



ELEMENTS AND PRACTICES
OF LABOUR INCLUSION OF
DISADVANTAGED GROUPS

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INTRODUCTION

The project See Light, “Social Economy and Entrepreneurship for the Labour Integration of Groups Hit by Troubles”, funded by the European Lifelong Learning Grundtvig programme, has the objective of reinforcing work insertion strategies and methodologies for disadvantaged groups and increasing competences and skills of the operators active in the field of work and social insertion. Its underlying vision is that social economy is a great source of social innovation and can play a key role in combating poverty as well as promoting inclusion, cohesion and growth.

See Light therefore focuses on social entrepreneurship as a tool for inclusion and labour integration of marginalized groups, such as long-term unemployed, homeless people, immigrants, refugees and asylum seekers, people with physical disabilities, people with mental health issues, Roma people, former detainees and drug addicts.

The access to the labour market is more difficult or sometimes impossible for these people, who often present with multiple issues (e.g. lack of housing, lack or no skills, long-term unemployment, physical and/or mental problems, criminal records, etc.). Therefore it is very important to develop solutions that are effective and tailored to their needs, leading to a sustainable inclusion into society.

The See Light project assumes that social entrepreneurship can play a key role in this respect and in this particular moment of serious economic crisis, high unemployment rates, increasing poverty rates and shrinking public resources, the contribution of social economy and private organisations to cohesion and growth is more important than ever. This sector can in fact have anti-cyclical function and can valorise the territorial economic, social, relational and human resources.

The economic and social significance of the social economy is recognized more and more within the European Union. The Commission believes that social businesses are a great source of social innovation and play a key role in fighting against poverty as well as promoting cohesion and growth.

The experience and level of development of the social economy sector as a means for employing disadvantaged people varies from one country to another. Integration and education of disadvantaged adults requires specific tools, methods and knowledge. This project allowed us to share good practices and methods already tested by others, addressing a variety of initiatives dedicated to different categories of disadvantage.

The project involves partners from 6 different countries (Czech Republic, Denmark, Italy, Lithuania, Spain and the UK) with different experiences in the field of social economy. Partners visited successful organisations, social enterprises, services and initiatives addressing disadvantaged people in their respective countries and Partners received training about social economy legislation. They exchanged best practices of social entrepreneurship as a tool for labour integration of marginalized groups and discussed challenges, development strategies and innovative methodologies about the management of social enterprises.

The result of our experience is presented in the booklet “Elements and practices of labour inclusion of disadvantaged groups”, summarised in this document.

The first chapter presents a brief overview on the welfare state systems in See Light partner countries, in order to provide the framework to better understand labour inclusion policies, projects and initiatives, their impact and their implications in terms of the social and economic environment.

The second chapter introduces the concept of social economy, describing its main features in the European Union. It explain why this is a very relevant sector, able to generate sustainable employment opportunities and to facilitate social and work integration. This being especially important in the current period of economic and social crises, social economy can bring innovative solutions for social cohesion and inclusion, job creation, growth and the promotion of active citizenship.

Chapter 3 illustrates the main characteristics of the social economy in the EU, as well as its economic and social impact, with a particular focus on the See Light partner countries.

Finally, Chapter 4 presents a selection of best practices in the field of labour and social inclusion, identified by project partners.

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1. OVERVIEW OF WELFARE STATE SYSTEMS IN PARTNER COUNTRIES

1.1 INTRODUCTION

The idea of developing part of the booklet dedicated to the different Welfare systems in the countries participating in the project came about during the various visits of the project activities.

While attending the first visit we realized that a description of the various Welfare State Systems of the country that hosted the mobility would have helped the participants in understanding the conditions of the people supported by the services.

That is why the idea was to develop a tool that would be used by the partner agencies to understand the main features of the Welfare state system and its main aspects in the countries they were visiting.

So a chart was developed to guide the analysis of the Welfare state system more relevant for our project:

benefits, schemes and measures to help people undergoing a period of Unemployment, Poverty, persons that have lost their house, with health problems, and disability.

The chart was the following:

Welfare State: COUNTRY	Benefits, schemes, measures	
UNEMPLOYMENT	Which benefits or measures are given in your country? Are active labour market policies/measures given to promote the participation in the labour market? Are training and work insertion given to enter/reenter in the labour market?	i.e.: Unemployment benefit (percentage of the income, amount), Mobility measures
POVERTY	Which benefits, allowances, schemes; social pensions are given in your country? What are the criteria?	i.e.: minimum income (amount), other social transfers (amount) to individuals and families
HOUSING	Which are the main policies? Which are the criteria with which a house is given to a poor person? Where are homeless people housed?	
HEALTH	Is it provided to all citizens? Is it free?	
DISABILITY	Are there specific allowances or benefits given for people with disabilities? For non self-sufficient elderly?	

1.2 THE WELFARE STATE SYSTEM IN THE CZECH REPUBLIC

UNEMPLOYMENT

In 2013 the average rate of unemployment in the Czech Republic was 7.7 %.

In cases of loss of a job, the Czech Republic offers the possibility to register at the labour office, in the register of job applicants and within the passive labour market policy, the labour office offers employment mediation and also a financial insurance for the job applicants.

Within the financial security of the job applicants, if an unemployed person meets the conditions provided by the law, he/she has the right to be given unemployment benefits. Unemployment benefits are provided for varying periods of time depending on the age of the unemployed person – up to the age of 50 it is a five-month period, the age of 50 – 55 it is 8 months, for ages higher than 55 it is an eleven-month period. The amount of unemployment benefit in the first 2 months is 65% of the average net wage of this person, the following two months 50% and the remainder of the period 45%. The Maximum monthly benefit amount is 14 281 CZK, which is approximately £428 or 519 €.

An unemployed person is penalized by having their benefits reduced if their employment was terminated from the person's side or by agreement with the employer, if there are no serious reasons for finishing the employment.

In the period of unemployment registered at the job office, the state pays health insurance for the unemployed person and over the period of them receiving unemployment benefits, the state also pays pension insurance for them.

ACTIVE LABOUR MARKET POLICIES

Active labour market policies (ALMPs) are a collection of measures financed from the state budget, aiming for the maximum possible level of employment. It is managed by Ministry of Labour and Social Affairs and labour offices with potential cooperation from different subjects.

Tools by which they are realized are particularly:

- **Retraining** – gaining new employment qualifications or the extension of existing qualifications of an applicant. It solves a situation when the structure of demand on the labour market isn't equivalent to the structure of supply and potential retraining enables new or further employment. Retraining can also be carried out at an employer in the interest of further employment of his employees. An applicant can choose retraining for himself and the labour office will pay for the retraining as well as travel and meal allowance.
- **Investment incentives** – it is support to creating new job vacancies, retraining or education of new employees primarily at employers in the form of e.g. decreasing of taxes, building infrastructure, procuring of accommodation for employees, areas for

building and the like. It is provided only in the areas where there is at least an average measure of unemployment.

- **Community service** - short-term work subsidized by labour offices for temporary employment of the long-term unemployed and those with hard to place applicants. Usually, it is maintenance and cleaning work on public places and buildings. The Labour office can contribute up to the full amount of a real gross wage including insurance.
- **Socially beneficial jobs** – *They are work places established with respect to local conditions for placing of applicants for employment for whom it is impossible to find a job in any other way. For establishing these places, the labour office provides contributions directly to an employer. The contribution for creating socially beneficial jobs is possible to provide to both employers and also directly to a person who stops being unemployed and become a self-employed person.*
- **Contribution to the induction training of a worker** *is provided by consensus where an employer takes on applicants to whom the labour office devotes a special care (young, 50+, disabled people, ...), for a maximum of three months up to half the minimum wage.*
- **Contribution upon a switch to a new business programme** *is provided at the start of a new production or structural changes when an employer doesn't need so many employees temporarily. If an employer preserves the work places, the labour office contributes by a payment to the amount of half the minimal wage for up to six months.*

MEASURE ALMPs FOR THE SUPPORT WITH THE AIM OF EMPLOYING DISABLE PEOPLE

- Sheltered work place (SWP) is a work place established by an employer for a disable person by consensus of a written agreement with the labour office. For establishing a SWP, the labour office provides contributions to an employer. The SWP has to be occupied for three years.
- For established or delimited SWP, the labour office can provide a contribution for a particular payment of the operating costs of the SWP.
- An employer who employs more than 50% of disable people from the total amount of the employees, is provided with a payment for the support of employing these people, of 75% of their payroll costs, to a maximum level of 8000 CZK/ £240/ 293 €.

All these tools are realized by the form of agreements. The part of ALMPs is also a consultancy.

Passive labour market policies are system that balances the minimum wage and unemployment benefits. For people who have invalidity pension, the minimal wage is 8000 CZK/ £240/ 293 € per month and for other people it is 8500 CZK/ £255/ 311 € (30.4.2014)

POVERTY

The basis of the social policy in the Czech Republic is a social security system that is formed by three basic pillars.

The first pillar is a public social insurance system, which includes a sickness and pension insurance. One part of the pension insurance is contributions to the labour policy. From

these contributions, unemployment benefits are paid. An essential element of this insurance system is the fact that it is necessary to be insured for entitlement for benefits from this first pillar – for example within wages payments. In the frame of the sickness insurance, the state grants benefits for cases of illness of an insured person, an illness of the child of the insured person or another member of their family who needs help; further there is a benefit called “financial aid on maternity leave” for the last phase of pregnancy (6-8 weeks before childbirth) and the first period of maternity (up to 22 weeks after childbirth). In the frame of the pension insurance, the state pays benefits such as an old-age pension, disability pension, and orphan’s and widow’s pension.

The second pillar consists of state social benefits. These benefits are not tied to any duty to be insured and are funded from the state budget. Among the state social benefits belong mean tested benefits – incomes of the applicant and persons together with the applicant are tested – child allowance, housing benefit (which means a contribution for housing), childbirth benefit and then there are granted benefits independent of the income – parental allowance for parents with a child/children up to 4 years of age, burial allowances and foster care benefits.

Material poverty benefits and the system of social assistance benefits are parts of the last and third pillar of the social security system in the Czech Republic. These include material poverty benefits, the state grants an allowance for subsistence, housing benefits (which means supplement for housing) and an allowance of immediate aid. Into the system of social assistance benefits belongs care allowance (benefits for not self-sufficient persons) and benefits for Disabled people. These allowances as well as state social benefits are independent of any insurance and are funded from the state budget.

One of the key indicators for assessing mean tested state social benefits and material poverty benefits is the minimum monthly amount to exist and also of subsistence. An existence minimum is understood as a minimal income limit for an individual that is by the law considered necessary for ensuring the basic subsistence and other basic personal needs. A minimum of subsistence is understood as a minimal income limit for an individual for his/her essential survival. Currently, in 2014, the amount of the existence minimum is 3410 CZK/ £102/ 124 € per month and the amount of the minimum of subsistence is 2020 CZK/ £61/ 74 € per month. In case a person doesn’t have the appropriate level of incomes, he/she has a right, in compliance with the law, to be provided with help from the state through social benefits.

Generally, if a person’s income is lower than the existence minimum or the minimum of subsistence, this person is considered a person in material poverty and has entitlement for material poverty benefits. If a person has income higher than the existence minimum, but the income is also lower than 2.4 times amount of the existence minimum, the person may be entitled to state social benefits.

According the Eurostat statistics risk of poverty, in 2012 the rate of poverty was 9.6 % of the population, after social transfers. When the social transfers were not provided, in 2012 the risk of poverty rate was 17.6 %. The same year, the amount of poverty threshold was 6109 CZK / £189 / 223€ per month. In the Czech Republic in 2012, 1 580 000 inhabitants were at risk of poverty and social exclusion. In-work poverty rate in 2012 was 4.5 %.



HOUSING

Currently, the Czech Republic doesn't have any comprehensive concept of social housing for people at risk of poverty and social exclusion, which would determine who is responsible for providing social housing, for whom and on what conditions.

However, to a certain extent, the housing needs of these groups are secured in the frame of territorial self-government, on the level of municipality and towns, where municipalities rent flats in its ownership on specific conditions as well as where nongovernmental organizations are helping to solve this problem via the remit of social services, such as shelters for homeless men, women, families with children or sheltered housing for the disabled.

The state takes part in providing a better access to social housing to people at risk of poverty by the system of housing benefits – a housing contribution within the state social benefits and a supplement for housing within the poverty material benefits. Through these benefits the state contributes a payment towards to citizens who have high cost of living so that the costs of living are manageable. Furthermore, the state provides financial transfers, subsidies to municipalities and nongovernmental organizations that provide social housing.

Unlike other countries in the European Union, the Czech Republic does not have any statutory obligation or responsibility to help the homeless and provide social housing. It is good to say that in the Czech Republic in practicality does not differentiate between different types of homelessness; a homeless is defined as just a person sleeping rough on the streets.

Due of the lack of suitable homes for social housing, many of these people are placed in temporary premises – in hostels, night shelters and so on. In the Czech Republic there is a serious problem with newly emerging hostels - as a business project - specializing in

social excluded persons or at risk of social exclusion and the owners of these hostels can make a huge profit from the state, because the rents in these hostels are very high and people pay for this type of living with the help of social benefits. Moreover, this practice leads to the formation of excluded areas and can lead to an increase in crime in these areas.

HEALTH

The health care system in the Czech Republic equates well with other nations in the European Union and is of a good level. Health care is accessible and there is a free choice of doctors or health care facilities. The quality of health care is also on a good level from the technical and professional side.

In law, citizens of the Czech Republic are obliged to pay public health insurance. In some cases, the state pays this insurance for its citizens (pensioners, children, disability pensioners, the unemployed and parents with children up to 4 years of age). Citizens who don't pay the health insurance don't lose the right to be provided with the standard health care – but generate a debt to the Health Insurance Company and the Health Insurance Company enforces this debt from the debtor.

Generally, the public Health Care system in the Czech Republic provides free care. A patient must pay only charges for every visit to the doctor – 30 CZK/ £0,9/ 1,1 €, every visit to the emergency and the doctor-specialist – 90 CZK/ £2,7 / 3,27€, every medical prescription 30 CZK/ £0,9/ 1,1 € and then the patient pays additional payments for medications and some extra medical procedures. Persons in material poverty, children up to 18 years of age don't pay these charges.

Citizens of the European Union and European economic area have the right to the same health care and for the same conditions as Czech citizens. These persons must show the European card of health insurance or a form replacing this card.

In the public health care system, there are also groups of foreigners who have a permanent stay in the Czech Republic, foreigners who work there or have their businesses within the Czech Republic or are asylum and international protection applicants. If they participate in the public health insurance, they have the same rights as Czech citizens. Other foreigners may buy the commercial health insurance for emergency care or the insurance for complete health care.

If the health of a foreigner requires an acute or emergency health care, every doctor has a duty to treat the patient independently of whether the patient has health insurance or not.

DISABILITY

Benefits for Disabled people are part of the social security system in the Czech Republic. Persons who, due to disability, have a reduced work capacity and meet the conditions of the pension insurance, are entitled to disability pension of the 1st, 2nd or 3rd degree, according to the amount their disability decreases their capacity for work due to an illness or an accident. The amount of disability pension is different and depends on the degree of the disability pension and from the ground which it is calculated from.

To persons with a handicap, it is possible to admit a “disabled people card”. In the frame

of this card, they have various advantages and discounts, for example they have a discount while travelling by train or public transport, discounts while entering different cultural and sports events, they are dealt with first when dealing with authorities, they have the right to park in city centres and other benefits.

We have also benefits for disable people, within the social assistance system. They are able to get a mobility allowance, a contribution for purchasing of special equipment – for example a car or special medical equipment.

For persons with disabilities, an increased protection in the labour market is provided, in the Czech Republic there is a special programme of active labour policy for increasing the number of special work places for these individuals, improving their positions on labour market.

One of the benefits of the social assistance system is a care allowance. This allowance is provided to persons who are dependent on the help from others due to their age, an illness or a disability. With this allowance, the state participates in providing social services or other types of help for mastering the basic life needs of not self-sufficient individuals. From this allowance, non-self sufficient people pay for help from a close person, a social services provider, homes for the elderly or a special medical care facility.



1.3 THE DANISH WELFARE STATE

Denmark follows a societal model in which the state assumes primary responsibility for the welfare of its citizens. This responsibility (in theory) is comprehensive as all aspects of welfare are considered to be universally applied to people living and working in Denmark, since receiving the benefits of the welfare state is the citizens' basic right. The basic principle of the Danish welfare system, often referred to as the Scandinavian welfare model, is that all citizens have equal rights to social security. Within the Danish welfare system, a number of services are available to citizens, free of charge. This means that for instance the Danish health and educational systems are free. The Danish welfare model is subsidized by the state, and as a result Denmark has one of the highest taxation levels in the world. Denmark imposes income taxes up to 60% along with other social taxes. The VAT amounts to 25%. These taxes, however, are redistributed by the state to the needy such as the unemployed. This type of welfare system is usually referred to as the Nordic Model.

In Denmark, basic education is compulsory. The general upper secondary school primarily prepares the young people for higher education, while vocational education and training primarily aims to prepare students for a career in trade or industry. In Denmark more than 50% of a year group enter higher education.

THE DANISH LABOUR MARKET

When people talk about the Danish labour market they often use the term “flexicurity” to describe the model which is successfully managing the challenges of globalisation and securing steady economic growth and employment. The Danish labour market model is a good example of flexicurity in practice.

Flexicurity is made up of the special mix of labour market flexibility combined with social security. The purpose of flexicurity is to join various kinds of flexibility with different degrees of security. In Denmark, the main focus is on security in employment and income combined with flexibility in relation to hiring and firing of workers.

The Danish model has a third element - active labour market policy - and together these elements comprise the golden triangle of flexicurity.

Transfer payments

Unemployed adult Danes are entitled to receive transfer payments. Most transfer payments are permanent payments to adults who will not return to the labour market, such as pensioners and persons on early retirement. The remaining part is received by persons temporarily outside the labour market, for example those due to illness, maternity leave or unemployment: Unemployment Insurance and Benefits.

Unemployment rate in Denmark: 7 % (Eurostat data 2013)

Unemployment Insurance

In Denmark you are not automatically registered with an unemployment insurance fund (in Danish “A-Kasse”), and therefore individuals need to apply. You do not, though, need to be a member of a trade union in order to become a member of an unemployment insurance fund. You are entitled to apply for membership, if you are between the age of 18 and 63 and live in Denmark (or another EU/EEA country and work in Denmark). You can apply to be insured part-time or full-time. Some of the additional requirements are that you must either:

- Be in paid employment in a profession which is covered by the fund.
- Be the owner of a business, or help run your spouse’s business

Unemployment Benefits

To receive these benefits, the first thing you need to do is register as a jobseeker at your local job centre. You will submit a declaration of unemployment to your A-Kasse. You must agree to actively seek employment and be prepared to accept job offers for as long as you are unemployed and receive benefits. In order to be eligible:

- You need to have had a minimum of 52 weeks of employment within the last 3 years
- You must have been a member of an A-Kasse for at least 1 year.

Benefits can be received for a maximum of 2 years in total, and membership ends at the age of 65. You can receive up to 90% of your income from your previous employment. The benefits are paid out every 3 or 4 weeks.

Minimum wage

Thus, employment conditions are widely regulated by collective agreements reached by the various players in the labour market, for instance, they determine working hours, minimum salaries and terms of notice. For example, there is no legally stipulated minimum wage in Denmark. The aforementioned parties have the responsibility of upholding these collective agreements.

The system of laws governing the labour market is underpinned by the fact that 60 percent of Danish workers are members of a trade union. Foreign workers and companies can also become members of the Danish organisations.

In Denmark, it is only in exceptional cases that labour market conditions are regulated by law.

Social security

If you are not insured, Denmark has Social security, the amount received is less than that of unemployment benefits, but there is still the same responsibility for the Job seeker. There is no limit for how many years you can receive Social security for in Denmark.

State pension

When someone is over 65 years, they can receive the State pension. The right to a state pension and the amount of such a pension depend upon how long they have resided in Denmark.

The Danish state pension is paid by the state to persons over 65 years of age (gradually raised to 67 years for persons born after 1958).

A person must have lived in Denmark for 40 years after turning 15 years old in order to be entitled to a full state pension from the Danish state.

DISABILITY / EARLY PENSION

If a person's working capacity is permanently reduced and they cannot assure themselves from any kind of paid work. (No pension is awarded if it is likely that the insured's assessed working capacity can be improved through rehabilitation or other measures). They can get Disability/ Early pension. To be entitled to this pension, they must have at least three years of residence from ages 15 to 65 (Danish nationals) or at least 10 years of residence or be covered by a reciprocal agreement (foreign nationals).

HOUSING

The Danish housing stock has improved considerably over the past fifty years or so, and on average Danes have good dwellings with ample space. However, there are hard-pressed groups in the Danish housing market, just as there are great differences between the impact of the various housing types on the welfare and financial situation of individual residents.

Social housing is a cornerstone in the Danish welfare society and is accessible for all households. By law, social housing must be rented at cost rents, which are based on historical costs; rents do not respond to market forces. Social housing aims to provide good standard, secure and affordable housing for all. It especially addresses the housing needs of lower-income households.

In 2013, there were registered 5.892 Homeless in Denmark in a Homeless count. In addition to the lack of housing, the homeless people in Denmark also have a range of abuse, social, economic, psychological and/or physical needs. This means that both a residential and social and therapeutic interventions are often necessary in order to achieve a stable housing situation.

According to the law of Social Services § 110 the municipal council shall provide temporary accommodation for people with special social needs that have not, or cannot stay in their own homes, and are in need of housing and the offer of activating support, care and follow-up help. The temporary offer is usually in the form of a stay in a homelessness hostel.

In Denmark we work according to the method of Housing First, this means that permanent housing solutions for the homeless combined with the necessary social support is the “major goal”.

THE DANISH HEALTH CARE SYSTEM

Denmark has a comprehensive public health care system, including doctors, medical specialists, hospitals, health service, home care, health visitor services, paediatric dental care and more. The Danish health care system is based on the principle of equal access to the health care system’s services for all citizens.

Municipality or Region?

The municipalities are responsible for preventative health care programmes for children, home nursing, health visitor services, paediatric dental care and in-school health services. The municipalities issue health insurance cards and administer citizens’ choice of doctors (GP) and health insurance scheme group. The five regions are responsible for operating the hospitals and psychiatric treatment in the regions.

Public Health Insurance

Citizens are automatically entitled to public health services once they are registered in Denmark and have a CPR number and yellow health insurance card.

CPR number: The [Danish](#) personal identification number is a [national identification number](#), which is part of the personal information stored in the [Civil Registration System](#).

The health Insurance card is handled by the municipal authority and is proof that the citizen is entitled to public health treatment. The card states an individual’s name, address and CPR number and the name and address of the GP.

Citizens must take their health insurance card with them when they visit the GP, dentist, hospital accident & emergency or in the event of hospitalization, as well as when they travel outside Denmark. The health insurance card provides cover if they fall ill or have an accident while travelling in Europe as long as the trip is for pleasure and they are away for less than a month.

The Danish Public Health Insurance does not cover dental care, so if an individual is not privately insured a visit to the dentist can be quite costly.



1.4 THE ITALIAN WELFARE SYSTEM

The Italian Welfare System presents very specific characteristics that are the result of its history. Italy shares the main features of its social protection system with other Mediterranean countries: Spain, Portugal and Greece. Together they form the so called “Southern European Model” – or “Mediterranean Model”.

THE MAIN FEATURES OF THE ITALIAN SOCIAL PROTECTION SYSTEM

The Italian model has been traditionally characterized by some specific features:

1. It is a familistic model: the family is seen as a “social security cushion”. Families often help by providing “private welfare” to their members;
2. This system provides the protection of the breadwinner’s job and it protects him/her against dismissal and sickness. It was once used to keep up breadwinners’ income. In this model women have the classical role of staying at home and taking care of the children, and there is an informal support network mainly made up of family members and relatives. The system mainly protects employees (insiders) and it omits temporary workers (outsiders);

3. It is characterized by a low spending level on Social Security: there are very low expenditures on family and housing policies and on other social benefits; instead the expenditure is aimed at pensions and healthcare with high expenditures.
4. Non means tested and cash benefits are the main form of benefits. Benefits in kind are about one third of the benefits paid in cash. The limited presence of the State as Social Welfare provider, especially as regards social services, gets services to be provided by both public and private providers, both profit and non-profit (the so-called welfare mix);
5. Healthcare is universally provided, except for the payment of some contributions (the so-called tickets) that are requested from well-off citizens for some Healthcare services;
6. Funding comes from private contributions and from taxes. The pension component is based on Social Contributions, while the social security part is funded by State Contributions, that is to say, by taxes. This pension system is similar to the “continental corporate welfare system” being based on contributions and on job positions;
7. The Italian Social Protection System is characterized by big regional differences, especially between northern and southern regions.

Social Protection expenditure

The composition of the Social protection expenditure in Italy provides a clear picture of the structure of the Welfare State in Italy.

Data concerning Social Protection by functions (EUROSTAT, 2011) shows that in Italy the total expenditure is not much lower than the EU average, though the analysis of each component shows that very high expenditure (the highest in Europe) is allocated to pensions (Old age and Survivors), 61,3%, quite high expenditure are spent on health (Sickness, Health and Disability), 30,6%, Unemployment benefits are low, 2,9%, and social benefits expenditure is very low, especially for family policies, 4.8%, and for housing and social exclusion, 0,3%.

Much research and reports say that that the Italian Welfare System is mainly focused on the last part of the life cycle, measures are very fragmented and the impact on the reduction of poverty is not very effective.

BENEFITS, SCHEMES&MEASURES

Unemployment benefits

Cash transfers based on contributions

Unemployment has been primarily faced with governmental benefits, in the form of cash transfers based on contributions (indennità di disoccupazione). To obtain up to 40% of the previous wages (for a maximum of around 1000 € monthly in 2007) for up to seven months, a worker must have been previously employed and enrolled for the insurance, and paid contributions for at least 52 weeks in the previous two years.

Redundancy funds since 1947 and with reforms in 1975, cash benefits are also provided as shock absorbers to those workers who are suspended or who work only for reduced time due to temporary difficulties of their factories.

This institute, the Redundancy Fund (Cassa integrazione guadagni, CIG), aims to help the factories in financial difficulties, by relieving them from the costs of unused workforce, supporting those workers that might lose part of their income. Workers entitled to the Redundancy Fund receive 50% of their previous wages (80% before 1988), up to a maximum level established by law, and their contributions for pensions are taken for paid. The Ordinary Redundancy Fund applies for temporary events not attributable to the employer or to the workers, like a temporary market crisis. It applies for a maximum of twelve months in the last two years, for a maximum period of three consecutive months.

The Extraordinary Redundancy Fund applies, at the contrary, to other cases in which the production completely stops, or for long periods and also due to the employer's decisions, after the authorization of the Ministry of Labour, such as industrial reorganizations, technological unemployment, crisis of the sector, bankruptcy, etc. It applies only to companies with more than 15 employees, and only to employees with more than 90 days of previous employment; it needs a preventive communication to trade unions, with which the employer has to make a common examination of the situation and to create a project to manage the consequences for workers. The period of application of the Extraordinary Redundancy Fund varies according to its causes, but cannot be more than 36 months in a period of five years.

Mobility allowances

If the Redundancy Fund doesn't allow the company to re-establish a good financial position, the workers can be entitled to mobility allowances (Indennità di mobilità); if they have a continuative employment contract and they have been employed in the previous twelve months. Other companies are provided incentives for employing them. The period of mobility allowance is up to 12 months; 24 for workers with more than 40 years of service, 36 for workers with more than 50 years of service; it can be raised also for workers from depressed areas such as the South. To remain entitled to allowances, the worker cannot refuse to attend at a formation course, or to take over a similar job with a wage that is at least 90% of the previous job, or to communicate to the Social Security Board that they have found a temporary or part-time job.

In the Italian unemployment insurance system all the measures are income-related. The basis for entitlement is always employment, with more specific conditions for each case, and the provider is almost always the state. The Italian system takes into consideration the economic situation of the employers, and aims to relieve them from the costs of a crisis. In general, the unemployment insurance system in Italy can be seen as weak; even differentiated, it does not cover all citizens with a needs. Moreover, it suffers from generational gaps in fact occupational social programmes are also elderly-oriented because their core constituency of labour market insiders is an ageing one: the most generous benefits (CIG and mobilità) go to older workers, while most of the unemployed people in Italy are under age 30. The labour market is much segmented between protected workers, employees and persons with other more precarious form of contracts that do not have the right to have social protection.

Services/Benefits for the elderly and disabled persons

They include services provisions and monetary benefits.

The former refers to residential services, part-residential services, home care assistance,

recreational services and services for the promotion of the elderly.

The latter covers the following:

- accompaniment allowance: it is given to non self-sufficient people and is non means-tested; This is the one social monetary allowance that is provided universally to persons that are not able to be autonomous and need continuative assistance (2003: 431 € per month). Considering the demographic evolution, this measure has become more and more relevant as a form of social protection for non self-sufficient elderly;
- care allowance: it is a cash contribution given to elderly people or to their relatives;
- vouchers for the acquisition of social services: they are provided by municipalities (upon the user's request) and give the right to buy services from certified public or private service suppliers. Services aimed at this part of the population appear to be inadequate and need improvement, especially if we consider the constant ageing process of the population. The inadequacy of services and benefits aimed at answering the problem of home care assistance of the elderly and of children drive Italian families to turn more and more to immigrant workers ("Badanti" and "Colf"), producing the so-called "Parallel Welfare System" phenomenon (about 40% of them work completely without any social protection).

Family and children allowances

Support to families is still very small in Italy. Most of the social support is means-tested and is made up of benefits in kind, mainly represented by child day care for children that are over 3 years old of age.

In Italy there are also some small monetary benefits like family or child allowances. However, child care benefit is not universal.

Social Exclusion and Housing benefits

In Italy social benefits for social exclusion and housing are rather limited when compared to the European average despite the fact that housing is becoming a greater and greater problem. In fact, the total cost that Italian families have to bear for their housing has been steadily increasing over the years and house expenditure is eroding an increasing part of their income. This is particularly true with regard to big cities, where there is a lack of housing to rent, social housing is limited and rents are very high. In this respect the citizens more at risk are the elderly, young couples, families with one income, young workers and immigrants.

Poverty benefits

Benefits for helping people not to fall into poverty can be divided into Insurance related measures and assistance measures.

Insurance related measures:

Family cherub: cash transfer given to families of employees or pensioners that have a total annual income under 11.700 €. The amount depends also on the number of components of the family (from 250 up to 359 €).

Integrative pension: Is a cash benefit provided to citizens receiving a low pension (in

2003 it was given to people with a pension under 5.227 e per year).

Invalidity pensions: it is provided to workers that paid contributions for at least 5 years. The person's invalidity must be certified by a doctor.

Assistance measures

Civil invalidity pension and assistance check: these measures do not require the payment of contributions. The pension is provided to citizens not able to work with a total annual income under 13.100 €. The cherub is given to persons that are invalid to work by 74% and have an annual income under 3.850 €. When they turn 65 they start receiving the invalidity pension.

Social pension: Is a minimum income scheme for persons that are over 65 and do not have the right to receive a retributive pension, not even the minimum. Persons receive up to a maximum of 3.846 € per year, In Practice this is progressively lower depending on the income of the person.

Minimum income scheme

Italy is one of the two EU countries (the other one is Greece) which does not have a Minimum Income Measure (intended as a universal and selective measure on a national basis) in order to assure a basic level of social protection to the poorest people in the population.

It has been experimented in municipalities located in Southern Italy but never implemented in the whole country. While waiting for a national decision on a minimum income measure, some Regions and some autonomous Provinces, usually pressed by the Municipalities where the Minimum Income Measure had been piloted, decided to introduce a minimum income scheme at local level.

1.5 LITHUANIAN WELFARE STATE

INTRODUCTION

Lithuania can be called a post-Soviet welfare state. Lithuanian social insurance programs are quite broad, but their level is low. Pensioners receive small pensions, the other social benefits are also low, but health care and secondary education are available for everyone (J.Aidukaitė, The Emergence of the Post-Socialist Welfare State, 2004)

The social security system of Lithuania comprises two main branches, which are social insurance and social assistance based schemes.

Social insurance comprises: pension insurance, sickness and maternity insurance, unemployment insurance, health insurance, labour accidents and occupational diseases insurance.

The main social assistance cash benefits include: social pensions, family benefits, funeral benefits, social benefits and compensations of expenses (for heating, cold and hot water supply, etc.)

The system of social services complements the non-insurance part of social security.

Lithuania also has several special schemes related to social security. The main benefits under the special schemes include pensions for merited people, pensions for persons, who have been persecuted in the past, special pensions for servicemen, scientists, actors, etc.

Social security is financed from several sources: the social insurance part is financed from the extra-budgetary State Social Insurance Fund; health insurance is financed also from an extra-budget, the Health Insurance Fund; social assistance and special schemes are financed from the State and local budgets.

UNEMPLOYMENT

In 2014, 8.9 percent of the working age population was registered as unemployed (162,3 thousand), 20.1 thousand unemployed applied the local labour exchange offices.

The main law on unemployment issues is the Law on the Support of the Unemployed (13 December, 1990, revised 1 February 1996). The Law on State Social Insurance defines unemployment insurance as a branch of social insurance.

Unemployment insurance

Unemployment insurance benefit is paid to the unemployed person registered with a regional labour exchange, who have not received from the labour exchange any job offer in line with their professional or occupational qualifications and health status or any active labour market measures, provided that:

- before registering with the labour exchange, such persons had paid unemployment insurance contributions for at least 18 months in the past 36 months;

- they were made redundant at the employer's initiative without any fault on the employee's part or owing to causes beyond the control of the employee or owing to the employer's bankruptcy;
- they have just completed compulsory military or alternative service or have been released from such service after serving at least half of the obligatory time.

Unemployment insurance benefit can be paid from a minimum of 6 months up to a maximum of 9 months, depending on the number of years for which unemployment insurance contributions have been paid before they registered with the labour exchange. If the claimant is within five years of retirement age, the payment of unemployment insurance benefit is extended for an additional 2 months.

Unemployment insurance benefit consists of two parts – a fixed part and a variable part.

The fixed part of the unemployment insurance benefits the amount of income eligible for State support in the relevant month (at present, LTL 350), while the variable part is calculated on the basis of the claimant's previous income.

For the first three months, the unemployed person receives the total amount of unemployment insurance benefit, for the rest of the time; he or she receives the fixed part of the unemployment insurance benefit and 50% of the variable part. The unemployment social insurance benefit paid during each of the above periods may not exceed LTL 650.

Labour Exchange

Lithuanian Labour Exchange is an institution under the Ministry of Social Security and Labour in charge for the implementation of the public population employment guarantees on the labour market and is directly subordinate and accountable to it.

Services for jobseekers provided by Lithuanian Labour Exchange: information and counselling, employment intermediation, individual action plans, subsidized employment, support for the acquisition of professional skills, job rotation, public works, support for self-employment, support for territorial mobility, e. services, profiling services, vocational training, non-formal education, formal education, vocational training providers, vocational rehabilitation, services providers, the updated information on the implementation of the Vocational rehabilitation programme, EU migrants' social security and integration of the disabled.

Services for employers provided by Lithuanian Labour Exchange: information, employment intermediation, vocational training, subsidised employment, support for the acquisition of professional skills, public works, job rotation, subsidies for job creation, support for self-employment, local initiatives for employment, social enterprises, list of social enterprises, government support, supervision of social enterprises, E. services, employment of foreigners in Lithuania, procedure for issuing work permits for foreigners and employment of high-skilled professionals.

Social enterprises (supported employment).

In 2004, the Law on Social Undertakings drafted by the Ministry of Social Security and Labour was adopted. It was aimed at supporting employment, especially among people who have difficulties adapting to changes in the labour market. These include the disabled, long-term unemployed, pre-retirement age individuals, ex offenders and single

parents raising young children. One of the key goals of social undertakings is to support the return of these individuals to the labour market and their social integration and to reduce their social exclusion.

A social enterprise of the disabled has features of a social enterprise, however, its employees, where they are attributed to a target group of the disabled, must account for not less than 50 per cent of the annual average number of employees on the staff list.

The employment contract with the employee from the target group must aim at retaining the individual with limited capacity to work, for as long as possible so that he can acquire the necessary labour skills.

The following types of state aids are available to social undertakings: partial reimbursement of wages and state social insurance contributions, subsidy for job creation, adaptation of workplaces for the disabled and acquisition or adaptation of their work tools and subsidy for training the employees from target groups.

In addition to these types of state aid, additional state aid is available to social undertakings of the disabled includes the following: subsidy to adapt the working environment, production and leisure facilities for the disabled employees, subsidies to reimburse the additional costs of administration and transport and the costs for the assistant (sign language interpreter).

POVERTY

Minimum and Average Wage

The minimum wage since 2014 October 1st is 1035 LTL (300 EUR), it is 874,74 LTL (253,34 EUR) after taxes and contributions. The average gross monthly wage at the end of 2013 was 2305 LTL (667,57 EUR).

In 2013, 20.6% Lithuanians were living below the at-risk-of-poverty threshold, which was LTL 811 (EUR 235) per month for a single person and LTL 1,703 (EUR 493) per month for a family consisting of two adults and two children under the age of 14.

In 2013, the at-risk-of-poverty rate for persons aged 65 and older stood at 19.4%. The average old-age pension paid in total LTL 815.6 (EUR 236.2). It means that old-age pensioners living alone and receiving at least LTL 5 (EUR 1.45) lower than the average old-age pension found themselves below the at-risk-of-poverty threshold.

Statistics shows that in Lithuania, as in other EU member states, not only the unemployed households are at the risk of poverty but also the household where the main income source is derived from working. In 2013 according to Eurostat workers accounted within the at-risk-of-poverty rate was 9,1 percent.

Social assistance pensions

Social assistance pensions are paid to disabled children; individuals recognised as fully or partially incapable for work below the age of 24 (and below 26 in some cases); parents, guardians and carers who, are at least 15 years of age, care at home for a disabled person with a special need who would need constant nursing or care (assistance); mothers who had given birth to and raised five or more children till the age of 8; other persons not listed above who lost their capacity for work.

Target compensations of nursing and care (assistance) costs

Target compensations of nursing costs are paid to children with severe disabilities; individuals who have lost 75–100% of their capacity to work; individuals who have reached the age for the old-age pension. The special need for constant nursing must be established for these individuals.

Target compensations of attendance (assistance) costs are awarded to disabled children and people who are rated as incapable or partially capable of work, having lost 60% or more of their capacity for work or individuals who have reached the pensionable age.

The special need for constant care (assistance) must be established for these individuals (except for disabled children).

Social assistance pensions for orphans

Social assistance pensions for orphans are paid to the children of the deceased or a person declared as deceased according to the procedure established by law.

Social assistance compensations

Social assistance compensations are paid to: parents (adoptive parents) who care at home for the disabled children or children with group 1 or 2 disability since childhood or who developed group 1 or 2 disability before the age of 18, for at least 10 years before 1 January 1995; mothers who gave birth to five or more children before 1 January 1995 and raised them until the age of 8.

Social assistance compensation is paid to these individuals when they are five years younger than the old-age pension age or are recognised as fully or partially incapable for work.

HOUSING

The average rent prices in 2014 were 1100 LTL (318.58 EUR) in Vilnius, 720 LTL (208.52 EUR) in Kaunas, the second biggest city, and 950 LTL (275.14 EUR) in Klaipeda, the third biggest city.

The average housing cost in Vilnius city is app. 3600-4450 LTL/m² (1042,63-1288,81 EUR/m²).

Responsibility for the housing sector is horizontally dispersed across seven ministries (Environment, Finance, Social Security and Labour, Economy, Agriculture, Justice and Interior). The ministries pass the laws which govern housing and the local authorities are in charge of ensuring the provision of social services to their citizens in need. More specifically, the Ministry of Environment is the main institution which formulates housing policy and the Ministry of Social Security and Labour leads the responsibility for the homeless. Under the Constitution, the municipalities are autonomous in respect to the development of local policy. Hence, it is sometimes the case where, due to lack of resources, one can identify regional disparities in the quality of social service and the infrastructure of services etc.

Social housing

The purpose of social housing is to provide housing to low-income people (families). The category of social housing excludes employee accommodation, dormitories, homeless hostels or treatment or custody (care) home facilities. In late 2007, the social housing fund accounted for 2.8 per cent of the total domestic residential fund. The Lithuanian Housing Strategy provides measures to increase the part of the social housing fund from 2.4 per cent in 2004 to 4-5 per cent in 2020.

In 2014 there were 27,8 thousands persons living in social housing and another 32,5 thousands waiting for it. The waiting list has grown 3 percent. The average waiting period for a social housing unit may be up to 20-30 years.

The increasing need for social housing created new measures which have been taken to address this issue. In 2013, legislative amendments were adopted that provided reimbursement of 80 per cent of the difference in private and social housing rent for persons (families) who have the right to social housing and who rent accommodation owned by individuals or legal entities.

Municipalities manage the list of families and persons entitled to social housing. The list includes: young families, families with three or more children, former orphans and people who left home without parental care or their families who, upon the expiry of the period of care or imprisonment, are under 35 years of age, disabled persons and families with disabled individuals, tenants of social housing who are entitled to improvement in their housing conditions.

The priority is given to former orphans and persons left without care.

HEALTH AND CARE

The Law on Health Insurance and other legal acts of Lithuania establish a compulsory health insurance model based on the principles of universality (obligation) and solidarity. It provides the possibility for insured persons to receive individual health care services financed from the Compulsory health insurance funds (CHIF) budget.

Healthcare, covered by CHIF: individual health care services provided on the primary, secondary and tertiary levels of health activities, compensation of costs of prostheses and costs related to the acquisition of prostheses, reimbursement of expenses, related to medicines and medical aid equipment, state assistance in acquisition of orthopaedic devices, preventive medical assistance, medical rehabilitation, nursing care and social services.

The costs of individual health care services are covered from the budget of the CHIF according to the lists, approved by the Ministry of Health.

In order to get healthcare services patients should always turn to their family practitioner in the first instance. If the family practitioner decides that it is necessary, then they will make a referral to a specialist and that consultation will also be covered by CHIF.

The admission to the hospital takes place with the referral issued by a family practitioner or specialist. Only in the case of an emergency can a patient go directly to hospital.

The patient has the right to choose a primary health care facility and doctor, as well as secondary or tertiary care facility and physician.

If patients, entitled to free health care services, on their own initiative choose the more expensive services, materials or procedures for these services, they cover themselves the difference between the actual price and the free service.

The necessary medical assistance in public health care bodies is provided free of charge to all permanent residents of Lithuania irrespective of whether or not they have mandatory health insurance and irrespective of the number of visits paid by the patient to the health body during a calendar year or their place of residence.

DISABILITY

At the beginning of 2014 there were 253,7 thousand people with some kind of incapacity for work and who received social insurance pensions.

According to EU SILC data for 2009, compiled by ANED, the employment rate for disabled people (aged 20-64) in Lithuania was 38.2%, compared to 73.2% for non-disabled people (33.4% for disabled men and 41.8% for disabled women). The unemployment rate was 17.0% and the economic activity rate 46.1%.

Social integration of the disabled and the quality of their life in society are ensured through measures such as the adaptation of housing, payment of target compensations, support for disabled students, provision of technical aids, and promotion of tolerance. The projects of social rehabilitation services in the community and support of association activities, targeted at the integration of the disabled, are financed. When implementing the projects, accessibility of services to the disabled is developed, self-sufficiency of the disabled is enhanced, and the role of the non-governmental sector is strengthened.

State social insurance pensions for incapacity for work

State social insurance pensions for incapacity for work ("disability pensions" until 1 July 2005) is the major type of social security in cases of disability.

Pensions for incapacity to work are paid to individuals who fulfil the requirements stated by law, depending on the individual's age.

The capacity for work level is not established for individuals who have attained the retirement age (age for old-age pension).



1.6 SPANISH SOCIAL WELFARE SYSTEM

Spain belongs to the Mediterranean or Southern European Welfare State model like Italy, Greece and Portugal.

The main public services provided are health care, education, family support: infant schools, home assistance, old people homes, other social services, and support for the house. The main social transfer is concentrated on pensions.

The normative interventions are focused on the investment to improve the worker, resident or consumer's conditions and public interventions are directed to produce jobs in the private or public sectors.

THE LABOUR MARKET

In Spain employment is not anymore a protector against poverty. Increasing employment precariousness is emerging and the working-poor phenomenon is widespread

The labour market is very segmented between autonomous and employed workers by external companies and more and more companies are forcing the workers to become

autonomous as workers, in this case, pay their own Social Security, and not to have paid holidays as well as extra-payments

Social security: Social Security gives some covers, the most important being health care and pensions. Most of the treatments are included or financed, for example medicines. Even expensive treatments like cancer are included. Teeth revision, tooth decay and these types of intervention are not covered.

Pension can be achieved after working 38 and a half years a person can retire as long as they are also between 65 or 67 (from 1st January 2013 to 2027) years of age.

Low salaries: Most workers are called the “one-thousand eurosers” because they earn that. The cost of living is very high but their salaries have been “frozen”.

There is an inter-professional minimum wage depending on the job categories of the worker (645.30€ is the minimum for the full-time jobs). The full time jobs are 40 hours a week, and then there are plenty of options for part-time jobs.

After giving birth, employed mothers can take four months of maternity leave to look after their baby or babies, while fathers can take 15 days.

UNEMPLOYMENT

1-Insurance

Spain has a relatively high unemployment rate: one fourth of the active population. The last data (2014) reveals 25% of people are not working in the Labour Market.

In order to receive unemployment benefit an unemployed person needs to have been working for at least one year and the amount of money they receive depends on their previous contributions, on their previous salary as well as on the type of job: full time or part time.

There is a maximum of 2-unemployment years. After that period, the beneficiary can apply for a subsidy if they are in extreme conditions (i.e. loan child with no help from their parents).

Any type of measure promotes the active participation and training so that the unemployed person can engage in future work opportunities. These measures can be: from improving their Curriculum Vitae to offering training to improve their employability skills. These activities are carried out by the National Agency for Employment and the associations which supervise and run the courses.

POVERTY

Spanish society is suffering a deep poverty situation according to the AROPE indicators that measure situations of vulnerability both economic and social. There are three indicators which mark the possibility of being trapped in this situation.

-Homes whose incomes are under the 60% of the median of incomes equivalent in the homes.

-Proportion of people who suffer from severe material deprivation in four of the nine items defined in Life Condition Surveys. The nine items are homes that cannot pay:

- **the rent or the mortgage**
- **keep their house warm**

- **face unexpected expenses**
- **eat meat, fish, chicken or the equivalent vegetables at least every two days.**
- **Take a holiday at least one week a year.**
- **a car**
- **a washing machine**
- **a TV**
- **a phone (fixed or mobile phone).**

-Proportion of homes with low or very low intensity of job.

Madrid community has a better economic situation at the beginning of the current financial crisis than the rest of the autonomous communities in the country, having better industrial networks and as its inhabitants were a higher skilled workforce. From 2011 to 2013 there has been an enormous rise of social exclusion and poverty conditions. The deterioration of families with vulnerability has been vertiginous making deeper the difficulties they have had and the financial cuts have made surviving more difficult while at the same time inequality has increased.

Spain has a general measure called RMI which is a minimum income measure that can have different names depending on the community. In Madrid Community there is a special aid called RMI (Minimum Rent). This type of compensation is a basic salary which varies depending on the number of children in the family. The maximum is 532.51 euros in 2014. This is an extreme measure focused on insertion when the head-member of the family cannot receive any type of income related to: job, pension or social protection. The beneficiaries must sign a compromise, declaring they will engage in attending vocational training or social skills courses in order to more easily find a job.

Unemployment has affected to the main support of the house, a great difference in comparison to the 90s crisis, which affected second incomes and complementary incomes.

In Madrid Community 1.078.354 people live with less than 484€ per month. 759.314 people find themselves in extreme poverty and live with less than 242€ per month. Women are more affected in this category than affected.

Poverty and unemployment are related also to school abandonment, which is at the moment a very significant phenomenon.

HOUSING

Before the 2008 crisis the price of the housing had a sharp increase. Houses were sold without taking care of the interest because banks gave any type of credit; but then, people lost their jobs and could not afford the mortgage. A lot of people have been evicted and houses significantly lost their value, their roots and tried any effort to start a new life. In Spain a movement against eviction started and succeeded in stopping eviction of families with children. Banks have thousands of empty flats of their own possession; families have been divided in different houses, and some of them are living on the streets.

There are some day centres that support people who live on the streets. They receive dinner and a place to sleep but they have to leave early in the morning. There are public

showers also, but this solution is transitory, and some of them declare that the service is dangerous because there are fights at night and high risk of being robbed.

Housing in Spain has a long path ahead of it to achieve the levels of some European countries.

Some people have been forced to move back home and live with their parents. Those who were evicted have to continue to pay the mortgage on the home they have lost, which makes it impossible for them to take the opportunity to start again create a new life. Some houses are in bad conditions with damp walls in winter which provoke pneumonias and breathing illnesses. Some bedrooms are sub-rented and shared with other members. The identity of families is lost.

Housing policies offer low-rent flats (Flats of Social and Official Protection) but there are usually extreme requirements for people who have nothing and have never lived in a community or are excluded. Some people pay about 60€ per month and besides these expenses, there are payments for gas, electricity and water.

HEALTH

This issue is supposed to be covered by Social Security that covers people that have a job. In this case also their spouses and children can have access to public healthcare system. In case a Spanish citizen is not self-sufficient the State is obliged to provide him/her with this service. Medicines, operations and treatments are covered by this Public Service, the problem is that due to the financial cuts the services are not able to provide their service.

There have been some cases of immigrants without legal documents who have not been attended in the centres, the situation is getting harsher day by day. The Social Security service is financed by the 17 communities and by the 2 autonomous cities which exist in Spain, it means that some communities have better conditions and can enjoy some privileges, the waiting time has significant differences and the best specialists can usually be found in Madrid and Barcelona.

DISABILITY

In 2013 year the aid to dependent people was drastically reduced and in some cases even stopped completely. Some people had to stop working to take care of their relatives.

Disability pensions exist, from mental to physical and its amount depends on the degree of incapability. The working policies promote the insertion of people in the Labour Market with the objective to make these users become self-sufficient, but of course this is not always achieved and most of them depend on their relatives.

The economic situation makes very different the situation of one family to another one because only a few families can afford private and continuous treatments.



1.7 UNITED KINGDOM & NORTHERN IRELAND

BENEFITS IN THE UK OVERVIEW.

The UK's benefit system has been defined as a liberal welfare state system (Esping-Andersen 1990; Ferragina and Seeleib-Kaiser, 2011). The modern welfare state of the UK was created in 1906 when the welfare reforms of the then Government became the foundation blocks of the modern welfare state. In 1942, the "Beveridge Report" laid out the then Government's intention to fight the "Giant Evils" in society. These "evils of society" being Squalor, Ignorance, Want, Idleness and Disease. The reforms set out a flat rate insurance scheme that would ask workers to contribute throughout their working lives and in return the state would provide free health care, unemployment and retirement pensions from "cradle to the grave".

The current rate for of national insurance contributions (May 2014) is 12% of any weekly earnings between £153.00 and £805.00 and then 2% of any weekly earnings over £805.00. These contributions are taken directly out of the employee's wages by their employer.

NATIONAL HEALTH SERVICE.

The National Health Service (NHS) provides comprehensive health services, the majority of which are free at the point of use to those people that are legally resident in the UK. The UK Government spent a combined total of £120 billion on the NHS in 2012-2013.

Foreign nationals have a right to free treatment, if they have been legally resident in the UK for over 12 months, or have recently taken up permanent residence or an asylum seeker. Citizens of the EU are also able to utilize the NHS services free of charge on production of their European Union Health Card through reciprocal arrangement with their country of origin.

UNEMPLOYMENT BENEFITS.

The UK Benefit System is a complex and complicated beast. There is a desire by all political parties to simplify the whole system and a new system of “Universal Benefits” is being piloted to replace the current system of Jobseeker’s Allowance (JSA) and Employment Support Allowance (ESA).

Jobseeker’s Allowance is a form of unemployment benefit that is paid by the UK Government to unemployed citizens that are also actively seeking work. To claim this benefit, an individual must state that they are actively seeking work by signing a job seekers agreement and then sign on at a “Job Centre” every two weeks to certify they are still actively seeking work. Claimants would be asked to evidence this activity including details of: jobs applied for, what newspapers they have been searching for work in, how many times they have visited the Government’s job pages, how many businesses they have telephoned and what else they have been doing to get work.

After 1 year unemployed, claimants will be referred to the Work Programme. The Work Programme is a Government welfare-to-work programme using public sector, third sector and private sector companies to assist the unemployed back into work. The Government will then pay these organisations using a payment by results model.

In 2013-2014,

JSA (aged under 25)	£56.80
JSA (aged over 25)	£71.70

Employment Support Allowance is also a form of unemployment benefit that is paid in the UK to those that are currently unable to work due to illness or disability. Claimants are asked to attend a Work Capability Assessment (WCA) to assess their ability to participate in some form of work and if able to work what changes may need to be made to the work environment. These WCA are carried out by a private contractor and utilises a questionnaire format that are carried out by a non medical practitioner.

In 2013-2014,

ESA (Assessment phase under 25)	£56.80
ESA (Assessment phase over 25)	£71.70

If the claimant is assessed in being able to go back to work in the near future then the claimant would get an additional payment (post assessment):

ESA Work Related Activity Component £28.45

If the claimant is assessed to not being able to return back to work in the near future then the claimant would not get this additional payment but a different payment:

ESA Support Component £34.80

STATE BENEFIT.

The Basic State Pension is part of the UK Government's pension arrangements and offers a weekly pension to men on reaching the pension age of 65. The arrangements for women are currently in the process of moving from 60 to 65. The Government aim is for the State Pension Rate to be moved to 67 for both men and women by 2034.

In 2013-2014,	
State Pension Rate (single person)	£110.15 a week.
State Pension Rate (couple)	£176.15 a week.

HOUSING BENEFITS.

Housing Benefit is a means tested benefit that aims to assist the unemployed and those on low incomes to help meet their housing costs on rented accommodation and is currently paid by the local government. Housing Benefit will only meet pure rental costs and not other cost associated with the property.

The level of rent that can be claimed in housing benefit has been set at a 30th percentile of rent in the area up to a maximum of £400 per week. In addition to this the age that a claimant can claim for a 1 bedroom flat rather than a room in a house is 35 years of age.

Housing Benefit cost the UK Government £23.8 billion in 2013-2014.

THE BENEFIT CAP.

The Benefit Cap was introduced by the UK Government in 2012, with the aim of holding down the spiralling costs of UK's benefits. The cap puts a weekly maximum figure for the total amount of benefits couples and individuals can claim each week.

In 2013-2014,	
Couples/Loan Parents (weekly benefits)	£500.00
Single (weekly benefits)	£350.00



2 DEFINITION OF SOCIAL ECONOMY

The social and economic phenomenon that we refer to in this work as the Social Economy (SE) is widespread and in expansion across the EU. The main characteristic that all SE organisations share is that they are organisations of people who conduct an activity with the main purpose of meeting the needs of persons rather than remunerating capitalist investors. However, this term can be ambiguous across countries and the research concerning social enterprises is hindered by a lack of standard statistical information and universally acceptable definitions. It is necessary to establish a clear and shared working definition of the social economy and of the different classes of companies and organisations that form part of it.

This study adopts the following definition focusing on the behaviour of the actors and the traditional principles and characteristic values of the SE rather than the legal and administrative definition. It has been formulated by the International Centre of Research and Information on the Public, Social and Cooperative Economy (CIRIEC), on the basis of the criteria established by the European Commission's Manual for drawing up the Satellite Accounts of Companies in the Social Economy, which, in turn, corresponds with the definitions formulated in recent economics literature and by SE organisations themselves.

Definition of social economy ¹

The set of private, formally-organised enterprises, with autonomy of decision and freedom of membership, created to meet their members' needs through the market by producing goods and providing services, insurance and finance, where decision-making and any distribution of profits or surpluses among the members are not directly linked to the capital or fees contributed by each member, each of whom has one vote, or at all events take place through democratic and participatory decision-making processes. The social economy also includes private, formally-organised organisations with autonomy of decision and freedom of membership that produce non-market services for households and whose surpluses, if any, cannot be appropriated by the economic agents that create, control or finance them.

According to this definition, the shared features of the organizations in this sector are:

- Private: not part of or controlled by the public sector.
- Formally-organised: usually with a legal identity.
- Autonomy of decision: the organisations have full capacity to control their activities and governing bodies.
- Freedom of membership: joining them is a voluntary act.
- Any distribution of profits or surpluses is not proportional to the capital or to the fees contributed by the members but to their activities or transactions with the organisation.
- They pursue an economic activity in its own right, to meet the needs of persons, households or families. For this reason, SE organisations are said to be organisations of people, not of capital. They work with capital and other non-monetary resources, but not for capital.
- Democratic organisations. With few exceptions, SE organisations usually apply the principle of "one person, one vote" in their decision-making processes, irrespective of the capital or fees contributed by the members, and they always employ democratic and participatory decision-making processes. However, the working definition of the SE also accepts the inclusion of voluntary non-profit organisations even if they do not possess a democratic structure, as this allows very prominent social action third sector organisations that produce social or merit goods of unquestionable social utility to be included in the social economy.

This definition comprises two major sub-sectors:

1. the market or business sub-sector
2. the non-market producer sub-sector.

This classification is useful for analysing economic activities, in accordance with the national accounting systems, even if from a socio-economic point of view there is permeability between the two sub-sectors and close ties between market and non-market in the SE.

The market sub-sector of the social economy includes cooperatives and mutual societies, business groups controlled by cooperatives, other similar companies and certain non-profit institutions serving SE companies.

¹International Centre of Research and Information on the Public, Social and Cooperative Economy (CIRIEC), The Social Economy in the European Union, 2007

These share three essential characteristics:

- They are created to meet their members' needs through applying the principle of self-help.
- They are market producers: their output is mainly intended for sale on the market at economically significant prices.
- While they may distribute profits or surpluses, this is not proportional to the capital or to the fees contributed by the members, but corresponds with the member's transactions with the organisation.

Generally referred to as social enterprises, they are engaged in producing goods and/or services, have a high degree of autonomy and a significant level of financial risk, use paid work and are market oriented, meaning that a significant proportion of the organisation's income is derived from the market (services sold directly to users) or from contractual transactions with public authorities. However, social enterprises combine income from sales with public subsidies linked to their social mission and private donations and/or volunteering.

The non-market sub-sector includes mainly associations and foundations, although organisations with other legal forms may also be found. It is made up of all the organisations that supply the majority of their output free of charge or at prices that are not economically significant and whose surpluses, if any, cannot be distributed to the economic agents that create, control or finance them. They are non-profit organisations in the strict sense of the term, since they apply the non-distribution constraint.

Given this definition, this study will refer to the term "social entrepreneurship" and "social enterprise" with regard to a wide spectrum of initiatives within the social economy sector 2.

Social enterprises come in varying different shapes and forms depending on the development of the welfare system, civil society, the social finance market and dedicated public policies in each country. As a result, there are significant differences across countries in terms of the social sector and business sector areas social enterprises are active in.

² The European Commission gives the term 'social enterprise' the following meaning: 'an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities' (Social Business Initiative, October 2011).



2.1. SOCIAL ECONOMY ORGANISATION TYPES

SOCIAL ENTERPRISE

According to the European Commission's Social Business Initiative (SEC(2011) 1278), a social enterprise is an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities.

COOPERATIVE

A cooperative is an "autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise" (International Cooperative Alliance, 1995). This definition was also adopted in the International Labour Organization (ILO) Recommendation 193 of 2002.

MUTUAL ORGANISATION

A mutual, or mutual aid society, can be defined as an association that offers insurance

services to the benefit of its members. Mutual aid societies are based upon reciprocal contracts and require that members receive benefits as a consequence of their participation.

ASSOCIATION

An association is a group of people who join together for a particular purpose (be it cultural, recreational, social, or economic in nature) and give rise to a lasting organisation. Associations can be formal, with rules, by-laws and membership requirements, or can be an informal collection of people without a set structure.

Foundation

Foundations are philanthropic legal entities, organised and operated primarily as a permanent collection of endowed funds, the earning of which are used for the benefit of a specific group of people or of the community at large. The main classification is between grant-making foundations and operating foundations. The latter provide social, health, and educational services.

OTHER SOCIAL ENTERPRISES

Beyond these traditional organisation types, social economy organisations can often adopt a mix of organisational forms. There are, for instance, voluntary associations that control a foundation, or foundations which control associations or other organisations. In some cases, social economy organisations can even adopt enterprise forms that typically belong to the for profit sector. For instance, some agricultural cooperatives have created shareholder companies (controlled by the cooperative itself) in order to more effectively pursue the commercialisation of their products.

Moreover, in addition to the 'traditional' organisation types described above, in recent years new organisational forms have emerged, relying on both social economy and other models³.

³ EU Commission, Social Europe guide, 2013



2.2. OTHER RELEVANT TERMS

Third sector

This term is mainly used in the scientific literature to overcome the differences between the many national models. It refers to organisations other than the public owned (the 'State') and the private for-profit ones (the 'market'). This term emphasises the intermediary nature of the belonging organisations.

NON-GOVERNMENTAL ORGANISATIONS (NGOS)

This expression typically refers to organisations that are independent of governments. It came into use with the establishment of the United Nations in 1945 with provisions in Article 71 of Chapter 10 of the United Nations Charter for a consultative role for organisations that neither are governments nor Member States. It is a very general term, used to refer to both transnational and local organisations. In some countries it is used as a synonym of non-profit bodies, often to refer to organisations that specifically operate in the field of international cooperation, while in others they are organisations with a specific status and listed in specific public registers.

CORPORATE SOCIAL RESPONSIBILITY

It is a form of corporate self-regulation, voluntary-based initiative by the part of private, for-profit organisations, whereby an enterprise goes beyond its compliance with the law, ethical standards, and international norms and engages in actions aimed at improving social and environmental performances, other than the interests of the enterprise itself. It concerns the adoption of commitments and realisation of positive impacts with regard to the environment, consumers, employees, communities and all other members who may be considered stakeholders.

PUBLIC-PRIVATE PARTNERSHIP

It is a government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies. It involves a contract between a public sector authority and a private party, in which usually the private party provides a public service or project and assumes substantial financial, technical and operational risk in the project.

GENERAL-INTEREST SERVICES

The term refers to the benefit of the public in general or of an unspecified group of beneficiaries. General-interest services cover a wide range of activities that have a strong impact on the well-being and quality of life of a society at large. They range from basic infrastructure (energy and water supply, transportation, postal services, waste management) to key sectors such as health and education, to social services.

3 OVERVIEW OF THE SOCIAL ECONOMY SECTOR

This chapter illustrates the main characteristics of the social economy in the EU, with a particular focus on the See Light partner countries. Accurate data on the social economy and the organisations that compose it is very difficult to come by, due to the lack of standardisation of the organisation types and statistical information across countries. However, the following estimates allow a quick overview of the sector.

3.1. SOCIAL ECONOMY IN THE EU

According to the EU Commission, social economy enterprises represent 2 million enterprises (i.e. 10% of all European businesses). The most updated comparable data⁴ show that the social economy (measured as the aggregate of cooperatives, mutual organisations, associations and foundations) engages over 14.5 million paid employees, equivalent to about 6.5 % of the working population of the EU-27. It is worth noticing that the social economy has been growing more than proportionately between 2002-03 and 2009-10, increasing from 6% to 6.5% of total European paid employment and from 11 million to 14.5 million jobs. Membership of social economy enterprises is even wider, with estimates ranging as high as 160 million. Millions of members therefore depend on such enterprises in areas such as healthcare and social services.

The table below, based on the 2012 CIRIEC research, summarises the type of social economy organisations acknowledged by the different legislative systems in the See Light partner countries.

*Components of the social economy in See Light countries **

	Cooperatives	Mutuals	Associations	Foundations	Others
Czech Republic	X	-	X	X	Association of Common Benefits, NGOs, Endowment funds, Institute, Public benefit company
Denmark	X	X	X	X	Social enterprises
Italy	X	X	X	X	Cross-section types: Social enterprises, Onlus, Volunteers' organisations, NGOs

⁴ European Commission, Social Europe guide, Volume 4, 2013

Lithuania	X	-	-	-	Credit unions, social enterprises, NGOs
Spain	X	X	X	X	Sociedades Laborales, Empresas de Inserción, Centros Especiales de Empleo, specific groups such as ONCE, Sociedades Agrarias de Transformación
United Kingdom	X	X	X	X	Community interest company (CIC), Social enterprise, Charities, co ops

* information based on CIRIEC 2012 and integrated by See Light partners

The following tables present the data illustrating the large contribution to employment by the part of the social economy and its evolution over the years.

Paid employment in the social economy compared with total paid employment (2009-2010), working population aged 16-65 in thousands

Country	Employment in the SE	Total employment	%
Czech Republic	160.09	4,885.20	3.28%
Denmark	195.49	2,706.10	7.22%
Italy	2,228.01	22,872.30	9.74%
Lithuania	8.97	1,343.70	0.67%
Spain	1,243.15	18,456.50	6.74%
United Kingdom	1,633.00	28,941.50	5.64%

Source: CIRIEC 2012

Paid employment in cooperatives, mutual societies and associations (2009-2010)

Country	Cooperatives	Mutual societies	Associations	TOTAL
Czech Republic	58,178	5,679	96,229	160,086
Denmark	70,757	4,072	120,657	195,486
Italy *	1,128,381	n.a.	1,099,629	2,228,010
Lithuania	8,971	n.a.	n.a.	8,971
Spain	646,397	8,700	588,056	1,243,153
United Kingdom	236,000	50,000	1,347,000	1,633,000

* The data for mutual societies and cooperatives are aggregated.

Source: CIRIEC 2012

Evolution of paid employment in the social economy in Europe

Country	2002/2003	2009/2010	Δ%
Czech Republic	165,221	160,086	-3.11%
Denmark	160,764	195,486	21.60%
Italy	1,336,413	2,228,010	66.72%
Lithuania	7,700	8,971	16.51%
Spain	872,214	1,243,153	42.53%
United Kingdom	1,711,276	1,633,000	-4.57%

Source: CIRIEC 2012

Evolution of paid employment in the social economy in Europe by type of organisation

Country	2002/2003		2009/2010		% variation	
	Cooperatives	Associations	Cooperatives	Associations	Cooperatives	Associations
Czech Republic	90,874	74,200	58,178	96,229	-35.98%	29.69%
Denmark	39,107	120,657	70,757	120,657	80.93%	0.00%
Italy	837,024	499,389	1,128,381	1,099,629	34.81%	120.19%
Lithuania	7,700	n.a.	8,971	n.a.	16.51%	n.a.
Spain	488,606	380,060	646,397	588,056	32.29%	54.73%
United Kingdom	190,458	1,473,000	236,000	1,347,000	23.91%	-8.55%

Source: CIRIEC 2012

Finally, it is interesting to look at the citizens' active participation in social economy organisations. The data on volunteering refers mainly to associations and similar types of bodies.

Volunteers, 2011

Country	% of adult population	Number of volunteers
Czech Republic	23%	2,072,862
Denmark	43%	1,949,371
Italy	26%	13,484,222
Lithuania	24%	679,138
Spain	15%	5,867,518
United Kingdom	23%	11,774,457

Source: CIRIEC 2012

3.1. SOCIAL ECONOMY IN SEE LIGHT PARTNER COUNTRIES

The following sections present the legal framework of social economy in each See Light partner country, with a brief explanation of the existing legal forms of social enterprises, together with the latest data available concerning the sector.

CZECH REPUBLIC

THE LEGAL FRAMEWORK OF THE CZECH SOCIAL ECONOMY

Czech legislation does not identify terms “social business” and “social enterprises”. TESSEA⁵ (The opinion platform for individuals, businesspeople, non-profit organizations, universities and other institutions with common interest - to promote both the social economy and social entrepreneurship and to increase awareness among the general public and professional public) with collaboration with other working groups and interested parties have created the definition of the social entrepreneurship in Czech Republic. This definition is derived from the European understanding of the terminology and it is also adapted to the Czech practice⁶. It defines social entrepreneurship as

“enterprise activities benefiting society and the environment. Social entrepreneurship plays an important role in local development and often creates jobs for the disabled or the socially or culturally disadvantaged. The majority of profits are used for the further development of the social enterprise. Achieving profit is equally important for social enterprises as increasing public benefit.”

Social enterprises in Czech Republic take various legal forms and this always depends on the specific conditions, the founding approach and the type of services or products. It is usual that Czech social enterprises come from either the business environment or the non-profit environment.⁸

SOCIAL ENTERPRISES FROM BUSINESS ENVIRONMENT CAN TAKE THESE LEGAL FORMS:

Cooperative

(Act No. 90/2012 Coll. On Business corporation)

It is unclosed association of people. Cooperation is established for the purpose of their own mutual support or third persons or possibly for the business purposes. It has to have a minimum of 3 members. and works on democratic principles.

⁵ TESSEA is the acronym for the Thematic Network for the Development of Social Economy.

⁶ Bednářiková, Francová, 2011, http://www.socialeconomy.eu.org/IMG/pdf/study_social_enterprise_tessea_en.pdf

⁷ TESSEA, 2011, <http://www.ceske-socialni-podnikani.cz/cz/socialni-podnikani/principy-a-definice>

⁸ Bednářiková, Francová, 2011, http://www.socialeconomy.eu.org/IMG/pdf/study_social_enterprise_tessea_en.pdf

Social cooperative

(Act No. 90/2012 Coll. On Business corporation)

According to the Czech law No. 90/1992 a social cooperative constantly involves public benefit activities aimed to support social cohesion. The purpose is work and social integration of disadvantaged people in society. The emphasis is given to satisfaction of local needs and using local resources according to place of residence and the scope area of social cooperative, especially in areas creating working opportunities, social services, health care, education, housing and sustainable development.

Limited liability company

(Act No. 90/2012 Coll. On Business corporation)

A Limited Liability Company is one of the most common types of companies in the Czech Republic. It is very popular among small and medium-sized businesses. This type belongs to the class capital company. This company is a separate legal entity whose registered capital is made up of contributions paid in by its shareholders. These shareholders are liable for the obligations of the company up to the amount of their unpaid contribution to the company capital, as registered in the Commercial Register.⁹

Joint stock company

(Act No. 90/2012 Coll. On Business corporation)

A Joint Stock Company is a typical representative of a capital company. The registered capital is divided into a certain number of shares with a specific nominal value. Shareholders of the company are not liable for the obligations of the company. Organization is led by professional management.

Self employed

(Act No. 155/1995 Coll. On pension insurance)

It is defined as a person older than 15 years who has finished compulsory school attendance and is performing self-employment or works for a company as a self-employed.

SOCIAL ENTERPRISES FROM NON-PROFIT ENVIRONMENT CAN TAKE THESE LEGAL FORMS:

Foundation

(Act No. 89/2012 Coll. Civil Code)

A founder establishes a foundation for permanent service with a socially or economically useful purpose. The purpose of the foundation is of public benefit and the promotion of general welfare. The purpose of the foundation may be also charitable and the support of a group of persons.

The foundation can do business, if the business is merely a secondary activity and profits are used only to support its purpose. Foundations must not do business if the founder prohibits it in the foundation charter. The Foundation must not serve exclusively for profit-making goals.

⁹ MINISTRY OF FOREIGN AFFAIRS http://www.mzv.cz/london/en/trade_and_economy/setting_up_a_business/index.html

ENDOWMENT FUND

(Act No. 89/2012 Coll. Civil Code)

Endowment Funds as well as foundations are established for economically or socially useful purposes. Endowment fund uses its financial resources to achieve the purpose for which it was initially established. Generally Endowment Funds do not commonly exist over the long-term. On the contrary, it is common that the financial resources of the Endowment Fund is used over the short to medium term for the purpose set out and then the Endowment Fund ceases to exist.

Church juridical person

(Act No. 3/2002 Coll. on Churches and religious societies)

Church juridical person is juridical person founded by church. Its purpose is to provide charitable services. In addition to the charitable activities, the Church juridical person also provides social and health services. Business and other gainful activities of Church juridical person in addition to the charitable activities, social or health may be only their complementary activities.

Institute

(Act No. 89/2012 Coll. Civil Code)

Another form of a Juridical Person is an Institute. Institutions are established for economically or socially useful purposes. The results of their activities are equally available to everyone under predetermined conditions. The Institutions may to do business as a secondary activity. However the Institute may use the profits only to support the activities for which it was founded and to cover the cost of their administration.

Association

(Act No. 89/2012 Coll. Civil Code)

The Association is a juridical person established for the purpose of fulfilling certain interest of its founders. The Association must be consisted of at least three people. The purpose for which the association was established, can be completely private (group of people associating in order to pursue common interest) or public (association established to help vulnerable groups of people). Statutory framework allows either forms or combination of them.

The Association may do some secondary activities besides the main activity and the secondary activity can be a business. Unlike business corporations all the gained profits must be used solely for further activities of the association and to achieve the purpose for which it was established.

Public Benefit Corporations

(Act No. 248/1995 Coll. On Public Benefit Corporations)

Public Benefit Corporation is a juridical person that provides generally beneficial services to the general public and to all clients under identical terms and predetermined conditions. The profit of which may not be used for the benefit of its Founders, members of

its bodies or employees and must serve to render generally beneficial services for which the Public Benefit Corporation was established.

Act No. 89/2012 Coll. Civil Code came into force on 1 January 2014, which no longer allows the setting up of new public benefit corporations. According to this Act the public benefit corporation has the right to change its legal form to an Institute, Foundation or Endowment Fund. The act does not affect the legal regime of Public Benefit Corporations which were established by the end of 2013. These will continue to be governed by law no. 248/1995 Coll on Public Benefit Corporations.

THE CZECH SOCIAL ECONOMY IN FIGURES

A national interest in social business in the Czech Republic, after 2000, is still increasing and the history of social business, interrupted by the communist era during 1948-1989, is gradually renewing.¹⁰

While in 2011 around 50 social enterprises were registered in the Czech Directory of the Social Enterprises, in 2012 it was more than 140 social enterprises.¹¹

The majority of these social enterprises, according to the questionnaire survey from 2014, are located in Prague, the capital city (23%), the Olomouc Region (11%), and in the Usti nad Labem Region and in the Moravian-Silesian Region (both 10%).

Most of these social enterprises work in the following sectors: gardening services, property maintenance and in cleaning services (23%), also in the field of catering and accommodation (19%), in the field of food production and retail (18%). It is necessary to say that many enterprises have activities in more than one field at any one time.

The most common target group, which social enterprises are focused on, are people with disabilities (67%), people that are long-term unemployed (28%), people that belong to ethnic minorities (12%). Only 8% of social enterprises have homeless and people with addiction as a target group.

Social enterprises employ these target groups	Number of social enterprises absolutely (2013)	Number of social enterprises percentage (2013)
People with disabilities	77	67 %
Long-term unemployed	32	28 %
Other groups	14	12 %
Ethnic minorities	14	12 %
Youth and young adults in a difficult life situation	13	11 %
People caring for family members	13	11 %

¹⁰ Bednářiková, Francová, 2011,

http://www.ceske-socialni-podnikani.cz/images/pdf/Studie_infrastruktury_TESSEA_plna_verze_podzim2011.pdf

¹¹ ČESKÉ SOCIÁLNÍ PODNIKÁNÍ, <http://www.ceske-socialni-podnikani.cz/>

DENMARK

In Denmark there are about 300 social enterprises, so you can say that the number of social enterprises in Denmark are limited. The figure is a snapshot and may not be the complete overview of the field that is relatively young and growing in the country.

Nearly half (46%) of the social enterprises in Denmark have emerged within the last 6 years. The majority of the Social Enterprises have less than 10 employees.

For some social enterprises the aim is to support the socially disadvantaged move towards and into work. For others, the driving force is to work on projects that benefit society more widely.

The two types of Social Enterprises in Denmark are:

- Social Enterprises working with an audience
- Social Enterprises working for an audience / case

The border between the two social business types is often considered as fluid.

Social Enterprises working with an audience

They operate in terms of employment objective: The aim here is to help disadvantaged people move into the labour market through, for example:

- Education
- Competency development.
- Job Training
- Regular employment where, for example, homeless, people with disabilities or a criminal history will find joy and self-esteem by being able to support themselves.

For some people, a course in a social enterprise ends with a success story. They end up working on general terms, as a completely 'normal' employee.

For others, the success criterion is not the achievement and maintenance of "normal" job here and now, but to move a few steps closer to this goal e.g. by implementing a course in a social enterprise, while receiving a social benefit.

The most important thing is that the person moves forward both personally and professionally.

Social enterprises working for an audience / case

This model of Social Enterprises aim sat improving the conditions and quality of life of particular groups of people, or at a cause that benefits society. This can for example happen through the enterprises activities, products, services or social surplus management.

Purpose:

- Social: support for addicts, socially excluded children and youth, crime prevention and international development.
- Health: care and support for groups with physical and mental disorders, patient organizations and public information to the public.
- Environment: information on ecology, environment and recycling.
- Culture: promotion of arts and culture

Criteria for determining whether a business belongs to the social economy

The enterprises must meet five criteria to meet the government's definition of social enterprise.

1. Social purpose

The Enterprise's primary purpose is of a society beneficial measure, with a social, employment, health, environmental or cultural aim, which also promotes active citizenship.

2. Essential business operation

The company has a significant element of business operations by selling services or products, which form a significant part of its turnover.

3. Independent of the public

The enterprise operates without significant public influence in management and enterprise operations.

4. PARTICIPATIVE AND RESPONSIBLE LEADERSHIP

The enterprise involves employees, customers, partners and stakeholders and has an ethical leadership.

5. SOCIAL SURPLUS HANDLING

The enterprise primarily uses its profits to promote social causes, reinvest in their own business or in other Social Enterprises. A limited share of the profits can be paid as dividends to investors.

ITALY

THE LEGAL FRAMEWORK OF THE ITALIAN SOCIAL ECONOMY

The Italian law acknowledges several kinds of business structures within the social economy section: Cooperatives and Social Cooperatives, Associations, Foundations and Mutual Associations. Moreover, there are cross-section legal categories that can be applied to different legal forms: Social Enterprise, ONLUS, Volunteers Organisation and NGO.

Cooperative

According to the Italian law (articles 2511 to 2548 of the Civil Code), a cooperative is an independent association of people that get together in order to satisfy their own economic, social and cultural needs through the setting up of an enterprise characterised by common owned property and democratic control. Article 45 of the Italian Constitution recognises the social role of private non-profit cooperation with mutualistic aims.

The Italian Ministry of Labour divides the cooperatives existing in Italy into eight sections: Consumer Cooperatives, Production and Work Cooperatives, Agricultural Cooperatives, Housing Cooperatives, Transport Cooperatives, Fishing Cooperatives, Mixed Cooperatives, Social Cooperatives.

Social Cooperative

Law 381/91¹² identifies the peculiar nature of the Social Cooperative, a particular form of cooperative whose social aim is clearly expressed as: pursuing the general interest of the community and promoting the needs and social inclusion of citizens. The primary beneficiary is the community, or groups of disadvantaged people.

Social Cooperatives are permitted to distribute profits, subject to the following conditions: distributed profits are restricted to 70% of total profits. No profits can be distributed, if the cooperative is dissolved, so preventing demutualization.

This form of cooperative was pioneered in Italy and since has grown remarkably in number, so representing today the main legal form of Italian social enterprise.

There are three categories of Social Cooperatives:

Type A: They can deliver health, social or educational services. They operate as commercially orientated businesses, with workers and volunteers being members of the cooperative. Many “A” cooperatives have established privileged relationships with municipalities (also termed preferential bidders for work). About 70% of Social Co-operatives are “A” cooperatives.

Type B: These are specifically aimed at integrating disadvantaged people into the labour market. At least 30% of workers in a B cooperative must be disadvantaged as defined by

¹² Law of the 8th November 1991 n. 381, “Disciplina delle cooperative sociali” published in the Italian Official Journal (Gazzetta Ufficiale) of the 3rd December 1991 n. 283

article 4 of the law 381/91 (i.e. people with physical or learning disabilities, people with sensory difficulties; people released from psychiatric hospitals or otherwise treated for mental illness; drug and alcohol addicts; people who have been given an alternative to custodial sentences).

Type C: it refers to Consortia of Social Enterprises formed by single social cooperatives linked together.

Associations

Associations are democratic non-profit organisations constituted by natural or legal persons (at least 3) sharing a common goal. It is a contract that is open to membership of third parties.

There are two types of Associations: Unrecognized or Recognized. In regard to the first, no public authorization is needed and they have not legal personality. Recognized Associations, instead, are those which obtained the authorization of the State. They have legal status, patrimonial autonomy, limited responsibility of the administrators and they can accept legacies and donations.

Foundations

Foundations are institutions supported by an endowment for the pursuance of a goal of public benefit. To constitute a foundation some goods must be destined to the achievement of the specific purpose identified in the statutory act. The foundation has its own legal status.

Mutual Association

This kind of organisations were born in Italy in the second half of the 19th Century with the aim of mutual insurance among workers (against incidents on the job or job loss and for health care). Today they are mainly aimed at supplementary assistance schemes.

CROSS-SECTION CATEGORIES

Social Enterprise

Law 155/2006¹³ introduced the definition of Social Enterprise to the Italian legal system. It is not defined as a new legal form, nor as a new type of organization, but as a legal category that all eligible organisations can obtain and use in the marketplace, regardless of their status. In order to be defined as a Social Enterprise, an organisation needs to simultaneously hold the following attributes:

- being a private organization;
- performing an entrepreneurial activity of production of social utility goods and services;
- acting for the common interest and not for profit.

Eligible organisations could be Cooperatives, traditional profit enterprises, non-profit organisations (i.e. Associations and Foundations).

¹³ Legislative Decree of the 24th March 2006, n. 155, "Disciplina dell'impresa sociale, a norma della legge 13 giugno 2005, n. 118", published in the Italian Official Journal (Gazzetta Ufficiale) n. 97 of the 27th April 2006.

The concept of “social utility” refers to:

- social utility sectors: welfare, social assistance, health, education and training, valorisation of cultural heritage, environmental protection, social tourism, research and provision of cultural services, extra-school training aiming to prevent school leaving and encourage good school performance, support services for social enterprises provided by bodies composed for over 70 % by social enterprises. All goods and services related to these sectors are considered to be of social utility and organizations that act in these sectors can be defined as a social enterprise.
- all organizations carrying out an entrepreneurial activity aiming to the work integration of disadvantaged and disabled worker. In this case the sector of activity is irrelevant; what matters is that the activity is carried out by employees, of whom at least 30% are underprivileged or disabled.

ONLUS

ONLUS (Organizzazione Non Lucrativa di Utilità Sociale – non-profit organizations for social aims) is a cross-section category of non-business bodies defined by the Legislative Decree 460/97. Being recognized as an ONLUS Organization gives right to some tax benefits.

This status is applicable to social cooperatives, volunteering organizations and NGOs; bodies undertaking activities in the following sectors may also be considered Onlus organizations: social-health care, health care, educational charity, training, amateur sports, protection, promotion and enhancement of wild life and the environment, promotion of culture and art, defence of civil rights, scientific research of particular social interest carried out by foundations or assigned to universities and research bodies.

Volunteers Organisations

Volunteers Organisations is a cross-section category of non-profit bodies defined by Law 266/1991. It is a status applicable to different types of organisations aimed at solidarity purpose (usually Associations), which have to meet the following requirements: non-profit, democratic elections of membership positions, absence of pay for the membership positions, free service provisions. Registered in specific regional lists, they are entitled to tax breaks.

NGOs

The term non-governmental organization (NGO) refers to organisations that are neither a part of a government nor a conventional for-profit business. Their key features are their private status and their non-profit scope. Law 49/87 defines the criteria for the access to ad hoc the register of the Ministry of Foreign Affairs, which entitles to the management of development projects funded by the Government.

THE ITALIAN SOCIAL ECONOMY IN FIGURES

This section presents the main data of the Italian social economy, integrating the data homogenised at EU level and presented above with the most recent available updates.

Number of enterprises and employment by type of organisation

Typology	Number of Enterprises (2013)	% of total enterprises (2013)	Number of employees (2011)	% of total employment (2011)	% variation of employment (2011-2001)
Cooperatives and mutual	76,774		1,200,585		+22.7%
Agriculture	8,578	1.1%	23,446	32.6%	-45.7%
Industry	20,504	1.5%	104,167	1.8%	-31.7%
Services	47,554	1.5%	1,072,972	7.2%	+36.9%
Unclassified	138	3.5%	-	-	-
Social Enterprises as registered into the Records of the Chambers of Commerce (Law n. 155/2006)	768	n.a.	-	-	-
Social enterprises registered in REA ¹⁴	14,190	n.a.	434,840	-	-
Social cooperatives	11.264	n.a.	320,513	-	+114.9%
Associations	269,353	n.a.	146,995	-	-22%
Foundations	6.220	n.a.	91,783	-	+122,1%
Other non-profit organisations	14.354	n.a.	121.520	-	-11.8%

Source: Unioncamere, 2014

Looking at the employment dynamic in the social economy, data show a remarkable increase from 2001 to 2011, despite the economic crisis and the increasing rate of total unemployment.

The countercyclical behaviour in correlation with the overall state of the economy is confirmed also by the Euricse¹⁴ study focusing in particular on cooperatives. In fact this research illustrates that all economic performance indicators has registered positive variation rates in most of the sector of activity: in 2011 production increased by 8.2% and investments by 10.6%.

At a sectorial level, during the period under consideration there was a much higher than average trend in health and welfare¹⁵. This reflects the fact that in 2010, out all the users who took advantage of services offered by social enterprises, 60.6% used social welfare and health services and in particular 26.6% benefitted from social welfare services alone.

On the basis of the data from the Iris Network, it is estimated that one out of every two social enterprises has voluntary workers (54.8%).

In regard to these economic results, the Iris Network survey states that overall in 2010 the majority of social enterprises closed the business year with a non-negative result: about one in three businesses closed 2010 having broken even, while more

* Economic and Administrative Register managed by the Chambers of Commerce which includes economic, administrative and statistical data about enterprises. Data refer to year 2010.

¹⁵ Euricse, 2013

¹⁶ Iris Network, 2012

than 40% recorded a profit. The agriculture and industry sectors (and in particular the construction sub-sector) are the most affected by the economic downturn.

Euricse proposed an estimate of the total economic impact of the Italian cooperatives on the national economy, including direct and indirect effects and satellite activities: in 2009 the cooperative sector represented 10% of the Italian GDP and 11% of Italian employment, with 143 billion euro in added value.

Also, an analysis carried out by Euricse estimates that in 2011 cooperatives and their consortia generated a combined production value greater than 120 billion euro and invested more than 114 million euro (excluding credit and insurance cooperatives).

LITHUANIA

As stated in Social Enterprise Summit Report (2014), according to Arūnas Survila the concept of social entrepreneurship in Lithuania came into public three years ago. It became particularly popular during the ending of 2007 - 2013 EU financial period and in the planning of new 2014 - 2020 period. Nowadays the concept of Social Entrepreneurship is reflected in The State Progress Strategy "Lithuania 2030", that has been approved in the national progress program.

In April 2015 the minister of agriculture approved social business concept in which the definition of social business is defined. According to the definition of social business, social business is a business model, according to which making use of the market mechanism pursuit of profit is linked with social objectives and priorities based on socially responsible business and public, private partnership provisions, applicable in innovations. The concept stipulates that social business can be carried out by a profit-making company, whose main purpose of economic activity is social benefit and by non-profit organizations that work applying business models. Social business is characterized by a very wide range of activities. EU Member States, social business generally operates in three areas: integration into the labour market, personal service and development of marginalized areas. Given the social economic development trends in the EU, social business development in Lithuania should also take place in two directions - the promotion of traditional private businesses to get involved in solving social problems and promoting non-governmental organizations in their activities to apply business models (Social business concept can be found at http://www.ukmin.lt/web/lt/verslo_aplinka/smulkaus-ir-vidutinio-verslo-politika/socialinis_verslas.)

This concept of social business will more clearly show the differences between social business and social enterprises already enshrined in the definition of the Law on Social Enterprises. As the definition of social business is very new in Lithuania it is frequently mistaken for social enterprise/firm, but in Lithuania there is a substantial difference between these two forms of action.

According to the Lithuanian Law, social enterprises are for-profit organizations that employ people from those groups of society that face social exclusion: Instead, according to the Lithuanian concept of social business, social business company can be a social enterprise, making use of the privileges that this form of organizing business has, but at the same time it does not mean that all social enterprises can count as social business companies.

Lithuania is however one of a small number of countries that have a law for '**social enterprise**' (2004 Law on Social Enterprises) that enables the state to provide aid through various means including subsidies to any type of organisation providing it adheres to the following:

"The aim of social enterprises shall be, by employing the persons who are attributed to the target groups indicated in this Law and who have lost their professional and general capacity for work, are economically inactive and are unable to compete in the labour market under equal conditions, to promote the return of these persons to the labour market, their social integration as well as to reduce social exclusion."

By this description, social enterprises are organisations that work with people that are 'excluded from the labour market' and in many cases this includes people with physical disabilities, learning difficulties and drug and alcohol dependency. This therefore limits the activities of social enterprises to tackling inequalities in the labour market whereas, in many cases, social enterprises provide other forms of social and environmental value (2004 Law on Social Enterprises – <http://www.socmin.lt/en/social-enterprises.html>)¹⁶.

A crucial obstacle for embedding the concept of social entrepreneurship was its lack of awareness in society, since social business companies or organizations are frequently mistaken for social enterprises.

Until the concept of social entrepreneurship there has been no national document that would define this kind of entrepreneurial environment and its possibilities. Though in Lithuania it is hard to find good examples of social business, this topic is now widely talked about, trainings are being organized, ISM University and Klaipėda State College involved social business as a subject in their curriculums. Youth and other funds started paying more attention to social business, like-minded organizations begin to cooperate. Attention to social business is being paid in organizing rural development in the frame of LEADER+ program. The concept of social business let different ministries, institutions and organizations to cooperate and do all in their power in order to create the most suitable environment for social business in Lithuania. Ministry of Social Security and Labour has foreseen that the state should gradually transfer its functions to the private sector and some of the municipalities are considering paying more attention to social business development and establishing cooperatives within their action plans.

However, Lithuania still needs to put more effort into education of social entrepreneurship in order to make this concept and form of action well-known and attractive to young people. Moreover, there is a need for specific and clear forms of social business consulting in order for new ideas to easily progress and sustainably develop in Lithuania. Social business has to be stimulated at the municipal level, just like currently ecological products are being promoted (5% of the Procurement), there has to be a priority for it in the process of buying services. In municipalities social business can pay more attention to environmental sustainability and to the support of communities by buying products and services from local social businesses.

¹⁶ Social enterprises as one of the subsidized programs of the state are described more in details in the chapter describing the welfare system in Lithuania.

SPAIN

The Spanish Constitution contemplates social economy in juridical terms. Different articles refer to this type of economy directly or indirectly (article 40, 41 and 47).

From 1990 onwards social economy started to receive recognition by the public institutions in Spain, especially with the creation of the Social and National Economy Institute to promote Social Economy. When this Institute disappeared the functions were assumed by the General Direction and the Social European Fund.

Different laws incorporate the consulter and advisor organ of the Council. This Council (219/2001) makes visible the amount of entities related to social economy. This power is treated also in the Communities of the Spanish territory.

Different sectors share the social economy oriented principles and intrinsic values: associated work, consume, housing, services, sea, teaching, healthcare, securities, transport, insertion, employment, farming, etc.

In 2011 a specific law (Law 5/2011, 29th March 2011) established a common juridical framework for the social economy in Spain. The Social Economy Law implies the promotion, dissemination and recognition of the social economy and has a triple dimension: economic, social and environmental.

Article 4 of the law defines the principles related to the social economy:

- The primacy of the person and the social aim over the capital and the participative, transparent and democratic management. This leads to prioritize decision making in the function of people rather than capital.
- The applicability of the economic activity results mainly in the function of the work offered, activities and services provided by both male and female partners to the social capital.
- The promotion of social solidarity aimed at local development, equality and equal opportunities between men and women, social cohesion, inclusion of people at risk of social exclusion, the promotion of quality employment, the balance of family and work life as well as sustainability.
- Independence from public powers.

Article 5 lists the different forms of social economy organisations: cooperatives benefit societies, foundations, and entities which carry out economical activities, labour societies, insertion companies, special centres of employment, fishery societies, farming and food processing societies and individual entities regulated by the principles of the law. Moreover there are private entities with operating and working principles similar to the ones mentioned above.

The Ministry of Work and Migration is in charge of updating a catalogue of the different areas of the social economy taking into account the principles of social economy law. These sectors are published on the Internet.

According to Article 8 of the Law 5/2011, the dissemination, promotion and support of

the social economy entities and organizations are considered of general interest, as well as its representative organizations. Therefore the public sector has the aim of promoting insertion of policies such as:

- removing obstacles and boundaries for social economy initiatives.
- facilitating new initiatives
- promoting social economy values and principles and training
- promoting access to technological and organizational innovation of entrepreneurs
- involving social economy entities in the enforcement of work insertion policies
- promoting the development of the social economy in rural places and for social integration.

The Spanish Observatory of Social Economy¹⁷ offers different types of data related to the social economy organisations and employment, reports related to the research done in Spain, the legal framework and related news and updates.

The following tables provide an overview of the Spanish employment with a particular regard to cooperatives and work societies.

Distribution of the workers of cooperatives and work societies in social security admission (1)

	2005	2006	2007	2008(2)
Male	61,3%	60,4%	59,2%	59,6%
Female	38,7%	39,6%	40,8%	40,4%
Total	100%	100%	100%	100%
Spanish	92,0%	90,8%	90,4%	90,6%
Foreigner	8,0%	9,2%	9,6%	9,4%
Total	100%	100%	100%	100%
Full-time	85,0%	85,1%	84,7%	84,7%
Part-time	15,0%	14,9%	15,3%	15,3%
Total	100%	100%	100%	100%

(1) Workers in social security admission refer to workers who pay taxes and can benefit of unemployment and health care security in case of need

(2) 30th June 2008

SOURCE: Ministerio de Trabajo e Inmigración. Secretaría General de Empleo. Dirección General de Fomento de la Economía Social, del Trabajo Autónomo y de la Responsabilidad Social de las Empresas.

¹⁷ <http://www.observatorioeconomiasocial.es/index.php>

Employed population in cooperatives and work societies related to total employment in Spain (in thousands and in ‰)

Sector	Employed population in cooperative and work societies		Total employed population		Employed population in cooperative and work societies in ‰	
	2006	2007	2006	2007	2006	2007
Farming	46.347	40.544	921.800	905.800	50,3	44,8
Industry	101.291	101.718	3.319.800	3.279.100	30,5	31,0
Building	60.432	55.704	2.623.200	2.693.500	23,0	20,7
Service sectors	239.976	244.360	13.137.000	13.598.500	18,3	18,0
All sectors	448.171	442.874	20.001.800	20.476.900	22,4	21,6

Source: Ministerio de Trabajo e Inmigración. Secretaría General de Empleo. Dirección General de Fomento de la Economía Social, del Trabajo Autónomo y de la Responsabilidad Social de las Empresas.

Number of people employed in cooperatives and social economy organisations

Employed population in cooperatives		Employed population in social economy	
2006	2007	2006	2007
317,806	317,542	448,046	442,326

Source: Ministerio de Trabajo e Inmigración. Secretaría General de Empleo. Dirección General de Fomento de la Economía Social, del Trabajo Autónomo y de la Responsabilidad Social de las Empresas.

UNITED KINGDOM

The term “social enterprise” started being widely used in the mid-1990s. The general characteristics of a social enterprise in the UK are¹⁸:

- Have a clear social and/or environmental mission set out in their governing documents
- Generate the majority of their income through trade
- Reinvest the majority of their profits
- Be autonomous of state
- Be majority controlled in the interests of the social mission
- Be accountable and transparent

An organisation’s social mission must be explicit in the organisation’s governing documents and that social enterprises should be able to explain and justify the value of the social change they aim to bring about.

The UK government¹⁹ defines it as a business that has social, charitable or community-based objectives, and can take several legal forms:

- **limited company**: the standard private company.
- charity, or from 2013, a **charitable incorporated organisation** (CIO is a new legal structure for charities)
- **co-operative**: businesses that are fully or majority-owned by their members – who may be employees, consumers, others in the community or a mix of these. It is an organisation with a democratic structure which trades for the benefits of its owner-members.
- **industrial and provident society**: an organisation conducting an industry, business or trade, either as a co-operative or for the benefit of the community.
- **sole trader**: a business run by an individual, also known “self-employed”.
- **business partnership**: a business run with 2 or more members, where members can be a person or a company.
- **community interest company** (CIC): it is a special type of limited company which exists to benefit the community rather than private shareholders. To set up a CIC, it is necessary to include a “community interest statement” explaining the aims of the business and to create an “asset lock” (a legal promise stating that the company’s assets will only be used for its social objectives and setting limits to the money it can pay to shareholders).
- **mutual**: co-operatives and industrial and provident societies are both types of mutual. A mutual is an organisation owned by, and run for, the benefit of its members.

¹⁸ www.socialenterprise.org.uk

¹⁹ <https://www.gov.uk/set-up-a-social-enterprise>

Moreover, small organisations like a sports club or a voluntary group which don't plan to make a profit can take the form of an **unincorporated association** instead of starting a business. This is an organisation set up through an agreement between a group of people who come together for a reason other than to make a profit. Unincorporated associations don't need to be registered, and setting one up doesn't cost anything. Individual members are personally responsible for any debts and contractual obligations. If the association does start trading and makes a profit, then it will need to pay Corporation Tax and file a Company Tax Return in the same way as a limited company.

4 BEST PRACTICES OF LABOUR INCLUSION

According to the definition shared by the international community, “Best Practices” are initiatives which have consistently shown results superior to those achieved with other means, and which are used as a benchmark. In particular, Best Practices have a demonstrable and tangible impact on improving people’s quality of life, and must be socially, culturally, economically and environmentally sustainable through lasting changes in policy and decision making, a sound use of resources and management systems.

Best Practices are generally promoted and used as means of:

- improving public policies and strategies based on successful results;
- raising awareness among decision makers and the public about potential solutions to shared social, economic and environmental problems;
- sharing and transferring knowledge, expertise and experiences through networking and learning.

The following sections present the best practices as identified and described by the partners of the project See Light in their respective countries.

CZECH REPUBLIC: SHELTERED JOINERY WORKSHOP

Field	Explanation
Brief description of the project	<p>The project was started in 1999 by the Diocesan Caritas Ostrava - Opava. Two years later Caritas of saint Alexander was founded and the project was transferred under the patronage of this organization.</p> <p>The sheltered joinery workshop* provides working opportunities for people with differing kinds of disabilities. The staff consists of professional craftsmen and people with disabilities. The professional craftsmen lead the other workers in workshop. They train them in how to improve their work skills, competences and in developing their working potential which is important for job performance. Their main orders are custom-made items produced from wood, laminate and oriented strand board. The sheltered joinery workshop mainly manufactures cupboards, dressers, shoe cabinets, office tables, kitchen lines, shelves, beds, summerhouses and garden furniture.</p>
Organisation	Caritas of Saint Alexander
Status of the implementing organisation	Private - Non-profit/ Non-governmental organisation

* A sheltered work position is a position created by an employer for an individual with a disability based upon a written agreement with the Labour Office. A sheltered work position must be maintained for at least 3 years from the day specified in the agreement. A sheltered workshop is an employer’s work unit in which a minimum of 60 per cent of the employees are persons with disabilities.



Field	Explanation
Duration of the project	Start date of joinery workshop: 2001 Duration: Unlimited
Objective(s) of the project	Project is mainly focused on support people with disabilities threatened by social exclusion from different reasons (long-term unemployment, reduced abilities to secure their social and economic needs etc.). Project objective is to create sheltered work positions for people with disabilities and thus contribute to work insertion opportunities for people with disabilities. Project also aims to develop work skills of employees with disabilities. This way the project wants to support the integration of people with disabilities and to contribute a decrease in their unemployment
Target population addressed	Joinery sheltered workshop is place where work people with different kinds of disabilities. Eligible group are people with hearing impairment or people with physical disabilities. Important part is that workers should be able to work individually with joineries machines.
Geographical area	Regional
Network and partnerships	Czech republic (state), Labour Office, Moravian – Silesian Region, Statutory city of Ostrava
Human resources	<ul style="list-style-type: none"> • Permanent staff: 15 (thereof 11 people with disabilities) • Educated and qualified staff in joinery • Staff (people with disabilities) have skills for sub - activities in joinery • Business skills of managers • Ability to appropriately divide the work among staff with disabilities
Project budget	Range values: 100,000 to 250,000 euro

Field	Explanation
Source of funding	<p>Resources from sale of joinery workshop products</p> <p>Resources from sale of Caritas of saint Alexander products (products from sheltered workshops – workshop on waste separation, textile workshop, ceramic workshop and workshop for plastic manufacturing)</p> <p>Collection of Charity Czech republic – “Three kings collection”</p> <p>Grant from Moravian – Silesian region</p> <p>Grant from Statutory city of Ostrava</p> <p>Grant from foundation Siemens</p> <p>Grant from foundation CEZ (Czech energy plants)</p> <p>Grant from OKD foundation</p>
Methodology and tools	<ul style="list-style-type: none"> • work environment is adopted for people with disabilities • wheelchair accessibility • 2 social workers are available to workers with disabilities • Production process is adopted for people with disabilities • Workshop leader divides work activity according to working potential of each workers • workshop leader lead workers professionally and develop their working skills
Impact and Effectiveness	<p>People with disabilities have paid job (all workers have at least minimum wage or more) → improvement of their social situation → improvement of their families social situation → economic contribution for the state:</p> <ul style="list-style-type: none"> • people with disabilities have possibility to self-fulfilment • people with disabilities gain work habits and working skills → increase their chances to gain a job in a normal labour market • return of socially excluded people to the community
Monitoring and Evaluation	<ul style="list-style-type: none"> • every 4 months is economic evaluation of the project • once per year there is an evaluation of workshop leader
Relevance of the project	<p>Joinery sheltered workshop promote working training in joinery and work insertion for people with different kinds of disabilities. Beneficiaries of the project obtain structured work experience with a regular salary. Thus project contributes to working integration and also social inclusion of people with disabilities to the labour market.</p>
Strengths	<ul style="list-style-type: none"> • professionalism of qualified workers • joinery workshop is part of Caritas of saint Alexander who providers also other sheltered workshops (workshop on waste separation, textile workshop, ceramic workshop and workshop for plastic manufacturing) • economic stability • suitable working condition for people with disabilities • good equipment • professional pers→→onnel • good organization of work • quality and originality of products, orientation on atypical products
Weaknesses	<ul style="list-style-type: none"> • people with disabilities have slower pace of work → longer expedition time → reduced competitiveness • lower level of thrift (with residual material, fasteners, high ink consumption etc.) • some people with disabilities have lower ability to work with machines → higher failure of machinery



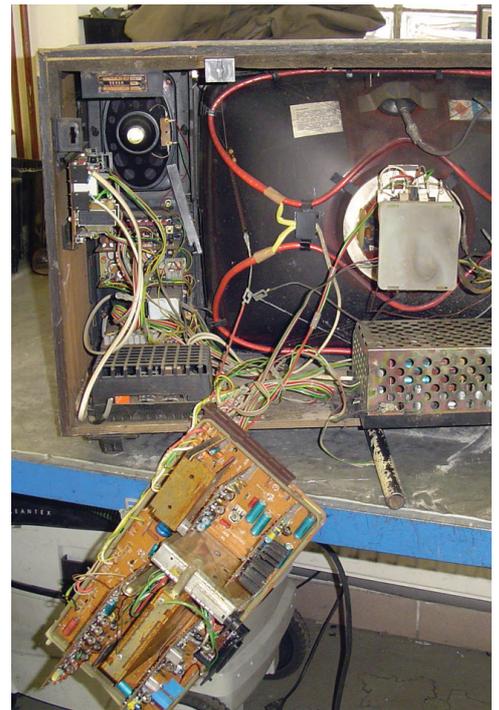
Field	Explanation
Opportunities	<ul style="list-style-type: none"> repeated cooperation with large companies developing and searching other options repetitive manufacturing investment in order to expansion of the product range business opportunities in the church sector
Threats	<ul style="list-style-type: none"> threat of competition lack of appropriate orders (large number of products, short term for delivery of products) reduction of support grants frequent changes in legislation relating to the employment of people with disabilities non – paying customers designation “sheltered workshop” gives the impression of poor quality
Future perspective and sustainability of the project	Project will be continued. Investment to the quality and organization of work should lead to higher level of competitiveness → reducing dependence on foreign sources.
Innovation	There are some considered innovation as more modern equipment, line production
Transferability and replicability	<p>Project can be transferred to other territorial context and can be reproduced keeping the need of material background, financial backers and potential customers.</p> <p>Important part is also state support in area of active policy of employment in people with disabilities.</p>
Additional relevant information	<p>The project is implemented in the one of the poorest region in Czech republic with high rate of unemployment.</p> <p>Joinery workshop is situated in building, which is in ownership of Caritas of saint Alexander therefore there is no need to pay any rent.</p>
Contact information	<p>Project contact person:</p> <p>Marek Folwarczny - marek.folwarczny@alexandr.charita.cz</p> <p>Zdeněk Staněk - zdenek.stanek@alexandr.charita.cz</p> <p>Project website:</p> <p>http://charita-sv-alexandra.cz/chanene-dilny/stolarska-dilna/</p>



CZECH REPUBLIC: SHELTERED TECHNICAL WORKSHOP



Field	Explanation
Brief description of the project	The sheltered technical workshop was established in 2002 as part of the European Community Initiative EQUAL. Initially starting with activities such as the processing of paper, plastics and carpets it is now processing electrical and electronic waste. Annually, the workshop processes more than 500 tons of waste, of which only 300 tons is hazardous waste (TV and CRT monitors). The workshop acquires electrical and electronic waste from collection points in local cities and villages or collects it from companies and other institutions. Furthermore, we offer professional shredding of documents and the pressing of plastics.
Organisation	Charita Opava
Status of the implementing organisation	Non-profit organisation, ecclesiastical legal entity



Field	Explanation
Duration of the project	Since 2002 up to now
Objective(s) of the project	To create work places for long-term unemployed people with a physical handicap and mainly with primary or lower secondary education in the area of recycling of electrical and electronic waste in the Opava region.
Target population addressed	Long-term unemployed physically handicapped people. A physical handicap includes sight or hearing impairment, locomotive system handicap, stabilized oncological handicap, epilepsy, allergy, diabetes and alternatively mental disease. Age range is from 18 to 62, education primary or lower secondary.
Geographical area	From the point of view of the target population it is a local project. From the point of view of collecting and processing of waste it is a regional project.
Network and partnerships	The workshop cooperates with all collective systems in the Czech Republic as for collecting and using of electrical and electronic waste. It is a part of the community planning of social and related services of town Opava. (In the Czech Republic, a collective system is a non-profit organisation, which secures collecting, transport and processing of specific kinds of waste).
Human resources	Key competences and skills of the involved operators are manual dexterity, ability to teamwork, reliability, responsibility, motivation to work and to develop one's skills. Key competences and skills of the involved staff are communication skills, responsibility, self-reliance, needed education, ability of managing and organization, ability to lead people and solve problems and motivation to permanent education.
Project budget	Range values: 100,000 to 250,000 euro
Source of funding	The sheltered technical workshop has finance from different sources. About 50% of incomes are made of material and services takings. About 40% of incomes are subsidies from the job office for employing of handicapped people, 5% are subsidies from town Opava and the rest of incomes are presents and other incomes.



Field	Explanation
Methodology and tools	<p>Every applicant for the job has a possibility of trying the work for 10 days only for a meal and a fare allowance. If the applicant is chosen, one has to undergo a medical examination and the doctor reviews the applicant's health condition according to criteria given in advance. After the conclusion of the employment contract, the first three months an adaptation process is under way, which provides detailed formalization with work procedures and the rules and regulations of the organisation. Usually a one-year fixed-term contract is concluded, with a possibility of prolongation into a permanent contract. During the employment we secure the range of trainings from the area of occupational health and safety, protection of the environment, health science and hygiene, financial literacy, and the like. Also we secure social help or intervention if needed.</p>
Impact and Effectiveness	<p>Project has unequivocally positive impacts on environment and from this point of view it contributes to the sustainable development of the society. Also it prevents long-term unemployment as a source of a social isolation.</p> <p>The project is effective particularly from its social viewpoint, as for positive social and ecological impacts. From the point of view of the economics, the project isn't loss-making. Generally, the project is effective with idle possibilities: better scheduling of work time, mutual replacement on different positions in case of higher sickness rate, irregular deliveries of waste.</p> <p>Now in our workshop work 30 persons and 29 are persons with handicap. For all time here 87 person have worked.</p>
Monitoring and Evaluation	<p>The sheltered workshop is involved in the community planning of social and related services of town Opava and regularly monitoring underway within the purview of that plan. The project is monitored also by collective systems and local authorities. Internal and external audits of system ISO 9001 and 14001 take place regularly. The results of this monitoring and audits are without non-conformities and corrective actions.</p>



Field	Explanation
Relevance of the project	The project offers employment to long-term unemployed people and, with regard to their handicap, to people having difficulties finding a job in the common labour market. Simultaneously, the project prevents these people from turning into socially weak and excluded people dependent on state social benefits and its other kinds of help. The project helps these people with return to a common work life, the people gain back their common work habits.
Strengths	Goodwill of Charity Opava, good public relations, good relations with all collective systems, long-term activity, good technical and storage equipment, permission for common and dangerous waste according to the Waste legislation.
Weaknesses	Dependence on monopoly collective systems, sickness rate of handicapped people, workshop grounds and area without a possibility of future development
Opportunities	Recycling of solar panels, gaining other cooperative companies in the surrounding of Opava, development of new work programmes, pressing of plastics
Threats	Gradual decrease of interesting electrical appliances – TV and CRT monitors, high competition among dismantling companies.
Future perspective and sustainability of the project	The project is long-term sustainable. In the foreseeable future no changes or its termination are considered. The project has managed significant changes within the purview of another orientation and is prepared for the gradual change of amount resp. composition of electrical and electronic waste.



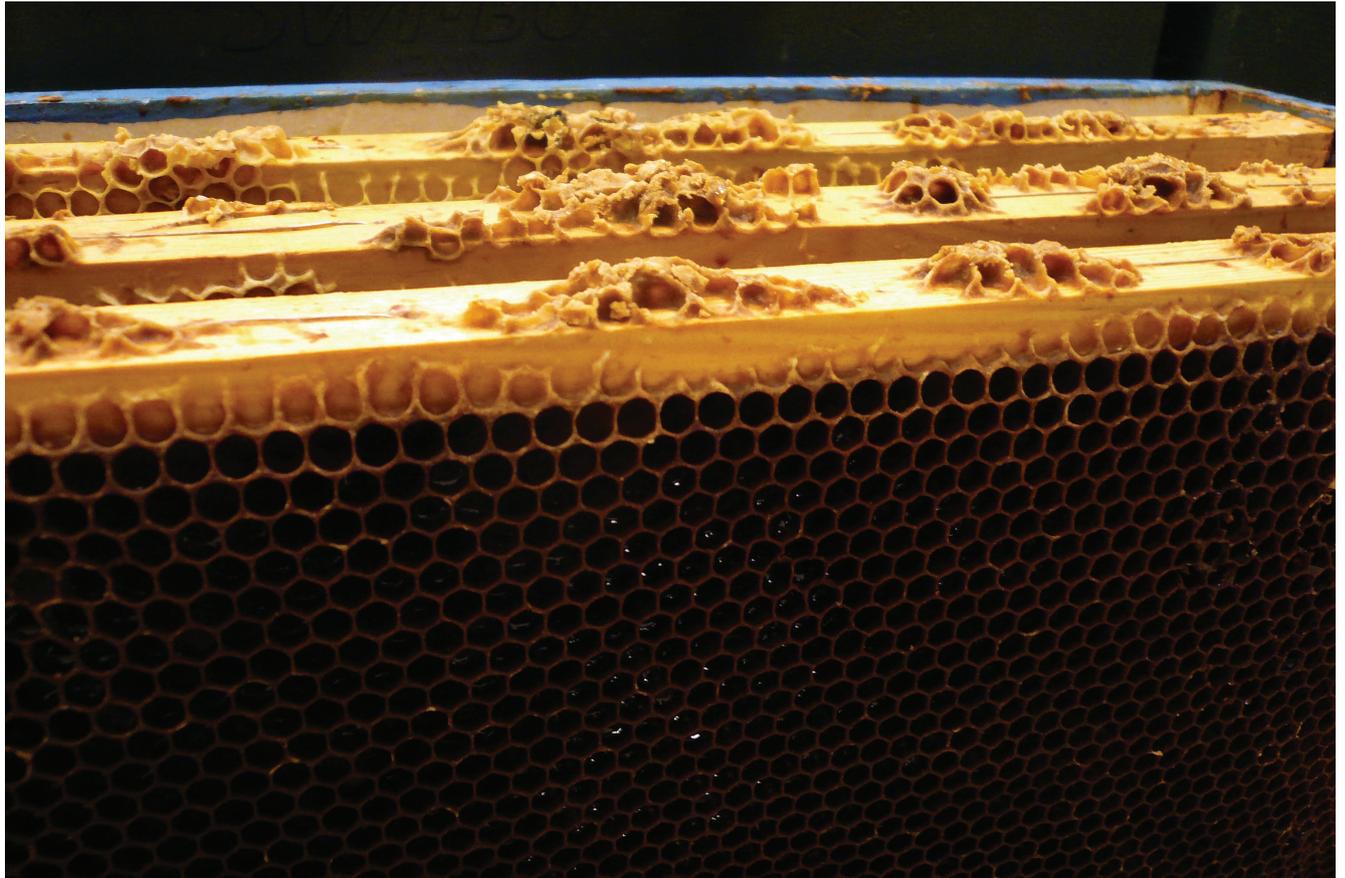
Field	Explanation
Innovation	In 2002 the project started to successfully connect the solutions of two problems of our society. Gradually it has managed to permanently employ the group of 30 long-term unemployed physically handicapped people and, as well, to solve the issue of recycling of electrical appliances in Opa-va region.
Transferability and replicability	The project is possible to process everywhere where the will to support employment of physically handicapped people and recycling of electrical and electronic appliances is present and where there is a sufficient amount of these appliances. However, at the moment the number of old TV and CRT monitors is decreasing and from that reason, in the process of creating of a new workshop, redirecting activities to different types of waste or concentrating on other technical activities will be necessary. Processing of waste succumbs to a relatively difficult and lengthy legislative permission procedure.
Contact information	Project contact person: Tomáš Schaffartzik Email: schaffartzik@charitaopava.cz Project website http://www.charitaopava.cz/?page=texty&id=7&llgen=8



DENMARK: BYBI – CITY BEES

Field	Explanation
Brief description of the project	<p>Bybi works to create an urban honey industry in the city of Copenhagen that provides opportunities for long-term unemployed in beekeeping and honey production, and brings citizens in contact with urban nature.</p> <p><i>Københavns Bybi Forening</i> (The Copenhagen City Bee Association) improves the city for its bees, flowers, citizens and people on the edge of the work market. Bybi has established Scandinavia's first urban honey factory in collaboration with <i>Aktivitetcenter Sundholm</i>, a center for long-term unemployed, homeless and people with alcohol or drug addiction. Bybi recruits its assistants from Sundholm Center and involves them in all aspects of running the factory, managing the beehives, processing and selling the honey and running workshops with local schools and communities.</p>
Organisation	<p>The organisation implementing the project is a social enterprise founded in 2010.</p> <p>Bybi is a not-for-profit association driven democratically by its members. They are run both as an association and a cooperative. All our profits are re-invested in our social and environmental activities.</p>
Status of the implementing organisation	<i>Københavns Bybi Forening</i> (The Copenhagen City Bee Association) is a not-for-profit association driven democratically by its members
Duration of the project	Unlimited

Field	Explanation
Objective(s) of the project	<p>The First element - Business & Partnerships</p> <p>The first element is where Bybi derives most of its revenue. Businesses finance the project with a CSR partnership that includes adopting beehives or having them installed on their rooftops or grounds. Bybi looks after the bees, and the businesses have the option of buying their own honey as a corporate gift or for their employees. Bybi also sells honey directly to employees via a network of trained “honey pushers” – formerly homeless people who visit the businesses’ canteens and sell products directly to employees.</p> <p>Excess honey is sold via a network of participating supermarkets and specialty shops. This market is increasing as volume increases.</p> <p>BYBI has a number of partnerships with prominent Danish companies, for example Bella Center, Lundbeck, 3F and Danmarks Radio. The companies pay an initial fee to have beehives installed on their roof and most companies continue the partnership year after year paying an annual fee.</p> <p>The partner firms also have the option to buy events, CSR reports, products or other customized services from BYBI.</p> <p>Bybi works to maintain interest in its key customer groups by developing new products on a regular basis. These include products made from honey, and products made from pollen, propolis or beeswax.</p> <p>The Second Element – Social Activities</p> <p>Bybi strives to integrate a positive social effect in all aspects of the business. The objective is to provide disadvantaged citizens with a sense of perspective in a multifaceted and growing industry. For example, assistant beekeepers are involved in beekeeping, factory work, and teaching. Social goals include the following four areas:</p> <ul style="list-style-type: none"> • Sourcing beehives, frames and equipment from local workshops that employ or train long-term unemployed. • A partnership with the municipal Sundholme Activity Center, to recruit and train formerly homeless men as assistant beekeepers and factory assistants. • Training of other social projects in honey production, to boost production volume and train more beekeepers. Bybi works with Asylum Seekers from the Red Cross and social housing projects in Copenhagen. • Involving of assistants as “honey pushers” who sell Bybis products from cargo bikes in businesses and around the city. <p>The Third Element – Nature & Community</p> <p>This element aims at bringing the citizens of Copenhagen, members of Bybi and school children in contact with the nature. The project “My city, my bee” has taught school classes about the environment, sustainability and the key role bees are playing in the ecosystem. Bybi also arranges courses for its members about beekeeping, and invites the public to open days at its production facilities.</p>
Target population addressed	<p>The target group is long-term unemployed, homeless and people with alcohol or drug addiction as well as Asylum Seekers from the Red Cross and social housing projects in Copenhagen.</p> <p>Furthermore, Bybi brings citizens in contact with urban nature and educate school classes about the environment, sustainability and the key role bees are playing in the ecosystem.</p>
Geographical area	The city of Copenhagen



Field	Explanation
Network and partnerships	<p>Bybi has a large number of partners; public institutions, private companies as well as social organisations.</p> <p>These include the municipality of Copenhagen, The university of Copenhagen, Carlsberg, Danmarks Radio(Danish Broadcasting Corporation), The European Environment Agency, Noma, Danish Red Cross, Bella Center(trade fair and convention centre, congress centre and hotels), 3F(the largest trade union in Denmark).</p>
Human resources	<p>Besides the director who has worked to support and develop social enterprises in Denmark and the UK since 2004, Bybi employs beekeepers responsible for the practical side of Bybi, training of new beekeepers and production of Bybi honey, social workers and an administrator responsible for administration and co-ordinating volunteers</p>
Project budget	<p>In 2013 Bybi had a turnover of approximately 280.000 euro.</p>
Source of funding	<p>Sources of funding in 2013:</p> <ul style="list-style-type: none"> 41,5% from sales of products 24,6% from sponsorship 16,5% from gifts 8,7% from projects 8,1% from grants 0,7% from subscriptions.
Methodology and tools	<p>The method is to create partnerships across sectors, creating a new urban honey industry with social affects bringing new opportunities for people on the edge of the work-market and bringing Copenhageners in near contact with urban nature.</p>

Field	Explanation
Impact and Effectiveness	Positive results produced by the project: benefits for the target group (both quantitative and qualitative). Effectiveness: impact is maximized through a sound use of the available resources.
Monitoring and Evaluation	Bybi makes CSR-reports to all partners as well as the board regularly evaluate the project.
Relevance of the project	Bybi is working towards establishing an industry, that supports the development of a flexible space between benefits and the work-market. Bybi want to create new ways for the city's social layers to meet at new possibilities for a positive, enriching life for all.
Strengths	Bybi has a strong focus on partnerships and a strong commercial focus i.e. Bybi are not dependent on additional funding. Bybi has an original idea and a strong story and many possibilities for developing new products and partnerships.
Weaknesses	It can be difficult monitoring the social effects without downgrading the commercial focus due to capacity. Due to social issues and a lack of work experience Bybi is depending on a unstable work force.
Opportunities	New social reforms in the Danish well-fare model with an increasing focus on private sector solutions.
Threats	Bybi has various threats, among these are: <ul style="list-style-type: none"> • Seasonal availability of products. Bybi is mitigating this, by retain product stock and developing new products to sell outside the production season • Ability of management to adapt to growth • Polluted honey • Sting incidents during Bybi's operations • Unpredictable production due to weather
Future perspective and sustainability of the project	As the honey factory will reach its maximum capacity with current facilities in 2013, Bybi seeks to expand and further develop them in 2014. This will provide a foundation for a development of Bybi's social model and national and international growth. In order to accomplish this task, Bybi is in search of a suitable investor who recognizes Bybi's socially oriented business model and is interested in financing the expansion of the facilities. For the sake of illustrating Bybi's economic viability the following 5-Year Business Plan analyzes the organizations past development and maps out the future growth trajectory. It becomes clear that Bybi will manage to become independent from non-recurring income and has the potential to generate a profit before tax close to 1 mio. DKK by 2018. However, this requires support to finance the key investment.
Innovation	The "Honey pushers" are Bybis latest idea on how to create a more flexible labour market. Long-term unemployed are offered flexible employment as "honey Pushers" where the cargo bikes sell Bybis products around the city and in work places in Copenhagen. "Honey pushers" are people who find it difficult to find a place in the established labour market. At Bybi they get an introduction to the world of honey, training on how to sell and support to structure and carry out their work. "Honey pushers" can thus supplement their income, get a flexible(re)entry into the labour market and strengthen their self-esteem.



Field	Explanation
Transferability and replicability	Similar projects has been replicated in other countries.
Additional relevant information	Bybi was identified as one of the 10 best European social innovation projects in 2010 and won the Danish Social Enterprise Award 2013
Contact information	<p>Project contact person: Oliver Maxwell Project website: www.bybi.dk</p> 

DENMARK: GRUNDLÆGGERNE - THE FOUNDERS

Field	Explanation
Brief description of the project	The Founders is a team of craftsmen and is in principle carried out as a private enterprise. The team solves simple craftsmen tasks for public as well as private customers on the same terms as any other handicraft business. The participants can sign up voluntarily (you must be homeless to be a volunteer) or be sent by the "Job Centers" as part of a broader rehabilitation process.

Field	Explanation
Organisation	Municipality of Copenhagen. The project was originally started as a semi-public non-profit company funded by the Danish government. After the trial period the project has been integrated under the Municipality of Copenhagen.
Status of the implementing organisation	Public.
Duration of the project	Established in 2012 (as semi-public non-profit enterprise) and has no end date so far.
Objective(s) of the project	The aim is to create a stable frame work for positive life changes of different kinds for the participant.
Target population addressed	The most vulnerable groups in Danish society i.e. homeless people with drug or alcohol problems or other social/ mental issues including adults with absolute remote connection to the labour market.
Geographical area	Municipality of Copenhagen.
Network and partnerships	The project is dependent on orders from customers as any other company and also the public institutions that are responsible for sending participants to the project. Therefore different levels of partnerships are set up with these actors.
Human resources	Two craftsmen make the primary personal. They have access to professional assistance from the educational personal in the institution under which the project is placed.
Project budget	100.000 to 250.000 euro
Source of funding	Partly funded by the revenue of the company itself and partly by the Municipality of Copenhagen.
Methodology and tools	By creating a working environment as close as those found in 'real' handicraft businesses the focus is shifted from the problems to the resources of the participants. Thereby many participants rediscover their own capabilities and regain their motivation for reintegration in the society and for some also in the labour market or educational system.
Impact and Effectiveness	Due to the complex troubles and life situations of most participants the number of persons that are reintegrated in the labour market is fairly low. The project although creates many other documented effects such as reduced drug and alcohol abuse, improved social skills, self-esteem and professional competences. In a Danish context the results of the project must be considered as fairly unique.
Monitoring and Evaluation	The results are evaluated ad hoc with no defined evaluation dates or criteria.
Relevance of the project	The project is very relevant as none or very few other actors offer the same sort of possibilities and methods.
Strengths	The project has a very strong and well know brand that is attracted by customers for its CSR-value and by participants for its professional and simple set up.
Weaknesses	The project depends on a very unstable and fluid work force with shifting professional competences and capabilities. That limits the number of jobs that The Founders can handle at the time without risking deadlines and customer satisfaction.
Opportunities	It is possible to create and even bigger and more professional business that can handle more participants if certain factors are fulfilled. First of all the project must be able to count on a minimum of participants with a certain level of capability.



Field	Explanation
Threats	Threats are that the weaknesses of the company will create a vicious circle where a too small/ poor work force damages the brand of the founders. That will limit the number new orders and thereby also motivation of the remaining participants and at last also the access to the necessary public funding.
Future perspective and sustainability of the project	The Founders will be able to continue their work as long as the necessary public funding is renewed.
Innovation	Inspired by St. Mungo's in London a new certification method was implemented on September 1st 2014 to make it easier for the participants to transfer the skills gained in The Founders to 'real' companies.
Transferability and replicability	The project is in principle easy transferable due to the relative simple set up. Especially because the project create life improvements in so many different areas.
Contact information	<p>Jesper Buemann – av2a@sof.kk.dk</p> <p>Bent Hansen – zn3p@sof.kk.dk</p> <p>www.acsu.dk/gl</p> <p>www.facebook.com/AktivitetscentretSundholm</p> <div style="display: flex; align-items: center; justify-content: flex-end;">   <div> <p>KØBENHAVNS KOMMUNE Socialforvaltningen Aktivitetscentret Sundholm</p> </div> </div>



ITALY: SCARP DE' TENIS STREET MAGAZINE

Field	Explanation
Brief description of the project	<p>Scarp de' Tennis is a monthly street magazine founded to support the social and employment needs of severely emarginated people.</p> <p>The magazine is sold on the streets by contracted sellers who have serious social disadvantages and who are mainly homeless.</p> <p>The cover price is 3 euro and each seller keeps 1 euro for every sold copy.</p> <p>Taxes and social security contributions are covered by the editing organization. Besides covering organisational and production costs, project revenues are completely allocated to the social accompaniment of the involved target group.</p> <p>Scarp de' Tennis was born in 1996 from an idea by the press agent Pietro Greppi, inspired by the Anglo-Saxon street magazine experience.</p> <p>After some initial hardship, Caritas Ambrosiana, together with the 3 main Milano's trade unions and the association Cena dell'Amicizia, "took over" the idea, providing a more structured social framework and supporting it through a network of organisations and stakeholders.</p> <p>Caritas entrusted the issuing of the magazine to the editorial cooperative Oltre, promoted by Caritas Ambrosiana.</p> <p>Since the end of the 90's, the project reached other important Italian cities by developing different collaborations: Torino, Napoli and Genova.</p> <p>In 2008 the cooperative put in place a collaboration with Caritas Italiana and, with the cooperation of the local Caritas and other no profit organisations, 5 new branches opened in Vicenza, Rimini, Firenze, Catania and Palermo.</p>

Field	Explanation
Organisation	Oltre editorial cooperative
Status of the implementing organisation	Private no profit
Duration of the project	Unlimited
Objective(s) of the project	<p>Scarp is a social project aimed at involving severely emarginated and homeless people who suffer from poverty, addictions or other disadvantages. The newspaper provides them with the opportunity of an income, but first of all it aims at reigniting their self-esteem (in order to invest in their future) and dignity as citizens (by helping them to obtain a place of residence, that is the first condition to enjoy citizens' rights and territorial social services).</p> <p>The newspaper supports them during their path to build up again a home, a job, a good state of health, saving ability and the relationships with their family and the community. Last but not least, Scarp de' Tennis aims at giving voice to the most "invisibles", helping them to regain the right of speech and expression.</p>
Target population addressed	<p>The direct beneficiaries are severely emarginated people. Often they present multiple problems and disadvantages: they can be homeless, long term unemployed, with mental health issues, with physical disabilities, with alcohol or drugs addictions.</p>
Geographical area	<p>Area covered by the project: national.</p> <p>The project headquarter is based in Milano, but there are local newsrooms in other 8 major cities in Northern, Central and Southern Italy (Torino, Napoli, Genova, Vicenza, Rimini, Firenze, Catania and Palermo). Currently it is also being developed in other 3 cities (Como, Verona and Salerno).</p>
Network and partnerships	<p>Scarp de' Tennis is edited by the cooperative Oltre, promoted by Caritas Ambrosiana.</p> <p>Caritas Italiana, at national level, supports the development of the project in cooperation with the involved cities and in synergy with the local Caritas and other local stakeholders and partners: foundations, social cooperatives, associations, other organisations of the social economy, trade unions.</p> <p>Among them, the association "Amici di Scarp de' Tennis" (Friends of Scarp de' Tennis) plays a crucial role, providing the sellers and collaborators of Scarp with social accompaniment and assistance. Established by former magazine's sellers, the association finances and supports individual projects (with regard to housing, health and saving management) concurrent with the work experience as sellers and collaborators of Scarp. It represents the tools by which employment opportunities can be activated (usually temporary employments such as leafleting or clearing out, but sometimes also paid trainings and internships in private enterprises), allowing the beneficiaries to move forward in their professional and social life.</p> <p>Besides, the project works in network with the local public services and other organisations in charge of personalised and social care of people in difficulty.</p>



Field	Explanation
Human resources	<p>The project is developed and implemented by 36 professional operators active in the different newsrooms (14 of them are based in Milano): they are journalists, social operators, educators, trainers and administrative officials. Numerous volunteers support their efforts.</p> <p>At their side there are about 150 people experiencing (or who have experienced) severe disadvantages and social exclusion (40 of them in Milano). They are mainly in charge of the sales on the streets and in public places, but some of them contribute also to the realisation of articles, poems, illustrations and pictures.</p>
Project budget	Value of the project yearly turnover: more than 250,000 euro.
Source of funding	<p>The project has been launched thanks to the resources provided by Caritas Ambrosiana. Also, it received some grants from private foundations.</p> <p>Sales of advertisement spaces on the magazine and the sales of the magazine itself largely contribute to the financial sustainability of the project.</p> <p>On several occasions, the cooperative organised promotional events to support the project.</p>

Field	Explanation
Methodology and tools	<p>The target group is reached and involved through the local networks of organisations active in the field of severe social exclusion and collaborating with Caritas and the cooperative Oltre.</p> <p>Once someone becomes a seller or collaborator of the street magazine, (s)he receives a personalised and integrated support:</p> <ul style="list-style-type: none"> • Concerning housing, beneficiaries are helped to find a place to live and to deal with the legal procedures to acquire the legal residence. • Some are directed to public housing services, some are temporarily accommodated in a shelter managed by the association “Amici di Scarp de’ Tennis” in Milano. • Concerning health, the beneficiaries receive the required assistance in case of emergencies; moreover, the association “Amici di Scarp de’ Tennis” supports their medical expenses for dental, ophthalmic and other medical examinations. • Concerning savings, beneficiaries are encouraged to take care of their resources. The association holds a bank account where people can deposit the earned money. • Concerning competences and skills, project beneficiaries receive professional training with regard to selling techniques. Also, they can profit from different kind of courses: alphabetisation, computer, Italian language, written expression skills, journalistic skills. These training represent an opportunity at professional, educational, relational and cultural level. <p>With regard to employment, besides the job position at the newspaper, the beneficiaries are involved in temporary activities and internships opportunities, thanks also to the collaborations with private enterprises.</p>
Impact and Effectiveness	<p>Since the end of the '90s, more than 600 people collaborated to the project, writing articles or selling the magazine.</p> <p>All of them had the opportunity of gaining an income and accessing the social services linked to Scarp.</p> <p>As a result, many have started the legal procedure to acquire a place of residence in the Municipality they live in. Some obtained a place in social housing. At the present time, 6 persons are living in a shelter managed by the association “Amici di Scarp de’ Tennis” in Milano.</p> <p>Concerning money management, there are currently about 30 beneficiaries who use the bank account of the association “Amici di Scarp de’ Tennis” to preserve their savings.</p> <p>Concerning employment, although full success stories are the minority, there are examples of people who have been able to re-enter the labour market in a stable way with regular contracts.</p>
Monitoring and Evaluation	<p>The project is regularly evaluated by the cooperative Oltre and supervised by Caritas Ambrosiana.</p>
Relevance of the project	<p>This experience is particularly relevant because it allows beginning and consolidating a path toward social inclusion, not only for what concerns training and employment opportunities, but also with regard to housing, health and savings management.</p> <p>The project adopts an integrated approach in order to help people to find again self-esteem, a plan for the future and a place in society.</p>



Field	Explanation
Strengths	<p>Distribution channels are a key factor for the success of the initiative. Thanks to the link with the Caritas network, the magazine is distributed and sold not only on public streets, but also in front of Parishes.</p> <p>Moreover, thanks to the collaboration with some large enterprises and trade unions, the magazine is distributed also at company canteens and during workers meetings. Other distribution opportunities are represented by open markets, fairs and large public events.</p>
Weaknesses	<p>A factor of risk and complexity is given by the characteristics of the addressed beneficiaries, who present multiple disadvantages and very specific needs and require a highly personalised approach.</p>
Opportunities	<p>Starting from 2013, Scarp is aiming at a more intense online activity, exploiting the opportunities provided by internet and social networks.</p>
Threats	<p>Quantifying and monetising the economic and social impact of the project (also with regard to the society as a whole) is extremely difficult.</p>
Future perspective and sustainability of the project	<p>The project is financially sustainable thanks to the income generated by the sales of the magazine, the sale of advertisement spaces on the magazine and the financial support provided by Caritas Ambrosiana.</p> <p>Currently the project is still growing and is being extended to Como, Verona and Salerno. More newsrooms are planned in the future.</p>
Innovation	<p>The project offers an integrated approach combining social and economic accompaniment, personal empowerment, art expression, culture and solidarity.</p>
Transferability and replicability	<p>The project started as local pilot initiative and then grew till it reached many Italian cities with different social backgrounds. Therefore, by its very nature the project is suitable for being adjusted and transferred to other territories. In fact, it has already evolved in different contexts, valorising local partnerships and resources and adapting to the different territorial needs.</p>
Contact information	<p>Project contact person: s.lampertico@caritasambrosiana.it Project website: www.scarpdetenis.it</p> 



ITALY: M'AMA FOOD - CATERING FROM THE WORLD

Field	Explanation
Brief description of the project	<p>M'ama Food - Catering dal mondo (Catering from the world) is a social catering organisation offering international, ethnic menus and employs refugees and asylum seekers.</p> <p>The idea arose in the framework of the shelter Sammartini of the Municipality of Milano. The shelter, managed by the social cooperative Farsi Prossimo, offers temporary hospitality to immigrant women (with or without children) who applied to obtain the status of refugee or asylum seeker.</p> <p>In 2010, a kitchen workshop was started to promote the integration of refugees women. Founded as a training activity, the initiative achieved resounding success: the women felt personally rewarded and developed a strong motivation, while the clients valued the originality and quality of the recipes. Shortly, M'ama Food started to receive requests for catering services not only from friends and neighbours, but also from different organisations organizing events and meetings.</p> <p>Realising the great potential of this experience as a tool for social inclusion and work insertion, in 2012 the cooperative registered and started up a regular social catering business.</p> <p>Since then, M'ama Food has developed greater professional competences through qualified training, slowly building an entrepreneurial spirit.</p> <p>Today the initiative, born with an initial group of six people, involves up to 35/40 people. There is a stable group of cooks, caterers and hostesses and different people participating on a temporary basis, gaining professional experience and an opportunity to start a new career.</p>



Field	Explanation
Organisation	Farsi Prossimo Onlus Società Cooperativa Sociale
Status of the implementing organisation	Private no profit: social cooperative, onlus
Duration of the project	Start date of the kitchen laboratory: 2010 Start date of the catering business: 2012 Duration: unlimited
Objective(s) of the project	<ul style="list-style-type: none"> • Supporting the integration of female refugees and asylum seekers • Promoting training and work insertion opportunities for female refugees • Encouraging intercultural dialogue through different food traditions and recipes
Target population addressed	<p>The main beneficiaries of this initiatives are foreign women with the status (or applying for the status) of refugee or asylum seeker. They can be victims of ill-treatment, exploitation, persecution and oppression and may arrive from war zones.</p> <p>Usually they join the project from the Sammartini shelter, but can arrive from different situations.</p> <p>Since 2013, M'ama Food involves also regular immigrants with residence permit, both men and women.</p>
Geographical area	Local: province of Milano



Field	Explanation
Network and partnerships	<p>Key partners: Consorzio Farsi Prossimo (the consortium of social cooperatives promoted by Caritas Ambrosiana, including the cooperative Farsi Prossimo) and Caritas Ambrosiana supported the cooperative in the launch and development of the initiative.</p> <p>Other partners: M'ama Food collaborates with different foundations (Cattolica, Bertini, Cattolica Assicurazioni) and associations (among which Asspi and Asnada)</p> <p>Project sponsors: Coop Lombardia (regional umbrella organization for cooperatives), Hotel Hilton, Pasta Garofalo, Vahlrona, the chef Gianluca Fusto,</p> <p>Clients: M'ama Food provided its services to private enterprises, non-profit organisations and public bodies.</p> <p>Other relevant actors: other catering service providers. M'ama food believes in collaborative (rather than competitive) business and this sector allows cooperation with other enterprises (both profit and non-profit), even if they are also competitor. For example, sometimes sharing contracts for overlapping events and sharing staff for particularly relevant occasions is more convenient than declining a demand because of a lack of time or resources to comply with the request.</p> <p>Project stakeholders: the Municipality of Milano, immigrants' shelters and refugees centres.</p>
Human resources	<p>Permanent staff: 1 project coordinator, 1 educator, 1 cook</p> <p>Temporary staff: 35/40 women and 5 men</p> <p>At the beginning these are employed through paid apprenticeship (borsa lavoro) finalised at in-work-training on a part-time basis (about 20 hours per week).</p> <p>Then they are given the opportunity to continue to work with the organisation after the end of the apprenticeship.</p> <p>Volunteers: 15 persons are supporting the organisation.</p>

Field	Explanation
Project budget	Range values of the project turnover: 50,000 to 100,000 euro.
Source of funding	<p>The project was mainly financed through the financial resources of the cooperative and some private donations.</p> <p>During the start-up phase, a charitable foundation (Cattolica Assicurazioni) provided a financial grant to support the acquisition of the necessary machinery and equipment to set up the kitchen.</p> <p>Little by little, M'ama Food is becoming sustainable with the earnings from the catering service.</p>
Methodology and tools	<p>Applied theories: the cooperative focuses on group-work as the key working methodology, both for the concrete realisation of the products and as a learning place to exchange views and promote cultural, social and professional growth.</p> <p>Since the beginning, the organisation tried to create a cohesive core working group, as stable as possible.</p> <p>Business strategy: the cooperative carried out a market analysis, studying its competitors and identifying possible clients and suppliers. Also, it developed synergies with the other services carried out by the Farsi Prossimo cooperative (day and nights shelters, information and help centres), with network organisations as well as with competitors themselves.</p> <p>A website was set up to reach a wider audience.</p> <p>Training strategy: the work insertion is carried out through 3 months of professional training (concerning safety, hygiene, hostess service and cooking skills) where the person is oriented toward the kitchen or toward the catering service. The training follows the official requirement established by the law for the food businesses and can be profitably used on the labour market.</p>
Impact and Effectiveness	<p>Since 2010, the initiative has reached about 40 beneficiaries, providing training and a working experience.</p> <p>Almost all of them are still collaborating at M'ama Food catering services on a part-time basis (some having other temporary employment at the same time), while 7 have found permanent employment with other similar services, thanks to the contacts and skills developed during their experience.</p> <p>Only 2 people withdrew from the project for personal reasons.</p> <p>The initiative is highly appreciated by the people involved at professional and personal level.</p>
Monitoring and Evaluation	<p>The project is regularly evaluated by the internal supervision of the project coordinator, directly involved in the project, and by the supervision of the person responsible for the training sector of the Farsi Prossimo cooperative.</p> <p>The evaluation takes into consideration both the financial and the social aspects of the initiative.</p>
Relevance of the project	<p>M'ama Food is particularly relevant to promote training and work insertion both internally, within the framework of the catering business, and externally, providing the professional experience and qualification to access the labour market of similar services.</p> <p>For the large majority of the involved beneficiaries, this represents the first structured experience of training and employment, with a regular salary and direct contact with Italian clients and suppliers. Thus it is an important opportunity with regard not only to work insertion, but also to cultural and social inclusion.</p>



Field	Explanation
Strengths	<p>A key characteristic of M'ama Food's catering is its wide offer of different gastronomic traditions and ethnic recipes, valorising the cultural richness of the participants.</p> <p>Recently the catering acquired also the Halal certification (in respect of the criteria specified by the Islamic law concerning the foods that Muslims are allowed to eat or drink and how the food must be prepared), in order to expand the client base.</p> <p>Another key factor highly appreciated by clients is the high quality of the ingredients: special attention is given to organic food and local products.</p>
Weaknesses	<p>The main difficulty emerged during the start-up phase was the internalisation of the entrepreneurial spirit and the overcoming of a merely "charitable approach" in the definition of the business strategy and the working methodology.</p> <p>The strategic and organisational approach, the deadlines, the training and the procedures have been structured and formalised little by little.</p>
Opportunities	<p>Clients seem to appreciate and value the social aspects of the project, with regard to the inclusion of immigrant people and with regard to aspect linked to food quality and environmental sustainability.</p> <p>In 2015 Milano will host the Universal Exhibition, a global event whose general theme will be "Feeding the planet. Energy for life" (declined with regard to food and energy quality, security and sustainability). With an expected number of about 20 million visitors during the six months of Expo2015, this represent an important opportunity in terms of number of local events that will be organized on the territory and as a showcase for this sustainable social catering.</p>

Field	Explanation
Threats	Italian slow bureaucracy and the large number of administrative and legal fulfilments required to run a formal business (especially when it comes to food hygiene and certification) represented the main obstacles, in particular during the start-up phase.
Future perspective and sustainability of the project	<p>M'ama Food has almost reached the financial sustainability thanks to good revenues from the catering service. Perspectives are good, since the demand for the service exceeds the present capacity of the organisation.</p> <p>From the environmental point of view, M'ama Food endorses and supports organic food production and favour local products or, concerning ethnic ingredients, fair trade products as much as possible (always keeping into consideration also the quality/price ratio).</p> <p>Also, as general attention to the environment, M'ama Food carries out the separate waste collection and is careful to minimize food waste reduction.</p>
Innovation	<p>Concerning work insertion strategy, this project is particularly interesting since it doesn't merely provide professional training and a paid apprenticeship, but an on-going experience which is meant to last. No one is ever asked to leave after a period of time and to look for other job opportunities, even if this remains the ultimate objective.</p> <p>In this respect, M'ama Food has developed a network with other catering providers (according to the principle of a cooperative business, rather than competitive), which may become future employers of the project beneficiaries.</p> <p>With regard to disposable tableware and flatware, the catering services adopted products (dishes, cutlery, cups, etc.) made in Mater Bi, an innovative bioplastic obtained from starch, cellulose, vegetable oils and their combinations which is completely biodegradable.</p>
Transferability and replicability	<p>The main characteristics and elements of the project can be transferred to other territorial context and can be reproduced keeping in mind the utmost importance of a strong network to start the project, involving both financial backers and potential customers of the services since the beginning.</p> <p>This factor is particularly relevant during the start-up phase.</p>
Additional relevant information	<p>In October 2012, M'ama Food received a special mention in the framework of the "Sodalitas Social Innovation Award", given to the best innovative social projects identified by a jury of socially responsible enterprises. (www.socialinnovation.sodalitas.it/)</p>
Contact information	<p>Project contact person: Rocco Festa E-mail: r.festa@farsiprossimo.it Project website: www.mamafood.it</p> 



Lithuania: Caritas Works

Field	Explanation
Brief description of the project	<p>Caritas Works candle workshop was started in 2009. Every year Caritas Lithuania organizes Christmas candle auctions when Caritas projects can sell candles for donations and these donations raised are used for the future activities of the organization. Up to 2009 the candles were bought in manufactures from other countries. And then the initiative in Vilnius Caritas was started which goal was to start the candle manufacturing themselves and employ people facing different problems into this process.</p> <p>So today the idea of Caritas works is simple: Caritas Works is a contract between you (the buyer) and us (the manufacturer).</p> <p>By choosing this candle you bind us:</p> <ul style="list-style-type: none"> • To employ as many socially vulnerable people as we can; • And to give people a chance for a better life. <p>We promise to respect this agreement.</p> <p>We are a Lithuanian based socially responsible company. Our goals are to make high quality candles and to use our profits to support people in need.</p>



Field	Explanation
Organisation	Charity Fund Vilnius Archdiocese Caritas Social Projects
Status of the implementing organisation	NGO
Duration of the project	Unlimited
Objective(s) of the project	The goals are to make high quality candles and to use our profits to support people in need by employing them.
Target population addressed	The target group of Caritas Works are people at risk facing different difficulties, such as: people without permanent housing, long-term unemployed, those suffering from addictions and debt.
Geographical area	The candle workshop is based in capital city Vilnius but its candles are sold throughout the country as well as in other countries.
Network and partnerships	Caritas Works is part of Caritas Lithuania. Other partnerships: the companies that buy candles, parishes and churches, Lithuanian-Swiss Cooperation Programme, private sponsors.
Human resources	In the workshop there 5 employees working: <ul style="list-style-type: none"> • Coordinator who coordinates the entire workshop, the production, sales and distribution. • Accountant 2 employees responsible for candle production (employed people at risk) Also there are 2 trainees (young people at risk from youth centre) and some volunteers.



Field	Explanation
Project budget	The annual budget of the workshop is between 25.000 and 50.000 EUR
Source of funding	The source of funding: sales (main source), Lithuanian-Swiss Cooperation Programme and private donors
Methodology and tools	<p>The candle workshop serves as a transitional work place for people at risk. The goal is to help to get back or to gain skills and competences necessary for the job market as well as to raise a sense of responsibility.</p> <p>The work with employees is based on relationship and support.</p> <p>The social worker helps to solve individual problems such as debts, addictions etc.</p>
Impact and Effectiveness	Approximately 20 people at risk work in the candle workshop. Some of them can be counted as successful cases: some people found permanent jobs, paid off debts, got permanent housing and learned how to maintain it.
Monitoring and Evaluation	-
Relevance of the project	<p>Caritas works is social business company whose main income is from sales of production and the main goal is to employ people at risk that would otherwise hardly find other job in the normal job market.</p> <p>This project is open to different people at risk who are ready and willing to start to work.</p>
Strengths	The social idea – employment of people at risk gives advantage for this candle workshop compared with other candle manufacturers.

Field	Explanation
Weaknesses	<ul style="list-style-type: none"> • The sales orders are more seasonal and individual, they are not stable during the year and they are not big enough to be able to employ more people. • The candles are mainly handmade, so the candle workshop cannot produce for big orders. • The rotation of employers (people at risk) – few of them stay for a long enough. To train new people cost time and the quality of productions decreases. • The employed people at risk usually can reach the best level of productivity and quality, this influences sales and profit.
Opportunities	<p>To expand sales abroad.</p> <p>To increase quality of production.</p>
Threats	<p>The market of Lithuania is too small.</p> <p>The quality of production won't be good enough to be able to compete with other manufacturers who are more mechanized.</p>
Future perspective and sustainability of the project	<p>At the moment the candle workshop is struggling to sustain financially. So in the future it is very important to look for new ways to increase sales and quality of production, to find new customers.</p> <p>In the future there is possibility to organize groups for work therapy in the candle workshop.</p>
Innovation	<p>In Lithuania Caritas works is one of the very few examples of social business which was created to solve social problem. So the innovation is in the model - selling production to employ vulnerable people, to create them transition space towards job market.</p>
Transferability and replicability	-
Contact information	<p>Vladyslav Bortkevič Caritas Works Coordinator At Charity Fund Vilnius Archdiocese Caritas Social Projects Phone: +370 646 67942 Email: info@caritasworks.lt Website: http://caritasworks.lt/index.php?route=common/home</p> 

LITHUANIA: SOCIAL TAXI

Field	Explanation
Brief description of the project	<p>Social Taxi is a service which allows the people with disabilities to become more mobile and independent in planning their daily activities. The purpose of the service is to assist customers in the free-and-easy mobility in their work, studies, everyday interactions and involvement in active social and cultural life.</p> <p>This service ensures effective transportation to various destinations, like work, public, medical and other kinds of institutions and organizations, shops, cinema and theatre.</p> <p>The vehicles are properly designed for safe and comfortable transportation. Personal assistants not only drive the customers to the desired location but also provide the full assistance required by people with disabilities. Personal assistants are trained in first aid, communication and other skills.</p> <p>At present the service is available for the citizens of Vilnius and Kaunas, but in the process of project development, it is planned to implement the services in other locations throughout Lithuania as well.</p> <p>From the very start of Social taxi the people with disabilities are involved into the process of creation, planning and implementation of the service. This cooperation gives opportunity to improve and to reach the best quality of the service.</p>
Organisation	<p>National Institute for Social Integration (shortly – Žmogui.lt)</p> <p>This organization creates and applies social innovations, which supports the integration of the persons from various socially vulnerable groups within the manifold society.</p> <p>The institute has convoked the initiative team, composing from office and external experts, in order to ensure this aim. This team is implementing five continuous programmes and creates new ones.</p> <p>Žmogui.lt is distinctive by application of the complex problem solving pattern, direct inclusion of the of the socially vulnerable groups and youth in the public activities.</p>
Status of the implementing organisation	NGO
Duration of the project	Unlimited (the project started in April 2012)
Objective(s) of the project	<p>The purpose of this service is the free-and-easy mobility for people with disabilities in their work, studies, everyday interactions and involvement into the active social and cultural life.</p> <p>The other purpose is to develop a network of mobility of disabled people in the cities of Lithuania.</p>

Field	Explanation
Target population addressed	<p>At the moment the main target group are people with moving disabilities (in the wheelchairs). In the future project will address other people with moving disabilities.</p> <p>To become a service user one needs to have a moving disability and to register himself/herself online to get service user's account (for registered service user the service costs cheaper). But it is possible to use the service without registration (but the service will cost almost double).</p>
Geographical area	<p>At the moment the project operates in the capital city Vilnius and in the third biggest city – Klaipėda. In the near future it will be a possibility to use the services of the project for moving between Lithuania and Latvia.</p>
Network and partnerships	<p>Partners and funders of Social Taxi are:</p> <ul style="list-style-type: none"> • The municipalities of Vilnius and Klaipėda • Funds: Dutch Fund, "OFLS projects", Lithuanian-Swiss Cooperation Programme, Latvian-Lithuanian Cross Border Cooperation Programme. • Private sponsors: "True story"
Human resources	<p>There are 6 staff involved in this project at the moment:</p> <ul style="list-style-type: none"> • Project manager • Project administrator • 4 drivers-personal assistant. Personal assistants gets special training to be able to help people with disabilities leave their homes, get into the car etc., to use special technique, to assist them when needed.
Project budget	<p>The annual budget of the project is app. 25.000 euro</p>
Source of funding	<p>The main funding of the project comes from:</p> <ul style="list-style-type: none"> • City municipality (Vilnius and Klaipėda) • Funds: Dutch Fund, "OFLS projects", Lithuanian-Swiss Cooperation Programme, Latvian-Lithuanian Cross Border Cooperation Programme. • Payment for the project services • Private donations
Methodology and tools	<p>The online portal for service users allows the service users-clients to register and to order the service when their want it to. This is to empower people with disabilities to organize the services themselves and like this to feel more independent. The users are encouraged to become registered users and to pay for the services less. This way it is possible for service administrators to analyze service data using different layers.</p> <p>The special training of drivers-personal assistants that includes not only specific preparation to provide technical support for mobility of disabled people but also specific social skills to be able to communicate and support people using the services.</p>
Impact and Effectiveness	-
Monitoring and Evaluation	<p>There are weekly meetings of the team in which quantitative measures are evaluated (the number of service orders, the number of new services users and unregistered users, the number of kilometers done over the week etc.). The user's portal gives opportunity to see and analyze the data in different layers.</p> <p>At the moment there is a research carried out in order to improve the quality of the service. All the registered service users are interviewed.</p>

Field	Explanation
Relevance of the project	<p>The project is non profit and partly operates like social business because part of its income comes from the payment for the services provided.</p> <p>Also the project promotes the mobility of disabled people by providing the opportunity to reach their working place and/or other places where these people are involved in some kind of activity.</p>
Strengths	<ul style="list-style-type: none"> • It's first services of this kind for disabled people and demand for these services is very big. • The online portal for users that optimizes human resources for administration of the orders. • The ability to see different data related to usage of the services and profile of the users through user's portal.
Weaknesses	<p>Financial sustainability – the aim is to make this services affordable for people, so the price is symbolic, but then the project needs additional funding.</p>
Opportunities	<ul style="list-style-type: none"> • Additional services that would help to sustain the project financially. • Big need for such services in the municipalities and at the moment municipalities can't meet this need.
Threats	-
Future perspective and sustainability of the project	<p>In the future it is planned the development of the project in more cities of Lithuania and provision of additional services (e.g., the rent of necessary special equipment for people with moving disabilities).</p>
Innovation	<p>Such project is first in Baltic countries.</p> <p>The innovative is also the online user's portal where users are able to order the services themselves.</p> <p>Another innovation is specially trained drivers of the Social Taxi, who are also prepared to assist people with moving disabilities using their services.</p> <p>In the future it is planned to create a mobile application for service users giving opportunity to order services using their mobile phones.</p>
Transferability and replicability	<p>The project was launched in capital city Vilnius and after a while transferred to other city Klaipėda. In the near future there will be a possibility to use the services of the project also for the trip from Lithuania to Latvia.</p>
Contact information	<p>Project contact person: Arūnas Survila The project manager Email: arunas@zmogui.lt Phone: +370 69915484 Project website http://zmogui.lt/en/category/judejimo-negalia-turinciu-zmoniu-mobilumas/</p> 

SPAIN: ARACNÉ PROJECT

Field	Explanation
Brief description of the project	<p>Aracné is a project of <u>Roma social mediation</u> started in 2006, when the organisations El Fanal, CASM and Barró developed together the Artemisia project, which then gave its name to the federation network.</p> <p>Artemisa Federation Network is a non-profit federation which is built up by a group of associations that work with people in social exclusion. These associations develop education and training programs for social inclusion both locally and nationally.</p> <p>Artemisa Federation Network was registered in the National Register of Associations, with number 50992, on the 16th March 2011.</p> <p>According to the Report of the Mediation Project with Roma people, Aracné 2013, Aracné Project gives service to more than 1,600 people who have participated in the main axis of equality, employability, training, health and social behaviour patterns encouragement.</p>
Organisation	Artemisa Network
Status of the implementing organisation	Private non-profit: social cooperative
Duration of the project	From 2006 to 2013
Objective(s) of the project	<p>The project aims at promoting the inclusion of groups at risk of social marginalisation, offering opportunities to men and women aimed at reducing absenteeism from work through:</p> <ul style="list-style-type: none"> • Formative training • Social intervention • Active participation in the community • Social and cultural mediation
Target population addressed	<p>Roma population in the working class neighbourhood of Vallecas in Madrid, Spain, and in particular:</p> <ul style="list-style-type: none"> • Roma Women, Ethnic Minorities. • Families. • Children and teenagers
Geographical area	Madrid, Vallecas neighbourhood. The largest population centre in Europe.
Network and partnerships	<p>Key partners: Barró, Casm, El Fanal and Romí Sersení.</p> <p>Other partners: The association Mujeres Opañel and the Asociación de Promoción Gitana Arakerand (Valencia Community), Arboreá and Asociaciones de Mujeres Gitanas Kamira. All of them are associations for Roma women.</p> <p>Main Project Sponsors: Madrid City Council (Family, Social Issues and Citizenship Area)</p> <p>Second Project sponsors: Schools, high schools and Healthcare Systems Centers.</p>

Field	Explanation
Human resources	<ul style="list-style-type: none"> • President • Vice-president • Secretary • Economic resources Management • Representative figures of each member association • Mediators, men and women: 8
Project budget	The aids come from Madrid Community and from the City Council of Madrid, for a total of 85.000 Euros per year.
Source of funding	The project was mainly financed through the resources of the cooperatives and some private donations.
Methodology and tools	<p>The main tools are our mediators. They are considered the main human resources to deal with our programs and achieve the targets.</p> <p>The experience of our educator team and counsellors in social inclusion, equality, employment, absenteeism prevention. Local mediation programs, the empowerment of Roma population, etc.</p> <p>Activities: workshop, tutorials, group debates, group discussions, contact with families.</p>
Impact and Effectiveness	<p>Reduction of 9% of absenteeism rate.</p> <p>An exact quantitative report of the project is difficult to be provided due to the social and familiar impact effect.</p> <ul style="list-style-type: none"> • 1,605 participants in the different axis. • 10 schools and high-schools have received mediation aid. • 259 families have been given service from these educative centers. • 265 women have done the program Health and Roma Women have completed all the appointments. • 391 participants attended the workshops for equality, genre and violence prevention. • Around 391 participants in employment encouragement. • 45 monitoring of projects for entrepreneur encouragement. • 150 participants in Day´s Journeys “Mi Barrio en Verde” (Green Zone). (Puente de Vallecas). • Around 300 stakeholders from Social Behaviour Patterns axis. • 19 Young women in social exclusion risk. • 14 Young men • 30 participants in Valdebernardo Neighbour. • 22 participants Neighbour breakfast in Cañada Real area. • 8 mediators employed in the program and participating in social and official events. <p>Qualitative assessment can be summarized in strengthening patterns for getting our targets.</p> <p>The mediator´s demand has increased notably, reflecting the importance of the project and how useful the schooling centres value the programs.</p>
Monitoring and Evaluation	<p>Different charts have been designed with objectives and budgets.</p> <p>Annual report of activities.</p> <p>Monthly meetings.</p> <p>Mediator´s notebooks.</p>

Field	Explanation
Relevance of the project	Creation of an attitude rather than a theory: training is essential; schooling success in possible-when absenteeism disappears.
Strengths	The figure of the mediator is the crucial strength and axis. Without their activities the development of these projects would be nonsense because there would be no repercussion in the future. The key is negotiation between mediators and the context. Women are alliances because they want to change the patriarchal roles. Future predictions: training leads towards work.
Weaknesses	Our labour implies a strong change of traditional patterns. These cultural patterns are integrated in a patriarchal society.
Opportunities	Families are advised. Children are given academic support. Women are trained to get the secondary grade; then they are included in vocational courses and finally they get job opportunities. The sponsorship of Roma culture.
Threats	Madrid Community offers some training courses as well as vocational ones to which the stakeholders must attend regularly if they have joined. Agreements with Madrid City Council.
Future perspective and sustainability of the project	To be the referent of the neighbourhood. To train more people. To get equality between Women and Men. To promote schooling as the key of success in the future.
Innovation	This project is considered innovative because of the figure of the mediator. A person, woman or men, but mainly women, who join relationship between the dominant group of people and its minority.
Transferability and replicability	This figure is required more and more in different schools and high-schools. Even schools with a low rate of Roma population are interested in the labour of these Mediators. The project pretends to help and advice more stakeholders so economic aid is required to get this target.
Additional relevant information	Our federation was awarded with the prize 'Enrique Maya' of Social Action in its fifth edition. This prize is given by Madrid Community in collaboration with the Institute of Roma Culture which depends from the Ministry of Education, Culture and Sport. The recognize the labour of those people or institutions who promote the culture of the Roma people.
Contact information	Federación Red Artemisa (Social Mediation) redartemisa@redartemisa.org Project website http://www.redartemisa.org/nuestros-proyectos/proyecto-aracn%C3%A9-2012-2013/

SPAIN: BESANA COOPERATIVE

Field	Explanation
Brief description of the project	Besana is a cooperative integrated by workers and consumers, the first in Madrid to provide Rivas City ecological products with a specialised shop.
Organisation	Besana cooperative
Status of the implementing organisation	Private non-profit social cooperative
Duration of the project	Since April 2012.
Objective(s) of the project	<ul style="list-style-type: none"> • To make easy the access to ecological, local and quality products. • To avoid intermediates. • To facilitate the consumption for partners and activists with the best marketing conditions. • To inform average population about the products: fruit, vegetables, hygiene and cleaning of products, etc. • To offer samples to taste their products and get dissemination. • To give speeches and workshops in order to offer better information to the customers or future clients.
Target population addressed	<ul style="list-style-type: none"> • Any customer interested in green and eco-friendly products. • Any person interested in becoming part of the cooperative.
Geographical area	<p>Rivas, a city in the south east of Madrid.</p> <p>A physical shop.</p> <p>A plot of two hectare in the Agricultural and Ecological Park of Soto del Grillo, in the municipality of Rivas (in the Regional Park of the South East).</p>
Network and partnerships	<p>20 founder partners have now become 300.</p> <p>Agricultural and ecological Market in Rivas.</p>
Human resources	<p>Partner-workers:</p> <p>3 partners with deeper links with three fields which require specialization: vegetable garden, pictures of the catalogue and marketing and advertising.</p>
Project budget	It depends on the participation of the partners who invest 20€ and do the compromise of consuming 30€ per month to guarantee the production of the products.
Source of funding	Direct participation of the partner-consumers.
Methodology and tools	<p>Their philosophy promotes the demand for ecological products in Rivas and the stimulation of the consumption. They encourage social participation with a cooperative project because Besana believe in collaboration, cohesion and equity of acts which are carried out to produce the food resources.</p> <p>They consider that ecological farming is the unique possible and sustainable resource to provide service to the customers.</p> <p>They consider that ecological farming is not only a resource to feed and satisfy our biological needs, but to promote social cohesion and participation.</p> <p>It is not a new technique, but they want to grow instead of exploit the soil.</p>

Field	Explanation
Impact and Effectiveness	<ul style="list-style-type: none"> To have reached a great number of collaborators. To be two Sundays per month in the Ecological and Agricultural Market in a large multitask place.
Monitoring and Evaluation	<p>They have a certificate with the ecological stamp through the CAEM (Committee of the Ecological Agriculture in Madrid). Their production number is MA 0428/P.</p> <p>They are also participating in the meetings which are taking place to start a process of a stamp of Social Certificate of Participation to elevate their reliability.</p>
Relevance of the project	<p>It uses resources of the surroundings.</p> <p>It accomplishes the requirements of ecological and organic agriculture:</p> <ul style="list-style-type: none"> System of production which favours the use of renewable resources and the devolution of nutrients to the soil with natural fertilizers. To take advantage of the balance of the natural system to control plagues. Not to use chemical pesticides or genetically modified products.
Strengths	Using Rivas resources.
Weaknesses	Variable productions.
Opportunities	<p>More conscience of organic and eco-friendly products.</p> <p>Consumers are keen on buying seasonal products, that are products that the body requires in each season. Root vegetables heat the body in winter, salads and fruits refresh the body in summer.</p> <p>Conscience and underlying meaning of ecological product: agriculture and farming which conserves the products' nutritional values and nutrients and the original smell and flavour.</p> <p>Products promote good health.</p>
Threats	<p>Climate conditioners.</p> <p>The false-belief that ecological products are more expensive (they cover our necessities better because they have higher number of nutrients and they quench better).</p>
Future perspective and sustainability of the project	<p>Besana cooperative has positive perspective for the future: they want to continue their growth.</p> <p>They are working to create an accessible catalogue to everybody and to build up a virtual shop.</p>
Innovation	<p>Producers, distributors, ecological certificates, and a section of Guarantee.</p> <p>They have a blog to show their talks, workshops, projections, etc.</p>
Transferability and replicability	Their blog, email and Facebook account as well as their webpage allow them be reliable.
Additional relevant information	Besana cooperative is available to receive ideas and proposals.
Contact information	<p>92 José Hierro Avenue, local 33 Rivas Vaciamadrid, Madrid. besanacoop@gmail.com Project website: http://cooperativabesana.blogspot.com.es/p/que-es-la-cooperativa-besana-quienes.html</p> 

UNITED KINGDOM: REVIVE – ST MUNGO’S BROADWAY

Field	Explanation
Brief description of the project	<p>ReVive is a Painting & Decorating Social Enterprise that provides training and site work placement/volunteering opportunities for homeless clients who are moving towards and into sustained employment.</p> <p>Clients would initially attend an accredited construction course, run in one of two of our London hostels. The clients would receive vocational training for a maximum time period of 6 months and in this time would gain both an qualification in construction and a CSCS Card (The Health & Safety certificate allowing them to work on a construction site in the UK). They would also develop softer skills such as: team work, emotional resilience, communication skills, customer services and other employability skills.</p> <p>Clients work alongside a professional Painter & Decorator who supervises a team of up to 5 volunteers on jobs that have been tendered for. We have initially developed a service that tendered solely for work within our own internal supply chain but have over the last 2 years tendered for external contracts too.</p>
Organisation	ReVive is a social enterprise owned by St Mungo’s Broadway. St Mungo’s Broadway is a homelessness charity.
Status of the implementing organisation	Not for Profit.
Duration of the project	ReVive was founded in 2009.
Objective(s) of the project	<p>Training:</p> <p>The project works with some of the most marginalised people in the UK and aims to assist them in moving forward in their live. It uses a holistic training package to develop both the client’s ability to work, as well as to confront other issues that may be holding them back in their lives. Clients study for qualifications in various construction techniques including: Painting & Decorating, Bricklaying & Plastering, Kitchen & Bathroom Fitting and Tiling as well as developing wider Employability skills. The programme has been particularly successful with Intravenous drug users; supporting them in firstly reducing their methadone scripts and then with abstinence programmes.</p> <p>On-Site work:</p> <p>ReVive’s trading arm tenders out for Painting & Decorating work that it will carry out using staff and volunteers who have gone through the training arm of the service. Jobs range in size from 1 day work painting a small flat to 3 month work painting a large hostel. The project aims to offer clients vocational experience in a real life work setting, this is especially important when 2/3 of our clients have either never worked on not worked in the last 5 years.</p> <p>Employer Links:</p> <p>We have developed a chain of employer that are in the construction sector. They offer clients that have successfully completed their voluntary placement with the project employment opportunities. This is a well defined and successful exit strategy for clients of the service. It is also the driving force for clients starting the project as they see that clients similar to themselves have successfully completed the project and have obtained employment.</p>

Field	Explanation
Target population addressed	<p>The target group is homeless men and women:</p> <ul style="list-style-type: none"> • 66% of clients have either never worked or not worked in the last 5 years. • 66% have a physical health need. • 60% have a mental health need. • 64% have a substance use need. • 45% are ex offenders.
Geographical area	Pan London
Network and partnerships	<p>ReVive works closely with a number of homelessness organisations to develop referral pathways for their clients. It has also developed commercial arrangements with a number of homeless organisations to decorate their properties.</p> <p>ReVive has a relationship with London Borough of Camden who offer funding in the project in return for access to referral rights for clients based in their hostels.</p>
Human resources	<p>The Project is run by:</p> <ul style="list-style-type: none"> • 25% of a Manger. • 2 x Construction trainers • 1 on site supervisor (Client) • up to 5 client volunteers.
Project budget	In 2013, ReVive brought in over £175,000 commercial income (220,000 Euros at today's rates)
Source of funding	<p>In 2014:</p> <ul style="list-style-type: none"> • 50% Project Income through commercial sales. • 36% through fundraised income and donations, • 14% through Local Authority Grants.
Methodology and tools	<p>The use of training and volunteer opportunities in a real life work setting to break down the barriers homeless people have in moving toward in to work. In the UK only 4% of Homeless people are in employment so the project aims to break down all these barriers and open up employment opportunities to homeless people as mechanism for them to break the viscous circle of homelessness.</p> <p>The training element aims to skills clients up and also tackle some of the other needs they may have such as substance use and mental health.</p> <p>The volunteering offers them on site skills and builds softer employability skills such as time keeping, taking direction and team work. It also helps to break down the fear of failing again and other psychological issues about leaving the comfort of the UK benefits system.</p>
Impact and Effectiveness	<p>Over 90% of clients starting on the project gain a construction related qualification</p> <p>A high ratio of clients moving into employment: 50% in year 2013-14</p>
Monitoring and Evaluation	We monitor the success of the project against clear targets on both income generation and client outcomes and actions. It is a fine balance between the commercial arm and the client journey. However, we aim to keep a tight balance on this.
Strengths	St Mungo's Broadway has opened up its internal redecoration programme up to ReVive to tender meaning that it has a steady stream of work to allow there to be smooth flow of people from the accredited training element of the service into the business element. They have been aware that they cannot take this arrangement for granted and that they are judged on quality, costs and job time like any contractor in the wider market.

Field	Explanation
Weaknesses	There is always a drive for the service to keep their good operatives within the business part of the service rather than from the client journey of moving these workers into mainstream employment within the wider construction sector. This is an experience faced by most if not all social enterprises. It is always a fine balancing act between budgets and client journey.
Opportunities	As statutory funding for training becomes harder and harder to source organisations are looking at alternative funding opportunities to keep their services running. ReVive has developed an alternative income stream, to go alongside any training grants it may receive.
Threats	The biggest threat to the service is a reduction in clients coming to the service to receive accredited construction training meaning the service does not have enough trainees coming through the training with the skills aptitude or motivation to volunteer and work on the business element of the service.
Future perspective and sustainability of the project	<p>ReVive believes that it has built a business model that has allowed it to develop and expand over the last few years and has put it in a firm financial position during a period of European financial insecurity.</p> <p>The service does not believe that it would always be fully cost neutral due to the high cost of the training element. However, the business element of the service helps to pay quiet considerably towards this training element.</p>
Innovation	<p>The innovation in this project is both the use of the internal market and the social gains from the project.</p> <p>The use of both accredited learning and employment as a tool to support clients in the breaking of the cycle of homelessness, addiction and deprivation though not totally new is innovative.</p>
Transferability and replicability	Similar projects has been replicated in other parts of the UK..
Contact information	<p>Project contact person: Christine Eyers Telephone: Telephone: +447525594139 Email: christine.eyers@mungosbroadway.org.uk Project website: www.mungobroadway.org.uk</p>



UNITED KINGDOM: DR NIP NIP

Field	Explanation
Country	UK
Name of the project/initiative	Dr Nip Nip
Brief description of the project	<p>Hello, we are NipNip...</p> <p>London's first full service cycling company designed to revolutionise the way we get around town by two wheels, the difference being our goal is to achieve something positive within every aspect of our organisation.</p> <p>We started NipNip with the belief that we can do things better. We are not owned by any big corporate fat cats, so we can choose how we believe to be the best way to run our company and focus on offering value for money, convenience and most importantly giving you a great service.</p> <p>Biking brothers David and Matthew Farr are keen cyclists and have built a community who use their services daily, whether it be a customer bicycle repair via their mobile Dr. Nip Nip service that they run using their experience and knowledge in helping larger organisations to implement initiatives to support environmental and transportation objectives.</p>
Organisation	Dr NipNip
Status of the implementing organisation	Private Social Enterprise
Duration of the project	The project has been going 4 years.

Field	Explanation
Objective(s) of the project	<p>Dr NipNip Mobile Bicycle Repair & Servicing Facility is born...London's first mobile bicycle repair and servicing facility designed to accomplish 3 key goals:</p> <ul style="list-style-type: none"> • Cyclists of London can now benefit from the unparalleled convenience of having a Dr NipNip bike mechanic come to their home or place of work so no more hauling your broken bicycle down to the local bike shop! • Finally, cyclists can keep their bicycles at their safest standards possible... at fair prices. Typically, Dr NipNip bicycle repairs and servicing facilities are between 30-50% cheaper than well-known high street cycle stores. • Dr NipNip employs the best bike mechanics in the industry who bring a wealth of experience to our operation and we also give opportunities for underprivileged Londoners to work alongside our mechanics, we work closely with charities and support groups including our main partner St Mungo's. Our programme is working, but without your support this would not be possible.
Target population addressed	<p>There are 3 target group the project aims to work for:</p> <ul style="list-style-type: none"> • Large corporation employers via the provision of a mobile bicycle repair services for the use of their workers. • Cyclists of London using the cycle workshop situated in the heart of London. • Homeless people who firstly receive training in bicycle repairs and maintenance and then paid employment.
Geographical area	Central London.
Network and partnerships	St Mungo's Broadway, Squeaky Chains CIC, Deutsche Bank, Pearson, Unisys, PWC Among others
Human resources	<p>NipNip provides training to London's Homeless people in the craft of bicycle repairs and maintenance. NipNip recruits trainees directly from London Hostels and provides a bespoke training package that also works on clients employability and customer service skills.</p> <p>Once they have completed their studies trainees can move onto paid employment via becoming mobile bike engineers.</p>
Project budget	Range values: 100,000 to 150,000 euro.
Source of funding	Charities, Direct sales to the public and Direct sales to corporate sponsors.
Methodology and tools	NipNip strives to provide a top quality service to the customer while at the same time maintain a social conscience
Impact and Effectiveness	<p>Positive results produced by the project: benefits for the target group (both quantitative and qualitative).</p> <p>Effectiveness: impact is maximized through a sound use of the available resources.</p>
Monitoring and Evaluation	N/A
Relevance of the project	<p>At a time when there has been an explosion in cycling throughout London due to the high cost of public transport and a move towards more healthy lifestyles, there is a need for bicycle engineers.</p> <p>Large corporate employers are recognising that they have to offer their cycling employees more than just a bike rack and a shower to clean themselves and Nip Nip's mobile workshops are a valuable addition to what they offer their staff.</p>

Field	Explanation
Strengths	<p>Contact with Corporates. Mobile facilities. Social Contentious. Drive to be the best. Training offered not just recruiting already trained staff</p>
Weaknesses	<p>Developing a work force from Homeless people requires greater HR support. The training of homeless people as part of the service is costly. The increase in cycling within London has also increased the competition from other companies.</p>
Opportunities	<p>Multiple financial strands for income generation. Corporate workshops, individual workshop repairs. Opportunities to develop funding streams to pay for the training element of Nip-Nip.</p>
Threats	<p>The increase in cycling within London has also increased the competition from other companies.</p>
Future perspective and sustainability of the project	<p>Nip Nip has been developed as a company that puts sustainability at the front of hat. Nip Nip promotes and encourages transportation that promotes healthy lifestyles and that reduces the burden of fossil fuels on the transport systems of London. It promotes society and by working with Homeless people, some of the most disenfranchised people in London it is looking into developing a sustainable society. Lastly, it has developed a finance model that allows it to develop and be flexible to financial and funding opportunities.</p>
Innovation	<p>Nip Nip is London's first mobile bicycle repair and servicing facility offering large corporate companies a service to their employees.</p>
Transferability and replicability	<p>Though based in London, the project could be replicated in any major city which had a basis for large companies and with a large population of cyclist who travel to work using their bicycles and not public transport.</p>
Additional relevant information	<p>-</p>
Contact information	<p>Project contact person: David Far Project website: www.nipnip.co.uk</p> 

ACRONYMS

CZ: Czech Republic
DK: Denmark
ES: Spain
EU : European Union
IT: Italy
LT: Lithuania
SE: Social Economy
UK: United Kingdom

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TESSEA, Czech online platform on social economy - <http://www.ceske-socialni-podnikani.cz/cz/>

UK Government website - <https://www.gov.uk/set-up-a-social-enterprise>

ANNEX A – TEMPLATE FOR THE COLLECTION OF THE BEST PRACTICES

The following template was established in order to facilitate the identification and description of the best practices presented in this booklet.

Field	Explanation
Country	
Name of the project/initiative	
Brief description of the project	Brief description: functioning, actions, history of the initiative.
Organisation	The organisation implementing the project.
Status of the implementing organisation	Public, private no profit, semi-public, other.
Duration of the project	<ul style="list-style-type: none"> • Start date / end date • Unlimited
Objective(s) of the project	Brief description
Target population addressed	Definition of the final beneficiaries (Who are the recipients of the measure?) Eligibility criteria.
Geographical area	Area covered by the project: international, European, national, regional, local.
Network and partnerships	Official partners, stakeholders, agreements, other relevant actors.
Human resources	Key competences and skills of the involved staff/operators.
Project budget	Range values: <ul style="list-style-type: none"> • zero to 10,000 euro • 10,000 to 25,000 euro • 25,000 to 50,000 euro • 50,000 to 100,000 euro • 100,000 to 250,000 euro • More than 250,000 euro
Source of funding	Own resources, donations, public contributions and grants (from international, European, national, regional or local authorities), private contributions and grants (from foundations, banks, private organisations, corporations), crowdfunding, other.
Methodology and tools	Mechanisms of involvement, applied theories, underlying strategies. Possible specific tools.
Impact and Effectiveness	Positive results produced by the project: benefits for the target group (both quantitative and qualitative). Effectiveness: impact is maximized through a sound use of the available resources.
Monitoring and Evaluation	Is the project being regularly evaluated? Internally or externally? Results of evaluation.

Field	Explanation
Relevance of the project	Why is it particularly relevant to promote training and work insertion?
Strengths	Internal factors and characteristics of the project giving an advantage over others.
Weaknesses	Internal factors and characteristics of the project giving a disadvantage relative to others.
Opportunities	External elements that the project could exploit to its advantage.
Threats	External elements that could cause trouble for the project.
Future perspective and sustainability of the project	<p>Will the project be terminated, continued, changed? Why? Will it be financed again? Will new funding sources finance the project?</p> <p>Sustainability is intended from an economic, financial, organizational and environmental point of view. Sustainable development is universally identified as "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs".</p>
Innovation	The project may be of innovative significance, including innovation in concept, process/product, institutional system, local/national/international policy and technology.
Transferability and replicability	The main characteristics and elements of the project can be transferred to other territorial context and can be reproduced in similar circumstances responding to similar problems by other actors.
Additional relevant information	Any other useful information.
Contact information	Project contact person Project website