

WORK & TRAIN



Integration



All the partners of the project belong to the European network of CEC

PARTNERS

Scuola Centrale Formazione (IT)
www.altaformazioneinrete.it



Fédération des Initiatives et Actions Sociales -
Action Coordonnée de Formation et d'Insertion ASBL (BE)
www.acfi.be



Asociación Observatorio de Economía Solidaria (ES)
oesolidaria.org



Hope in the Community Limited (UK)
www.hitc.org.uk/cms



Médialys (FR)
www.medialys.asso.fr



Agency for Economic Development of Kostinbrod (BU)



Lifelong
Learning
Programme

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PROJECT

The project “**Work & Train. Promoting training and inclusion of the disadvantaged groups through work**” based on the observation of what is now necessary a new approach to provide more and different job opportunities and personal development for all those citizens more vulnerable and at risk of exclusion, or already excluded from society and the world of work (long-term unemployed, with low levels of education, with legal problems, drug addiction, new and old poor, etc.).

For these groups of population, social enterprises are often the only possibility to regain active participation in society. Social enterprises exist in different countries of the European Union, but they have to deal with specific and structural problems. The Work & Train project is therefore aimed at improving knowledge of this sector, in order to develop new forms of social enterprises that have strong teaching connotations to help finance innovative measures of education and vocational training, especially for the population most exposed to marginalization.

I UE EMPLOYEMENT CONTEXT

1) UE Economic TARGET

Continued reform is needed to generate sustainable growth and jobs: such is the main message to the Member States of the 2013 EU Annual Growth Survey (AGS) which the European Commission adopted in November 2012.

Time line	Pre-crisis	2011	2020 = target
EU EMPLOYEMENT RATE	70.3	68.6	75

Source Eurostat

The Europe 2020 Strategy **sets a goal of labour market participation of 75 % for women and men aged 20 to 64 by 2020**. Reaching the 2020 target of 75 % requires stronger commitments by Member States.

2) UE Economic CONTEXT

After five years of economic crisis and the return of a recession in 2012, unemployment is hitting new peaks not seen for almost twenty years, according to the 2012 edition of the Employment and Social Developments in Europe Review.

In 2012: number of unemployed people increased by 2 million.

In 2014: more than 25 million people without a job in the EU.

	UE AVERAGE	BULGARIA	FRANCE	LUXEMBOURG	UK	BELGIUM	SPAIN
POPULATION AT RISK	17%	41.6%	20%	0.5%	13.1%	12.6%	20.7%

Source: Europe 2020 targets: Poverty and Social Exclusion Active Inclusion Strategies, and Eurostat.

3) COMPARED SITUATIONS : Divergences and contrast in UE

The draft Joint Employment Report -annexed to the AGS- shows that there is a growing divergence between national unemployment situations (4,4 % in Austria, above 25 % in Spain).

As evaluated in the “Europe 2020 targets: Employment Rate”, several groups of countries can be distinguished according to how far they are from their national 2020 targets:

- Feasible target: in France.
- Ambitious but still feasible targets: Belgium, and Italy.
- Targets do not appear feasible in Bulgaria and Spain.

4) At RISK PUBLIC

17 % of the EU's population is at risk of poverty (data from March 2014, Eurostat), meaning they live in a household with an income below 60 % of the national median income after social transfers (this indicator is primarily a measure of relative income poverty).

The share of the population that is severely materially deprived varies significantly across Member States ranging from 0,5 % in Luxembourg to 41.6 % in Bulgaria. The highest at-

risk-of-poverty rates are observed in Bulgaria, Romania and Spain (20,7 %). While the percentage of the population at risk of poverty or social exclusion remains above the EU average for Italy, it falls below 20 % in France.

10% of the EU's population aged 0-59 lives in households with very low work intensity, where adults worked less than 20% of their total work potential during the past year): United Kingdom (13,1 %) and Belgium (12,6 %) have the highest rates.

Some groups are on average at greater risk of poverty than the total population:

- women (17,1 %)
- young people (21,2 %)
- people living in single-parent households (36,8 %)
- the unemployed (45,2 %)

5) FOCUS : YOUNG PEOPLE SITUATION



To boost youth conditions, the European Commission put forward on 5 December 2012 a package of measures for “Moving youth into employment” almost a year after launching a Youth Opportunities Initiative.

The situation of young people is particularly worrying, with youth unemployment reaching 50 % in many countries. The youth unemployment rate is more than twice as high as that for adults (22,7 % as against 9,2 %); more than one in five (5,52 million) young people in the labour market are unemployed. Long-term youth unemployment (over 12 consecutive months) has gone up by 3,7 % to 7,3 % of the young labour force between 2008 and 2012, compare with a 1,8 point increase (to 4,3 %) for adults (Social Agenda/February 2013, n.2).

II - SOCIAL ENTERPRISE

“Social enterprises are confronted with specific disadvantages and obstacles. The finance system tends to put them at a disadvantage in granting credit. Legislation and administrative practice in public procurement, state aid, taxation and financial markets do not take sufficiently into account their specificities. Social entrepreneurs may lack business skills. There is also a lack of statistics and instruments to measure the social value generated by social enterprises” (Social Agenda/February 2013, n.2).

Even if the social economy sector is 150 years old, it still has not developed to the full. Indeed, it is in its infancy in some EU Member States, like Bulgaria. In 2011, the Commission adopted the Social Business Initiative, and in April 2012 the Employment Package was adopted in an attempt to encourage labour demand and job creation through promoting and supporting self-employment, social enterprises and business start-ups. For the next budgetary period, which runs from 2014 to 2020, the Commission

has proposed making social economy and social enterprises an investment priority.

1) A SOLUTION

For these groups of the EU population social enterprises represent mostly the sole opportunity to improve their employability, to stay in the labour market, to recover from distress and deprivation, to regain active participation into the society. In the face of the present crisis, social enterprises tend to employ more people (relative to turnover) than mainstream small business. In the period between 2002-3 and 2009-10, the social economy's share of employment in Europe rose from 11 million to 14.5 million jobs (6,5 % of the EU workforce).

2) COMPARED COUNTRIES REGARDING SOCIAL ENTERPRISE

In **Italy**, the first CENSIS Report on the Italian Cooperation presented in Nov.2012 confirms the positive trend and anti-cyclical trends of this sector : between 2007 and 2011, workers in cooperatives increased by 8 % compared to a decrease of 1,2 % of total employment, the driving force being represented by the social cooperatives: +17,3 % (+4,3 % in the last year).

Data published 2011 showed that there are 62,000 social enterprises in the UK generating economic activity worth £24b and employing nearly 1m people. In the economic downturn social enterprises were found to be twice as confident about future growth as other SME's.

In **France**, this sector includes at the same time cooperatives, mutual insurance, companies of insurance or health, mutualistic banks, funds of united investment, a multitude of associations and active foundations in the field of the social assistance,

the sport, the leisure activities, the culture, association for the preservation of a peasant agriculture (AMAP), the fair trade, the sustainable development, etc. This dynamic branch of economy includes more than 10 % of employment in France, that is 2,3 million employees, and 217.000 establishments employers.

In the **Bulgarian** legislation there is no legal definition of social enterprise, and rules governing the status and form of social enterprise activity. Despite the lack of legal framework in Bulgaria, practice shows that there are organizations developing social entrepreneurship and identify themselves as social enterprises and several models of social enterprise may develop from them.

In **Belgium**, the social economy represents all private producers with a non-profit purpose. This sector consists of cooperative societies, companies with social purpose, foundations, non-profit associations, mutual insurance companies.... According to the Belgian observatory of the social economy, at 2012 social economy sector taken in its entirety correspond to 16,4 % and 15,7 % of employments.

The social sector in **Spain** has been working since the late 70's in the field of integration people as well in the regular occupation in the strong economic sectors in the country: tourism, services, etc. It is composed by cooperatives, integration enterprises, private foundations and other legal



forms with some financial covertures. Despite of more than 1.8 millions of families at risk of poverty in which all its members are unemployed (25% of active people unemployed: INE last term of 2012) the sector is maintaining their rate in an acceptable level and supporting the role of the administration in generate support structures for employment, more than generate new opportunities, so this is a fundamental role right now.

Data published 2011 showed that there are 62,000 social enterprises in the **UK** generating economic activity worth £24b and employing nearly 1m people. In the economic downturn social enterprises were found to be twice as confident about future growth as other SME's (sources: Social Enterprise Coalition; NACUE UK Ltd.).

The 6 NGOs applying for this project are active in this field and would now like to take their expertise a step further by reflecting together on how to improve the existing systems to create sustainable financing structures and better operating mechanisms for these enterprises. In fact, while the demand for training and integration programmes increases as numbers of people who are excluded or risk to be excluded from the labour market increases public resources for the training and for inclusion activities continue to decrease. As a consequence, partners aim to enhance innovative approaches in the training closer to the market requirements and standards, even through new forms of Enterprises with strong pedagogical dimensions with the aim of contributing to finance education and training especially for those most exposed to marginalization.

LYON



Medialys is an association supported by public subsidies (70 %) and private funds (30 %). The Board of Administration of Medialys includes our partners (public authorities and the Keolis company) and expert on social inclusion / economic development / vocational approach.

The target is to make all the public and private actors contribute to strengthen of the social link and the occupational integration of a disadvantaged public, by actions led around the TCL network (Public transport of Lyon), and to improve access to the labor market by providing an action combining training, employment, social and professional support.

It aims at a double objective:

- Contribute to the professionalization and to the access to the youth employment without qualification, the long-term job-seekers and beneficiaries of basic welfare benefits from districts in difficulties
 - Improve the functioning of the network of the T.C.L, to allow a better insertion in the social fabric, to decrease the non-compliance with rules, to fight against the fraud.
- Its activity is implemented in a urban area rather rich but where inequality due to the spatial segregation reflect the social and economic segregation lived by a part of the local population.

The annual objective is to have on average 200 employees by month.

The association is organized in 3 poles:

1. Administrative Pole in charge of the administrative follow-up of the association
2. Operational Pole in charge of organization and supervision of the activity of the employees on the working place
3. Accompaniment Pole in charge of the social and occupational support.

Medialys develop activities in the hospitality industry, information and mediation on a public transport network:

- Recruit and manage the employees
- Propose social and occupational support

- Implement individual and collective trainings for professional integration,
- Supervise the salaried employees, and every day ensure their individual follow-up in contact with the partners

The public welcomed by Medialys has little or no work experience thus almost no knowledge of the world of the work (Young people without qualification, long-term job-seekers disable and beneficiaries of basic welfare benefits...). 70 % of the recruited public arise from districts in difficulties and are in situation of exclusion because of:

- Its inexperience,
- Its place of residence,
- Its lack of training,
- Its lack of mobility

We are a social enterprise employing people without qualification, nor experience. We take into account the situation of people we get from our social partners. The challenge is to develop activities adapted to people at risk of poverty and/or with a low level of qualification and a lack of experience.

www.medialys.asso.fr

LEGAL FRAMEWORK AND CONTEXT IN FRANCE

The social and solidarity economy (SSE) brings together companies, associations, foundations, NGO... that seek to balance economic activity and social utility, giving primacy to people on the search for profits.

In the second part of the nineteenth century, organizations were created to find collective responses and solidarity to the needs of their members: procurement, financing, job creation and business development in some areas and in areas of increase health, protection of persons and property ...

Faithful to their principles, these organizations are gradually opening to new societal needs that were not covered, while retaining their mutualist spirit and solidarity: housing, fight against inequality, social inclusion, care for the elderly and disabilities, fair trade,

sustainable development...

A social economy charter exists since 1980, it is based on three main principles:

- The key goal of a social enterprise is the partnership not capital
- Each member or cooperator has a voice in decision-making bodies
- The main target of the action is not profit

Key figures of the ESS

- 10 % of GDP, made by 200000 companies
- 2.36 million employees (or 2.36 million), representing 54 billion turnover
- 12 % of private sector jobs
- 24 % of private sector jobs for thirteen years (5 times more than off-ESS)
- 600,000 recruitments until 2020 due to retirements
- 10.3 % of employment in France

Legal framework

- 1980 Creation of the Charter of the Social Economy in France defining the principles and values of this economical approach
- 1981 Creation of the Interministerial Delegation for Social Economy (DIES)
- 1993 Structuring of local actors in Regional Chamber of Social Solidarity Economy (CRESS)
- 2001 Creation of the Business Council, Employers and Groups of Social Economy (SOMA)
- 2004 Creation of the National Council of Regional Chambers of Social Economy (CN-CRES)
- 2010 Vercamer Report
- 2010 General States of SSE
- 2012 Creation of the French Ministry of Social Solidarity Economy (Minister Benoît Hamon)
- 2012 - 2014 Consultation with stakeholders and networks under Act ESS - Parliamentary Discussion
- Law on the Social and Solidarity Economy (ESS) July 31, 2014 (the decrees are being published for application on 2015)

VISITS AT LYON

Practice 1: “ Key Skills: learning basic skills for people with difficulties in French language”

Resume of the practice

Enable people who don't master French language and basic skills (including mathematics) to improve their level. We intend to improve both their work skills, especially customer relation, and their access to training or employment.

The location of the difficulties met by the people can be made:

- On the workplace : communication, posture ...
- In the job search process: autonomy, tests of entrance to training...
- In the acts of the everyday life: administrative procedure, help in schooling of children...

Specific objective

This training course is built for employees who have difficulties with the French language or basic skills (simple math problems, reading, writing...), either because they come





from other countries or because some of them failed at school.

It takes place during the contract in association with the job performed by the employees to improve their technical and general knowledge.

Implementation of the good practice

The first stage consists in identifying employees who need this training. Some of them may have expressed that need during the socio professional session. The others are identified by the field leaders or the tutors. If they are interested, a meeting between the trainers and the worker is planned to assess their level and needs, and to define individual objectives.



In this way, a twelve person group is created and the session starts for duration of 60 hours. The training occurs once a week, instead of a working day (5 hours a day), for about 3 months, in the social enterprise building.

In addition to the assessment by the trainer, employees are evaluated through a tool (evaluation grid) on the workstation, to start the action, during the action and at the end of training. These successive evaluations are used to measure progress.



Every week, the trainer proposes new knowledge about the French language or math (verbs, grammar, vocabulary..). These different teaching sequences are articulated in a specific progressive program. The trainer tries as much as possible to make a link between the work practices and the class subjects. They switch between collective and individual exercises. Sometimes, during class, the tutors come to participate to a role play, illustrating a working

situation, For example, they can be asked to simulate mediation with costumers. This exercise is considered as a support for the teaching and helps to make a real link between the field and the class, as it becomes an opportunity to improve work practice with a correction of the French language used in this working situation.

At the end of the first period (about 3 months , a meeting/assessment is planned with the socio-professional advisor, the trainer and the worker, to share the results and decide if the employee should continue for a second period (90 hours more), or if it's not relevant. Currently, this session can be reviewed for the same duration (60 or 90 hours more). According to the numbers of people who don't go on, new employees can join the group for the second session.

During the whole training session and afterwards, the field leaders have to make the link, as much as possible, between the purpose of the training and the working day practice. Some of them are especially designated to ensure a particular attention and follow the improvements or difficulties of the employees at field level.

Practice 2: “Job training: Coaching and tutoring in the workplace”

Resume of the practice

Despite all the tools used:

- A job integration of a week
- A 14-day training courses
- Coaching strengthened field presence

Many employees remain in difficulty in holding their workstations by:

- Learning difficulties
- Ignorance of business rules
- Strong personal difficulties which affect their behavior



These coaching and mentoring are set up individually or collectively. The main objective is to allow all employees to acquire the minimum knowledge and skills required to work at Médialys. Whatever their level, appropriate pedagogy is implemented. These skills can be transferred to any other job position.

Specific objective

This specific accompaniment aims to complete the basic training offered to all employees by adapting the methodology to their needs and learning abilities. Technical gesture and know-how can be worked on during these individual sessions. It also aims to establish a relationship of trust that can reinforce confidence and allow the discussion about personal problems that if not supported prevent access to sustainable employment (psychological problems, housing ...).

Implementation of the good practice

The identification of persons in need of tutoring can be done in several ways:

- request for tutoring made by the employee
- difficulties identified by supervisors
- trainers providing training at Keolis Lyon Company
- the professionals in charge of the professional integration
- the tutors by their daily field presence
- upon arrival in the company 3 days induction is carried out. It identifies the difficulties of expression, understanding or integration in a team.

The first meeting between the employee and the tutor is a diagnostic interview to assess problems and to implement an action plan. This meeting takes place individually during working time. The tutor will observe the employee at work and set goals according to the needs (seen by the prescriber and those expressed by the employee).

Work can be on the TCL network or in a meeting room, if the subject requires a confidential discussion. The tutor adapts his/her working methods to the learning style of the employee, some learn by reproducing, others by listening and others by writing or visualizing. In all cases, it is important to involve the person, allow him/her to make sense of this working session by demonstrating the immediate benefits (be more comfortable in their daily work, refine skills related to their professional project).

This training action during working time avoids a common pitfall of training: the reuse of learning. Learning is immediately reused in their daily professional practice. The tutor offers regular appointments. The tools used by the tutor are the tools of the employee. Indeed, it is often a lack of control and comprehension of the tools made available which explains the difficulties. These tools are shelled, and the employee is encouraged to modify, if it can help. For example, the large amount of information contained on a subway map can be frightening. So step by step the work will be put in place, working first on a simplified plan with a minimal amount of information (only terminus), gradually adding stations when the first information is understood. In the end, the person will realize that by proceeding calmly and rigorously she/he is able to find information in a complex document. This skill may be reused in any professional context.

For some themes of work, we work on self-image. What image do I project to a customer? Is it commercial? To do this, a mirror may be used, or a camera. During debriefings working sessions, it is always the positive, the progress is underlined, and as before, the meaning of the work explained, why did you need to be more commercial, appear more dynamic? An evaluation is made at the end of each session and the objectives set for the next appointment. In the meantime, the employee agrees to work alone by implementing the newly acquired skill with the help of supervisors who have been informed by the tutor to the work initiated. The employee will be supported as needed. Tutoring can also be implemented as part of the preparation for oral exams training. Work on stress management, self-confidence and skills by doing exercises, breathing exercises.

Some coaching is not intended for technical learning, but rather to try to understand the origin of some behaviors (violence, demotivation, absenteeism ...). The only purpose of the meetings is to open a space to speak to people. The awareness generally happens and our job is to guide them towards the most suitable professionals (psychologists, hospitals ...), in line with the socio-professional referral.

Practice 3: “Partnership between the social enterprise Medialys / and a large company Keolis Lyon (in charge of the public transport network of Lyon)”

Resume of the practice

How to develop and organize the occupational integration combining work and training for people risking social exclusion in partnership with a large private company.

Implementation of the good practice

Each year, Medialys partners meet to establish financial and strategic terms of their involvement. They meet 3-4 times a year as part of the Board of Administration of the association to evaluate the project and its results.

These strategic terms applied operationally on the TCL network: approximately 190 people made available every day to ensure the customer information service.

The 190 employees need to be trained on technical aspects and to be managed. Every month, we hire around 25 new persons in our enterprise.

Their time, the first weeks of work, is organized so as to alternate training, coaching and working time.

1) Daily activities are organized from a weekly order issued by the company according to their needs. An appointment is scheduled fortnightly between our operational team and the operational coordinator of the company to anticipate their needs, plan our workforce and adjust the training points.

A monthly reporting is made to the company on many items: workforce, absenteeism, time and number of employees on each mission... each month, we are subjected to quality survey.

2) The technical training is made by the training company during the working time during the first month of the contract. The tools, the methods and the contents are shared between the Medialys team and the Company team to take into account the technical needs and learning abilities of our learners.

3) The first contract has 16 days of training done by Médialys (supervisor) and the Keolis Lyon trainers.

- Practices exchange : collective assessment at the end of the first month contract on the conduct of missions, leadership, growth and progress margins (1 day)
- 2 days of initial training within the framework of the integration of new employees
- Ticketing / pricing (1 day)
- Knowledge network, itinerary(3 days)
- Commercial and customers relations (2 days)
- Conflict Prevention (1 day)
- Access control (1 day)
- Prevention and Healthy Living (1 day)
- Knowledge network, itinerary and evaluation preparation by role play (1 day)
- Written evaluation on the network / ticketing knowledge /Customer Evaluation information (1 day)



- Knowledge network, routes + simulation of real situations (1 day)
- Oral Evaluation on the network / ticketing knowledge / Mediation (1 day): role play on real situations (1 day)

The daily work takes place on the TCL network (Lyon public transport) from Monday to Friday 6:00 am to 20:00 pm. The duration of the contract is between 8 and 24 month with an average of 14 months.

The technical training takes place one or twice a week (according to the group) in the vocational center of the company during the first 4 months of the contact. The total duration is 16 days with 2 evaluations (intermediate and final) managed by Keolis and Médialys.

The means:

- An annual grant of € 523K allocated by the large company Keolis Lyon
- Premises made at disposal by the Sytral and Keolis Lyon
- Technical equipment available (radio, traffic card, training rooms, workwear)
- A dedicated team Keolis Lyon and a coordination Médialys / Keolis Lyon:
 - The operational coordinator
 - 3 trainers
 - The person responsible for the welcome, and of the information of the travelers
 - The Unit Director development RH
 - The team Médialys



MAIDSTONE



Hope in the Community (HitC) is an NGO with a strong track record of delivery of projects in support of community and social regeneration. HitC is located in the north of Kent but operates across the South of England.

HitC has a small structure but works closely with a number of consultants, partners and sub-contractors, accessing specialist skills and knowledge whenever necessary in order to deliver projects. Our core work is to support local non-profit organisations and faith groups who wish to engage with their communities in addressing local needs. We offer expertise and support in all areas from organisational structure to working with volunteers to developing social enterprise.

www.hitc.org.uk

LEGAL FRAMEWORK AND CONTEXT IN THE UK

The pioneers of social enterprise can be traced at least as far back as the 1840s, in Rochdale (northern England), where a workers' co-operative was set up to provide high-quality affordable food in response to factory conditions that were considered to be exploitative.

In the UK, a resurgence of social enterprise started in the mid-1990s with the coming together of different organisations, including co-operatives, community enterprises, enterprising charities and other forms of social business, all united by the prospect of using business to create social change.

In the UK now there are around 70,000 social enterprises contributing £18.5bn to the economy and employing 1m people.

Some interesting data on social enterprises in the UK:

- 38 % of social enterprises operate within the UK's most deprived communities compared to just 12 % of mainstream small and medium sized enterprises.

- 52 % of social enterprises employ people who struggle to find a mainstream job.
- 65 % of social enterprises trade with the public.
- 23 % of social enterprises have the public sector as their main source of income.

There are four important origins of social enterprises: mutualism (e.g. credit unions, co-operatives); public sector spin-offs (e.g. leisure trusts); charitable and voluntary activity (e.g. trading charities); new enterprises established by social entrepreneurs, either linked to new social movements (e.g. fair-trade and recycling organisations); or from the business sector.

There are several options for the legal structure of the social enterprise:

- **Community interest company (CIC)**

A CIC is a legal form created specifically for social enterprises. It has a social objective that is “regulated”, ensuring that the organisation cannot deviate from its social mission and that its assets are protected from being sold privately. For more information on CICs, contact the CIC regulator - www.cicregulator.gov.uk

- **Industrial and provident society (IPS)**

This is the usual form for co-operatives and community benefit societies, and is democratically controlled by its members in order to ensure their involvement in the decisions of the business.

- **Companies limited by guarantee or shares**

The most common legal structure for standard businesses. Many social enterprises also choose these legal forms because they are very flexible when it comes to governance, and when it comes to getting investment. To ensure a standard company is a true social enterprise it will need to ensure it has a social mission written into its Memorandum and Articles of Association and is clear about reinvesting its profits.

- **Group structures with charitable status**

This is a very common legal form for social enterprises. In part, it is common as increasing numbers of charities are moving away from traditional models of fundraising and becoming more businesslike in order to ensure their sustainability. Partly it is a result of the fact that tax is an important consideration for some organisations where the retention of surpluses is essential. In these cases the tax breaks associated with charitable status can be an important factor and mean that having a charitable structure as part of the group is worthwhile.

VISITS AT MAIDSTONE

SPADEWORK

Resume of the practice

Spadework is a plant nursery, a café and a farm shop. They offers a work experience for people with disabilities in a commercial environment and a development of personal skills.

Spadework is a quality provider of these services (plant nursery and farm shop), being a 'destination' for the public wanting a morning or afternoon out. Gardening is a favourite pastime for many English people and many will choose to come to Spadework because of their social purpose.

Spadewrok is a company limited by guarantee, registered charity. 47 % funded through Personal Independence Payments (Welfare Benefits within the control of the trainee), 40 % funded through commercial activities and 13 % funded through fundraising.

Specific objective

Spadework has 2 objectives:

- To provide work experience for adults with learning and other disabilities.

- Support the trainees to develop their personal skills through social interaction with the community and experience of working in a commercial environment.

Implementation of the good practice

The trainees produce the plants that are sold in the garden centre and the fruit and vegetables served in the café and sold in the farm shop, they help to make cakes, jams and chutneys and serve customers in the café and they also work in the farm shop. They also have woodwork, craft and IT facilities. The commercial environment ensures that this is as close as possible to a 'real world job'.

The garden centre, farm shop and café are all open each day to the general public, which enables the trainees to interact with the customers, helping to improve their social skills, which in turn can increase their confidence and self-esteem.

Trainees are not time bound – they can continue for as long as they are gaining benefit for the experience.

This provision is considered to be of benefit to those adults, their families and others who care for them, and to the community generally.



Royal British Legion Industries (RBLI)

Resume of the practice

The principal activity of the Royal British Legion Industries is manufacturing. Funded through commercial revenue generation and some supportive funding through overarching Charitable resources.

The target is wounded, injured and sick serving and ex-service personnel; dependents of veterans in need of care and support; and local community people with underlying health conditions limiting their independence.

In the visit, we saw 3 practices:

- Employment of people with disabilities
- Development of independence-building for people with disabilities
- Deliver their charitable purpose within a viable commercial framework

Specific objective

The objectives for the practices are:

- Actively seek to recruit from those with disabilities within their communities. This is done through using key State-sponsored employment programmes such as WorkChoice
- Deploying a range of activities which minimize social/employment-based isolation and integrates practices to develop people's potential within the workplace
- Build business plans which drive delivery of charitable purpose whilst achieves appropriate financial performance to sustain activity

Implementation of the good practice

Process: recruit and train individuals through standard selection processes. Once in post, provide full skills and competency based training to induct and nurture employees.

Training takes place at start of employment and then regularly as tasks change or roles develop.

Employment programmes such as Work Choice have a contractual duration of 5 years ending in October 2015. Employment is not time-bound by this. Training and development usually takes place through a mix of work-based learning and dedicated ex-work training in classroom style events.

Training delivery is supported through a range of specialist assistance such as 'signers' for those with hearing impairments for example. Training is planned for the individual in a tailored way to ensure skills and knowledge is related to job role and activity type, not just a blanket approach taken.

Utilisation of a range of Health & Wellbeing initiatives to reduce social isolation and exclusion. RBLI employs a HWB officer to design, plan and deliver a range of activity across RBLI's community. This includes physical and mental activity and is for all age groups from young children through to the elderly. Events include Computer knowledge and application for elderly who need introducing to the positive use of PC applications and web-based technology. RBLI sets up and implement walks and talks on a number of topics within the community which act as a catalyst for individuals to meet other like-



minded people in a safe and controlled, friendly environment.

Activities must be relevant, cost effective for attendees and promote inclusion, not exclusion.

RBLI stands toe to toe against commercial organizations in the market place and expect no advantage on price to be given. Their approach is that they are competitive but have the added strength of bringing social value to their customers. When they buy from RBLI they are investing in their social development, building better lives for their employees and those participating within their charitable work.

Principle challenge is operating within a commercial environment and balancing output capacity with keen pricing and best-value production.

RBLI communicate their results internally through key communication framework of briefings and regular meetings across all levels. External messaging is controlled and tailored to the audience being targeted.



BARCELONA



OES (Observatorio de Economía Solidaria) is a non-profit association that it has as purpose the investigation and the promotion of the solidarity economy as a model of economic development based on the respect to the people, with a perspective of sustainable development and like means of social cohesion.

Therefore, one of the main objectives of the association is to identify and to promote projects of social development and to apply them in the territory.

More information: oesolidaria.org

LEGAL FRAMEWORK AND CONTEXT IN SPAIN

In Spain, the first social enterprise was created in the 1980s; however, they were not regulated until 2007 with the Law 44/2007 (there was a precedent, the catalan law 27/2002). Nowadays, there are communities with their own laws, and for the rest of communities (there are 17 communities in total), there is a state law. So today there are 12 systems of public support for social enterprises in the country:

- The state law: Law 44/2007 on the regulation of social enterprises (BOE 299 of December 14, 2007).
- The communities with their own laws:
 - o Catalonia: Law 27/2002, of 20 December.
 - o Aragon: Law 37/2006, of 7 February.
 - o Balears: Decree 60/2003, of 13 June.
 - o Canary: Decree 32/2003, of 10 March.

- o Galicia: Decree 156/2007, of 19 July.
- o La Rioja: Law 7/2003, of 26 March.
- o Madrid: Decree 32/2003, of 13 March.
- o Murcia: Order of 20 June, 2007.
- o Navarra Foral Decree 26/2002, of 4 February.
- o Basque Country: Decree 305/2000, of 26 December.
- o Valencia: Law 1/2007, of 5 February.

The law 44/2007 defines social enterprises as *"legally constituted commercial or cooperative societies, duly qualified by the competent regional bodies, performing any economic activity of production of goods and services, whose social objectives are the integration and socio-labour training of persons in a situation of social exclusion as a transit to regular employment"*. In all cases, these enterprises must be principally non-profit entities.

The main requirements of social enterprises should be the following:

1. To be wholly owned, or at least the most part, by Nonprofit corporations or entities (at least 51 % of the capital).
2. Be registered.
3. Provide jobs to people experiencing or at serious risk of social exclusion. Jobs that allow individualized guidance workers for adequate social and labor integration. To have a percentage of workers in process of integration (30 % in the beginning, and at least 50 % from the fourth year).
4. Reinvest the profit made by the economic activity in the company's own insertion (at least the 80 % of the profit).
5. Present an annual balance.

In Barcelona (and in Catalonia in general), social enterprises work with the Law 27/2002, of 20 December. Among other things, this law regulates:

- Working relationship with workers
- Articulate the business register
- Determines grants and aid from the public administration

The latest Annual Report of FAEDEI (Spanish Federation of Entrepreneurial Associations) shows these numbers:

Table 1: Spanish WISEs Regional Data, 2011.

Region	Full Time Equivalent Integration Jobs (FTEIJ)	Total Public Funding	Total Economic Return (taxes)	Public Funding per FTEIJ	Economic Return per FTEIJ (Taxes)	Balance Public Funding and Economic Return per FTEIJ
	(A)	(B)	(C)	(D)	(E)	(F)= (E)-(D)
País Vasco	474	9.051.394,59 €	1.720.133,90 €	19.095,77 €	3.628,97 €	-15.466,79 €
Cataluña	410	4.046.325,16 €	1.964.274,67 €	9.869,09 €	4.790,91 €	-5.078,17 €
Navarra	136	1.931.311,09 €	221.147,97 €	14.200,82 €	1.626,09 €	-12.574,73 €
Canarias	37	491.473,60 €	120.135,53 €	13.283,07 €	3.246,91 €	-10.036,16 €
Aragón	57	315.710,92 €	721.868,51 €	5.538,79 €	12.664,36 €	7.125,57 €
Madrid	53	245.187,81 €	161.390,03 €	4.626,19 €	3.045,09 €	-1.581,09 €
Castilla León	29	171.434,77 €	261.703,66 €	5.911,54 €	9.024,26 €	3.112,72 €
Andalucía	67	101.868,83 €	485.331,94 €	1.520,43 €	7.243,76 €	5.723,33 €
Asturias	12	100.653,35 €	73.121,56 €	8.387,78 €	6.093,46 €	-2.294,32 €
Islas Baleares	11	87.186,83 €	72.672,99 €	7.926,08 €	6.606,64 €	-1.319,44 €
Castilla-La Mancha	17	84.413,11 €	73.302,80 €	4.965,48 €	4.311,92 €	-653,55 €
Valencia	19	81.807,61 €	205.585,33 €	4.305,66 €	10.820,28 €	6.514,62 €
Galicia	9	34.813,48 €	39.630,51 €	3.868,16 €	4.403,39 €	535,23 €

Source: Produced by the authors from yearly figures in the [FAEDEI Annual Report](#), 2011.

Some details:

- The FAEDEI Annual Report 2011 shows that 52 per cent of workers in integration processes in social enterprises find a job in the regular labour market.
- In Spain there are a total of 236 social enterprises (in 2010).
- There are 58 in Catalonia which means 29.10% (43 in the area of Barcelona), 26.46 % in the Basque Country, Madrid and 9.53 % to 8.47% to Andalusia.
- 50% of these enterprises are dedicated to recycling and recovery activities.
- The 44.44 % are in the service sector (catering, cleaning, accompanying elderly).
- The 29.63 % are in the construction sector.
- The 77'69 % belong to a network of social enterprises.

Target groups of the social enterprises:

- People with physical, mental or sensory disability or mental illness with the potential for the labor market.
- People that receive an income support.
- People who can not access the income support, they do not meet the requirements of Article 6.1 of Law 10/1997, of 3 July.
- Young people (between sixteen and thirty) that come from institutions of minors.
- People with substance abuse problems (drugs, alcohol) who are in process of rehabilitation and social reintegration.
- Inmates of prisons whose situation enable them to access employment, or ex-prisoners.
- People who can not afford the income support, but they are, in the opinion of the relevant social services, at risk of exclusion.
- Long-term unemployed over forty- five years.

LINKS

FAEDEI: Spanish Federation of Social Enterprises

www.faedei.org

FEICAT: Catalan Federation of Social Enterprises

feicat.cat

Law 44/2007 on the regulation of social enterprises in Spain (BOE 299 of December 14, 2007)

www.boe.es/boe/dias/2007/12/14/pdfs/A51331-51339.pdf

Law 27/2002, of 20 December (for Catalonia)

www.boe.es/boe/dias/2003/01/16/pdfs/A02015-02019.pdf

VISITS IN BARCELONA

SAO-PRAT

Resume of the practice

Sao-Prat is a non-profit entity of 3 religious communities that works with young people (between 16 and 23 years old) at risk of exclusion. They create 2 integration enterprise and work in 2 different fields: construction and graphic design.

Specific objective

In 2013, 180 young people were training and working in Sao-Prat, and finally, 34 of them have a contract with one of these 2 enterprises. Besides the young ones, Sao-Prat also deals with children and teenagers (they have more centers to work with different ages), and in 2013 Sao-Prat helped 582 people.

Implementation of the good practice

Sao-Prat gives until 4 months of training before the young people start to work in one of this 2 enterprises: The Integration Enterprise E.I. Reforms SAÓ (offers all kinds of services in the field of reforms and general maintenance of buildings) or The Integration Enterprise Inmenta S.L. (works in the field of design). If one young shows that he is not prepare to start to work, Sao-Prat search another training more motivating for the young one.

In the beginning, the young people worked full time (they earned the money that they needed for living), but a lot of them though that training wasn't necessary so they left the training. Nowadays, Sao-Prat wants that young people continues with the training, so they combine a part-time job and the training.

The money that they win isn't enough for live, so they continue training to achieve a full time job in a regular enterprise. They work also personal skills that will allow them to access the living standards that dignify them as people and make possible the processes of emancipation, assuming the responsibilities inherent in a life in society.

Sao-Prat invoiced 700.000 € last year, and only 20% of their incomes are from subsidy.



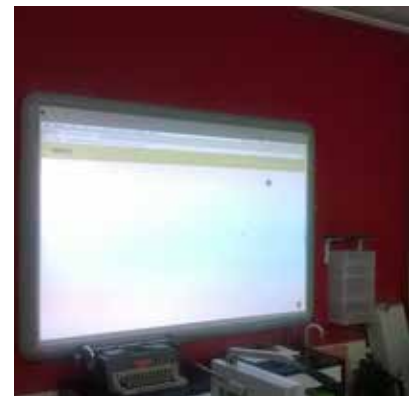
The Integration Enterprise E.I. Reforms SAÓ offers:

- Restoration of facades and courtyards
- Roofing and terraces
- Reform lobbies and building ramps adapted
- Reform of housing and local
- Facilities
- Aluminum and wood
- Plaster and plasterboard
- Painting
- Masonry
- Urbanization



The Integration Enterprise Inmenta S.L. offers:

- Corporate image
- Logos (design, retouching)
- Brochures / Leaflets / Flyers / Brochures



- Cards
- Websites
- Videos

www.saoprat.net

TRINIJOVE

Resume of the practice

We visited the waste management in the airport of Barcelona El Prat. Under the passengers area is the internal area where Trinijove works: classifies the waste (paper and cardboard, glass, plastic, organic waste).

Implementation of the good practice

They work with people in social risk of exclusion, men mostly, with drug problems and alcohol problems. The conditions of the work are hard: the environment is noisy and hot. Also the airport is open 24 hours a day and 365 days a year, so there are 3 turns of work per day.



They started working in the airport with 2 people and now they are more than a dozen. Trinijove also work with them the individual skills, and each person is different with changing needs and aspirations.

Fundación Privada Trinijove began its activity in training and socio-labour areas, with people in social risk, in the year 1985. During this time they have been working in an active way to improve new measures and projects, with the purpose of overcoming the situations of social exclusion.

The main guide-lines are:

- To offer services and resources for free.
- To intervene from a global vision, combining occupational information, training-promotion and free-time.
- To give priority to local actions and then be open to people affected by unemployment and social exclusion, coming from the rest of the city.
- To begin other projects in Catalan, Spanish and European networks which become effective with the management of European programs.

In Fundación Privada Trinijove, there are two more constants:

- The cooperation among people, institutions and enterprises that are sensitize with social problems.
- The conviction that the social insertion of young people, women and unemployed will be effective only if it passes through an economical inclusion. The point is not to give small aids or training actions or partial occupational actions; the point is that from a process vision we can aim to the autonomy of the individual in the society.

trinijove.org

Resume of the practice

Ared Foundation works for social and labor integration of people experiencing social exclusion, mainly women from prisons and social services. Ared is located near the female prison because for them is most important that women can combine personal life and work. Also, the work timetable is adjusted to prison timetable: they start to work at 7 a. m. and they are free in the afternoon to go home and stay with their children and family.

Implementation of the good practice

Ared foundation creates 3 different enterprises: Salta Catering in 2006 (catering), Salta Confección (manufacturing and dressmaking) and Salta Obrador (bakery). For each enterprise they have different training courses (like kitchen helper).

Salta promotes labor market integration of people with special difficulties, through custom accompaniment processes and structures tailored to their needs.



Salta Confección pays the salaries of all the employees with the incomes (it's a sustainable enterprise). They work for private enterprises and also for schools, nurseries, Boy-Scouts groups, associations...

Salta Catering proposes a quality catering with a selection of creative, homemade and prepared at their facility in Barcelona products. They work for private companies and also for public administrations. ARED has a community kitchen (for 120 people), and Salta Catering cooks the meal for it.

Salta Obrador produces all the bread that Salta Catering uses (one enterprise is client of the other). Also they have more clients, like private enterprises.

The insertion team carries out various programs and job placement guidance for the employment of the people they serve.

They have 6 months of academic training, and then if they don't find a job, there is an occupational program with specialist assistance. Also, there are groups with continuous academic training.

The objective is that in 2 years they will find a job in the labor market.

www.fundacioared.org



SOFIA



The Agency for Economic Development Kostinbrod (AEDK) was found in November 2005 by business and local authority in the region of Kostinbrod. The agency is experienced in business relations and services and especially in surveys over the business environment and development priorities, capacity building trainings and seminars for representatives of SMEs for advancement of their skills and knowledge in EU standards and requirements, partnership building, Project Cycle Management (PCM), business planning and finance, know-how transfer, legal affairs, marketing and Public Private Partnerships (PPP).

As non-governmental organization, AEDK has a regional scope of intervention and acts on the territory of Sofia District and Sofia - city.

AEDK has a diverse team of professionals in project management, coordination of trans-regional activities, experts in the field of social and economic development, professionals in management, marketing and human resources development consulting. AEDK has successfully implemented following projects:

1. Strengthening the local development initiatives and entrepreneurship, under PHARE CBC Bulgaria-Srebja, 2005/017-457.01 Joint Grant Scheme for Sustainable Economic Development Scheme:

a. The project was implemented in the period 2010 – 2011;

b. Description: Strengthening the local development initiatives and entrepreneurship in the municipalities of Kostinbrod and Leskovac through establishment of regular information exchange channels and capacity building. Main activities implemented were organization and delivery of 8 capacity building trainings for LDOs/SMEs; Development of one place information unit – creation user-friendly web-based information portal; Establishment of a partnership network in the cross-border region;

2. Acquisition of skills and achieving social activity for potential Local Action Group (LAG), under Rural Development Programme 2007-2013, Measure 4.3.1, Axis 4 – LEADER:

a. The project was implemented in the period 2009 – 2011;

b. Description: To enhance capacity of local authorities for the application of

instruments and management systems; Promotion of innovative approaches for improvement of quality of administrative services based on good practices exchange; Development of sustainable partnerships for exchange of good practices for quality management systems and international standards;

3. EXCHANGE of good practices for quality management of municipal administrations, under Bulgaria – Serbia IPA Cross Border Programme:

a. The project was implemented in the period 2011 – 2012;

b. Description: To enhance capacity of local authorities for the application of instruments and management systems; Promotion of innovative approaches for improvement of quality of administrative services based on good practices exchange; Development of sustainable partnerships for exchange of good practices for quality management systems and international standards;

4. Increase the competitiveness of enterprises by focusing on technology and know-how transfer between SMEs, research, industry and educational institutions in the sphere of energy efficiency, renewable energy sources and ICT for Sofia and Nishava districts, under Bulgaria – Serbia IPA Cross Border Programme:

a. The project was implemented in the period 2011 – 2012;

b. Description: Introduction of the energy efficiency, renewable energy sources (RES) and ICT technology principles to the SMEs from the Sofia district and Nishava cross-border region; Awareness rising on applicability of the new technologies and innovations in achieving competitiveness and substantial benefits for the business organizations in the cross-border region;

5. Strengthening the cross-border territorial competitiveness and economic development in Nish and Jablanica (Serbia) and Sofia (Bulgaria) regions through efficient utilization of regional resources in the area of renewable energies use with stress on biomass employment, under Bulgaria – Serbia IPA Cross Border Programme:

a. The project will be implemented in the period 2013 – 2014;

b. Description: To support the business and economic development of Nis, Jablanica and Sofi regions through increased use of renewable energies and efficient utilization of regional resources; To reduce the negative effects of economic activities on the environment by encouraging friendly environmental economic activities; To raise the awareness on applicability of renewable energy technologies in achievement competitiveness and sustainable benefits for the business organizations in the cross-border regions;

6. Mobile Internet, E-services and Training for Rural Community in Cross-Border Region, under Bulgaria – Serbia IPA Cross Border Programme:

a. The project will be implemented in the period 2013 – 2014;

b. Description: ICT awareness & literacy and life-long learning culture promoted among the teachers, students and entrepreneurs from 20 underdeveloped and info-poor communities in Bulgarian–Serbian cross-border region, through provision of mobile internet access infrastructure and E-learning methods;

7. Work & Train. Promoting training and inclusion of the disadvantaged groups through work, under LIFELONG LEARNING PROGRAMME, Leonardo Da Vinci Partnership:

a. The project will be implemented in the period 2013 – 2015;

b. Description: To exchange on models and best practice related to forms of social Enterprises with strong pedagogical dimensions; To enhance new forms of subsidiarity between public and private institutions in the social inclusion and the training sectors; To explore how to enhance capacity building and networking of work integration social enterprises and learning organisations; To promote inclusive programmes tailored to the needs of vulnerable groups and applying innovative pedagogies and assessment procedures on the basis of people's potential and prior learning and experiences; To enlarge the gamma of possibilities, by means of vocational training, of social and professional integration of individuals who -due to their exclusion and their relegation to a marginal role in society- have fallen victim to increasing social and professional handicaps.

LEGAL FRAMEWORK AND CONTEXT IN BULGARIA

Legal base

In the Bulgarian legislation there is no legal definition of social enterprise, as well as rules governing the status, form and activity of the social enterprise.

Social service sector in Bulgaria is governed mainly by Social Assistance Act, which outlines social services with social benefits form the general legal concept of “social assistance”. The law defines the main objectives of social services, namely support for carrying out daily activities and social inclusion. The law also imposes the basic principles for provision of social services: personal choice of the customer; opportunity to negotiate and liability of the services.

Rules for the implementation of the Social Assistance Act - The regulation lists the types of provided social services, the conditions and requirements for use of the services of the individual groups of customers, criteria and standards for location and equipment in the social residences, requirement to the staff in social residences, etc.

In the Republic of Bulgaria there are three approaches in the management of social services:

- By a unit within the administration, such as sector, department or directorate;
- From the municipal / state enterprise, which has more autonomy (the enterprise has its own bank account separate from the municipal one);
- Outsourcing management of social activities outsourced under Art. 18a para. 3 of the Social Assistance Act, which regulates the possibility of assigning the management of social services to external contractors. In this case the overall management of the service is performed by an external company based on a competition and signed contract. The municipal / state administration control only the execution of the signed contract. The subsidy for these services is given to the external contractor, who has the rights for overall management of the service.

There are many different types of social enterprises, which cover a wide range of forms and functions: organizations at the local level, joint organizations such as cooperatives and large companies that operate either at the national or international level.

Types (basic) social services:

- Protected home
- Centre for family support
- Monitored home
- Daily center

Beginning of social entrepreneurship in Bulgaria

In 2002 Counterpart Int. - Bulgaria started implementation of a program for creating and supporting social enterprises through funds from the United States Agency for International Development. In the period 2002 - 2006 year was performed an information campaign, aiming to promote the social enterprises as a mechanism for social inclusion, employment of disadvantaged groups and opportunities to increase the capacity of social service providers. Additional, 45 non-profit organizations from 17 communities were selected to participate in trainings and to receive technical assistance and funds to create social enterprises.

Models and structure of social enterprises in Bulgaria

Most popular model of social enterprise is for job creation and workforce development by providing an opportunity to create jobs for disadvantaged people. This model is associated with social enterprise for people with disabilities.

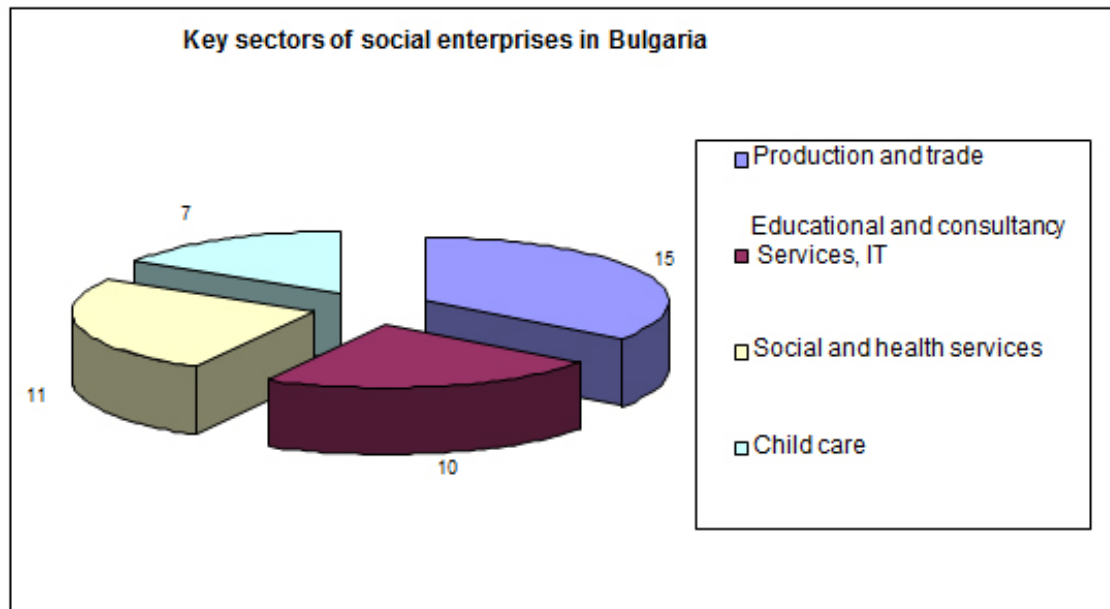
Another model is entrepreneurial model where social enterprise is an intermediary between the disadvantaged and the market. In this model, people with disabilities are involved in the production of products and the social enterprise is committed to marketing and distribution.

The third model is a direct service model - social enterprise is providing social services to external customers and at the same time is a provider of social services to its members. The payment is regulated through a contract with the municipality or state.

Nowadays in Bulgaria 2000 social companies are operating, employing more than 500 thousand people, who are mostly disabled. Up to 30/03/2013, with funds under Operational Programme "Human resources development" were created 77 new social enterprises and 87 existing ones were subsidized. Under the Operational Programme "Human

resources development", 3681 people start working in the field of social economy.

Up to the moment, there are many difficulties to social enterprises to access funds. Taking into consideration, their social goals and the fact, that their work is not directed entirely and solely to profit and but also to achieve social objectives, they are not comparable and equally with other economic entities and do not have the necessary financial strength and potential.



VISITS IN SOFIA

LOZANA

Resume of the practice

Lozana Ltd. employs people with severe disabilities. Their principal activities are:

- Printing services, production of ropes and hammocks; hangers and other plastic

products, production of cash register rolls;

- Laundry services for the needs of hospitals, care homes, hotels, etc.
- Social services for transportation of disabled persons.

Specific objective

Lozana Ltd. works in the field of social integration of the disabled. The company employs people with severe disabilities:

- People who have passed instructions to work with the equipment for production of cash register rolls and for working in the launderette.
- Specify Qualification Level: instructions for healthy and safety work with the machines and equipment

Implementation of the good practice

Lozana Ltd. is a trade company 100% owned by the Sofia Municipality, established under the Law on protection, rehabilitation and social integration of the disabled.

The training of this people takes place at start of employment and if tasks change or responsibilities develop. They offer this services:

- Printing services, production of ropes and hammocks; hangers and other plastic products, production of cash register rolls;



- Laundry services for the needs of hospitals, care homes, hotels, etc.
- Social services for transportation of disabled persons.

Lozana expects:

- operating within a commercial environment;
- development of new products / services;
- employment of more disabled people;
- applications under projects funded by the EU or national funds;

PIA MATER

Resume of the practice

Pia Mater Foundation is a non-profit organization established in 2010, that provides social and health care services for elders, as well as training courses for caregivers. The principal activities are:

- Health and social care for elders
- Food delivery for elders
- Shared house services for accommodation for elders
- Teleassisting
- Child care
- Training services



Specific objective

The objectives of Pia Mater are:

1. To support the independent living of people with specific social and healthcare needs through empowerment;
2. To promote the culture of responsibility, competence and tolerance among young people;
3. To help protection of human rights, including gender equality;
4. To foster volunteer work as a form of social solidarity.

Implementation of the good practice

Each caregivers pass training course before accepting the job.

The trainings are as follow:

- Introductory practical training for professions nurse, social assistant, etc.
- Evening courses for occupations in the social and health sector: social and health assistant, paramedic, foster parent;
- Short training and certification course to gain practical skills to care for the elderly and children;
- Theoretical trainings.

Pia Mater is licensed as a training center for aides (caregiver, badante, krankenphleger) and since then they provide regular trainings for caregivers that need professional training before accepting a job proposal for work in the EU. Each trainee is individually mentored by a Pia Mater caregiver.

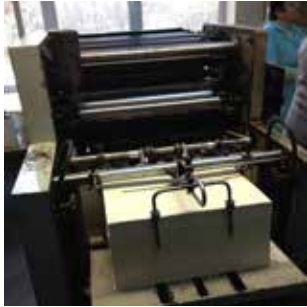
By the moment, Pia Mater provides more than 5 000 hours of care every month and employees more than 50 caregivers.

The Integrated in-home care service targets elderly people living in Sofia and combines the following services:

- Delivery of hot meals at home;
- Cleaning, minor house work and repairs;
- Home attendants;
- 24-hours emergency line
- Telephone visit;
- Social networking;
- Regular medical check-ups;
- Accompaniment to hospitals and welfare institution;
- Volunteer opportunities and part-time jobs for elderly people.

In the future, Pia Mater expects:

- operating within a commercial environment;
- development of new services;
- applications under projects funded by the EU or national funds;



BERTINORO



Scuola Centrale Formazione (SCF) is a no-profit organisation joining together 45 organisations managing about 100 VET centres distributed in 10 regions in the North, Centre and South of Italy; SCF works primarily to offer a representative support and an effective coordinating action to all associates, with a specific interest on methodologies, evaluation, innovation and transfer of best practices.

SCF is recognized by the Ministry of Labour as a national training association, according to the Law n.40/87. This implies a national financing decided according to a set of indicators connected to activities realized and number of regions where these activities are done; this grant is set by decree by the Ministry of Labour on the basis of the resources awarded yearly by the Government and therefore vary accordingly. SCF is also registered to the National Register for Research Institutes (n. H18907U) and to Cliclavoro/Ministry of Labour as national intermediation agency.

Following a subsidiarity principle established in its Statute (art.3), and according to regulations of the Ministry of Labour, SCF acts in the different provinces/regions and in the public-funded projects directly and through its members. Main activities of associated partners concern: counseling, vocational training for young people aged 14-17 still in compulsory education, for adults, for workers and unemployed people, targeted programmes for the disabled and the disadvantaged groups (counseling, support, training and activation measures), apprenticeships, work-experiences, activation measures, employment services, alphabetization for migrants, cultural mediation.

At the EU level, SCF is member of [CEC – Comité Européen de Coordination](#) regrouping 21 members based in 14 EU Member States for a total of about 850 organisations. In 2014, SCF joined [AMFORHT – World Association for Hospitality and Tourism Education and Training](#) that links Training and Education, Hospitality and Tourism trades, Education and training services of international governmental and non-governmental organizations. AMFORHT accounts for more than 250 organisations worldwide. In November 2014, the international meeting of this association was organized in Bologna (Italy) with the support of SCF. As specified below, SCF belongs to other different EU and international organizations thorough membership to other national networks and in particular:

- C'entro working in the socio-assistance and health sectors through education, rehabilitation and assistance services. C'entro is member of the EU network [Eurocarers](#).

- [ORIUS Association](#), a non-profit organization that operates in the social economy sector providing services for developing projects, joining social integration and environmental sustainability. ORIUS is member of [Re.E.Use](#), a European umbrella for social enterprises with activities in reuse, repair and recycling.

- FARI - Federazione delle Associazioni Rurali Italiane is an association promoting training and learning to preserve the rural environment, and its products. FARI is member of [AIMFR – International Association of Family Movements for Rural Training](#).

At the national level, SCF is also member of:

- [CONFAP - Confederazione Nazionale Formazione Aggiornamento Professionale](#), which traditionally finds a common inspiration in the Christian social and represents more than 350 VET centres nationwide. Activities at the national and EU levels in this field are therefore realized within the Consortium (e.g. Prevention Crime programme, LLP Leonardo da Vinci VET.PRO Mobility).

- [OPEN Consortium - Offenders Pathways to Employment National Network](#) promotes social and working re-inclusion of juvenile and adult offenders and ex-offenders through programmes aimed at preventing exclusion and recidivism.

www.scformazione.org

LEGAL FRAMEWORK AND CONTEXT IN ITALY

The term “social enterprise” was used for the first time in Italy in the late 80s of the last century to indicate private initiatives of new constitution, engaged in the production of social services and activities to promote the employment of disadvantaged persons. However, the legislative framework of that time did not provide for a specific legal status for this kind of innovative ventures, failing to acknowledged the strong social component of their identity. Therefore, this new type of entrepreneurship initially took the form of generic “cooperatives with a social purpose”, and the law then followed, simply acknowledging the status of this new economic entity and defining them as “Social Cooperatives” (L. 381 of 1991).

The development of the social enterprise in Italy, across all different local socio-economic contexts, is a phenomenon that has known a notable and consistent spread (by number of companies, employees, recipients, turnover, etc.), and it has predominantly taken - though not exclusively - the cooperative form.

Cooperatives, born in the second half of the seventies in some areas of northern Italy, especially in Lombardy and Emilia-Romagna, have subsequently experienced a gradual spread throughout the country. The establishment of cooperatives form was originally related on the one hand to the need by public authorities to “outsource” services in an ever-expanding range of areas (social, health, education, etc.), while on the other to a strong orientation of civil society towards self-organization into associative forms. More and more often citizens, informal groups or associations promote the establishment of new cooperatives in order to address social needs and to integrate and innovate the public supply of welfare services.

Rules and regulations

The spread of social enterprises in Italy, as well as in other countries, has been accompanied by the approval, since the 1990s, of a series of legislative measures, which have facilitated their institutionalization. Within this specific sector of the economy, such measures have contributed to the definition of an identity that is both homogeneous and diverse enough within itself to accommodate different areas of activity and organizational as well as legal forms.

A real legal recognition, and the related regulations of this socio-economic typology, was first established by the enabling law June 13, 2005 n. 118, whose dispositions were implemented by legislative decree 24 March 2006, n. 155 (“Rules of the social enterprise, according to the law 13 June 2005 n. 118”).

To emphasize the strong link, created in Italy, between social enterprise and social cooperative, in the current reform of the Italian government on the recognition of the social enterprise as a legal entity, the status of social enterprise will be conferred automatically to cooperatives and their consortia.

In Italy, the “social enterprise” identifies all those organizations with public purposes,

able to demonstrate its social, positive and measurable impact.

The social enterprise must satisfies certain requirements:

- to be established with a public act.
- to have a democratic structure.
- to allocate profits and surpluses to the management of the statutory activity or to the increase of the assets, and therefore not distribute them, even indirectly.
- to keep the journal and inventory.
- to prepare and file, at the business register, a document that represents the enterprise's balance and financial status.
- to prepare the social report.
- to involve workers and beneficiaries of the activities in the management.
- the majority of directors must be members

They can then acquire the qualification:

- recognized and not recognized associations, committees and foundations.
- society (people and capital), cooperatives, consortia.



The latest report on social enterprise, realized by Iris Network in collaboration with Unioncamere (the network of Italian Chambers of Commerce), analyses the current overview of the social enterprise in the Italian territory.

In the category "social enterprise" must be considered 774 entrepreneurial units, which have established under the Law of 2005, and 574 companies, not yet recorded in the appropriate section of the enterprise register; to these numbers, must be then added 12.570 social cooperatives, that have the same constitutive characteristics.

In these cooperatives work more than 500.000 employees and 40.000 volunteers, particularly in the area of social services and working integration of disadvantaged people, for a total of 5.000.000 beneficiaries. In the 774 social enterprises, created on the basis of the law of 2005, the proportion of the number of workers employed is very close to that of social cooperatives, whereas, if we talk about volunteers and beneficiaries, the percentage of involved subjects is much lower.

VISITS IN BERTINORO

CILS

Resume of the practice

CILS Cooperativa Sociale ONLUS (founded in 1974 by the Association ANFFASS, ENAIP, ANMIC) is governed and regulated according to the principle of mutuality without purposes of private speculation and it has the aim to pursue the general interest of the community to promote human and social integration of citizens, associated and non-associated, with particular reference to the socially disadvantaged group, through the rational use of human and material resources available. It works to achieve the objectives set out in the law n.381/91, art. 1, letter. "a" and "b", inspired by the principles of solidarity and mutuality, and it works with the form of enterprise of social and health services and work integration.

CILS operates exclusively in the area of Cesena district and has achieved a turnover of about € 10.5 Mil of over 400 employees. About half of the workers are disadvantaged, including 76 with disabilities of complex nature.



The target group are disadvantaged persons under L.381/1991 with particular reference to persons with mental and/or psychiatric disabilities.

Sectors cooperative A:

- "Calicantus". Socio-working centre
- "La Barca". Socio-working centre
- Community Fabio Abbondanza
- Residential centre Renzo Navacchia



Sectors cooperative B:

- Services to Enterprises
- Front office and welcome services
- Lithograph
- Industrial and institutional cleaning
- Cleaning and surveillance of nursery and primary schools
- Environmental services
- Cemetery services
- Sale plants and flowers

Specific objective

The performance of various agricultural, industrial and commercial activities aimed at providing working integration for disadvantaged people.



Implementation of the good practice

The integration is done through various pathways:

- Spontaneous application of the worker and the next intake by the cooperative

- Training internships (activated by various training institutions or services of the territory)

In particular, the nature of the cooperative allows the inclusion of legally disabled persons, who have the possibility to express their skills and professionalism to achieve a level of working and economic stability.

The integration foresees several phases:

1) identification of suitable staff to the execution of the service, based on personal characteristics and the required tasks. Depending on the service, is evaluated the integration of disabled or disadvantaged staff.

2) Training of personnel through training by the operators responsible for the service.

The tool used to prepare the integration is the Custom Project of Working Integration (PPIL), compiled by the operators, that try to evaluate the degree of autonomy, the skills and they establish the objectives of development and professional growth and organizational arrangements for their implementation. Moreover, PPIL contains personal data, the type of disadvantage, the clinical history and the training and employment pathway of the subject.

The management value of the tool acquires a double meaning:

- information and detection tool for the overall project goals of integration
- operational tool for the realization of the objectives of individual pathways of integration.

The working integration project involves different professional profiles, each with specific roles and tasks within the organizational structure of the cooperative. This “work in network” around each insertion lets achieve an optimal quality system of integration both for the person concerned, for the customer and also for the cooperative itself.

The functions and the figures involved are listed below:

- Social coordination / manager of insertions.

Manager of the insertions manages interviews with the person interested in insertion. Therefore he has the expertise on how to conduct the interviews and he uses some

basic techniques to achieve, both with the services and with the person to integrate, different goals, sometimes more in terms of information, sometimes more centered on the relational or evaluative or guidance aspects.

It is essential that this figure works on two fronts:

1. inward: giving attention to the care of a network of relations between individual indicated, foreman and co-workers;
2. outward: giving attention to the design, the relationship with the services, the evaluation of the overall project.

To perform this function the manager is suitably prepared and in particular:

- Be able to activate empathetic relationship with the person interested in insertion
- Knows how to work in teams collaboratively
- Know how to control and manage crisis situations, negative emotions
- workers of support: in management of work integration process is strategically to invest in workers of support, involving them in a work of analysis and comparison, both on the more professional aspect and on social and relational aspect of insertions.

It is the main function of accompaniment and support in the workplace, in operable working groups both restricted and larger, it is essential to recognize this precise role to some operators. Concerning disabled staff, he has the function of showing the correct execution, performing the activity or the single phase; he helps in case of a slowdown or difficulty in completing the task by the disadvantaged person; he serves as a working model in terms of behaviors; he communicates to the coordinator of the



sector or any of those difficult moments.

- Sector manager

He is a council member of the cooperative, who has the task of monitoring the smooth running of the work and collect critical situations, bringing them back to the Commission.

- Sector coordinator

His task is to distribute the work and assign tasks to do in each team, and he is the benchmark of all workers employed, concerning operating issues encountered in service and linked to the technical organization of the staff.

- Service responsible

He manages the real work and organizes the work of colleagues respecting to the operations provided for cleaning. He works together with the other members of the team and controls the smooth running of the operations envisaged, verifying the possible critical situations and informing the Sector responsible and Social Coordination, that intervene to remove obstacles and difficulties of disabled workers.

- Interior Integration Commission

It consists of five council members of the cooperative, the president, the direction and social coordination. It meets to take decisions about new hiring of people with disabilities, to check the progress of work sectors and the development of custom projects.

- Sector commission

It consists of two council members of the cooperative, the responsible of the sector, the coordinator of the sector, the social coordination and direction. Its task is to check the progress of the work, both in terms of quality and cost. It addresses and solves the problems and, if necessary, reports them to the board of directors.

The cooperative follows a model of inclusion that must be structured as a flexible model, so to be declined on the personal characteristics of the subjects that are inserted. We construct an individualized project that defines:

- the objectives in the professional-working and relational field, and development of

autonomies.

- the steps, ways of the pathway, timing and the right tools
- persons involved in the path and their role (responsible for insertion, sending service operator, foreman ...)
- the tools that will be used to check the progress of the path (interviews, observations, evaluation).

VILLAGGIO MAFALDA

Resume of the practice

Social cooperative Paolo Babini – Villaggio Mafalda was established in 1987 with the management of residential communities for minors. All services are located in Forlì. Over time, following the needs of the territory, the paths of the young people and the social services' requests, more and more services have been started to answer to the socio educational needs of territory.

The target group is all the people in need. In particular the cooperative has developed residential services, semi-residential and experimental for infants, children, adolescents, young adults, mothers with children, adults, seniors.

Specific objective

- Promote social potential of people
- Develop the principle of subsidiarity in the territory of belonging (community welfare)
- Develop innovative, flexible and socially useful services
- Foster volunteer activities

Implementation of the good practice

The Cooperative is divided into four areas (Care, Education, Labor, Family / Territory); each area includes different centers, each center is managed by a coordinator and his team of educators, with the help of supervisors and volunteers.

The Cooperative employs about 90 workers (of which 70 are associated), and more than 200 volunteers involved in various activities. The most common professionals are professional educator and psychologist. Each coordinator is responsible for the budget of its center.

Specify services and products offered:

1. Area Care

Those centers are created to answer the residential or semi-residential need of children, adolescents and young adults, who are in particular social distress. These services are:

- a. Community Santa Cecilia (at Village Mafalda) welcomes 8 children, from 0 to 6 years, in situations of family distress, giving them a safe and loving place; the participation of foster families of the network "Families in Network" of the Paolo Babini Association is the added value of this project.
- b. Educational residential community San Michele (at Village Mafalda) where live 10 children and adolescents temporarily removed from their families. Alongside the operators, there is a volunteer family of support who chose to live in the communities adjacent to the community, to share daily hardships and joys of growing together.
- c. Educational residential community San Giuseppe, similar to the San Michele



community, that accommodates up to 10 children and adolescents. It is the first structure initiated in 1987 by the Cooperative.

d. Family-type community La Casa di Dorotea (at Village Mafalda) welcomes six children, aged between 6 and 18, approximately temporarily removed from their families. Alongside a volunteer family and a volunteer, work two professional educators.

d. Socio educational semi-residential community Diapason (at Village Mafalda); provides a daytime specific answer for adolescents (aged 6 to 18 years). who live uncomfortable situation in our area. Operators, together with social services, daily support families in the growth of their children for re-accompany in full autonomy of their parenting.

f. Diventare grandi project (at Village Mafalda) was created to help 18 years old people, followed by social service, who have not yet gained housing, work and social independence. Guys live in one of 11 mini apartments in the Village and they are accompanied on their path towards autonomy by educators and volunteers families.

g. Community mothers with children Sant'Anna (at Village Mafalda) was created to help families in difficulty, especially mothers with children, living in one of 11 mini apartments in the Village and they are accompanied on their path towards autonomy by educators and volunteers families.

h. Daily center for elderly Casa D'Accoglienza (at the Parish of St. Paul) can accommodate up to 20 people of both sexes. The structure is identified as a place of daily care for older people who are in a state of solitude or frailty, in need of assistance, to maintain or implement social relations.

2. Area Education

This area includes those services aimed at children and teenagers, who are not in a situation of serious social difficulties, offering the opportunity to live educational experiences particularly significant.



a. The Nido di Sofia (at Village Mafalda) can accommodate up to 40 children, aged between 3 and 36 months. The nest is composed of three sections divided by homogeneous age, infants (3 -12 months), medium (12-24 months), large (24-36 months).

b. The nursery Tick Tack Kids, with activities of linguistic and musical experimentation, can accommodate up to 18 boys and girls, aged between 9 and 36 months. The reduced number of admissions is an important feature of the service, which is characterized by a family dimension.



c. Center of Aggregation Officina 52 offers a variety of activities to children, who attend in their free time. At the center, that is open in the afternoons, you can freely access. Inside there is also a music room for bands of young musicians.

d. Afternoon Educational Center is located in the parish of St. Paul and caters to a maximum of 50 children and pre-adolescents, between 6 and 15 years in the commitment to support the school and offer a place for socialization and growth.

e. The Summer Camp Summer Adventure has 50 seats per week for children and pre-adolescents, aged 6 to 15 years and it is a place where the game, discovery and sport encourage communication, social relations and, in general, the formation of their own personality.

f. Verso un'autonomia possibile is a project carried out in collaboration with the operators of the Afternoon Educational Center, aimed at young people with disabilities, aged 15 to 21 years.



3. Area Work

The Social cooperative Paolo Babini, founded as a social cooperative of type "A", in 2011 changed its statute and it became a social cooperative type "A/B", opening to the possibility of working placement for disadvantaged people.

- a. The Centralized Service of Kitchen is a chance to workout at work for all those who, in situations of disadvantage for many reasons, are following an educational project, that includes the acquisition of new independent working and relational autonomies or a consolidation of those already held.
- b. The Catering Solidarity Service Events and Ceremonies provides the overall organization of events. The social value of this initiative is that it represents a potential opportunity for job placement for people with social disadvantage, while ensuring the highest quality of service.
- c. Piada52 is a bar/piadineria Snack bars in the green area of the area, which aims to create jobs for young people of the area and for disadvantaged children through the production and sale of piadine, crescioni, breakfasts, sandwiches, drinks.

4. Area Land and Family

Purpose of this intervention is to imagine and build a new culture of solidarity and social protection, starting from the assumption that a sustainable welfare system must involve the community. This objective is pursued through a working network that enhances the ability of local communities to take charge of the emerging social needs.

It is responsible for coordinating, closely with the association Paolo Babini, volunteer activity of the Family Network, promotion and support of custody, Groups AMA, individual consulting, territorial networks and relations with the Associations.

Resume of the practice

The center ApeBianca is open to the public from May 2012, and works:

- Retail of biological and local food
- Retail of various good (cosmetics, clothing, furniture, toys) natural and ecological
- Services with high ethical and solidarity content (event, wellness, etc)
- Management of eco-bio centre with restaurant, stores, wellness area, etc)
- Working integration pathways for disadvantaged person.

Specific objective

- The promotion of human and economic sustainable activities that have no profit in their main priority and reason for being
- Spread the biological and re-use culture and in the territory
- Supporting the local economy
- Give job opportunities to disadvantaged people



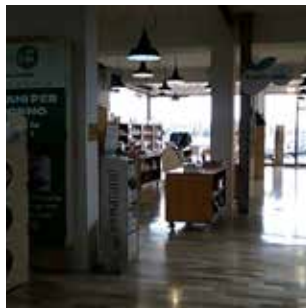
Implementation of the good practice

Apebianca works with the local community and disadvantaged people.

The supervision and control are ensured by the Direction and the Board of directors of the cooperative.

The vice president Alice Cubeddu is also operating director of the center ApeBianca and coordinates the sales staff (with previous experience in various fields, such as food and cosmetics merchandise).

At ApeBianca, customers can buy food, cosmetics, clothing, household items, toys and childcare articles, books and stationery - all eco/bio sustainable.



BRUSSELS



Fédération des Initiatives et Actions Sociales – Action Coordonnée de Formation et d’Insertion ASBL (ACFI-FIAS) is a network which gathers about forty vocational training centres in Wallonia and in Brussels. These associations offer training opportunities for low qualified people, in order to facilitate their integration into the labour market. During the training period, trainees learn a job and get the opportunity to build their professional project in an autonomous and responsible way.

ACFI-FIAS represents its members within networks active in the fields of vocational training and social economy. It also coordinates studies and offers its members a broad range of individualized services such as assistance in the setting-up of projects, advice in their strategies, legal assistance, help in the legal, administrative or financial fields etc. It also coordinates common actions, which complement the activities of its members: promotion of equal opportunities, activities and projects to support access to employment, development of partnerships with enterprises, support in creating a business.

LEGAL FRAMEWORK AND CONTEXT IN BELGIUM

“[...] For a long time, descriptions of economic activity in industrialised countries distinguished between the private sector (profit-driven) and the public sector (working in the general interest). For some decades now, the existence of another type of organisation, which escapes this binary view, has been recognised. In Belgium, as in other countries, this third kind of organisation makes up what is called the social economy sector. These organisations are attracting the interest of citizens and political leaders because they appear able to provide original solutions to a number of needs that are not being met either by the “capitalist” private sector, or by the state [...]”.

Defined as an activity that takes place within the broader economy, the social economy involves individuals, groups or associations whose motivation is collective ownership of a project, and for whom profit (and its individual appropriation) is not the primary goal.

Thus, the social economy must be a part of the wider economy, target employment, quality of life and the collective usefulness of what is produced. It must generate real jobs, its mission is not to fight against unemployment: it aims at the causes of the economic crisis, rather than its consequences. Four main principles underpin the social economy:

1. the purpose is to serve the collective or the members, rather than to produce a profit;
2. independent management;
3. democratic decision-making processes;
4. primacy of people and labour over capital in the distribution of revenues.

The Social Economy in the Brussels-Capital Region

Legal Basis

The legal basis governing the social economy in the Brussels Capital region is the Order of 18 March 2004. Since 2012, a new order has been adopted by the Brussels Parliament. However, it has not yet been applied, as the implementation decrees are still being negotiated.

Any company or non-profit organisation can request to be approved, respectively as an insertion enterprise, or as a local initiative to develop employment. Such approval enables them to receive funding under certain conditions.

Types of organisation

ILDE (local initiatives for the development of employment): are non-profit organisations. They provide services or produce goods, whilst also having as a purpose the social and vocational integration of hard-to-place jobseekers.

Briefly, here are some aspects of the 2004 Order relating to them:

- they are non-profit organisations;
- 60% of the operating staff are from the target group (low-skilled and/or long-term jobseekers);
- those being supported into the labour market are given an employment contract;
- only the running costs (functioning and wages) are subsidised at the regional level, but workers from the target groups may come under federal activation programmes (PTP, Activa, SINE).

Insertion enterprises (EIs)

These are commercial companies with a social purpose. Their activity is the provision of goods or services, for the purpose of the occupational and social integration of hard-to-place jobseekers.

Briefly, here are some aspects of the 2004 Order that relate to them:

- they can take on any legal form of “company” status;
- after six months, up to 30% of their staff must be recruited from the target group (low-skilled and/or long-term jobseekers);
- they receive fixed support subsidies (operating costs and wages), and the wages of those from the target group are subsidised over four years on a declining scale.

Social and Occupational Integration in Brussels

Social and Occupational Integration consists in providing support to people who are having difficulties finding employment due, for example, to a low level of education, lack of vocational experience, or prolonged inactivity.

The end product of Social and Occupational Integration is entering into employment, via guidance and support for the individual, active job searching and training (literacy, basic skills, vocational skills).

The target group

The social and vocational integration pathway is open to any person registered as seeking employment. However, some types of training are aimed at a specific target group: long-term jobseekers, women, those with few or no qualifications...

Legal basis

The social and vocational integration of jobseekers falls under the official remit of several different public bodies (Actiris, Bruxelles-Formation and ONEM), private commercial operators (employment agencies) and non-commercial organisations (non-profit organisations or local authority bodies). There is a distribution of roles, tasks, target groups and areas between these bodies.

The operators in the field of social and economic integration are concentrated in the communes (boroughs) of the city centre and the inner ring of the Brussels-Capital region. These are the areas where the need is greatest.

The legal basis for social and professional integration in Brussels is the Decree of 27 April 1995, which sets out the social and economic integration schemes. According to the Decree, it is the COCOF (French Community Commission), which determines the various training measures. Six are currently recognised:

- **Literacy:** having a command of the French language;
- **Basic training:** updating general knowledge and acquiring general skills not linked to any particular occupation;
- **Pre-training:** acquiring the basic skills linked to an occupation, aimed at providing the necessary vocational skills to enter into qualifying training;
- **Qualifying training:** enables the trainee to acquire the necessary skills to exercise a trade or occupation, the aim is to access a qualification that gives access to paid employment;
- **Training through Work** (On-the-job training workshops- AFTs): updating general knowledge

and acquiring the skills relating to an occupation through practice;

- **Determination:** this is organised by Local Missions for Employment to provide guidance towards training or employment. The local Missions also organise pilot training schemes that respond to employment niches in various sectors of activity.

AFTs in detail

Training within an AFT (On-the-job training workshops) takes place in a production environment that is close to real-life employment conditions and that is suited to the trainees' individual profiles.

The content of the AFT's training programmes are directly related to the chosen sector of activity. The content is aimed at various levels of acquired experience, and follow different types of training rhythms and structures.

The Social Economy in the Wallonia Region

Legal Basis

In the Wallonia Region, the upsurge in enterprises of this kind led the legislative body to enshrine the social economy in a Decree on 20 November 2008. This Decree defines the concept of social economy, sets out the public instruments relating to the field, and sets out the representation and consultation bodies relating to the sector.

Insertion enterprises (EI) in a few words:

EIs are enterprises that have to be producers of goods and services, whilst simultaneously having a well-defined "social" aim of durable and high-quality insertion for disadvantaged or severely disadvantaged workers.

The Decree of 19 December 2012 restricts its field of application to limited companies (S.A.), limited co-operative companies (S.C.R.L.), and economic interest groupings (G.I.E.). The decree identifies two groups of workers for subsidies: disadvantaged workers (people who, prior to being taken on by the EI, did not have a higher secondary school diploma AND are registered as job seekers with the "FOREM" or "Arbeitsamt der D.G." (for the German-speaking community)), and severely disadvantaged workers (workers who have been in receipt of unemployment benefits, insertion benefits, social integration income, social aid or have had no income for at least 24 months).

Types of organisation: I.D.E.S.S

An I.D.E.S.S. (Initiative to develop employment in community services with a social purpose)

is an organisation (non-profit organisation, SFS/Social Purpose Company, or CPAS/Public Centre for Social Welfare) approved to provide community services in the Wallonia Region: small household jobs, maintenance of gardens and courtyards and services aimed at a disadvantaged target group, such as social taxis, social laundries or social shops. Some I.D.E.S.S.'s also provide cleaning services for the premises of small non-profit organisations. The legal basis for I.D.E.S.S.'s is the Decree of 14 December 2006 relating to the approval and funding of "Initiatives to develop employment in community services with a social purpose", or "I.D.E.S.S." in short. The decree was enacted by the Wallonia Government ruling of 21 June 2007 (modified par the Wallonia government ruling of 27 May 2009).

The approved areas of activity are:

- small-scale maintenance, repair and restoration of housing;
- development and maintenance of green spaces;
- social transport;
- social laundries;
- social shops;
- cleaning the premises of "small non-profit organisations (article 17, § 2, of the Law of 27 June 1921 on non-profit organisations, international non-profit organisations and foundations).

Social economy advice agencies

- these are approved and funded by the Wallonia Region;
- their missions are to identify, advise and support projects and enterprises in the social economy;
- there are nine in the Wallonia Region.

Social and occupational integration in Wallonia

The social and occupational integration sector in Wallonia has been in existence for some 30 years. It represents some 2,000 workers, 157 On-the-job training centres (EFTs) and Social and occupational integration bodies (OISPs), with somewhat more than 20,000 trainees trained each year.

The main value of this sector is to offer people with the least qualifications and who are furthest removed from the labour market innovative training that allies theory and practice in a flexible learning environment that is mindful of their pace.

Target groups

Poorly qualified people:

- With at most a second-level (14-16) secondary education diploma.
- Long-term jobseekers (18 months+).
- Anyone recognised by the Wallonia Agency for the integration of the disabled.
- Any foreign person legally resident in Belgium.
- Any person qualifying for Social Integration Income (RIS)
- Any person incarcerated or detained in a correctional institution or secure mental hospital who is likely, within the next two years, to be released, whether fully, conditionally or on licence.

Goals

- Train for an occupation and acquire a professional attitude.
- Help people to manage their social and family lives (debts, nurseries, accessing their rights...).
- Provide psychological and social support.
- Build a personal project at both the social and occupational levels.
- Access the world of work from which they are often excluded, or to a training course leading to a qualification.
- Find decent employment.
- Escape from a logic of welfare.

EFTs (On-the-Job training Enterprises) in Wallonia

EFTs bring together theory and practice: learning an occupation through being placed in a real working situation. They offer training that lasts 18 months or a maximum of 2,100 hours, with around 680 hours of work placement.

Different areas of activity are on offer:

Hospitality business, Horticulture, Printing Machinery, Automobile, Baking/Pastry-making, Personal Services, Building Trades...

N.B.: There is a distinction between an Insertion Enterprise (EI) and an On-the-Job Training Enterprise (EFT). The main aim of an EI is to provide employment, while an EFT provides training. An EI must develop an economically viable activity, making it part of the social economy, while an EFT comes under the remit of social work.

OISPs (Social and occupational integration bodies) in Wallonia

These offer training to acquire general (transversal) skills, as well as more the technical skills relating to a particular trade, along with work placements.

Legal framework

In Wallonia, social and occupational integration came under the Framework Decree of 1 April 2004: the Integrated Scheme for Social and Occupational Integration (DIISP). This was aimed at jobseekers, particularly those who were furthest removed from the labour market. The aim was to provide this group to sustainable, quality employment within a short timeframe.

This mission given to the FOREM (Wallonia's public employment and training service) was to organise appropriate individual and group training to jobseekers, to centralise and disseminate information, but also to foster relationships between training providers (OISPs/EFTs, IFAPME, CEFAs, local missions for employment, neighbourhood enterprises, Public social work centres, social welfare bodies...) in order to streamline each trainee's pathway. Since 2013, a new Decree is in place. This will now apply to OISPs and EFTs in the Wallonia Region. Several implementation orders for this Decree are currently being negotiated.

VISITS IN BRUSSELS

Cortigroupe

Resume of the practice

Le cortil is first of all an idea, built on a great axe: housing - training - employment for persons in precarious social living. It is also a network for Social Economy, which now employs 345 workers scaled into different subgroups.

Target group is composed by long term jobseekers and person qualifying for social integration income, with low level of qualifications with at most second-level secondary education diploma.

Specific objectives

- Social housing
- Qualifying training
- Train for an occupation and acquiring a professional attitudes

Implementation of the good practice

Cortigroupe train for an occupation and acquire a professional attitude, help people to manage their social and family lives (accessing their rights) and provide social links and resources.



It brings together theory and practice: learning an occupation through being placed in a real working situation. They offer training that lasts 18 months or a maximum of 2,100 hours, with around 680 hours of work placement.

In parallel they observed that, for most people, it is not possible to start a professional integration without decent housing. Thus, Cortil created "La Maison", Housing Promotion, which offers accommodation transit and integration, accompanied by social support.

Also in this context of diversification, the company, has to combine the professional insertion and training program. One of the lines of training is the eco-renovation, for the use of sustainable materials and energy performance in building renovation.

They implement also catering services, an innovate training program on sustainable food, an how to avoid food wastage and promotion of local products.

Resume of the practice

Idée 53 has been recognized as a local initiative of Employment Development. This social economical initiative concerns primarily the Horeca sector (Hotel-restaurant-café). Idée 53 has developed training courses and new pedagogic approaches for people with basic education. The courses are organized according to business market needs.

Its target group is composed by long term jobseekers and person qualifying for social integration income, with a low level of qualifications, with at most second-level secondary education diploma.

Specific objectives

- To get and improve professional and technical skills
- Implementation of a network to look for a job

Implementation of the good practice

The structure promotes training activities through work and help low qualified jobseekers in searching courses or to go into an insertion path, with focus on the development of social skills, linked with technical skills.



Main sector of activity:

Horeca sector

On this sector, this reality develops some new approaches, in order to understand the consumption issues and to the responsibility towards the environment.

Language training

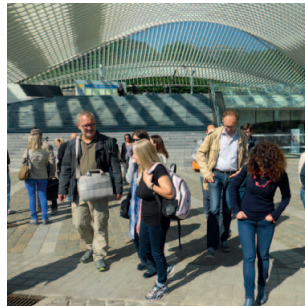
Cyber 53 dedicate only to women, who want to learn French foreign language. They are taught to develop and setting out a career project (Cv and cover letter, job interview practice, understanding the labour market, ect.)

Activities:

Social networking;

Support to develop individual potential;

Link with social cohesion devices.



RECOMMENDATIONS OF “WORK&TRAIN” PARTNERSHIP

Introduction

In the European economic area, the social economy appears as a third way between the private and public sectors, because it intervenes to meet social needs, through the creation of enterprises. Social economy enterprises represent 2 million enterprises (i.e. 10% of all European businesses¹) and employ over 11 million paid employees (the equivalent of 6% of the working population of the EU): out of these, 70% are employed in non-profit associations, 26% in cooperatives and 3% in mutuals. Social economy enterprises are present in almost every sector of the economy, such as banking, insurance, agriculture, craft, various commercial services, and health and social services etc.

For some decades, the social economy has been in full growth in the European Union. It plays an essential role as part of the EU 2020 strategy, in the sense that it allies the development of economic activities, inclusion through employment and social purpose. The goods and services it provides have an important role to play on the questions of sustainable and durable development, the fight against the exclusion of vulnerable groups and fostering social cohesion.

The European Commission recognizes the economic and social significance of Social Economy enterprises. Their importance is also growing in the face of new emerging needs. The aim of the Commission's policy towards the “social economy” enterprises is to guarantee a level playing field in which they can compete effectively in their markets and on equal terms with other forms of enterprise, without any regulatory discrimination and respecting their particular principles, modus operandi, needs, particular goals, ethos and working style.

In December 1989, the Commission adopted a Communication on “Business in Social Economy sector²”. For several years up to 1998, various projects and activities were financed to promote the sector. In 2000, the autonomous European Standing Conference (Conférence Européenne Permanente - CEP) of Co-operatives, Mutual societies, Associations and Foundations (CEP-CMAF) was created.

1 http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/social-economy/index_en.htm

2 Ibidem

Over the last few years, the European institutions have organized several conferences, including once in Strasbourg³ in January 2010, Toledo in May 2010⁴ and in Brussels in October 2010⁵, in which the role of the social economy was recognized for the value provided by economic activity at the service of society. In particular, during Strasbourg conference, all the parties, involved in social enterprises' sector, wished for "a stronger engagement at EU, national, regional and local levels with the social enterprise community in the co-creation of new policies to support social enterprise, suited to the local context. In partnership with the social enterprise sector, Member States, regional and local authorities must fully support the growth of social enterprises and help them build capacity. For example through legal frameworks, access to finance, business start-up and development support, training and education and public procurement. Furthermore, public and private players must develop a full range of suitable financial instruments and intermediaries that support social enterprises throughout their life-cycle"⁶.

The European Parliament, the European Economic and Social Committee, and the Committee of Regions have on several occasions pointed to the need for Community actions to take full account of the Social Economy's potential for economic growth, employment and citizen participation. Social economy enterprises benefit from Community programs aimed at helping SMEs, such as the Competitiveness and Innovation Program⁷, from 2007 to 2013, and COSME⁸ - Competitiveness of Enterprises and Small and Medium-sized Enterprises (SMEs), for the period 2014-2020.

The social economy is also a knowledge-based economy, because it invests in vocational training and the strengthening of skills. This concept was the base from which came the idea of implementing the "Work and Train" project: sharing good practices and relevant

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3 Meeting and working together in Strasbourg on 16 and 17 January 2014, over 2000 social entrepreneurs and supporters of social enterprise, representing the rich diversity of the social economy, have affirmed the view that social enterprises must play a bigger role in the future of Europe and have identified new ideas and actions to unlock their potential for smart, sustainable and inclusive growth. Website: http://ec.europa.eu/internal_market/conferences/2014/0116-social-entrepreneurs/docs/strasbourg-declaration_en.pdf

4 SOCIAL ECONOMY EUROPE: conference organized by the Spanish presidency on "Social Economy: doing business differently; challenges and opportunities in globalized world", Toledo 6-7 May 2010, Spain

5 For more information: <http://www.eutrio.be/pressrelease/philippe-courard-puts-social-economy-agenda>

6 For more information: Strasbourg declaration - http://ec.europa.eu/internal_market/conferences/2014/0116-social-entrepreneurs/docs/strasbourg-declaration_en.pdf

7 <http://ec.europa.eu/cip/>

8 http://ec.europa.eu/enterprise/initiatives/cosme/index_en.htm

experiences in the field of social economy, linked to vocational training and social inclusion, in six European countries (Belgium, Bulgaria, France, Italy, Spain and the United Kingdom). In particular, the partners worked for a long time on a specific “actor” of the social economy, which allows the integration of training and skills development, together with the social and working integration, and the production of goods and services: Working Integration Social Enterprise (WISE). This model of enterprise takes very different connotations, depending on the national context, characterized by its own background.

We have seen how the feeling of “charity” is deeply rooted in Great Britain, while our French partners have shown us that a solid partnership between the public, private and third sector could generate virtuous mechanisms of social innovation. Spain, Italy and Belgium have a long tradition of social entrepreneurship, which in Italy is identified with social cooperatives, in Belgium with the *Entreprises de Formation par le Travail* and in Spain with *Empresas d’insercion*. In Bulgaria, WISEs are still in an embryonic stage of their development, but they are going through an interesting journey of development and they are ready to receive, from the other European contexts, the inputs of this sector.

All these models combine, however, training of the individual with the development of practical skills acquired in the workplace. In Belgium, Spain, France, the UK and Italy (and even, to some extent, in Bulgaria where specific laws on social economy are still lacking) innovative forms of enterprises - combining training and work in a very interesting way - exist and can help actively to reducing the problem of the employment and social integration of disadvantaged groups. In the countries represented here, much attention is paid to training related to employment and different models and tools (even at the contracting level) are discussed by all relevant actors. Other key features addressed by the project include the customisation of vocational training programmes, psychosocial support to trainees, development of basic skills and private co-funding of the training.

Those experiences also enable renewal and innovation, which are a real added value to economic growth. The mobility of knowledge and those people active in the field of training and social integration, within social enterprises, is an essential vector for the expansion of the social economy, because it also contributes to the consolidation of the social economy's institutional position.

After compiling innovating and relevant practices, as part of the “Work and Train” project, we are putting forward some recommendations and working tracks, aimed at improving this mechanism and making it more effective in the future.

MAIN RECOMMENDATIONS:

1. To promote the added value of social enterprise including outcomes and good practices in all the levels of educational and training systems, in order to lead incoming entrepreneurs to choose this specific economic model for the development of their business, or at least to integrate some of its characteristics/specificities (targets, management model, production process, etc.), as part of their conventional business running, which could slightly upgrade their social impact.

The 3 social cooperatives, visited in Italy, provided a clear view of the link that exists between the realities of the social economy and the educational structures of the territory, from vocational training centers, schools and up to university level. This connection allows all stakeholders to benefit from innovation generated by the exchange of needs and resources among the different sectors.

2. Give further support to the role of Social Economy Enterprises, as significant stakeholders in the social dialogue, at different levels (national, regional and local).

Médialys is an association supported by public subsidies (70%) and private funds (30%). The Board of Administration of Médialys includes public authorities, the Keolis private company and experts on the social inclusion/economic development/vocational approach. The target is to make all the public and private actors contribute to strengthen of the social link and the occupational integration of a disadvantaged public, by actions led around the TCL network (Public transport of Lyon), and to improve access to the labour market, by providing an action combining training, employment, social and professional support. The public and the private sector recognize Médialys as an important interlocutor in the social and economic dialogue of its territory.

WORKING TRACKS:

In the two years of the 'Work and Train' project the partners were able to get close to different European approaches and experiences in the field of WISEs, which led them to draw up the two above recommendations. The partners have decided, however, to go beyond the creation of this product and propose, in addition, some working tracks for future projects, to continue the activities of sharing, promotion and improvement of this model of the social economy, which promotes social and working integration of disadvantaged groups.

1. To go further in the compilation and implementation of a catalogue of good practices, strengthening also the opportunities for those who work in the sector to visit other realities and discuss these characteristics with European colleagues.

2. Focus on dissemination and information, in order to influence public opinion, ensuring that this could impact a wide audience.

Taking inspiration from UK, where an important part of the social system seems to be based on volunteers, charity and the involvement of citizens.

3. To involve European citizens, and especially consumers, in social enterprise success and development, by encouraging them to adopt a responsible way of consuming, by creating a kind of European label or production networks, that could help to identify products and services from social enterprise.

4. To mix different experiences of the social economy, creating new types of business and, at the same time, provide an answer to new and complex needs, coming from the society and the territory.

In Bulgaria, AED illustrated the experience of PIA MATER that works with two groups of population at risk of exclusion: homeless and elderly people. They provide to lonely and vulnerable elderly people a decent home, that they share with homeless, who take care of them 24 hours. This "shared accommodation" is a cheap way to take

care of older people and try to answer some of the needs of a different category of disadvantaged people.