

# Lessons learned from the project

## Old challenges, New pathways

### Fostering improvement and social innovation in social inclusion

International Seminar

**WORK INTEGRATION SOCIAL ENTERPRISES**  
old challenges, new pathways

June 26th 2015 | Atmosfera M



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EMPREENDEORISMO SOCIAL  
E A SUSTENTABILIDADE DO  
TERCEIRO SECTOR

# Exchange of experiences in different countries

## Lesson learned 0.

Cultural and historical diversity

Heterogeneity of experiences  
and models according to :


- labour market
- public policy
- different dynamics  
in civil society



# WISEs

They answer to the need of bringing people from the subsequent groups closer to the labour market:

- people with disabilities
- mental illness
- homeless
- prisoners
- drug abuse
- institutionalised youngsters
- etc.



Long term  
unemployment

Low levels of  
qualification

# WISEs

- Businesses that provide goods and services  
*economic sustainability*
- With the goal of integrating people who are furthest away from the labour market  
*social mission*
- Creating opportunities for empowerment and training for all of those involved  
*pedagogical/cultural dimension*
- Network-based intervention

# Support structures

- Social – together with support structures in the social, health and housing domains
- Employment – training, development of competences, job search
  - Profile of the coacher
  - Functions of marketing/social branding
- Peers/Buddies– more experienced colleagues that help with the integration of new workers

# Bussiness

- Natural and  
(food, cos  
toys, boc

- Workshop  
graphic pr

- Internet/c  
space

- Recycling (e  
computers, bi

## Lesson learned 1.

Clear focus on the quality of  
products and commercialisation

Business competitiveness  
through cooperation

Diverse and complementary  
businesses

ent / Catering

Education

# Models of

## Lesson learned 2.

- Schermerhorn: Need to consider different responses according to the characteristics:
  - target audiences (*levels of productivity vs autonomy in the labour market integration*)
  - context (*relation with employers, public policy*)
- Cremonesi: CZ,
  - social...
  - social...
  - social...
  - CIGL (L...
  - not so much...
- In e... but...
  - soc...
  - socia...
  - social...
  - CIGL (L...
  - not so much...

# Funding

- Sale of assets
  - Public debt
  - Do not rely on taxes
  - The State has a fundamental role :
    - direct financial support
    - buying goods and services
    - legal and normative framing
    - Public debt
    - Other
    - Strong and central government
- ind50%



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- In s statu social

## Lesson learned 4.

The European debate about social enterprises is an opportunity for the recognition and affirmation of WISEs

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# Dynamic level

- Vibrant and dynamic European and national level
- Reliance on strong participation in networks of representation and political negotiation
- Unclear alignment of regional, national and European cooperation is crucial for the affirmation and sustainability of WISEs
  - Coherence
  - Public participation
  - Measurement
  - Participatory governance and debate

## Lesson learned 5.

Strong participation in networks of representation and political negotiation

Regional, national and European cooperation is crucial for the affirmation and sustainability of WISEs

# Added value for PT / RESIT

- Closeness to the members and structure of ENSIE
- New ongoing European project: *Strengthening emergent professional profiles in the third sector*
- Potential partnerships for projects in different areas of intervention:
  - Affirmation of the status of social enterprise CZ
  - Evaluation of results and impact BE
  - Development of networked work strategies and support for new initiatives IT

[geral@a-3s.org](mailto:geral@a-3s.org)

[www.a-3s.org](http://www.a-3s.org)

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