reducing textile waste.</p>  |
| Challenges                            | <p>Lack of scale;</p> <p>Handicraft products are not staple goods, so there's no way to guarantee a stable income;</p> <p>There's a strong need of marketing skills to be developed in the target group.</p>  |
| Impact                                | <p>1) Brings to formal Economy people that are low skilled;</p> <p>2) Provides long term unemployed with job prospects;</p> <p>3) Provides a free market place where microentrepreneurs can sell their products online.</p>   |
| Sustainability                        | <p>Textile sector in Portugal is very strong, so there is always a need for skilled people, which this project can offer.</p> <p>As for those who don't want / cannot work in a factory, they can develop their own products from home.</p>   |
| Support and funding sources available | <p>The training is supported by the European Social Fund.</p>   |
| Lessons learned                       | <p>Not all people want to be microentrepreneurs, so there must be a choice to help them to find a job after being trained.</p> <p>Provide administrative and financial help for micro entrepreneurs.</p>  |
| Contact details                       | <p>Site: <a href="https://loja.escola-oficina.pt">https://loja.escola-oficina.pt</a></p> <p>E-mail: <a href="mailto:geral@escolaoficina.pt">geral@escolaoficina.pt</a></p> <p>Telephone: 227 660 258</p> <p>Adress: Rua Virgílio Ferreira 111 A</p> <p>4430-241 Vila Nova de Gaia</p> |

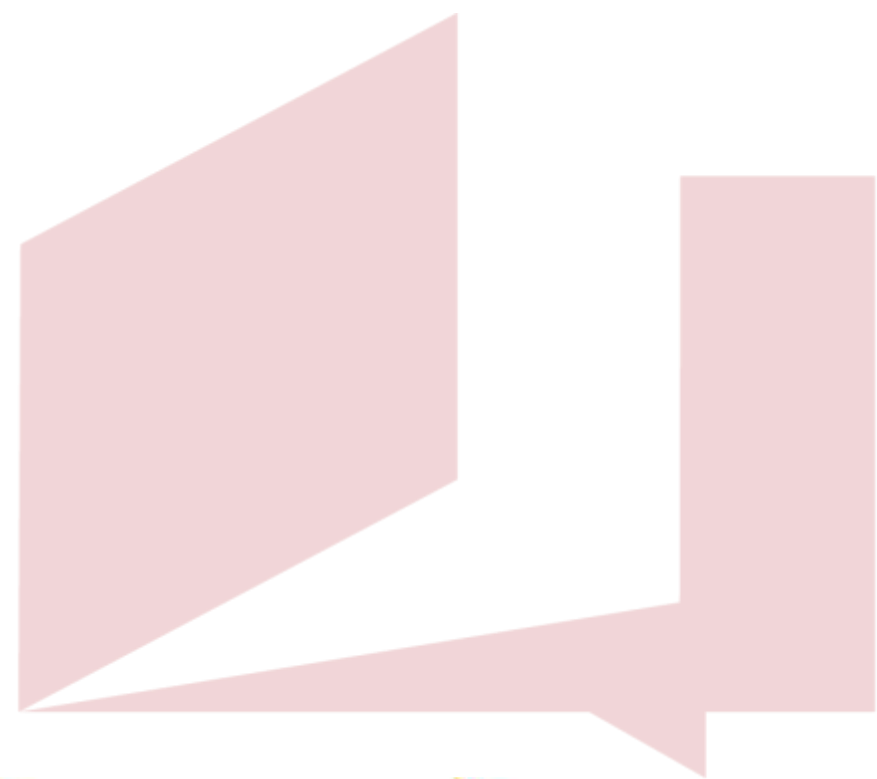


| É um Restaurante        |  |
|-------------------------|--|
| Descriptor              | Details  |
| Legal status/Legal form | “É um Restaurante” is an Association, non-profit one.  |
| Context/History         | This project is financially supported by Employment and Vocational Training Institute and by Lisbon City Council. The focus of this Restaurant is to provide training and job inclusion for homeless, while being a restaurant. The project began in 2019.   |
| Sector/Industry         | <b>Hospitality.</b>  |
| Target groups           | Homeless or in risk of becoming.   |
| Social elements         | It is a restaurant where the service is provided by people who are or have been homeless.<br>It is a casual fine dining restaurant. But also, and above all, it is a project with a strong social impact, where 75 people in vulnerable situations will be integrated each year, after giving them the tools for their inclusion in the labor market, which is also provided by the Association. |
| Success factors         | Step by step methodology:<br>1) Training in relational and social skills;  |

|                                       |   |
|---------------------------------------|---|
|                                       | <p>2) Training in technical skills in service and catering sector</p> <p>3) On the job training in the restaurant</p> <p>4) Professional internship at partner restaurants</p> <p>Huge network of partners, including both public and private organizations</p>   |
| Challenges                            | <ul style="list-style-type: none"> <li>* Continue to ensure the funding of the project;</li> <li>* Survival after the pandemic;</li> <li>* Prevent drop out and return to previous life;</li> <li>* Many myths and prejudices that people who are homeless do not want to work. This project has been demonstrating the opposite. Homeless people have skills as valid as any of us, and the proof is that even in COVID times several of them were integrated in professional internships in partner restaurants.</li> </ul> |
| Impact                                | <ul style="list-style-type: none"> <li>* Taking people out of the streets and providing them with job prospects.</li> <li>* Number of people integrated in the project: 47</li> <li>* Number of beneficiaries referred to employers 10</li> <li>* None of the people taking part in the project are sleeping on the street.</li> </ul>  |
| Sustainability                        | The sustainability of the project derives from the cash flow generated from the restaurant and from the support of the partners   |
| Support and funding sources available | Public funds and private partners in-kind contributions   |
| Lessons learned                       | <ul style="list-style-type: none"> <li>* Don't just give food – teach how to cook and to serve;</li> <li>* It takes a long time to change people's mindset and show they are capable of getting back to society;</li> </ul>   |

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|-----------------|---|
| Contact details | Site: <a href="https://www.eumrestaurante.pt/#inicio">https://www.eumrestaurante.pt/#inicio</a><br>E-mail: <a href="mailto:reservas@eumrestaurante.pt">reservas@eumrestaurante.pt</a><br>Telephone: ±351 916051969<br>Adress: Rua São José n. 56 Lisboa<br>Instagram: <a href="https://www.instagram.com/eumrestaurante">https://www.instagram.com/eumrestaurante</a> |
|-----------------|---|

# AUSTRIA



## Die KÜMMEREI

| Descriptor              | Details   |
|-------------------------|---|
| Legal status/Legal form | Die KÜMMEREI is part of Job-TransFair GmbH, an association not for profit. This association is part of Berufsförderungsinstitut – BFI Wien – an educational provider in Austria.  |
| Context/History         | <p>This enterprise was founded in 2015. Firstly, it served as gastronomy provider for the premises of BFI Wien – the trainers and course participants, and at the same time die KÜMMEREI opened up a catering service for external organisations, companies etc.</p> <p>The main idea was to integrate long-time unemployed persons in the regular labour market; led by professionals, these persons were undergoing a training on the job for one year.</p>   |
| Sector/Industry         | <p>KÜMMEREI works in the field of gastronomy; three canteens were opened in Vienna, and the catering service was established.</p> <p>As the unemployment rate in the gastronomy sector is quite high, Job-TransFair and AMS – Austrian employment service – offered an opportunity for this target group to re-enter the regular job market.</p> <p>The gastronomy sector is important in Austria regarding the tourist industry; the catering service is competing with different other companies.</p> |
| Target groups           | <p>The clients of two canteens run by KÜMMEREI are the trainers and participants of BFI Wien; the third canteen was opened in midst a huge residential building in Vienna's 14<sup>th</sup> district: The clients here are the inhabitants of this building and the whole neighbourhood.</p> <p>The people working for KÜMMEREI are long-time unemployed persons guided by professionals in the field.</p>  |

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|-----------------|---|
|                 | These unemployed persons are doing a training-on-the-job for one year, then they are ready to enter the regular job market.   |
| Social elements | AMS – Austrian employment service – and Job-TransFair choose the participants among the unemployed persons experienced or interested to work in the field of gastronomy. These people do not find a job on the regular labour market easily. Furthermore, they are undergoing a further education focussing on new elements of the traditional vocational education for cooks, waiters etc. (Using only organic food and regional products e.g.)  |
| Success factors | <ul style="list-style-type: none"> <li>- A strong enterprise in the background. As BFI Wien is a main stakeholder in vocational education, it founded different departments focussing on the empowerment of unemployed people.</li> <li>- Cooperation with the AMS – Austrian employment office – to reach out to the unemployed people, sometimes with special programs for distinctive target groups (older than 55, women re-entering the labour market, unskilled workers etc.)</li> <li>- A new business idea entering the competitive gastronomy market. Using only organic food and regional products is a distinctive element of die KÜMMEREI.</li> </ul> |
| Challenges      | <p>The main challenge at the time is the Covid19 crisis: The unemployment rate is rising, some 100 thousand are on short work and in which way the economy will start again is quite unsecure.</p> <p>On the other hand, this is a chance for social enterprises to offer another opportunity to find a job.</p> <p>The ongoing support of AMS will be a main part of the successful re-start of the different activities of Job-TransFair including KÜMMEREI.</p>  |
| Impact          | If 80 % of the trainees of Job-TransFair – including KÜMMEREI – finds a job after one year one may say this is a success story.   |

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|                                       | One factor of success is the network of companies ready to employ one of the trainees after its higher qualification; more than 10.000 companies in Vienna are ready to cooperate in this field.   |
| Sustainability                        | It's hard to predict the future in these times. Still, the support of the government for every part of the economy including social enterprises will help these activities to survive.   |
| Support and funding sources available | Main financial sources are the city of Vienna and the AMS – employment office recruiting unemployed people and starting different special programs to support distinctive target groups.   |
| Lessons learned                       | The idea of an educational provider starting different non-profit associations is convincing. The combination of training on the job and further education offers a model of re-integrating unemployed people into the labour market.<br>The requirements: A management ready to support the idea of social business, the support of the national and regional administration, the cooperation with the AMS – employment service and the success rate evaluating the different activities. |
| Contact details                       | <a href="https://www.die-kuemmerei.at/">https://www.die-kuemmerei.at/</a>  |

## Schön & Gut Laden

| Descriptor              | Details  |
|-------------------------|--|
| Legal status/Legal form | SCHÖN&GUT-Laden is part of Job-TransFair GmbH, an association not for profit. This association is part of Berufsförderungsinstitut – BFI Wien – an educational provider in Austria.  |
| Context/History         | <p>This shop was opened in 2016 to present the products of other social enterprises in Austria and offer young designers and start-ups an opportunity to reach new costumers.</p> <p>Job-TransFair rented the premises situated near the Naschmarkt in Vienna, the biggest market of the town.</p>   |
| Sector/Industry         | <p>SCHÖN&amp;GUT is the first shop offering products of social enterprises in Vienna.</p> <p>Sustainable, valuable, individual: These are the features of the products offered here: furniture, clothes, accessories, T-shirts, bags, art objects, cooking accessories, decoration, honey, coffee, toys, textiles etc.</p>   |
| Target groups           | <p>SCHÖN&amp;GUT reaches out to the ordinary consumer who is more conscious on the origin of the products he or she buys.</p> <p>The producers of the goods offered are social enterprises in Austria.</p> <p>The employees of SCHÖN&amp;GUT are unemployed persons doing a training on the job for some time to enter the regular labour market.</p> <p>Job-TransFair offers different opportunities to bring disadvantaged people to a paid job.</p> |
| Social elements         | <p>Job-TransFair cooperates with the AMS – Austrian employment office – and the city of Vienna.</p> <p>Main target group are unemployed people. These persons work for a certain time – combined with vocational education – and are doing a training on the job. More than 80 % of the trainees find a regular job after one year.</p>  |



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|                 | <p>SCHÖN&amp;GUT is part of Job-TransFair focussing on training for sales assistants.</p> <p>BFI Wien as the mother enterprise is an educational provider in Austria offering mainly vocational education.</p>   |
| Success factors | <ul style="list-style-type: none"> <li>- A strong enterprise in the background. As BFI is a main stakeholder in vocational education, it founded different departments focussing on the empowerment of unemployed people.</li> <li>- Cooperation with the AMS – Austrian employment office – to reach out to the unemployed people, sometimes with special programs for distinctive target groups (older than 55, women re-entering the labour market, unskilled workers etc.)</li> <li>- Clever business ideas to survive on a competitive market. As the SCHÖN&amp;GUT shop offers products only from social enterprises it has its unique selling point.</li> </ul> |
| Challenges      | <p>The main challenge at the time is the Covid19 crisis: The unemployment rate is rising, some 100 thousand are on short work and in which way the economy will start again is quite unsecure.</p> <p>On the other hand, this is a chance for social enterprises to offer another opportunity to find a job.</p> <p>The ongoing support of AMS will be a main part of the successful re-start of the different activities of BFI and Job-TransFair.</p>  |
| Impact          | <p>If 80 % of the trainees of Job-TransFair – including SCHÖN&amp;GUT- Laden – finds a job after one year one may say this is a success story.</p> <p>One factor of success is the network of companies ready to employ one of the trainees after its higher qualification; more than 10.000 companies in Vienna are ready to cooperate in this field.</p>   |
| Sustainability  | <p>It's hard to predict the future in these times. Still, the support of the government for every part of the economy including social enterprises will help these activities to survive.</p>  |

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|                                       | The costumers are aware of the products they can buy in this shop, and hopefully the numbers of these costumers will rise in the next years.   |
| Support and funding sources available | Main financial sources are the city of Vienna and the AMS – employment office recruiting unemployed people and starting different special programs to support distinctive target groups.   |
| Lessons learned                       | The idea of an educational provider starting different non-profit associations is convincing. The combination of training on the job and further education offers a model of re-integrating unemployed people to the labour market.<br>The requirements: A management ready to support the idea of social business, the support of the national and regional administration, the cooperation with the AMS – employment service and the success rate evaluating the different activities. |
| Contact details                       | <a href="https://www.fairkauf.at/">https://www.fairkauf.at/</a>  |

| <b>Vollpension</b>      |  |
|-------------------------|--|
| <b>Descriptor</b>       | <b>Details</b>   |
| Legal status/Legal form | From the beginning it was a social enterprise.   |
| Context/History         | <p>Vollpension was founded in 2012 as a pop-up store during the annual Vienna design week. In 2015 it opened as a coffee house in Vienna's 4<sup>th</sup> district.</p> <p>The concept: Retired women who like to produce cakes and sweets meet young people who want to enjoy the relaxed atmosphere and the cakes they remember from their grandmas.</p> <p>Since the tip was published in various tourist guides not only the Viennese visit this place.</p> <p>Vollpension planned to open another coffee house in the first district this spring but then came Covid19...</p> |
| Sector/Industry         | Having in mind the tradition of coffee houses in Vienna, it was really a challenge to open another one. Still the main idea worked: The quality of the products offered, the relaxing atmosphere, the cosy chairs and tables, the pictures on the wall contributed to the uniqueness of this coffee house.   |
| Target groups           | <p>Vollpension has the typical clients of a coffee house, focusing on young people.</p> <p>The employees are a mix of retired women – who produce the cakes and sweets – and young people working as waiters.</p> <p>The crucial point was the opportunity for the older people to work beyond retirement and the fact that their work is valued and appreciated. Instead of just watching TV or take a walk, they found a job – mainly part-time – to earn some money and fill their time.</p>  |

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| Social elements | <p>The social impact: Retired women bring in their capacities as they know how to produce cakes, candies, sweet pastry etc.</p> <p>The second point is the intergenerational cooperation between these producers of goods and the young waiters who sell these goods.</p>  |
| Success factors | <p>Main factors of success</p> <ul style="list-style-type: none"> <li>- Unique selling point: Experienced cooks offer products in good quality</li> <li>- Cooperation of younger and older generations</li> <li>- A good place, district, quarter</li> <li>- The main idea has a high grade of sympathy, maybe nostalgia as well as the young costumers say “this cake tastes like at home with my grandma”</li> <li>- A cosy atmosphere</li> </ul>  |
| Challenges      | <p>The main challenge is to compete with the other coffee houses in Vienna. As there are many very well-known it was important for Vollpension it was important to appear in the different tourist guides about Vienna.</p> <p>The very new challenge is to survive Covid19; the plans for opening a second Vollpension in Viennas 1<sup>st</sup> district were postponed until next year 2021.</p> <p>Vollpension struggles for new costumers, but as the institution is real unique the chances are good to survive as it has not only tourists as costumers but Viennese inhabitants as well.</p> |
| Impact          | <p>Vollpension is the first enterprise hiring retired women; 12-20 women produce the cakes and sweets, and there is a waiting list to be employed.</p> <p>The income these women generate is contributing to their pensions, and at the same time an appreciation of their competencies.</p>   |

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| Sustainability                        | As Vollpension exists since 5 years now one may say it did find its place in the landscape of Viennese coffee houses. The situation is different now as Covid19 appeared. Still, the plans for opening a second Vollpension demonstrate the strong business idea.  |
| Support and funding sources available | It started with a pop-up store in 2012. Two entrepreneurs had the idea to bring together old and young generations. The city of Vienna supports young entrepreneurs via the Wirtschaftsfonds Wien. Vollpension survived the starting period, offered crowd funding and was economically successful after 3 years.  |
| Lessons learned                       | Vollpension proves that even on a high competitive market like coffee houses in Vienna there is a need for new offers. The main business idea works, the quality of products offered is appreciated and the mix of generation works on the one side – grandmas cook and their grandsons and –daughters work as waiters – and on the client’s side as well: Customers age ranges from 20 to 80. |
| Contact details                       | <a href="https://www.vollpension.wien/">https://www.vollpension.wien/</a>  |

## Demontage- und Recycling-Zentrum (DRZ)

| Descriptor              | Details  |
|-------------------------|--|
| Legal status/Legal form | The DRZ (Dismantling and Recycling Center) is a socio-economic enterprise run by „ <a href="#">Die Wiener Volkshochschulen GmbH</a> “.   |
| Context/History         | DRZ was founded in ?? as a special department of Die Wiener Volkshochschulen   |
| Sector/Industry         | As certified EMAS-enterprise and specialized waste management company we constantly monitor and improve our daily processes and procedures to keep them at the state of the art.<br>Numerous environmental and design awards point out our company's performance and uniqueness.   |
| Target groups           | Through the refurbishment and recycling of used and waste electrical and electronic equipment (WEEE), job-seeking people get the opportunity to return to a regular working life. While employed at the DRZ under time bound contracts, the employees receive supervision from experienced professionals in order to improve individual strength, reduce social isolation, overcome possible personal handicaps and provide active support to seek a new job.                  |
| Social elements         | Long-time unemployed people get the chance to re-enter the regular job market.   |
| Success factors         | trash_design represents a very unique approach to recycling. Through innovative procedures and creative design elegant jewellery, unique furniture, accessories and trophies evolve from WEEE. The materials used are mainly obtained from electrical and electronic devices which have been dismantled in-house. Creative ideas for new designs often originate from project participants and are then developed further and implemented by our creative and technical staff. |

|                |   |
|----------------|---|
|                | <p>Washing machine drums become stylish tables and stools, electronic circuit boards turn into trendy wall clocks and fashionable jewellery and electric wires become colourful bracelets and necklaces.</p> <p>Every single piece is handcrafted and therefore unique. While buying one of our handicrafts you are not only acquiring a desirable object of art but you are also contributing to a responsible approach to preserving the environment and social responsibility.</p>   |
| Challenges     | <p>In the ReUse department of the DRZ re-usable appliances get tested, refurbished and are sold as tested ReUse-appliances with warranty. These appliances have been disposed of at Vienna's amenity sites, but still work flawlessly or can be easily refurbished following specific repair procedures. We sell the ReUse appliances directly in our own store, but also closely cooperate with the MA48.</p>  |
| Impact         | <p>We are a proactive cooperation partner and through our expertise and experience actively contribute to existing and newly emerging ReUse initiatives. With our partners The City of Vienna (MA48) and the ReparaturNetzwerk Wien we work on the establishment of a reliable Vienna wide network, in which reusable devices will be categorized separately, tested and get repaired in order to be sold as high quality 2nd hand products.</p> <p>As a member of the RepaNet we push for the development and establishment of an unified quality standard for other entire Austrian ReUse market.</p> |
| Sustainability | <p>Looking at the different activities for sustainability and a change of consumption DRZ is on the right way to support the idea of avoiding waste and re-use appliances, electronic tools etc.</p>  |

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|---------------------------------------|---|
| Support and funding sources available | Our main partners for co-operation are the City of Vienna and the Repair Network Vienna (Reparatur-Netzwerk Wien). Our total throughput of more than 1,200 tons per year includes parts of the WEEE (small and large household appliances) collected at Vienna's amenity sites, which we recycle and feed into material recovery processes. Further, some of our long-term clients are organizations and enterprises like The Austrian Ministry of Environment, Öko-Businessplan Vienna, Kontrollbank, Vienna Stock Exchange, the newspaper „Der Standard“ or Boehringer Ingelheim. |
| Lessons learned                       | As certified waste collection and treatment facility we are glad to accept and process used and waste electrical and electronic equipment as well as other bulky waste. Large and small household equipment are manually disassembled by our staff in the dismantling department. Cooling appliances, various screens and lamps are sent to partner companies for recovery of recyclable materials.   |
| Contact details                       | <a href="https://www.drz-wien.at/english-information/">https://www.drz-wien.at/english-information/</a>   |