

THE ATLAS OF JOB CREATION GOOD PRACTICES FOR SOCIAL INCLUSION

**ETHICAL FINANCE FOR
AN ACTIVE, CREATIVE AND
SOLIDARITY-BASED EUROPE**



The European Federation
of Ethical and Alternative Banks
presents

**THE ATLAS OF
JOB CREATION
GOOD PRACTICES**
for social inclusion

Ethical finance for
an Active, creative and
solidarity-based Europe

Brussels 2010

Managing editor:

Karol SACHS (FEBEA)

Editorial team:

Audrey AZILAZIAN (Crédit Coopératif)
 Bérangère BERTONCELLO (Crédit Coopératif)
 Liezy CLAES (Hefboom)
 Bernard HORENBEEK (Credal)
 Giacomo PINAFFO (SEFEA)
 Ewa ROŚCISZEWSKA (FISE)
 Anna SIKORSKA-MICHALAK (FISE)
 Jef TAVERNIER (FEBEA)

Coordination :

Audrey AZILAZIAN (Crédit Coopératif)
 Bérangère BERTONCELLO (Crédit Coopératif)
 Ewa MAĆZKA
 Jef TAVERNIER (FEBEA)

CD-Rom graphic design:

Alessia CAMPESTRINI - (Typography Project and Graphic Design) - PUBLISTAMPA ARTI
 GRAFICHE - Pergine Valsugana (TN) - IT
 Jaga MAĆZKA (Cover)

With our warm acknowledgements for their support and advice to:

Agence de Valorisation des Initiatives Socio-Economiques (AVISE), France Active,
 Antonio AMENGUAL, Michał BONI, Allan BUSSARD, Patrizia BUSSI, Edward CACHIA,
 Alexander CAMILLERI, Anne CHATAURET, François DECHY, Emanuel P. DELIA,
 Sabine DEPEW, Christophe DUNAND, Lucia FUSCO, Arantxa GANDARIASBEITIA,
 Tobias GROSS, Farbod KHANSARI, Lars HEKTOEN, Annika LAUREN, Jon MANCISIDOR,
 Marzena MENDZA DROZD, Radosław MLECZKO, Staffan NILSSON, Jaume OLLER ROSELL,
 Lars PEHRSON, Gérard PELTRE, Jacques PIERRE, Dominique ROTEN, Fabio SALVIATO,
 Hugues SIBILLE, Bernd STEYER, Adelphe de TAXIS DU POËT, Unai del TIO ASTOBIETA,
 Jan TOMBIŃSKI, Philip VELLA, Joanna WARDZIŃSKA, Bernadette WÜTHRICH

And all the ethical finance and social inclusive enterprises and organisations mentioned in this CD or in the book. Without you, the Atlas would never have been drawn up. Thank you for answering our questions and requests in such a very enthusiastic and reactive way.

This CD is part of the book « The Atlas of job creation good practices for social inclusion. Ethical finance for an Active, creative and solidarity-based Europe », published by FISE on order of FEBEA.

www.febea.org | www.fise.org.pl

Brussels-Warsaw-Paris 2010
 ©FEBEA I edition

ISBN 978-83-61979-80-7



FISE➤



The European Federation of Ethical and Alternative Banks is grateful to
the Caisse des Dépôts et Consignations,
Crédit Coopératif Foundation, the Foundation for Social and Economic
Initiatives (FISE), the University College Katho of Kortrijk, APS Bank,
BBK Solidarioa, the Crédit Coopératif,
and France Active for their support to this publication.

Table of Contents

Atlas of job creation good practices

Introduction	11
--------------------	----

Recycling|Environment| Energies|Nature

Envie FR	17
Le Relais FR.....	21
Deixalles Foundation ES	27
Rezikleta ES.....	29
Koopera Merkatua ES	33
Trait d'Union FR.....	39
Réalise CH.....	45
Marianne's vegetable garden FR.....	51
Les Jardins de Cocagne FR.....	53
Bastøy Prison NO.....	59
Blue Sky UK.....	65
Loca Labora BE.....	71
Energiesnoeiers BE.....	75
Messina Foundation IT.....	77
Innesco IT.....	79
Syphon CH.....	81

Territories|Revitalization

Femu Quì FR.....	87
Teixidors ES	93
Amap FR.....	99
Urgenci EU.....	103
L'Olivera ES	105

Libera Terra Mediterraneo IT.....	111
Agrorinasce IT.....	117
Boarding school of excellence in Sourdun FR	123
Monceau-FONTAINES BE	125
Baillerie Land BE	131
Hurdalsjøen ecovillage NO	137
Ellingsrud underground station NO	141
Jurassik Park in Bałtów PL	143
Hertha village DK	149

Services|Innovations

WebSourd FR.....	155
Reconnect FR	161
Freedom of Movement BE.....	163
Mobilex FR.....	167
Telleby Verkstäder SE	173
Social enterprise « Być Razem » PL.....	177
Mutual help association Flandria PL	183
Jugendwerkstatt Haltern DE	189
Lavanindu ES.....	195
Txukunberri ES.....	201
Lantegi Batuak ES.....	207
Trajets Foundation CH.....	213
Oil Partner SL.....	219
Third Sector Mail Group UK.....	223
Kols MT.....	229
Proremus DK.....	233
PRO private social enterprise CH.....	239
Öko-Reinigungsservice CH.....	245

Housing

Chênelet Construction FR	251
Ethimmo BE	253
Les Tournières BE	257
Community Houses in Cieszyn PL.....	259
VAUBANAise DE.....	263

La Casa Foundation IT	267
Norrby Välle SE	269

Tourism|Hotel Business|Catering

L'Usine FR	277
Ahoi BE	283
Altérez-vous BE	287
Café Kaffegal DK	289
New Or Konpon ES	295
Medrano ES	301
Concept Conference Center UK	303
« U Pana Cogito » Guesthouse PL	307
Grudziądz Caritas Centre PL	311
Futur Foundation ES	317
Città Futura “Giuseppe Puglisi” association IT	321

Organizational Solutions|Networks| Training

Énergies alternatives FR	329
DEBUut BE	335
Azimut BE	339
Vlaamse Activiteiten Coöperaties BE	343
Emaús Bilbao - « Activa-T » Project ES	345
Vägen ut! SE	351
GFBM DE	359
Bildungsmarkt Unternehmensverbund DE	365
France Initiative FR	371
Boutiques de Gestion FR	373

Presentation of FEBEA | SEFEA

Febea The European Federation of Ethical and Alternative Banks EU	379
Sefea The European Society of Ethical and Alternative Finance EU	393

Introduction

Social cohesion is at the root of the European Union. Such a cornerstone has begun to crack as the European Union economies were increasingly focusing on financial criteria and globalisation based on a frantic pursuit of profit. The financial crisis, which was the biggest shock in the last 80 years, has accelerated the process of unravelling the European social model.

The financial sector bears great responsibility for the social and economic crisis that has shaken all the countries in Europe. The financial world is now regaining positive results and is about to rebuild its working model in the same manner. At the same time, companies are closing doors, queues at unemployment office desks have lengthened, and public funding is being smothered.

However, the financial sector is not a monolith. For more than 25 years, there have been more and more ethical and alternative finance entities established throughout Europe, designed for giving money a deeper purpose. The European Feder-

ation of Ethical and Alternative Banks (FEBEA) gathers such innovative and pioneering institutions. FEBEA members work every day on implementing concrete tools aimed at building a more inclusive world. More than ever before, we are playing the role of an economic lever through our financing solutions in favour of citizens and sustainable and high quality job creation.

During this European Year for Combating Poverty and Social Exclusion, FEBEA and all its members wish to assert their role as partners of all those who long for changing and mobilize their economic, financial and inclusive tools for building an active, creative and solidarity-based Europe.

That's why FEBEA has wished to publish the "Atlas of job creation good practices for social inclusion", composed of a book and a CD.

The book unites legal frameworks, regulations and tax incentives existing to enhance social inclusion in the European countries that count FEBEA members and partners involved in this action. It also compiles presentations of ethical finance institutions and funding solutions in support of job creation initiatives contributing to social and professional integration of excluded people or at risk of exclusion.

The CD compiles more than 75 from the field experiences detected by FEBEA members and partners. Those are efficient initiatives and tools in support of job creation, social and vocational inclusion and revitalization of territories.

When you will browse the CD-Rom, please refer to the book at any time, for instance to understand better the various legal forms taken by the initiatives.

Those good practices coming from 13 European countries (11 EU members' states, Norway and Switzerland) are arranged throughout different categories according to the dominant activity or mission:

- activities related to recycling, the environment, renewable energies, respect of nature and maintenance of green spaces;
- activities related to revitalization, valorisation and development of territories;
- activities related to services and initiatives with innovative characteristics;
- initiatives related to housing, construction and accommodation;
- activities related to tourism, hotel business and catering;
- finally initiatives with specific organizational methods, networks and training organisations.

We did not define any specifications or scientific approach for the selection of the initiatives presented in the Atlas: there are all well-known and acknowledged experiences by our members and partners, showing positive social impacts on employment and economic sustainability.

Most of them were financed by FEBEA members since, as we highlighted before, FEBEA members develop banking, financial, loans and savings activities and investments serving citizens and sustainable and high quality job creation.

Thanks to this Atlas, we want to prove that there are tangible achievements financed by both public and private resources, supported by the voluntary and generous involvement of citizens, and show the unlimited citizens' creativity to develop entrepreneurship and fight against poverty and insecurity.

This CD is a first step in the direction of the setting of a tool for identifying relevant job creation good practices for social inclusion and measuring the progress achieved.

We rely upon you to help us complete it by drawing our attention to new experiences and by sharing your notes, comments and thoughtful critical remarks with us in order to assist in advancing and following up with this work to outline the preliminary contents of our project.

We already invite you to our next meeting, next year in Poland, when we forecast to launch a permanent website compiling those good practices, which would provide support to anyone wishing to develop activities related to social inclusion by creating workplaces. This would also allow us to provide national, regional and local public authorities within the European Union with an outline of solutions that may serve as examples in areas currently deprived of similar measures, i.e. in most countries. This tool will be the basis for an annual statistical barometer.

We, as members of the European Federation of Ethical and Alternative Banks, have decided to initiate this progress towards building an economically strong European Union, based on social cohesion and respect for the environment. You are all invited to join our initiative.

For your reactions and proposals, please send a message to:
febea@febea.org.

Have a nice browsing!

RECYCLING | ENVIRONMENT | ENERGIES | NATURE



Envie

Idea

To create an activity to recollect, recycle and repair damaged electrical and electronic equipment to make it accessible to people with a moderate income and to employ and assist people in difficulty towards durable employment and requalification.

Objectives

1. To provide people in difficulty or who are excluded from the labour market with a source of income, vocational training and support aimed at raising their ability to be employed.
2. To contribute to the protection of environment and preservation of resources by collecting and revalorising damaged electric and electronic equipment (DEEE).



envie

Une autre vision sur
l'emploi & l'environnement

Contact

Laurence Lavens-Guyot is
the general manager of the
Envie Federation.

E-mail

federation@envie.org

Phone

(00 33) 1 48 13 90 00

Website

www.envie.org

Date of creation | Country

1984 | France

Key words

inclusion, recycling, domestic
electrical appliances, repair

3. To allow everybody to equip themselves with renovated domestic appliances of known brands, under guarantee and sold for reduced prices in shops located in France.
4. To contribute to regional development by creating workplaces and local partnerships.

How do they operate?

Legal form:

Most of the Envie network comprises “associations under law 1901”¹ and commercial companies simplified joint-stock company (sas)² or limited liability company (sarl)³. The points of sales always have the association status and the collection and repair structures may choose if they prefer to establish an association or a commercial company. The network of all Envie operatives is represented on the national level by the Envie Federation.

History:

The first Envie company producing electronic domestic appliances under guarantee was established in 1984 in Strasbourg in cooperation with groups from the large retail chains (Darty) and social workers. Since 1989, the Envie Federation has been supporting a network of different Envie operatives. At the beginning of the 2000s, the structure participated, in cooperation with producers and distributors, in an experiment with damaged electrical and electronic equipment (DEEE), obligatory on the EU level since 2006.

Activities:

For 26 years Envie has been innovating and putting a lot of effort in the whole field of DEEE waste. Their knowledge, recognised by operators, has been used by people from inclusion programmes in order to fight insecurity and exclusion in order to return to employment.

Envie has developed two areas of activity:

- Electronic domestic appliances: Envie collects electronic domestic appliances at the end of their lives from distributors or waste collection centres. The sorting operation determines: precise diagnostics allows the select of those which may be repaired, marketed or dismantled. Envie repairs appliances from 4 big categories: cooling, washing, cooking and monitors. All appliances, once they have been repaired, are cleaned, put back to use and strictly checked in terms of quality. They are later put on sale with a guarantee for parts and labour and sold at reduced prices in Envie shops. Appliances which are not repaired are sent to recycling centres.
- Collection and treatment of electronic waste: Envie arranges exploitation sites ICPE (Facilities Classified for the Protection of Environment). They ensure full traceability from collection until destruction of waste. Their mission includes also isolation of by-products which require specific treatment pursuant to legislation and environmental responsibility.

Envie is a provider of logistical and recycling services for 3 eco-institutions in charge of the DEEE sector: Eco-systèmes, Ecologic and the European Recycling Platform. Envie promotes local treatment solutions in order to reduce CO2 emissions generated by the transport of waste and to limit environmental risks relating to the transport of dangerous waste.

Envie introduces a true social project in an economic and environmental spirit with motivated staff to support a different approach to employment and the environment.

Envie supports inclusion employees by:

- Experienced staff in charge of apprenticeship, training and social relations.
- Personalised progress in close relationship with a personal and professional project of the employee.
- A stable income for 24 months (the maximum allowed contract period) at least equal to the minimum salary.

Envie identifies the activities to be led together with partners in order to create communication bridges towards durable integration of the employees.

Target groups:

The employees are people who have difficulties on the labour market caused by a low level of education or low qualifications, too little or no professional experience, long period of unemployment, weight of problems on the social level, or great financial difficulties before integration.

Our clients are people with moderate incomes.

Why does it work?

- Partnerships with large distributors of electronic appliances who retrieve used equipment from clients when they deliver new ones and pass it on to Envie;
- Envie has built its economic balance on the basis of a double development of DEEE: reuse and treatment while operating as an eco-civic and responsible company;
- Favourable legal regulations: the European Directive regarding DEEE (2002) and its transposition into French law by introduction of obligatory eco-distribution of electronic domestic appliances (2006).

Results

In total, in 2009, the Envie Network:

- had over 1 850 employees including 450 permanent employees;
+ 16% compared to 2008
~ 750 employees in electronic domestic appliances, ~ 1 100 employees in DEEE

- Establishment of 4 facilities in 2009.
- ~ 60 % which obtain their output from employment or formation.
- 82 % of employability at a similar position.
- ~ 5 million collected units and 62 000 repaired appliances.
- ~ 100 000 collected tons of DEEE appliances.
- 29 workshops repairing domestic appliances.
- 42 shops selling electronic domestic appliances at reduced prices.
- 35 DEEE sites - facilities collecting and treating DEEE.
- 1 company in Benin.

Financial Data

Key data for one Envie entity by area of activity, for one year.

Average turnover for one Envie entity

- Repairing activity € 700 thousand.
- DEEE activity € 1 350 thousand.

Average benefits for one ENVIE entity

- Repairing activity € 15 thousand.
- DEEE activity € 70 thousand.

The subsidies represent an average of % of all the operating income

- Repairing activity 25 %
- DEEE activity 15 %

Average workforce for one ENVIE entity

- Repairing activity 25
- DEEE activity 30

Prospects

The Envie model may be repeated all around Europe.

And more

« Working is for me a value in itself, but knowing that I also work for the future of my children and that my work will be useful for the next generations is even better. » Employee of the Envie organisation.

« Now I consider myself a pro! When you have known failure, knowing that you are useful is something, it matters. But today, after my progress in Envie, I know that my skills are necessary. » Employee of the Envie organisation.

¹ The conditions to establish a company under law 1901 are relatively wide (the company needs to comprise at least 2 persons and have another aim than division of profits). The subtlety of the status allows, consequently, to group

very different sectors (humanitarian activities, social activity and health, protection of rights, education, training, culture, leisure and sport, economy and local development) under the name "association". In France, there are approx.

1,100,000 associations (data from 2007).

² Société par Actions Simplifiée (SAS)

³ Société A Responsabilité Limitée (SARL)



Le Relais

To clothes like people,
let's give a second chance

Idea

Counter exclusion by the creation of inclusive jobs in the field of collection, sorting, and recycling of used textiles.

Objectives

1. To create permanent jobs for excluded people.
2. To bring textiles back into circulation and creating new, innovative market opportunities (thermal-acoustic insulation).
3. To give back dignity and financial independence by providing work, assigning responsible tasks and involving every person in the functioning of the business (direct democracy).

LE RELAIS

Contact

Michel Coeugnet is the
administrative manager of
Le Relais

E-mail

mcoeugnet@le-relais.net

Phone

(00 33) 3 21 01 77 77

Website

www.lerelais.org

Date of creation | Country

1984 | France

Key words

reuse, recycling,
textiles, insulation

How do they operate?

Legal form:

The first organisational unit of Le Relais was created as an association, in agreement with an act of 1901¹ and in line with social logics of the project. Very soon, together with the diversification of the activity of Le Relais, criticism from other economic entities arose².

This is why, at the beginning of the 1990s, it assumed the status of a limited liability company, but chose to add two characteristic features:

- Owners of the shares are associated legal persons and thus they manage to retain the original objectives of the association and owning a business is not used for purposes of deriving profit,
- Decision-making processes and internal structure of the business are in agreement with democratic principles.

In 2000, Le Relais continues to pursue activity as Employee Production Cooperative³ which, as of now, bears the name of Cooperative and Participative Association (Société Coopérative et Participative). This choice is in line with the mode of functioning of Le Relais and the principles it has been adhering to throughout its history; it also makes it possible to avoid paying the tax on business activity which constituted a permanently increasing burden for the budget.

History:

At the beginning of the 1980s, the Emmaüs Community⁴ in Bruay-la-Buissière had to face increased number of poverty-stricken youth. In order to develop solutions and facilitate the professional re-integration of such young people, the managers of the community established the Le Relais association (in 1984).

The first step Le Relais took was to create a paint factory (Lyd France) and then, in 1987, it became fully involved into collecting and re-using second-hand textiles, an area of activity requiring considerable amounts of workforce. At the beginning of the 1990s, numerous documentaries made the movement known to the public and many new structural units were established throughout the country. Parallel to Le Relais, Interinser 62 developed (a re-integration temporary employment company⁵), as did “Les Toits de l’Espoir”⁶; a construction office aimed at countering poor housing conditions.

Activities:

Le Relais is a network of businesses operating in the social and solidarity economy sector. Apart from its main activity (collecting, sorting, and recycling textiles), it also has structures for producing paints and packaging, temporary re-integration employment, and social accommodation.

Le Relais focuses on the entire process (i.e. collection, selection, and valorisation) of reclaiming and recycling second-hand clothes, used textiles, footwear, toys, and leather ware.

Textiles are reclaimed during collections (at homes or places of residence) preceded by information campaigns or, more importantly, with the use of containers specially prepared for this purpose⁷. There are 10 000 of such containers nationally.

Le Relais cooperates with 3 300 communes which locate the containers and selection centres and with around ten networks of hypermarkets (in order to install the containers at their parking lots).

A precise system for valorising goods donated has been introduced: 5% of them are sold in a network of 60 Ding Fring boutiques, 35% is exported to Africa to be sold to wholesalers or transferred to the local structures of Le Relais. Le Relais became involved in solidarity North/South cooperation by means of developing economic activity and creating jobs in Africa.

- 15% is processed into cloths for industrial purposes,
- 30% is used for other recycling-related activity, such as: producing thermal-acoustic insulation for construction-related purposes (Métisse) or selling raw material for the manufacture of nonwoven fabric (carpets, padding) and balls of wool,
- 15% of material is not fit for further use or recycling so it is destroyed.

In brief:

- 40% of clothes go to new owners, 45% is re-used in a different manner as part of the recycling process, and only 15% is destroyed.

The entire cycle results in numerous jobs being created (collector, driver, salesman, and sorter) and, in this way, Le Relais helps employees to acquire skills and qualifications.

Creating new marketing opportunities (such as the manufacture of insulation - "Métisse") is a good example of technological innovativeness concerning the social and solidarity economy sector. The widespread presence of the prêt-à-porter collection and a decrease of the production level of textiles contribute to an increase of the number of articles fit for further use that can be collected. This conclusion convinced Le Relais to seek alternative solutions for the processing of used clothes (they were incinerated) and it was an encouragement to create new opportunities. Such is the situation in the case of "Métisse", an effective thermal-acoustic insulator for construction-related purposes made with the use of processed textile fibres (70% cotton, 15% of acrylic wool, 15% of thermal-melting polyester fibres).

Target groups:

The re-integration activity of the organisation is not focused on any particular group of people. Anyone whose situation is difficult may become a member of the structures. Particular attention is paid to employing young people and women because employment offers for them are less frequent as far as re-integration is concerned.

Why does it work?

Le Relais is based on the same method as Emmaüs and uses the sixty years of experience of the community for the purposes of re-integrating people by means of economic activities. In spite of numerous economic crises (a crisis in the sector), Le Relais has been able to avoid all dangers and to spread the model it uses, mostly thanks to two factors:

- High motivation and involvement of employees and team managers,
- Pragmatic economic approach and capacity for innovation: optimising and diversifying the collections by means of installing visible containers throughout France, perfecting and increasing productivity as far as selection is concerned, creating new market opportunities (Métisse insulator), and the struggle related to environmental textile tax.

Results

Textile-related activity:

- Around 1 500 employees (300 in Africa), 60 % of them employed under agreements for an indefinite period of time. In Nord-Pas-de-Calais, the number of Le Relais employees in all its branches increased from 460 to 663 in the period of 2005-2009. Employees are mostly people who have been unemployed for long periods (30 %), are unskilled (30 %), or have social difficulties (30 %).
- Since 1984, one new job has been created every week.
- 21 structural units for collecting and sorting used textiles within France and in Africa (Burkina Faso, Senegal, Madagascar). For example, in France, 2 new structural units were created and, in cooperation with other associations, 2 segregation platforms were created in 2009.
- 10 000 containers for the collection of clothes.
- 300 collecting lorries.
- More than 60 000 tonnes of textiles collected in 2009.

Other areas of activity:

- Around 1 200 people became permanent employees of Interinser, a temporary re-integration employment company owned by Le Relais.
- Since 1996, "Les Toits de l'Espoir" has renovated 1 240 apartments; every year, 1 500 families can begin to enjoy living in decent conditions.

Financial Data

- Turnover in 2009, all areas of activity: € 53 million.
- 70-80 % of the total turnover is the result of textile-related activity, more specially:

50 % from selling articles of fine quality to boutique networks or exporting them,

10 % from producing cloths for industrial purposes,

and 2 % from selling the “Métisse” insulator to distributors

- Since the introduction of the textile environment tax in 2009, Le Relais receives money from the Eco TLC organisation⁸ (as of now, the amount of money received constitutes around 5 % of the turnover).
- Le Relais also makes use of financial aid connected with re-integration jobs. It can also receive aid available to all economic activities (e.g. economic development aid, research and development aid, etc.). This constitutes 5 % of the total revenue.

Prospects

The plans of Le Relais are as follows:

- Creating 2 000 jobs in the next 5 years inside the Inter Réseau de la Fibre Solidaire (IRFS) network which associates Emmaüs, Le Relais and Tissons la solidarité⁹.
- Developing cooperation with local governments.
- Seeking other innovative solutions creating opportunities as far as the recycling of textiles is concerned.
- Facing important challenges and changes connected with development while at the same time retaining the current “spirit of entrepreneurship” and social objectives.
- Taking part in the development and popularisation of the social business model.

And more

Quote of Pierre Duponchel, the founder and current president of Le Relais, winner of the award for the best social entrepreneurs of 2009 granted by the Schwab Foundation¹⁰:

« What is the result? It is an effective management but, mostly, it is a huge individual and collective social progress. It is true that what we do could be done in a different way – the approach depends on the objectives and priorities you choose for yourself. I know only three factors which result in humanity progress: fear – it is, to a degree, ubiquitous, money – it is the most important thing now, and love and solidarity, which should play a more important part ».

¹ Requirements for the creation of an association in line with the act of 1901 (association loi 1901) are not strict (at least two people are needed and a purpose other than sharing profit). The flexibility of the law makes it possible to function as an association in numerous sectors, including humanitarian activity, social and health-related activity, defence of rights, education, training, inclusion, culture, sports and entertainment, economy and sustainable development. In France, there are around 1100 000 associations (data from 2007).

² As opposed to entities from the export sector and competitive businessmen, associations do pay social contributions but they do not pay the tax on economic activity (taxe professionnelle) and the VAT.

³ Employee Production Cooperative (SCOP in French) is a business company (either a joint-stock or a limited liability company). It differs from other companies because its employees hold the majority of shares and main directions of development are determined jointly (i.e. the division of profit, the appointment of managers, strategic aims). As of now, there are around 1 700 SCOPs in France (data from 2007), employing 36 000 employees.

⁴ The Emmaüs movement comprises numerous communities in 36 countries, mainly in France. The first such community was created at the initiative of Father Pierre in 1949. The communities are aimed at countering exclusion and poverty by means of establishing businesses adjusted to the realities of the country and meeting the needs of the members of the community who are often in a difficult situation (reclaiming various items and materials).

⁵ Refer to French legal system.

⁶ “Roofs of Hope.”

⁷ For example, textiles reclaimed by Le Relais Bruay, 12 000 tonnes per year on average, come from individuals (69 tonnes), collections at various associations (728 tonnes), collections at homes (2 500 tonnes), and donations put into the containers (8 400 tonnes). There is also 1 000 tonnes of footwear/leather ware.

⁸ Producers and distributors who release textile products on the market are obliged to pay a tax amounting to from 0.1 to 4 centimes per item of material, depending on its size. Eco TLC (clothing textiles, underwear, and footwear) is an organisation appointed and approved by

the state to this end. Its main task is to collect taxes for purposes connected with recycling and processing textile waste material. It is also responsible for transferring financial support to sorting units (classical companies, companies operating in the social and solidarity economy sector) and local governments.

⁹ The “Tissons la solidarité” [Let us weave solidarity] network was created in 2004 by Catholic Aid in order to associate various re-integration structures focusing on the recycling of used clothes. It associates and animates 66 re-integration organisations and it considers countering the social exclusion of women and finding employment for them its top priority.

¹⁰ The Schwab Foundation was established in 1998 in Geneva. It is, apart from Ashoka and Accumen, one of the most important institutions supporting social entrepreneurs.

Deixalles Foundation

Activity

The Deixalles Foundation is a non-profit organisation, created in 1986 upon initiative of the delegation “Social Action” of the bishopric of Mallorca and the Federation of Small and Average Enterprises in Mallorca (PIMEM).

Respecting the principles of social economy, the Deixalles Foundation aims to encourage social and professional integration of persons who are excluded or at risk of exclusion in the Balearic Islands, basing primarily on training and obtaining skills by realising activities in relation to waste products and the defence of the environment.

The Deixalles Foundation has 7 offices of which 6 are in Mallorca and 1 in Ibiza. These offices consist in a network of activities and workshops enabling the acquisition of personal and professional skills especially in the domain of collecting, sorting and recycling waste products.



Website

www.deixalles.org

Date of creation | Country

1986 | Spain

Key words

waste products,
environment, training

For example, the Deixalles Foundation has a workshop of collecting reusable or recyclable bulky objects, a joiner's workshop for the recovery of used furniture, a reparation workshop for household electronic devices, a recovery shop for used clothes, an exposition room to sell recovered goods, an ecological gardening workshop, etc. These offices have equally essential instruments that allow channeling each process of integration.

The organisation rests upon another pillar, composed of economic inclusion projects:

- Waste management services are the activities developed by the Foundation in the waste sorting and treatment centres of the Council of Mallorca, that are managed through administrative concession by the enterprises Tirme and MacInsular;
- And the project 'Teula', organising cleaning activities going from maintenance services of offices and buildings to cleaning the finalization of a construction site etc. This activity integrates quality criteria and environmental management.

The Deixalles Foundation disposes also of a daily admission centre for psychosocial rehabilitation and a special centre for persons suffering mental illnesses, offering cleaning activities and maintenance of public places like beaches, the coastline, streets, etc.

Results

In 2008:

- 12 000 persons have benefited from the activities of the Foundation in a direct way (integration itineraries, training activities, etc.) and 36 000 in an indirect way.
- 439 persons have participated in projects in relation to inclusion processes.
- 1 250 hours of training have been spent (interdisciplinary training, specific collective training or individual training in function of detected or expressed needs, risk at work prevention program, etc.
- 3 215 tons of collected waste goods (glass, paper, clothes; furniture, mattresses, etc.)
- 162 workers in the core of waste management service, of which 50% are migrants with 22 different nationalities.
- 21 cleaning operators, 1 supervisor, 1 administrative responsible, 1 team responsible, 1 psychological coordinator in the core of Teula.
- 22 persons admitted in the social daily centre.
- 9 persons admitted in the special occupation centre.
- The Deixalles Foundation is member of the Ethical Committee of the Estalvi Etic¹, the first and unique experience of ethical banking in the Balearic isles.

¹ See presentation of Estalvi Etic.



Rezikleta

Idea

Establish an activity based on a network of local participants, which combines at the same time social inclusion and recycling (bulky items, used papers, cardboards, textiles) in various sectors.

Objectives

1. To promote social economy enterprises, highlighting their economic viability and ability to self-finance.
2. To work for reduction, reuse and recycling of waste.
3. To support social and professional integration through education and vocational training.

koopera
red social | gizarte sarea



Contact

Jose Gonzalez Ortega is manager at Rezikleta's.

E-mail

t.rodriguez@koopera.org

Phone

(0034) 94 41 65 757

Website

www.rezikleta.com

Date of creation | Country

1992 | Spain

Keywords

recycling, organic products,
social economy,
fair trade, network

4. To promote the responsible consumption of organic and solidarity-based products, volunteering, social and community involvement, and cooperation as a means of solving the problems that surround us.

How do they operate?

Legal form:

Rezikleta is a non-profit social initiative cooperative, which brings together four social initiative cooperatives: Rezikleta, Berzikla¹, Berohi² and Ekiber³. All four are involved in recycling activities.

The task of a social initiative cooperative is to satisfy social needs, particularly through participation in the process of occupational reintegration of the citizens affected by all kinds of social and professional exclusion, and ensuring the equality of all individuals by satisfying the needs of the most vulnerable to prevent any form of their marginalisation.

History:

Rezikleta was founded in 1992 by a group of people who had realized the possibility of combining social reintegration and recycling.

The project emerged thanks to institutional support and vocational training support programmes, which allowed the consolidation of the initiative. Rezikleta is in 87 % owned by its employees, and in 13 % by the Rezikleta association.

Activities:

Rezikleta is committed to social reintegration of persons in difficult situation, through the activities focused on social and environmental performance.

Its main fields of activity are:

- Selective collection of large volume items (furniture, household appliances, books, toys and knick-knacks) under agreements concluded with the municipal authorities. Goods suitable for re-use go into circulation in the shops. The items that are not suitable for reuse are recycled as raw materials (scrap metal, wood, parts, etc.). Recovery rate reaches 76 %.
- Selective collection of used paper and cardboard with more than 1 000 containers placed by public roads as well as in public offices, businesses, etc. Currently, collection is carried out in 70 municipalities of the Autonomous Community of the Basque Country, with total population of 445 000 inhabitants. With this collection, more than 8 000 tonnes of used paper are collected every year.
- Collecting, sorting, and recycling of used clothing donated in hair salons and educational centres, and in containers placed in public offices, etc. Clothes with good repair receive the Ekorropa label and are transferred to the stores. Clothes in poor condition are recycled (as

rag for industrial purposes, materials for stuffing furniture, etc.).

Practical recycling courses are also organised. Working within the network is very important for Rezikleta, which belongs to organizations such as the Association of Organizations Involved in Recycling and Social and Solidarity-based Economy, the Network of Alternative and Solidarity-based Economy of the Basque Country, Platform “Ekologistak Martxan”, the Federation of Cooperative Workers Associations of the Basque Country, District No. 5 Community Platform in Bilbao, with associations such as Lanberri, which deals with District No. 5 youth of 18 to 30 years exposed to high social risk, Susterra, which is an integrated socio-educational project for disadvantaged youth from the same district, and Bidegintza, which promotes the personal and community development of people living in this district.

Working within the network enables the exchange of good practices and resource optimization.

Target groups:

Rezikleta offers employment opportunities to former drug addicts, long-term unemployed, migrants, young people who have failed at school and women who are socially excluded or at risk of exclusion. Some of them become members of the cooperative.

In terms of the customers, the offer is addressed to a wide audience.

Why does it work?

- Agreements with municipalities and mayor offices enabled obtaining large quantities of raw materials and thus securing work for persons in the reintegration process.
- The combination of recycling and reintegration work is ingenious, as the lack of qualifications is not an obstacle in performing tasks associated with recycling.
- The quality of the Ekorropa brand clothing: sorting is performed in a diligent and realistic manner.
- Participation of volunteers has also contributed to the popularity of the cooperative through the word of mouth, which allowed it to quickly make a good name, well known among the general public. Volunteers usually work in Ekorropa stores.
- Working within a network with other enterprises involved in recycling and other cooperatives enables the exchange of good practices and contributes to the lobbyist work for better conditions for development.

Results

- 152 employees, including 62 reintegrated (40.8 %).
- 8 Ekorropa shops (second hand clothes) in Vizcaya.
- 12 trucks for selective waste collection.
- 67 000 tonnes of recycled waste since 1990.
- 8 000 tonnes of used paper collected every year.
- Managing more than one thousand paper waste containers.

Financial Data

- Total Assets: € 2.6 million
- Total Equity: € 972 071
- Turnover 2009: € 3,1 million
- Amount of subsidy: € 40 803 from public institutions
- Profit: € 61 538

Prospects

Through volunteering and participation of persons and companies wishing to invest in alternative projects, Rezikleta hopes to obtain new work tools to pursue its activities aimed at achieving the objectives of social reintegration.

And more

In June 1998, the Department of Social Welfare of the General Council of Vizcaya granted the Utopia Award to the women involved in the Rezikleta volunteers association for their commitment to social reintegration.

¹ Berzikla is a social cooperative dedicated to the inclusion of target groups with social and professional difficulties that develops activities of recycling in Vizcaya.

² Social cooperative for the collection, process-

ing and sale of clothing and textiles used in Vizcaya, Berohi was established to create a project for social and economical reintegration of the poor, with a purpose of promoting recycling and implementation of ecological processes. Berohi has 11 shops and collection containers. It has

also concluded agreements with local authority offices and parishes.

³ Ekiber is a reintegration enterprise involved in the collection and processing of waste, particularly textiles and large volume items



Kooperera Merkatura

An initiative of the social network
« Kooperera Gizarte Sarea »

Idea

The first organic and solidarity-based market in the Spanish Basque Country, offering, in a single place, a complete range of organic and solidarity-based products, manufactured and sold by people who are socially excluded or at risk of exclusion, in a place with ecological design and innovative architecture, which is a real platform for social transformation and cohesion.

Objectives

1. To establish a sustainable business which contributes to the support of local trade in Bilbao.

koopera
red social gizarte sarea

IV 0066
REZIKLETA

E

berghi

E

E

E

Contact

Jose Maria Rodriguez is
Kooperera manager.

E-mail

t.rodriguez@koopera.org

Phone

(00 34) 94 45 23 374

Website

www.koopera.org

Date of creation | Country

2008 | Spain

Key words

innovation, network, ecology,
responsible consumption

2. To provide with an easier access to organic and solidarity-based products, creating conditions for responsible consumption and changes in mentality of the society.
3. To create jobs for those excluded or at risk of social exclusion, promoting social reintegration.
4. To stimulate social cohesion by gathering in one space employees, volunteers, clients, donation recipients, students of education centres, etc.

How do they operate?

Legal form:

The project is part of the Koopera network, the “second level” cooperative, which brings together non-profit cooperatives that operate to promote social reintegration through performing tasks mostly related to the environment. The non-profit cooperative structure strengthens the reintegration, involvement, and valuation of its members.

History:

In 2004, three cooperatives: Rezikleta S.Coop ¹, Berohi S.Coop ² and Ekiber S.Coop ³, begun a process of convergence, which ultimately resulted in the establishment of together with Caritas Vizcaya, associate member, the Social Network Koopera Gizarte Sarea Cooperative. The association became a legal entity in April of 2008. The objective that the four founders wanted to achieve consisted in improving more and more the quality of services through the use of the Koopera network in order to develop the four areas corresponding to the main activities of the different cooperatives involved in the project: socio-professional reintegration (training programs, reintegration paths, etc.), services related to the protection of the environment (integrated waste management services), solidarity, fair and organic trade (the network has 10 stores offering recycled, fair trade and organic products) and cooperation for the development of social and solidarity-based economy in the developing countries (in Romania and Chile, the Koopera network participates in the process of recovery and sale of textile products).

Activities:

The guiding themes of the Koopera network are: innovation, reintegration, networking and responsible consumption.

Guided by these principles, the Koopera network established the first ecological and solidarity-based market in the Basque Country, offering in one space:

- A complete range of organic and solidarity-based products, creating conditions for the responsible consumption and the change in mentality of the society,
- Employment opportunities for those excluded or at risk of social exclusion, through the production and sale of these products,

- A room called the Koopera Hall, which is a place for meetings, activities, and training in the field of environment, international solidarity, social reintegration, etc.

Social cohesion is stimulated by facilitating contact between various involved parties and "ordinary" citizens: workers, volunteers, clients, donation recipients, public and private entities involved in the activities of the Koopera Hall, students participating in various courses...

Education centres even organize guided tours.

Social reintegration is stimulated by all available means, allowing those who find themselves in a difficult situation, the donation beneficiaries, to allow them dignity and give them a sense of reintegration into social structures.

Koopera Merkatua's sales are monitored by the manager and the sales team. Organic food products are supplied by local farmers or through the Kidenda fair trade project implemented by Caritas, Alboan NGO, and Bilbao Missions.

"Recycled" products come from the facilities of Berohi and Ekorrepara⁴. These facilities receive used clothes, toys, books, and appliances. Clothes undergo a thorough sorting, processing, are adapted to the standards of hygiene, and labelled; at the end, only a small percentage will receive the Ekorropa brand. The rest of the gifts are brought to recycling plants and are sorted, then repaired in order to extend the product life cycle. Then the products are shipped from plants to the stores.

Note: Koopera Merkatua is one of the 160 Koopera Network projects.

Target groups:

Koopera Merkatua offers the means of social reintegration to those most at risk: long-term unemployed, seniors over 52, mothers of families, migrants, former drug addicts, the homeless...

The Ekorropa brand (ecological and solidarity-based fashion) is designed for a wide group of consumers. Generally speaking, in addition to offering ecological solidarity-based products at good prices, which the production process allows (and thus reaching all consumer group), Koopera Merkatua attempts to make people aware that their purchases have a significant impact and may become a factor for change.

Why does it work?

- Working in a network with founding entities and participation of all employees from the start of the project.
- Eco-innovation: innovation in planning and design of the premises, as well as the idea of the project itself.
- Being a pioneer project: such offer, which gives the consumer an opportunity to contribute actively to change, is an event without precedent, and responds to the increasing social demand.

Results

- 19 jobs, including 6 reintegration contracts, have been consolidated in the form of long-term contracts.
- During the first year of operation, 55 706 responsible purchases have been made, which corresponds to 134 089 sold ecological products. It is estimated that these sales is equal to planting 2 030 trees in 4 years.
- 9 647 pieces of clothing were given to beneficiaries of social assistance. It allowed these people to satisfy their clothing needs.
- 1 800 people visited the Koopera Hall, where the social reintegration and environmental events were organized.
- Majority of customers became supporters of this social and environmental project.
- The market is open to the residents of Vizcaya and constitutes a benchmark in the Basque Country. It satisfies a large portion of clothing demand for Bilbao residents, together with two other Ekorropa centres in Bilbao.

Financial Data

In 2009 :

- Total Assets: € 7,9 million
- Equity: € 1,6 million
- Turnover in 2009: € 5,3 million
- Result in 2009: € 91 597
- Subsidies: 574 781 €, including 74 % from the General Council of Vizcaya, 17 % from BBK and 9 % from the National Employment Institute (INEM), which subsidizes the creation of jobs.

Prospects

Koopera intends to produce innovation implementing new projects while continuing to support initiatives where individuals turn into active agents, promoting social reintegration and creating job opportunities for those most at risk, improving the environment and participating in social change.

And more

Location of our premises is symbolic: the former stables, in which rested the mules used to pull the first Bilbao animal-drawn trams.

In this place, surrounded by innovative architecture, which takes into account the ecological criteria for construction, all activities are carried out that makes this Market a pioneering project, a real social change platform.

¹ S.Coop means Cooperative Company. See the Rezikleta's presentation.

² Social cooperative for the collection, processing and sale of clothing and textiles used in Vizcaya, Berohi was established to create a project for social and economical reintegration of the poor, with a purpose of promoting recycling and implementation of ecological processes. Berohi has 11 shops and

collection containers. It has also concluded agreements with local authority offices and parishes.

³ Ekiber is a reintegration enterprise involved in the collection and processing of waste, particularly textiles and large volume items.

⁴ Ekorrepara is a social and professional reintegration cooperative, which offers employment

to those who have difficulty finding jobs. Its aim is the recovery of used household appliances. By extending the life of household electric appliances, Ekorrepara tries to comply with its commitment for the planet's sustainable development and the respect of the environmental.



Trait d'Union

Idea

An answer to the development of new waste processing methods thanks to the creation of jobs for people in a difficult social and professional situation and based on local partnership with local governments and enterprises from that sector to render the highest-quality services.

Objectives

1. To create of jobs that do not require special skills for individuals in a difficult social and professional situation with a real support to achieve permanent employment.
2. To remove of obstacles blocking access to employment with the use of a range of tools improving the mobility, finding apartments, health protection, training, etc.



Contact

Fabrice PREAULT is the president of Trait d'Union SAS.

E-mail

info@trait-union.net

Phone

(00 33) 2 51 46 28 11

Website

www.trait-union.net

Date of creation | Country

1996 | France

Key words

inclusion, waste products, sorting, consciousness raising, partnerships

3. To protect the environment thanks to the conducted activities and improvement of the waste tracking possibility from the moment of its collection to the destruction stage.
4. To create jobs making professional specialization possible for women on posts traditionally occupied by men (foreman, truck driver or crane operator, press operator).

How do they operate?

Legal form:

Trait d'Union operated as an association from its creation in 1996 until 2005. It was transformed into a commercial company in the form of a simplified joint-stock company (SAS¹) in 2005. That status is sufficiently flexible for the needs and values represented by the enterprise and makes it possible to separate the decision-making power from the capital.

History:

The beginning of the operation of the Trait d'Union converged in time with the development of the selective waste collection in 1997. The city of La Roche and, later, the union of communes from the Pays Yonnais region (French local government agencies) were trendsetters of the implementation of the selective waste collection. Subsequently, the TRIVALLIS departmental union took over the responsibility for the project. Trait d'Union participated in the development of the selective waste collection in the entire area of the Vendée region (management of 4 waste segregation centres among the 6 launched centres, sensitization campaigns, and distribution of containers). At the same time, Trait d'Union was active in other parts of France from the very beginning thanks to the popularity of the Eco Emballages² brand (eco-packages), e.g. in the Grand Ouest region where the selective waste collection was being implemented (distribution of containers, training of local teams).

Activities:

The activity of the Trait d'Union involves:

1. Industrial subcontracting

The management of 5 utility packaging waste segregation centres:

- Acceptance of materials.
- Supply of production tools.
- Segregation by material and the technical specification for branches;
- Packing and dispatch.

The start-up of a newspapers/reviews/magazines segregation centre in 2009 as a subcontractor of the PAPREC Group in Saint Herblain under a contract with Nantes Métropole.

2. End-to-end services

- Removals (the license to conduct business as a carrier of goods in heavy vehicles).
- Handling.
- Distribution of specific correspondence.
- Special replacements (inspections, envelope stuffing, etc.).
- Minor works, renovations.

3. Collection of waste and recyclable products

- Disposal and destruction of archives, office paper collection.
- Collection of toners.
- Collection of the waste electric and electronic equipment (WEEE).
- Management of the grouping centre for the WEEE of Veolia Propreté Group.
- Collection of cardboard, pallets, plastics, etc.

4. Survey, distribution services and organization of consciousness, raising

- Survey regarding containers.
- Studying water consumption in enterprises and among the local and seasonal population on the coast.
- Door-to-door information about the implementation of the selective collection and its supervision.
- Distribution of containers for segregated waste (yellow bags, containers or boxes).
- Information about individual composting and distribution of compost bins.
- Animation of public meetings (promotion of individual composting).

5. Administrative services

Trait d'Union undertook on behalf of its branches and partner associations to provide its support and advice as regards the finances, accounting, administration, social and professional support and general management.

Trait d'Union has 5 branches:

- 2 inclusion enterprises, i.e. Trait d'Union services (maintenance of greenery and minor works done for individuals) and Prodec - a firm providing demolition work (with two other partners);
- 1 inclusion enterprise offering temporary jobs - SITI interim (with two other partners);
- 1 adapted enterprise for the disabled - Mains vertes et paysages (green hands and landscapes - creation and maintenance of greenery);
- and 1 training institution, i.e. E2S Formation.

Target groups:

1. The offer of the Trait d'Union is addressed to the long-term unemployed, individuals taking advantage of "low income revenue" (Revenu de Solidarité Active)³, allowances, young people without professional qualifications, sole mothers, foreigners who do not know the language, travellers and the disabled.
2. As for the customers:
 - Contracts in waste segregation centres result from tenders organized by local governments (the departmental waste processing union TRIVALIS in the Vendée and Nantes Métropole region in the area of the Atlantic Loire. They are carried out according to the subcontracting principles in the cooperation with larger groups (Sita, Veolia, Paprec).
 - A contract for the collection of WEEE (waste electric and electronic equipment) is carried out in cooperation with Veolia on the basis of a tender announced by Ecosysteme.

Why does it work?

- Strong local presence recognized by local governments, specialists in the area, specialists in the integration through economic activity (Pôle emploi, DIRECCTE – Regional Directorate for Enterprises, Competition, Consumption, Labour and Employment), intermediary organizations, inclusion programs, other inclusion enterprises.
- Such local roots provide an opportunity for a durable partnership with large groups (Sita, Veolia and Paprec) and with local recycling enterprises, with integration programs (washing of work uniforms), with intermediary organizations and inclusion enterprises offering temporary jobs and with organizations supporting social and professional integration.
- Constant vigilance thanks to commitment to various relationship networks accompanied by the ability to try out new services and accept failures related to innovations.
- Quality to price ratio: prices are low but not understated. Customers appreciate the quality of work and renew their trust.
- Willingness to employ workers and appreciate their contributions (participation, profit distribution, skill recognition based on professional experience (VAE⁴), training policy).

Results

- 7 plants including the corporate headquarters in La Roche sur Yon, 4 waste segregation centres in Vendée region, 1 centre in the Atlantic Loire region and 1 centre for WEEE grouping in Vendée region;
- 147 employees;

- 84 integration jobs, 44 permanent positions, 1 trainee and other people are employed for definite time periods.

Financial Data

- Total asset: € 1 718 148
- Equity: € 772 909
Equity increase is very fast (dividends are not distributed, expenditure control and turnover increase).
- Turnover: € 3 852 125 of operating income.
Such operational levels are possible thanks to:
 - the renewal of tenders for waste segregation and waste collection centres in 2009,
 - a great increase in WEEE collection with the announcement of Ecosystème tenders,
 - important turnover (even subject to high fluctuations) in the “survey and distribution services” (Loire area and Bretagne).
- The integration support provides for 17 % of operating income. The organization is self-financed in more than 80 %.

Prospects

Trait d'Union received the Qualirei quality sign, which is a certificate for the social activity recognized by the Ministry of Labour and by the National Committee of Integration Enterprises (CNEI).

However, Trait d'Union wants to go further in the engagement of employees:

- by way of their inclusion in the professional orientation scheme (implementation of the strategic consulting),
- by way of their participation in the results of the company (profit distribution agreement),
- by way of the professionalisation of teams (ambitious training plan and the implementation of VAE).

And more

Mr. Fabrice Préault, the president of Trait d'Union, explains the internal duality of the organization he manages involving the attainment of a good production level with the simultaneous good realization of the social project: « We devote a lot of time to staff renewal! It is where each enterprise searches for possibilities to save funds invested in human resources! We recruit, admit, train and support continually! We operate with a continuous lack of balance and... it works! » He also adds: « Our key feature also being the tool of the integration is in the fact that we completely fit into a competitive market fully respecting the laws and duties regulating that market. It is the basis for a specific and active attitude thanks to which the integration or return to the social life can take place and the autonomy of excluded or marginalized individuals can be retained. Own workstation is the basis of our education. It is based on the relationship between the completed output and the remuneration received. The obligation to sign an employment contract according to the common law and the access to all rights resulting from that contract is the first and fundamental stage determining the break-up with the exclusion. In that manner, the integration enterprise operates as a sieve. In principle, our motivation is to fight the exclusion: we are entrepreneurs against the exclusion. We cannot forget that we still are part of a society that excludes, even in the Vendée region ».

¹ Société par Action Simplifiée (SAS)

² Eco-emballages is an organization established in November 1992 through the initiative of representatives of the FMCG sector aiming at the establishment, organization, supervision, financing of the selective collection of waste, segregation, and recycling of utility packages in France. 50 350 enterprises belonged to the Eco-Emballages group in 2009 and they paid EUR 418.2 million as taxes. 92% of the group revenue

is returned to the local governments for the financing of the selective waste collection. The Le Point Vert (green point) logo introduced by Eco-Emballages can be found on 95% of packaged products bought in France.

³ See the French legal framework.

⁴ VAE - validation des acquis de l'expérience or the recognition of skills based on professional experience is a mechanism that makes it pos-

sible to obtain the full or partial certification (diploma, professional title or a professional skill certificate) on the basis of the professional experience obtained during the work on a full-time position or when conducting business (merchant, merchant's partner, freelancer, farmer, craft worker...) and/or as a volunteer (union, association...).



Réalise

Idea

To offer, under the form of integration work experience programmes, training and coaching on employment for people with little or no qualifications by using a number of productive and commercial activities.

Objectives

1. To move the beneficiaries closer to employment by means of individualised coaching. According to the beneficiary's profile, the short-term objective may be placement in a company, referral for training, solution to a socio-sanitary problem, approval of a professional project, etc.

réalise
entreprise d'insertion ►

Contact

Christophe Dunand is the director of Réalise.

E-mail

christophe.dunand@realise.ch

Phone

(00 41) (0)22 308 60 10

Website

www.realise.ch

Date of creation | Country

1984 | Switzerland

Key words

inclusion, internship,
training, multi activities,
qualification

2. To limit the environmental impact of all our activities (a policy of durable or fair purchases, management of waste, providing access to bicycles in order to promote clean transport, thermal insulation of homes, etc.)
3. To contribute to reducing unemployment and its cost for the community, to fight against exclusion and marginalisation.
4. To help people in difficulty to find sense in their lives and to build social links and also to allow each of them to find their place in the society.

How do they operate?

Legal form:

Réalise is a non-profit association. In Switzerland, this status is the most favourable for conducting economic activities and to benefit from public co-financing. The choice of this form proved very beneficial and has ensured the democratic functioning of the association.

History:

In 1984, although the economy flourished in Geneva, certain people found themselves excluded from the labour market and forced to apply for social aid, despite a true willingness to be integrated and a residual capacity to work.

Eric Etienne, a social worker confronted with this everyday problem, decided to establish Réalise, one of the first organisations for integration by economic activity in Swiss Romandy. This innovative market constituted an alternative to social aid and a footbridge leading the most fragile people towards employment.

When it was established, Réalise was a pilot project aimed for a few beneficiaries of social aid, with a budget of 50 000 Swiss francs (~€ 38 thousand). Today, it is an associative company with around 45 permanent co-workers, a budget of 5 million Swiss francs (~ 3,7 million), every year it supports over 250 job-seekers in their progress towards socio-professional integration. Over the years, integration by economic activity has been chosen as the best solution for supporting people with little or no qualification in their search for employment

Activities:

Réalise aims to promote reintegration paths and prevent disintegration by means of work experience programmes in production workshops and an important training programme. The strategy: to have a global vision of each single case concerning the participants of integration programmes and to adopt solutions to suit individual problems in stages, with precise objectives in order to remove any barriers preventing them from finding employment.

Thus, Réalise proposes to offer integration work experience programmes for a specified period of time (on average 6 months) to unemployed people with little or no qualifications. They form teams producing

goods and services which are later launched onto the market. Réalise does not offer employment to people who have completed work experience programmes.

A group of 5 people (integration advisors) ensures individual and personalised coaching for the participants of the integration programmes, designed according to their professional projects and their profiles. Within each production activity, the participants of the integration programmes work under surveillance of coordinators endowed with a double competence: a professional worker and a trainer of adults.

An integration work experience programme involves technical training connected with economic activity as well as basic training (French, arithmetic, introduction to IT) conducted by internal trainers.

Réalise is active in a large variety of fields of economic activity:

- Revalorisation and sales of electronic equipment: recovery and recycling of computer equipment from companies, management and resale of second-hand computer equipment, recycling of mobile phones.

Today, Réalise is the most important reseller of second-hand computer equipment, which allows it to have large, homogenous and high quality stocks of recent hardware. Computers, screens, printers and other peripherals originate mostly from large companies as well as from the Geneva authorities. Defective or obsolete hardware is directed to Swico, a Swiss branch responsible for recycling of telephone and computer equipment. After cleaning, deleting data by wiping, revision and tests, the renovated quality equipment is resold in a Réalise store in Geneva with a twelve-month guarantee or exported to the southern countries.

- Washing clothes: sorting and marking, cleaning, disinfection, washing, drying, ironing, retouch and reparation; packaging of clothes, delivery. The Réalise laundry was opened in 2007; it ensures professional maintenance of clothes for companies as well as health and social institutions, respecting the strictest European Union norms.
- Gardening and management of environment: seasonal maintenance, grass-cutting and pruning trees, landscape planning, maintenance of pedestrian routes, maintenance of water and forest areas, protection of natural reserves, logging of trees.

This activity is conducted in accordance with the principles of sustainable development: reduction of transport by introducing composts, discharging green waste to branches, using manual work and machines with reduced energy consumption and noise pollution, the use of biodegradable petrol and oils.

- Addressing, sorting and packaging: wrapping, collecting documents, putting them into envelopes and sending, inserting and labelling, manual and machine folding, plastification of documents, wrapping and packing objects, direct mail, sorting, binding, etc.
- Cleaning and maintenance: cleaning flats, offices and buildings, high-pressure cleaning, maintenance of playgrounds, maintenance of waste reception centres.
- Transport: moving, riddance, recovery of computer equipment for individuals and companies.

- Restaurant business: preparing meals for the Réalise restaurant business (around 50 each day), waiter service, management of purchases and stocks, keeping cash registers.

The operations of Réalise rest on the principle of participative management and an important internal programme of continued training for permanent co-workers. This policy promotes co-workers' involvement, gives them large autonomy of making decisions within their role in the company and limited by hierarchical relations, it also privileges a continued dynamics of improvement.

Target groups:

The clients of Réalise are unemployed adults who have already had some professional experience. In 80 % of cases they have no qualifications (without diploma). They are registered unemployed, beneficiaries of insurance against disability or of social aid. These are people involved in charity processes in order to benefit from measures offered by the association (work experience programmes for return to employment and training) which are useful for their reintegration. Réalise has the means of power to admit people with very different administrative status.

The majority of services offered are marketed with companies and public communities. Selling revaluated computer equipment is addressed to individuals rather than companies.

Why does it work?

1. Réalise has dynamics and capacity for change. Since its establishment, Réalise has not ceased to change in order to better respond to the needs of its beneficiaries and the evolution of markets. Thus, it:
 - created programmes designed for beneficiaries of various administrative status;
 - then, in 2005, it decompartmentalized these programmes so that all beneficiaries could access all production activities;
 - developed new economic activities useful for integration and possible to be launched into the market;
 - knew how to leave or make evolve activities which lost their pertinence (e.g. semi-industrial laundry was replaced by the activity of sorting and recycling of used clothes in 2007);
 - over the years, it has developed and improved the services of support and follow-up of participants of integration programmes, training, coaching and placement in order to promote their return to employment on the increasingly demanding labour market.
2. External recognition: in 2003 Réalise received the cantonal award for durable development for its activities of recycling and resale of computer equipment.
3. Progressive development and growth together with prudent financial

management allowed Réalise to survive many successive economic crises without major problems.

4. Integration is the outcome of a number of factors. Contrary to public services, which offer specific and segmented responses, the approach of Réalise allows to identify the dominant factors which limit integration and try to remove them. Working in a network, with a team of specialists from key areas (addiction, indebtedness, health, training for adults, etc.) allows Réalise to concentrate on the integration process and provide access to employment.

Results

Réalise have around 150 co-workers;

- Around 45 permanent co-workers responsible for consultancy in the field, follow-up and training of apprentices as well as company management.
- Around 100 people participate in work experience programmes. The majority of these people are registered as “unemployed”. The work experience in Réalise is a service proposed by the cantonal employment agency, in order to encourage them to find a job. They continue to receive unemployment benefits during their experience in Réalise and they are still considered as “unemployed”. An apprenticeship contract describes the objectives of each of them. Another part of people involved in Réalise are beneficiaries of insurance against disability or public assistance¹. All the apprentices are at the beginning directed to Réalise or by institutions which manage the insurance against disability or public assistance.

Totally, during one year Réalise caters for and support nearly 250 people in their inclusion approach.

The rate of integration of Réalise beneficiaries varies on average between 24 and 30 %. Nevertheless, this number hides many different realities: only a part of apprentices aim for a rapid return to employment. In 2009, 50 % of those found employment, despite difficult economic context and growing unemployment.

The effects of an integration work experience programme largely exceed the simple criterion of return to employment. There are over a hundred factors influencing integration which are evaluated and they are all taken into account when designing programmes for return to employment: e.g.: health, housing, family situation, administrative matters.

Financial Data

- Turnover in 2009: 2,5 million Swiss francs (~ € 1,9 million)
- Réalise provides integration services to public institutions regulated by a contract, the remuneration paid under the form of federal and cantonal subventions covers around a half of their budget. The other

half is covered from the turnover generated by production workshops and originating from commercial activities, there is also a small proportion of donations.

- Balance total in 2009: CHF 4,5 million (~ € 3,4 million)
- Total own funds in 2009: CHF 795 thousand (~ € 600 thousand)
- Result for 2009: CHF 248 thousand (~ € 187 thousand)
- Growth over the years, good financial condition and balanced accounts.

Prospects

- Lack of diploma is a major factor limiting access to employment, even if one has experience and competence. The plan for the future rests, thus, in cooperation with work integration enterprises, such as Réalise, and organisations providing professional training, in particular through an innovative process of validating experience gained. This is the direction which Réalise is taking today.
- To open for innovation and long-term involvement in order to build economy which is more social and solidarity-based than the one in which we meet and direct participants of integration programmes today.

And more

An apprentice at Réalise:

« During the periods of unemployment I was left without anything, it was very hard. I slowly started to lose the will to live. What troubles me most is living on State welfare. Even when I was unemployed it was difficult to register, although I had paid premiums throughout my life.

When working here, I had an impression that I earned the RMCAS money (Minimum Cantonal Income from Social Aid). I am now more self-confident, this gave me my confidence back. This has helped me regain sense of living, of being necessary. I like my work a lot so I wake up with pleasure, even if I sometimes don't sleep well. If I could stay here permanently, I would agree straightaway.

The work is varied and I am happy to see that I am always rather quick. Now, I can be proud of what I am doing. When one of my friends saw me the other day, she said: « what has happened, you are all shining? I told her that I had found work at Réalise ».

¹ See the Swiss legal system (Swiss Romandy)

Marianne's vegetable garden

Activity

The National Association for Development of Social Grocery Stores (ANDES) initiated the activity of Marianne's vegetable garden, a re-integration workshop¹ for people in difficult circumstances employing them to collect fruit and vegetables which remain unsold at the market in Rungis, the largest market of fresh produce in the world², located in the Paris region. Every day, employees undergoing re-integration reclaim 5 tonnes of fruit and vegetables from the unsold stock of the Rungis market and from wholesalers.

This activity makes it possible to supply fruit and vegetables, at a reduced price, to welfare stores of the ANDES network and to associations helping people in difficult circumstances operating in the Ile-de-France region. The aim is to offer 10 fruits and vegetables per day to people with very low income suffering from malnutrition. This activity is also beneficial for wholesalers who do not need to bear the costs of destroying unsold goods - they

Website

www.epiceries-solidaires.org/news/l-aci-le-potager-de-marianne-de-rungis

Date of creation | Country

2008 | France

Key words

inclusion, food poverty, social grocery stores, valorization, sorting

benefit from it and also take part in an important social task. Another aim of the activity is to help employees to get used to their workplace and to re-integrate them back into the society of working people.

Results

In the future, ANDES plans to open a workshop for processing damaged products (i.e. to make soups, juice, etc. out of them) at the same location as the Marianne's vegetable garden.

- An average of 14 employees undergoing re-integration.
- 412 tonnes of fruit and vegetables distributed around the Ile-de-France region in 2009. It is estimated that 550 tonnes will be distributed in 2010.
- More than 1000 deliveries to 36 associations (including 18 social grocery stores) in 2009.
- In 2009, social grocery stores received 119 tonnes and Restos du Cœur [Restaurants of the Heart]³ received 125 tonnes.

¹ Société par Action Simplifiée (SAS).

² Eco-emballages is an organization established in November 1992 through the initiative of representatives of the FMCG sector aiming at the establishment, organization, supervision, financing of the selective collection of waste, segregation, and recycling of utility packages in France. 50 350 enterprises belonged to the Eco-Emballages group in 2009 and they paid EUR

418.2 million as taxes. 92% of the group revenue is returned to the local governments for the financing of the selective waste collection. The Le Point Vert (green point) logo introduced by Eco-Emballages can be found on 95% of packaged products bought in France.

³ See the French legal framework.

⁴ VAE - validation des acquis de l'expérience or

the recognition of skills based on professional experience is a mechanism that makes it possible to obtain the full or partial certification (diploma, professional title or a professional skill certificate) on the basis of the professional experience obtained during the work on a full-time position or when conducting business (merchant, merchant's partner, freelancer, farmer, craft worker...) and/or as a volunteer (union, association...).



Photo: Christophe Goussard

Les Jardins de Cocagne¹

You need vegetables,
they need work.
Together we can grow solidarity.

Idea

To integrate people with real social, economic or personal problems through participating in the professional cultivation of organic vegetables.

Objectives

1. To provide employment for people in difficult situations involving various positions in a garden,
2. To recreate a close social link between gardeners-supervisors, members, neighbours, farmers, institutional partners, schools, etc.



Contact

Marc Chénais
is the general coordinator
of the Cocagne Network.

E-mail

rc@reseaucocagne.asso.fr

Phone

(00 33) 1 43 26 37 84

Website

www.reseaucocagne.asso.fr

Date of creation | Country

1991 | France

Key words

inclusion,
organic market gardening,
members-consumers

3. To produce vegetables grown in organic agriculture while integrating into a local network.
4. To create a dynamic national network in order to share profits, experiences and tools among a number of Jardins de Cocagne.

How do they operate?

Legal form:

Every Jardin de Cocagne « Garden of Cockaigne » possesses the status of a non-profit association under law 1901². They are grouped within the Cocagne Network. The Jardins generally exist under the form of « Work Inclusion Workshops and Facilities » (ACI)³.

History:

The first Jardin de Cocagne was established in 1991 in a context of growing social problems, it was based on a Swiss model to which we added a social dimension. The Charter for Jardins de Cocagne was established in 1994 to define a common identity for all Jardins de Cocagne leaving a margin for adaptation to local conditions. The Cocagne Network was established in 1999 to promote, professionalise and sustain the Jardins.

Activities:

By producing organic vegetables and fruits, sold to members-consumers in a form of weekly baskets, the Jardin helps adults to find employment and to (re)establish a professional and personal project.

The production of organic vegetables is the primary and fundamental activity. Depending on local conditions and the individual project, each Jardin may add other types of production (fruits, breeding of chickens, flowers, etc.) or activity (pedagogical gardens for schools or open-air centres, markets, environmental education, canning factories, agro-tourism). The members-consumers pick their baskets every week at the Jardin or at a collection place near their home. There are different types of baskets and the reference price is calculated on the basis of seasonal fluctuations on the local market of organic agriculture.

Each Jardin de Cocagne employs:

- inclusion gardeners who occupy various positions (“underground” and full-field preparation and cultivation of baskets and deliveries, maintenance of sites and equipment, secretarial services, management, etc.)
- supervisors (directors, administrators, technical service, people responsible for the membership network, professional counselors)

Target groups:

Anyone in a difficult situation may be integrated within the structure. The common condition, which is present in all work inclusion workshops and facilities, is signing of the unique inclusion contract (CUI)⁴.

All consumers must be annual members of the association which manages the garden.

Why does it work?

Inclusion of people in difficulty is based on learning how to work in vegetable production, in this way they learn regularity and precision. The result of each person's work is directly visible and palpable.

We promote recovery of economic activity of people in difficult situation by the act of purchase for current consumption.

The existence of real dynamics around the Jardin (local consumption, schooling activities, partnerships, support to families).

Results⁵

- 3 400 inclusion employees a year (contracts for a specified period of time for an average of minimum 6 months), i.e. on average 34 inclusion employees per Jardin a year.
- 600 permanent employees (gardeners/ supervisors), i.e. on average 6 permanent employees per Jardin.
- 1 500 to 1 600 voluntary workers (administrators of association, etc.)
- Approx. 100 active gardens in 21 regions and 1 in overseas departments and territories.
- 4 to 5 gardens established each year.
- Average available area⁶ for each garden: 3.3 ha (each garden between 1 and 7.5 ha)
- Approx. 20 000 basket members of the association in the whole of Cocagne Network, i.e. on average approx. 200 members per Jardin (the structure varies from 48 to 652 members).

Financial Data

1. On average, one Jardin has an annual turnover of € 101 000:
 - € 81 000 from sales of vegetables,
 - € 16 600 from diversification (other activities: education on environment, transformation, etc.)
 - € 3 400 from premiums paid by members-consumers

2. On average, the total budget:
 - 24 % is own revenue (sales of baskets and other production, membership of consumers)
 - 50 % come from financial participation of the state in the Unique Inclusion Contracts.
 - 26 % are subventions from local communities in exchange for social mission (regional councils, general councils, Agricultural Social Insurance (MSA), Association for the Management of Funds for the Professional Inclusion of the Handicapped (AGEFIP), etc.) from EU (European Social Fund) and other financial partners.
 - For information, a work inclusion workshop or facility may not exceed the limit of 30 % of commercial revenue in the total budget.
3. As regards material investments, namely land, it is often left to our disposal by mayors or individual people.

Prospects

To further develop the network of Jardins de Cocagne.

To continue participating in the social and solidarity-based economy, durable development and social business activities, for raising recognition and promoting these values.

To promote access to organic vegetables to families with low income: in 3 years, 30 000 solidarity baskets will also be distributed to families in difficulties.

And more

« I work in vegetable production. My task is to sow, prick out, harvest, I do all farming work. The Jardins de Cocagne is like a small family, we all know each other. It is nice to be outside and, most importantly, to be recognised by people. I find it really pleasant when they come to congratulate us for the beautiful colours and the flavour of vegetables. We feel that we are really useful. What distinguishes the Jardin de Cocagne from other companies is the possibility to speak my mind and to express myself. When you are unemployed you lose your self-confidence, you also lose money and then life is not easy. When I came here I could meet other people, I regained a will to continue living. This helps us and gives us back the strength to regain life. Since I came here, I discovered the pleasure of working outside, in close contact with nature. I would like to learn how to take care of green areas ». Eddy, a Jardin de Cocagne's employee.

« I came to the Jardins de Cocagne for two reasons: firstly, for inclusion because I think that it is useful, the second reason was the possibility to eat locally produced and good quality vegetables. » A Jardin de Cocagne's member.

¹ The Gardens of Cockaigne in English.

² The conditions to establish a company under law 1901 are relatively wide (the company needs to comprise at least 2 persons and have another aim than the division of profits). The subtlety of the status allows, consequently, to group very different sectors (humanitarian activities, social activity and health, protection of rights, education, training, culture, leisure and sport, economy and local development) under the name "association". In France, there are ca. 1,100,000 associations (data from 2007).

³ The « Work Inclusion Workshops and Facilities » are measures supported by the state aimed at launching collective activities to accept, provide employment and introduce to the labour market unemployed people with particular social and professional problems. For more information, see the French legal system.

⁴ The Unique Inclusion Contract is a name which refers to a group of supported contracts addressed to the unemployed and persons in difficulty. The contract is based on an agreement between the employer, the employee and the

Pôle Emploi, the body in charge of employment in France. The employer benefits from financial aid and exemption from social charges. For more information, see the French legal system.

⁵ Data for 2008 include all Jardins in the Cocagne Network (data 2009 are still being retrieved).

⁶ The garden's available area refers to the total area used by the Jardin de Cocagne branch, not only the area used for growing vegetables.

Bastøy prison

Getting ex-convicts re-integrated
and back to work

Idea

An « human - ecological » prison concept aiming at supporting the re-integration and rehabilitation of ex-convicts, more particularly through organic market gardening activities.

Objectives

1. To facilitate the rehabilitation of ex-convicts to normal life, aiming at less crime, less problems for the families, in particular the children of criminals.
2. To create opportunities for all prisoners released whereof a high percentage fall back to committing more crime.



Contact

Lene Therese Vallestad is
project manager in the
Norwegian Labour and Welfare
Administration (NAV).
Hilde Dalen is the initiator of
this project for KREM.

E-mail

lene.therese.vallestad@nav.no
hilde@krem-norge.no

Phone

(0047) 97 55 00 39
(0047) 95 24 27 63

Website

www.bastoyfengsel.no

Date of creation | Country

2009 | Norway

Key words

prison, social rehabilitation,
ex-convict,
organic market gardening

3. To contribute to a more human society, especially concerning ex-convicts
4. To introduce sustainable development orientation to the rehabilitation program's activities (organic agriculture)

How do they operate?

Legal form:

The project has no particular legal form. It is a specific initiative within Bastøy Prison, managed in partnership between private and public organisations.

History:

Bastøy Prison project is part of a national program based on a parliamentary paper released in 2008 (Stortingsmelding 37 2007-2008), where a new strategy for the treatment and release of prisoners was laid down. Actually, the Norwegian Labour and Welfare Administration (NAV) decided to set up a national project aimed working out how to foster better cooperation between the prison, the municipality at which the offenders were to settle after imprisonment and the office of labour a social welfare. One of the main objectives of the strategy is to help convicts back to a normal life with a job, housing etc.

Bastøy Prison project is one of 7 projects spread around Norway. Bastøy Prison is a minimum security prison located on Bastøy Island in Norway, about 75 kilometres south of Oslo. The prison hosts 115 inmates and a staff of 69 prison employees.

Activities:

Bastøy prison is named the world's first « human-ecological prison », basing its values on ecology, humanism and development of responsibility. The prisoners live in wooden cottages, work in the prison farm and have access to activities during their free time (horseback riding, fishing, tennis and cross-country skiing).

This local project was a joint effort between:

- the Criminal caretaking unit (Kriminalomsorgen), which is the government body responsible for executing the imprisonment in a way that considers the purpose of the punishment, prevents new criminal acts and takes care of general security concerns as well as securing liveable conditions for the convicts,
- the Norwegian Labour and Welfare Administration, NAV, which is the public entity responsible for the social security and employment areas, whose main tasks is to coordinate the government's policy,
- KREM - Kreativt og mangfoldig arbeidsliv [Creative and diverse workplace], which is a private enterprise classified as "social entrepreneurship" because it endeavours to solve problems concerning employment and welfare but also being viable as a business.

Through organic agriculture, the convicts produce a large part of the food they eat. In addition, a program has been initiated, with several other prisons as well, to re-integrate the prisoners in the society. This is KREM's contribution to the project: By systematically mapping peoples' abilities and motivating them to believe in themselves, they help them get back into a meaningful life after release.

The program is part of the new strategy of Norway government regarding the treatment of prisoners. Main objective of the strategy is to help convicts back to a normal life with a job, housing etc. The government agency in charge of this work is NAV, usually dealing at the same time with employment, social welfare and health benefits issues.

The KREM method systematically builds self confidence and belief in one's skills. This motivates the participants for the follow up program offered by NAV. KREM's work is also related to communication and joint meetings, information work, planning, reporting and evaluating and competency improvement.

Why does it work?

- Enabling and empowerment are key elements. The prisoner is helped building the necessary self-confidence to face the problems facing him once released from prison.
- Motivation and participation by the clients: the methods applied have to be integrated in the target group, here the convicts. KREM believe they hold the solution to successful re-integration. Communication is a key point; afterwards together with the convicts KREM develops the course of the project.
- The involvement of actors from the outside life gives strength and credibility to the message given towards the prisoners. All the participants encountered voiced this as a crucial factor. It has to be someone outside the prison that delivers this kind of services.
- Whereas today, the norm is that prison officers execute gate keeping tasks and programs of motivation and change at the same time, which seem to be unrealistic. The participants (prisoners) in the project all stressed that this was a difficult double role of prison officers
- Partnership between public and private actors: the involvement of KREM brings fresh air and experience in the field of accompaniment and preparation for the outside life, whereas the public entities bring credibility and funding.
- The strong willingness of the Director of Bastøy Prison to give opportunities to the prisoners
- Direct contact with future employees is also a key for success.
- Life skills as competency: many convicts have life skills and experiences that can be turned into resources.

Results

The results of this initiative are too new to be measured with any degree of accuracy. Testimonies from the participants in the program point in a promising direction.

If a prisoner is released without preparation for the outside life, chances are that he will resume criminal activities.

KREM has been contacted by another prison regarding the workshop in Bastøy. This is clear proof that this experience can inspire other initiatives in other prisons.

Anecdote told by a prisoner:

« I was convicted for financial fraud, a first time convict, sentenced to two years in prison. I want to use my experiences in a constructive way. Having followed the KREM training, I have been made aware of what capabilities I possess. If I can help others after release from prison I want to do exactly that. Regardless of how low you have sunk yourself, others may be even worse off ».

Financial Data

The project is based on public funding: it receives NOK 1 million (€ 123 500) a year, for a three year period. NOK 450 thousand (€ 55 600) went to KREM, NOK 400 thousand (€ 49 400) to one person working as project coordinator and the balance to fund for various expenses (travel, participation in conferences, information meetings with other NAV offices).

Funding for this national project came from the Norwegian Labour and Welfare Administration only.

In this local project, the funding was given for two positions, KREM holding one of those, Lene Vallested the other.

In this kind of projects, the idea is to integrate the method and experimentation (of Bastøy Prison) into the ordinary organisation of the prison. That's why the funding is only for a period of time, in that case, three years.

Prospects

The cooperation with KREM was discontinued due to lack of funding for KREM. NAV is continuing on its own, which, according to the local NAV office, is regrettable.

Such initiative should not lack from financing: one way to face the problem could be the following. The products of the organic farm should be sold to the government as any other provider of food for prison does.

That could be one solution.

It is not only a question of funding (in KREMs view), it is also a question of priorities and a willingness to involve outside organisations, and the kind of activity that KREM brought into this project. Traditionally, it is the “experts” that design and develop programs and methods. It is still a long way to go when it comes to implementing the experiences and advice coming from the group of people that they are to “help”. So regardless of the results of KREMs work, it was decided to go on without this contribution.

Moreover, it is innovating and not always easy to make work together such different organisations. NAV is a huge organisation in Norway, bureaucratic and full of rules whereas KREM is lead by social entrepreneurs, coming from outside, social oriented and based on innovation. This project also pushes the question of how social entrepreneurs meet the government bureaucracy.

And more

Robert, one of the participants in the prison workshop was offered a rehabilitation job by a company in his home Town, Sandefjord. The first idea of the company management was to locate Robert in a place out of town, because he was a well known criminal figure there. They would not tell anybody that he worked for them. In a meeting with the employer KREM suggested to do the opposite; tell everybody, including the local newspaper that they had given him a job and why: to reduce the chance of re-offending. They followed the advice and afterwards the reactions have been positive only. Robert can now walk around his home town with his head up, everybody recognize that he has started a new life and has done his time in prison. Robert accompanied KREM in parliamentary sub-committee meeting and testified about the importance of rehabilitation as a crucial element of penitentiary action. Furthermore he maintains that this work should be conducted by people from the outside, primarily people from business, representing the future employers.

Robert now has worked out a program for the company on how to make this an integrated part of the company’s Corporate Social Responsibility program and thus make this into more than a onetime event.



Blue Sky

A proper job
with a proper company

Idea

Help break the cycle of re-offending after jail and achieve long-term benefits for society creating a social enterprise that employs ex-offenders and offers them a proper job, operating in the grounds maintenance and recycling sectors.

Objectives

1. To create employment for ex-offenders with Blue Sky, enabling ex-offenders to move successfully into sustainable permanent employment elsewhere.
2. To work with local community groups for maintenance of grounds and recycling sectors.



Contact

Mick May is the founder
and chief executive.

E-mail

info@blueskydevelopment.co.uk

Phone

(0044) (0) 189 58 39 848

Website

www.blueskydevelopment.co.uk

Date of creation | Country

2005 | United-Kingdom

Key words

ex-offenders, social
rehabilitation, grounds
maintenance, recycling

3. To reduce the probability of re-offending and find solution for the human cost of re-offending which causes misery in the lives of ex-offenders and their families.

How do they operate?

Legal form:

Blue Sky is a social enterprise, a company limited by guarantee and a registered charity. Blue Sky was established by the charity Groundwork Thames Valley¹ and remains a wholly owned subsidiary.

Their link with Groundwork has allowed Blue Sky to learn from a large, established organization and their wider links with the national Groundwork federation provide an ideal platform for national growth. Their charity status allows Blue Sky to access additional funding but they run the social enterprise as a business with commercial revenues.

History:

Mick May, Blue Sky founder, joined Groundwork Thames Valley as Executive Director in 2003, after a career in the financial services industry. It struck Mick May that ex-offenders can't get jobs because of their background. In England & Wales, 75 % of all prisoners are released into unemployment. 60 % will re-offend within 2 years costing the tax payer £13 billion (~ € 15.3 billion) each year² or between £200-250 thousand (between ~ € 234-292 thousand) for each ex-offender who re-offends. These bold statistics do not bring out properly the misery suffered within the cycle of re-offending both to those trapped within it (for example young offenders are 18 times more likely to commit suicide than the national average) and to the communities most blighted by its scourge (a recent analysis of council wards in England has shown that the 20 most poverty-stricken were all within the top 10 % for crime).

Blue Sky was set up as an answer to this problem and all its associated costs.

Activities:

Blue Sky views the current high re-offending rates and low employment rates amongst ex-offenders as both a criminal waste of money (at a time of real austerity) and social capital (people's lives and happiness). Of ex-prisoners, probably more than any other group in society, it is true to say that, quoting Jonathan Sacks (the Chief Rabbi), « the highest form of charity is to find someone else a job. » Blue Sky can turn lives around by offering their employees the chance to learn new work-skills, to build a clean employment record, to earn a good reference and to move into permanent employment.

Driven by the evidence that having a sustainable job reduces the probability of re-offending by up to 50 %, Blue Sky Development and Regeneration is a social enterprise operating in the grounds maintenance and recycling sectors:

- Since 2005 Blue Sky has undertaken grounds maintenance which includes cutting back shrubs, grass-cutting, hedge-cutting, trimming,

spraying, weed management and lay-out and planting of bedding. They work with local community groups to clear untended gardens, in the process reducing the opportunity for burglary. They look after cemeteries and we improve allotments.

- In September 2008 Blue Sky was invited by the London Boroughs of Hillingdon, the westernmost borough in Greater London, to assist it in its waste recycling. This activity has grown steadily since then and in the last financial year they helped divert over 130 tonnes of waste from landfill every week - the equivalent of 9 London buses.

The jobs thus created are offered on six-month, full-time employment contracts to ex-offenders. Blue Sky's commercial work is delivered by teams of up to six members; each led by a full-time supervisor, invariably also someone with a criminal record who acts as a mentor. Whilst with Blue Sky, employees receive a range of vocational and accredited training and are given support to enable them to move on from Blue Sky into permanent employment.

The blue uniforms of Blue Sky's employees can be seen in the parks and open spaces of Slough, Hounslow, Gloucester, Oxford, Wakefield, Manchester, NW England, the London Boroughs of Hillingdon and Ealing and the Royal Borough of Windsor and Maidenhead.

Target groups:

Blue Sky only employs ex-offenders. The target group is amongst the most disadvantaged, in terms of reintegration into the labour market, and the most costly, in terms of the social and financial costs that a life of unemployment and re-offending causes. Blue Sky's purpose is to get ex-offenders away from crime, into permanent jobs, out of welfare dependency and into the tax system.

Why does it work?

- Employment has the single greatest impact on an individual's likelihood of re-offending, not to mention its effect on the confidence and self-esteem of employees. All too often, a young person emerges from a short time in prison to a life sentence of unemployment. Neither the financial nor the social costs of this are acceptable.
- The types of jobs offered are ideal for ex-offenders. First, there is no resulting displacement of permanent positions. Secondly, the arduous, even grubby, nature of the work may be off-putting to an unemployed person interested only in a wage packet; however, a job to an ex-offender represents a way of escaping his/ her lot. As a result Blue Sky can fill vacancies in civic waste sites 5-10 times over. Thirdly these occupations are an ideal fit for the skill-bases of many/ most ex-offenders; for example they do not discriminate against those with literacy or numeracy issues.

- The number of employees, the onward employment rate and, crucially, the re-offending rate are figures illustrating the social impact of the jobs offered, the savings made to public spending, the impact on communities through reduced crime and the effect on the lives of employees.
- The contracts win and the feedback from those who contract Blue Sky. The appearance of its parks and open spaces is one of the top concerns of each local council. Local authorities say that Blue Sky wins the contracts because the social enterprise can match or improve on the quality available elsewhere. The councils they work with recognize that they can create jobs for their unemployed ex-offenders with Blue Sky at no additional cost to themselves. This is an example of the growing practice of intelligent local procurement, using a budget allocated for recycling or the maintenance of parks to achieve an added social benefit which might otherwise be funded through a separate department or scheme.
- Praised from a range of objective sources, Blue Sky won the following awards: winner in Social Care and Welfare category of Charity Awards 2010 and winner of the Prize Centre for Social Justice 2009.

Results

- 300 ex-offenders have been employed on 6-month contracts since Blue Sky began in October 2005. This is more than the population of many of the United-Kingdom's prisons. This year alone the social enterprise will employ over 100 ex-offenders. By 2015, Blue Sky projects that they will employ 500 ex-offenders per year.
- More than 50 % of the leavers have left with training qualifications,
 - 54 % of those leaving Blue Sky move into sustainable employment,
 - 68 % of employees who stay with Blue Sky for 13 weeks or more moved into sustainable employment when leaving Blue Sky.
 - In 2009/2010, 70 % of our employees left us with an accredited vocational qualification.
- Less than 15% of Blue Sky employees have re-offended after leaving
 - that's a quarter of the national average.
- The average age of our employees is 28.
 - Half of our employees have had drug and/or alcohol issues in the past.
 - In 2009/2010, 16 % of our employees were homeless when they joined us.
 - In 2009/2010, the average number of months our new employees had served in prison was 26 months.
- In 2009/2010, we improved and maintained the equivalent of more than 900 football pitches of land. Currently, Blue Sky operates in 9 regions. Soon the operating area is expanding due to demand from:
 - contract partners seeking partnership working in long term maintenance contracts.

- offender resettlement specialists seeking this service in other sub-regions or regions.

Financial Data

- Total Income 2009-10: £ 1 077 thousand (~ € 1 258 thousand) - an increase of almost 35 % on the previous year 2008/09.
 - 57% of the total income is brought by contracts: these commercial revenues (£ 618 thousand, ~ € 723 thousand) increased by 58 %. These revenues cover the costs of the ex-offender employees and their supervisors and make a contribution to the related operating costs of our business (vehicles, fuel, tools and tipping charges).
 - 30 % are charitable grants.
 - and 12 % are government commissions.
- Blue Sky run the social enterprise as a business with more than 50 % of commercial revenues but their charity status allows Blue Sky to access additional funding.
- Level of profit remained constant at £3,5 thousand (~ € 4,1 thousand). Whilst this level of profit is low it is explained by the fact that the people employed in the previous year to build capacity and capability were present for the full year so salary costs rose accordingly.
- Total of expenditures 2009/10: £1 074 thousand (~ € 1 255 thousand) which consist mainly in contractual costs - wages etc. (54 %) and permanent support staff costs (25 %). The rest are training and general project costs (13 %) and administration and overheads (8 %).

Prospects

Corporate target is to give jobs to more than 500 ex-offenders annually by 2015. This is more than are housed in a large United-Kingdom prison.

Blue Sky has also made a commitment at the strategic level to incorporating catering into its business model whilst it continues to grow the existing work in the groundwork and recycling sectors where Blue Sky expects to develop into other areas, thanks to the partnership with the Groundwork Federation.

And more

« We have found it important to have a clear communication strategy. Having clearly defined messages targeted at individual stakeholders has helped to clearly differentiate Blue Sky from other programmes helping ex-offenders. One of the benefits of this targeted messaging and strong

brand awareness is our ability to raise external funding (which is typically around 40% of turnover) to support our non-operating costs on the ground, » explains Mick May, the founder of Blue Sky.

« I was taken on by Blue Sky straight from prison. I've had several convictions in the past but I want to put it all behind me now, and make a new life for me and my children. It's been tough, but Blue Sky has made it possible. » Tina, now having a permanent job in the catering industry.

« Blue Sky has helped me by getting me into a routine of working full time. I struggled for 2 years to get a job, now I have relevant skills and experience to get another job. Blue Sky has helped change my life and all my family and friends are proud of how mature I've become and how responsible I am » Dave, Blue Sky employee.

« Blue Sky's work ethic has been great to see. The work carried out has always been of a high standard and has been complimented on by both clients and the public. I would not hesitate to recommend them » Keith Rowe, Gloucester Enterprise.

« Just look at Blue Sky. It's the only company in the country where you need a criminal record to work there. That ex-offender may have a problem with alcohol, may be finding it hard to get a place to live, may have a child. That's at least three government departments responsible for him. At Blue Sky, he's got the focused attention of one place with the ideas and compassion to help him turn his life around. » David Cameron - Prime Minister.

¹ Groundwork Thames Valley is an independent charity working to create social, economic and environmental improvement projects across West London, Heathrow and Thames Valley area. The charity works with partners including businesses, local authorities, schools and community groups. Example of projects:

community gardens to major park refurbishments, small grant schemes to establishing and running community facilities, and school education schemes to adult and business training programmes. Groundwork Thames Valley has different social enterprises (West London Floating Classroom (WLFC); Reading Motor

Education Project; Blue Sky Development & Regeneration).

² Data drawn from 'Reducing re-offending by ex-prisoners », a 2002 report by the Social Exclusion Unit



Loca Labora

Idea

Creation of sustainable employment in a sustainable way in three fields: herb nursery, maintenance of grass and nature and catering/residential tourism.

Objectives

1. To provide vulnerable people with jobs related to cultivation of herbs, organic agriculture, maintenance of grass and nature, tourism and catering.
2. To provide them with social and labour skills in order to increase their employability and help them integrate in the traditional labour market.



Contact

Geert Grillet is
Loca Labora director

E-mail

info@localabora.be

Phone

(00 32) 50 28 00 48

Website

www.localabora.be

Date of creation | Country

1986 | Belgium

Key words

organic herbs,
maintenance of verdure,
tourism, catering

How do they operate?

Legal form:

Loca Labora was founded in 1986 as a social employment initiative¹.

It's a non-profit organisation working with different kind of vulnerable groups:

- It develops a work experience initiative for 25 people.
- A social workshop for 75 people.
- Coaching employment-routes of about 200 unemployed people.

History:

The initiative for Loca Labora was taken by private individuals from the civil society, some of them active in an organisation for disabled people (Oranje). Initially it was an organic farm with 16 hectares for vegetables. In annex to this cultivation, they began also the cultivation of herbs (under glass and in the open air). Later on also the working up of these products and even a greengrocers' shop. It was in fact a kind of organic growth, using the opportunities.

Beside these activities, Loca Labora started in 1997 « 't Roodhof », a country-side residence with multi-purpose rooms, a restaurant, hotel rooms and catering services. A concrete project was the exploitation of the tearoom of the 'petting zoo' of Torhout (a city near by Bruges).

Activities:

Loca Labora's main activity is today the maintenance of grass and nature in public spaces. It's a registered and accredited contractor for public works.

They do a lot of work for local and regional authorities, more specific with the municipality of Oostkamp, where they procure in the maintenance of private gardens of social deprived persons.

The organic 16-hectare farm for vegetables is still running since the creation of Loca Labora as well as the cultivation (under glass and in the open air) of herbs for cooking and herbs for medication.

Beside these activities, Loca Labora manages a country-side residence called « 't Roodhof » which has 4 polyvalent meeting rooms with a capacity of 10 to 220 people. It's a unique location for meetings, events or workshops. « 't Roodhof » has his own restaurant and also 17 bedrooms.

So, meetings and events of several days are possible.

Loca Labora exploits the tearoom of the « petting zoo » of Torhout (a city near by Bruges) and Loca Labora started also activities in the field of ecological maintenance of grass and nature.

Loca Labora is engaged in the global strategic approach of the province of West-Flanders for the labour participation of everybody by using all their talents, with special attention for vulnerable groups. Loca Labora is an important player in the Flemish network of social economy. It's collaborating with Trividend and Hefboom for financing investments and bridge-loans.

After a profound audit in 2007, Loca Labora decided to start up a real « change management process ». In this process it was coached by Hefboom, an accredited consultant for the social economy.

In 2010, Loca Labora makes an important step establishing an alliance with « Arcotec », a sheltered workshop with 400 employees. Arcotec is working on contractual base for other 'classic' enterprises with activities like electro assembling, packing, printing, metallic wire, wood assembling. More than 90% of the employees are disabled persons.

Loca Labora also started with « Loca Consult » to accompany his own employees and persons seeking employment. Loca Consult also tries to coach employees from the social economy to a job in the « regular » labour market.

Why does it work?

- Good contacts with public entities and contracts with them for the maintenance, which enabled Loca Labora to have an important stable basic demand.
- Good management of vulnerable people which are taught how to behave in a professional environment, enabling them to enter the traditional labour market and be maintained in the job.
- Picking up the opportunities.
- Good contacts within the network of the social economy.

Results

1. 98 full-time equivalents in total including:
 - 13 people from the organic farm De Kruiderie (cultivation of herbs)
 - 40 employees from the other activities of ecological maintenance of grass and nature for local and regional public authorities
 - 16 employees from 't Roodhof
 Among this 98 FTE, 68 are vulnerable people.
2. Loca Consult is coaching about 200 people on the labour market in 2010

Financial Data

End of 2009:

1. Equity: € 308 744
2. Total turnover: € 2 221 042 including:
 - € 570 000 from ecological maintenance of grass and nature contracted with public entities.
 - € 377 568 from 't Roodhof activities.

- € 36 380 from the specific contract with the social public service of Oostkamp for the maintenance of grass and gardens.
3. Subsidies: about 50 % of the turnover. They are due to the employment of vulnerable people in specific employment-programs.
 4. Positive results: € 208 256.

Prospects

Loca Labora is involved in a global process of transition: internally and externally. Internally in order to improve the coaching of the employees and to improve the products and the services. Externally by having the alliance with Arcotec in order to give better service to jobless people and to the vulnerable groups on the labour market. The objective is to create employment to integrate more people.

And more

« Loca Labora is looking for the future. Through the alliance with a sheltered workshop, a social economy enterprise was created for the employment of 500 people from vulnerable groups and for the coaching to the labour market of 200 people a year. Due to the economies of scale, they work more efficiently and have more diversified activities. People of the vulnerable groups have more quality, more opportunities for training and more adequate employment », from *Dirk Dalle, chairman of Loca Labora*.

« This is a very good example of a sustainable initiative: investing in people and jobs thanks to an adequate framework » from *Kris Peeters, Minister-President of Flanders*.

¹ See Legal Framework Belgium.



Energiesnoeiers

Activity

« Energy cutters » (« Energiesnoeiers » in Dutch) decrease energy consumption and the bill paid by individuals for conducting inexpensive minor works: insulation of gaps, installation of economical lamps, placing insulating panels behind radiators, installing small cisterns for rainwater, equipping taps or shower-heads with water-saving systems, etc.

After the first stage of introducing minor improvements, 'Energiesnoeiers' have started to develop on-site diagnostics, known as « energy scans » which are designed to analyse the excessive use of energy and deduct necessary works.

Later, « Energiesnoeiers » plan to complete their activities by conducting more complex works, such as insulation of the roof or the attic.

Regarding minor works, the project relies on close cooperation with local public authorities, social housing organisations, provinces and also with managers of energy distribution networks.



Website

www.energiesnoeiers.net

Date of creation | Country

2007 | Belgium

Key words

inclusion, energy saving,
energy insecurity,
quality of housing

In order to conduct complex works, they have established partnerships with public authorities and they also have been subcontracted by private companies.

This solidarity-based initiative has an ecological impact and a strong social purpose: on the one hand, « Energiesnoeiers » are people who face difficulties on the labour market (long-term unemployed and people with low qualifications); on the other hand, the beneficiaries of the service are people with moderate incomes.

Results

In Flanders, 36 social economy companies - the majority of them being social companies, healthcare companies, recycling companies and companies dealing with local services - are involved in the « Energiesnoeiers » project coordinated by « Komosie », a group of environmental entrepreneurs operating in social economy.

- 204 employees accompanied by 40 coaches work in this project.
- Over 30 000 energy scans were carried out in the past three years.
- At least 6 million kWh of reduced energy consumption.
- 71 850 000 kWh of reduced fuel consumption.
- In 2009, 240 roofs were insulated, i.e. 23 000m².



Messina Foundation

Activity

Distretto Sociale Evoluto, a local foundation in the Messina community, gathers non-profit¹ entities² which, thanks to their capacity to raise funds, increase the value of received assets and their dedication to social objectives in the area, represent an innovative instrument for supporting the local development process.

The Foundation operates in a number of areas: participation and quality of government in the area, social aid for reinforcement of local communities and citizens, training, developing social and solidarity-based economy, promoting responsible consumption, attracting talents and developing local talents etc.

The Foundation's resources, around € 6 million were gathered by means of a raise from founder-entities, a donation from the Foundation for the South and capital pooling from 56 patients of the Judiciary Psychiatric Hospital in Messina³.

Website

www.fondazioneperilsud.it

Date of creation | Country

2010 | Italy

Key words

renewable energy,
social economy, mafia,
photovoltaics, territory

Specific Activity

In addition, the Messina Foundation created a special fund intended for a park of renewable sources of energy (at the moment it concerns mainly photovoltaic energy) which will, in the long run, allow to auto-finance social and cultural initiatives, those relating to solidarity-based economy, participative economy processes, research and development, training and million finance. From the total of € 15 million, 50 % was provided by the Messina Foundation fund and the financial participation of Banca Popolare Etica⁴ and SEFEA⁵. It shall generate around € 950 thousand of net productivity a year. At present, there are:

- 3 installations on the land confiscated from the mafia (500 kW). In this case, the subvention (i.e. an incentive which the Italian government grants to those who produce energy from renewable sources) and the income earned throughout the energy production will be in whole paid to the Foundation in the community in order to finance projects.
- Around 80 middle-size installations (20 kW) completed in public benefit buildings (players connected with social economy, hospitals, churches, research institutes, municipalities, etc.). The subvention will remain at the community Foundation while the income earned on energy production will be paid to partner institutions and used to finance their fight against poverty.
- Numerous photovoltaic installations in private buildings owned by families (medium-size, 3-6 kW). The income earned on energy production will be paid to the 800 families participating in the project as profit, this will provide a true socio-economic impact on the area.

¹ Refer to the legal framework in Italy regarding Onlus.

² The 5 founder-entities are Ecos-Med, an Onlus-type social cooperative company, the Horycynus Orca Foundation, the Antiusure Pino Puglisi Onlus-type Foundation, the Sol.E. Consortium, an Onlus-type social cooperative company, AUSL5 in Messina. Other entities joined the project

thanks to awareness-raising campaigns in the region: Caritas Italy, Parsec Consortium, the Cultural Association of Pediatricians, Messina Industrial Association, the Banca Popolare Etica Group.

³ The money reserved for carrying out the Luce e Liberté ("light and freedom") project was in fact provided by Cassa delle Ammande (Italian

ministry of Justice), i.e. the entity which finances projects relating to penitentiary administration, in particular those pertaining to economic aid to patients' families and social reintegration of imprisoned people.

⁴ See the Banca Etica presentation.

⁵ See the SEFEA presentation.

Innesco

Activity

Innesco S.p.A¹ was born out of a joint initiative of Banca Etica² and Energia Solidale srl³, a group of social cooperatives from Venice. It is inscribed in the framework of the Equal⁴ Energie Solidaire project which is aimed at supporting the development of the entrepreneurial society in the energy sector.

Innesco is a Joint Stock Company dealing with specialised energy services which focuses on energy efficiency works and the use of renewable sources of energy: diagnosing energy efficiency, installing and maintenance of equipment for industrial companies and for private housing (installing low consumption lamps, solar water-heater systems, etc.)

Its specificity rests in working within a network and in forming partnerships with social economy players, social cooperatives and responsible entrepreneurs in order to promote integrated management of energy issues and integration by work of people in difficulty.



Website

www.innesco.it

Date of creation | Country

2007 | Italy

Key words

inclusion,
renewable energy, territory,
social economy, network

Innesco does not only put the technical quality of their installations in the first place but it also stresses:

- the importance of socially responsible finance (since the European Ethical and Alternative Financing Company⁵ (SEFEA) and Banca Etica participated in financing Innesco);
- the importance of social companies (due to the fact that Innesco wishes to hand the activities connected with realisation and management of equipment over to local social companies which employ people in difficulty, in particular in the area of photovoltaics)⁶;

Apart from increasing its social capital and emitting bonds to be subscribed by partner institutions, Innesco would like to develop its activities locally: after the first stage of installation and launch of equipment, we aim to increase the involvement of local resources in management and ownership of installations in order to make each structure operational and autonomous within the territory.

Results

Investment plan for 2010-2012 (data in € million)

Photovoltaic installations and biomass	2
Wind installation of 4.6 MW	8,4
Mini winter installations of 500 kWp	3,5
TOTAL	13,9

Photovoltaic projects are already in the realisation stage and will all become operational in 2010. As for other types of equipment, the project stage has already been completed. In additional, Innesco estimates that 10 % of investments will be intended for work, that is to say for employment in a workforce.

¹ SpA - Joint Stock Company.

² See the Banca Etica presentation.

³ Srl - Limited Liability Company.

⁴ The EQUAL initiative for DG Employment,

Social Affairs and Equality of Chances of the European Commission financed by European Social Funds constitutes a laboratory of ideas relating to the European strategy for employment and social integration process. Its mission is to promote a more inclusive professional approach and to fight against dis-

crimination and exclusion based on sex, racial or ethnic origin, religion or beliefs, handicap, age or sexual orientation.

⁵ See the SEFEA presentation.

⁶ See the Italian legal system.



Syphon

Activity

Syphon Bauteilbörse Biel AG¹ is a social firm that recycles and resells constructional elements.

Its status is a corporation to facilitate market-oriented business operation, focusing on niche activities (recycling of constructional elements), that are unattractive for first labour market businesses.

They collect and sell construction components and pieces from renovation and demolished constructions, in order to give a second life to the pieces.

In this way, the firm aims for a sustainable contribution for people and planet. Components of the best quality are displayed in the shelving, interested buyers can come there and choose the pieces they want to purchase

Syphon takes over tasks in dismantling, eviction, transport, cleaning and support, storage and inventory maintenance up to the sales of the components.

Website

www.syphon-biel.ch

Date of creation | Country

2008 | Switzerland

Key words

inclusion, recycling,
reselling,
building materials

The work processes are guided by professional pedagogic trainers.

Syphon organises a social workshop aiming at integration by real work - instead of « occupational therapy » - and empowerment in a setting close to first labour market. Their target group is to give job opportunities to long-termed unemployed persons. From there, they try to help these people to get a job in the 1st labour market.

Their philosophy is focused on ecology and economy. In general, their main objectives are:

- Creating social workplaces;
- Integrating people into first labour market;
- Providing social and professional integration;
- Focusing both ecological and profit aspects.

The factor of their success lies within their stable networks to administration and authorities, municipalities, provinces (cantons) and local business communities. They also can count on a wide acceptance of their activities, benefiting no competition to local businesses. They enjoy the participation of a local municipality as a shareholder.

Results

- 30 long-termed unemployed persons and 6 staff members are working in Syphon.
- 3 employees (5 until end of year), 40 persons participating in work integration.
- Reselling of 25 tons of constructional waste.

¹ “AG” is used for « Aktiengesellschaft » which means limited company

T E R R I T O R I E S | R E V I T A L I Z A T I O N



Femu Qui

Capital investment
for the creation of workplaces in Corsica

Idea

A capital investment scheme to reinforce own resources for projects in establishment and development with a unique aim - the creation of workplaces in Corsica, an island territory with a strong regional identity.

Objectives

1. To enable the Corsican people regain confidence in their economy.
2. To allow for the establishment or development of Corsican companies by providing them with their own resources which they cannot find elsewhere.
3. To promote activities emphasising the value of territorial specificity, to develop local resources and protect the local environment.

femu qui
Société Régionale de Capital Investissement

Contact

Jean-François Stefani is the
director of Femu Qui.

E-mail

femu-qui@femu-qui.com

Phone

(00 33) 4 95 31 59 46

Website

www.femu-qui.com

Date of creation | Country

1992 | France

Key words

capital investment, territory,
creation of workplaces

How do they operate?

Legal form:

Femu Qui is a Regional Investment Company under the form of a Public Limited Company with a capital of € 3 041 175 primarily made up (52,5%) of public offers for investment, authorised by the Financial Markets Authority. Its shareholding is diversified, organised in boards:

- the private board, composed of 2 100 small shareholders and 14 big shareholders, including banks, companies and wealthy people;
- and the institutional board composed of the Regional Community of Corsica (Collectivité Territoriale de Corse - CTC), Caisse des Dépôts et Consignations¹ - companies and two Chambers of Commerce and Industry.

Femu Qui SA is distinguished among other capital investment companies as it does not subscribe purely to the spirit of financial rentability. It also follows the principles inscribed in its foundation charter which places « the collective interests of the Corsican people, the culture, their land, the resources, their values » in the heart of the project. The social aim of the Associu Femu Qui Inseme association, which groups small shareholders, is to follow this Foundation Charter and ensure it is respected.

History:

Observing the positive experience in innovation from other territories with strong regional identities, the men and women decided to unite and work together on the economic development of Corsica to bring an impulse for the functioning of this island society.

On this basis, in 1991, the Femu Qui association was brought to life as an efficient scheme which, by its financial interventions, contributes to developing the economic tissue and creating workplaces in Corsica: Femu Qui plc. Thus in 1992, Femu Qui was established by public offer for investment, with the first social capital of 3 million francs raised by its 1,300 first small private shareholders. At the launch of the second public offer for investment and thanks to support from the Regional Community of Corsica and the Caisse des Dépôts (Bank for Deposits), Femu Qui's own capital grew to € 3.5 million in 2001. In December 2009, the Regional Community of Corsica entrusted Femu Qui with management of resources amounting to € 6 million to be invested during a 5-year period.

Activities:

Femu Qui acts for the reinforcement of own funds of the applying company.

Femu Qui is a typical capital investment company acting in:

- companies established in the form of commercial companies (public limited company (S.A.), simplified joint-stock company (S.A.S.), limited liability company (S.A.R.L.);
- which operate in Corsica;
- which create or maintain workplaces;

- at all stages of their existence: establishment (excluding the priming period: realisation of a prototype or market test), development, diversification, consolidation or transfer;
- in all areas of their activity.

When evaluating the received and withheld project applications, their priorities are to:

- provide an additional value of creating qualified workplaces in Corsica;
- reduce the economic dependence of Corsica;
- participate in recreating balance between various sectors of economic activity (agriculture, industry, services, tourism, etc.)
- participate in recreating balance in these activities in regions (rural/urban - interior/coast);
- participate in promotion of local resources and protection of the environment.

Having conducted a profound analysis of a company project, Femu Qui invests:

- for a period of 5 to 7 years;
- from € 50 to 600 000;
- in the form of a (minority) equity investment completed usually through a current account of a frozen partner, a participating loan or convertible bonds, Femu Qui watches the rentability of its interventions.

Femu Qui may not hold more than 30% of the company's shares.

The intervention is not limited to a simple financial input: together with the partner, Femu Qui supports the company throughout the period when it holds its shares, by their technical staff, by their administrators, involved in the support of the company and its shareholders.

Femu Qui is committed to sell its shares back to the author of the project so that they retain total control over their company.

Target groups:

Companies involved in creating workplaces in Corsica.

Why does it work?

- Proximity: Femu Qui operates in a very limited area, and in this way they can understand the context, analyse and follow their projects in a smooth and efficient manner. This proximity allows the creation of mechanisms of solidarity and a more effective reaction in case of problems. As experience has proved: one of the companies supported by Femu Qui suffered sabotage which ruined several years of positive turnover, the fast and smooth reaction through a solidarity chain of Corsican entrepreneurs around Femu Qui allowed the company to be saved.
- The composition of stockholding is diversified as is that of the professional management board. This guarantees that the financed company benefits from efficient support and is integrated within a network

of potential intermediaries in terms of commercial development or specific competences.

- The unique character of this solution in the area: it is the only capital investment scheme with a social aim of creating workplaces in Corsica, the support from Femu Qui was, therefore, important and the implications on local communities the first of its kind. The model performance of Femu Qui consolidated the trust in its players and transformed it into a true quality brand: if a project is financed by Femu Qui, it means that it is a project of social and economic interest; this is reassuring for all potential investors, in particular those from outside Corsica.
- Bank partners (Caisse des Dépôts et Consignations, Crédit Coopératif, etc.), who allow to develop Femu Qui's operations, as well as the membership in the European Federation of Ethical and Alternative Banks, which reinforces their legitimacy and opens new horizons and partnerships.

Results

At the moment, there are 16 companies benefiting from the support of Femu Qui.

In the years 2000-2009:

- 227 projects received.
- 70 files analysed.
- 31 financial interventions in 23 companies.
- € 4,7 million invested.
- 400 supported workplaces.
- high level of risk: 60 % of interventions are made at the period of establishing the company.
- 4 failures (out of 23 companies).

In the period 2000-2009, Femu Qui interventions were characterised by:

- diversity of activity sectors: agro-nutrition (7), hydroculture/fishing (2), craftsmanship / industry (5), trade (2), services (3), tourism (4);
- diversity of the size of financed companies: 1/3 - companies offering fewer than 5 workplaces, 1/3 - companies offering between 5 and 20 workplaces and 1/3 - companies offering over 20 workplaces;
- diversity of localisation on the territory.

The amount of resources managed by Femu Qui has reached today € 10 million.

Financial Data

The company will celebrate its 20th birthday, a proof of its viability. At the beginning, Femu Qui was set up thanks to the support of local companies and the militant energy of people involved in the project. Later, they leaned back on the Regional Community of Corsica and the European Union and finally,

they reached a level of managed resources which allows them to gain financial independence.

- Key numbers for 2009:
- Balance total: € 10 089 028
- Own capital: € 3 732 306
- Turnover (financial revenue): € 109 975
- Result for the fiscal year: € 30 302

During the period 2001-2008, operating costs (€ 1,6 million) were covered by financial products relating to shares and cash (€ 400 thousand) and exceptional income: a subvention from ERDF ² amounting to a total of € 1.2 million during the period. In the following period (2010-2014), the operating costs are expected to reach € 1.5 million. They will be covered by financial products relating to shares and cash (€ 625 thousand) and by the revenue from management services for the CTC-ERDF funds (€ 875 thousand).

Prospects

Femu Qui intends to:

- Raise the amount of resources under management, slowly but steadily, to bring positive influence on the economy and on good practice, and also to become completely financially independent.
- Diversify the origin of managed resources: local investments (Fonds d'Investissement de Proximité), employee savings, institutional funds, etc.
- Diversify the competences and resources by professional partnerships and performance of services: efficient management companies in Corsica, European Ethical Bank, Caisse de Développement of Corsica, etc.

And more

Femu Qui was awarded the « solidarity company » certification and their operations are labelled by Finansol³, which means that if an investor wants to invest in Femu Qui their investment will be considered as a solidarity-based investment.

¹ Caisse des Dépôts et Consignations is a public financial body in France established in 1816. Today, it is the first source of finance in areas such as social housing, inclusion by economic activity or investments requiring state guarantee.

² ERDF - European Regional Development Fund, is a financial instrument within the European Union's cohesion policy aimed at "Regional competitiveness and employment", its

objective is to reinforce competitiveness and appeal of European regions by supporting innovation, information society, the spirit of entrepreneurship, protection of environment and prevention of risk and to promote employment, develop training and professional inclusion and to fight against discrimination. The role of ERDF is to promote investment and to contribute to reducing imbalance between different regions of the European Union.

³ The Finansol label, which has been awarded since 1997, allows solidarity-based investments to be distinguished. The Finansol label is based on criteria of solidarity and transparency. It is a guarantee to investors that they contribute to financing activities generating social usefulness. It proves that the financial intermediaries offer their subscribers reliable regular and transparent information on the income from labelled investments. See the paragraph on the French legal system.



Teixidors

We weave wellness

Idea

Teach the art of manual weaving to individuals with learning difficulties and establish a cooperative dedicated to the weaving of hand-made textiles obtained from noble raw materials: wool, flax, cotton and silk, etc.

Objectives

1. To use the art of manual weaving in the therapeutic activity as it is necessary to coordinate the operation of hands and legs, keep the rhythm, be concentrated and uses a complexity of textiles made, etc.
2. To create job opportunities and support to people with learning difficulties (physical or mental disability).



Contact

Juan Ruiz Silvente is the manager of Teixidors.

E-mail

juanruiz@teixidors.com

Phone

(00 34) 9 37 83 11 99

Website

www.teixidors.com

Date of creation | Country

1983 | Spain

Key words

mentally disabled, weaving, cooperative, textile, handcraft

How do they operate?

Legal form:

Teixidors is an Associated Work Cooperative considered a Special Employment Centre¹. Its statute states that it is a non-profit cooperative. The cooperative structure was selected by the institution that supported the project at the beginning and this structure currently continues to reflect the personal participation and commitment of each person involved in the project.

History:

Teixidors, the social initiative cooperative, was established in 1983 by Marta Rias, a social assistant specializing in psychiatry and by Juan Ruiz, an engineer technician specializing in electronics and weaving industry; it started its operations from the scratch: from the construction of wooden looms made from old to the 19th century machines acquired from the scrap, it also trained the staff, created products and developed the whole trade structure. After many years of search and experience gaining, the Teixidors cooperative reconstructed the vertical structure applied in the textile industry emerging at the end of the 19th century that disappeared with the technological progress.

The « Flor de Maig » infrastructure in Cerdanyola, the Specialist Vocational School subordinated to the city hall of Barcelona and also the workshops of the School of Art in the Terrassa commune served as production shops in which twelve looms manufactured in the summer of 1982 and 1983 were created. At present, the cooperative has 22 looms and a carpentry workshop used for repairs or the design work.

Activities:

The Teixidors cooperative was established to give jobs and support to mentally disabled individuals.

Weaving plays the integrating role making it possible for the weavers to participate in the professional activity just like other people. They receive the minimum remuneration determined according to the rules of the Special Labour Centre, i.e. the minimum remuneration in the enterprise sector. In fact, the average salary is 30 % higher than the minimum remuneration in the enterprise sector.

The learning process is personalized and lasts 3 - 5 years depending on the abilities of individual people.

Teixidors has premises occupying 1 000 m² in Terrassa, a zone that used to house textile enterprises that originated from the industrial development of the early 20th century. Individual sections of Teixidors are located in the headquarters:

- The « Botiga de Teixidors »: the section solely for the retail sales of catalogue products, reserves from previous seasons (an outlet) and defective products that did not pass the quality control process.

- A pattern room in which all products for wholesale sales and to be sold to companies are exhibited.
- The warehouse for finished products and the dispatch section.
- A workshop and thread warehouse.

Teixidors deals with the whole chain starting from the preparation work, machinery, threading, weaving, quality control, and ironing.

- The finished product section covering the washing, customising, labelling and packing.
- The carpentry section providing the maintenance and production of looms, introducing significant improvements and modernizations.
- The administrative sections.
- The commercial section.
- And the Social section dealing with the psychological aspects and social welfare.

In addition to the executive board that determines the strategy and cares for the correct operation of the cooperative, there is also a Workshop Assembly aimed at the inclusion of the disabled in the organization of the workshop and the entire cooperative. The assembly meets every 15 days and has a very high pedagogical and motivational importance.

Teixidors products have to be made up to unique quality and of premium raw materials; craft techniques applied in the weaving and customisation of products always respect the environment. The cooperative needs good quality raw materials: fibres should be of high quality and the weaving process has to be effective. The final effect includes products of exceptional quality corroborated on a label added to each product.

The respect for the environment is really very important for Teixidors: in addition to the commitment to the recycling in the cooperative (paper, cardboard, waste textiles, batteries, photocopier, plastics, metals, dustbins), Teixidors applies to thread suppliers for the presentation of certificates in evidence of their respect for environmental standards as regards waste utilization and the application of dyes and admixtures.

Teixidors also works on various projects in the cooperation with other organizations. Some of them include:

- The « Book Workshop »: established by the founder of Teixidors, this initiative aims at organizing classes for individuals with limited intellectual abilities and fostering their inclusion in the labour world. Located in La Farinera, one of the emblematic buildings of the Terrassa University Campus, the Book Workshop offers services related to the repair and maintenance of books and other documents, reconstruction of old or destroyed furniture. Its services are addressed to University or private libraries, to mayorships, archives, enterprises, and individuals. Students can bind their theses, materials, etc. there. Teixidors and the Association for the Promotion of the Book Workshop concluded an agreement pursuant to which the Special Labour Centre Teixidors employs the disabled for the duration of their education and on-the-job training.

- The cooperation project « Women who weave and spin in the heart of Argentina » is aimed at the preservation of the manual weaving in the Santiago del Estero and San Salvador de Jujuy provinces in Argentina. The goal is to improve weaving processes, loom adaptation, and development of techniques to contribute to the upgrading of that craft existing in these areas since the pre-Columbian times. The project is being implemented in the cooperation with two local partner organizations of Mocase and Red Puna.

Target groups:

- Individuals activated thanks to Teixidors are mentally handicapped people.
- Teixidors addressed its products to all sectors of the market, e.g. to the interior equipment and decoration sectors (rugs, bedding, pillows, curtains, draperies, towels, tablecloths), fashion sector (scarves, veils, ties, etc.) and to entities offering corporate gifts. Customers include interior design and furniture articles, clothing shops, and institutions.

Why does it work?

1. Quality of products and their uniqueness: products have a unique nature that distinguishes them from others.
2. Consideration of sustainability criteria in all processes.
3. The nature of the social economy project.
4. Since 1993, Teixidors received many distinctions and awards for the quality of work on a professional and social level, e.g.: the International Award of Design Expo-Maison (1993 and 2001), Award for the Integration BBVA 2009 as well as the Labour Medal 2010 from President Macià from the Regional Administration of Catalonia.

Results

- 43 workers, including:
- 33 disabled persons (10 persons in the Book Workshop project).
 - 4 people responsible for the support for the disabled.
 - 6 people responsible for the cooperative management.

Financial Data

In 2009:

- Balance sheet total: € 1.2 million.

- Equity: € 292 thousand, including € 176 thousand of reserves collected for 25 years of existence during which the Teixidors cooperative remained profitable most of the time.
- Turnover: € 488 thousand.
- Grants and subsidies: € 591 thousand.
- Profit: € 21 thousand.

As all Special Labour Centres, the Teixidors cooperative receives subsidies defined under the law, which compensate for the lack of productivity compared to a « classical » enterprise².

Revenues from the sales of products constitute 50-75 % of all resources and that range depends on the additional subsidies and contributions that Teixidors obtains each year.

The only financial weakness is the low capitalization like most cooperatives and also an increase in the stocks in the last five years (€ 542 thousand as at 31 December 2009). The social function of the cooperative involves job creation for individuals having difficulties, which is why Teixidors does not suspend the production in the event of a reduction of actual sales volumes. To face the continuous evolution on the market, the cooperative stresses the designs of new products and materials.

Prospects

The development of Teixidors depends on the consolidation of the sales in Europe. Teixidors is going to use workshops to carry out the educational activity addressed to pupils and students as well as in the therapeutic activity for all disability types, addressed to all the interested individuals.

And more

« Project reproduction needs to meet the methodological criteria. The project needs initial stable financial resources so as not to endanger the existence of the enterprise in the first years of its operations. The project needs to be managed by one or few people who personally commit to its realization. It cannot be solely a professional project. That personal plane is of principal importance because, with the lack of standards as regards the technology, product, educational method, without that additional support of passion and love, it is difficult to be successful. Looking back, we can see the complexity of the entire project. When someone comes to visit us, the whole seems well considered, determined in advance.

In fact, it is the result of 25 years of experience, success, mistakes, and a few disappointments. The entire Teixidors project can be reproduced: the entire weaving experience with the use of manual looms, addressed to the disabled as well as the designing and sales of the output or certain ideas only, e.g. reinstatement of the profession that has already

disappeared with the use of therapeutic methods. All of that makes it possible to attain the high quality of work », explains Juan Ruis Silvente, the manager of the Teixidors cooperative.

¹ Refer to the Spanish legal framework

² Refer to the Spanish legal framework.



Amap

Local and Solidarity based Partnership
between producer and consumer

Idea

The Association for Protection of Rural Agriculture (Amap) aims to protect small area rural agriculture in the vicinity of towns by reducing the distribution circuit between producers and consumers and by creating durable involvement of consumers to pay in advance for the weekly basket offered by the producers.

Objectives

1. To participate in the protection and creation of stable, qualified and well-paid agricultural workplaces.
2. To consume food with less impact on the environment (reduction of transport, reduction of soil and water pollution, preservation of biodiversity).

Contact

Daniel and Denise Vuillon are the creators of the first Amap "Les Olivades".

E-mail

vuillon@olivades.com

Phone

(00 33) 4 94 30 03 13

Website

www.olivades.com

Date of creation | Country

2001 | France

Key words

local production,
members-consumers,
fair price, rural farming

3. To raise the value of agriculture in the human and family dimension.
4. To improve social links, social responsibility, the sense of community and the trust between producers and consumers.

How do they operate?

Legal form:

Amap is established on the basis of an individual contract between the producer and each consumer.

Amap itself has no particular status. However, consumers may choose to establish under the « association law 1901 » form which may bring advantages regarding access to municipal services (facilities, information boards), legal agents, financial management (premiums, insurance, etc.).

History:

Amaps originate from a Japanese idea created in the late 60s: the « *teikei* » (or « transparency »). In 2001 the first French Amap, « Les Olivades » was established, it was an initiative of two producers, Denise et Daniel Vuillon. They also created a federation and propagated the concept in Provence, on the French level, and then, in 2004, they established Urgenci, the international Amap network.

Activities:

The Amap system is based on the purchase of baskets of fruits, vegetables, meat, cheese, honey or eggs on a weekly basis without any middlemen between the producer and the consumer.

A group of consumers is organised as an initiative of farmers, involved consumers or a local representative. On the basis of direct relationship between producer/consumer, they define the selection and approximate quantities demanded for each season of production (usually: spring/summer and autumn/winter), the day, the place and the time of distribution. They agree on the farming methods used (these often involve the charter of rural agriculture and organic agriculture).

They also decide on the price of baskets, fair and paid in advance. The cost should allow the producer to cover all production expenses and guarantee a decent revenue. In this manner, the producer will be able to concentrate on delivering the maximum satisfaction to consumers.

The good functioning of an Amap rests on electing a committee of volunteers¹ from among the consumers, which is renewable. This allows the farmer to concentrate on the production side and raises the social participation of consumers in the project.

The operations of Amap, spread all over France, are of great importance. While participating in environmental protection (organic agriculture without certification and replaced by social control, little packaging, local and season products), the operations of Amap involve protection of

rural agriculture of proximity and small size, they translate the involvement of consumers ready to share both the risk and the excess of production.

Target groups:

The consumers are involved citizens who would like to protect local agriculture in the social dimension and with respect to the environment.

The farmers are producers of fruits, vegetables, meat, cheese, eggs, etc. They usually cultivate small areas of land, and without the Amap system the majority of them would have to quit production.

Why does it work?

- Financial security of the producer guaranteed by consumers purchasing products in advance;
- Social value between the producer and the consumer by direct contact and exchange for the satisfaction of consumers;
- The strategy of expansion is conducted by the players themselves. It is facilitated by coordination structures which accompany the establishment of new structures and optimise the transmission of information between regional players;
- The price of a basket paid to the producer in advance is reported as the operating cost (possibility to check the balance sheet) and not as market price.

Results

In 2009, it is estimated that there were about 2 000 Amaps in France, i.e. almost 5 000 families of producers and 330 000 consumers. However, until now there exists no official or comprehensive listing of Amaps.

Each producer may establish a number of Amaps to sell different products.

Each consumer may participate in different Amaps.

- As a result, the Amap system allows the protection of at least 2 000 farms in the whole of France without requiring any support from the state budget;
- Testimony of a producer: « With the economic, social support from members of my Amap and its human dynamic, cemented by trust, my cultivation started to fulfil the objective of providing a diversified basket from Easter to All Saints Day. In addition, I have become a farmer who is paid in a way which allows the support and provision of a decent living for my family. If today I am able to pass from season to season and my farm survives, it is all thanks to the civil support from the Amap members ».

Financial Data

- As for the first French Amap « les Olivades » Amap established in 2001, the structure is today fully auto-financed by 200 consumer families purchasing weekly baskets (€ 28 per week for a basket of food for 3 persons).
- This ensures 5 permanent and 2 seasonal workplaces in an area which lost 15 000 farms in 5 years, mostly among small size farms.

Prospects

Concern for fair remuneration of the producer is a necessary element in sustenance of Amap.

The system may be implanted across the whole of Europe, as shown by the Romanian example launched in 2007, of spread and transfer of Amap experience within the process of « Timisoara-Territory Responsible for Social Cohesion and Durable Development ».

Producers, in agreement with consumers, may organise solidarity-based distribution. In this way the surplus production may be given to people with very low income and to local food shelves.

To conduct solidarity-based operations by considering solutions to take into account the families with lowest income who would like to participate in Amaps (creation of solidarity funds, partnership with social institutions, etc.)

And more

Amaps originate from a Japanese idea created in the late 1960s: the « teikei » (or « transparency »). The teikei is a system which, after issues connected with nutritional security, united mothers of families who demanded a local farmer to produce for them healthy seasonal alimentation in exchange for receiving advance payment for production. This idea spread little by little and was implanted in Switzerland (1978, « Les jardins de Cocagne », Switzerland), in the USA (1987, Community Support Agriculture CSA), in Quebec (Community Support Agriculture ASC). In 2001 a group of farmers in the south of France, producers of fruits and vegetable, introduced in France the concept they had discovered during a trip to the USA.

¹ Usually, a coordinator, a treasurer, a person responsible for internal communication, a person responsible for animation and a voluntary coordinator.

Urgenci

Activity

Urgenci is an international network of agricultural producers, consumers, activists, and politicians. It uses an alternative economic model (Solidarity Local Partnership Between Producers and Consumers) as its basis. The Urgenci network wishes to contribute to facilitate the development of solidarity in and the complementary character of cities and villages. Partnerships of this type have already been put into practice: Teikei in Japan, Associations for the Preservation of Rural Agriculture¹ (Amap) in France, Agriculture Supported by the Community (ASC) in Quebec, etc.

The different actors within the network recognize themselves in four key issues: partnership, proximity, solidarity, and producer/consumer couple.

Website

www.urgenci.net

Date of creation | Country

2004 | Europe

Key words

network,
producer/consumer
partnership,
local production

They develop themselves and their project mostly with the use of the following key principles: preserving rural agriculture, independence concerning nutrition, improving health through nutrition and countering famine, respecting the environment, and countering poverty and exclusion.

One project example

In May 2008, Urgenci International Network won the tender French Foundation² under the name « Broader Europe ». As part of the project, Urgenci will take part in the creation of Associations for the Protection of Rural Agriculture (AMAP), now rapidly developing in France, 11 countries of Central, and Western Europe, and Maghreb.

¹ See the presentation of Amap.

² The French Foundation, established in 1969, is one of the main private and independent

organisations supporting philanthropic, educational, social, and cultural projects. Its activity focuses mostly on three areas: helping people in danger, developing knowledge, and the envi-

ronment. What is more, the organisation associates 600 other foundations.



L'Olivera

Idea

Facilitating social and occupational integration of people at risk through the use of agricultural resources, resources of the region and the cycles typical for the rural environment, and ensuring the continuity of social assistance in rural areas despite the low population density.

Objectives

1. To keep the people in the region and in the rural environment.
2. To implement an innovative and environmentally sustainable economic project.
3. To enable social and occupational integration of those with mental disabilities, suffering from mental illness or at risk of exclusion.



Contact

Carles de Ahumada is the director of L'Olivera

E-mail

carles@olivera.org

Phone

(0034) 973 33 02 76

Website

www.olivera.org

Date of creation | Country

1974 | Spain

Key words

organic agriculture, innovation, rural area, selling

How do they operate?

Legal form:

L'Olivera is a Catalan Cooperative Association with limited liability.

This form of trading company best reflected the ideals of the group promoting equality, democracy and participation.

History:

In 1974, a group of four people inhabited the house that previously belonged to a local teacher with mental disable people, whose social situation was insecure,. After the acquisition of 8 hectares of arable land in 1976, they formed a cooperative and in 1982, they planted first vines.

In 1986, l'Olivera was entered in the Register of Special Employment Centres, leased more land, and began work associated with the storage of wine in cellars and storage of agricultural machinery. It continues to develop these domains to this day. In 1989, the first harvest took place. In 2000, l'Olivera established the occupational therapy department, and one year later, with the purchase of a 3-hectare land, it began building a home for people with disabilities, which would accommodate 16 persons. In 2003 l'Olivera Foundation was formed. 2005 saw the launch of the new oil mill. Since 2008, l'Olivera has engaged in organic farming.

Activities:

The main activity of l'Olivera is farming and other agricultural ventures, own cultivation and breeding or on lands that belong to third parties, processing of agricultural products and products derived from farming. Thereby, l'Olivera's goals are to:

- provide assistance, enable emancipation, conduct educational and therapeutic activities for social inclusion of the physically, mentally, and sensory disabled, allocating the surplus of agricultural projects to the aforementioned objectives for the common good, without the intention of generating income.
- enable the handicapped persons to actively integrate in the world of labour and participate in the atmosphere created among people who work together. L'Olivera offers activities tailored to the capabilities and therapeutic treatment of each participant, as a measure of emancipation and quality of life improvement.

Cooperative Workers' Association l'Olivera employs 45 people, including 19 with disabilities. Ten of them work within the Special Employment Centre, and nine are associated with the Department of Occupational Therapy.

Cooperative activity includes:

- Management of the house: the house of l'Olivera can accommodate 16 people. It provides support and social services. It is open all year and operates as a boarding house.
- Management of the occupational centre: open since June 2000, the

centre accepts nine disabled persons and employs two therapists. Activities include work, as well as providing personal and social assistance. The centre cultivates a vegetable garden and takes care of household animals.

- Management of an organic farm. In addition to specialized staff, 5 persons with disabilities are employed through the Special Employment Centre. The farm has an area of 40 hectares, including 11.5 hectares belonging to the cooperative, and the rest is leased. Olives are grown on 19 hectares, vines on other 19. The available machines are modern and include two 80 horsepower tractors.
- Management of the Bodega L'Olivera wine cellar: alongside the technical staff, 5 persons with disabilities are employed through the Special Employment Centre. Cellar area of 2 000 sqm, located half underground, is equipped with air-conditioning, biomass heating, and all the modern technology required for the preparation of high quality wines with controlled appellation of origin « Costers del Segre ». The vineyard was established in 1989. The wine is produced from white grapes of their own vine: 150 000 kg grapes of the varieties Macabeo, Parellada and Chardonnay. Since 2008, the red vine has also been grown.

The vineyard enables the production and sale of six different types of white wine protected with controlled appellation of origin « Costers del Segre ». The most famous (production of approximately 30 000 bottles) is a Blanc de Serè. Since the beginning, l'Olivera has made every effort to obtain high-quality products by controlling all stages of the production process.

Since 1995, l'Olivera has been developing the sales of extra-virgin olive oil in 0.5 litre bottles. Modern Italian technology enables the processing of 3 000 kg oil per day.

Special Employment Centre:

Although the Special Employment Centre is an integral part of the cooperative, which on a daily basis operates as a whole, in order to better comply with regulations of the Catalonia Social Services, the different activities of the cooperative have been clearly separated. Therefore, particular types of activities are defined as: home, occupational workshop (preparing for the profession), and the Special Employment Centre.

The Special Employment Centre had received the Labour Minister's authorisation already in 1986, but started its operations only in 1989. Since then it has continued its activity, initially working with four persons with disabilities, currently with ten.

The Special Employment Centre engages in production and trade operations implemented by the cooperative within the economy of its environment. The main objective is to maintain jobs for people with disabilities, and their profitability. Jobs and production processes are tailored to the specific nature of the employees. The main objective of the management of economic and trade processes is obtaining the best possible results.

The cooperative has a small sales unit composed of: the manager in Vallbona de les Monges, the sales representative (cooperative member) in Barcelona, and more recently - the person responsible for exports, also based in Barcelona.

Cooperative members also perform administrative tasks and manage the cooperative in all aspects, as well organise product sales.

The cooperative also provides counselling, social assistance, and regular consultations with a psychiatrist.

Target groups:

L'Olivera is working for the integration of persons with mental disabilities, suffering from mental illness and excluded or at risk of exclusion.

The foundation's commercial activity is addressed to all customers.

Why does it work?

- Self-governed structure with more flexible and participatory nature.
 - Link between the capital and the worker: the worker is a member of the cooperative and also its owner.
 - Education and research. Innovation and creativity in work processes.
 - The quality of production and work.
 - Ecological nature of the production.
 - Ties to the region.
 - Decisions depend on job creation rather than profit-sharing.
 - Work and support of social networks.
 - New forms of financing through partnership agreements with ethical financial institutions: Coop57, Reintegration Capital of the Caixa Catalunya Foundation, issuing shares in order to enlarge the cellar, FIARE¹.
 - To make a living from work in rural environment, the team is working in accordance with the criteria of quality and efficiency, and in its own style: efficiently, creatively, jointly, responsibly, and eagerly. Continuing training is organized and implemented.
- Particular attention is paid to social and solidarity-based involvement. L'Olivera aims at having a real impact on the social and environmental development. It also intends to bring personal satisfaction, strengthen the participation and involvement of its members in all decisions and functioning of the cooperative.

Results

- 46 employees in Vallbona de les Monges, including 10 special reintegration agreements.
- 3 employees involved in the Can Calopa project (Barcelona).

- 15 further special reintegration agreements are anticipated, 3 for the Vallbona de les Monges location and 12 for the Can Calopa project in Barcelona.

Financial Data

The cooperative has two major complementary sources of revenues:

- revenues associated with carried out social activities, in accordance with the contract with the authorities (approximately 40% of total revenues)
- revenues from farming and high quality agricultural and food products (60% of total revenues)

Both sources are balanced.

- Total balance sheet in 2009: € 3,67 million.
- Total Equity in 2009: € 327 thousand.
- Total capital subsidies: € 1,144 million.
- Total turnover in 2009: € 601 thousand.

Despite the economic crisis in 2009, sales volume increased by 8 %.

As of 31 July 2010, the number of sold wine units increased by 60 % compared to 31 July 2009, which corresponds to a 38-percent increase in turnover.

- Result in 2009: € 38,6 thousand.

Prospects

Working within a network is an incredible tool for moving forward. In 2005, l'Olivera started to implement the Horizon 2005-2015 development programme. In 2010, it began to manage the business of the vineyard in the Can Calopa de Dalt property (Barcelona) in the Collserola Natural Park, which produces the Municipality of Barcelona wine. This suburban agriculture project plans to create job opportunities for 12 persons with mental disabilities, who will live in the estate.

And more

« When we came up with the idea of establishing this working and living community in this rural environment, which would welcome everyone with their strengths and disabilities, we felt that we wanted to create a utopia. Today we know that it is possible, and even that our initiative can be copied in other places in Europe. It would enable the creation of many jobs in rural areas » said Carles de Ahumada, director of L'Olivera.

¹ See the FEBEA presentation.



Libera Terra Mediterraneo

Idea

To contribute to the development of an ecological agriculture and food industry, legal and independent, on land which was confiscated from the mafia, by implementing a process of cooperation and sharing services between cooperatives, farmers and local players.

Objectives

1. To re-evaluate the local land as a place offering work opportunities and healthy economic competition.
2. To choose eco-compatible methods, reduce polluting production and over-consumption and to defend certified organic production.



Contact

Francesco Galante is responsible for communication at Libera Terra Mediterraneo.

E-mail

francescogalante@liberaterramediterraneo.it

Phone

(00 39) 32 90 56 55 31
(00 39) 091 857 76 55

Website

www.liberaterramediterraneo.it

Date of creation | Country

2008 | Italy

Key words

confiscated goods, mafia, organic agriculture, responsible tourism, sharing of services, selling

3. To re-qualify goods confiscated from the mafia by facilitating their usage and access to them, by creating workplaces and tourist activities.
4. To build a society which shares the idea of quality production (local know-how) which is healthy (agriculture which respects the environment) and fair (respects employees).

How do they operate?

Legal form:

Libera Terra Mediterraneo is a cooperative company under the form of a limited liability company (srl¹). This status allows the gathering, as cooperative company members, the cooperative managers of goods confiscated from the mafia as well as entities which contribute adapted competences necessary for providing diverse services. Among the members there are, for example, the Foundation Slow Food per la Biodiversità (association), Banca Etica², credit institute Coop Fond, Alce Nero, a group of organic agriculture and food producers and Firma Tour, a tour operator dealing with responsible tourism.

History:

The cooperative company Libera Terra Mediterraneo was established in 2008 as a new stage in the project carried out by the Libera Terra association, which deals with planning and programming recovering agricultural land confiscated from the mafia. The Libera association was established in 1995, following the law Rognoni-La Torre³ and two mafia murders, which lead to the death of the judges Falcone and Borsellino. The association has launched a popular initiative in order to achieve re-usage of goods confiscated from the mafia by a non-corrupted society, seeing it as a potentially good opportunity to bring new momentum to the economic development in the south of Italy. In 2001, many communities from the Corleone region joined the Libera initiative and created the Sviluppo e Legalità (Development and legality) consortium.

The same momentum helped to establish, with some aid from the Palermo prefecture, the Placido Rizzotto cooperative intended for the management of several confiscated areas in this zone. In the summer of 2002, the Libera association launched the “Libera Terra” brand which was used to recognise organic products (oil, pasta, vegetables) originating from land previously confiscated from the mafia, whether they came from Sicily, Calabria, Apulia, etc. This brand covers all social cooperatives which were since established and which participate in the project. In 2006, Agenzia Cooperare con Libera Terra (the agency for cooperation with Libera Terra), a non-profit association, was established in order to contribute technical support to all Libera Terra cooperatives with the aim of supporting and reinforcing their economic viability, quality, entrepreneurial development and know-how.

Activities:

The activities of Libera Terra Mediterraneo is part of the movement for re-usage of goods confiscated from the mafia for activities relating to agriculture, mainly in Sicily, Calabria and Apulia.

Since its first year of operation, Libera Terra Mediterraneo has been in charge of a number of activities:

- Transformation of raw materials,
- Marketing,
- Logistics,
- Management and administrative control,
- Communication.

Each of these activities is monitored by a responsible person, the company has also cooperated with external consultants and partners who may be asked to intervene if need be. This work is conducted in the San Giuseppe (Jato) headoffices, with support from internal production structures (Centopassi, a factory transforming and bottling organic wine on behalf of Libera Terra Mediterraneo), external (suppliers) as well as logistic, commercial or other partners throughout the whole of the Italian territory. The fact of conducting numerous activities linked to agricultural production by the cooperative society has allowed to reduce the work load which was heavy on each cooperative, to develop better coordination between member cooperatives within the cooperative society and, most importantly, to focus on efforts and investments pertaining to increasing production. Apart from organic agricultural production, Libera Terra Mediterraneo offers restaurant services in the evenings. It also owns agro-tourist accommodation facilities operating within the framework of responsible tourism. Its work is based on the work of cooperatives and their agricultural production as well as on other structures by offering transport services, training sessions and cultural mediation conducted by some Libera Terra Mediterraneo staff.

Target groups:

The beneficiaries of the Libera Terra project are mostly young people. Other involved groups include: producers of organic agriculture raw materials, specialised workforce and other people involved in the project of re-using land confiscated from the mafia for ecological agriculture.

Our clients are retail sellers operating through two different channels: hotel-restaurant-catering (ho.re.ca) and large/ organised distribution (GD/DO) as well as involved consumers and responsible tourists.

Why does it work?

Socialisation of process of recapturing goods confiscated from the mafia together with the involvement of a hundred people and social communities prevents mafia from organising attacks in order to regain what has been confiscated.

Productive re-usage of confiscated goods in the sense of law 109/96⁴, with good relations with public administration.

Work on perfecting the product, in particular through the « Libera Terra » brand, which guarantees justice and ethics in production and with the quality/ price report.

Involvement of local producers through production agreements for offering raw materials to Libera Terra Mediterraneo.

All of the activities developed around the Libera Terra project gather economic, social and cultural forces by turning the confiscated land into a lever of development for the whole local socio-economic chain.

Results

1. 36 hired employees
2. 68 created workplaces. This refers to employees in the cooperative company Libera Terra Mediterranei and the managing members cooperatives. These are farmers, the administrative staff, people working in tourist structures, staff employed in the wine production factory, in the horse centre and the staff responsible for management
 - 500 hectares of land once again used for production;
 - two agro-tourist facilities created in 2005 and 2010;
 - a facility for wine production and bottling established in 2009;
 - a horse centre managed by the Placido Rizzotto Libera Terra cooperative.
3. All implemented activities are connected with confiscated property managed by three associate cooperatives, in Sicily and in Apulia. Only the tourist activity involves external structures, which also participate in the economic development of the area.
4. In 2010, two cooperatives were established: one in Campania, the other in east Sicily.

Financial Data

1. In 2009:
 - Own capital: € 200 000.
 - Turnover: € 3 154 721.
 - Result: € 21 300.
 - Balance total: € 2 164 000.
2. The activities are financed from own capital.
3. Libera Terra Mediterraneo does not receive any subsidy.
4. Allocation of confiscated goods has become an opportunity not only for those who directly manage those goods but also, in a general manner, for the territories and neighbouring producers.

Prospects

Our objective is to reproduce this model in all zones where there are confiscated goods available for re-usage in communities.

To reinforce marketing Libera Terra Mediterraneo products abroad, in particular to make the project known.

And more

« The Libera network of associations has at their disposal goods confiscated from criminal organisations. The idea to bring these goods back to legal by introducing a cooperative system was followed and supported by establishing a label - Libera Terra - which is a guarantee of products' origin and the involvement of those who work on producing them », said Gianluca Faraone, the president of Libera Terra Mediterraneo.

¹ Limited liability company.

² See the Banca Etica presentation.

³ See the presentation on the Italian legal system.

⁴ The law 109/96 is a law approved in 1996 in Italy which refers to social re-usage of confiscated goods. It makes provision for free usage of goods confiscated from the mafia by associations and social cooperatives. The ownership of

the goods remains with the public administration or municipalities where these goods are localised.



Agrorinasce

Idea

To create a consortium of local players in order to promote and support a social and economic environment in favour of creating workplaces, social activities, and in particular, recovering and re-using goods confiscated from the camorra¹. All projects (increasing sensitivity, companies, and infrastructure) are aimed at spreading the culture of legality, civil society and respect for justice in favour of the community.

Objectives

1. To promote the creation of workplaces on the traditional labour market in the primary, secondary and, most importantly, tertiary sector by re-using goods confiscated from the



Contact

Allucci Giovanni is the managing director of Agrorinasce

E-mail

callucc@tin.it

Phone

(00 39) 081 89 23 03 40

Website

www.agrorinasce.org

Date of creation | Country

1998 | Italie

Key words

biens confisqués, mafia, confiscated goods, mafia, territory, companies, education, creation of workplaces

2. To give privilege to activities with social and public aim in order to reinforce equality and justice in the area and to reduce the influence on and involvement of the young generation in criminal organisations.
3. To ensure continued recovery and re-usage of goods confiscated from the camorra for collective and social objectives.
4. To reinforce the cooperation and alliance between different associated municipalities.

How do they operate?

Legal form:

Agorinasce s.c.r.l. - Agency for innovation, development and security in the area - is a limited liability cooperative company established by 6 municipalities in the Caserta Province with entirely public capital.

The presidency over the company was entrusted to a representative of the Caserta Prefecture in order to guarantee control over the legality of all its activities.

Moreover, Agorinasce, established within the community programme « Security for the development of Mezzogiorno² in Italy », has been put under the responsibility of the Department of Public Security in the Ministry of Interior.

History:

In 1998, certain municipalities were dissolved after the police discovered that many people working in local government were actually infiltrated persons, members of mafia organisations. It was then that the need to create an organisation separate from events in the local administration came to light, the idea to reinforce legality in the region where the mafia's presence is very important. Six municipalities of the Caserta Province (Casal di Principe, Casapesenna, Santo Cipriano d'Aversa, Santo Marcelino, Santa Maria La Fossa et Villa Literno) united to launch Agorinasce.

Activities:

Agorinasce was the first pilot programme at the European level promoted by the Italian Ministry of Interior within the framework of the EU programme QCS 1994-99³. In an area with high levels of mafia-related crime, the objective is to reinforce legality by intervening in schools, by creating workplaces, building social infrastructure, introducing urban renovation and spreading the culture of legality. The cooperative company, Agorinasce, insists that the promoted activities always have a significant social aim, reinforce legality and work efficiently on recovering goods confiscated from the camorra for social and public benefit.

The principle activities of Agorinasce may be grouped into 4 categories of interventions:

- Spread of the culture of legality.

Examples: annual animation interventions in schools, solidarity and assistance for victims of crime, cycles of seminars on topics relating to legality and developing cooperation with the Faculty of Jurisprudence in Santa Maria, the Faculty of Economy in Capua, the Italian Institute of Philosophical Studies in Naples, etc.

- Promotion and development of companies

Examples: creating and managing a zone marked out for companies in San Cipriano d'Aversa, a supporting office which helps in establishing new companies, etc.

- Social infrastructure and cultural activities

Examples: constructing a municipal swimming pool in Casal in Principe, social centres and libraries in all member municipalities, the Park of Legality in Casapesenna, the Park of Legality in San Cipriano d'Aversa, etc.

- Recovery and management of goods confiscated from the camorra

Today, there are around 140 confiscated zones within the area of 6 municipalities which are members of Agrorinasce. Agrorinasce has at its disposal 55 zones confiscated from the camorra, including 18 financed by resources of the Campania region (10), by the Ministry of Interior (5), by Agrorinasce, the member municipalities and cooperatives (3). To this number one should add 11 confiscated zones directly recovered by the municipalities themselves.

The cooperative society includes in its structures an Assembly of Trade Unions Members, an Administrative Council composed of three advisers, the Presidency entrusted to a representative of the Caserta Prefecture, a Managing Director and associates responsible for each project.

One specific project:

Carried out with financing from the European Union programme, POM 1994/99, a zone marked out for companies in the municipality of Santo Cipriano d'Aversa which covers an area of 37 000 m² and is entirely fenced in and equipped with all urban amenities. Zones intended for production activities or services cover around 24 000 m² whereas the remaining area will be intended for building roads providing access to the zones, constructing parking lots and common areas.

By means of this initiative, Agrorinasce has set up an « industrial co-property » which, apart from the fact that it admits companies which use the zone, makes provisions for the whole system of common (gardening, monitoring, cleaning and ordinary handling) and specialised (services for companies, a bank, restaurant and a canteen) services to enable better development of entrepreneurial activities.

Agrorinasce is the administrator of this co-property. The total amount of financing for this project equals to € 1 million.

Target groups:

There is no specific reference target, although most recipients of these activities are the young generation.

Why does it work?

- The presence of the Ministry of Interior - the Prefecture of Caserta in cooperative's activities provides protection against infiltration from the camorra and the logic of the repartition policy.
- The capacity for planning and development of the cooperative society.
- The capacity to build relations with institutional and social entities.
- The activity of Agrorinasce fits into a favourable context. In fact, there was a number of literary works as well as testimonies of influential people from the world of institutions and the magistrate. A few examples: the book « Gomorra » by Roberto Saviano, adapted and filmed, a book by the magistrate, Raffaele Cantone, letters of the President of the Republic, Giorgio Napolitano, the cardinal Crescenzo Sepe, a medal of the President of the Republic in tribute to Don Peppe Diana, a priest murdered by the camorra in 1994 in his church.

Results

1. The main success of Agrorinasce is that it exists in an area of high mafia crime and continues to make inhabitants more sensitive at the local level, provides them with information on projects, helps them remain in their territory and encourages them to be active and break free from the law of silence. Indeed, the territory where Agrorinasce operates faces a strong immigration movement, people and companies move to other regions, it is a vicious circle fed by the negative reputation painted by the media and the new wave of mafia-related events encouraged by the economic crisis.
2. The public society of Agrorinasce does not aim to provide jobs directly but it wants to promote creating workplaces on the traditional labour market in the primary, secondary and, most importantly, tertiary sector by re-using goods confiscated from the camorra. Thus, among the companies which directly benefited from the markets and projects and those which depend on them indirectly, one may estimate that during 12 years of activity, around one hundred companies were involved (for around € 15 million).
3. The main results are connected with works carried out for municipalities:
 - 55 pieces of property and land confiscated from the camorra were recovered;
 - the first zone marked out for companies was created;
 - the first theatre on the land confiscated from the camorra was built;
 - sports infrastructure (swimming pools and football pitches) was built; etc...

4. There is no precise number of beneficiaries; however, the activity benefits the citizens (around 60 000 in this area), companies, associations and local social entities.

Today, 20 social entities cooperate directly with Agrorinasce in areas such as sport, cultural activities and socio-sanitary services.

Financial Data

Works carried out, above all those aimed at recovering goods confiscated from the camorra for the social benefit, are managed directly by Agrorinasce or are conceded free of charge by social entities. In this way, the economic and financial life of Agrorinasce depends essentially on member municipalities.

The works (restructuring, renovation of goods confiscated from the camorra, work on constructing social infrastructure and urban renovation) carried out are all financed by the Ministry of Interior or by the Campania region. The activities which take place within the created structures (social centres, theatre and other cultural centres, sport facilities, parks, etc.) or those which are managed by own structures under the responsibility of local authorities, are financed by member municipalities or by contributions from the Campania region.

During the last ten years, € 8 to 10 million was invested in recovering goods confiscated from the camorra, whereas all other projects of Agrorinasce received between 3 and 5 million €.

Prospects

- The cooperative company would like to continue working on recovering goods confiscated from the camorra for social and productive aims. The objective for the coming years will be to carry out works and activities which could make Agrorinasce more independent from member municipalities' budgets.
- The objective is to promote, during the next 3 years, the recovery of 90 % of the entirety of goods confiscated from the camorra in the area.

And more

« 12 years ago, when Agrorinasce was established, there was no laboratory, no gym in schools, there was not even one square metre marked out for companies, there was neither sports equipment (apart from football pitches) nor cultural infrastructure, no green areas dedicated for children.

We have changed the context of all these aspects.

Today, a number of people from the world of institutions and culture, including the President of the Republic, Giorgio Napolitano, visit us and recognise the work of Agrorinasce. The projects connected with recovering goods confiscated from the camorra were presented by Roberto Saviano in his book, *Gomorra* », Allucci Giovanni, the managing director of Agrorinasce.

¹ Camorra is an illegal organisation of the mafia type which operates in the south of Italy. Apart from the fact that they control numerous sectors of the local economy, they also have control over the political system by means of clientelism. The socio-economic situation of areas where the camorra is present is marked by obvious problematics.

² Mezzogiorno refers to all regions in the south of the Italian peninsula and the islands, they are characterised by weaker economic development than the rest of Italy (weak economic tissue, high unemployment rate).

³ This is the European Union programme called POM "Security for the development of the Mezzogiorno region in Italy", Measure 1.3 on rein-

forcement of local social systems within the EU framework for support (Quadro Comunitario di Sostegno (QCS)) 1994-99. Its objective is to support the economic and social conversion of areas in structural difficulties.

Boarding school of excellence in Sourdun

Activity

The Boarding school of excellence in Sourdun is the first of 11 facilities of this type which will be created as part of the "Hope for suburbia" programme; 6 of these boarding schools will be located on premises which formerly belonged to the ministry of Defence. Military barracks, abandoned due to the military reform, are 50 hectares in area and are experiencing a second youth. Since the beginning of the 2009 school year, poverty-stricken young people receiving subsidies reside in them. Their previous places of residence lacked good conditions for studying and achieving success (orphans, inhabitants of small flats, etc.).

The former barracks were partially changed to become a boarding school with dormitory. Apartments for the inhabitants will consist of two- and three-person rooms and the solidarity of particular age groups will be taken into account.

Website

www.internat-sourdun.fr

Date of creation | Country

2009 | France

Key words

military barracks,
reconversion, boarding
school, students
from underprivileged
environment

Higher education students will live in former one-room flats in which army officers used to live and thus, they will have the right to manage their flat throughout the academic year.

The Boarding school of excellence is also innovative as far as teaching is concerned. The programme includes:

- Traditional teaching (schedule of teaching, emphasis on language teaching, etc.),
- Sports activities, possible mainly thanks to the equipment of the barracks (stadium, gymnasium, horse riding facilities, roofed manege),
- Culture-related activity (theatre, cinema, novel writing),
- “Cuisines of the world” workshops and a vegetable garden.

Teachers, pupils, and also the commune and nearby shops are all pleased with the success of the initiative.

Results

In 2009, funds amounting to around € 1.5 million were used for the needs of the boarding school; these will be adjusted when the boarding school becomes fully functional.

Work consisting of changing the use of the barracks so as to create a boarding school and costs for initiating the school year: € 1 million (i.e. half the cost of opening a conventional facility of this type).

The Sourdun barracks were capable of providing accommodation for up to a thousand soldiers and the departure of the soldiers could have resulted in considerable economic difficulties for this sub-Parisian city (1 478 inhabitants; Seine-et-Marne department, Ile-de-France region)

In 2009, the first year of its existence, the following is connected with the boarding school:

- 126 students from the sixth grade up to entry grades to the Grandes Ecoles.
- around forty adults, including sixteen teachers.
- 500 pupils and students expected in 2011.



Monceau - FONTAINES

Idea

Renovation of the former mining centre in order to locate associations specialized in social economy, thus creating a dynamic management model based on the partnership system with firms leasing premises - called « partner tenants ».

Objectives

1. To developing training possibilities and job creation useful and potentially boost the self-esteem of people with low skills and/or those excluded from the labour market.
2. To integrate the project in a more extensive activity aimed at environmental protection both within the centre (minimization of air, ground, and water pollution) and in the activity carried out in the centre (minimum burden on the environment).



Contact

Christian Jenicot is the director of the Monceau-FONTAINES non-profit association

E-mail

info@monceau-fontaines.be

Phone

(00 32) 071 33 46 01

Website

www.monceau-fontaines.be

Date of creation | Country

1995 | Belgium

Key words

social economy, training, employment, partner tenants, reconversion, sharing of services

3. To focus on the service to members of the local community rather than profit attainment, and an active cooperation of various sections.
4. To develop activity rooted in a district, in the city and in local relationship networks.

How do they operate?

Legal form:

The Monceau-FONTAINES social economy associations' centre is managed and animated by the Monceau-FONTAINES non-profit association (Asbl)¹. The association commits all tenants leasing the premises to the partnership project: each partner tenant is a member of the general assembly and the executive board and democratically participates in the decision-making process.

All partner tenants have to sign a Charter containing 10 ethical conditions.

History:

At the beginning, the centre housed a few mines from the vicinity of Charleroi. Monceau-FONTAINES company employed over 10 000 people with the annual coal output of 1 500 000 tons. There was also a school providing preparation for the work in the mining industry.

The centre has been gradually abandoned since the industrial crisis in 1970s. It was that abandoned industrial building that two firms providing on-the-job training for those excluded from the labour market and social welfare noticed when they were looking for their headquarters in 1993. In the view of an extensive scale of the renovation project, other social organizations from the region that also looked for offices joined the project.

Activities:

Monceau-FONTAINES is a social economy associations' centre housing several organizations.

Monceau-FONTAINES centre deals with:

- Management of the centre: lease of premises, management of common goods, looking for partners, etc.
- Animation of the activities in the centre: dynamics of the partnership with enterprises, with the district, schools, etc.
- Promotion of the project and partners: meetings and external exchanges, management of the guest centre, etc.
- Job coaching: for trainees taking advantage of training courses in the centre, aid in job seeking, training, support, etc.
- Development of social and environmental projects and service exchange: kindergarten, a section of psychologists, inclusion apartments, driving courses, energy and waste management, etc.

Hence, the Monceau-FONTAINES project is addressed to the social economy sector offering to the associations based on the centre good working conditions (renovated buildings and proper equipment) providing everyone with an opportunity to operate and develop.

In the centre, one can find various commodities and services offered by organizations leasing the premises: animation, construction, heating, tailoring, ethical credit, graphics, IT, music, cleaning, parks and gardens, publications, ironing, restaurants, services addressed to the deaf and hard of hearing. In general, organizations leasing the premises conduct business in the Hainaut region (Charleroi and surrounding localities). However, some of them join the activity of specific networks in all regions of the Walloon and Brussels (e.g. the Azimut organization belonging to the network of employment cooperatives, Relogeas organization belonging to the network of social apartments, etc.).

Why does it work?

- The project originated thanks to the public-private partnership promoting the renovation of buildings that used the aid of European funds and the Walloon region as a part of the program involving the renovation of abandoned economic activity centres called « Objectif 1 » (Goal No. 1).
- The management autonomy within the partnership imposed to the tenants is a key to the success of the entire venture thanks to the mobilization of each member to commit to the durability of the concept and its development.

Results

The area of the Monceau-FONTAINES centre, i.e. 5 000 sq.m of renovated premises:

- 14 associations and/or cooperatives set up.
- All the enterprises located there offer more than 40 types of goods and services to a wide range of customers and their annual turnover reaches ca. € 3 million.
- The Monceau-FONTAINES association itself employs 4 persons.
- 124 jobs inside the associations leasing premises.

100 % premises are currently leased, 124 people work in the centre and about 100 trainees are trained daily.

An interesting thing is the synergy created thanks to the fact that organizations having the same focus on inclusion can benefit from service exchange. People, most of them trainees trained within various structures have a possibility to access various services collected in one place.

The establishment of such a « economic and social zone » is rather innovative. It is also a representative model of a road to the inclusion that a person in a difficult social and professional situation can travel on. From IT courses to qualified professional training, to aid in the finding of an apartment to advice related to an establishment of own business - one-man business or a partnership, to the lease of the gastronomic service premises, etc.

Financial Data

- The centre could only be renovated thanks to the financial support from European funds and the Walloon region and the use of over € 700 thousand by Monceau-FONTAINES in the form of a loan included in the financial plan calculated on the basis of the income from the lease of buildings.
- From the economic perspective, lease terms should guarantee the financial stability of Monceau-FONTAINES covering the expenditure and operational costs. The distribution of such non-profit expenditure makes it possible to attain an advantageous level of expenses related to the lease.
- The activity is partially financed with the aid of regional state agencies promoting employment and from special resources coming from the national lottery, state funds, foundations and sponsors.
- The turnover in 2009 (non-profit association of Monceau-FONTAINES): € 327 274
Financial result for 2009: - € 34 906. That result is due to a temporary loss.
- The model providing for the collection of enterprises in a single location and re-development of the former industrial centre thanks to the public-private partnership is still innovative (it was the first such centre in the Walloon region at that time).

Prospects

- The project related to the real estate exhausted its possibilities as regards the lease of premises in the developed area. However, it is possible for the conducted businesses to combine their operations with other organizations through external networks.
- Strengthen the partnership between initiatives related to social economy.

And more

« Since a few years, we are renting premises on Monceau-FONTAINES associations' centre. We are on duty for our microfinance activities: private individuals who cannot access to traditional banks come in our department to apply for professional (if they want to try to create their own business as entrepreneur) or personal microcredit (to achieve a special project in their life). What is interesting for us is to be located in the middle of a centre leasing premises for associations or companies that work with the same target group than us, but focusing on social inclusion, professional training, housing, creation and implementation of small businesses, etc. Our services are complementary and our target groups can, in the same location, access different services depending their needs. Regarding the relational point of view, I can say that friendliness is real between the people working on the Monceau-FONTAINES centre. It is easy to establish contacts at the restaurant (managed by interns from Gerموir, a training company), and this help for creating working values and common spirit », Isabelle Philippe works for Crédal³.

¹ Asbl is used for the french term "Association sans but lucratif". According to the act of 1921 amended in 2002, a Belgium non-profit association is « an association that does not carry out any industrial or commercial activities and does not strive to provide any material benefit to its members ». About 70 000 non-profit organizations currently operate in Belgium..

² See the presentation of Azimut.

³ See the presentation of Crédal.



Baillerie Land

Idea

Collective management of the farmland making it possible to establish an autonomous, sustainable, citizens-based and eco-friendly farm.

Objectives

1. Collective management of the land.
2. Development of autonomous farming restricting its external dependence related to products by way of an independent production of nearly all animal feeds and developing the sales of products directly to customers.

FERME DE LA BAILLERIE
(Bouwel)



Contact

Christophe Col is a goat breeder in the Baillerie breeding farm.

E-mail

info@labaillerie.be

Phone

(0032) 0499 34 86 10

Website

www.terredelabaillerie.be
bewww.labaillerie.be

Date of creation | Country

2007 | Belgium

Key words

rural farming, organic products, citizens, cooperative

3. Farming protection based on:

- Ecologic principle: protection of the soil and groundwater, biodiversity protection, slight demand for energy,
- Fair principle: respect for customers through the quality of products, care for the communication and proximity, search for a fair price for both the supplier and customer,
- Ethical principle: will for a fair remuneration of work.

How do they operate?

Legal form:

We operate as a limited liability cooperative (srl¹).

However, the Baillerie Farm - Baillerie Land in fact combines two organizations:

- Baillerie Land limited liability cooperative whose line of business covers the support of projects related to sustainable farming by way of the management of real estate, buildings and the land, in particular, the farming land;
- Baillerie Farm limited liability cooperative whose operations involve the breeding of goats and cheese making, based on sustainable and integrated farming.

This status is most suitable for such type of a business project based on the cooperation.

History:

There is no sustainable farming without the land and difficulties in an access to the land are the most important factor blocking the establishment of farms at present.

It was against that rule that the Baillerie Land project was established. The Baillerie Farm located in the vicinity of the Bousval castle has been purchased and is currently managed by a couple of farmers. They have 10 years of experience in goat breeding and are also sensitive to the issue of the natural balance and sustainable development. They established the Baillerie Land cooperative with friends and well-wishers.

Activities

The Baillerie Farm is a cooperative whose activity involves goat breeding and cheese making. That activity corresponds with the logic of sustainable farming because it is the ambition of the farm to have own dairy production based on internally produced feeds and the maximum development of direct sales of products to customers within the farm or at fairs.

However, the access to farming lands is extremely difficult in Belgium where, each year, more and more land is concentrated in farms dealing in intense cultivation. It is even more difficult for individuals from beyond the farming circles.

This is why the Baillerie Farm production cooperative established another cooperative, i.e. Baillerie Land whose goal is to collect funds from well-wishers - supporters of sustainable rural farming.

Such funds collected by the real-estate cooperative in the form of shares of members of the cooperative made it possible to acquire farmland that is leased to the Baillerie Farm cooperative, i.e. the organization cultivating the land.

The goal of the activity included in the statute of the limited liability cooperative Baillerie Land is « the management of the real estate, buildings and the land, in particular, the farming land ». Today, it attains that goal making the land available to the Baillerie Farm cooperative that carries out the sustainable pattern of production. In the longer perspective, the Baillerie Land cooperative could become a bridge between the Baillerie Farm and other sustainable farming projects as well as a link between the breeding farm and the society.

The cooperative distributes the dividend depending on the results of the cooperative and the inflation level.

All workers are members of the cooperative.

Members of the cooperative are not only invited to participate in the general assembly but also in the work on the field; once a year, they harvest beetroot providing the winter feed for goats.

The environmental nature of the project makes it possible to reduce environmental costs borne by the cooperative. No negative environmental effects:

- Local production of feeds with the use of eco-friendly methods;
- Cheese production methods are very beneficial from the point of view of energy consumption: there is no milk cooling and no pasteurisation;
- Distance from customers - 15 kilometres through the field;
- Maintenance of old existing constructions (the adjoining farm was purchased by a few families organized in an association of co-owners who make apartments with low energy consumption) and landscape values (most of the cultivation takes place in areas classified as areas of high landscape value and contributing to the retaining of the rural nature of the locality subjected to high pressure exerted by the construction industry due to the proximity of the capital).

The choice of a low external dependence makes it possible to control costs and, at the same time, have the highest respect for and benefit both the producer and the customer.

Why does it work?

- Customers need a farming activity at a close distance, caring for the environment and the quality of products.

- Organizers of the project developed a transparent approach based on the participation of producers, members of the cooperative and customers. They promote and support the participation of members of the cooperative in the life of the breeding farm (organization of harvesting days, etc.).
- The meeting of « entrepreneurs » intends on the creation of an environmentally friendly farming project that is profitable from the economic perspective and financially independent as a part of the collective project, with members of the cooperative setting much store on the protection of rural farming, consumption of local products of high quality and willing to be involved in the project.

Results

- 3 jobs were created in the breeding farm.
- 60 000 litres of goat milk per annum used in cheese production; Supply for 4 local weekly fairs.
The sales also take place directly on the farm.
- In order to improve the quality of side products of animal origin, a few meat cows and lambs are bred on the farm.
The meat is sold in packages via a butcher (statutory requirement).
- 10 hectares of land provide the food for 120 goats.
- Development of rural farming makes it possible to transfer the production, which is intense when it comes to the labour force.

Financial Data

- Baillerie Farm limited liability cooperative (breeding and production) as of 31.12.2009:

Total asset: € 235 792

Equity: € 27 200 (increase in comparison with 2008: € 25 500)

Turnover in 2009: € 139 500, i.e. an increase by 50% in comparison with 2008 (€ 94 800)

Financial result for the financial year: € 1 480

- Baillerie Land real-estate cooperative as of 31.12.2009:

Total asset: € 43 187.

Equity: € 30 668 (or € 46 050 of subscribed shares minus € 5 950 of shares not paid up and minus € 9 432 transferred due to a loss)

Turnover: € 1 700.

Result: - € 756

The turnover of Baillerie Land only consists of rents paid by the breeding Farm (€ 1 100 in 2009) and sale of apples for the other part.

- The project gets no grants. The farm sustains on the turnover attained thanks to the sale of its products (cheeses).

- A loan provided by the alternative credit cooperative Crédal² made it possible to purchase the land before Baillerie Land cooperative gained the sufficient number of members. The accounts on 31 of decembre 2007, 2008 and 2009 instance this operation: the subscribed equity was € 18 600 in 2007, € 28 800 in 2008 and reaches € 46 050 in 2009. At the same time, the amount of the credit allocated by Crédal was € 24 500 in 2007, € 22 519 in 2008 and € 12 519 in 2009. This loan was totally refunded in 2010.

Prospects

To improve the autonomy of the farm just in case of climate issues, Baillerie Land cooperative is going to increase its equity to purchase the land for pastures (feed for goats).

Additionally, the self-development idea also involves the aid to other rural farms as regards land acquisition.

There are also plans to attain the energy autonomy thanks to investment in photovoltaic solar panels or small wind power station.

And more

« No classic bank would agree to the prior financing of the equity contributed by members of a cooperative as the Crédal cooperative did. Nobody believed that individuals could invest in the land purchase project with the farming purpose even if it was supposed to be rural, ecological, local and sustainable. Crédal was the only organization that believed in the project », *Christophe Col, the project manager of Baillerie Land*

An anecdote: a certain supplier who helped in the organization of the project used to be sceptical at the beginning. When he was finally convinced as regards the viability of the project, he invested his entire remuneration in shares in the cooperative.

¹ Srl (Société Coopérative à Responsabilité Limitée) is a limited liability cooperative and the most frequent form of a cooperative under the Belgian law.

² See the Crédal presentation..



Hurdalsjøen ecovillage

Idea

An ecological village which focuses on local activity and democratic organization, where humans from all walks of life can thrive and live together.

Objectives

1. To create on-site businesses fostering on-site jobs, with the development of farming activities, small size grocery, and kindergarten
2. To minimise the ecological footprint of the village population (housing, food consumption, etc.).
3. To aim at social inclusion and democracy through the organisation of the village activity (cooperative decision, democracy, consensus, inclusion)..

Økolandsbyen
i Hurdal



Contact

Lars von Krogh is the president of the board of the cooperative.

E-mail

styreleder@hurdalescovillage.no

Phone

(00 47) 9 112 39 05

Website

hurdalescovillage.no

Date of creation | Country

2002 | Norway

Key words

village, cooperative, democracy, local economy, ecobuilding

4. To state an example and inspire other similar initiatives.

How do they operate?

Legal form:

The legal form chosen is a cooperative. The farm was bought and the cooperative for the ecovillage has taken care of the running costs while the village was planned and projected. As the first houses now are being built, a housing cooperative is also established. Members of the housing cooperative must be members in the ecovillage cooperative too.

The motivation for choosing this form was the one-man/one-vote principle. For the housing cooperative, it is a convenient form of organizing financing and ownership.

History:

Hurdalsjøen ecovillage was created out of a larger movement looking for a suitable place to establish an ecovillage in the late 90's and early 2000. The people who settled down in Hurdalsjøen ecovillage came out of this bigger group. They were a few families and found that Hurdalsjøen was a place where visions could be realised.

Activities:

Hurdalsjøen Ecovillage was established in 2002 and the first temporarily houses were set up in 2003. The group has been working with experts in many fields such as architecture, sewage, agriculture, energy and the local government in planning not only housing, but also a national competence centre, a kindergarten, an centre for research and demonstration of renewable energies.

Regarding the housing: In 2010 the first 28 housing units are being built and the kindergarten is opening according to plan. The houses are partially designed by the village group. The houses are newly developed standard houses using only environmentally friendly materials and modules, making it flexible for different needs. Some are for rent, most of them owned.

Different activities are developing. Farm work is implemented: vegetables and grains are mainly for own consumption. There are also small grocery shops for the villagers, based on self-service, without staff and operated directly by the villagers. Bakery and cafe are planned.

Introductory courses are planned for potential inhabitants. In order to be members of the cooperative, new villagers are asked to go through a course in four stages. This is to introduce them to principles and ways of working in the village, and to make sure new villagers are well prepared.

Finally, political work aims to do lobbying for the relevance and significance of ecovillages.

Why does it work?

- The village is based on direct democracy and consensus. Responsibility groups were organised and informal « leaders » naturally emerged. Therefore taking decisions and making step-forwards acknowledged by every one were possible.
- The good relation and dialogue with the municipalities facilitated the building of the project.
- The financing from Husbanken, a governmental institution established to secure affordable and healthy housing for the underprivileged and also housing with good environmental qualities, gave the leverage that enabled the birth of the project.
- The uniqueness of the initiative, the municipality's eagerness to attract young adults and its positive support to the ecovillage concept.

Results

Unfortunately, the number of jobs created or maintained has not been established yet. It is too early to make a balance.

However, the current building of housing and kindergarten, the future development of small grocery and café are creating favourable environment for job opportunities. Currently, the organisation of the village is managed by a part-time job funded by the villagers. Moreover, a kindergarten will be employing people from 2011 and several people have already moved to Hurdalsjøen awaiting housing in the ecovillage.

Financial Data

- Total asset: NOK 5,3 million (~ € 674 thousand) consisting mainly of the farm/land. Financed by loans provided by Cultura Bank¹.
- Equity: NOK 22 thousand (~ € 3 thousand)
- Turn over: NOK 738 thousand (~ € 94 thousand)
- Loss NOK 71 thousand (~ € 9 thousand) before the major building activities are started.

The governmental institution Husbanken will provide beneficial loans for the new housing under construction.

Villagers will pay an initial 30 % of the cost when buying, and the rest will be paid by monthly repayments through the housing cooperative.

Prospects

After the first steps (housing and kindergarten), Hurdalsjøen ecovillage plans to enforce the activities related with energy and businesses.

For those who would like to reproduce the idea, they need to establish a national centre for eco-villages funded by the government, exchange information and inspiration but should adapt it to their local context.

And more

« We are working to create an ecological sustainable human settlement, healthy for both people and nature. Important aspects of our vision are culture, aesthetics and spirituality. We work to create local businesses and establish a research centre for environmental technology. We want to attract people of all ages and phases in life. We aim to become a meeting point and to spread our experience, knowledge and inspiration to people all over the world ». Lars von Krogh, president of the board of the cooperative.

« I think Hurdalssjøen is an important example of how an ecovillage in Norway can be created. By creating a « new place » based on ecological principles, new kinds of jobs, houses and ways of living based on a more communal approach can be established. By embracing diversity in all its forms the village can both build and use more resources (also human resources) than mainstream society normally recognizes ». Christine Bakke from Cultura Bank that finances part of the project.

¹ Refer to the presentation of Cultura Bank in the book.



Ellingsrud

underground station

Activity

Ellingsrud Underground Station project aims at regenerating a problematic city area by activating and involving the troublemakers and the local community in a common project. Whereas Ellingsrud tube station was a dangerous place (violence, graffiti and broken windows), considered to be closed by the Oslo Subway Company. The idea emerged to create a positive activity in this area and make it possible to save the money spent on security and cleaning and at the same time improve the city environment neighbourhood.

The project was positively welcome and followed as it emphasised regarding youngsters as a resource instead of a problem. Allow the participants to decide for themselves where to channel their voluntary efforts is a way to train them to take responsibility and gain the confidence to initiate new projects. Instead of chasing the young people hanging around in the station area, they were welcomed and offered tables and chairs,



Website

www.frivillig-oslo.no

Date of creation | Country

2002 | Norway

Key words

urban area, reconversion,
volunteers, youth, activities,
community

free soda and reading material. The station area has been decorated with art made by local young people, with plants and information boards about other local activities.

Activities for all age groups were initiated, like soccer camps, hiking, film project, talent competition and a conference on the topic local environment. There is also a permanent youth club, a neighbourhood society and a building of a common responsibility for the local environment. A full time employee is in charge of organizing the activities, helped by a group of voluntary workers. All activities also contribute to local employment.

Results

- The sources of financing have been many: the local community, the underground operator, the local kiosk as well as a lot of volunteers.
- The graffiti cleanup costs were reduced from NOK 510 thousand (~ € 65 thousand) to NOK 45 thousand (~ € 6 thousand) within the two first years of the projects (savings for the underground company).
- The month before the project was started, the cost of replacing broken windows was NOK 113 thousand (~ € 14,5 thousand) the year after the cost was NOK 28 thousand (~ € 3,6 thousand) for the whole year.



Photo: Mikołaj Grynberg

Jurassic Park in Bałtów

Idea

Implement a kind of Jurassic Park stimulating initiatives, creating jobs for the region's inhabitants and offering opportunity of independent development and improvement of their daily life.

Objectives

1. To promote touristic and economic development of the local region: increase in number of jobs, development of local enterprises, tourism and catering infrastructures.
2. To raise awareness about ecological education, encourage the development of agro-tourism farms and tourism infrastructure with due consideration of local natural resources (river, landscape and local wildlife).

Contact

Juroslaw Kuba is director of the Bałtów local development association Bałt

E-mail

biuro@baltow.info

Phone

(00 48) 41 247 91 12

Website

www.baltow.info

Date of creation | Country

2002 | Poland

Key words

local development, unemployed people, responsible tourism

3. To implement activities for social activation of inhabitants enabling them to pursue an independent development

How do they operate?

Legal form:

The project was launched by the association operating via economic activity. Then, due to expansion of the project, the following were created: further associations, foundation and social economy enterprise in form of limited company. It is composed of the association for local development « Bałt », the association « Delta », the foundation « Partnerstwo Krzemienne Krag » and the social enterprise « Allozaur » Ltd.

History:

In locality Bałtów, unemployment rate reached over 30% when in 2001 Ostrowiec steelworks has been closed. Young Baltovians massively migrated to larger cities or abroad in order to find a job. The locality was governed in poor manner: there were no waterworks, sewage system nor mobile phone coverage. The effects of the poor governance were poverty, inactivity of local community and decay of social bonds.

Everything has shifted with an unprecedented social « burst » of those Bałtów inhabitants who have decided that locality needs changes. The meeting organised by them was attended by 120 people: entrepreneurs, teachers, farmers, craftsmen. In 2002 number of them registered Association « Bałt ». Together they have started to look for a way to effectively use the region's landscape values which would attract tourists and rejuvenate the locality. Some of the ideas seemed to be absurd – like creation of Jurassic park or organisation of water-rafting tours on Kamienna river, which at that point was heavily polluted « sewer ». However, thanks to such brilliant ideas, determination and courage of local people the dream came true: the creation of Jurassic Park offers the region's inhabitants jobs and creates an opportunity of independent development. Many of them established their own enterprises which are still operating today.

Activities:

The creation of Association « Bałt » resulted in establishment of two new social economy organisations and foundation within next two years – they were organised in the course of expanding the tourist and economic activities of the development. All four institutions have clearly specified and diversified objectives; they do not double but complement each other and closely cooperate.

A wide number of activities are proposed: Baltavian Jurassic Park, rafting tours, horse riding centre, ski slope, agro-tourism farms, trainings and advice programs.

More precisely, there are:

- Rafting tours on Kamienna river.
In 2002 the association employed 12 people from poorest, unemployed, large families. They were responsible for general clearing work – river rehabilitation, cutting the trees, lawn mowing, litter disposal.
- Baltavian Jurassic Park.
In 2003 Gerard Gierlinski, from National Geological Institute, found the dinosaurs' imprints in the Bałtów region. The members of the association decided to use the discovery as the tourist attraction. In 2003 they built the Jurassic Park on the grounds of the former sawmill. The educational path, showing the successive epochs of the Earth's history supplemented by the colourful boards with animals' and plants' descriptions, is put across the Park. The main attraction however is the 50 natural scale copies of the dinosaurs. At the entrance to the Park there is a spacious place where souvenir stalls are located.
- Ski slope « Baltavian Switzerland ».
Created in 2007 on the private terrains, leased for the associations. The purpose of such action was to protect employment off-season for 120 people working for the associations. The creation of the ski slope allowed to extend the season and secured the continuity of the employment, i.e. during winter the Kamienna raftsmen are responsible for operation and maintenance of the slope.
- Horse riding center « Realm of Horses ».
The center offers cold-blooded Małopolska breeds and huculs (Bieszczady breed). It operates since 2005 as an additional tourist attraction.
- The « Allozaur » company is a type of community center to which 'Bałt' and 'Delta' associations delegate the jobs. It is responsible for serving tourists and providing general work for the locality and two associations. The employees of « Allozaur » (25 people) are taking care of local flora, clean tourist routes, parkings, river banks. They also organise entertainment events and make souvenirs.
- Trainings and advice programs for agro-tourist farms. Financed with the resources of the Human Capital Operational Programme or Civic Initiatives Fund. There are around 25 of such farms currently operating in the locality. In order to improve the quality of their services the association organises the trainings for the farms' owners in the fields of marketing, promotion and establishing common standards.

Target groups:

- Unemployed people can work in the different initiatives.
- Locality Bałtów inhabitants are the first customers

Why does it work?

- An unprecedented social 'burst' of those Bałtów inhabitants who have decided that locality needs changes.
- Social trust built by association via employing inhabitants and earnestly fulfilling obligations.
- Openness for cooperation and sharing success with other localities, taking into consideration development of the whole region.

Results

- 120 employees, especially for long-term unemployed people
- Decline of unemployment rate in locality from over 30 % in 2001 to 4% in 2009.
- Construction of tourist infrastructure; 5 hotel-catering facilities, 25 agro-tourist farms, 5 one person farms.
- Social infrastructure rebuilt: places for social and cultural activity, open air events.
- Bałtów is visited by several thousands of tourists (over 500 thousand tourists in 2008 and 2009).

Financial Data

In 2002 – 2007 the associations were granted the state funding from Sapard¹, Leader², and Equal³ programs in addition with private funding in order to establish and further develop the enterprise.

The leaders of the venture emphasize that it has been evolving gradually and the final investment outcome (around. PLN 15 million i.e. € 3,78 million) comprises of numerous consecutive minor investments.

Currently, the level of the enterprises' economic self-sufficiency amounts to 100 %.

Prospects

The association « Bałt » plans to organise 20 social economy entities based on the agro-tourist farms that would operate according to the idea of questing (sightseeing through fun).

¹ Sapard is a special programme for accession for agriculture and rural development. Established in 2006, it is a community framework for supporting sustainable agricultural and rural development in the central and eastern European applicant countries (CEECs) during the 2000-2006 pre-accession process.

² Leader is an initiative financed by European Union structural funds and is designed to help rural actors consider the long-term potential of their local region.

³ Equal is an initiative launched by DG Employment, Social Affairs and Equality Opportunities

of the European Commission and financed by European Social Funds. It constitutes a laboratory of ideas relating to the European strategy for employment and social integration process.

Hertha village

Activity

Hertha Commune is a social community situated on the outskirts of Herskind, 20 km west of Aarhus sharing households and workshops. The foundation of the Commune is actually ordinary people opting to live in a close and rewarding neighbourly relationship with mentally disabled adults. This is called « inverted integration ». The inspiration for the Commune originates from Rudolf Steiner's pedagogic and social impulses focusing on social readiness, sustainability and freedom of the individual.

A plan was made with the commune: some land for house building, some for agriculture. In total, there are small apartments for mentally disabled people, houses for normal families working inside or outside the community, and some workshops for disabled people as a farm, a cheese shop, a bakery, some handcrafts shops, etc. All the houses were built respecting ecological principles and save energy, and they implement

Website

www.hertha.dk

Date of creation | Country

1996 | Denmark

Key words

inverted integration,
community,
mentally disabled,
housing, workshop

biodynamical agriculture. Hertha also created a foundation (Landsbyfonden), in charge of the economic issues of the community.

Results

- Initially, the project started thanks to € 133 300 (100 people who each gave € 1 333) used to buy 22 acres (220 000 m²) of land. Many of them were not going to live there, but they believed in the idea and wanted to do something to realise it.
In the following years, for financing the building of houses for handicapped and normal people, the foundation Landsbyfonden sold small part of the ground to private people, so they could build a house for them selves (just like in the ordinary society). They also have search financial support from other foundations or private donors, especially from a big Information Technology IT-foundation involved in a long-term (€ 500 - 700 thousand)
- Approximately 120 people live in the Commune today and many come here every day to work, visit or take part in events. .
- 30 jobs with mentally disabled adults who get their income from the commune. Mentally disabled adults pay their house rent every month. In this way the foundation began to earn money.
3 not full time jobs in the foundation, that is the economic axe of the community.
- Nowadays, around 280 persons or families in Denmark are members and supporters of the project. As the foundation registration recognizes its social goal, people can get free of paying government taxes of donation money.

S E R V I C E S | I N N O V A T I O N S



WebSourd

Idea

To fight against social and professional exclusion of the deaf and hearing-impaired and to improve their access to information by using New Information and Communication Technologies (NTIC).

Objectives

1. To create accessibility measures adapted for deaf people (to be used individually or for groups) allowing them to express their full potential, in particular with respect to employment and working in a company.
2. To fight against discrimination and social exclusion of deaf people by developing means of exchange, of information and communication.



Contact

François Goudenove is the director of WebSourd.

E-mail

websourd@websourd.org

Phone

(00 33) (0)5 61 44 72 11

Website

www.websourd-entreprise.fr

Date of creation | Country

2001 | France

Key words

high qualifications,
citizenship, deaf people,
new technologies,
communication

How do they operate?

Legal form:

WebSourd was first established in 2001 as a form of association. The aim was to monitor the project's feasibility. Since 2003, the structure has operated under the status of a « collective interest cooperative company » (SCIC)¹.

This legal form was the most appropriate because WebSourd:

- creates products and services which are aimed to be commercialised and financed by the market,
- is a cooperative with a strong involvement of the employees ($\frac{3}{4}$ of them are themselves deaf) in the choice and development of the content but also the direction which the company takes,

This is a collective interest project which helps to share resources. By opening membership to all civic society players it manifests that deafness is not only a problem of the deaf but that it concerns all members of the society (companies, communities, associations, etc.).

New technologies finally allow them to function in the process of sharing resources (e.g. sign language interpreters, services available on Internet, etc.).

SCIC is a company status which allows to gather « around the table » all players connected by the same cause (the notion of collective interest), even representatives of local authorities. This type of company brings limited profits, and corresponds well to WebSourd's social objective. The status of a cooperative allows the deaf (employees and users) to think about their strategic choices.

History:

The deaf are often confronted with a very badly adapted system of education and, consequently, there is a large rate of illiteracy and under-qualification in this social group. These people must face exclusion and a lack of communication with the rest of society. Faced with these facts, the Websourd project was born out of an initiative of groups of deaf people (National Federation of the Deaf in France), of the cooperative movement (Regional Scop Union² in Midi-Pyrénées) and of territorial players in the Midi-Pyrénées region like CAF (Family Allowances Institution), Pôle Emploi (National Employment Agency) and Toulouse town council. After first feasibility tests (visio-interpreting), WebSourd continues to diversify its products and services for people afflicted with deafness.

Activities:

WebSourd aims at facilitating the integration of the deaf in society and in professional life by using new information and communication technologies. For this reason, the organisation has invented and developed, after many years of research, a number of tools and jobs intended to improve their access to information, to develop means of exchange between the

deaf and the hearing and to increase deaf people's independence.

Among the numerous products and services, WebSourd has also developed:

- An Internet website offering access to information (general, local, cultural, sport) in sign language for the deaf and hearing-impaired (www.websourd.ord), accessible with one computer and broadband Internet connection. Users may be provided with direct and simultaneous translations,
- Translation into the French Sign Language (LSF) performed on-site by organisations which want to be accessible (Toulouse town council, Taxes Administration, CAF, etc.) in order to improve relations with authorities,
- Visio-interpreting services (www.visio08.com) improving access to counters in numerous offices, such as the town council, Family Allowances Institution and the Toulouse airport as well as better professional integration. This activity is supported by a technical partner and ten interpreting centres (which gives the benefit of the services of sixty interpreters of the French Sign Language - LSF). As for visio-pro, companies have demanded WebSourd to equip them with material and have taken out subscriptions which gave them right to a certain number of interpreting hours. Thanks to Visio-pro a hearing-impaired person may actively participate in a tele-conference or in a meeting. Nearly 200 employees benefit from this solution,
- In progress since 2008 is the experimentation of a relay centre solution allowing deaf people to make phone calls from their homes, by means of an interpreting platform, and contact a hearing person,
- Experimentation with other European partners on the measures which improve the accessibility to European emergency services for disabled people (the « Reach 112 » project),
- A system of generating automatic announces in the sign language, with an on-screen « avatar », aimed to supplement the system of spoken information provided by some clients, e.g. SNCF (French Railway company).

By its activities, WebSourd would also like to share services of the few interpreters of the French Sign Language (LSF). WebSourd and its partners cooperate in order to organise a strong action around the « government accessibility plan » with an idea to support the introduction of a network of operators susceptible to responding to a growing demand, both with respect to the needs of relay centres and in order to meet the needs relating to local accessibility resources.

This approach is structured around two axes: training for potential operators and support for creation/ duplicating companies which could admit them and offer them true perspectives for development, at the national level, within the logic of connecting with the needs of territories.

WebSourd would particularly like to establish a national network of 3 000 to 5 000 interpreters of sign language, within all coordinated de

partment structures and participating in a common platform of services. The company operates today on the basis of five groups of players:

- Beneficiaries,
- Close partners (in Toulouse: Iris, Interprétis, Composer, Maison de l'Initiative, in Grenoble: IVES and in Lille: Insite),
- Founders (The National Federation of the Deaf in France and the Regional Scop Union),
- Employees, and,
- Financers (the Mutualité française (Visaudio), France Active, Initiatives pour une Économie Solidaire, Cigale and Macif, Nef, Crédit Coopératif, Caisse d'Épargne, the Toulouse town council as well as the Aéroconseil from which comes the founder, a company outside social economy).

Target groups:

People afflicted with deafness, regardless of its extent.

Why does it work?

- Nearly 10 years' experience.
- A team composed in majority of deaf people.
- Location in Toulouse, leading and very dynamic centre for the deaf in France.
- The Collective Interest Cooperative Company structure which allows attracting a greater number of public, private and professional partners.
- A favourable legal context (Law dated 2005 on disability).
- A structured network (in particular sign language interpreters).
- A possibility to integrate deaf people in the family, social and work environment, thanks to new technologies.

Results

- 20 employees at the end of 2009 with a perspective for creating 15 workplaces within 18 months and 50 workplaces by 2015.
- Workplaces generated by WebSourd internally or at our partners' represent over 30 workplaces, most of them under contracts for an unspecified period of time. Contracts for a specified period of time are essentially linked to professionalisation contracts with a perspective of employment after the training has finished.
- 75 % WebSourd positions are covered by deaf people, still, the organisation does not operate as an adapted enterprise or a work integration enterprise

Financial Data

- Since the establishment the company's activities have been growing.
- From 2005 to 2009, the social capital increased from € 69 650 to € 264 850 gathering social and solidarity-based economy investors.
- Between 2005 and 2009 the turnover improved from € 404 000 to € 1 300 000.
- In 2009, the result was € 95 809.
- Still, WebSourd mobilises a lot of capital for development and needs to increase its own resources to finance innovation.
- Today, the company's activity is financed from its turnover. There are also some subsidies; their amount does not exceed 5 % (the Agefiph³, compensation, subsidies to finance specific activities relating to experimentation).
- Websourd is a solidarity-based company⁴. This approval has allowed it to obtain financing within the framework of solidarity-based investment funds, such as the Mutual Fund for Investment in Solidarity-based Trust and Employment Integration⁵.

Prospects

WebSourd's activities are going to develop, in particular owing to the law on equality of rights and opportunities for disabled people, the need for access to public services and the strong obligation to employ the handicapped.

Nevertheless, the market has also become very competitive and the need to finance technological and social innovation for all products has led WebSourd to accept this growth and ensure their partners develop faster in order to unite all concerned players.

Today WebSourd is in an essential stage of its development. Having perfected and developed a certain number of services and products, WebSourd began working on bringing an important change with the aim of positioning itself better with reference to the market and to be able to respond to the needs of the deaf people market. The idea was to create a true centre of competence, coordination and services with high added value (in research and in providing services). This would allow for expanding the currently provided services on a scale which is now still limited for WebSourd and its partners, within the consolidated institutional framework and perennial measures. The stake is national and the development refers to the whole of the territory but the company also opens to Europe.

WebSourd aims to become a major company in the area and to generate, within 5 years, € 12 to 13 million of profits from activities (55 full-time workplaces).

And more

« When I compare my life before and after VisiO08 I can see a big change. For example, in relations with my father. Earlier, without VisiO08, my father and I used to contact by MSN and we talked by means of a keyboard... The emotional dimension could not develop. It was limited... because of words and all this... what's more, my father is not too good at typing. He likes it when communication is swift. And the problem is that we don't meet too often. Since we started using VisiO08 it has all changed, my father can express his feelings better, we are on the same wavelength, he can give me a lot of full information, we now communicate a lot and I feel that our relation is different than before VisiO08. It used to be good... normal, but nothing else. The relation which we have built with VisiO08 soon became powerful. In addition, I could finally get to know my brother better; I had rarely called him before. Earlier my brother was a complete stranger to me... My family... I felt that... they can hear, my whole family, we were all too far apart. With VisiO08 it all disappeared, all's good. It's good. It's my reason to be happy ». *Testimony of Rémi, 34, on the topic of VisiO08 services (visio-interpreting services).*

¹ The collective interest cooperative company (SCIC) is a new form of a cooperative company which allows the combining within one activity the economic production and a response to the collective interest needs. It has the form of an SA or SARL, its principal characteristics being multi-membership, cooperation with local communities (capital input, subvention, etc.) and respect for traditional rules of cooperation. 173 SCICs have been established since this new status was introduced in 2002.

² Cooperative production company.

³ Agefiph is a private company which provides services to the disabled and to companies. Within the framework of the employment policy conducted by public authorities, Agefiph is today a central partner in employment of disabled people. It provides aid and consulting as well as supports a network of selected service providers.

⁴ See the French legal system.

⁵ See the French legal system.

Reconnect

Activity

The aim of the Reconnect association is to make technological means, especially telephony-related, available to the poor in order to help them re-create or maintain social bonds.

Thanks to the virtual voice mailbox and a permanent phone number assigned to every person, the users will be able to make use of their own voice mail by calling it, free of charge, from a phone booth, mobile phone, etc. It will also be possible for them to contact, also free of charge, the number which was used to leave a message for them. This way, socially excluded people will be able to maintain contact with their family and friends, administrative bodies, and social workers. It will be easier for them to find work, accommodation, etc.

This tool has been implemented in cooperation with social workers operating in the field. The service, first introduced in Paris, then in Bordeaux and Lyon, is to be implemented all around France.

Website

www.reconnect.fr

Date of creation | Country

2008 | France

Key words

inclusion, telephony,
social bonds

Reconnect plans to work on other tools, such as digital mailbox: a system for scanning and securing administrative and personal documents of the homeless. These documents, essential at numerous stages in life, will be protected and available from any location.

Results

Since its establishment, Reconnect has made it possible:

- For more than 250 people to make use of its line;
- To leave over 1 700 messages;
- To listen to these messages more than 8 400 times;
- To make over 1 800 phone calls.



Freedom of Movement

Idea

Mass production of innovative and trendy tools and facilities for and by disabled people.

Objectives

1. To stimulate the reintegration of disabled people through work and employment .
2. To use innovation and design to facilitate the disabled's every-day-life
3. To incorporate innovative business development in social economy and propose reintegration initiatives within the field of innovative technologies.
4. To provide reasonably priced tools to make them affordable for more than 65-year-old people in particular.

FREEDOM OF MOVEMENT

Contact

Gert Vrijens is Freedom of Movement director.

E-mail

freedomofmovement@skynet.be

Phone

(00 32) 11 78 41 75

Website

www.freedomofmovement.com

Date of creation | Country

2007 | Belgium

Key words

innovation,
handicapped people,
mobility, inclusion

How do they operate?

Legal form:

Freedom of Movement (F.O.M) is a co-operative company whose members are individuals, social investors convinced of the social added value for all stakeholders and also investors on regular economy, focusing on the economic growth of the company.

History:

In 2008 Freedom of Movement started out as a non-profit organisation focussing on cultural projects involving people with a disability. Next to theatre and other cultural activities, Freedom of Movement started to put interest in not only the emotional part of life but also in the technical aspects and the influence of aids in daily life. After a first research project, the TopSlider was born.

Commercializing the TopSlider would become the Freedom of Movement's new quest. Considering the need for taking into account all stakeholders, a co-operative society was eminent. Today both organisations work together and keep empowering each other.

Activities:

Freedom of Movement strives to become a leading example of reintegration by creation and design of disabled people.

With its first product « The TopSlider » with the help of I.W.T. ('Flemish Institute of Science and Technology') and Vinnof ('Flemish Institute of Innovation'), Freedom of Movement showed how to integrate innovation in the business development of a social company that employs disabled people.

After the conception of the TopSlider, Freedom of Movement began to produce it in quantity and commercialize it.

The TopSlider is a universal, easy to handle, transfer lift that helps people with a disability getting in and out a car.

No adaptations are needed to the car, therefore everyone can install the TopSlider.

It is an aid for people with a disability that combines easy to handle, catchy design and reimbursement (from the public social welfare).

The TopSlider is designed and manufactured according to the principles of sustainable enterprising within the social economy and produced by disabled people.

The distribution of the product was, at the beginning, focused on penetrating existing networks. Today F.O.M. sells worldwide (except for USA and Canada) by means of a worldwide distribution contract with the world's leading distributor in automotive disabled adaptations. Although sales seem the primary target, the real focus lies in health care.

The TopSlider is also characterised by its affordable price about € 2 000, which is the third of the price for existing alternatives.

Freedom of Movement will try to provide other affordable aids on the market, focused on more than 65 year-old people.

Freedom of movement is collaborating for the production with social economy enterprises.

Target groups:

- F.O.M employs disabled people with all kind of disability.
- And its activities are dedicated to the disabled people and people of more than 65.

Why does it work?

- An innovative, universal and trendy product.
- A lot of potential users: today Belgium counts 150 000 wheelchair users and 550 000 seniors depending on helping aids for their transportation
- An attractive price. Especially to elderly people who usually don't have reimbursement.
- Universal to all cars, a new car, which is often needed for other facilities and represents a high investment, is not necessary.
- A family product. The user is no longer dependent of a certain car or person.
- An easy-to-use and manual product, easy to market globally.
- Popular and mainstream up-to-date communication strategy, using community websites and new media.

Results

- Sale numbers: 350 items in 2010; 800 items in 2011 (from existing sales contracts).
- Employment in production: 2 employees in 2010, 10 in 2011.
- Employment in concept: 2 employees in 2010
- Freedom of Movement plans to employ up to 72 FTE's in 2014 in its new production facilities and provide universal mobility for over 10 000 people in 5 years time.

Financial Data

- Equity: € 100 thousand, notably with a participation of € 49 thousand as seed capital from Trividend¹.

- Turn-over 2009: € 85 thousand with an expected growth in 2010 to approx. € 320 thousand.
- Grants: € 105 thousand from the Flemish Institute of Science and Technology « I.W.T » only for the research, conception and creative phase. There is also a € 135 thousand subordinated loan.

Prospects

F.O.M plans to develop a production facility, in an ecological and social manner with an employment of over 75 % people with a disability.

F.O.M. also aims at generalising the use of the technology it has developed by introducing the first wheelchair to car transfer lift in the home care industry and setting up a close partnership with one or multiple car manufacturers in order to introduce the technology as a standard automotive accessory.

The development of new, trendy aids for disabled people will remain the priority of the cooperative.

¹ Refer to Trividend Presentation.



Photo: Pascal Collas

Mobilex

Mobility against exclusion

Idea

To offer logistics and financial solutions to ensure access to mobility and transport, and to facilitate inclusion into the labour market

Objectives

1. By offering means of transport, to facilitate inclusion into the labour market.
2. To propose an appropriate financial solution, if needed.
3. To provide information on the existing transport offer and to raise awareness of inter-modal facilities.
4. To encourage active inclusion based on maintenance and repair of existing means of transport.



Contact

Didier Lucès is the director-founder of Mobilex.

E-mail

contact@asso-mobilex.org

Phone

(00 33) 3 88 53 98 1

Website

www.asso-mobilex.org

Date of creation | Country

1997 | France

Key words

lease, personal micro-loan, transport, repair, driving school, mobility

How do they operate?

Legal form:

During the initial period, Mobilex was a work integration enterprise. This was soon changed and the present structure is based on the status of association under the local law, the variety applied to associations located in the Alsace-Morselle region, by the German border. In November 2008, having developed new activities, Mobilex received the « Work Inclusion Workshops and Facilities »¹ (ACI) certification, as a place where to find jobs related to transport and mechanics. Since then, there have been two separate areas of activity: Mobilex mobility platform and Mobilex ACI.

History:

Lack of public transport outside big cities is a very common problem in France. Since 1995, the Youth Economic Chamber of Haguenau has been supporting the idea of employment by providing access to the means of transport. As a result, there are more offered workplaces than active ones, in a region where the unemployment rate is 4 %. In 1997, it put forward an idea to create a work integration enterprise, Mobilex, based on leasing mopeds. Very soon it decided to accept a status under local law and to grant a departmental competence to the association's activities. Mobilex is now recognised by local communities and administrations² as a departmental mobility platform. In 2000, it introduced the additional activity of car rental. In the same year, the association began considering a launch of a transport centre.

Activities:

Mobilex offers a wide range of tools aiming at providing with transport access people in difficulty.

- Tools for transport: rental of cars, mopeds and public micro-transport.
- Collective transport tools. For example, Atelier Mobilité is designed to provide passengers with information on existing means of transport, to explain the organisation of transport and present available solutions. This workshop helps passengers to build their own transport routes. It can also provide training on the highway code.
- Financial tools to allow a better access to mobility. Mobilex oversees personal micro-loan applications. For those who cannot benefit from this type of credit (e.g. because of records in the Bank of France), Mobilex possesses a financial reserve which may be used to finance « hire purchase » or to provide cash advance (for repair of mopeds, purchase of a car). The financial aids may also be used to obtain driving licence or to raise the level of driving skills.

More recently, Mobilex has developed an inclusion project regarding transport and mechanics. Employees work on the renovation and maintenance of various means of transport for the association (mopeds, scooters,

bicycles, cars bought by Mobilex or donated to the organisation), on the repair of old coaches (vehicles owned by the association Old Coaches of France to be presented at an exhibition) and are in charge of public micro-transport.

Finally, the Mobilex association has been a certified driving school under the status of association since July 2010.

Mobilex builds its operations in partnership with local missions ³, the Youth Economic Chamber⁴, the driving training centres, the Association of Parents and Friends of Mentally Handicapped Persons, ADAPEI⁵ which are also present on the management board of the association.

Target groups:

The activity of Mobilex is aimed at all non-mobile people in need of professional inclusion (impossibility to access public transport, lack of driving licence, broken vehicle, etc.) They can contact our association through their employment or social agent.

Why does it work?

- The Mobilex activity, in particular the means of transport (lease of 2 and 4-wheel vehicles, Public Micro-Transport), is complementary to other forms of public transport: it addresses the mobility needs of persons doing untypical working hours or part-time, it ensures dynamic of transport-flows and covers for lacks and weaknesses of the transport system in certain geographical areas.
- The « mobility » dimension in the process of inclusion is taken into account in correlation with the beneficiary's professional project. This is managed on a case by case basis, depending on the beneficiary's situation. The most important thing is to work on improving mobility alongside improving the employment.
- Importance of professionalization: the quality of encouragement, the diagnostic capacity accounting for the global situation of the beneficiary with respect to access to autonomy, the capacity to listen and to give advice.
- The activity is based on a close cooperation between Mobilex and local socio-economic partners. The understanding and use of Mobilex tools by those partners is a necessary prerequisite so that the beneficiaries can have access to them. To achieve this, Mobilex organises internal collective information in the partners' structures. The « mobility providers » have been designed within the Pôle Emploi ⁶ et and the Local Mission.

Results

1. Mobilex mobility platform: 5 permanent employees
 In 2009, there were 868 beneficiaries of all Mobilex tools (673 in 2008).
 In more detail, this corresponds to:
 - Lease of two- and four-wheel vehicles: 160 lessees of two- and four-wheel vehicles, including 134 in the area of employment and 26 in the area of training.
 Regarding the number of days: 5 206 lease days for mopeds and 4 249 lease days for cars.
 - In terms of tools: 46 two-wheel vehicles and 28 cars.
 - Public micro-transport: 120 people transported and 2 216 transfers conducted.
 - Car workshop: 426 beneficiaries (60 half-days).
 - Personal micro-loans (MCP): 6 new files in 2009 (a total of 28 beneficiaries of MCP + 4 beneficiaries of hire-purchase supported).
 - Driving licence and raise of driving skills: 156 files and 1 485 driving hours financed.
2. Mobilex ACI: 2 permanent employees (responsible for the technical aspects and training in mechanics of two-wheel vehicles) + 13 inclusion employees (the Unique Inclusion Contract - CUI⁷).
 In 2010 we recruited a permanent trainer in the mechanics of two-wheel vehicles from internal promotion (he used to be an inclusion employee in the ACI).

Financial Data

	2008	2009
Balance total	€ 87,4 thousand	€ 245,4 thousand
Equity	€ 31,4 thousand	€ 132,6 thousand
Operating budget	€ 269 thousand	€ 464 thousand
Resources from private activity	€ 119 thousand	€ 208 thousand
Fiscal year	- € 12,4 thousand	€ 16,7 thousand

The majority of initiatives originated from a social and solidarity-based economy is built on private funds in order to level the initial effect and to consolidate the entrepreneurial dynamics in the association.

- Public financing: the state (ministries of Labour, of Youth, of Justice, the Prefecture, etc.), local communities (General Council for Bas-Rhin and Regional Council for Alsace).
- Private financing: Fund for Revitalisation of Companies⁸, Savings Bank (PELS), Social Activity Funds for Temporary Employment⁹, SNCF Foundation¹⁰ and Building Foundation.

Prospects

In 2010, Mobilex would like to put more stress on internal and external communication tools. This will be achieved by introducing a managing tool allowing for better legibility regarding mobile platform activities and better means to follow the progress of beneficiaries. An informative, cooperative and participative Internet website will be built this year at the address: asso-mobilex.org.

And more

Didier Lucès, the director-founder of Mobilex explains the importance of the platform for mobility and its expansion: « The key to success of Mobilex is a durable solution for mobility: it is not about bringing a response to an urgent problem but about ensuring access to a real platform which coordinates existing services and measures put in place by different public and private players to improve beneficiaries' mobility. The idea to multiply platforms is very interesting and we, of course, would like to participate in it. However, we always have to analyse the area and adapt the concept to local conditions. Mobility problems are no longer the same in all French departments. We cannot calculate the model without taking into account the existing context and measures which have to be used and coordinated. It would be interesting if we managed, within the Active Europe framework, to join other players based in Europe who work to improve mobility with an aim to, why not, create a common project to be presented to the European Social Funds. »

¹ The "Work Inclusion Workshops and Facilities" are measures supported by the state aimed at launching collective activities to encourage, provide employment and introduce to the labour market unemployed people with particular social and professional problems. For more information, see the French legal system.

² The General Council of Bas-Rhin, the Regional Council of Alsace and the Departmental Administration for Labour, Employment and Professional Training (DDTEFP) in Bas-Rhin.

³ The local missions spread throughout the territory of France are designed to encourage, inform, accompany and support young people aged 16 to 25 in their social and professional inclusion.

⁴ The association status sets an age limit for its members - 40 years old, the mission of the Youth Economic Chamber is to influence and to

be an active player in social, economic, cultural and community transformations.

⁵ ADAPEI, the Association of Parents and Friends of Mentally Handicapped Persons drafts projects for social and professional integration of mentally handicapped persons.

⁶ The Pôle Emploi (Employment Pole) is the body in charge of employment in France. It is responsible for admitting and supporting job seekers, it collects employment offers and data regarding the labour market as well as providing advice to companies relating to recruitment and payment of benefits.

⁷ The Unique Inclusion Contract is a name which refers to a group of supported contracts addressed to the unemployed and people in difficulty. The contract is based on an agreement between the employer, the employee and the Pôle Emploi. The employer benefits from finan-

cial aid and exemption from social charges. For more information, see the French legal system.

⁸ The Fund for Revitalization of Companies is supported by an obligatory contribution paid by companies which have changed the location of their activities to compensate for the destruction of activities and workplaces caused in the region. The resources come from private sources but their allocation is decided upon by the state, they are used as subventions for creation of enterprises and workplaces.

⁹ The Social Activity Funds for Temporary Employment is an association financed by temporary employment agencies which offer services to temporary workers to facilitate access to accommodation, employment, credit and, more widely, to improve their everyday life.

¹⁰ The National Railway Society



Telleby Verkstäder

Idea

To offer complete solutions for smaller companies that have difficulties in finding possibilities to produce, store and distribute their merchandises within Sweden AND integrate people with different kinds of disadvantages in a fully professional industrial enterprise, which is adapted to the people working there.

Objectives

1. To create as many jobs as possible within the sustainability of Telleby Foundation.
2. To produce quality products that can be regarded valuable for those people producing them.

Contact

Johannes Geiger is the manager of Telleby

E-mail

johannes.geiger@telia.com

Phone

(00 46) 8 551 74320

Date of creation | Country

1969 | Sweden

Key words

inclusion, cooperation, merchandises, handicapped people

How do they operate?

Legal form:

The legal form is a non-profit foundation without owners. This makes it possible to run the activity without pressure of economical gain from owners. The factory is under a registered company so that more owners can contribute with capital for maintaining the building.

History:

It was the Dutch Geert Mulder who started Telleby in the 1960's in order to create a possibility for people with different kinds of working disabilities to come into an industrial - handicraft - artistic enterprise. In the first years, there were exclusively music instruments that were made, but during the years many different product lines were added. The needs as well as the possibilities among the people have changed from time to time. Also the legal and economic environment has changed during the years and Telleby has had to adapt to that.

Activities:

Telleby has its main activity in the village of Järna, about 50 km south of Stockholm, in a 3 000 m² workshop building. There they have many different kinds of working possibilities: hand craft, machine work, packing, storage, distribution and so on. Telleby sells its products and services on an open market. The public authorities buy on that market. Everything is in open competition with all others.

Most important networks, partners and customers are:

- Choroï Association, which has 10 co-operating workshops all over Europe, manufacturing different music instruments (flutes, violins etc.). Choroï works with common product development, marketing and trademark.
- Merkurius, a wholesale company for school material all around the world that is customer in Telleby.
- Värna Association has several organisations that offer sheltered homes for people working at Telleby as members. It is an organisation for social therapists that can head classes in social therapy and also serves as a place for sharing experiences.
- The Swedish College for Design (Designhögskolan), from where young designers are coming to Telleby with their ideas and get help with prototypes and manufacturing processes for their products.
- The Iris Group (workshops for blind people) where Telleby can do parts of the manufacturing process for their products. It is a long term customer.
- Auris Workshop, co-operation around manufacturing of wooden toys, both half-manufactured products and ready ones.

Target groups:

- People with mental retardation combined with people with all kinds of working handicaps (mental handicaps, drug related injuries, etc).
- Telleby operates on an open market and any firm can be a customer.

Why does it work?

- The co-workers receive up to 70 % of their salary from the state (Samhall¹ / local employment services [Arbetsförmedlingen] / pension).
- The non for profit foundation helps maintaining the enthusiasm among co-workers and customers.
- The management team has strong entrepreneurial qualities.
- The minimal administration helps being concentrated on the most important: the respect for the human possibilities and the adaptation of the work to the people instead of adapting the people to the work.

Results

- 100 employees. A worker stays at Telleby from one year to life-long.
- More than 90 jobs created or maintained indirectly from co-operation with others.
- Intangible result is a human professional development that would otherwise not have been possible. The co-workers find « their » products in shops and feel proud of their work, they take part in the business world.

« We make possibilities for taking part in society. The people who work together in Telleby are normally divided up in different institutions. Telleby's co-workers have a unique variety of work handicaps that create possibilities for professional work that these people would not normally come in contact with. A typical example: many who are clever professionals at Telleby would absolutely not been allowed to handle more than a broom, maybe in a cellar somewhere ». Testimony from Johannes Geiger, manager of Telleby.

Financial Data

In 2009:

- Total asset (including building): € 1.5 million
- Equity: € 100 thousand
- Turnover: € 2,5 million
- Profit: up to € 20 thousand/year

Concerning the way to finance the activities:

- 1/3 of the turnover is from the production
- 2/3 of the turnover are subsidies (up to 70 % of salaries for co-workers)

For people with working disabilities in Sweden, an employer can get up to 80 % of the salary costs covered from the state.

Prospects

There are phone calls every day where public authorities ask if Telleby has place for more co-workers. That underlines that the model should be more known and used in Sweden.

And more

« The red brick building with tin roof in the middle of the industrial area in Järna does not look much to the world. Who can guess that a whole world of possibilities is held in here. When I come inside of the simple outer door, I am coming direct into an open discussion.

- Hello and welcome - says Johannes, at the same time solving a problem that has come up in the morning together with a colleague. He makes coffee and tea but is interrupted and we have to move to another room. He handles smoothly the different colleagues' tempers and questions. Adaptable as a chameleon and all the time with a huge smile. Is that the key to success? The flexibility, the allowing attitude, the humility? Johannes himself radiates from safety, ambition, flexibility, joy and stability. I am asking:

- What is the difference between a normal workplace and this one? Everyone seems so content and I met proud smiles and an eagerness to show what is manufactured. There is some kind of peace and silence and also an acceptance in the middle of the activity in the workshop with all the noise from the machines.

- Everybody that works here wants very much to be here. They really want to work, they really are engaged », says Johannes. « Almost nobody quits, people do not even want to stay home when they are ill. » Johannes continues: - « We are simply looking for peoples qualities, instead of their problems. The fantastic thing is that the bad characteristics disappear in some way, or they come in the background. When I leave I take with me a bit of joy and a feeling of « here I can be the one I am ». I want to return soon again to this « whole world of possibilities ».

From Läs 13:2010²

¹ Samhall is a Swedish state-owned limited company with the mission to create meaningful and fulfilling jobs for persons with disabili-

ties that has given them reduced work capacity.

² Läs is a Swedish magazine for people interested in social therapy.



Photo: Mikołaj Grynberg

Social enterprise « Być Razem »

Idea

Develop a social enterprise which can employ, on the basis of market rules, the people at risk of exclusion and marginalization, in particular homeless, unemployed people and handicapped people ; and support the social cooperative societies created by this people.

Objectives

1. To reinstate the excluded people into the job market creating new job positions for them.
2. To take part in revitalisation of post-industrial areas of Silesia.

Contact

Mariusz Andrukiewicz is the Chairman of the Foundation for Social Enterprise Development « Być Razem ».

E-mail

fundacjabycrazem@wp.pl

Phone

(00 48) 33 85-14-101

Website

www.fundacjabycrazem.pl

Date of creation | Country

2007 | Poland

Key words

social enterprise, cooperative, social inclusion, cleaning, catering

3. To participate to inclusion of excluded people into the job market using work and necessity of contacts with other people as a therapy.
4. To promote social entrepreneurship.

How do they operate?

Legal form:

Social enterprise « Być Razem » is a foundation running an economic activity. The Social Education Centre operates under the foundation structure. Social enterprise « Być Razem » is organized with two basic sectors:

- Workshops sector
- Education and social work sector

In addition the foundation runs the incubator – Local Partnership Centre, which manages two social cooperative societies: « New Horizon » and « Supersmak ».

History:

The association « Być Razem », which means « Be Together » in English, is engaged in working with homeless and unemployed people in Cieszyn. In 2004, the association received devastated factory plants after 'Polifarb' company from the city council with a view of gratuitous use. The members of the association created the social enterprise which can employ, on the basis of market rules, people who used the association services or worked in group therapy workshops.

The idea was incorporated to the development strategy of Cieszyn and acquired the financial support from the European Union funds under the Integrated Regional Development Programme (sub-activity: revitalization of post-industrial areas of Silesian county). The locality was the proponent and the association was the social partner. The association received approximately PLN 5 million in total i.e € 1.26 million (from European Union funds, city council, ministry) for the project. The investment took 1 year and a half.

The idea resulted in the creation of the Foundation for the Social Enterprise Development « Być Razem » in 2007 which runs the economic activity. Its task is to acquire funds for the social activity in order to become independent from the public financing, and create job positions for homeless and excluded people – as well as supporting the social cooperatives created by the foundation.

Activities:

The workshops are equipped with modern and safe equipment. Both premises and the equipment satisfy all the necessary standards required for market enterprises. All the workshops' workers are either long term unemployed, homeless, prison leavers or handicapped people. There are cur-

rently 17 people and 2 warders working in the workshops. The employees are recruited by the job center, « Być Razem » association and Municipal Social Help Center (MOPS) in Cieszyn. The majority of the workers are the inhabitants of the community houses which are managed by the « Być Razem » Association.

Training-education activity: commercial, chargeable under the various projects in partnership with social help centers (municipal and communal). The trainings encompass: communication, auto presentation, maneuvering on the job market, job negotiations. The trainings are conducted by 5 psychologists and trainers employed in « Być Razem » Association.

In addition the association runs the incubator – Local Partnership Centre which manages two social cooperatives. The first one, « New Horizon », employs people with mental disorders and takes care of general cleanliness of the city (among others it receives contracts from MOPS, residential societies).

There are 8 people working on the contract in the cooperative society.

The second cooperative society, « Supersmak », is running the gastronomical activity for Cieszyn schools, job centers, social help center. It employs 5 people.

The social enterprise comprises of two basic sectors:

- The workshops sector consisting of:
 - laundry
 - tailor
 - joinery
 - locksmith
 - construction work section
 - kitchen/catering
- The education and social work sector which conducts:
 - education
 - trainings
 - social work

Under the social enterprise incubator scheme, there are two social cooperatives operating (cleaning services cooperative and gastronomical cooperative). The recruitment for the third cooperative society (tailor) is currently ongoing.

Target groups:

- Homeless, unemployed, alcoholics, women over 50.
- The receivers of the services provided by the social enterprise and cooperative societies and products created by the workshops are the residents of Cieszyn and countryside, the local institutions, schools, hospital, community health center, public institutions.

Why does it work?

- The most important are the local conditions under which the Foundation running the social enterprise operates. Its activity is prime example of cooperation between social partners, the local government, NGOs and governmental employment institutions.
- The specialist education and long experience of leaders in working with excluded people are also important elements.

Results

- Number of employees (in all forms of business activity): 66 people. 19 people found the employment in the social enterprise; 8 people in 'New Horizon' social cooperative society; 5 people in « Supersmak » social cooperative society; 5 women will find the job in newly created tailor social cooperative. The recruitment for workshops and social cooperatives is still ongoing.
- All the employees are hired with employment contracts.
- In 2009, more than 900 people, including 330 long term unemployed, benefited from the assistance of the Foundation for Social Enterprise Development « Być Razem ». Each year, several dozens of them find the jobs on the open market or in economic subjects managed by the foundation.

Financial Data

- In 2008, the foundation signed a 5-years contract (with possibility of extension) with the locality for the enterprise operation. The local government granted an interest-rate-free loan of PLN 150 thousand (i.e € 37 800) for the term of 2 years but stipulated in the agreement that the enterprise must be self financing. In this year (2010) the loan was fully repaid.
The workshops and social cooperative societies along with training activities are fully self sufficient.

Prospects

The second social cooperative « Supersmak » is established, it will offer the gastronomical services. It employs 5 women who were recruited by the job center – some of them have lived in the Home of Mother and Child managed by the association. Before they have found the employment in

the cooperative society they have underwent half-year vocational training. The future of this cooperative society looks bright – it has orders for couple of months, from MOPS, job center, Cieszyn's schools. The recruitment for third cooperative society – the tailor society is currently ongoing. It will probably start operating in 2010.

And more

« Since the beginning we assumed that there will be a tight cooperation with the local government. We wanted to be a partner to the local government, to take part in providing the services in social help sector » – says Mariusz Andrukiewicz, manager of « Być Razem » Association and director of Foundation for Social Enterprise Development « Być Razem ».



Photo: Łukasz Sokół

Mutual help association Flandria

Idea

Create alternative medical services, intended to be a remedy for a poor situation of public health service, which permits to increase access to scarce specialised medical services, based on professional medical nursery and voluntary help.

Objectives

1. To improve access to scarce specialised medical services and making possible to receive professional medical nursery and voluntary help.
2. To increase the number of workplaces in Inowrocław – a city with high rate of unemployment – with usage of available human resources (nurses, carers, voluntary workers).

Contact

Dr Ineza Skrzypiec-Sikorska is the manager of the mutual help association Flandria.

E-mail

sekretariat@flandria.pl

Phone

(00 48) 52 357 47 95

Website

www.flandria.pl

Date of creation | Country

1997 | Poland

Key words

medical services, nursery care, volunteers

3. Inclusion of unemployed nurses into the job market, integration of local community and improvement of inhabitants' health state

How do they operate?

Legal form:

Mutual help association Flandria operates as an association with economic activity (limited liability company), but also a foundation and non-public health care institution.

History:

The creation of the mutual help association Flandria was intended to be a remedy for a poor situation of public health service. The intention of the creators was not the development of a new health care system or competition with public health care – it was about improving access to medical services in places which lacked specialists and long queues limited patients' treatment.

The idea was inspired by a concept operating in Belgium which is founded on a system of compulsory health insurances governed by several competing associations to which patients are members. They are empowered to choose associations' management. The state is only stipulating the range of medical services which associations must cover.

Activities:

Members of the Mutual help association Flandria (around 9 000 people) pay subscription fee of PLN 2 (€ 0.5) each year. They are also entitled to purchase an individual discount card which gives 10 % discount in pharmacies managed by the association and partners of the organisation as well as 30 % in private specialists offices which cooperate with the association and 15 % in rehabilitation and orthopaedic equipment stores and rental shops. The statutory social activity is conducted by the association and foundation of mutual help Flandria operating along the association.

The basis of « Flandria » income is economic activity of the association (stores with medical and rehabilitation equipment and pharmacies). Currently the stores are operating along the association organisation, but soon they will be transferred to the newly created European cooperative society. Next source of income flows from the medical services of Non-public Health Care Institution (NZOZ) conducted on the basis of agreements with National Health Fund.

The activity of association consists of:

- Non-public Health Care Institution (established in 1999) provides medical services, employs doctors, possesses the equipment and premises.
- Home nursery care of chronically ill patients – since 2004 the care is free of charge on the basis of contract with National Health Fund.

Seven nurses are taking care of patients minimum 4 times a week for 1.5 hours.

- Sale and rental of medical and rehabilitation equipment – in stores located in Inowrocław, Torun, Bydgoszcz, Włocławek, Poznań, Gdynia.
- The network of social pharmacies owned by the European Union of Social Pharmacies (E.U.S.P www.eurosocialpharma.org).
- Organisation of International Spartakiada¹ of Handicapped People in Inowrocław – each year 500 handicapped people from all over Europe participate in this event.

Target groups:

- Local community (especially elderly, ill and people with low revenues).
- Unemployed people (especially women) and young people.

Why does it work?

- Innovative concept in Poland which tapped into the enormous social needs (inefficient system of public insurances and health care).
- Cooperation with Belgian partners, especially International Department of Christian Health Care Fund Federation in Belgium, which among other things helps creating mutual insurances associations in Europe, Asia and Africa. The Belgians helped to create and finance such association in Inowrocław.
- Professional (medical) and managerial experience of the enterprise leader.

Results

- Improving access to medical services and nursery care – each year several thousands people use the professional medical service.
- Mutual help association Flandria has 5 territorial branches and stores in Inowrocław, Toruń, Bydgoszcz, Włocław, Poznań, Gdynia.
- 50 people working full time and over 100 permanent voluntary workers.

Financial Data

- The approximate start up costs of one pharmacy is around PLN 200 thousand i.e. € 50 330 (half of which is spent on medicines supplies).
- The approximate start up costs of one store with medical equipment is around PLN 150 to 200 thousand (between € 37 750 and € 50 330) depending on equipment value.
- For an equipment rental shop, the cost is limited to the premises renting costs (the equipment may be obtained from the donors).
- The income comprises of: income from economic activity (approximately PLN 4 million per annum i.e. around € 1 million a year), members' subscription fees and discount fees for medical services (approximately PLN 150 thousand per annum i.e. € 37 750 per year), grants, financial aid from Belgian partners. The running costs of the activity for the year 2009 amounted to PLN 3.9 million (€ 980 thousand).
- The agreements with National Health Fund (NFZ) guarantee 100 % self-sufficiency for the Non-public Health Care Institution.
- The stores with rehabilitation equipment and pharmacies generate profits, which are allotted for the association's activity. The level of economic self-sufficiency of this activity is 60 %.

Prospects

Under the association model, there are limited possibilities of pursuing economic activities, which in turn also restrains the field of social activities. Mutual help association Flandria devotes whole profit it can earn for the statutory activity. Further development is constrained by the National Health Fund rules. In addition during the auctions for premises rental with the view of running the activity the local government treats the association the same way as rich commercial companies. Due to this situation, the administration of « Flandria » decided to start first in Poland the European cooperative society which gives greater possibilities (and enabling operation across whole Europe). The shareholder of the cooperative society will be the Belgian side.

And more

« The most important above all is the social sensitivity of the local coordinator; education and age do not matter. There are both young and old among the coordinators, those with secondary education and those with long standing experience in working in health care institutions ».

« I recommend everybody to open up for the new ideas and interesting infor-

mation as well as changing the managerial board on different positions – lack of narrow specialisation is our strength! » Testimony from Ineza Skrzypiec-Sikorska, manager of the mutual help association Flandria.

¹International Games.



Jugendwerkstatt Haltern

Idea

To improve unemployed people's chances to enter on the regular labour market offering them temporary employment and training in different sectors.

Objectives

1. Qualification of skills to develop a social labour market for people not being able to work in regular job market (in German this is called « dritter »).
2. Improvement of people's chances on the regular labour market through training and guidance based on social pedagogy.



Jugendwerkstatt Haltern gGmbH

Contact

Michael Halberstadt is project coordinator at Jugendwerkstatt Haltern.

E-mail

michael.halberstadt@caritas-agentur.de

Phone

(0049) 2364 930 22 12

Website

www.caritas-haltern.de

Date of creation | Country

1989 | Germany

Key words

training, employment, multiactivities, social inclusion

3. Integration of people with drug- and alcohol-addiction, psychical and mental diseases, in cooperation with social institutions and other entities of Caritas specialised in these matters.

How do they operate?

Legal form:

Jugendwerkstatt Haltern gGmbH is a form of non-profit company under German law, that serves the public good and economically acts upon limited liability. This choice leads to a simple decision-making process, and a sharing and reduced venture with regard to equity.

Nowadays Jugendwerkstatt Haltern plans to transform the branch of horticulture and landscaping into an efficient « Integrationsbetrieb », a form of company under the terms § 132 of Book IX of the German Social Welfare Code, SGB, characterized by a quota for disabled employees.

History:

Jugendwerkstatt Haltern (which means « youngster's work shop ») was founded in 1989 by various catholic societies and organisations like unions and other social movements. The unemployment rate for youngsters was very high in the 80's. Temporary jobs in the sector of caring for elderly and ill people were the first 'jobs' with Caritas. Later the qualification and education programs were developed. Since 1996, this initiative aids the unemployed.

Activities:

Jugendwerkstatt Haltern offers temporary employment to unemployed people. In conjunction with training and guidance based on social pedagogy, this leads to improving those people's chances on the regular labour market.

Jugendwerkstatt Haltern creates attractive opportunities and offers various services in different sectors like:

1. Fairkauf (an alternative and second hand shop with fair selling prices):
 - Selling second hand offerings, like furniture, clothes, books, household articles. (The selling of third-world fair-trade products is not included).
 - Gift ideas from sheltered workshops (candles, art, etc., made by the target group).
 - Household clearances, relocation assistance, various transports.
2. Radstation Haltern am (service point for bikes):
 - Guarded shelter for bikes, renting of bikes.
 - Various services relating to bikes, fixes, small repairs, spare parts, accessories.
 - Assistance in planning bicycle tours.

- Sale of used and carefully refurbished bikes for men, ladies and juveniles.
- I-punkt Informations pour touristes.
- 3. Fundgrube Haltern am See « Kleidung und mehr » (treasure-trove « Clothes and more », a special sort of second hand shop):
 - Sale of second hand clothes and shoes, seasonal ware.
 - All sorts of household effects, vinyl records and books, laundry.
- 4. Maintenance of green spaces.
 - Assistance in maintaining gardens and cemeteries.
 - Watering plants in the garden and on the cemetery.
 - Winter services, disposal of garden waste.
 - Cleaning up of gardens.

The organisation intends to set off concrete measures in the field of skills and employment, thereby enhancing the opportunities on the regular labour market of both youngsters and people that have been unemployed for a long time. In addition, projects aim at offering adequate opportunities to poverty-struck people. The whole network of Caritas and other social institutions are involved for the integration of these vulnerable people.

In order to be able to act more professionally in an environment marked by increased competition while at the same time fulfilling the social mission as a catholic provider, Jugendwerkstatt Haltern plans to transform the branch of horticulture and landscaping into an efficient « Integrationsbetrieb ». « Integrationsbetrieb » is a kind of workshop within an existing firm, that allows to enter 40 % to 50 % of the employees being the target group socially less benefitted, like for instance gardening or maintenance firms.

Target groups:

Jugendwerkstatt Haltern works on integration of all kind of vulnerable people (drug- and alcohol-addiction, psychical and mental diseases, long term unemployed, etc.).

Services and products are geared towards all sorts of potential clients. But there is special focus on all groups of socially disadvantaged people, long-time unemployed as workers and as customers. Due to the really low prices offered, literally everyone can take advantage of these opportunities.

Jugendwerkstatt Haltern mainly works for private clients, as for the gardening. But sometimes they also have contract with hospitals or municipalities: taking care of graveyards, gardening and also helping in the renovation construction sites.

Why does it work?

- Flexibility: due to the continuing dependence on funding programmes run by government to support employment, the major reason for success of Jugendwerkstatt Haltern is its own flexibility. It

enables the structure to react quickly to changes in the market of government funded programmes.

- Since 2009, the subsidies for social insertion economy are diminished tragically due to the savings that the government has been pushed through. That is a big deal for Jugendwerkstatt Haltern. That is why the organisation decides to focus more on developing its own concepts, like « Intergationsbetrieb »¹, to create new working places for person with physical and mental disabilities.

Results

In total, Jugendwerkstatt Haltern employs around 70 people (all unemployed before) placed within the different organisations and activities:

- 20 fixed and permanent contracts (full-time, part-time).
- 25 participants in « ArbeitsGelegenHeit » (AGH) also called « € 1-job » job-opportunity.
- 15 volunteers.
- 2 internships.
- Between 3 and 5 punish-tasks-duties and other.

Moreover, there have been 15 jobs created within the organisation of Jugendwerkstatt Haltern (2009), comprising of:

- 6 employees in full-time.
- 6 temporary employees in full-time.
- 3 apprenticeships.

These 15 people are permanently working at Jugendwerkstatt Haltern, and are guided by a team leader and the project manager Mr. Halberstadt.

Regarding the volunteers, they get a social welfare pay from the national Social security, but they don't get any fee from Jugendwerkstatt Haltern. They like to spend their time there and help others out and do something meaningful.

Financial data

For 2009:

- Total assets: € 110 thousand.
- Equity: € 25 thousand.
- Transaction volume: € 465 thousand.
- Profit: - € 45 thousand. This data is due to high wages, low selling and low subsidies in 2009. It was the first time that Jugendwerkstatt Haltern had suffered a mayor loss. In 2010 they expect that it will not going to be so bad as in 2009, but they still do expect losses.
- Volume of subsidies: € 260 thousand.
- This is provided by public entities through the national government program Arbeitsgelegenheit. This goes to the guidance and the loans

of the 25 « Arbeitsgelegenheit », which is a specific German kind of social « work opportunity » where people get training-on-the-job-floor.). Some of the 15 permanent workers are paid with this subsidy too.

Prospects

Increase the activities under the terms of « Integrationsbetrieb » for persons with a disability, in order to become less dependent on funding programmes. So new concepts are being developed.

And more

An unpaid volunteer at the bike station of Jugendwerkstatt Haltern gGmbH tells his story how he came to be there:

« Being 55 years young, I look back on a good education and work achievement of 25 years, until I suddenly lost my job 1 year ago. Due to a traffic delinquency in August 2010, I was sentenced and got the choice to pay a bill of € 250 or to work 25 penalty hours in a common welfare initiative. I had quite some choices between several projects. I chose to work and clean at the bike station of Caritas Haltern. And there I found out that it didn't have to do anything with cleaning bikes.

In this workshop, grounded by Caritas Haltern for youngsters, old and un-used bikes of the Haltern civilians are given to repair and make them functional again to be sold at a fair price. Many employees, mostly youngsters, receive here the possibility to reintegrate into professional life, if they want to. Also, and that's what I think is important, the youngsters get educated to become mechanical professionals with bikes, guided by an expert. I found it very interesting to discover the variety in mechanical aspects of bikes, for instance the different breaksystems. The education gets sponsored with the income the company makes by selling the bikes and the reparation service. After the 25 hours, I decided to help out at the bike station as long as I'm unemployed, to support the education of these young people. Meanwhile I'm doing a good task. »

¹ 'ArbeitsGelegenheit' is a specific German kind of social 'work opportunity' where people get training-on-the-jobfloor.

This public program from the government gives to this target group a protected statute.



Lavanindu

Idea

A laundry dedicated to companies from the hospital, hotel and retirement home sector which hires people suffering from chronic mental diseases.

Objectives

1. To create workplaces for people suffering from chronic mental diseases, to guarantee these workplaces stability by maximising the number of open-ended contracts.
2. To allow for maximum flexibility adapted to each worker specificity and minimise the effects of the mental disease on them.



Contact

Joachim Meisser is manager of the Eragintza foundation

E-mail

jmeissner@eragintza.org

Phone

(0034) 94 423 16 93

Website

none

Date of creation | Country

1992 | Spain

Key words

industrial activities,
laundry, inclusion,
chronic mental disabled,
hotel business,
paramedical field

3. To obtain good results in order to maintain the company's long-term financial balance.
4. To minimise the environmental impacts:
 - By re-using their waste: torn clothes, cartons, plastic, etc.
 - By using biodegradable detergents.
 - By avoiding discharge of water thanks to a pipe to the collector and a water treatment station for industrial products.

How do they operate?

Legal form:

Lavanindu S.L. is a limited liability company status which allows for more flexible operation. The social objective is to integrate people suffering from mental diseases and reinvest profits in the company, if need be.

History:

The company was established in 1992; however, it did not start its activities until May 1993. In 1997, they signed a cooperation agreement for management with Indusal¹, a specialist player from the sector, which became the industrial partner of Lavanindu and has been managing its commercial, administrative and technical matters. Among other things, Indusal is in charge of monitoring the quality of management, the production process, and it also supplies market shares. In 1999, the work centre relocated from Alonsotegi to Arrigorriaga. In 2003, the integration objective was extended to include people with physical and sensory handicaps, alongside people suffering from mental diseases.

Activities:

Lavanindu has been dealing with laundry and the lease of linen, fabrics (sheets, towels, bathrobes, etc.) and additional elements (sponges, overalls, etc.) in order to respond to the needs of retirement homes, hospitals and hotels.

Lavanindu wishes to build harmonious relations with its providers and its customers so that all players are satisfied.

Backed by customers' demand, Lavanindu has begun storing the most wanted products.

Collecting and delivering linen is carried out daily; the volume is adapted to individual customers' needs.

Monitoring of washing and hygiene (bacteriologic controls) is carried out in a continuous manner, with immediate technical assistance of the producer of products used.

The organisation of work is divided into areas of laundry, ironing, manual lining of towels and clothes and packaging.

Dosage of washing products is automated in order to avoid any possible errors concerning doses of products or temperature.

Lavanindu cooperates with families and mental health centres regarding the method of performing the rehabilitation of people suffering from mental diseases. It is supported by the Eragintza Foundation which ensures employment and monitors the integration process of Lavanindu employees.

The technical, commercial and administrative management is carried out by Indusal, a specialist in the area.

Target groups:

- Lavanindu takes care of people who are suffering from mental diseases, who require an individual approach accompanied by advanced objectives regarding rehabilitation and annual assessment conducted by Eragintza Foundation.
- The assessment covers 22 significant factors, referring to both personal and professional aspects.

Why does it work?

- The key factor was the institutional support from B.B.K. Bilbao Bizkaia Kutxa², a savings bank from Bilbao, the General Council of Biscay and the National Institute for Employment.
- The partnership with Indusal, a well-operating company from the laundry sector, allowed Lavanindu to master the activity they wanted to develop.
- Giving priority to a few market niches in which Lavanindu particularly specialises, such as the service of on-site laundry (on-site in the clients facilities) for important customers.
- The quality of service was measured and recognised by the ISO 9001:2008 norm.
- The process of recruiting staff is carried out by the occupational centre located on site.
- The company culture is illustrated on all levels and Lavanindu has proven its remarkable flexibility and capacity for adaptation to customers' needs (hours, etc.).

Results

Number of employees: 115

- All workplaces are consolidated with 66 % of open-ended contracts. Lavanindu succeeded in consolidating workplaces of the handicapped, in particular those suffering from mental diseases, which allowed the maintenance of their integration in time. It is worth noting that this consolidation of workplaces has meant

also a substantial reduction of expenses for the public administration.

- The company has an average growth of 10 % a year in terms of workplaces.
- Absenteeism reported in 2009 reached 1.1 % which is substantially less than the average in the sector.
- Area of operation: the Biscay province.

Financial Data

- Initial Capital: € 282 217.
- Total Equity on 30.06.2010: € 530 thousand.
- Turnover: € 290 thousand a month including € 40 thousand from Indusal customers.
Sales have been growing by 15 % per year.
- Lavanindu currently holds a significant market share in the industrial laundry sector in Biscay province, in 2009 its turnover reached to € 3,3 million.
- Lavanindu's economic situation is very comfortable: on 31.12.2009 it declared a profit amounting to € 98 thousand and the company has achieved full financial autonomy.

Prospects

Lavanindu is becoming increasingly interested in turning to more modern technology, in particular those which allows the reduction of energy costs and water use.

In order to profit from possible synergies, it has also begun offering services of cleaning installations and buildings and laundry, in cooperation with Lantegi Batuak³, a foundation which develops industrial activities and services in Biscay and hires handicapped people.

And more

Joachim Meisser, manager of the Eragintza Foundation, which ensures social and professional support for people working in Lavanindu and covered by the integration programme, explains: « Certain Lavanindu customers consider entering into relations with Lavanindu not only because of the services it provides, they make this choice focusing on the built-in social involvement of the company in its project. For the commercial and social success model, Lavanindu is a pertinent example of a partnership with a top level player of the service sector,

a social foundation and the financial support of key private and public organisations. We could easily imagine copying this initiative in other production sectors. »

¹ Indusal was founded in 1981 by a group of specialists in laundry. The company offers lease and washing of clothes and textiles of all types for companies.

² See the BBK presentation

³ See the Lantegi Batuak presentation.



Txukunberri

Idea

To use labour markets showing significant expansion such as the cleaning and hotel sector in this case, in order to guarantee employment contracts for people at risk of or afflicted by social exclusion, women in particular.

Objectives

1. To create between 15 and 20 workplaces with the aim of maintaining 50 % of the integration workplaces.
2. To be a labour market integration tool for people who are socially disadvantaged or in a situation of exclusion and to design individual integration plans using an adapted



TXUKUNBERRI
entendimiento comunitario
Movimiento de Voluntariado

Contact

Jesús María Otero
is Txukunberri chief
executive officer

E-mail

txetxu@zabaltzen.sartu.org

Phone

(0034) 946 200 449

Website

www.txukunberri.com

Date of creation | Country

2004 | Spain

Key words

services, hotel business,
cleaning, women, inclusion

learning programme taking into account the social, professional, theoretical capacities, professional qualifications and knowledge of the market, aiming at improving their chance for employment.

3. To promote a social economy system.
4. To improve the staff's attitude to environmental issues, to propose new environment-friendly products, to decrease the amount of waste produced, to optimise the consumption of raw materials (paper, water, etc.).

How do they operate?

Legal form:

Txukunberri is a work integration enterprise taking the form of a limited liability company, and this legal status was chosen because it was best suited to the needs and objectives of the project. With this legal status, not only all workers have a chance to participate in the company but also the Zabaltzen-Sartu association, called the « promoting entity », is entitled to hold 100 % of the shares. The Zabaltzen-Sartu association validates and guarantees the proper management of a work integration enterprise.

History:

The initial idea came from the Zabaltzen-Sartu association. In 2000, they carried out a field project in order to detect some business ideas which could later become work integration enterprises aiming at promoting professional integration of the disadvantaged (women, long-term unemployed, people over 45 year old, former drug addicts, etc.). While searching for simple activities which could be performed by people with little qualification or no work experience, after a period of training, the Zabaltzen-Sartu association recognised a need for carrying-out a feasibility study for the creation of a work integration enterprise dealing with auxiliary services. This was carried out with the help of the ITUN project (Integration to Useful and Necessary Work) within the framework of an EU initiative Equal¹.

Activities:

The study conducted by the Zabaltzen-Sartu association highlighted three phenomena or tendencies which helped define the activities of the work integration enterprise Txukunberri:

- The majority of companies in the sector subcontracted a great part of their services (security, handling, housework, cleaning, gardening, IT maintenance, stocking, transport, etc.), they subcontracted increasing numbers of workplaces;
- In the majority of companies, some temporary staff, in many cases, carry out works complementary to the strictly productive ones (assembly, packing, etc.) or hence, are contracted for periods of peak production. In the majority of cases, the temporary staff were con-

tracted through temporary employment agencies;

- Finally, the National Institute for Employment (INEM) in the area revealed the need of certain companies for resorting to service companies performing auxiliary works, particularly those centred around maintenance and workshops cleaning.

Born with the objective of building a team of 15 to 20 workers, Txukunberri drew its conclusions from this study in order to create a work integration enterprise which offers cleaning and hotel services, to be developed within two divisions:

- The « cleaning », division, which is the oldest, deals with performing various activities such as cleaning lobbies, offices, workshops, factories, public toilets, etc. The enterprise has at its disposal the tools and specialist machines which help to perform these services correctly. It uses a pavilion which serves as a storage for tools, machines, products and utensils as well as a space for training candidates before they enter the enterprise. The « cleaning » division is composed of production technicians and coaching technicians (trainers) who carry out and supervise the integration process within Txukunberri.
- The « hotel business » division manages hotel activities in municipal buildings such as retirement houses, cultural clubs, cafeterias in sport centres, etc. The integration work is easier to carry out in these places since all integration workplaces are located in the same location.

Target groups:

At the moment the majority of the staff is composed of single-parent families with family responsibilities, women in particular. It also includes women after long-term unemployment and migrants.

In terms of customers, the cleaning activities are in particular addressed to small and medium enterprises and public institutions such as communities which announce calls for tenders regarding cleaning services of municipal buildings. Individuals may also be Txukunberri clients. As for hotel services, Txukunberri focuses exclusively on municipal buildings. Town councils have trusted the company and ordered this type of services to be performed by means of socio-professional integration of people at risk of or afflicted by social exclusion.

Why does it work?

Txukunberri has succeeded thanks to:

- Aid provided by the ITUN project within the framework of the Equal initiative encouraging work integration enterprises creation.
- The legal framework of the autonomous community currently favourable to developing work integration enterprises, in particular thanks to the « regional » law for work integration enterprises and a decree for aid in their development.

- The know-how of the Zabaltzen – SARTU association, which is the only and the majority shareholder of the company.
- A group of good trainers.
- Work based on networking.
- Its capacity for adaptation to the situation on the conventional market and to the constant effort to seize opportunities.
- Research and development of promising commercial branches.
- Working hand in hand with public institutions, which has allowed it to be recognised and selected as an effective tool for combating social exclusion.
- The good cooperation with all social agents and local municipalities.
- New involvement of town councils.

Results

- 44 employees with 18 integration contracts. The integration work represents a total of 60 % in the total number of work days. The remaining workplaces are covered by open-ended contracts or by staff recruited for particular projects.
- 80 % of employees are women.
- The duration of work varies from 15 % to 100 % depending on the person.
- Cleaning: approx. 40 customers located in Biscay and Guipúzcoa provinces.
- Hotel business: management of 3 centres owned by communities (2 in Biscay and 1 in Guipúzcoa).

In one of such centres, located in Durango (Biscay), a number of social and local players united and centralised their activities: the town council of Durango, the Zabaltzen–Sartu association, Bahargintza training centre, the Basque government, the social services in the province, an association of retailers and hoteliers called +Dendak and the Txukunberri work integration enterprise. An integration itinerary was carried out in cooperation with all players. This operation will allow the creation of almost 30 integration positions within 3 years.

Financial Data

- Social capital: € 6 thousand divided into 100 “ordinary” social parts with a nominal value of € 60, subscribed and paid-up in total by the Zabaltzen association.
- Equity at the end of 2009: € 38 194.

- Total resources in 2009: € 323 392 including € 223 867 from revenues obtained through sales of services and € 96 290 from subsidies (i.e. 29.8 % of total resources).
- Result for 2009: € 2 610.

Prospects

- To open for new activities relating to recycling and protection of the environment.
- To continue working on making the public administration more sensitive and to develop sustainable relations with the public administration.
- To develop legislation around these relations and the regulation regarding social economy.

And more

The chief executive officer of Txukunberri, Jesús María Otero, underlines the role of public administration in developing employment opportunities for people who are excluded from the labour market: « If a public administration expresses the will to integrate people at risk of or afflicted by social exclusion, it is very easy to help them in their approach. It is important to reserve markets for integration employment. This may be done by calls for public tenders which gives privilege to work integration enterprises or by contractualisation for workers at risk of or afflicted by exclusion or even by transferring buildings or areas connected with the hotel business (which was our case) and which enabled us to conduct activities offering work for people with social and vocational difficulties. And this is very easy. We, as work integration enterprises, are very useful tools for minimising the damage caused by the current economic crisis since we perform services which, in many cases, are offered by the black market. We, by contrast, develop a legal market, we allow workers to stop living on social aid and to pay taxes... We provide the public administration with a social and economic good. Moreover, we help people to learn a profession, to perform it and we prepare them to the transition to the conventional market.

During 6 years of its existence, Txukunberri has seen people who completed the integration route and made the leap to conventional cleaning companies or industrial workshops. We have also seen people from the integration programmes establish their own cleaning companies, and which function very well.

To put an activity in place it must be economically viable and governed by social, environmental and ethical criteria so that its main priority is to create workplaces for social and professional people in difficulties.

We would like the European Union to realise the real potential of work integration enterprises as a player in the fight against social exclusion.

Regulating aid, creating standards and implementing an obligation to set up reserved markets, both on the level of public administration and large multinational companies are the kind of actions that would, in the future, allow the world to know the real function and value of work integration enterprises ».

¹ The EQUAL initiative launched by DG Employment, Social Affairs and Equal and Opportunities of the European Commission financed by European Social Funds constitutes a laboratory of ideas relating to the European strategy for employment and social integration process. Its mission is to promote a more inclusive professional approach and to fight against discrimination and exclusion based on sex, racial or ethnic origin, religion or beliefs, handicap, age or sexual orientation..



Lantegi Batuak

Idea

To develop non-profit industrial activities and quality services for employing mentally disabled persons.

Objectives

1. To find and promote work opportunities for the handicapped allowing them to blossom in a sustainable way and achieve full integration into society.
2. To consolidate the level and quality of employment in the current economic context of crisis and uncertainty on markets where Lantegi Batuak operates.



Contact

Txema Franco is Lantegi Batuak managing director

E-mail

secretaria@lantegi.com

Phone

(00 34) 94 453 59 99

Website

www.lantegi.com

Date of creation | Country

1983 | Spain

Key words

inclusion, mentally disabled persons, industrial activities and services

3. To ensure motivation of target persons as a guarantee of a greater participation and innovation within the organisation.
4. To reinforce the social and entrepreneurial project thanks to positive economic results and to contribute to its sustainable development thanks to necessary investments in infrastructure, technological advances and improved management process.

How do they operate?

Legal form:

Lantegi Batuak is a foundation, allowing it to allocate to an aim of general interest the capital accumulated until 1997 by the founding association Gorabide, active in the Spanish Basque country for the promotion of people with intellectual deficiencies.

History:

Lantegi Batuak grew out of the Gorabide association, in 1983, thanks to the centralisation of commercial and operational management, voluntary beforehand, of the network of protected workshops which operated in the whole Biscay province until the end of 1960s.

Activities:

Lantegi Batuak is a non-profit organisation; its mission consists in generating quality employment opportunities for the handicapped, in particular to mentally handicapped people from the Biscay province.

Workplaces are generated by industrial activities and services creation and management which allow the handicapped to enter the process of a social and vocational integration programme ranging from orientation and training in occupational centre¹ and special centres for employment² to classic employment.

This organisation is based on a non-profit system which reinvests profits in the organisation to perform the social aim. The organisation's management is in line with the common ethical, solidarity-based, participative, dynamic, effective and efficient project which aims at innovation and adaptation for change in order to achieve the satisfaction of people, customers and the whole community.

The activities and sectors in which Lantegi Batuak operates in order to create workplaces for the handicapped may be divided into two large areas which reaches a customer portfolio of more than 700 companies and institutions:

1. Industrial externalisation represents 51 % of activities:
 - Manufacturing and assembly
 - Electronic assembly
 - Electronics and wiring
 - Production and logistics

2. Auxiliary services represent 49 % of activities:

- Environmental services, gardening and cleaning
- Direct marketing
- Document management
- Integrated services
- Infrastructure management
- Tourism
- Hotel industry
- Services to people, assistance to dependent persons

As for the process of integration of the handicapped, the possibilities are diverse and adapted to individual capacities:

orientation counselling, socio-professional development, ergonomics and adaptation to work at selected positions, occupational service, special employment centre³, classic employment.

Today, Lantegi Batuak has 20 centres spread throughout the region and numerous services operating on-site, i.e. in the facilities and branches of client companies.

In total, over 2 183 handicapped people prove day-by-day that they are capable.

Thanks to the close cooperation with the General Council of Biscay and entities such as BBK⁴, the handicapped may easily integrate into the network. Social coverage of the region is large thanks to centres spread throughout the region, Lantegi Batuak may be found everywhere where they are needed and never further than 20 km from the home of a handicapped person in Biscay.

Target groups:

- Handicapped people in general, people with mental handicap in particular.
- Within the framework of its activities, Lantegi Batuak addresses its activities both to the public and private sector. There is no specific group of clients.

Why does it work?

- The associative base originates from the local social fabric.
- Professionalization: the structure provides services on the same level of quality as other structures. This has been proven by numerous certificates (quality, risk management) obtained in all sectors where it operates: ISO 9000, ISO TS 16949 (motor sector), OSHAS 18000 etc.
- The structure's dimension.
- Activities diversification.
- Innovation which enables continuing development and adaptation to social changes, to customers' demand as well as to all the needs of integration people.

- The strategic partnership with public and private players and its sustainable and stable character: for example, the partnership with BBK was determined, and still continues: at a very delicate moment when the sector struggles to gain access to credit, BBK continues to support social integration structures economically. At the same time, public financing for programmes intervening in favour of handicapped people remains stable, both that provided by the General Council of Biscay (for the occupational service) and that of state Public Services for Employment (for the Special Centre for Employment).
- Finally, financial solidity which results from an increased capacity of auto-financing is indispensable.

Results

- 2 183 handicapped people currently working within Lantegi Batuak, including:
 - 1 470 with intellectual deficiencies (68 % of the total),
 - 593 having physical or sensory handicaps (26 % of the total),
 - 120 suffering from mental diseases (6 % of the total).
- Over three quarters of handicapped persons are people who have the greatest difficulties in accessing the labour market, apart from their handicap.
- Moreover, 95 mentally handicapped persons obtained ordinary employment and maintained it, with a contract for an unspecified period of time in 86 % of cases.
- 366 persons work in the structure as professionals (people without a handicap).

Financial Data

Key numbers for 2009:

- Social capital: € 2 411 000
- Total Balance Sheet: € 63,3 million.
- Equity: € 44,408 million which is a result of the continued policy of reinvesting profits, in force since the establishment under the form of foundation.

In 2009, the sources of financing which were key for the development of activities were:

- sales generated by commercial activities amounting to € 38,2 million;
- subsidies for operations and consolidation of workplaces for the handicapped amounting to € 14,4 million from the General Council of Biscay, from the Special Public Service for Employment and the National Institute for Employment (SPEE-INEM), from the Basque government and European Social Fund;

- investment subsidies amounting to € 1,181 million from the General Council of Biscay and SPEE-INEM.

At least 70 % of the financial year profit will be reinvested in future financial years.

Since the establishment of the foundation, thanks to contributions to equity and the support from BBK Solidarioa, over € 54 million were invested in new facilities, new technologies, in IT equipment and machines, with an aim to allow for a continued creation of new workplaces for the handicapped.

Prospects

In the area of commercial activities, Lantegi Batuak relies on innovation in order to continue the process of diversification towards the services sector, to increase contracts with the public sector and in the area of sales, to increase added value in the industrial sector.

In the area of socio-professional development of the handicapped, Lantegi Batuak constantly aims at encouraging the greatest possible number of transitions towards the labour market, including access to employment in public institutions.

And more

« Lantegi Batuak is an instrument which allows us to convert the real market needs expressed by our clients into employment opportunities for the handicapped. For this reason, our role is relating to social training and we use the development of industrial activities and services as a means for social and professional integration of the handicapped. By this bias we prove that a different way of doing business is possible. It is clear that this model, originating from social and solidarity-based economy, may be re-applied in other European Union countries », *said Txema Franco, the Lantegi Batuak Foundation Chief Executive Officer.*

¹ Occupational centres admit people who show autonomy in performing everyday activities but are incapable of performing professional work. They offer various activities connected with socialisation, communication and building au-

tonomy aimed at opening such people to the outside world.

² See the Spanish legal system.

³ See the Spanish legal system.

⁴ See the BBK presentation.



Trajets Foundation

Idea

Propose to disadvantaged people, especially the ones suffering from psychic diseases, a social and professional integration in the heart of the districts through the access to social enterprises operating in diverse sectors (printing, cleaning, catering, ...), flats in the city and normalised leisure¹.

Objectives

1. To offer integration through economic activities by providing true workplaces, both in adapted commercial structures and in housing facilities.
2. To propose a concept of sustainable development appropriate to reduce in a sensible manner our ecological impact and ensure the social responsibility of the company.



Contact

Michel Pluss is the managing director of Trajets

E-mail

m.pluss@trajets.org

Phone

(00 41) 22 322 09 29

Website

www.trajets.org

Date of creation | Country

1979 | Switzerland

Key words

leisure, housing, mental diseases, inclusion, multiactivities enterprise

3. To build a bridge between the social world and the business world in order to carry out effective integration of marginalised people.
4. To decrease stigmatisation of people suffering from mental problems.

How do they operate?

Legal form:

Trajets is a non-profit foundation of private law based in Geneva; it was recognised by the State as a public benefit company. Following this status, Trajets may ensure a committed control (foundation) and still maintain the freedom of entrepreneurship (private status).

History:

The Trajets Foundation was established in 1979 as part of the first movements for de-institutionalisation of psychiatry and creation of the first structures for integration in the city of Geneva. At that time, people suffering from mental problems used to live in hospitals. The first introduced structures were day-care facilities which allowed people to leave mental hospitals and benefit from leisure or creative animation programmes. Then, the first social companies were established in order to offer work within adapted structures and accommodation facilities under the form of a hostel or a flat in the city. The founders of Trajets were themselves social workers coming from the Geneva psychiatry environment.

Activities:

Today, Trajets is composed of 4 autonomous sectors (Company, Accommodation, Leisure, Psycho-social).

There are now 10 social companies well established in various sectors:

- printing,
- graphic creation and web-design,
- laundry,
- 2 restaurants,
- gardening and aqua-flora,
- landscape architecture,
- renovation of buildings,
- office services,
- concierge service and cleaning.

The companies operate in an autonomous manner. Each of them is managed by a separate manager, has autonomous finance (individual budgets) and organises its production in a way which best fits the needs of a competitive market.

The diversity of companies within Trajets allows them to offer 35 different jobs, diversified in terms of nature of the work and level of required autonomy. The companies are not comparable to each other since they were conceived to be complementary. One may be less profitable finan-

cially but will take care of people who are less autonomous and/or less productive. Another will be active in key sectors, more profitable but less accessible for fragile people, because of required qualifications or the level of stress involved.

Recruitment is carried out by means of an admitting service and orientation which proceeds by establishing what those people need, what they want, what are the possibilities of the person who is seeking integration. Once they have been admitted to a social company, the person, but also the team of professionals within the company, benefits from the support of a social group of psycho-social consultants who make evaluation in case of decompensation².

Trajets also has at its disposal an Accommodation sector which offers housing and accommodation aiming at providing the person with an independent place to live. These residences and flats are places where beneficiaries may learn and practice independent life: through a dynamic process of acquiring qualifications, the person benefits from the support of psycho-social consultants and from training related to everyday life activities.

The Leisure sector offers a wide range of leisure activities: cultural or sport evenings, weekends and holidays. They are organised individually or in groups and generally involve the « general public » leisure structures.

Target groups:

People who work in the various Trajets structures are generally people suffering from mental handicaps or behavioural problems. Trajets adopts a global approach to this person during the integration process.

The commercial client of Trajets (and its structures) is the general public.

Why does it work?

- Representative and participative management. For example, projects are drawn up by transversal groups or presented to the staff for consultation. Consequently, each entity has two cultures of work:
 - One relating to its production work: e.g. restaurant business in case of the « La Plaine Lune » restaurant.
 - And the other relating to the foundation which results in a set of very strong values connected with integration.
- Reaction to economic changes as well as to the needs of marginalised people: for example, by means of a targeted marketing relaunching or developing new projects (experiment workshop, company culture, etc.).
- A recognised model and constant capacity for innovation in the field of social and professional integration: creating the « social company » model being the best example.
- There are no « disabled workers » in Trajets, there are « waiter staff »,

« laundry employees », « printing employees », « gardeners » or « builders », etc. Everybody takes on a professional identity, a valued social role, regardless of their level of autonomy and productivity. Moreover, the places are not identifiable for clients as integration facilities, so that their users are not stigmatised.

Results

- 10 social companies offering 102 integration workplaces for 150 people (some of them work part-time).
Participants of integration programmes work either under a contract for an unspecified period of time (open-ended contract, in French CDI) or under the mandate of Insurance against Disability. What is important is that the Trajets member companies are situated on the complementary labour market. However, around 8 % of Trajets' users are situated on a dynamic footbridge which facilitates return to the main labour market.
- 110 paid co-operators in Trajets, active in 35 different jobs. The management may sometimes be difficult; however, it is always rich in cultural diversity and different experiences. Such melting pot put all competences altogether and builds new ones instead of opposing them or creating corporatism.
- The Plateau residence has 11 places and a total of 31 places in flats distributed as follows:
 - 19 places in individual flats.
 - 6 places in double flats (3 flats),
 - 6 places in Envol (2 flats).
- A leisure sector employing nearly 200 people.
- Nearly 350 users served regularly. The users are people suffering from mental problems resulting in various levels of handicap. Some of them seek a place to work, others need socialisation by leisure activities or aid in finding accommodation, and sometimes they need all three together.

Financial Data

Financing

- 50 % of auto-financing / 50 % of subsidies
A stable equilibrium between that part of the subsidies intended to cover lower productivity and charges relating to the process of integration (psycho-social consulting, the leisure sector, high level of staff qualifications) and the part of proper expenses relating to services and the commercial activity.
- Subsidies are granted by the Geneva authorities (the canton) and are

linked to the type of services provided, calculated according to each place of work.

- The question of profitability is complex since the mission is double: offer workplaces adapted to people in difficulty AND ensure a certain level of profitability. One sector may be a contributor because it is financially profitable and another because it provides a large variety of workplaces for greater disability. Thus, the different structures have very different financial break-even points. Some of them admit people with low level of autonomy and provide higher level of supervision.

Key figures:

- Turnover: € 9 million
- Total Assets: € 1 million, including € 800 thousand of equity.
- Consecutive financial years closed with profit (Profit 2009: € 6 580).

Prospects

- To break out from framework pre-established for 30 years of perceiving the social world and companies...
- To invent new modes of support for people suffering from mental problems in order to stay up-to-date with changes which take place.
- To adapt to changes in the Swiss legal bases (revising the law on disability).

And more

Trajets works on a new project dedicated to a training workshop for deafferented young adults, i.e. those who suffer from a social handicap and/or mental problems, and generally for all those who live with a strong deficit of social skills, which makes them unable to enter into classic training courses or companies (whether adapted or not).

This workshop will be the base for acquiring social and cultural skills in order to access the world of enterprise: an experiment workshop, life in a society, citizenship, company culture, valorising work, etc. alternately with work experience and according to individualised programmes.

¹ « Normalised leisure » refers to leisure integrated in the structure of "general public" leisure, without a visible institutional identification.

² « Decompensation » is a psychological term which describes a strongly emotional reaction or situation. In the majority of cases this is a

result of a very brutal confrontation which provokes a general breakdown of the patient's personality



Oil Partner

Idea

Implement a drive-in service for all regular car maintenance, without appointment and at a competitive price employing people getting out from drug addiction.

Objectives

1. To create stable jobs for young men under a drug rehabilitation program.
2. To provide a car service experience that is positive and pleasant for the customer.
3. To dispose of auto waste products in a way that exceeds European Union environmental norms.



Contact

Allan Bussard is the managing director of The Integra Co-op¹

E-mail

allan.bussard@integra.sk

Phone

(00 421) 903 419 216

Website

www.oilpartner.eu

Date of creation | Country

2000 | Slovakia

Key words

car services, drug rehabilitation, social inclusion, ecological treatment

4. To provide funds for Integra Foundation programs for children at risk in Africa.

How do they operate?

Legal form:

Oil Partner Company is a Limited Liability Company. This legal form is the normal form for small for-profit enterprises, and so « social enterprises » in Slovakia. There is no specific « social enterprise » legal form in Slovakia.

History:

Oil partner was created by the Integra Cooperative² as a social enterprise. Integra is a cooperative that invests equity capital into the formation of social enterprises in Central and Eastern Europe and East Africa. The Oil Partner concept is modelled on a similar concept common in North America, though not common in Europe.

Activities:

Oil Partner is a unique automobile service company that, without appointment, at a competitive price and very quickly performs basic service maintenance on cars.

The first quick-oil-change service station, Oil Partner company, was opened in Bratislava in 2001. Nowadays, three stations are in service.

Oil Partner company aims to create a network of service stations in the larger cities of Slovakia and neighbouring countries. It remains unique, not only in Slovakia, but in Europe in the type of service it offers.

The Oil Partner service station offers a drive-in service for all regular car maintenance: motor oil and filter change, transmission oil check and top-up; check and top-up of all fluids, brake pad renewal, air condition renewal, etc. Without an appointment, a customer can get a full service in about 15 minutes. The initiative is also socially inclusive as all stations provide jobs for young men coming off drug addiction.

For oil change, the two Oil Partner stations dispose of the used oil in an ecologically friendly way by recycling it for fuel used in cement kilns, thus reducing their need for fuel oil or natural gas in the process. About 60 000 liters per year are sold to a company that collects and sells used oil to cement kilns as fuel.

At the same time, it generates revenues for children's programs in Africa as well as provides jobs for young men recovering from drug addiction.

Target groups:

Oil Partner has a long-term partnership with a drug rehabilitation institute called Tomky Rehabilitation Center. When a boy is ready to graduate from this institute, they check to see if there are openings at Oil Partner. If so, then the person is hired on a provisional basis, trained, and if it works well, is given a permanent position.

Why does it work?

- A very high level of service offered, which meets a need.
- Investors who understand and are committed to the vision.
- The most important thing for the success was a long-term perspective, patience and a commitment to the business concept.

Results

- 28 employees including 18 young men coming from the drug program. All the employees are hired with same type of contract.
- 3 stations in service in two cities: 2 in Bratislava and 1 in Nitra.
- 5 % of pre-tax income is dedicated to fund the programs of the Integra Foundation, as well as annual campaigns for disadvantaged children in Africa.

Financial Data

- Basic capital: € 421 876.
- 2009 sales: € 947 215.
- 2009 net income: - € 3 505 (it was the first loss since 2004, mostly due to financial crisis).

No subsidy has been used in this company. Oil Partner company is self financed.

Prospects

Oil Partner is a model that is very easy to expand to new locations. We have a goal of 1 new station each year for 5 years, beginning in 2012.

And more

Shortly after opening, the Canadian Ambassador brought her car for a service. After finishing, she commented, « For a few minutes I forgot I was in Slovakia! »

« Without Oil Partner I would be back in drugs and likely on the street. » (explains the Assistant manager of one of the Oil Partner station)

¹ Refer to the presentation of The Integra Co-op.

² Refer to the presentation of The Integra Co-op..



Third Sector Mail Group

Idea

Develop an activity in the field of printing and professional mailing, whose profits can be reinvested to provide ongoing workplace training and employment opportunities for people of all ages who have learning difficulties or are suffering from mental ill-health, thanks to an experimented management team.

Objectives

1. To provide work based learning to people of all ages with learning difficulties or mental illness.
2. To be self-sufficient and do not seek actively for grants or support.



SECTOR MAILING SERVICES
A social enterprise company

Contact

Roy Court is the managing director of Third Sector Mailing

E-mail

roycourt@thirdsectormailing.org.uk

Phone

(0044) (0)20 8688 0666

Website

www.sectormailing.org.uk

Date of creation | Country

2008 | UK

Key words

Inclusion, Printing, Mailing, intellectual deficiency, mental disease

3. To have a strong and experimented management team that can train all the trainees to fulfill their work with high standards.
4. To respond to the need of the clients for low cost efficient mailing.

How do they operate?

Legal form:

Third Sector Mailing is a private Limited Company with an Entrenchment Provision¹. The structure is made of a Board, a Managing Director, Senior Staff, Shop Floor Staff and the trainees.

It is a Social Enterprise, as defined by the Social Enterprise Coalition and the Cabinet Office, Office of the Third Sector: it is a business with a social purpose, working to deliver lasting social and environmental change.

History:

The managing director Roy Court founded Third Sector Mailing in Croydon in 2008. In 2009 Third Sector Mailing rescued a Southampton based Charity that had been placed in administration after 28 years: the Sector Mailing Services. Together both social enterprises are united as the Third Sector Mail Group, which has been trading successfully for over a year now.

Activities:

Third Sector Mailing is a social enterprise company, based in Croydon, whose primary objective is to generate profits that are used to provide employment opportunities and work based learning for people of all ages who have learning difficulties or are suffering with mental illness.

The production staff of the company, supported by a management very experienced within the printing and direct mail profession and client facing team, is composed of people with difficulties.

The management team trains all of the trainees to exacting high standards.

The Third Sector Mail Group offers data, mailing, printing and binding solutions to its clients:

- Data preparation (collection, checking and merging of data from all kind of sources);
- Personalised mailing (mono laser personalisation on environmentally friendly laser printers);
- Provide envelopes and outers (from standard envelopes overprinted to bespoke mailing packs);
- Hand and machine enclosing with high accuracy levels, avoiding errors and working around the clock if required;
- Colour printing (ink jet printing both mono and colour, up to A3 on board, up to 300gsm, printing of mailing, reports, flyers, letterheads etc.).

The Third Sector Mail Group strives to reduce the wastage by several means.

They have relationships with Royal Mail, in an effort to improve mailing costs, and with downstream postal providers such as UK Mail / Business Post.

To support this venture, customers can become shareholders by buying mailing services. There is no shareholder dividend to pay: the price structure should also save customers money.

Last, the Third Sector Mail Group can also help customers with their organisations' objective to enhance any social & community support policy they may be developing.

Sector Training is the service offered to all of the Third Sector Mail Group's trainees.

For many years Sector Mailing Services had been viewed as a sheltered workshop offering « working » placements for sufferers of learning disability or mental ill-health.

Sector Mailing Services has become much more than this, and they now have a value added training process in place to allow all of their existing trainees and new arrival trainees the ability to document their achievements whilst at Sector. This record of achievement is the trainee's portfolio they may take with them on to whichever organization they may choose. The portfolio is of use to all educational bodies and advocacy projects and is of particular use to organizations promoting « Person Centred Planning »² all of whom can use the portfolio to provide a better value added direction for their clients..

Using occupational therapy doctrines, the information gathered within a portfolio becomes a wealth of experience that the trainee can show to prospective employers, allowing them to assess the potential within them as an employee.

While Sector Mailing Services has bespoke training programs available for any of their trainees, they also have Brockenhurst College (www.brock.ac.uk) delivering key skills courses to their trainees, in their learning and IT suite.

Along side the in-house courses, Sector Mailing Services also has funding from the learning skills council to provide NVQ2 training for people attending Sector Mailing Services. NVQ2 means National Vocational Qualifications which are work based awards that are achieved through assessment and training. It is a way to acknowledge the competences of people who followed the training at Sector Mailing Services.

Why does it work?

- Unique selling position.
- Training.

- Self funding.
- Experience of the management team and the Sector Mailing Services which had already operated as a mailing company and training organisation from 1983 to 2008.

Results

- 53 employees.
- 9 permanent staff.
- 44 persons with disabilities.

Financial Data

- Commercial income 2009: £ 300 thousand (~ € 343 thousand).
- Third Sector Mailing is self funded by the commercial work they carry out, they do not receive any grants. They received £ 58 thousand (~ € 66 thousand) of loans from the national government.

Prospects

The challenge for Third Sector Mailing is to increase the sales activity. It is already addressed by part time staff employed via Working Mums³, which connects employers with mums and other flexible job seekers.

Third Sector Mailing is a member of the regional SE network (Social Enterprise London), the national SE network (Social Firms UK) and the local SE network (Hampshire SE network).

And more

« Sector has enabled me to have a lot of self-pride and I can see that in others working here as well. This has contributed to my health, as there has been a steady progression since I started working at Sector. I have a keen interest in all aspects of mailing and now have an extensive knowledge of the machinery that we use. » James, supervisor at Sector Services since March 2007.

¹ The entrenchment provision means that the principles of common ownership may be entrenched. This practice aimed to make it difficult or in practice impossible for the company's members to dissolve the company and distribute its assets among them. The objective is to prevent from hostile take-overs.

² « Person Centred Planning » (la Planification baThe Person Centred Planning is a collection of tools and approaches that was first developed in the 1980's by a small number of people, as a way of enabling people - children and adults - to

move out of special segregated places schools, hospital and institutions into mainstream life - schools and communities. It is built on the values of inclusion and looks at what support a person needs to be included and involved in their community. <http://www.inclusive-solutions.com/pcplanning.asp>.

³ www.workingmums.co.uk was founded in 2006 by a senior communications manager after her second-child birth, when she found herself needing a flexible yet challenging work but not being able to find it. They offer job op-

portunities (part time, full time, home-based jobs) and also franchise opportunities. Candidates register for free and can fill their CVs whilst employers pay a small fee to post their job on the site and contact candidates who match their requirements. They work with hundreds of employers from large corporate firms to small business and they have a large database of professional women seeking jobs in a wide range of fields. Even if it was created for mums, all kind of flexible job seekers can register.



Kols

Koperattiva Linen Service

Idea

Provide linen and laundry services to lots of public entities using a co-operative society.

Objectives

1. To develop a laundry activity mainly working with public institutions.
2. To be organized as a cooperative: group of flexible workers co-operating to achieve their daily tasks in an efficient way.
3. To reduce the carbon footprint of the laundry activity (new equipment, renewable energies, etc.).



Contact

R.G. Xerri is director of Koperattiva Linen Service

E-mail

admin@kolsltd.com

Phone

(00 35) 6 21 43 87 62

Website

www.kolsltd.com

Date of creation | Country

1999 | Malta

Key words

inclusion, laundry, cooperative, linens, paramedical sector

How do they operate?

Legal form:

Koperattiva Linen Service is a public sector co-operative whose members are all the 50 workers.

It works under the auspices of the Health Division but is regarded as an autonomous business entity running its own business.

History:

The inception of the cooperative took place in a difficult moment which was turned into an advantage: the transition from state employees to co-operative employees.

Before the setting up of Kols Ltd, all laundry services in state hospitals were managed by a big organisation directly financed by the state. Consequently, all workers were state employees. When the market was opened, at the time of competing with other providers of linen services, the threat of all being laid off urged the employees and the original cooperative to join forces and start offering their services as before to the government not as state workers anymore but as a co-operative.

Instead of loosing their job, they set up the cooperative and thus secured their employment, increased the market reach, improved the quality of the services provided and enhanced efficiency which enabled the cooperative to commercially compete on the open market.

Activities:

Koperattiva Linen Service (Kols) principal activity consists in the provision of linen and laundry services.

Kols Ltd supplies its services to all state hospitals in Malta and Gozo, some of the private hospitals, nursing homes and clinics, and other minor clients related to the same sphere of businesses.

Kols also sells/rents towels, bed sheets, pillow cases, operating theatre drapes and other forms of linen. They are available for sale/ rent to hospitals, clinics, nursing homes, other public, and private entities.

Kols provides a 'Comprehensive Linen Service' - it processes the linen from its point of collection through to its disposal at the same point of collection. Kols includes a disinfecting stage in their standard washing cycle so as to guarantee the elimination of all sorts of bacteria present in the assorted linen items, rendering them safe to be used by other patients.

The cooperative is a group of flexible workers co-operating to achieve their assigned daily tasks in the least possible time and at the same time maintaining a high degree of quality and service. The co-operative handles more than 9 000 sheets a day, apart other linen items.

Target groups:

Before the setting up of Kols, the workers had dim prospects for their employment security. The transition enabled them to strengthen their job security.

Kols customers are mainly state hospitals in Malta and Gozo, some of the private hospitals, clinics, nursing homes, other private entities and charitable institutions (for which Kols provides services free of charge).

Why does it work?

- Kols Ltd works in line with European Union concepts and the latest specifications.
- The client comes first and foremost.
- High quality is the common denominator when it comes to both products and services.
- Kols Ltd are committed to sustained improvements.
- The Maltese market for laundry services is tapped by various laundry providers but the hospital Laundry sector is mainly provided by Kols. The Maltese government being the biggest health services provider in Malta thus guarantees the cooperative with the biggest client on the market.

Results

- 50 workers in the co-operative, all working as a team. Most of them are women.
- The co-operative has incessantly increased the efficiency of the workers by over 300 %.
Due to their age, education levels and job mobility options, without the setting up of Kols, the workers would have ended up unemployed and find it harder to find other jobs.
- Kols Ltd is the largest supplier of hospital linen in Malta (more than 9 000 sheets a day).
- The carbon footprint was reduced by 44 % during the last months due to a € 90 thousand investment in modernisation of the boiler room.

Financial Data

From a financial perspective laundry services in the public health improved significantly in quality and in value for money. Additionally the trend indicates an upward direction. The workload demand is expected to increase by about 25 % in the near future.

The cooperative can boast a yearly turnover of almost € 3 million.

It increased in a consistent rapid pace through its first 3 years of existence by approximately 17 %.

Prospects

The cooperative shall continue in its quest to maximise benefits for its members and explore new possibilities to enhance its competitiveness. Furthermore the cooperative can benefit from European Union funding opportunities to further boost its competitiveness.

In order to face the increase in the workload demand in the near future being expected to be about 25 %, the plans are in place to extend the size of the laundry premises to cater for the encouraging ever-increasing demands for the supply of Kols flawless service and products.

Kols Ltd will also be investing in installing equipment with the latest technology specifications and in solar panels technology in order to further decrease its contribution to air pollution by 60 %.

And more

An internal audit report carried out by the Internal Audit and Investigations Directorate within the office of the Prime Minister described Kols as a success story while it enabled « savings of public funds ». Before the setting up of Kols, all laundry services in state hospitals was carried out through a big organisation characterised by a big work force (230 workers in 1999 to the current 50) which was not business oriented since it received all its budget directly from the state. The transition from the old situation to the setting up of Kols meant that Kols had to compete in a competitive market with other providers of linen services. The Maltese government started getting his laundry services by means of public tenders which meant that it gets the service at the lowest price. Having to compete and survive in the open market Kols Ltd. made the necessary investments and reduced its extra costs. All this boosted its competitiveness thus enabling it to tender for laundry services needs at state hospitals. Consequently the government got a better laundry service at a lower cost compared to the past. Furthermore the director general for Health within the Health Ministry followed the same line of others by saying that « Kols is a big success »¹.

¹ Health Division Review.



Proremus

Idea

To create a socially economic company in a specialized field (Information Technology and graphical solutions) that employs mentally vulnerable people in its own activity in order to give them good conditions for reintegration into the labour market.

Objectives

1. To reintegrate mentally vulnerable people into the labour market and make use of the qualities that they do still possess.
2. To join in the same company IT and graphical solutions and social profile



Contact

Brian Sørensen is managing director of Proremus

E-mail

info@briansorensen.dk

Phone

(0045) 20 77 33 00

Website

www.proremus.dk

Date of creation | Country

2006 | Denmark

Key words

inclusion, information technologies, graphism, mentally vulnerable people

3. To emphasize on mentally vulnerable people creative skills for the work on a specialized field.
4. To have an environmentally-friendly approach with the certificate of being CO₂ neutral.

How do they operate?

Legal form:

Proremus is a limited liability company, owned by the socially volunteer organization « Sindslidendes Vilkår », that safeguards the rights of mentally vulnerable persons. In that respect, Proremus is “engaged” with other organisations that promote the same social mission than they do.

Proremus can be considered as a social economic company, even if there is not a special legal framework for social economic companies in Denmark yet. However, it is being worked on. The scenario that is most likely is that the legal framework will follow the form of companies with limited liability (s.m.b.a. in Danish).

History:

The volunteer organization « Sindslidendes Vilkår's » main activity is to create better conditions for mentally vulnerable people in Denmark. This is done for example offering them drop-in-centres or trying to bring forward the positive stories about the social group.

« Sindslidendes Vilkår's » is also owner of the café Kaffegal¹, whose aim is to support inclusion of mentally vulnerable persons into the labour market through job creation.

Proremus company headquarter is located at Brabrand (8 km from Århus).

Activities:

Proremus sells homepage- and graphical solutions to many different customers. The company functions with Information Technology (IT)-department and a graphical department. Within the IT-department the main activity is to sell homepage solutions by using the Content Management System (CMS) called MODX. The IT-department works closely together with the graphical department that can create visual design styles, flyers, catalogues, magazines etc. That is by far the greatest operation that runs in Proremus. Customers who do business with Proremus are taking a social responsibility since the plus in the profits of Proremus is used to hire and/or create a new job and is given to similar causes dealing with reintegration of mentally vulnerable people into the labour market in case of massive income.

Managing director, a key account manager, and heads of the IT- and graphical department are the 4 persons employed on “normal” terms, 37 hours per week. The rest of the employees are for example disability pen-

sioners and are hired in flexible jobs for persons who have a reduced ability to work, and light duties jobs. Since Proremus is specialised in IT- and graphical solutions, people need a certain degree of training before they are employed at Proremus. However, Proremus still enhance people's abilities within the core areas in the company. In the graphical department, the vulnerable people can design advertisements, flyers or magazines. Proremus monitors how people feel and make sure not to overburden them.

The contract for the vulnerable people job is mainly established between the public sector and Proremus. Since the target group is usually enrolled in the public system, it also requires some paper work to create the jobs. The main and owner association, Sindslidendes Vilkår, also employs some vulnerable persons that can receive an enhancement in their skills and gradually be hired by Proremus.

Target groups:

- Generally, people that are mentally vulnerable benefit from the actions of the company. Some of the staff is also mentally vulnerable and are working for example in part time jobs as a part of the reintegration to the labour market.
Proremus also employs early retired people. Actually, Århus municipality sadly has the record for granting the most people in the country an early retirement, but Proremus have been able to bring back some of these people (mainly young) to the working market in flexible jobs and light duties jobs so that these people are contributing to the labour force instead of being outside the labour market.
- Proremus has clients from the public sector, organisations and private companies.

Why does it work?

- Proremus already have a certain degree of expertise with running social economic companies and that definitely also serves as a competitive advantage because it supports a good cause.
- Proremus is an involved and socially responsible enterprise as it is for example part of the United Nation's programme called Global Compact given to companies that act socially responsible.
- Proremus got some awards providing more recognition: in 2008, the company was nominated for »Netværksprisen²». The price acknowledges that Proremus is a company that supports a good cause with social economic companies. To be nominated among such potent candidates was a great acknowledgment for the company.
- There are a lot of companies who are in the business for offering home page solutions, but one of main advantages of Proremus is its social profile. Many companies are willing to make business with Proremus because it is promoting a good cause.

- Danish society is gradually losing working power on the labour market. Therefore, it is important to try and bring back some early retirement pensioners to the labour market.
- The social profile also helps companies who make business with us because they can use it in their own corporate social responsibility policy.

Results

- 12 employees
- Among them, 4 persons employed on “normal” terms, 37 hours per week (managing director, key account manager, head of the IT department, and head of graphical department) and 8 are employed in terms of social contracts and reintegration.
- The vulnerable persons do have a contract and generally stay for a longer period as they need some training in order to be able to deal with the tasks to do in Proremus. The duration of the persons’ stay varies to a large degree and it is difficult to state how long they stay.
They have all sorts of backgrounds from mental vulnerabilities. In general, people at Proremus still need to be more specialised even though their qualifications will gradually be enhanced at the company.
- Proremus do not have any mentally vulnerable employees who have gone to a job on “normal conditions” (37 hour work week, which is the norm in Denmark) but many people within the firm who have gradually gotten more hours after they have started in Proremus.
- Proremus has established a network of around 30 customers where assignments from some of the customers are recurring. These customers are mainly from the public sector, organisations, volunteer organisations or private companies.
- Proremus mainly operates in the eastern part of Jutland³ where the head quarters is located.

Financial Data

- In 2009:
 - Total asset: DKK 862 035 (€ 115 580)
 - Equity: - DKK 50 435 (- € 6 760)
 - Turn over: DKK 1 508 759 (€ 202 270); (DKK 982 000 i.e € 131 650 en 2010)

- Profit: - DKK 311 529 (- € 41 770)
- The equity of 2008 was positive, but unfortunately the profit was negative as in 2009.

Proremus and its partners have been hit by the financial crisis.

However, they are always working on a lot of new initiatives and projects and have recently upgraded their fundraising efforts to try and reach potential customers.

The company does not directly receive any funds from the public sector.

- Since Proremus is a social economic company, the company does not share the profit with for example shareholders and directors, but instead the profit is spent on creating jobs and reintegrating people on the labour market. The profit is mainly invested in Proremus, but we also support other associations that support mentally vulnerable persons. Since Proremus is owned by Sindslidendes Vilkår, which is safeguarding the rights of vulnerable persons, it is a natural partner for primary cause.

Prospects

- The first step was to make the first department of Proremus in Århus a success and then gradually start expanding to other areas of the country. The company is looking to expand to the Copenhagen area within a foreseeable future.
- The main goal is to have small staffs of maximum 20 people to maintain a good environment where every person can have his or her saying on a daily basis.
- The advice of Proremus is to « specialize within your core areas and outsource things that you do not master ». Over time Proremus would like expand the business concept to other areas of the country, if people are interested in promoting the same cause than them.

And more

Testimony from a worker: « I enjoy being at a work place where the emphasis is on my professional and creative skills while at the same time people understand who I am and respect my personality. »

Testimony from a customer: « At Proremus the quality and the service level are high and flexible. They provide quality solutions on time and that is an important reason to why Proremus is chosen. Moreover, an important reason is that they are employing mentally vulnerable persons who for some reasons cannot undertake a job on normal terms. For this reason, we believe that Proremus is a good and socially responsible choice. »

¹ Refer to the presentation of Kaffegal.

² Netværksprisen is awarded to companies that are engaged in social responsibility as well as contributing to creating a tolerant labour market.

³ Jutland is located in the western part of Denmark and forms the mainland part of the country. Jutland is connected to Germany by land border. The capital Copenhagen is situated in the eastern part of Denmark on an island called Sealandia.



PRO private social enterprise

Idea

To offer employment and give back dignity to people excluded from the traditional economy because of disability by offering them diversified activities which are subject to traditional economic rules and which allow performing a number of jobs within the same company.

Objectives

1. To create new long-term workplaces (contracts for an unspecified period of time).
2. To give back dignity to people who were excluded from traditional economy because of a handicap, regardless of its type (disability, long-term unemployment of people over 50 years old, etc.)



entreprise sociale privée

Contact

Bernard Babel is the chief executive of PRO

E-mail

b.babel@pro-geneve.ch

Phone

(00 41) 22 879 55 00

Website

www.pro-geneve.ch

Date of creation | Country

1987 | Switzerland

Key words

inclusion, handicapped people, multi activities

3. To act respecting ISO 9001 (quality) and ISO 14001 (environment) norms, to constantly revise our activities in order to monitor our impact on the environment (Quality & Environment committee)
4. To bring real financial profits to the canton by creating workplaces for excluded people.

How do they operate?

Legal form:

PRO, private social enterprise, is a non-profit private foundation approved as a public benefit enterprise.

History:

- The idea was born in 1985 when the personal and social assistance service in a construction company was looking for solutions which would help them to offer employment to people who had accidents or who suffer from illnesses and also to avoid redundancies. They decided to establish an entity which would be open to the labour market on the same conditions as a traditional company but which would be adapted to the situation of employees.
- The construction company provided an initial capital amounting to CHF 100 thousand (€ 75 thousand). They also found partners for the project (companies from the construction industry, the State and the Federal Bureau for Social Insurance in Berne) which agreed to subsidize part of costs connected with managing handicaps.
- Consequently, in 1987, the « PRO Protected workshops Foundation » was registered in the commercial register and the first workshop was open in Geneva. PRO was the first enterprise in the Geneva canton which obtained the ISO 14001 certification in 1998 just one year after ISO 9001 certification. In the 2000s, PRO grew larger and established formally as a company.

Activities:

PRO, private social enterprise offers diversified activities which allow performing a number of jobs within the same company. By means of these activities, which are submitted to traditional economic rules (market prices, deadlines, quality, etc.), people benefiting from Insurance against Disability allowance or a solidarity-based employment may find their professional identity and regain their dignity.

Today, PRO comprises 6 production departments:

- Restaurant services (catering, management of restaurants, delivering meals to schools and companies);
- Signalling (industrial and descriptive engraving, production of stickers, engraving on animal badges, preparing display cabinets, repair-

- ing CDs and DVDs);
- Woodwork (made-to-measure layouts, works in cooperation with architects, state-owned real-estate companies, private clients);
- Multi-services (maintenance, packing and assembling, printing, putting letters to envelopes, addressing, industrial cleaning, recycling, laundry, etc.);
- Industrial services (industrial subcontracting, installing of mechanical and electrical appliances, putting in cables, cabling for industries and buildings, lighting services (halls, parking lots), cleaning of offices);
- Financial services (managing processes connected with social insurance for employees working in home economics, consulting in social insurance).

In addition to those departments, the Professional Evaluation Centre (CEP) organizes in partnership with the Insurance against Disability service¹ (AI) and the Cantonal Employment Bureau (OCE) observation and orientation work experience programmes, early intervention and reintegration measures, measures for re-teaching job skills, work experience programmes in companies and training.

The PRO organisation is based on the idea of responsibility of everyone. In each department there is a person who manages the activities globally (commercial, production or services, quality, etc.) and is responsible for monitoring large account clients. The company as a whole operates in one commune in the Geneva canton - Petit-Lancy. There are additional external branches: a restaurant in the heart of the university district and a laundrette and logistics facility at the airport.

Target groups:

- PRO is mainly involved in working for people who benefit from the Insurance against Disability allowance.
- It also creates, from 2008, workplaces for the long-term unemployed within the framework of solidarity-based employment (EDS). As for the latter, PRO decided to hire people over 50 years old, since it knows their health problems and would like to give them a dignified end to their career and lead them to retirement.
- The target customers include private companies (outsourcing and subcontracting services), public institutions and individuals, depending on departments.

Why does it work?

- Very strong involvement of the managerial staff (professionals from a variety of areas of activity who wish to work with disabled people).
- « Classic » management of the company and customers: the profits are totally reinvested for the creation of new workplaces, in accord-

ance with the foundation's mission.

- Development of the handicapped employees who highly participate in company's positive results.
- Adapting workplaces, type of activities and length of work to the capabilities of disabled workers. It is worth noting that many of them possess a considerable base of professional skills. PRO also offers workplaces for apprentices (restaurant, woodwork, administration, etc.).
- The importance of the local Geneva network (individuals, companies, institutions) and word-of-mouth marketing, thanks to recognised quality of services provided for clients.
- Support from loyal donors.
- Good cooperation with State services: PRO is regularly consulted on issues relating to projects of legal regulations. Moreover, the concept of ESIE (Social Enterprises for Integration by Economic Activity) was coined in Geneva: PRO together with other foundations and associations united to position themselves in relation to stakeholders, for example in social commissions, professional exhibitions, etc.
- Support from customers with whom the foundation aims to enter into long-term partnership.

Results

- 260 employees, including around 200 disabled persons excluded from the traditional labour market, i.e. an average growth of 10 people per year. This may be compared with the numbers at the end of the first year: in 1987, there were 12 employees working in PRO. All existing workplaces could be created because PRO was certain that they will be durable (hence, the importance of seeking long-term contracts in partnership with customers).
- The activity is constantly expanding and very diversified to offer several employments possibilities.
- PRO develops its activities in the Geneva canton. Consequently, the company's activities are constantly being expanded, there are new facilities established in the area where PRO is already operating.
- Internship and training programs for people in difficulties to get a job.

Financial Data

The model's viability was proven by the durability and growth of PRO since 1987. The fact of possessing a high level of auto-financing is an important demonstration which has on numerous occasions proven the model's viability.

PRO is in 80 % auto-financed (since 2001). It receives subsidies from Geneva State for a contract on services.

Moreover, donations received for development projects have allowed to equip new facilities with machines adapted for the handicapped and to develop training and training support projects.

Prospects

Developing a viable and credible economic model (convincing stockholders).

Continuous research to diversify its customer range by developing existing partnerships (to avoid being dependent on a few large customers).

Extend its services to include the administrative area, in particular financial services (managing social insurance for employees working in home economics).

Monitoring the market (watching disloyal competition, limiting risks).

Explain and spread constantly the idea of a private social enterprise

And more

An employee of PRO working within industrial sector explains: « I realized the difficulties to find job being registered and receiving Insurance against Disability allowance. At that time, I had frequently the feeling that the doors were closing because of that ».

Another co-worker of PRO continues: « I was used to work for live. So earn money from Insurance against Disability allowance was not enough for me. I really needed activity and I wanted to mix with people from a stimulant field. This leads me to apply for working in PRO enterprise. »

¹ See the Swiss legal system (Swiss Romandy).



Photo: from the article published in *Hauswart Schweiz*, 04/2010

Öko-Reinigungsservice

Activity

The Öko-Reinigungsservice GmbH is a social firm that offers professional ecological cleaning services, with a threefold bottom line (business, social, environmental objectives) for people excluded from the labour market for diverse reasons, like mentally disordered persons and long-term unemployment people.

The social customer service component is to create jobs for employees with mental disability in the regular labour market as well as in teams equally treated employees with or without disability.

The economical service components are ecological maintenance in private environments. More specially, the work emphasises on the maintenance and ground cleanings of staircases, offices and houses.

Öko-Reinigungsservice

Website

www.oeko-reinigungsservice.ch

Date of creation | Country

2009 | Switzerland

Key words

social economy, inclusion, cleaning, ecological products

The objectives of Öko-Reinigungsservice are:

- To provide jobs for people excluded from the regular job market;
- To provide cleaning services of buildings (offices, staircases) by means of using ecologically worthwhile material and equipment;
- To provide a « normal » working environment for people excluded from the market due to the fact that the Öko-Reinigungsservice already operates as a « classical » company with mixed teams of disabled and non-disabled people.

Öko-Reinigungsservice legal form is a limited company (GmbH in German), according to Swiss law. This legal form was chosen to gain a better recognition of banks. The company used to be a part of the urban social services in Zurich. Due to a strategic change of the urban social policy, the management of the Öko-Reinigungsservice decided to run a part of the communal unit as a private business.

Öko-Reinigungsservice works together with construction and housing cooperatives. Therefore, they reach a high turnover, customer satisfaction and providing high quality standards. Already now, they have gained a strong position in a high competitive urban cleaning market.

Results

At the moment 25 employees are working. 15 jobs have been created with special work integration social enterprise contracts.

The turnover of the company consist of CHF 800 000 (€ 600 00), of which 30 % comes from subsidies and 70 % of self-financing. For the next years, they will focus on growth strategy and not on loans or support for social firms that are hardly given from regular banks. They hope to expect a turnover about CHF 1 million (€ 750 million) including subsidies.

H O U S I N G



Chênelet Construction

Activity

At the beginning of this century, Chênelet, a company with nearly ten years of experience as a re-integration association operating in different sectors (vegetable gardening, brick factory, etc.), decided to counter fuel/energy poverty in households with low revenues. Lack of social accommodation, slow and costly development of ecological buildings, and lack of workforce in the construction sector are the three elements the Chênelet Construction project strives to counter. The project is currently a real-estate company¹ accepted as a re-integration undertaking². It focuses on constructing ecological social accommodation using a network of re-integration companies operating in the construction sector.

The construction of apartments makes it possible to recruit poorly educated people with issues at the construction site and to re-integrate them. It is assumed that ecological materials from local companies (wood, earth, etc.) will be used and the



Website

www.chenelet.org

Date of creation | Country

1992 | France

Key words

inclusion, ecobuilding,
social housing, network

project is aimed at lowering the cost of energy (heating with the use of wood, etc.). Buildings are designed on the basis of discussions with the inhabitants and in cooperation with local administration units. Costs connected with constructing such accommodation are doubtlessly higher but, later on, the expenses for the families inhabiting them will be five times lower.

In the future, Chênelet Construction plans to establish a real national network in order to shape similar initiatives all around France.

Results

- 50 % of the apartment's price is spent on workforce.
- 2/3 of the workforce does not have any basic qualifications.
- In 2011, 31 apartments will be opened.
- The company should cross the threshold of € 2 million by the end of 2010.

¹ A real-estate company is a company which is intended to have a range of fixed property to sell and/or use in a manner best fitting its interest.

² See French legal system.



Ethimmo

Idea

Renovation of houses dedicated to disadvantaged people managed by social economy enterprises.

Objectives

1. To purchase and renovation of abandoned houses with a social goal.
2. To create job opportunities in the social economy and improve working capabilities of disadvantaged people.
3. To let these comfortable houses, through a social letting office, to disadvantaged people for a moderate rent price.

Contact

Rik Desmet is director of Ethimmo

E-mail

Rik.desmet@kanaal127.be

Phone

(0032) 56 23 70 20

Website

www.kanaal127.be

Date of creation | Country

2005 | Belgium

Key words

renovation, social economy, social housing

How do they operate?

Legal form:

Ethemmo is a cooperative company with limited liabilities. The shareholders are social organisations (the social Christian workers movement « ACW Midden- en Zuid-West-Vlaanderen » and the social housing company « Regionale Huisvestingsdienst Izegem »), social economy enterprises (the integration enterprises for renovation 'cvba Clarus' and « vzw Constructief » and the social letting office « vzw De Poort ») and social financing companies (« Trividend¹ » and « Hefboom² »), each for about 1/3 of the capital.

History:

Ethemmo was founded in 2005 by Kanaal 127, a social start up, which is a real incubator for different initiatives in social economy in the region of Kortrijk, looking always for new opportunities.

Activities:

Ethemmo purchases abandoned houses or houses in bad conditions which need renovation works. The price of purchase varies from € 50 000 to € 70 000.

The initiatives are taken by the members of the board.

The building and renovation activities are executed by employees of Clarus, which is an integration company under the limited liability cooperative form and with the social workshop, Constructief, a non-profit association. So Ethemmo has no employee on its own but generates employment indirectly in the social economy enterprises.

5 to 10 people are engaged during 3 to 6 months in the renovation of a house.

Once the houses are renovated, Ethemmo lets these houses on a long-term basis to a social letting office: the non-profit organization De Poort.

This social letting office is also the building company which pays a rent to Ethemmo to pay off the mortgages. The houses, which are suitable for a family of 4 or 5 persons, are let for an affordable rent price to disadvantaged people.

Such activities of purchase and renovation need a lot of capital and financing.

The prospects are on a long term basis: the benefits will show only after several years of operations. The capital was important enough to bridge the losses of the first years.

Target groups:

- The employees of the integration enterprises are long term unemployed people.
- The houses are rent to disadvantaged people.

Why does it work?

- A lot of opportunities regarding the number of abandoned houses in the region of Kortrijk.
- The possibility for subsidies for renovation within the regulations for renovation.
- Subsidies for rent for the tenant as there is a specific legal framework for houses let by social letting offices to people with a low income.

Results

- 8 houses renovated and hired out in 2009.
- The employment during the renovation.

Financial Data

- Equity: € 120 000.
- Debts: € 412 602.
- Total value of the houses: € 520 725.
- The result of 2009 is positive: € 9 063.

Prospects

Ethimmo is negotiating with the public authorities of the city Kortrijk for other initiatives.

¹ See presentation of Trividend

² See presentation of Hefboom.



Les Tournières

Activity

The cooperative was created as a result of a social movement and a significant response of the citizens to the sale of the cultural centre in Liège (Belgium). Les Tournières is a limited liability cooperative with social aim (scr1 – fs)¹ and it represents an « alternative model » in real estate.

The co-owners real-estate purchases buildings in Liège. The buildings purchased are subsequently renewed by persons undergoing re-integration (apprenticeship at the construction site) in agreement with principles of environmental protection (ecological materials and technologies). Then, the buildings are turned into social accommodation, low-rent blocks of flats, or used for the needs of associations.

The initiative is private but its aim is social. In agreement with the principle of countering profiteering connected with real estate, members of the cooperative participate in the project without receiving remuneration or deriving direct profit from the



Website

www.lestournieres.be

Date of creation | Country

2003 | Belgium

Key words

inclusion, housing,
ethical investments,
ecobuilding, internship,
cooperative

activity of the cooperative. They act in the spirit of good citizenship, wishing to connect ethics and social activity.

Up until recently, the cooperative has been receiving significant subventions from the authorities for the purposes of renovating buildings so as to create social accommodation. However, Les Tournières strives towards self-financing, particularly by means of inviting new members to take part in the project. Moreover, buildings are purchased at a good price. Les Tournières aims at achieving moderate development and to purchase a new building every year.

Results

Since Les Tournières was established:

- 180 members of the cooperative invested around € 320 000.
- 5 blocks of flats have been purchased.
- Around 15 associations were given accommodation.
- 3 lodgings with appropriate price were created.
- 9 connecting apartments are being prepared (for providing temporary accommodation for families in difficult situations).
- 1 area has been left untouched (to serve as a biodiversity island).

¹ Srl - fs: Limited liability social cooperative. See Belgian legal system.



Photo: Mikołaj Grynberg

Community Houses in Cieszyn

Idea

Develop an innovative countrywide method of social and vocational activation of the homeless people by offering them not only home and job but also helping them to recreate shattered family and social bonds, teaching them responsibility, time and financial management.

Objectives

1. To give solutions for exiting homelessness.
2. To facilitate the inclusion of the unemployed and homeless people into the job market and improve their social integration.
3. To provide therapy via work and contacts with other people
4. To treat people suffering from alcoholism.
5. To rebuild and refurbish old, wrecked factory and flat buildings in Cieszyn.

Contact

Mariusz Andrukiewicz is the manager of the « Być Razem » Association

E-mail

mariuszandrulikiewicz@wp.pl

Phone

(0048) 33 479 54 54

Website

www.free.ngo.pl/bycrazem

Date of creation | Country

2004 | Poland

Key words

unemployed people, community, alcoholic people, homeless people, social inclusion

How do they operate?

Legal form:

The Community Houses are managed by a Social Education Centre (CES-Centrum Edukacji Socjalnej in Polish) that operates as an association.

History:

In 2000, the Mayor of Cieszyn proposed the association « Być Razem », which means « Be Together » in English, to design a system of assistance for homeless people which would offer something more than mere temporary shelter in the doss-house. The city allocated two factory halls from the Confectioner's Industry Plant « Olza ». The halls were renovated by several homeless workers, many of which were professionals (i.e. in carpenter, painter, tiller professions). The factory halls were then turned into community houses managed by the Social Education Centre on the basis of solutions for homeless people developed in the School of Kofoed in Copenhagen, in cooperation with « Barka » foundation from Poznan.

Activities:

The Social Education Centre covers thorough help for homeless people: providing a shelter, improving professional skills, providing psychological support.

It currently manages three community houses for homeless people: one temporary and two permanent. Living in the community teaches regularity, responsibility for yourself and others, self management.

- The temporary house has 23 places.

People are entitled to stay here for 2-3 years, but if they are not able to find a new place, they may be awarded an extension of residence.

The route of homeless persons seeking acquisition of a place in the house is divided into couple of stages: from 2 weeks intervention period through 1 month trial period up to permanent residence.

The additional requirement for acquiring a place in the house is possession of own source of financing (pension, annuity, benefit, and job). The residents do participate in the house living costs, they manage a common budget.

In the temporary house, the Social Education Centre runs vocational workshops in the field of carpentry, arts craft, lock smith and sewing, which are work training workshops which teach the basic skills, punctuality, everyday work.

The workshops produce mainly furniture, boxes, frames, carrying minor furniture repairs. The scale of production is not large: the profit reached several dozen thousands PLN (around € 5 000 to € 10 000) in 2009. The workshops' participants receive remuneration (around PLN 900, i.e. some € 228, monthly) if the Social

Education Centre obtains financing for the activities. If not, the work is done for free.

- The two permanent houses have rooms for 14 people. In the first house, there is a place for 9 people, in the second for 5.

Their idea is founded upon full independence of the residents who pay for media, purchase sanitary materials and food plus cover carrying costs of materials. The condition for residence is the possession of own sources of financing.

Each person has his own room. There is a common kitchen and common sanitations.

The residents come up with interesting ideas for lowering the living expenses.

For example, the residents of one of the houses run a colony of Californian earthworms.

They exchange the humus for fruits and vegetables with the owners of the nearby garden allotments. They also possess the solar panels which reduce expenses – especially for use of hot water and partially heating.

The City Council of Cieszyn allowed the gratuitous use of both permanent houses by the Social Education Centre of Być Razem.

Target groups:

- The homeless, unemployed, and alcoholic people.

Why does it work?

- The residents of the community houses receive not only accommodation but also an opportunity to take responsibility for their own life, they learn how to live among others, and they have to acquire resources to secure their living (some of them work in social enterprise created by the association Być Razem¹).
- There is a good cooperation between the association managing the community houses and the local government of Cieszyn, and also between social help organizations and institutions and job market institutions.

Results

- 52 residents living in the community houses in 2009.
- Currently 21 people are living in the temporary house whose total capacity is 23 people.
- Currently 11 in the permanent houses whose total capacity is 14 people.

- 75 people annually participate in Vocational Therapy Workshops.
- Prior to association started creating the houses, there were approximately 270 homeless in Cieszyn, currently there is around 30.

Financial Data

Around PLN 400.000 (about € 101 000) as public financial aid for start up and running of the enterprise

Annual income of the Social Education Centre for 2009:

- Local government donations: approx. PLN 265 000 (about € 67 000)
- Income derived from the workshops activities paid as public good: PLN 50 000 (about € 12 660)
- Grants: approx. PLN 50 000 (about € 12 660)

The permanent community houses are regularly financed by their residents. The investments like windows changing are also financed with their own collected (saved) funds; small repairs and major renovations (i.e. painting) are conducted by the residents.

Both permanent houses were given to the Social Education Centre (CES) by the city council with a view of gratuitous use. Currently there are no public subsidies for the operation of the houses.

Prospects

The Social Education Centre is trying to strengthen the cooperation with the Social Enterprise « Być Razem » in order to provide the houses' residents with workplaces.

And more

« Each person wishing to work with the homeless has to bear in mind that it is very hard to change these people, cure them, and activate them for work, – says Mariusz Andrukiewicz, manager of the mutual help association « Być Razem ». – Economic activities with the participation of homeless people are often tasks which are destined to fail. It is very difficult to initiate the production because, very frequently, these people, often with damaged health, even if trying hard, would never be able to work on the same level and so long as the other workers. The majority of them are not, and are not going to, be able to function outside the community. As soon as we realise that, it will be easier to work with the homeless people and we will achieve better results ».

¹ See presentation of the social enterprise "Być Razem"



VAUBANaise

Cooperative, integrative and intergenerational building

Idea

To develop a system of mutual assistance in social and financial matters by building an integrative and intergenerational place to live managed by a housing cooperative.

Objectives

1. To introduce a form of communal accommodation for disabled and non-disabled people, apartments available to everybody and therapeutic groups, the young and the elderly.
2. To develop an innovatory system of mutual neighbourhood assistance reconciling older people's needs for services and financial difficulties of young students.
3. To integrate the project into an eco-construction approach (renewable energy sources).



Contact

Bernd Steyer is a spokesman for Management committee of Oekogeno

E-mail

bernd.steyer@oekogeno.de

Phone

(00 49) (0) 761 211 714 3

Website

www.oekogeno.de/vorhaben

Date of creation | Country

2010 | Germany

Key words

cooperative, intergenerational, services, housing, community

4. Combine the social (support and mutual assistance within the community), economic (advantageous loan, reduced cost of personal assistance and guidance) and environmental (eco-construction) objectives of the project.

How do they operate?

Legal form:

The VAUBANaise eG¹ possesses the status of a housing cooperative, which allows it to have preferential fiscal conditions.

The cooperative members have the possibility to:

- participate in a social investment;
- book an apartment in the building;
- be entitled to move in for life.

History:

For twenty years, OekoGeno² has been a social and ecological cooperative, offering dedicated funds within one of its units, OekoGeno Project. That is how it works for VAUBANaise, a property fund for whom OekoGeno ensures conception and sale to members.

The project is carried out as a part of a partnership with an architecture firm called Frey, which has been working for many years in ecological, sustainable and social architecture. The firm has already experimented with this type of housing and is representing the city of Freiburg at the Shanghai World Expo.

Activities:

Demographic changes show an unprecedented demographic surge in the 65-74 and over-75 age segments while no adequate relocation comprising the possibilities of personal assistance or other care is proposed for them. An intergenerational approach that includes disabled people should serve as a model form for communal life between the young and not so young, between the disabled and non-disabled, on the basis of neighbourhood mutual assistance.

The VAUBANaise project is located in the eco-sustainable « Vauban » district located in the south of the city of Freiburg, on the site of former French barracks.

This new district named « Vauban », currently under construction, is designed for over 5 000 inhabitants and 600 jobs. The city of Freiburg has become owner of this 38 hectare property after acquiring it from the Federal State for € 20 millions. It is now in charge of the planning process and development, in cooperation with several partners. The planning process was open to the participation³ to an extent much larger than required by legal obligations.

The VAUBANaise project consists of the construction of a 46 apartment building. 6 of the apartments are reserved for treatment, care and group

meetings which will be provided as part of the cooperation with the « Lebenshilfe » association, which also rents a part of the building³. There is also a surgery in the building⁴. An important area is dedicated to an open-to-the-street outdoor park offering different activity opportunities.

This is an eco-construction of the « green building » type. As for energy supply, a 65 kWc photovoltaic system as well as 2 small wind turbines and wood pellet heating are planned to be installed.

One of the key elements is the neighbourhood mutual assistance through which young students offer free services to elderly people in exchange for a loan reduction.

Apart from assisting people with intellectual disabilities, the project also aims to provide rooms available to everybody, flats for the use of different associations, shared accommodation between students and elderly people, and a moderator dedicated to communication between inhabitants.

Target groups:

The aim of the project is to integrate all generations and personal situations: younger and older people, people with intellectual disabilities, students, etc.

Results

- 46 apartments of 25 to 150 sqm.
- Approximately 100 people, including 20 students.
- The public-benefit association for homecare, « Lebenshilfe », is planning to employ 5 people.
- Numerous volunteers will participate in assistance, guidance, shopping, and trips.

Prospects

The project should make it possible to prove that everyday co-existence between the disabled and non-disabled is not only possible but particularly enriching for all the people involved.

The model character of the project should allow it to serve as a source of inspiration for future developments and copying in other locations.

¹ Eingetragene Genossenschaft (eG) is the name given for cooperatives in Germany.

² See the presentation of OekoGeno.

³ Especially thanks to the « Forum Vauban e.V. » association, declared as the legal body of the city of Freiburg, which takes initiative in the planning process of the Vauban district.

⁴ Personal assistance association « Lebenshilfe » is a public benefit association whose objective is to meet the needs of people with intellectual disabilities and their families all around Germany.



La Casa Foundation

Activity

The difficulty to find appropriate accommodation is a real obstacle for people trying to regain personal stability and integrate into the society. La Casa foundation, with Banca Etica¹ as one of founder-members, is an innovative organisation which helps to solve the problem of lack of housing for Italian families and foreign residents by promoting access to decent accommodation. Its operational methodology is based on multi-institutional participation, in particular of public/ private co-workers.

The foundation deals with:

- identifying and managing real-estate property, in particular that which may be used as public residential buildings;
- managing the cooperation of social enterprises from the related area to support in searching for accommodation and employment as well as ensuring good anchoring in the social tissue;
- training users how to take proper care of their housing needs:



Website

www.fondazione lacasa.org

Date of creation | Country

2001 | Italy

Key words

housing, services, inclusion, economic autonomy

accommodation search, counselling during the search, social support and intermediation, short-term residence;

- offering a system of services which promote economic and social autonomy and future purchases of residents: micro-loans, housing insurances, indemnities for lack of payment, guarantees to facilitate access to housing loans, social support services, etc.
- conducting Research and Development activities, projects aimed at promoting communication and making the area more sensitive to problems;
- reinvesting money in the area of housing to construct new housing facilities.

Results

- Real estate property under management: 66 flats (on average 2 people per flat).
- Monthly rent varying between € 150 and 400 month.
- Creating a national network of social cooperatives dedicated to social housing: Consortium of Social Cooperative "Villagio Solidale" (Solidarity-based Village).
- Establishing a social intermediation agency for housing.
- « Casa a Colori » (« Colourful houses ») is a project from the area of social and tourist accommodation launched in 2008 by the Consortium of Social Cooperative. It offers good quality accommodation for reasonable prices and allows tourists to discover the visited area thanks to dedicated orientation and information services. Its objective is to defend a new model of conducting housing services.
- The « Casa delle genti » (« House for the whole World ») project anticipates constructing a multifunctional housing facility (providing accommodation, social services, restaurant, music, literary and artistic activities, common areas and common usage of services). The multiplicity of services, some of which will be delegated to social cooperatives, will create a possibility for internal change but also a change together with the whole of urban community. It will satisfy short-term (for a few days: tourists, business travellers), middle-term (for a month: families of hospitalised people, students) as well as long-term (for a few months: apprentices, students, families in transition, etc.) accommodation needs.

¹ See the Banca Etica presentation.



Norrby Välle

Idea

Implement a « reversed inclusion »: develop adaptable solutions for individuals with social dysfunctions. Be able to generate attractive activities and services for people from the surrounding society, who are the one who try to be integrated in the system.

Objectives

1. To create living and working conditions for rehabilitation of each individual people with social problems.
2. To take part in the services and products as well as the atmosphere of the village where it is located.
3. To make this initiative a 100 % ecological initiative thanks to the close cooperation with other social and therapeutic work places, curative schools and organic biodynamic farm.



Contact

Mats-Ola Ohlsson and Frode
Wendelboe are the leaders of
Norrby Välle

Email

mats-ola@norrbyvalle.se
frode@norrbyvalle.se

Téléphone

(00 46) 8 551 78607
(00 46) 8 551 78605

Site internet

www.norrbyvalle.se

Date de création | Pays

1986 | Sweden

Mots clés

reversed inclusion, social and
mental dysfunctions, services,
organic agriculture

4. To create a surrounding that is attractive for people of all ages (elderly, children, etc.), mainly on two farms.

How do they operate?

Legal form:

Norrby Välle is a non-profit foundation.

It is this legal form with no private ownership that best protects the aim of Norrby Välle and makes it more sustainable.

History:

Norrby Välle started in 1986 when the founding family Ohlsson had already during five years welcomed young people in need of a sheltered living in their family. Their wish was to wide and strength their initiative and found a social therapeutic community. Another family and – after some years – several other people – connected to the idea and a house was supposed to be built.

There were advanced plans to build a new house at Norrby Välle Farm when a question came from a close neighbour, the biodynamical farm Skåve: would Norrby Välle consider to extend their initiative and take care of a big house at Skåve Farm which was not being used at that time? A kind of merger took place. Skåve Farm now in turn extended their activity from sustainable farming into taking care of human development needs.

Activities:

Norrby Välle is mainly located at two neighbour farms, the Norrbyvälle farm and the Skåve farm, whose land and buildings was formally owned by the Skåve foundation-Skåvestiftelsen.

There are private houses, a kindergarten for 50 children and some other enterprises.

Norrby Välle also has living places for young grown-ups and a house for teenagers in Järna Village, some kilometres away from the farms.

Norrby Välle is targeted at people with social and mental dysfunctions who need adapted living and working conditions. The ideas of Norrby Välle are founded in the anthroposophical thoughts, that every human being has a sound individuality, with possibilities that can be developed.

Norrby Välle offers work in gardening including growing vegetables and flowers, a café, a cake bakery, therapeutically horsemanship, a lunch restaurant and possibilities to get practical experience with the farmers. The co-workers are organised in different groups under a supervisory group of « leaders ».

The different units within Norrby Välle act together and many possibilities for the individual are created. It can be described as a cycle that starts with finding meaningful activities for people with dysfunctions and this generates a chain of social events. Everything that is created is directly

attractive for the surrounding society.

There are also visitors coming every day, who want to take part in the services and products as well as the atmosphere that is created. The temporary guests must get a positive, inspiring impulse in their daily life through what they meet at Norrby Välle (having lunch, buying vegetables, etc.).

Norrby Välle is working in relation with several networks as Anthroposophical society, which means a world wide network for the thoughts and ideas behind the social therapeutic and biodynamical work that is carried on at Norrby Välle. Norrby Välle also works with several local, Swedish and Nordic networks for social therapy, a consultative group together with the local community of Södertälje and the Council for curative education and social therapy. These partnerships consist in mutual exchange of experiences with colleagues internationally and research.

Target groups:

- Young people and young grown-ups with social and/or neuro-psychiatric dysfunctions. There is a group of people who live and work in Norrby Välle for long periods or for life, but there are also individuals who stay for half a year during rehabilitation after having been ill or after long unemployment, by taking part in a lively, foreseeable social context.
- Many of the customers coming regularly are from the surrounding community. They are usually seeking for a socially inclusive context to be in. They like the atmosphere, the good food and the possibility of coming into good conversations. There are also visits of tourists, couples, elderly « on tour ».

Why does it work?

The success is based on the interest for the development possibilities for every human being, through their whole life. This interest is carried by all co-workers in Norrby Välle through simple questions to know each other better, and a sense of mutual development.

But this is only possible when individual co-worker is more stable.

Mats-Ola Ohlsson and Frode Wendelboe, managers of Norrby Välle notice:

« Personal engagement, long-term responsibilities, a dynamic mobility or versatility, these are the factors that make this enterprise sustainable and successful. It requires extreme structural skills and an extreme dynamic at the same time. Use mutual respect instead of regulations ».

Results

- Norrby Välle as a whole enterprise has about 100 employees, including those working in the houses where youngsters and grown-ups live. About half of the employees work in the living houses, and half in the work units.
- 25 people are in rehabilitation in the work units.
- 60-100 visitors every day.
- There are:
 - 5 houses for living.
 - 9 flats.
 - meeting/hobby workshop place in Järna Village.
 - 4 work units plus individual working possibilities.

« On an individual level to succeed is when a person who was in hospital against her free will, comes to a situation where she is productive in a bigger, open social context.

On a society level to create an attractive, inclusive, lively environment where many more people than the primary group gets inspiration and safety.

The result is a spin-off-effect of the development of young people that continues out to other people and the society as a whole », explain Mats-Ola Ohlsson and Frode Wendelboe.

Financial Data

At the end of 2009:

- Total asset : € 1,7 million.
- Equity : € 253 000.
- Turnover : € 3,2 million.
- Profit : € 64 000.
- Almost 100 % of the activity is financed by the Community of Södertälje and other Communities in Sweden (tax money), which are municipalities (public entities).
- The workers all have some kind of subsidies from the State, in one or another form. These subsidies are supposed to cover their living costs, food, rent and so on.
- Additionally, when they work at Norrby Välle, they get about SEK 800 (€ 85) per month from the State (Job and Development Guarantee). This amount is regulated from the authorities, or by law. It is paid out in relation to how much they really are attending the work place during the month.

Prospects

Norrby Välle wishes to move the whole concept into an urban context maybe also in another European country and tests it there. They have good experience in their concept of service housing, a concept that works very well. The main factors of success are completing individual support with a constant availability to a meaningful social context. This has been tested in a rural context, as well as in a village, and it could be moved into the city, and/or to another country and be completed with job opportunities within café, shop, and restaurant.

And more

Piece of advice from Mats-Ola Ohlsson and Frode Wendelboe, leaders of Norrby Välle:

« Dare to have visions, do not say that something is impossible, test your visions, live with them and you will experience that much can come into reality if you are faithful to your ideals and ideas. Strive for to answer the questions that the dysfunctional people put into the world, because there are some of the answers to the questions of our whole civilisation. A sound and well functioning society should not have these misfits! [...] Coherence – to experience that what I do has its place in a coherent context and is important for all the people involved in the enterprise, also for the co-workers. The management must be interested in the personal individual development of everybody that is involved. Continuity is also a key word that has a decisive influence in the success. To accomplish this, a number of indicators have to be built up, maintaining the whole ».

¹ Refer to the presentation of legal framework for Sweden.

T O U R I S M | H O T E L B U S I N E S S | C A T E R I N G



L'Usine

Events Factory

Idea

To create a company organising events connected with reception/restaurant which would help in social inclusion and integration of people from difficult environments.

Objectives

1. To prove that we can achieve economic success by working with so-called unemployable or ill-adapted persons.
2. To develop actions and activities in the spirit of sustainable development: to maximise the social impact while minimising the environmental impact.
3. To become an undisputed player in the area of professional events and on the catering market in the Paris region.



Contact

Julien Trévisan is the associate director of L'Usine and Traiteur éthique

E-mail

julien.trevisan@
lusine-evenements.com

Phone

(00 33) 1 55 87 55 12

Website

www.lusine-evenements.com
www.traiteur-ethique.com

Date of creation | Country

2000 | France

Key words

inclusion, event planning,
restaurant, catering,
top of the range,
responsible consumption

4. To promote alternative commerce by actively participating in lobbying and awareness-raising actions directed at the general public and at professionals.

How do they operate?

Legal form:

Event It (L'Usine/Té Traiteur éthique) is a single-owner limited liability company (EURL). Event It is a work integration enterprise in the Restaurants/Event Planning division of the « SOS group¹ ». The latter holds 100 % of the company's shares and, since it waived its right to dividend; all profits made are allocated to developing new projects aimed at creating workplaces.

History:

L'Usine is above all a heritage place, established in 1862 by Emile-Justin Menier, member of a famous family of chocolate makers. This site, originally established as the Central Pharmacy of France, became at the beginning of 1980s the French seller of aromatic products. After that, it remained an industrial wasteland for 10 years. In 2000, « SOS group » began working on renovating it to turn it into an event venue managed by a chef Richard Normand. In 2005, l'Usine diversified its activities and launched a catering branch for top of the range organic products (Té Traiteur éthique).

Activities:

L'Usine is an event planner and a top of the range catering company which builds its distinctive character by employing people with socio-economic difficulties. A proof of the economic viability of the project is the company's involvement in environmental issues - it gives privilege to products obtained from fair trade and organic agriculture, a design originating from fair trade and support for raising the awareness of guests.

L'Usine develops its different activities in a unique historical location with an area of 1 500 m², and 8 independent rooms which may hold 1 500 people for cocktails:

- The restaurant: a business restaurant with a hundred sitting places admits everyday on midday, from Monday to Friday, VIP business clients.
- The event planner: based on a modular and tailor-made offer, l'Usine organises all types of events: evenings, seminars, press conferences, product launches, concerts, fashion shows, « Stade de France » events, etc.

The catering branch (Té): in 2005, l'Usine developed its catering-reception organising branch which promotes a selection of labelled products, made from organic or fair trade products.

The activity of social and professional requalification is the most im-

portant value of l'Usine. The core activities of l'Usine comprise a large number of jobs (waiter, chef's assistant, dishwasher, head waiter, driver, receptionist, security employee, store-keeper). The tasks are adapted to inclusive schemes since they require few employment pre-requisites, while remaining real openings.

With the help of training and adapted practice, l'Usine is a springboard to the labour market. The inclusion process is built on professional evaluations, workshops in job seeking techniques, individual outplacement and coaching to allow gradual evolution to inclusion by acquisition of new competences and escort right till the finish. 4 major players cooperate to support the participants of the inclusion programme: the inclusion manager, the direct manager, the social consultant and the Pôle emploi². This cooperation allows the addressing of different issues related to inclusion (health, accommodation, employment, administrative and legal aid, training, etc.).

Target groups:

People benefiting from the inclusion programme match the Pôle Emploi criteria. These are young people in difficulty, the unemployed registered in the Pôle Emploi, people earning social minimum benefits, handicapped persons, people covered by social aid, people who served time in prison or in detoxification institutions, people covered by the youth legal protection, etc.

Why does it work?

- Geographical location of l'Usine, close to the Stade de France.
- Significant experience in the area of event planning and commercial activities from the top of the range category.
- Knowledge of the inclusion process based on support, orientation and counselling aimed at maximising sustainable professional re-inclusion.
- A global package offer (restaurant, rooms, security, receptionists, lease of equipment, technology, etc.) strongly involved in the process of sustainable development.

Results

- On 1st of July 2010 (without extra staff), the actual staff of l'Usine and Té Traiteur éthique included 20 supervisors, 60 participants of the inclusion programme and 3 apprentices.

- Since 2001, about 400 people deprived of employment benefited from training and personalised counselling at l'Usine and within Té Traiteur éthique. Each year, almost 130 employees benefit from inclusion contracts within the group (the maximum period is 2 years in three successive contracts for specified periods of time: for 4 months, 8 months and 12 months respectively).
In 2009, the rate of « sustainable » exit³ reached 57 % and the rate of « dynamic » exits⁴ - over 66 %.
Each inclusion supervisor takes care of a maximum of 25 people; they aim at reducing this number to 20 people.
- In 2009, they organised approx. 650 events (275 for Té Traiteur éthique and 400 for l'Usine).
Every day, between 100 and 1 700 clients are served in l'Usine.
Every day, Té Traiteur éthique prepares between 60 and 1 500 meals.
20 tons of products from organic agriculture or fair trade are used by Traiteur éthique every year.
- Our client structure: 80 % are private companies, 9 % state-owned companies, 7 % local communities and the rest associations and individual clients.

Financial Data

- In 2009, the balance sheet for Event It amounted to € 3 120 563 with € 342 222 of own capital. The result for the two operations (Usine and Té) totalled € 122 153.

	2008	2009
Turnover for l'Usine	€ 3 058 511	€ 3 341 272
Turnover for Té	€ 1 145 484	€ 1 561 023
Total payroll	€ 2 068 183	€ 2 232 601
Total payroll for Usine + Té	€ 1 879 046	€ 2 117 878

- On average, 92 % of resources come from commercial activity. The ratio subventions for operations/turnover decreased from 11 % to 8 % between 2008 and 2009.

Prospects

From 2010, l'Usine would like to work on improving consulting services for participants of the inclusion programme by introducing software to measure the efficiency of the inclusion activity and to perform reporting.

Within the spirit of requalification, l'Usine would like to achieve a « time of training/ time of work » ratio at a level of at least 10 %.

And more

In order to show the effects of l'Usine we present a sample profile of a young man for whom the integration in l'Usine was the first professional experience:

20 years old, dropped out of school, brought up in a difficult district, had a few stints (all pretty short), including a job in a restaurant, sent to a local mission of l'Usine to work as a waiter.

Itinerary at l'Usine:

On the professional scale: the first year serves essentially as a time to learn the rules of life in a company (absenteeism at work, respect for hierarchy, conflict management, etc.) and learning to perform the job. After nine months, he is sent to a partner company of l'Usine (Eurodisney) for 15 days to complete his professional project and face the reality of typical work. Having gained experience, he comes back to l'Usine: here, the Inclusion section helps him to find a job (workshops on writing CV and the letter of application, on participating in a job interview, etc.) and recommends a partner. He begins a contract for an unspecified period of time after 13 months in the programme.

On the social scale: after 4 months in the programme, he admits that he has problems with accommodation. He is directed to a dormitory for young workers which he joins 6 weeks later. At the same time, we help him to apply for a social housing (which he will be granted several years later).

He will follow training in managing his own budget (with the goal to achieve personal autonomy) and training in relationships conducted by an external organisation (working on building relationships with others, respect, managing emotions, etc.).

¹The « groupe S.O.S. » is a group of associations and companies operating in a range of areas (sanitary, social and medical-social, education, inclusion, press, fair trade, durable development).

²The Pôle Emploi (Employment Pole) is the body in charge of employment in France. It is responsible for admitting and supporting job seekers,

it collects employment offers and data regarding the labour market as well as provides advice to companies relating to recruitment and payment of benefits.

³ The sustainable exit implies a contract for a specified/ unspecified period of time for at least 6 months after completing the programme at l'Usine.

⁴ The dynamic exit implies a contract for less than 6 months or a different form of training after completing the programme at l'Usine.



Ahoi

Idea

To renovate a barge by people of a social workshop, using ecological products and use it as a hotel and restaurant managed as a social workshop.

Objectives

1. Provide training and job opportunities to unemployed and vulnerable people during the renovation and in the tourist sector.
2. Collaborate with the universities of Kortrijk to have an attractive and innovative location for tourists.
3. Have an eco-friendly approach during the implementation of the project.



Contact

Tim Vandewalle
is chairman of Ahoi

E-mail

info@ahoi.be

Phone

(00 32) 56 2909027

Website

www.ahoi.be

Date of creation | Country

2010 | Belgium

Key words

responsible tourism,
restaurant, renovation,
youth, hotel business

How do they operate?

Legal form:

The name of the whole project is « Ahoi ». For legal reasons two juridical entities were founded in 2008: Ahoi vzw, a non profit association¹, owner of the boat and the operator Cadentia, a cooperative accredited as integration enterprise, in which Ahoi has a participation.

History:

In 2008, the non-profit enterprise Ahoi vzw bought an old inland cargo-boat to renovate and to rebuild it in order to develop a touristic activity. The initiative was then taken by « Kanaal 127 », an incubator for innovative projects in the social economy, always looking for new opportunities. The opening of Barbootel Ahoi was on 1st of July 2010.

Activities:

Ahoi vzw bought a cargo-boat and began the renovation and rebuilding works in order to make it become a trendy and comfortable Boat & Breakfast. More than 40 people of different social economy initiatives have contributed to the realization of the ship. They helped with the demolition and cleaning inside, the carpentry, some welding, all the painting, part of electricity and IT, utility connections, etc. For the renovation they used ecological products and solutions.

The universities of Kortrijk (Howest and Katho) are involved in this project. Students of the departments Industrial projects, Industrial product projects, New media and communication technology and Applied architecture collaborated. Students of Communication management and engineers helped to rebuild the barge to a unique attraction for tourists in Kortrijk.

Barbootel Ahoi has 10 comfortable rooms with Internet connection.

The boat is situated on the river Leie that runs through the heart of the centre of Kortrijk.

There are different formulas for breakfast and there is also a restaurant, with a bar offering special tapas and desserts.

They use organic products as well as regional and fair trade products.

You can hire the whole boat on Wednesday for meetings and receptions.

In the actual « operation phase » (pub and hotel), Cadentia employs itself people and trains them on the job in order to become a friendly desk operator, an assistant cook or a professional room cleaner. Cadentia has an accreditation as « integration enterprise ».

Sustainable tourism in the region is promoted by means of a tourist information point on the boat.

Why does it work?

It's an innovative project suited to train the labour attitude of long time unemployed people (during the renovation phase and during the exploitation phase).

The « Barbootel Ahoi » is also an answer to the demand of budget-friendly hotel accommodation in Kortrijk.

Results

- 40 people from social workshops employed during the renovation phase.
- Currently: volunteers, 2 managers-trainers, 4 employees (from the target groups) and 2 trainees.

Financial Data

Ahoi (non-profit organisation), initiator and owner of the project:

- Equity capital: € 200 000, coming from some social economy enterprises, the public social service and the city of Kortrijk.
- Investment loan: € 180 000.
- Subsidies: € 252 070 (mostly coming from the ERDF², the European Regional Development Fund).
- Estimated turnover (renting): € 33 600.

Cadentia cooperative, operator:

- Equity capital: € 37 500.
- Investment loan: € 40 000 from Hefboom.
- Estimated turnover: € 300 000.
- Employment: 2 managers and 4 employees

Prospects

The first objective is to consolidate the existing activities and exploitation of « bar, restaurant and hotel » and the « training » of the employees.

And more

« The meal was delicious. We recommend « Barbootel Ahoi » to everybody. We wish AHOI a lot of success. We'll come back ». Jacques, a customer.

« What hospitality! Delicious tapas and wine. And an excellent breakfast-buffet ». Bernadette a customer.

¹ See legal framework Belgium.

² ERDF - European Regional Development Fund, is a financial instrument within the European Union's cohesion policy aimed at "Regional competitiveness and employment", its objective is to reinforce competitiveness and appeal of European regions by supporting innovation,

information society, the spirit of entrepreneurship, protection of environment and prevention of risk and to promote employment, develop training and professional inclusion and to fight against discrimination. The role of ERDF is to promote investment and to contribute to reducing imbalance between different regions of the European Union.

Altérez-Vous

Citizens Café

Activity

Citizen's café was established as a place cantered on the idea of responsible and conscious consumption, encouraging the exchange of views on social issues, open to all who want to spend time in a relaxed atmosphere, even children. Citizens café « Altérez-Vous¹ » is both:

- A place of rest offering snacks and drinks made from fair trade products, organic agriculture and local production.
- Premises offering a variety of leisure activities (ranging from « open mike » to intergenerational games, and also films, morning meetings, conferences), and a meeting place for associations and NGOs.

It is a place for local manufacturers who want to showcase their products, as well as promotional activities of artists, associations, and NGOs.



Website

www.alterezvous.be

Date of creation | Country

2009 | Belgium

Key words

citizens café, fair trade, cooperative, responsible consumption

The café has a form of social cooperative with social aim (scrif), allowing a large number of people to unite around the project. Dividends are limited.

The project was initiated by a group of students who had numerous contacts and thus were able to engage a large number of their colleagues.

Results

Moreover, development of activities allowed the two founders to create two additional jobs (one person receives a fixed salary, the other receives social welfare centre [CPAS]² benefits). Currently the café employs 4 persons. However, many volunteers help and become involved in the project.

Currently, the turnover of Citizens café « Altérez-Vous » is enough to sustain it. In mid-2010, profits practically covered the losses, and the turnover continues to grow. The balance should be positive in the beginning of October 2010. The activity started in September 2009 and, as estimated, the first accounting period ended with a loss. With sufficient initial capital, however, own funds are still positive.

¹ « Change yourself ».

² Centre Public d'Aide Sociale - social welfare centre.



Café Kaffegal

Idea

A café that serves ecological fair-trade food and uses the profit to create jobs and reintegrate mentally vulnerable people into the labour market.

Objectives

1. Reintegrate mentally vulnerable people into the labour market and show to the persons that they possess important qualities.
2. Choose a responsible approach and show the concern for environment proposing ecological and/or fair-trade food



Contact

Brian Sørensen is the managing director of Café Kaffegal

E-mail

info@briansorensen.dk

Phone

(00 45) 20 77 33 00

Website

www.cafekaffegal.dk

Date of creation | Country

2010 | Denmark

Key words

mentally vulnerable people,
fair-trade,
organic agriculture

How do they operate?

Legal form:

The Café Kaffegal is a value added tax registered company owned by the socially volunteer organization « Sindslidendes Vilkår », whose action is focused on mentally vulnerable people.

Kaffegal can be considered as a social economic company, even if there is no special legal framework in Denmark yet. However, it is being worked on. The scenario that is most likely is that the legal framework will follow the form of companies with limited liability (s.m.b.a.).

History:

The volunteer organization « Sindslidendes Vilkår's » main activity is to create better conditions for mentally vulnerable people in Denmark. This is done for example offering them drop-in-centres or trying to bring forward the positive stories about the social group.

« Sindslidendes Vilkår's » is owner of the café Kaffegal but also of Proremus company¹. Both companies strive to create jobs and reintegrate mentally vulnerable persons into the labour market.

Café Kaffegal was created because there was a potential for such a café in Århus and because « Sindslidendes Vilkår's » wanted to create jobs for mentally vulnerable people combined with running a unique café.

Activities:

- Café Kaffegal is a warm and welcoming café, located in downtown Århus, hiring and creating better conditions for mentally vulnerable people in order to help them to get reintegrated into the labour market.
- The café is open from lunch time to dinner and have a maximum capacity of guests which is around 40 people. « Kaffegal », that can be translated into « being mad about coffee », offers highlighted coffee, delicious sorts of food (burger, fish and chips, sandwiches). The café also has a « retro dish » that is changed from week to week with the special theme of traditional Danish courses as made at home.
- The food and beverages (beer, wine) strive to be 100 % organic except a few raw ingredients.
- The customers are from all sorts of segments, but there are mainly students/young people because Århus is one of the Denmark cities with largest concentration of young people studying.
- Persons can also rent the facilities for parties like birthdays, confirmations, business meetings, events etc.
- Regarding the staff, there are a managing director, a kitchen chef and a person who is responsible for the daily operations of the restaurant. Moreover, the café is always looking for new volunteers for the staff and mentally vulnerable people.

- The staff that Kaffegal hires is mainly employed as waiters in the café and some of those require training. However, they are usually ready to start working in the café as Kaffegal offers them relevant training in order to give them more confidence in what they are doing when they work at the café. It is a great motivational factor for the association « Sindslidendes Vilkår » and the café is a good place to pick these people up and show them that they have important qualities in the labour market.
- When somebody wants to have a work at the café, a deal needs to be done with the social worker of the public sector. The mentally vulnerable workers have a contract with the café and the public sector, which is a requirement.
- Actually, the café offers to mentally vulnerable people a faster way to being reintegrated into the labour market instead of the persons being tossed around in the public system. The café gives people who are abandoned by the public systems another chance whereas these people often blossom from being given a second chance. For instance, Kaffegal has been good at creating jobs of light duties to for example disability pensioners.

Target groups:

- The persons who are a part of the café are mainly mentally vulnerable people that try to get back into the labour market with the help of the company and associated organisations.
- In order to underline how unique the café is, the café makes sure that customers are aware that Kaffegal is a social economic company that has the social mission of reintegrating mentally vulnerable people into the labour market. However, it is important that the café is as 'normal' as possible to give the staff the impression of not being a vulnerable group. Instead our mission is to create a work place that is as normal as possible in order to accustom them being on the labour market once again.

Why does it work?

- The café is gaining reputation in Århus' city life and is currently retaining a third place over the best reviewed cafés in the city which is very successful since there are a great amount of cafés in the centre of Århus.
- The café is unique in the way that it strives to reintegrate mentally vulnerable people into the labour market by creating a warm and welcoming café.
- The customers can support a good cause by visiting the café and buy an organic meal.

Results

- 18 jobs created since February 2010.
- Currently 16 employees.
Among the employees, 3 people are full time and permanent people (managing director, a kitchen chef and a person who is responsible for the daily operations of the restaurant). Then the division is nearly 50 % mentally vulnerable people and 50 % volunteers working primarily as waiters in the café.
- The periods of employment for mentally vulnerable people vary and there are also a lot of conditions that must be fulfilled. For instance, persons who get employed in light duties jobs can stay at the café until they retire.
If a mentally vulnerable person gets an internship at the café, they are usually employed for six months with the purpose of being able to work in other cafés after the end of their stay at Café Kaffegal.
- An increasing awareness and more inquiries for renting the café for example for family parties and meetings.

Financial Data

Total asset: 568 000 DKK (~76 000 €)

Turn over: 455 000 DKK (~61 000 €)

Profit: no data is available as the company was founded in February 2010.

Kaffegal is independent of subsidies from the public sector, but of course the people who for example are employed in light duties jobs mainly get paid by the different municipalities.

Actually, there are different ways of paying people in flexible jobs and in light duties jobs. Common for those are that the municipalities will reimburse the company for some of the salary to the mentally vulnerable persons. So Kaffegal does pay salary to its vulnerable employees. But the volunteer persons are not paid for and do not necessarily come from *Sindslidendes Vilkår*; they can also be students and just people who simply want to work 15 hours a month for a good.

Prospects

- Currently the café is mainly covering the area of Århus, but if it proves a success on the long run, Kaffegal will definitely consider opening a café with the similar concept in Copenhagen.
- The municipalities must gradually realize that social economic companies and WISEs (Work Integration Social Enterprises) are of great importance to reintegrating people on the labour market.

Additionally, it also helps the socio-economic companies. It is important to underline that the company's economic mission of creating a profit is equally as important as our social mission since.

- To be able to expand the business concept of the café to other areas of Denmark, or to let others copy the concept if it ensures that more mentally vulnerable people can get reintegrated into the labour market.

And more

Testimony from a vulnerable worker: « It's good to know that people considerate and listen to your needs, for instance in relation to the tempo. There are working manuals to help and these also state that you are the person « in charge » and have influence in what you can cope with. People don't blame you if you make a mistake. It's good to work in a normal restaurant where the mental working environment is really good. It is also a big plus that the two daily leaders of the restaurant have experience in working with vulnerable people. »

Testimony from a customer: « The facilities are cosy, nice and clean. There is always some smiling staff to welcome you. That combined with good organic food, good service and a relaxed atmosphere makes it a great café to visit for lunch or dinner. »

Testimony from the managing director: « Before you commence on establishing a social economic company it is very important to keep in mind that such a company will not just be successful over night. Instead, you have to work very hard to keep the company running. »

¹ Refer to the presentation of Proremus.



New Or Konpon

Idea

A bar-restaurant with a valuable, innovative, and variegated culinary offer specialising in pintxos¹ and employing socially excluded young people. The establishment is managed on the basis of cooperation between two autonomous structures: one for managing the business activity and the other for supporting re-integrated people.

Objectives

1. Introducing socially excluded people or at risk of social exclusion onto the job market.
2. Presenting opportunities offered by an establishment employing socially excluded people to as many people as possible.
3. Making use of recycling.

new **ORKONPON**

Contact

Urtzi de la Torre is responsible for New Or Konpon on behalf of Txindorra Kontsultoria

E-mail

urtzi@txindorra.net

Phone

(00 34) 94 423 70 89

Website

www.neworkonpon.com

Date of creation | Country

2007 | Spain

Key words

restaurant, youth, inclusion, cooperation

How do they operate?

Legal form:

New Or Konpon Taberna SL is a limited liability company owned by:

- Txindorra Kotsultoria, a company responsible for the management of its business activity and holding 49 % of shares, and
- « Fundacion Peñasal », a foundation responsible for the support to the employees under the inclusion programme and holding 51 % of shares (i.e. the remainder).

This is a work integration company².

Activities:

New Or Konpon Taberna is a bar-restaurant specialising in preparing quality « pintxos ». It offers a wide selection of dishes and makes it possible for the customer to watch as the meal is being prepared for him or her.

The bar-restaurant is located in the centre of Bilbao, in a typically commercial district visited by many. It offers work to young people affected by social exclusion.

The initiative is promoted by:

- The « fundacion Peñasal » foundation which focuses on working with people threatened by social exclusion or socially excluded and has experience in hotel industry.
- Txindorra Kotsultoria, a consulting company on social matters, which focuses on coordinating tasks and functions and their management. The company also has experience concerning similar projects.

As part of the integration itinerary, New Or Konpon offers personalised support programmes for paid work, on-the-spot training, and helps in adaptation to professional and social life.

The company also provides intervention or help services which make it easier for the above-indicated people to become a part of the standard job market.

Main products offered by the bar-restaurant are as follows: pintxos (served and prepared on demand), cold pinxtos served at the counter, a selection of wines (wine card), special breakfasts, services for companies.

Target groups:

As a rule, the company employs the young, uneducated people who are either socially excluded or at risk of social exclusion.

The offer is not addressed to a specific group of clients. On the contrary, New Or Konpon strives to attract as many people as possible in it and to show what the potential of a company employing the socially excluded can be.

Why does it work?

- The cooperation of Txindorra Kontsultoria and « fundacion Peñasal » makes it possible for New Or Konpon to achieve success. Txinorra Kontsultoria ensures direct and comprehensive management of the commercial side of the enterprise and « fundacion Peñasal » supports it as far as helping the re-integrated employees is concerned.
- The idea behind the company – specialising in various quality « pintxos » – has been successfully implemented in other cities but it has, as of now, not been tested in Bilbao. This new concept is being implemented in the vicinity of the city centre and it ensures that there will be significant business activity.
- The location of the bar-restaurant contributes a lot to its success: it is located in the centre and therefore welcomes many customers. Such location requires the same professionalism and satisfaction for the client just as any other business undertaking.
- It is difficult to consider this bar-restaurant a work integration initiative. New Or Konpon does not provide any explicit information on this – the quality of the service has to be the same as in other bar-restaurants. By this, the effectiveness of the model is emphasized: the dignity of employees is respected, they are not « stigmatised ». This proves that it is indeed possible to give people threatened by social exclusion or socially excluded a chance. Certain websites, such as bilbao.salir.com, praise the bar-restaurant on its atmosphere and the quality of meals served there: there are client comments there (« excellent pintxos », « great atmosphere », etc.) but none of them concern the status of the company (i.e. that it is a work integration institution).

Results

Since its opening in 2007, the establishment helped to re-introduce 7 people onto the job market.

- Employees: 6 (1 manager, 1 cook, 1 barman, 2 junior barmen/cooks, 1 cleaner)
- Number of jobs with specific integration contract: 4

Financial Data

Initial capital of the company as of 31 December 2009: € 58 800.
 Results 2009: € 9 000 – Results as of 30 of June 2010 : € 30 000.
 Total balance sheet as of 30 of June 2010: € 385 000.
 Equity as of 30 of June 2010: € 310 000.
 Turnover in 2009: € 382 000.

New Or Konpon was established in 2007. It has been bringing benefits and positive cash flows since its first fiscal period. In 2007, BBK financed New Or Konpon with € 175 000. As of now, banking financing amounts only to € 33 000 and subsidies to € 60 000.

Prospects

New Or Konpon wishes to take part in the establishment of new work integration companies created on the basis of its own model, mainly in order to increase the number of jobs available for people either socially excluded or at risk of social exclusion.

And more

The company and its management model can be used for other work integration companies, Jon Mancisidor, deputy director responsible for Social and Charitable Activities, Institutions and Communication at BBK (a savings bank³ co-financing New Or Konpon since its creation), explains:

« All work integration companies are very important to us because they are a good tool for conducting the professional re-integration of people at risk of exclusion. Such entities operating in the services sector assume a high level of maturity for being bold enough to use this form of social re-integration itinerary.

Moreover, they acquaint the targeted people with the market and familiarize them with effectiveness, productivity, financing and profitability. In one word, they make it possible for them to acquire relevant professional skills. They open up new employment prospects. Work integration enterprises thus become less dependent on public subventions and improve their standing in negotiations with the authorities (i.e. if they benefit from subsidies, the business activity they develop generates revenues for the Tax Office).

The New Or Konpon case is special – the market on which it operates requires very high quality of the production process and of the final product. The catering industry is one of the main fields of business activity in our region. Our standing here is good, we have numerous Michelin stars. We operate within a very demanding environment which is one of the main touristic attractions. It is all about the idea which requires that high quality be maintained. New Or Konpon chose this location, in the centre of Bilbao and in a rich, valuable area where competition is very significant. New Or Konpon is appreciated by its customers (who do not know that it is a work integration enterprise and therefore they demand from the company the same quality of service as they require in the case of other establishments in the district – and this district of Bilbao is known

for its discerning customers). Moreover, the company inherited its name and the area it occupies after a traditional establishment in the area and it has already overdone its achievements as far as quality and attractiveness of service are concerned.

For all the above reasons, when the company was launched, it was a risky undertaking, both in terms of social and financial matters, which relied on a difficult alliance between a foundation experienced in the sector and business companies. This link turned out to be very effective. It could be repeated anywhere, both in the Basque Country and elsewhere, also in the form of franchise, not only as a product and a brand but also as a company model ».

« Or Konpon » translates from Basque as: « Make it your own way ».

¹ « Pintxos » is a speciality of Basque Country. It is like « tapas » – small slices of bread on which food is placed; it derives its name from small wooden sticks (toothpicks) which were used for holding the bread and other ingredients together.

² This type of company, legally created as a commercial company or a cooperative, is accepted

as a re-integration company by relevant autonomous institutions with appropriate authority. Such companies can pursue any type of business activity within the goods and services sector; their social aim is to integrate and educate, socially and professionally, the excluded in order to make it possible for them to find regular work. See Spanish legal system.

³ Refer to FEBEA and BBK Solidarioa presentation.



Medrano

Activity

Medrano restaurant, designed for labourers, workers and employees hired in the industrial zone of Igorre-Arratia, currently expanding, employs almost exclusively women at risk of exclusion or already socially excluded.

Established as a limited liability company with share capital divided between three entities: Txindorra Kontsultoria, a social consultancy, Patxi Rincon Roman, a company operating in the hotel business, and the Bagabiltza foundation. The restaurant serves breakfasts, morning snacks (pintxos) and lunches (menus of the day, special menus, à la carte) at midday, and there is also a bar-cafeteria in the afternoon.

Its management model is based on cooperation between the three pillar organisations: the integral and direct management is ensured by Txindorra Kontsultoria with the support of Patxi Rincón for the commercial aspects while the aid of people covered by insertion programmes is realised by the Bagabiltza

MEDRANO
JATETxea
IGORRE

Date of creation | Country

2006 | Spain

Key words

restaurant, inclusion,
industrial area,
women

foundation, which defines personalised socio-professional integration programmes.

The restaurant, a type of canteen for employees from companies located in the industrial zone, is a display window of the capacities for apprenticeship and work with people in the domain of exclusion.

Results

Since the establishment of the Medrano restaurant:

- 6 people have been integrated in the traditional labour market;
- Out of the 6 employees of the restaurant, 3 are included in the work integration programme.
- The company has had a positive financial result since the third year of operation (€ 7 000 in 2009).
- Initial capital: € 15 000 and a capital increase in 2009 of € 5 500.
- Total Balance sheet: € 145 000.



Concept Conference Centre

Idea

Concept Conference Centre is a social enterprise, providing employment and training opportunities to blind or partially sighted people, within a hospitality and catering setting.

Objectives

1. To run as a profitable business (all profits are re-invested) and to challenge the misconceptions of blind or partially sighted people in employment.
2. To provide a welcoming conference environment, preparing and serving food sourced from local ingredients and suppliers, using fair trade products and organic food.

Contact

Mark Ellerby is the project manager of Concept Conference Centre

E-mail

info@
conceptconferencecentre.com

Phone

(0044) (0) 121 665 4250

Website

www.
conceptconferencecentre.com

Date of creation | Country

2006 | United Kingdom

Key words

inclusion, blind people,
catering, meetings centre

3. To provide opportunities to blind or partially sighted people to be offered work opportunities, especially in the hospitality and catering industry.
4. To advise other employers and break down the stereotypes and inaccurate preconceptions of blind and partially sighted people towards employment; as well as to strengthen the equality between people.

How do they operate?

Legal form:

- Concept Conference Centre is a trading arm of Action for Blind People, a registered charity.
- It is a member of the regional network (Social Enterprise West Midlands) and the national network (Social Firms in United Kingdom).

History:

Concept Conference Centre is established in January 2006 as a project by the Royal National Institute of Blind People (RNIB) to promote and support blind or partially sighted people into employment. It is now part since 2009 of Action for Blind People and is regarded as one of the best places to hold meetings and conferences in Birmingham.

As their income and reputation has increased, they are now on the verge of opening a second conferencing centre in Birmingham.

Activities:

Concept Conference Centre aims to have a workforce that is comprised of a majority of blind and partially sighted people. It provides employment and training opportunities, within a hospitality and catering setting. Based in central Birmingham, Concept Conference Centre provides a competitively priced conferencing facility serving locally sourced home cooked food and external catering.

Their blind and partially sighted trainees benefit from:

- Up to 50 weeks waged training.
- Practical work experience and skills in hospitality and catering, business administration, marketing, as well as, company placement opportunities.
- Improved interpersonal skills and life skills such as, confidence building, team work, cooking, shopping and budgeting.

Concept Conference Centre and its staff offers a competitively priced conferencing facility serving locally sourced home cooked food and external catering. Its is a good choice and competitive in the sectors of tourism and training, through their services:

- Customer focused service.
- Locally sourced and seasonal fresh foods.
- Five minutes from Birmingham New Street Station.

- Blind or partially sighted trainees gain experience of hospitality and catering work.
- All inclusive price for room hire (includes data projection, PC), 2 course lunch and refreshments.
- Fair-trade, organic and Rainforest Alliance tea and coffee.
- Free broadband internet and WiFi.

Concept offers their customers 4 meeting spaces, ranging from a small room which can accommodate up to 6 delegates right up to a large room for up to 90 delegates.

Target groups:

Blind people and partially sighted people are the target group of Concept Conference Centre. As a social firm they aim to have a minimum of 50 % of their income from trade and they employ a minimum of 25 % of the staff from disadvantaged groups in the labour market. In doing so, they aim to challenge the misconceptions about blind and partially sighted people in employment.

Why does it work?

1. Concept Conference Centre's quality, positive reputation and good value for money.
2. Concept Conference Centre works in partnership with other organisations that share the same values, in a number of ways:
 - The third sector conference directory is a network of not for profit, social enterprises and charity conference venues across Birmingham. They promote each other and the benefits of using third sector venues for conferencing and meetings.
 - They support local food and environmental initiatives such as recycling, farmers markets and local supplier networks.
 - They work with independent trainers to provide quality training courses at a fair price on cookery, team building, personal development, quality measures and funding.
 - They work with organisations to support and promote the benefits of using social enterprises.

Results

- 10 employees: 4 permanent staff, 6 persons with disabilities.
As a social firm, Concept Conference Centre employs a minimum of 25 % of their staff who is blind or partially sighted and derives more than 50 % of their income from trade. They employ a small number of permanent staff in the key areas of management and marketing, catering and finance.

- Of the 18 trainees who have currently passed through their centre (up to July 2009):
14 people get employed.
4 have chosen volunteering or further education.
- There have also been 14 candidates carrying out volunteering employment placements and 20 people on a number of 2-day cookery courses.
- Over 7 000 delegates used the facilities in 2008/2009 and they regularly scored Concept Conference Centre services at 90 % or over in the customer satisfaction ratings.
- Recently in June 2010, Concept Conference Centre won the West Midlands Business in the Community Award for Equality and Diversity « for businesses and social enterprises that are pursuing equality and reaping the benefits of diversity ».

Financial Data

They finance their activities by the contribution of donors and members.
They don't receive any subsidies, grants, taxes benefits from the public institutions.

Prospects

Concept Conference Centre has launched a new additional conference venue in central Birmingham in April 2010.

And more

« When I took the trainee post at Concept... I knew it would not be easy because I had worked in the manufacturing industry for the last 20 years. I am more motivated and the new skills and confidence I have gained in the last 12 months will help me with my future job prospects. », Kevin, kitchen trainee.



Photo: Mikołaj Grynberg

U Pana Cogito Guesthouse

Idea

The only guesthouse and restaurant in Krakow which employs people with severe mental injuries to undergo work rehabilitation aiming at combating illness more effectively.

Objectives

1. Create job places for mentally handicapped people.
2. Facilitate the activation and inclusion of people with mental injuries into the job market and convince healthy people to co-work with mentally ill people (integration activities).
3. Encourage the social integration of people with mental injuries through contacts with other people and create therapy through work.

Contact

Agnieszka Lewonowska-Banach is « U Pana Cogito » Guesthouse's manager

E-mail

biuro@pcogito.pl

Phone

(00 48) 12 269 72 01

Website

www.pcogito.pl

Date of creation | Country

2003 | Poland

Key words

inclusion,
mentally handicapped,
restaurant, tourism,
hotel business

4. Protect the historical treasures of old Krakow, included in UNESCO's world heritage site.

How do they operate?

Legal form:

The enterprise is the compilation of numerous institutions which operate together with a view of achieving common objectives via different legal forms: the Cogito laboratory which is a limited liability company, two associations Mental Health Families association and association for Psychiatry and Environmental Care Development, « U Pana Cogito » guesthouse, which is a vocational training centre (Zakład Aktywności Zawodowej or ZAZ) and the group therapy workshops (Warsztaty Terapii Zajęciowej or WTZ). These two last legal subjects are operating under Polish social economy sector dedicated for handicapped people.

History:

In 2000, Krakow locality gratuitously offered a ruined historic building with a purpose of creating a guesthouse, a workplace for mentally ill people. The refurbishment and start-up of the guesthouse (PLN 1.2 million i.e around € 305 000) was financed with inter alia private donations and British lottery grant, the 40 % was covered by national fund for mentally handicapped people (PFRON).

Simultaneously with 2 years of construction the training for prospective workers of the guesthouse was conducted. 30 people were trained – 15 of them work in the guesthouse up to this day. In 2003, two Krakow associations – Mental Health Families association and association for Psychiatry and Environmental Care Development – opened « U Pana Cogito » guesthouse as a vocational training centre (ZAZ). The « U Pana Cogito » guesthouse has now become one of the landmarks of Krakow.

The guesthouse is inspired by a Scottish enterprise; it has started to operate thanks to substantial support of Scottish non-governmental-organisations.

Activities:

It is estimated that approximately 1.5 million people in Poland are treated for mental disorders (4 % of total number of Poland's population). Very often these people have to remain at home – there is no job offers for them due to the fact that usually the illness disables them from acquiring necessary job skills. In addition the employers are anxious to employ persons with mental disorders. Krakow, as a historic Polish city visited by tourists from all over the world, has large base of hotels and restaurants. However, only one employs mentally ill people. Thanks to the cooperation of two Krakow associations, several dozens of job places were created in

« U Pana Cogito » guesthouse and restaurant. The guesthouse conducts work rehabilitation for people with mental disorders.

On the start-up of the guesthouse, the Krakow city council transferred the ownership of the building to the association under 40 years lease.

After two years, the Cogito laboratory was created, a limited liability company acting as a social enterprise with the aim of supporting the guesthouse's functioning.

The guesthouse offers:

- 3 stars guesthouse – 34 places, 14 comfortably equipped rooms.
- restaurant for up to 40 guests offering traditional Polish dishes.
- conference hall for 40-50 people.
- job internships « professional hotel staff ».
- catering.
- bicycle renting (seasonally).

There are 30 people working in « U Pana Cogito » guesthouse, 21 with mental disorders and 9 healthy. The healthy workers offer support to workers with disorders, they assist them with tackling everyday problems and teach how to approach difficult situations.

Target groups:

- People with mental disorders and with passed depression.
- The customers/clients targeted are the Polish and foreign tourists visiting Krakow; seminar and conference groups.

Why does it work?

- Outstanding cooperation of two associations covering the same target group.
- Starting the operation with the conduction of a professional marketing research which provided the answer for the question: what type of business activity would be profitable on the market?

Good organisation based on the interesting model:

- The vocational training centre (ZAZ) employs people with mental disorders in the guesthouse.
- The Cogito Laboratory Ltd. (Laboratorium Cogito Sp. z o.o.) offers hotel services.
- The Group Therapy Workshops (WTZ) GTW makes its members participate in internships conducted in the guesthouse.

Results

- 30 people with mental disorders found jobs in vocational training center.

- 25 people with mental disorders found jobs in Cogito Laboratory Ltd. and sub-companies.
- Participation of 75 people in group therapy workshops each year.
- 50 trained via « professional hotel staff » programmes in years 2008/2010.

Financial Data

The start-up costs of the enterprise which amount PLN 1.2 millions (about € 305 000) for the vocational training center (ZAZ) and PLN 200 000 (about € 51 000) for Cogito laboratory Ltd. were covered by the public funds (local and EU). « U Pana Cogito » guesthouse is currently profitable because thanks to cooperation of various legal subjects, it was possible to create a structure which provides safe functioning on the market. However, the guesthouse is not fully self-sufficient as the job positions of handicapped employees are subsidised via state funds.

The staff of the guesthouse is hired for an employment contract. The Vocational training center (ZAZ) formula enables to refund the handicapped employees' wages via PFRON – reaching PLN 18 500, about € 4 700, per annum for a single employee. Vocational training center (ZAZ) can also benefit from second source of financing PFRON – SODIR (System of Servicing Subsidies and Refunds) to which every employer is entitled to if employing the handicapped people.

The level of economic self-sufficiency of the enterprise is 45 %.

Prospects

Vocational training centre (ZAZ) legal form imposes certain limitations on market activities due to regulations on handicapped people. « U Pana Cogito » could quit such legal form. At the same time, a new social company is created: the training facility « Green Pit », which provides accommodation services and rehabilitation programmes on the premises leased from the local government for 3 years.

And more

« The key decision was the conduction of a professional research of local needs, which resulted in our entry into the market and enabling us to make profits as we adapted the conditions of guesthouse functioning to the requirements of tourism business in Krakow. », says Agnieszka Lewonowska-Banach, the guesthouse's manager.



Photo: Mikołaj Grynberg

Grudziądz Caritas Centre

Idea

From the meeting with long-term unemployed people during the offering of free meals, Caritas developed a professional catering activity which proposes to deliver cheap meals to several customers, like in road/highways construction workers, but also to training, services and support centre.

Objectives

1. Create new work places for long term unemployed people via several enterprises operating catering activities, training, and providing medical services (long term home care).

Contact

Priest Marek Borzyszkowski
is the manager of
Grudziądz Caritas Centre

E-mail

grudziadz@caritas.pl

Phone

(00 48) 56 642 94 44

Website

www.grudziadz.caritas.pl

Date of creation | Country

1998 | Poland

Key words

inclusion, unemployed
people, trainings, catering

2. Implement protective measures consisting in material support of the poorest (free meals, donations, sanitary programme), educational and educative assistance for children and youth (protective-educative-preventive day-rooms, camps), support for ill and handicapped persons (Local Mutual Help House, IV Caritas care station).
3. Implement activation measures consisting in trainings and projects directed at the unemployed, including those threatened with social exclusion.
4. Protect and restore the old historical buildings in Grudziądz.

How do they operate?

Legal form:

Grudziądz Caritas Centre is a Caritas organisational unit of the Toruń Diocese which is a clerical legal personality.

History:

When in 1998 Grudziądz Caritas Centre was created, the third inhabitant of this city with 100 000 population was unemployed, mostly due to the decline of the local industry. It was very difficult for these people to find job opportunities as the majority of them possessed the skills which were useless for the job market. Many of those who sought help in Grudziądz Caritas Centre were unemployed for 10 to 20 years. The Centre started from offering free meals for the poor, the unemployed people and people suffering of illness as « people need to eat in order to think about anything else ». In the course of the next years, an activity of professional catering was established, delivering delicious-looking and cheap meals in particular to road/highways construction workers.

Activities:

There are two kinds of activities of Grudziądz Caritas Centre:

1. Protective-educative activities looking after the unemployed, the homeless, the ill, handicapped people and children, which includes:
 - Preparation and serving of the meals to the poorest.
 - A non-public health centre institution.
 - A care house for mentally ill and mentally handicapped people.
 - Protective-educative day-rooms for children.
 - Organisation of camps for the children.
 - Used-clothing storage for the poorest.
2. Activation activity and development of social economy initiatives including:
 - Professional guidance for the unemployed people conducted via so-called accompanying method. The Centre's employees were

trained in France by Secours Catholique [Caritas France] to use a method of work with the unemployed. They were taught how to accompany the unemployed person.

- Free trainings for the unemployed.
- An employment agency (the Centre, in association with Caritas Paderborn in Germany, mediates in acquiring position as elder person carers in Germany).
- Chargeable renting of training premises.
- Chargeable courses about job market for institutions and organisations.
- The catering activity operating since 2006.

Concerning the catering activity, the organisers of the Centre sought an enterprise which would generate profit and would not require substantial financial input. They already had professionally equipped kitchen and workers who were serving meals for the poorest in a perfect way. It was then decided to start preparing more meals and sell them.

They began providing with meals the workers of local construction companies (conducting large-scale investments, such as road construction) and participants of the trainings taking place in Grudziądz Caritas Centre and throughout the city.

Currently the kitchen serves 150-200 meals daily for companies, institutions and agencies ordered individually; it serves also various events (conferences, seminars, trainings). The meals are delivered in heat-insulating packages, the prices individually agreed with the recipient depending on the volume of the order and distance.

The meals are served during chargeable occasional events organised on the premises of the Centre – christenings, communion parties, jubilees.

They are also delivered to the « Flisak » bar, run by the Centre and advertised on its websites.

There are 5 people referred by the district job centre (PUP) who currently work in the Caritas catering enterprise, and there are also some interns, graduates of the gourmet schools.

The convicts from the Grudziądz penitentiary help in the manual works in the kitchen; it is also an element of the social rehabilitation process for them. Their duties involve mainly unloading the goods and supplementary works in preparation of the semi-finished products.

The equipment for the kitchen was purchased with the funds of the Grudziądz local government, Caritas Polska and private funds. The catering is a fully self-financing enterprise.

Target groups:

- Permanently unemployed, homeless, poor people.
- Local community, employees of agencies and institutions, all kinds of consumers.

Why does it work?

- Adaptation to the local needs.
- A good combination between socially useful and charitable activities and economic enterprise.
- The use of existing resources and infrastructures in order to create a self-financing social economy enterprise.
- The cooperation of the church and local social help institutions.
- Professional management.
- Involvement in the local bodies in charge of the labour market.
- Meals of quality at an attractive price.

Results

- 43 employees in Grudziądz Caritas Centre (32 people under employment contract and 11 people under civil-law contract).
- 10 people work in the protective-educative day-rooms (order contracts).
- 20 people work during the summer as camp personnel (order contracts).
- 8 people work in the local house for the mentally ill and mentally handicapped people (employment contracts, civil-law contracts).
- 5 people work in the kitchen, preparing meals for the poorest and catering (employment contracts).
- 7 women, thanks to the Centre's mediation, found jobs in Germany as carers for elderly people.
- Approximately 250 people each year benefit from the trainings conducted by the Centre, from which around 200 are unemployed.

Financial Data

- The catering enterprise is financed by its own income which reached PLN 546 000 (about € 138 000) in 2009, coming from the selling of the meals delivered individually to the companies, agencies, institutions, shops, private persons; the selling conducted via « Flisak » bar; the organising and servicing of the occasional events (parties, christenings, birthdays, conferences, trainings etc.).
- For the start-up of the activity, the Centre was given an approx. PLN 68 000 (about € 17 200 donation from the district job centre in Grudziądz aiming at the job creation of drivers – meals deliverers. The purchase of 3 cars, the kitchen equipment, auxiliary equipment (around PLN 110 000 altogether, i.e. € 27 800) and the launch of the « Flisak » bar (around PLN 25 000, i.e. € 6 300) were financed with Caritas funds.

Prospects

Grudziądz Caritas Centre will intensify the development of the economic activity in order to increase the level of financial self-sufficiency. The high standard of the statutory (social) enterprise would not be possible without the success of the economic activity. Systematic development of the activities generates new costs impossible to finance if operating on the donations basis. The economic activity is therefore necessary in order to pay for administrative costs, some of the usage costs or minor renovations. In addition it enables to move on to the next level of cooperation with the local employers' environment. By completing « ABC of Entrepreneurship », Grudziądz Caritas Centre has been able to demonstrate on the base of its very own example that a charitable organisation can be economically enterprising. Just dare to do it...

And more

Priest Marek Borzyszkowski is Grudziądz Caritas Centre's manager. He is also the vice-chairman of Grudziądz food Bank, member of the Provincial Council of NGOs and member of district and provincial Council of employment:

« In order to effectively run such enterprise, there is a need for tight cooperation between NGOs and local government. Without it, there would be a little effect ».

« The participation in the local employment sector bodies is of invaluable help, aiding to recognise the beneficiaries' situation and create the new projects that would fit their needs. This helps to acquire the indispensable knowledge, facilitates cooperation and opens many doors. It makes Caritas logo recognisable and positively associated ».

Futur Foundation

Idea

Offering restaurant and catering services, which combine healthy eating with responsible consumption, environmental protection and social justice, and conducting this activity with staff composed in 30 % of excluded people referred by the social services.

Objectives

1. Creating jobs for those excluded.
2. Providing professional and social assistance for the most disadvantaged people.
3. Taking into account the objectives defined in the environmental policy certified by EMAS-« Eco Management and Audit Scheme »¹.

Contact

Manuel Almirall,
director of Futur

E-mail

futur@futur.cat

Phone

(00 34) 93 302 19 27

Website

www.futur.cat

Date of creation | Country

1996 | Spain

Key words

inclusion, fair trade,
responsible consumption,
catering

4. Promotion and development of fair trade.
5. Promoting balanced and seasonal diet.

How do they operate?

Legal form:

Futur Foundation is a private foundation supported by 14 people, who as a result of undertaking a legal obligation, created Futur Just EI SL, a re-integration enterprise in the form of limited liability company, as well as the Futur Saludable SL, Ltd. company responsible for a transition period of persons finishing the process of re-inclusion.

History:

Futur Foundation was established in 1996 as an association for promotion in the field of tailoring. A group of people linked to the prison environment was concerned with possible recidivism in the absence of employment opportunities for inmates released from penitentiaries. It has therefore decided to start a tailoring business, same as conducted in prisons. Unfortunately, the unit price did not cover the costs of salaries, and lack of prospects for reintegration in an already collapsing sector led the founders of Futur to gradually change the business sector. In 2000, the Futur association transformed into a foundation and replaced tailoring by catering.

Activities:

The offer of Futur involves the use of a majority of ecological products (as far as possible to obtain from local suppliers), and fair trade. In addition, the utensils are biodegradable and compostable.

Futur manages a social canteen, which employs socially excluded individuals referred by the city's social services.

Futur also manages 31 school canteens. Depending on the number of served meals, which range from 50 to 450 depending on the facility, school canteens need from 1 to 5 employees.

Futur also serves about 150,000 meals in crèches (for children from 0 to 3 years).

In addition, Futur provides catering services.

The foundation has 900 sqm of usable space, which includes offices and the main kitchen. It also manages 24 kitchens in schools.

Futur foundation, the « mother company », manages the administrative operations of two other units. Both companies carry out the production, that is, prepare the meals.

Futur Just is the reinclusion enterprise. Futur Saludable has been established recently to integrate the persons who are ending the Futur Just reintegration process. Its purpose is to offer employment opportunities based on fair conditions and work schedules to those leaving Futur Just, rather than to simply put them on a « regular » labour market.

Social trainers provide assistance to those going through the reintegration process and offer everyone an individual path of reintegration.

Target groups:

- Social services may refer any person considered socially excluded to Futur. The judiciary may also refer prisoners, who receive permission to work outside of penitentiaries.
- Futur addresses its offer to all types of customers who need this type of services: individuals, companies, trade unions, universities, administration centres. The foundation has about 300 customers. Generally speaking, customers choose Futur because they share the foundation's social and environmental values.

Why does it work?

- The innovative nature of its offer allowed the Futur Foundation to gain sustainable advantage over other similar projects in the sector. The competition is now starting to follow the foundation's example and offers ecological products, but in smaller quantities, and without taking into account the "0 km" principle or the idea of proximity in the policy of purchasing products.
- A good price/quality ratio.

Results

- 112 employees in three enterprises.
- 25 to 30 reintegration contracts:
 - 16 persons in the process of reintegration, working in school cafeterias,
 - 8 persons in the process of reintegration, working in the main kitchen and catering services,
 - 3 persons in the process of reintegration, working in the social cafeteria.
- More than 5 000 people served each day.
- 300 clients.
- Futur foundation operates in the Barcelona region.

Financial Data

- Consolidated turnover: € 2 414 000.
- The amount of subsidies: € 155 000 (6.4 %). The municipality allocates € 20 000 and the labour department of the autonomous

Community of Catalonia about € 70 000 per year, depending on the number of reintegrated persons.

- After recording profit in 2008, Futur suffered losses in 2009 (€ 40 000), which is not a recurrent tendency. The losses result from moving to new premises and the work on the new main kitchen, which slowed down the operations in 2009. Both putting the new kitchen into service in September 2010 and the launch of permanent school canteens should generate the result of approximately € 30 000 at the end of 2010. Already in June 2010, Futur recorded € 14 000 income.

Prospects

Futur foundation intends to benefit from all opportunities offered by the new main kitchen in the new headquarters, particularly in new areas such as: preparation of ready meals, halal products, fair trade pastries, community services, etc.

And more

« With our technical support and our advice, Madrid saw a copy of Futur. The project is called Madre Tierra [Mother Earth] and has been implemented by the Semilla [Seed] association. Other entrepreneurs from all over Spain benefit from our advice. I do not see why our model could not have huge success in other parts of Europe, particularly where this type of products could be even more welcome », explained Manuel Almirall, Director of Futur.

¹ Issued in 1993, the Eco-Management and Audit Scheme (EMAS) Regulation is the EU voluntary instrument which acknowledges organizations that improve their environmental performance on a continuous basis. The scheme has been available for participation by companies since 1995 and help the companies and other organizations to evaluate, inform and improve their

environmental performance. Originally it was restricted to companies in industrial sectors. Since 2001, EMAS has been open to all economic sectors including public and private services.



Città Futura

«Giuseppe Puglisi» association

Idea

To reconstruct a group of abandoned houses, which were left unattended as a result of local emigration, to transform them into facilities admitting foreign immigrants and a revitalisation instrument on a local level.

Objectives

1. To admit foreign immigrants by making them involved in local life: work, school, social meetings.
2. To push a depopulated town back on the track to regional development by promoting economic activities and tourism.



Contact

Domenico Lucano is the founder of Città Futura « G. Puglisi » association

E-mail

citta.futura@tiscali.it

Phone

(00 39) 0964 778008

Website

www.cittafuturariace.it

Date of creation | Country

1999 | Italy

Key words

reception, foreign migrants, depopulation, tourism, renovation

3. To make the town part of the process of developing local traditional activities as well as those relating to admitting foreigners.
4. To develop local hospitality in order to build a common link between local inhabitants and refugees and foreign immigrants who live there.

How do they operate?

Legal form:

The Città Futura (Future City) Association is an association of Italian law which is based in and operates in the partnership with the municipality of Riace.

History:

The Città Futura « Giuseppe Puglisi » association was established in Riace, in the south of Calabria in 1999, it was founded by a group of local young people. It pays tribute to Giuseppe Puglisi, a priest from the Brancaccio district in Palermo, who was killed by the mafia in the beginning of 1990s.

Activities:

1. When the association was established, it was aimed to raise greater awareness regarding the issues hitting small rural centres in Calabria, such as Riace, which must face the process of depopulation and, above all, which have no perspectives regarding social and economic development. Moreover, the coast has been the disembarkation site for numerous refugees arriving from zones affected by war or poverty (Ethiopians, Kurdish people, Afghans, Serbs, Palestinians, Somalis, Eritreans, etc.).
2. The association has developed its activities by combining these two aspects. It has always remembered that unity and cooperation between people from the town and foreigners is the only way to develop the region and reverse the process of deterioration.
3. The main activity carried out and developed by the association is an eco-town called « Riace Town », which is a rural town characterised by customary hospitality, admitting refugees, reviving and developing traditional craft professions. In traditional towns of Calabria, the sense of hospitality occupies an important place on the rural community scale of values, that is why, this aspect was used as the central element around which the project of tourist accommodation and admitting refugees was built.
4. Thanks to an initial subvention from Banca Etica¹ amounting to around € 51 000, the whole complex and structured process of development could be introduced at the very beginning. Thanks to this process, the association is today able to offer numerous accommodation services:

- An ordinary hotel: the association took over a number of houses which had been abandoned for decades, these were renovated and converted into accommodation facilities. The organisation offers numerous rooms, equipped kitchens, living rooms, bathrooms and toilets with a total of 70 beds in 15 wholly autonomous houses dedicated for responsible tourism.
- A community centre for refugees and asylum seekers: the municipality follows the regulations of the ministry of Interior aimed at taking care of migrants pending the refugee status or migrants during identification process and receives a subvention for those activities. Reception facilities are always created by renovating and restoring old abandoned houses which are converted from places of departure into places of arrival.
- Workshops for reviving traditional activities: workshops dealing with ceramics, glassworks, copperware, sewing clothes, broom works. These workshops were developed from revived abandoned caves, each of them employs one local person from the region and one foreigner.
- Opening a bar which is a meeting place for the whole community.
- Each year, the association offers work programmes and new initiatives for young voluntary workers. Their activities are combined and interact with those of the association in a form of synergy, which also involves the young people from the area in the idea of spreading and expanding the town of the future.
- Guided visits for schools are offered and there are enquiries come from all over Italy.
- Diverse activities organised around the services centre located in an old restored building.

Target groups:

The target of the project are, of course, the inhabitants of the town of Riace as well as migrants and refugees who arrive there.

Moreover, since it develops economic and tourist activities, Riace attracts responsible tourists and visitors interested in the project (groups of schools).

It is also visited by young Italian people and soon there will also be young people from around the world, all interested in the work programmes.

Why does it work?

The project has developed a series of economically productive and autonomous activities which allow the association to continue its operations: a hotel, a community centre, a bar, workshops, etc.

Results

- Ordinary hotel: 4 000/5 000 nights a year.
- Number of accommodated foreigners: around 220 people.
- Employed persons: around 25 people working in the diverse services offered.

Impact of the presence of foreigners in this facility is evident:

Year	Total number of inhabitants	Foreing inhabitants (*)	% of foreing inhabitants
2009	1 842	140	8 %
2008	1 754	77	4 %
2007	1 749	72	4 %
2006	1 721	67	4 %
2005	1 703	58	3 %
2004	1 638	33	2 %
2003	1 631	22	1 %

Source: ISTAT (National Italian Institute of Statistics)

(*) According to the official data, they are not registered as none of foreigners waiting to obtain their residence permit in Italy have an official residence and, consequently, they are not included in the ISTAT data.

After years of decadence resulting from immigration to the north, the town was revived and revitalised thanks to an inflow of foreigners and the process of integration. Thanks to the presence of foreigners, it has also become possible to maintain an open primary school, which in other case would be closed as a result of lack of pupils: in 2010, 28 in 40 pupils were of foreign origin.

In recent years, the neighbouring municipalities of Stigliano and Caulonia have joined the network of training for professional rehabilitation and integration of migrants: by introducing reception and integration programmes, these towns have found a new life.

Financial Data

The association Città Futura received an initial subvention from Banca Etica amounting to around € 51 000.

Starting from that moment, the town has been discovering new important economic and tourist activities which have allowed to improve the town's dynamics and growth.

In 2006, on the basis of association's experiences, the municipality won a regional competition and received € 2 000 000 for carrying out an important process of renovation the interior of the historical centre.

Prospects

The projects for future development anticipate a close growth of receptive capacities. In particular:

- The process of building alliances with other municipalities in the region, which was established to facilitate participation in international work programmes, for this reason, there is going to be a strong inflow of foreign students in 2011.
- It is predicted that new social cooperatives are going to be developed, involving people from the town and immigrants, they will be able to offer products and services typical for the foreigners' homeland.

And more

The founder of the association became mayor of the Riace municipality in 2004, then, he was re-elected in 2009. His ambition is to introduce in the public administration ethical activities and attitudes in order to face the difficult local context and the strong presence of criminal organisations and social insecurity in the area.

Since 2009, the municipality of Riace has been organising a migration Film Festival. It was in the same context that Wim Wenders made a short film « *Il volo* » which tells the history of the region and describes the activities of the association

The founder of the association, Domenico, Lucano, declared before this experience: « One of my brothers emigrated to America, another one to Santena near Turin, where there are more people from Riace than in the town itself. We and immigrants are one and the same thing, rejecting them would be a needlessly cruel act, it would be like rejecting ourselves. »

¹ See the Banca Etica presentation.

ORGANIZATIONAL SOLUTIONS | NETWORKS | TRAINING



Copyright © Laetitia Bernard

Énergies alternatives

Employment and business cooperative

Idea

To be both an entrepreneur and an employee, it is possible!

The employment and business cooperative is an alternative to personal businesses which respects the autonomy of every entrepreneur and makes it possible to pursue variegated business activities and cooperate in terms of services and competency.

Objectives

1. Create permanent jobs and social/economic resources in a given area (in the Mediterranean departments of Languedoc-Roussillon and Provence-Alpes-Côte d'Azur).
2. Provide long-term support to people seeking employment being project developers so as to make it possible for them to create their own jobs within a company they co-own and create.



Énergies alternatives

Contact

Marie-Ange Favre
is the manager of
Énergies alternatives

E-mail

ma.favre@energies-alternatives.pro

Phone

(00 33) 4 91 33 65 77

Website

www.energies-alternatives.com

Date of creation | Country

1999 | France

Key words

economic development,
entrepreneur-employee,
shared enterprises, cooperative,
sharing of services

3. Make it possible for project developers to devote their entire time to their own business by means of jointly solving administrative, legal, and accounting issues within the cooperative.
4. Develop the cooperation between the entrepreneur-employees and the local economic zone.

How do they operate?

Legal form:

Énergies alternatives is a limited liability company/employee production cooperative¹ due to the fact that it implements cooperation principles and strives to make it possible to develop individual businesses within a collective cooperative.

History:

In 1993 the « Caisse des Dépôts et Consignations » [deposit and consignment fund]² made a study which indicated that, in spite of the presence of structures supporting the joint creation of companies or micro-companies in the entire country, many companies ceased to exist after three years. This was the basis for developing the idea of business and employment cooperatives. After an experimental company of this type was established in the French region of Rhône-Alpes, three associated business people from the Provence-Alpes-Côte d'Azur region established, in 1999, the Énergies alternatives worker production cooperative, thus taking part in the development of the idea. Énergies alternatives made use of a European programme (« Intégra-Pic-Emploi ») and received support from the Provence-Alpes-Côte d'Azur region. Subsequently, its creators took part in the establishment of companies in the Languedoc-Roussillon region with the support of local governments.

Activity:

- Énergies alternatives gathers seven businesses and has created three branches: Synergie personal services, Alternatives bâtiment, and Énergies Bât covering two regions: Provence-Alpes-Côte d'Azur and Languedoc-Roussillon.
- Being able to adjust itself to changes in its social environment, Énergies alternatives created those specific branches in the building and personal services sectors because these could not have constituted a part of the multiactivities cooperative itself. In addition, Énergies alternatives supports business cooperatives and employment in agriculture. It also answers the specific needs of partners, especially related to the support of artists and handcrafters.
- In what way does the interaction between the project developer and the cooperative take place?
- The potential future entrepreneur contacts the cooperative via va-

rious communication channels. After the project, competency, and education background are assessed, the applicant becomes a member of the cooperative and the cooperative assumes responsibility for legal and accounting matters. After signing the first agreement, s/he becomes a business person-employee under an agreement for an indefinite period of time and retains the right to receive the unemployed benefit or the RSA (social minimum income) allowance as s/he is not initially a full-time employee.

- During his/her participation in the structures of Énergies alternatives, s/he can make use of the support of a team of legal advisors and also receive advice regarding law, commercial strategy, accounting etc.
- When s/he decides to leave the cooperative, s/he becomes an autonomous entity or s/he can choose to remain a part of the employee production cooperative as a partner.

Target Groups:

Énergies alternatives can welcome any type of business activity, excluding regulated professions. The areas of activity include commerce, handcraft, and the provision of services to individuals and companies. Within Énergies alternatives, there is also place for art, culture, welfare, handcrafts, education, and counselling.

Why does it work?

- The cooperative, by creating a business activity, creates jobs and enhances the economic wealth of a given area. This is why the initiative is supported by representatives of local governments (general councils, regional councils), the state, and the European Union.
- Mutual services and help related to administrative management, accountancy, and legal issues provided to the entrepreneurs in connection with their activity is a key element of the system: these are often the main obstacles for the potential project developers being re-integrated into the society.
- Collective solidarity and competitiveness within the cooperative also contribute to the success of the model. Entrepreneurs-employees help one another by sharing advice and experience and they can also report that they need the services provided by their colleagues in order to make the range of services they offer to their clients broader and thus contribute to the development of their partners' businesses.
- The cooperative has considerable vitality due to the significant profit resulting from the cooperation of the project developers and the help from local governments. This is why the success of the entrepreneurs and the success of the cooperative are intertwined – it creates the dynamics of collective development.

Johanna & Olivier from Énergies alternatives in Vaucluse:

« Creating and developing a graphic design agency in the region requires considerable effort regarding the search for customers and communication with them. The design sector is still unknown and new clients need to be looked for continually. Moreover, it is difficult to ensure constant profits in this area of activity. We started our business adventure as part of a business incubator. In the period of the business incubator and afterwards, our income was too irregular and we lacked experience in management. We might have registered our company too early. Even with a loan and even with investing money into our activity, we were not able to make the company sustainable.

This is why the cooperative is a crucial stage on the road to making your project of a company real. What is more, help in accounting and management seemed necessary to us to counter our lack of experience. »

Results

- In 2009, Énergies alternatives, as a multiactivity business and employment cooperative, accepted 569 project developers, 390 of whom made use of its support.
- In 2009, there were 324 entrepreneurs-employees.
- In 2009, 70 % of project developers taking part in the structures of Énergies alternatives were people seeking employment and 21 % of them received the minimum revenue (RMI/RSA) allowance³
- In 2009, there were 88 « exits » – i.e. 88 entrepreneurs -employees began pursuing business activity on their own and found permanent employment.

Financial Data

The economic model used by Énergies alternatives is based on hybrid financing (i.e. the project is financed with the use of both private and public funds). Project developers generate revenues, which makes it possible for the cooperative to be self-sufficient to a certain extent (dependent on the turnover of the entrepreneurs).

In 2009, the rate of self-financing was 26 %.

If an entrepreneur becomes a partner, it increases the capital of the cooperative.

Key numbers for Énergies alternatives in 2009:

- Equity: € 78 564.
- Turnover: € 1 257 285.

(Taking into account the turnover of the three branches, the consolidated turnover of all entrepreneurs-employees amounts to € 2 149 671).

- Total balance sheet: € 1 038 622.

- Net results: € 2 264.
- Note: the aim of a business and employment cooperative is not to achieve the highest profit possible.

Prospects

As part of the Leonardo da Vinci programme of the European Commission, Énergies alternatives approaches similar initiatives that have emerged throughout Europe and took part in the creation of the European network called SEIE (Shared Enterprises Initiatives in Europe), aiming at implementing the concept of a shared company in Italy, Portugal, Sweden, and Switzerland. Cooperation makes it possible to exchange experience related to practices and regulations in place in the countries of the parties taking part in it and reveals that differences are sometimes very significant. Even so, it also proved that work aimed at adjusting the idea of a shared company to the local realities is necessary and that such social and economic innovative solution is needed in every part of Europe. The first step towards the model expansion all over Europe has been launched. The common long-term objective is the freedom of movement of entrepreneurs and the sharing of experiences in order to promote mutual diversity and enrichment.

And more

Within Énergies alternatives Business and Employment Cooperative, a department specialised in art and culture called « Artenréel », modelled after a successful Strasbourg initiative, was established. The model of the Business and Employment Cooperative is a good response to the needs of professional artists and people operating in the culture sector because it gives them not only remuneration but also security and stability, thus making it possible to develop their business activity in stages (artistic activities usually develop in this way) and makes solidarity services available to them. Most of the entrepreneurs-employees from the business and employment cooperatives (60 %) are art and culture project developers. There is even a project called « Culture shared enterprises in Europe » (« Entreprises Partagées culturelles en Europe »).

* An employee production cooperative (société coopérative ouvrière de production, SCOP) is a commercial joint-stock company or a limited liability company. Its characteristic feature is the fact that employees hold the majority of its shares and the main directions of development are decided upon jointly (i.e. the division of profit, the appointment of managers, strategic aims). It should be noted that, in the last ten years, new types of businesses (types of activities, companies) have been created

with employee production cooperative as a basis. As of now, there are around 1 700 employee production cooperatives in France (data from 2007), employing 36 000 employees.

² See French legal system.

³ Minimum Adaptation Income (Revenu Minimum d'Insertion)/Active Solidarity Income (Revenu de Solidarité Active): social

allowances for the unemployed and people with very low income or deprived of means of livelihood.



DEBUut

Jobseekers become entrepreneurs

Idea

Coaching jobseekers to self-employment by stimulating their entrepreneurial attitude and skills and giving them an appropriate framework for the creation of their own job.

Objectives

1. Give an opportunity for jobseekers to turn their project into a concrete economic activity and become an independent entrepreneur.
2. Improve jobseekers' employability by offering them a place where to acquire professional skills (creation of their own activities or reintegration of the labor market).
3. Make jobseekers aware of their strengths and weaknesses, their goals to pursuit and their values they want to live.



Contact

Filip Monbaliu is the director of DEBUut

Email

info@debut-brussels.com

Phone

(00 32) 2 511 99 10

Website

www.debut-brussels.com

Date of creation | Country

2006 | Belgium

Key words

self-employment,
cooperative, small business,
creation of enterprise,
training

How do they operate?

Legal form:

DEBUut is one of the two « small business cooperatives »¹ in Brussels. There are twelve of them throughout Belgium. DEBUut is collaborating intensively with the second one, Bruxelles-Emergence.

History:

- DEBUut was created in 2006 by a former director of the « Small Business Cooperative » of Ghent, by Overmolen, a social enterprise, its former director, EHSAL, a university in Brussels, and Hefboom². Once started, also the public training center for independent entrepreneurs and other social investment funds took participations.
- They are inspired by the success of the « Coopérative d'activité³ » in France and the « Actviteitencoöperatie » of Ghent.

Activities:

- Unemployed jobseekers with a project of self-employment are given the opportunity to test their project in the marketplace. The activities are rather services because you can test and start it without important investments.
- Candidates are oriented to DEBUut by the public and private job services or on their own initiative (DEBUut has an attractive website).
- The participants are allowed to combine their unemployment benefits (they are still « official » jobseekers) with revenues of their activity during a limited period of 18 months while being coached by professionals.
- Candidate-entrepreneurs learn a lot from each other within communities of practice.
- The cooperative offers them a framework, a transition area, to permit candidate-entrepreneurs to concentrate on finding customers, an important activity for a business.
- There is a selection of projects: only projects which can be tested before investing money are admitted.
- For example, all kinds of consultants, translator, 3D designer, webmaster, hairdresser at home, journalist, administrative help and other services for companies and organizations.

Why does it work?

- Learning by doing (testing) is a strong way of gaining self-confidence. Jobseekers are given the tools and the strength to become real entrepreneurs.
- Combination of personalized individual coaching with group dynamics.

- Small business cooperatives are well integrated in the local socio-economic tissue and have partnerships with the local offices of the National Employment Service.

Results

From January 2007 till December 2009:

- 374 projects were presented, 131 were admitted.
- 19 start ups as independent entrepreneur and 18 jobs as employee on the traditional labor market
- 60 % are women
- While testing with DEBUut, the candidate-entrepreneurs realized a turnover of € 67 933 in 2007, € 132 815 in 2008 and € 73 015 in 2009 (slow-down because of the impact of the economic crisis).

The staff consists of 2 coordinator-coaches and 1 office manager-coach.

Financial Data

In 2009:

- Equity: € 48 500 coming from Trividend ⁴ (€ 20 000), Hefboom ⁵ (€ 10 000), Credal ⁶ (€ 2 500), the University HUB-EHSAL, which also gives management support to DEBUut (€ 10 000), the social enterprise Overmolen (€ 2 500), Syntra Brussels, a training center for independent entrepreneurs (€ 2 500) and Mr Herwig Teugels (€ 1 000).
- Positive results: € 533
- Subsidies: The Belgian federal Government gave a subsidy of € 62 000 to start up in 2006.

DEBUut is used to receiving subsidies from the Brussels Government. In 2009, DEBUut obtained € 135 000. This subsidy covers most of the coaching-activities of DEBUut.

Prospects

The objective of DEBUut is to have 200 proposals in 2010 and to have permanently 40 real projects to coach.

DEBUut will reinforce the collaboration and integration with Bruxelles-Emergences and the partnership with the High School University of Brussels: students will contribute to the creation of marketing plans and web-sites for candidate entrepreneurs.

And more

« After 3 months of prospection I could start realizing my dream in the setting of DEBUut. Before, I was a good cook but had no notions of organization. DEBUut provided the appropriate training. » Traiteur Maison Bahija.

« At the age of 52 years, I wanted to start my own business. I had the technical knowhow for the conception, construction and maintain of aquariums for enterprises, but not the commercial and administrative skills. I could develop my business thanks to the coaches and to the meetings of the 'community of practice'. » Patrick Denayre, project manager of Top@aquarium.

¹ See Legal Framework Belgium.

⁴ See presentation of Trividend.

² See presentation of Hefboom.

⁵ See presentation of Hefboom.

³ See presentation of Énergies Alternatives.

⁶ See presentation of Crédal.



Azimut

Test your business without risk

Idea

Provide, on the basis of a cooperative model, individual, practical support to entrepreneurs and project authors, usually seeking employment, in order to clarify the scope of activities of their companies and facilitate their self-employment.

Objectives

1. Providing persons implementing the projects with resources to help them delimit their projects and, using effective tools, develop strategies that leads to success.
2. Offering a safe opportunity to test business activities in real market conditions, without becoming a registered entrepreneur.



Contact

Valérie Galloy - director of
Azimut cooperative

E-mail

vg@azimut.cc ou
info@azimut.cc

Phone

(00 32) 71 20 21 80

Website

www.azimut.cc

Date of creation | Country

1999 | Belgium

Key words

creation of enterprise,
cooperative, support,
entrepreneur

3. Taking advantage of dynamics of the group and of complementarity of entrepreneurs that exchange knowledge, expertise and experience.
4. Promoting the entrepreneurial spirit.

How do they operate?

Legal form:

Azimut is a limited liability social cooperative¹ with social aim (srl-fs), member of Belgian cooperative network Coopac (www.coopac.be).

History:

- Azimut cooperative was established in 1999 in Charleroi as the first small business cooperative in Belgium. Its founders, social economy actors, were alarmed by the high unemployment rate. Thus, the French small business cooperative model inspired them².
- Azimut initially received the support of the federal government. Currently, Azimut is supported by the European regional development fund, European social fund, and the Walloon Region in promoting entrepreneurship and setting up companies supporting the cooperative.

Activities:

- For over 10 years, Azimut has been supporting project authors, based on a program of practical, specific trainings tailored to the economic reality of entrepreneurs. The authors of the projects are referred to Azimut by private and public entities, or report to the cooperative on their own initiative, encouraged primarily by an attractive website of the cooperative: www.azimut.cc.
- Azimut cooperative support may be provided to entrepreneurs from many sectors: services for business and individual clients, crafts, trade, etc.
- However, in terms of testing projects under real conditions, services of Azimut cooperative are offered only to activities covered by liability insurance, and requiring little investment.
- Azimut offers services that enable changing an idea into a project, preparing to start a business and testing its activity as a real boss of the company.
- Training takes place in groups. Training sessions are dynamic, enriched by constructive discussions of entrepreneurs with a coach.
- Entrepreneurs can also benefit from individual meetings with their supervisors, during which they summarize the entrepreneur's project together, and the supervisor gives the entrepreneur individual advice.
- The cooperative allows the entrepreneur to move from « unemployed » to « self-employed » status without risk. After joining the cooperative, entrepreneurs continue to receive unemployment benefit for a period of 20 months.

- Risks associated with conducting business activity are minimized. All tested projects require little or no investment. Entrepreneurs should only have the knowledge necessary to start a business and be actively involved. In the event of failure, entrepreneurs retain their former status and rights.

Why does it work?

- Social innovation and security in starting a business, primarily through retaining unemployment benefits during the business « testing » period and in the event of failure.
- Collective competition between entrepreneurs.
- Support from local and regional institutions and organizations active in the field of employment and entrepreneurship.

Results

Since 2002:

- 663 entrepreneurs who have started own businesses under the supervision of Azimut cooperative.
- 202 established companies.
- 163 returns to employment.
- 298 amended and cancelled projects.
- 50 % men and 50 % women.

In 2009:

- € 470 892 turnover generated by entrepreneurs testing their businesses in Azimut cooperative.
- 141 candidate businesses in Azimut cooperative in 2009:
 - 41 entrepreneurs (24 women and 17 men) who started their businesses in various sectors (11 in distribution, 17 in services for business and individual customers, 9 in cosmetics and 4 in manufacturing).
 - 32 persons returned to employment.
 - 16 persons benefited from other forms of support.
 - 52 project authors abandoned their projects without risk.
- 172 new candidate businesses,
- The team of the cooperative is composed of 11 persons, including six supervisors and trainers, two accountants, 1 lawyer, 1 administrative and social supervisor, 1 director.

Financial Data

On 31 of December 2009:

- € 171 291 equity, including € 13 725 social capital
- € 73 638 are venture capital funds to cover the legal liability of business activity.
- € 555 000 grant in 2009 (€ 475 000 in 2008, € 338 000 in 2007) from the European regional development fund, European social fund and the Walloon Region.

Prospects

- Improving care and support of entrepreneurs: 100 entrepreneurs testing their businesses in the cooperative and 60 established companies.
- Maintaining the status of the leading provider for the job seekers through optimising the focus of the unemployed who wish to start their own business, at the beginning and at the end of their cooperation with Azimut.
- Maintaining and developing an optimal and effective support, responding to the needs of external and internal customers: Satisfaction study of supported entrepreneurs.
- Increasing our financial independence and sustainability of our structures by increasing the proceeds of our services.
- Inclusion of co-workers and teams in goals, objectives and plans of the company.
- Establishing and maintaining cooperation beneficial to our strategic objectives and to candidate businesses.

And more

Dimitri Dochy, active in the fields of emergency road services, mechanics, sales, IT and gaming: « Azimut cooperative helped me acquire deep knowledge through confrontation with the reality of running a business. If the company does not generate a turnover, if fails to issue invoices on a regular basis, or does not we take care of accounting, such business is threatened. In addition, the support is not compulsory, it is provided on request, in accordance with current needs. »

Maité Spadavecchia, computer graphic designer: « I have learned the essential basics of business and I now know how to attract new customers. Azimut must continue its operation for the future of the country, to encourage young people to start their own companies. »

¹ See Belgian law.

² See Énergie alternative presentation.



Vlaamse

Activiteiten Coöperaties

Network of 5 small business cooperatives in Flanders

Activity

As DEBUut and Azimut, Vlaamse Activiteiten Coöperaties strives to give an opportunity for jobseekers to turn their project into a concrete economic activity and become independent entrepreneurs.

Vlaamse Activiteiten Coöperaties is a network of 5 small business cooperatives in Flanders. The first Flemish cooperative started in 2005 as a pioneer in Gent. In the next years, a cooperative was created in each province, the last one started up in 2009. Because of their small scale, they unified their forces in 2008. Now, all the Flemish cooperatives work with the same methodology, workshops, screenings instruments, etc. They have contracts with Flemish partners like VDAB (official job intermediate), Syntra (training center) and Unizo (organisation for self-employers and small business).

Each of the 5 cooperatives receive each year a subsidy of € 125 000 in order to pay some (limited) employees (1,5 full time for each cooperative) and some of their expenses.



Website

www.activiteitencooperaties.be

Date of creation | Country

2005 | Belgium

Key words

cooperative, support, entrepreneurs, creation of enterprise

Below testimonies show how efficient the small business cooperatives are when it deals with social inclusion, turning tests into real economic activities, fostering employment directly and indirectly, reinforcing self-confidence of people with competencies, supporting all kind of activities :

- Tilly Vermeylen who is a blind writing-interpreter-note taker: « I am grateful for the coaching during 18 months. I am in contact with an interim-office who is working with freelancers and short-term projects. »
- Abdembi Ben Hadach who works in the field of clothing-store: “The cooperative helped me in the jungle of the start-up of my own business. I am designing my own collection of clothes and decoration.”
- Carol Mathebula and Wim Verstreken who produce and sell massage products based on African herbs: « Thanks to the cooperative, we had the possibility to reflect and to plan very well our project and to be realistic in the implementation. »

Vlaamse Activiteiten Coöperaties also work on the legal framework level with the administration of social economy in order to promote and establish a sustainable legal framework, foreseen for 2012. Negotiations are ongoing.

Results

In 2009:

- 50 info-sessions organised by the 5 cooperatives.
- 433 people called for information.
- 110 start-ups of coaching- trajectories.
- 181 people were coached and already 46 of them send invoices,
- 81 people terminated the program, 27 as self-employer and 8 as employee, which means that more than 40 % of those who terminated the coaching-trajectory, have a job and that more than 30 % have their own (small) business or activity.



Emaús Bilbao

« Activa-T » Project

Idea

To create a network for activation under « Proyecto Activa-T » [« Get active » Project] composed of sheltered workshops, work integration enterprises and training and employment programmes, all dedicated to social and professional integration on the labour market for people in situation or at risk of exclusion.

Objectives

1. To achieve the creation of new workplaces (from 150 to 300 new workplaces by 2013) and new places in sheltered workshops (between 150 and 300 new places and from 3 to 5 new sheltered workshops created by 2013) within the autonomous community of the Basque Country.



Contact

José Gomez is the director of Emaús, Bilbao

E-mail

e.gomez@emaus.net

Phone

(0034) 94 416 88 96

Website

www.emausnet.com

Date of creation | Country

1997 | Spain

Key words

inclusion, environment, network, training

2. To privilege women in access to the network's services (target: 75 % of women among network beneficiaries).
3. To make the services of the « Get Active » network known to a larger group of people, in particular to all beneficiaries of the guaranteed social minimum revenue, through municipal social services.
4. As for environmental issues, to promote reduction of waste by 1 000 tons thanks to the reusing of household or similar objects and to promote retrieval of 100 tons of household or similar objects.

How do they operate?

Legal form:

A cooperative company established in the Basque Country in 1997, a public benefit company since 2000, qualified as a social initiative cooperative ¹ in 2001.

The choice of this legal form was motivated by its participative character which allows the active involvement of people working for this structure.

History:

Since 1970, Emaús has carried out a number of projects, programmes and promoted various activities and alliances in the Basque Country. Its mission is to facilitate the integration of people in situation or at risk of social exclusion through developing activities relating to environmental services and in accordance with the principles and values of social and solidarity-based economy.

Activities:

On the basis of this experience in social integration, Emaús has launched a strategy aimed at creating job opportunities based on the optimisation of activation resources and services, this gave life to the « Get active » network.

In order to develop this project, Emaús has been working with 3 different groups of activities which integrate people directed by social services:

1. Employment and training programmes

Through a contract covering specific theoretical and practical training and an individual job counselling offer, employment and training programmes are aimed at integrating people who have higher chances to be employed on the ordinary labour market. The following professional profiles are suggested: employment in trade or in warehousing, driver deliverer, employee in transport, agent of mobility, organizing classification, or tele-support.

2. Work integration enterprises, protected employment initiatives

These supervised temporary employment initiatives allow integration into the traditional labour market of people who follow complementary training programmes on employment contracts.

3. Sheltered workshops, primary professional activities designed to facilitate access to protected employment

These initiatives allow people in particular difficulties to gain access to an individual long-term integration programme, in addition to a supervised workplace. The developed activities include maintenance and repair of furniture and retrieval of raw materials.

The conjunction of these three vehicles of job opportunities provides a kind of social service for integration, a real tool for activating people in situation or at risk of social exclusion. Such social service is at the disposal of various players involved in the integration programmes. This social integration service transforms beneficiaries of social aid and services into active people, reinforcing the innovative character of activities developed by Emaús.

Providing services in the area of the environment is used as a support and a means to achieve Emaús' social aim, i.e. socio-professional integration of communities in situation or at risk of exclusion. In 2009, these activities included:

- Sales of reusable objects.
- Collection and management of waste.
- Cleaning and maintenance.
- Renting bicycles (durable mobility).

The project is developed in a centralised manner with well-identified and easily accessible sites in the historical territory of the Basque Country: one site in Vitoria-Gasteiz (Araba); one site in Bilbao (Biscaye); and one site in Irún (Gipuzkoa).

Target groups:

The project is addressed to people in situation or at risk of exclusion who need preliminary personalised monitoring in order to acquire basic qualifications and the predispositions necessary for integration in training programmes under contracts, in protected employment and, in certain cases, in the labour market. Both counselling and monitoring process and adequate itineraries are conducted in wide cooperation with social services and similar resource organisms.

Why does it work?

1. The first success factor was the adaptation of the project intervention strategy to the needs of targeted communities with an aim of integrating them into the labour market.
2. Moreover, compared with previous actions, this project is innovative and based on the following points:
 - Prior focus on professional integration, and the supervised search for employment: the final objective is integration into the labour market and, therefore, they strive not to lose employment from

sight. Having been integrated into the network, the participant is trained in the active search for employment and supervised during this search by specialised employment advisors.

- Cooperation with « ordinary » enterprises and public administration: this network allows bridging with ordinary enterprises by offering them to develop innovative activities in the form of a cooperation agreement. Emaús plays the role of the enterprise's guarantor with respect to the professional capacities of the participants. The same kind of agreement is at the base of the cooperation between public administrations and Emaús. The activities concerned aim at improving public services, the citizens' quality of life, the environment and covering social needs which are currently only partially covered or not covered at all.
 - Improved coordination of social services at the level of personal monitoring: this integration coaching scheme has consolidated and supported the different services provided by different entities (professional counselling carried out by professional counselling services and social coaching carried out by social services in the city).
3. Partnerships with various players have been decisive: both the coordinated support of public administration, in particular from the autonomous government and municipal social services, and the financial and banking support from the European social fund and BBK² in the form granting loans, has allowed the programme to take off.

Results

In the period 2010/2011 and throughout the whole autonomous community, Emaús set a target to hire 347 people, through training programmes and all work integration enterprises set and promoted by the activation network. They will integrate 90 people in sheltered workshops.

In 2009, Emaús Bilbao admitted 384 people and supported 277 people through the activation network:

Through work integration enterprises: 63 integration workplaces allowed 85 to follow an integration scheme. This group included:

- 42 women and 43 men.
- 22 people from immigration circles.
- 61 people without any diploma.
- 55 people benefiting from poor social aid/network or none.

People covered by sheltered workshops scheme: 40 people in Bilbao and 10 people in Gasteiz.

15 training programmes were offered to 142 people, the majority of whom were beneficiaries of basic welfare benefits and people without qualifications.

All services and activities developed by the organisation refer to the environmental sector. Emaús operates in the whole of the Autonomous

Community of Basque Country. In 2010, seven social organisations will constitute the « Get Active » network.

Financial Data

The economic viability model rests on multilateral economic support based on approvals for project co-financing in each historical territory of the autonomous community and different public administrations.

- Total resources in 2009: € 1 162 086
- Result for 2009: € 39 879
- Total subventions in 2009: € 336 263, i.e. 29 % of total resources.

The forecasted annual budget for 2011 comes to € 632 014, including 50 % contributed by the European Social Fund which co-finances the project.

Prospects

The list issues to raised currently includes:

- To consolidate cooperation with « ordinary » enterprises so that they generate increasing numbers of workplaces in favour of the network.
- To obtain public administration's recognition of the integration work conducted by the network under the present model, before the project is finalised in 2013.
- To achieve the project's objectives by providing assistance to 500 people annually through training programmes, all work integration enterprises and sheltered workshops.
- To have a representative role representing the target public in the debates on employability.
- To promote the possibility of replicating the project in other autonomous communities in Spain and in other European countries through international social networks to which Emaús belongs. (EAPN, Emmaüs Internacional and Emmaüs Europa).

And more

One of project's objectives is the exchange of knowledge and experiences with other organisations with social aims. Emaús Bilbao would like to guarantee that the project may be copied in good conditions and in a manner adapted to other countries. To achieve this, Emaús Bilbao has participated in European social networks which they participate in, such as EAPN and Emmaüs Europe³.

¹ Social initiative cooperatives participate in the well-being of citizens who suffer from any type of social or professional exclusion through integration, i.e. re-integrating these people into the

society by work or guaranteeing equality to all individuals by providing for their basic needs without generating any marginalisation. Therefore, it is aimed at fulfilling social needs.

² See the BBK presentation.

³ www.emmaus-europe.org.



Vägen ut!

Idea

Establish a consortium of cooperatives through which social enterprises can support each other and create real jobs for people far from the regular market jobs in their activity sector.

Objectives

1. Develop a new approach and working method that encourage empowerment of the disadvantaged people.
2. Change the vision and the role of public sectors units responsible for granting social allowances to individuals and turn it as a collaborative work with social enterprises.
3. Implement a sustainable philosophy for every activity of the enterprise (human ethics, ecological and fair-trade products, etc.).



Contact

Elisabet Mattsson is the president in Vägen ut! cooperative

E-mail

elisabet@vagenut.coop

Phone

(00 46)(0)736-99 77 63

Website

www.vagenut.coop

Date of creation | Country

2002 | Sweden

Key words

inclusion, creation of workplaces, empowerment, consortium, cooperative

How do they operate?

Legal form:

Vägen ut! operates as a cooperative according to the Swedish law for economic associations¹. This form was chosen mainly because it is a democratic way of running a business. All the cooperatives within the consortium are actively implementing the values and principles set by the International Cooperative Alliance.

Cooperatives can be registered under different legal forms, the economic association is the most adapted to the cooperative principles. In Sweden, there are no special benefits or advantages for enterprises dealing with social economy issues.

Vägen ut! is already part of « Le Mat Europe² » started by « Le Mat Italy » and « Le Mat Sweden » and the European social franchising network.

History:

The Vägen ut! cooperatives was initiated by members with experiences of exclusion from Bryggan, an association working with children whose parents are the subject of the correctional system. A partnership was set up to run an Equal³ project with the objective to create social enterprises. It involved the authorities about Health insurance, Prison and Probation service, Employment office, Coompanion (cooperative development agency) and other professional organizations. The aim was to create jobs for the target group by starting social co-operatives. The first ones developed was: Villa Vägen ut! Solberg (a halfway⁴ house for men), Karins Döttrar (a handicraft co-operative for women) and Café Solberg. Together they initiated the consortium Vägen ut! which today includes 10 social enterprises.

Activities:

The consortium Vägen ut! includes 10 social enterprises, that have a double mission: create jobs for the target group as well as services as rehabilitation, job training or living.

The co-operative enterprises in the consortium Vägen ut! offer services and products and create real jobs for persons far from the regular job market. Its methods and models make Vägen ut! considered as a successful social innovation with a very positive impact on furthering social inclusion.

Vägen ut! is composed of:

- Konsortiet Vägen ut! kooperativen: one cooperative in itself, which started in 2005.
- Villa Vägen ut! Solberg: a halfway house for male ex-prisoners who work in the greenhouse, the workshop or take on external jobs. The residents typically stay 3-6 months. It started in 2003.

- Villa Vägen ut! Revansch: a halfway house for men in Sundsvall (400 km north of Stockholm). It started in 2008.
- Villa Vägen ut! Vägskäl: a halfway house for men in Östersund (400 km northwest of Stockholm). It started in 2009.
- Villa Vägen ut! Karin: a halfway house for women. It also has two emergency places for abused women with drug problems. It started in 2006.
- Villa Vägen ut! Susanne: a halfway house for women in Örebro (between Stockholm and Göteborg). It started in 2009.
- Karins Döttrar: a handicraft cooperative. They provide work rehabilitation for 10 women. The women usually stay for six months. It started in 2003.
- Café Solberg: a café and catering business. They provide work rehabilitation for 4-5 men and women. It started in 2003.
- YScreen - screen print. They provide work rehabilitation for 4 young adults. They are 6 workers. It started in 2006.
- Anlita - business employment cooperative.
- Vägen ut! Trädgård (Garden) started three different entities during 2009 and 2010. They provide a range of different garden products as well as work rehabilitation.
- « Le Mat B&B Göteborg » started in 2010.

Vägen ut! vision is a sustainable world in all senses. They work with supporting fair-trade, ecological and legal ideas and underline the strong need for social cooperatives in the society. For example, every cooperative has an environmental plan and try to be « greener than green ». The products sold or purchased have to be as ecological and fair as possible. The Vägen ut! garden projects are recreating biological gardens. All the cooperatives are strongly participating in the local development, producing products and services needed in the community.

Self-experience and empowerment is crucial in Vägen ut! method. Usually, social work is often about experts « treating » clients who, as a result of the treatment, become passive and depending on allowance. Vägen ut!s method offers the opposite. Its process is oriented, run by the participants. The work is built on aid to helping oneself meaning that there is no superior-or subordination in the relations between involved persons. The co-operatives in Vägen ut! all have a clear empowerment perspective in their processes and everyday work. The result of that is both independence for the individual and a good sense of responsibility.

Every new enterprise set up had the interests and abilities of the co-workers as its starting point, combined with business considerations as to whether the enterprise would be profitable. The socioeconomic audit shows that for every person that are exiting a life of crime or drug abuse and instead participating in the production of goods and services, « the benefit » is enormous. The society gains around SEK 1 million (~ € 109 000) per person and year.

Vägen ut! wants to see its methods copied widely. To provide a strong base, Vägen ut! has created a consortium through which the social enterprises can support each other. Each one pays a small membership fee for support with quality, purchasing, finance and personnel administration.

Target groups:

Vägen ut! is an including organization, which considers diversity as a resource and a guarantee for a positive development. That means that all kinds of people are welcome: young adults, abused women with drug problems, male ex-prisoners, etc.

Why does it work?

- Empowerment as a key message: when people are given the opportunity to influence their own lives together with others, something happens that leads to real rehabilitation and the opportunity to create decent possibilities to work.
- Local and regional networks of support structures, such as Coompanion Göteborg. At a national level, various types of resources are needed in order to develop this support, resources that have to be freed from the government, the market and civil society.
- The consortium model leads to a more stable and safe economy, sharing risks and savings. And social franchising as expansion tool can provide assistance in the start of the new cooperatives.

Results

- 75 employees in Vägen ut! enterprises. More than half of the employees are self employed members and part owners. Among these 75 employees, the group of around 15 people that started the first project is still working members except from one person.
- Every day, in addition to the 75 employees, there are about 250 people involved in the activities of rehabilitation, living, job training, and in the production.
- Another 50 people have by way of Vägen ut! moved on to a life without crime or drugs in other jobs or studies.
- 12 new cooperatives were created in 8 years (3 cooperatives in 2002; 12 in 2010; 25 previous in 2015). The cooperatives are mainly located in Göteborg area but also in Örebro, Sundsvall and Östersund. Another 5 regions are interested.

Financial Data

In 2009:

- Turnover: SEK 21 million (~ € 2,28 million)
- Equity: SEK 2 million (~ € 217 000)
- The profitability is around 9 %.
- Vägen ut! is the owner of one property worth around SEK 8 million (€ 868 000).

Public subsidies are less than 5 % of the turnover.

At present, the co-operatives income comes from selling work training places or living places and from running projects. There are also wage subsidies, but these are only granted on an annual basis and vary from year to year, which means the co-operatives face a significant degree of risk, and makes financial planning difficult. This framework applies to any employer of disadvantaged groups, not just to social enterprises.

There are no payments in respect of administration costs, such as Samhall⁵, the national integration enterprise, receives. Meanwhile trading income is on an upward trend.

For capital, it has not so far been a problem, as premises have been rented and equipment quite cheap.

Anyway, the consortium model in Vägen ut! allows a more stable economy, as there is a sharing of risks and savings. Because of difficulties in obtaining loans of traditional funders, Vägen ut! ensures safety in the consortium and provides assistance in the start of the new co-operatives.

Prospects

- The objective is to start and run a number of new social cooperatives in the years to come. In 2015, the objective is to have 25 cooperatives (15 in Göteborg and 10 in other parts of Sweden) with around 110 workers. Vägen ut! uses the method of social franchising to expand and to create new jobs.
- In future, Vägen ut! wants to permit investment in equipment such as printing presses. Approaches might be made to ethical banks such as Ekobanken⁶, an ethical bank open to all who want to encourage possibilities for people to take free initiatives.
- Vägen ut! plans to share experience in other countries, first in Scandinavia and in United Kingdom, and also to continue the partnerships with Italy, United Kingdom, Finland, Lithuania, Poland, Germany and Hungary. In other countries, Vägen ut! shares

the concept of the consortia and expands the model, the concept « Le Mat » and Villa Vägen ut! halfway-houses.

And more

- What is the idea of Social franchising? Elisabeth Mattsson, president in Vägen ut! Kooperativen explains: « Social franchising means using and developing the franchising method to achieve social goals. In social franchising, there is a founder, just like in any franchise. The starting point for the franchisor is to spread its ideas, share his experiences, and build a community. The social goals are fundamental, and often include contributing to the creation of more jobs. In this form of franchising, exchange and learning through contacts with those who started earlier are important for the new social entrepreneurs. By defining the keys to success and documenting them in manuals, and by developing training courses based on them, a group of entrepreneurs can gain access to knowledge and experience. It's an innovative method so far used to disseminate and transfer knowledge in the specific areas of our half way houses and Le Mat hotel/bed and breakfast. Vägen ut! and Le Mat has created a network of social franchising at a European level, the European Social Franchising Network. It has also members in United Kingdom, Finland and Germany. »
- She continues: « Research⁷ shows that it works! Scientists from the Institution for Social Work at the University of Gothenburg followed our work during three years. Their conclusion was that « work in social cooperatives is rehabilitation for drug abusers and criminals that works ». They could also verify that for a person at a turning point in life, the everyday work in a strong and closely united work group provides structure and safety. In the study, it also becomes apparent the importance of being able to identify one self with others in the group. »

¹ An economic association is a business organisation where members' liability is limited to the capital invested in the enterprise. There should be at least 3 members. A member might be an individual or a juridical person. The association must have at least one auditor. Board of directors and auditors are elected by the general meeting. An economic association is registered with the Swedish Companies Registration Office.

² Le Mat is a small specialized agency for the development of sustainable tourism and social inclusive entrepreneurship on local level. All are social entrepreneurs and use the social cooperatives in order to realize our mission which is to promote and turn to the best account the cultural, social, vocational and occupational value of persons with a history of disability, mental illness or drug addiction, as well as all those who, for one reason or another, are the subject

of discrimination and/or exclusion from the labour market and/or the community. The first Le Mat-hotel was started in Trieste, Italy. The name Le Mat originated in Italy from the wizard who represents brilliance and unexpectancy. Today the Le Mat-concept is spread through social franchising and it has developed into a european cooperation for social entrepreneurs Le Mat Europe.

³ Equal Initiative from European Commission's Directorate-General for Employment, Social Affairs and Equal Opportunities, founded by the European social fund, is a laboratory of ideas supporting the European employment strategy and the social inclusion process. Its mission is to promote a more inclusive work life through fighting discrimination and exclusion based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation.

⁴ A halfway house is for living but can be a work place as well, depending on the individual case.

⁵ Samhall is a Swedish state-owned limited company with the mission to create meaningful and fulfilling jobs for persons with disabilities that has given them reduced work capacity.

⁶ Refer to the presentation of Ekobanken.

⁷ Exit processes and empowerment – a study of social cooperatives in the Vägen ut! project, Ulla-Carin Hedin, Urban Herlitz, Jari Kuosmanen, Department of Social Work, Göteborg University, December 2005.



GFBM

Idea

Integrate unemployed people into the labour market through education and professional training, development of general skills and speech capabilities but also through development and evaluation of model projects and pedagogic advanced education.

Objectives

1. To support the integration of unemployed and disadvantaged people into the labour market.
2. focus is sustainable education.
3. To create new social and economic prospects for disadvantaged.
4. To support and develop the society-based resources for the sake of all.



Contact

Ingo Vogt is the public relations officer

E-mail

vogt@gfbm.de

Phone

(0049) 30 61 77 64 290

Website

www.gfbm.de

Date of creation | Country

1992 | Germany

Key words

inclusion, training, language learning, labour market, migrants

How do they operate?

Legal form:

GFBM (Gesellschaft für berufsbildende Massnahmen or professional training society) is a non-profit association (« Eingetragener Verein¹ » or e.V.). The decisions makers are the management board, the general assembly and the general manager. The control and audit is done by the general assembly. The company is certified to ISO 9001:2008.

Members of regional Social Economy network BVAA in Berlin and national Social Economy network « BAG Arbeit e.V. »

History:

- Berlin is a metropolitan region with a lot of compact urban spaces, green spaces, parks, woods. Berlin is a 3,4 millions inhabitants characterized by the four decade long division of the town in an eastern and a western part and also by its prehistory as political centre of Germany respectively Prussia since the 18th century.
- Especially some of the former western districts of the city are inhabited by people with a migration background. Some of the cities districts are regarded as wealthy others as socially problematic and some others as quite heterogeneous.
- To get along with the economic problems (which are partially connected with the reunification) the cities government focuses on developing business in several branches like new media and technologies, education and research and tourism. As an educational provider who is strongly engaged in vocational training the GFBM shows, how Berlin tries to deal with certain social and cultural disadvantages. The GFBM takes part in some of these activities, especially in those concerned with social, cultural and environmental problems.

Activities:

- First kind of service provided by GFBM is direct support to people.
- The GFBM offers vocational and educational training for jobless and socially disadvantaged people. The GFBM is a medium sized company with up to 350 employees, who are working on efficient and innovative training measures for people on the Berlin job market. Partners are different types of schools (primary, grammar and vocational) employment agencies and all kinds of companies. In model projects, the GFBM is working with public institutions of different levels (local, regional, federal and European). Within, the GFBM puts a certain emphasis on topics like language, migration and environment. Mostly social workers, teachers and vocational trainer are working for the GFBM. To get the full picture some staff positions, accountants and people doing administrative work have to be added. Besides pupils and adolescents the main target group consists of jobless and socially disadvantaged participants. The GFBM main-

tains 13 sites in different districts of the German capital Berlin.

The GFBM takes part in some of these activities, especially in those concerned with social, cultural and environmental problems, as for example:

- A youth club « E-Lok » located in Friedrichshain (it is like a public clubhouse where young people come together, with a social worker/trainer to guide the youngsters, and where they do voluntary work).
- A wood information centre at the sawmill Grunewald which is dealing with problems of sustainability.
- A guesthouse sited beautifully in the Wannsee to care youths and children.
- The organisation of musical or theatrical projects in Tempelhof-Schöneberg or Pankow.
- The reconstruction project of the villa Grünau.
- The formation of public spaces (gardening of public interest with projects like a « barefoot-garden » or a « garden of the senses » are part of the whole spectrum the gfbm is working on).
- The Company provides media skills in the project « Kiezzzeit » - a newspaper for youths published by youths - based in Neukölln.

Besides the direct support to people GFBM also aims to give advice on political level, development and evaluation of model projects and pedagogic advanced education. GFBM-Group consist of the following projects:

- GFBM e.V.: directory of the network, project development, professional education and training;
- LOWTEC gGmbH: realisation of time-occupational opportunities for unemployed people;
- INO Hennigsdorf gGmbH: professional education and training in Brandenburg;
- Dr. Sven Walter Institut: language support and training;
- ECEO Opole s.p.r.l: professional education and training in Poland.

Target groups:

- Young refugees who are to be prepared both for the possibility of return in their country and for integration in Germany, by means of vocational and language socialisation.
- Ethnic German remigrants from eastern Europe and asylum recipients, and their children, who experience rapid integration in their host country through qualified language instruction, professional technical language, and instruction in cultural techniques.
- German and foreign youth for whom basic secondary certificate preparation courses provide increased opportunity to be placed in the labour market (and/or in training).
- Disadvantaged German and foreign youth who want to acquire a vocational qualification in motor vehicle mechanics or cabinetmaking and so on.

- Long-term unemployed youths without any, or without a sufficient school certificate.

Since young people with fewer opportunities are one of the GFBM major target groups, GFBM would like to engage them in the new programme direction, that is to say the connection of vocational and educational training and the chance to experience different working conditions and cultures in Europe, as clearly helpful, to improve their working as well as their social skills.

Why does it work?

- Flexibility and a wide variety of activities.
- Competent staff and high motivation for working with youths and adults of an increased need for furtherance.
- 17 years work experience with youths and adults, many of them having a migration background: therefore GFBM trainers, teachers and social workers are well experienced with migrants. They put lots of training measures for these participants into action and give them furtherance they need.

Results

- Number of employees: 450 permanent staff in 2008 for GFBM-Group.
- In 2010, about 600 young people are learning a specific profession with GFBM.
For the whole GFBM-Group, there are about 4 000 people benefiting in qualification, job-opportunities and other training.
- About 31 branches/sectors and parent/holding company (association) of an alliance with 7 companies.
13 locations in different districts of the German capital Berlin.

Financial Data

- Turnover in 2008²: € 30 million (2007: € 28 million)
- 90 % are public funds (3 % from European funds, 27 % from National funds and 60 % from Regional funds)
- 10 % are the association revenues.
- There are also contributions from members and donors.

Reduce tax rate in an economic special purpose business: the German law says that if companies finance projects with a good common public social goal (« Zweckbetrieb »³), they are allowed to have tax reduction (10 %).

Prospects

- New innovative product development in education.
- Open up new fields in order to make the association more independent from public aid and subsidies.
- More activities in national and international pilot projects.

And more

Turgut is a German citizen with Kurdish origin, living in Berlin more than 9 years, 24 years, married and father of 2 daughters in kindergarten: « Even though I went to school here in Germany, I never graduated. So far I had work experiences in the construction sector. But I wanted to make a change. With GFBM, I found a job-opportunity working as goods porter. GFBM taught me how to make a proper telephone call, how I should apply for a job and to prepare all application documents. After working on trial, I could convince my new boss to give me a real contract. I've been working now over 3 months there, feeling proud that I can sustain my family. »

¹ It is specific to Germany and means 'official registered organisation paying taxes' and it is comparable, even if it is not exactly the same as there are other juridical rules, to 'foundation' in

The Netherlands or « non-profit organisation » in Belgium.

² 2009 datas haven't been published already.

³ This is a specific German term meaning « a non-profit made special-purpose enterprise. » GFBM has founded some daughter-organisations as Zweckbetrieb.



Bildungsmarkt Unternehmensverbund

Learning for the future

Idea

Provide all kinds of trainings to people with difficulties so that they acquire or value competencies and qualification necessary to (re)integrate the labour market, especially through collaboration with businesses and administrations.

Objectives

1. Provide vocational training in trade and industry, the service sector, the educational and health care sector
2. Adapt continuously the training programs and teaching methods to the changing demands and conditions of the working world and bring innovation and improvement in cooperation with businesses and consult companies on training and personnel development.



**bildungsmarkt
unternehmensverbund**

Contact

Hans-Peter Eich is the
managing director
of Bildungsmarkt
Unternehmensverbund

E-mail

hpeich@bildungsmarkt.org

Phone

(00 49) 30 48 52 23 0

Website

www.bildungsmarkt.de

Date of creation | Country

1986 | Germany

Key words

apprenticeship, language
learning, mobility, youth

3. Aim at job placement in the regional, national or European labour market thanks to the networking with national and governmental organisations, businesses and international trade associations, companies, vocational schools and training centres on the creation of perspectives for employment.
4. Target the unemployed and help to integrate young and adult people to the labour market according to businesses needs.

How do they operate?

Legal form:

Bildungsmarkt Unternehmensverbund is a non-profit non-governmental corporation, which has been employing and qualifying people for the labour market since 1986. Their mission is to develop perspectives for people and companies. They aim at the main goal of social economy: social integration.

Bildungsmarkt Unternehmensverbund is made up of the mother company Bildungsmarkt e.v. and its 5 subsidiaries in different Berlin districts, each with its own individual focus:

- Bildungsmarkt vulkan ggmbh.
- Bildungsmarkt waldenser ggmbh.
- Kiezküchen ggmbh.
- Spok ggmbh.
- BIQ ggmbh.

History:

In 1986 six founder members, mostly teachers, qualified 45 unemployed people, who graduated with some job-related trainings. The labour market, the society, the economical needs and even the Federal Republic of Germany as whole changed in more than 20 years. Today 3.000 people are being employed and qualified by Bildungsmarkt Unternehmensverbund.

Activities:

Bildungsmarkt Unternehmensverbund offers initial vocational trainings for youth, qualification to fulfil the prerequisites of initial trainings, further training and education, employment and qualification for the unemployed. Individual assessment of potential, profiling and coaching is standard in all Bildungsmarkt programs.

They combine vocational training with services in gastronomy, trades, retail sales, sports and health care. Most of their training restaurants, service companies, trade workshops, sports arenas, meeting facilities, counselling centres and social institutions are open to the public.

Bildungsmarkt Unternehmensverbund offers:

- Individualized trainings tailored to today's business needs.

- Flexible modular certificates and nationally and internationally recognized vocational diplomas.
- Vocational qualification programs continually in development – for example: modular trainings, individual skill assessment and mentoring and promoting intercultural competence.
- Continual cultivation of their growing national and international networks and of their cooperation partners.

So Bildungsmarkt Unternehmensverbund is active in the fields of apprenticeship, education, training, qualification, languages and « publicly aided occupation » (activation and integration measures according to SGB -Social law books - which implies subsidies).

The demands and conditions of the working world are continuously in flux. Therefore, so are the contents of Bildungsmarkt Unternehmensverbund's training programs and teaching methods. In pilot projects, they study the changing demands of the market and test new blends of content, methods and instruments. Just as social fabrics change, so, too, do the markets for employees. Their projects are a contribution to utilizing the potential released by this dynamic. Most trainings of Bildungsmarkt Unternehmensverbund include training of cultural competences and promote mobility.

Below some local pilot projects ongoing:

1. Alliance for intercultural communication at the workplace and during occupational training in the district Berlin-Mitte: By launching BIKA Mitte, the Bildungsmarkt has initiated a district-wide alliance to improve access to training and jobs for young people from a migrant background. The project is made possible by the support of the German federal ministry of labour and social affairs through the Xenos program « Integration and Diversity » and by the European social fund.
2. Housekeeping Management Berlin-initial on-the-job training in domestic services: The goal of this jobstarter project is to improve on-the-job training structures for housekeeping by setting up venues for cooperation between on-site and off-site partners.

International projects are also implemented in the fields of mobility, learning languages and intercultural trainings, new methodology, new markets: Bildungsmarkt Unternehmensverbund cooperates with 25 partners from 12 European countries in pilot projects supported by European educational and vocational programs.

In addition, environmental themes are widely integrated in qualification. There are projects that focus i.e. on installing solar energy or on themes like « Healthy trends in the kitchen: organic and sustainable aspects in food » in restaurants.

A couple of projects benefit homeless or indigent people. Bildungsmarkt Unternehmensverbund's non-profit services also support social activities of other organisations.

Their clients are governmental organizations, municipal institutions, and businesses. Their partners are trade associations, businesses, vocational schools and training centres in 12 European states.

Bildungsmarkt Unternehmensverbund is a member of the regional « social economy » network BVAA and the national social economy network bag Arbeit e. V.

Target groups:

Bildungsmarkt Unternehmensverbund is training youth, young adults and adults, students and some local projects especially target immigrants.

Why does it work?

- Innovative concepts of close to labour market trainings and continuous adaptation to changes of the labour market requirements continual regional, national and international networking
- And a testimony that highlights what is important (considered as the most important) for the success of the initiative.

Results

- Currently, 3 000 youth and young adults are being trained in one of their training facilities. 450 Bildungsmarkt employees support and supervise them during their initial training or their qualification.
- 450 permanent staff including:
 - 10 people with disabilities.
 - 80 immigrants.
 - 20 person with low qualifications.
- During the last more than 20 years, up to 3 000 people every year were trained close the labour market and for most of them – in vocational training for about 80 % – the occupational placement was successful.
- About 30 entities in Berlin, Germany. 25 long-time partner organisations in the EU.
- a pool of 500 profiled Berlin businesses for work placement or employment.

Financial Data

Turnover in 2008: € 25 million (all reinvested).

Their activities are financed part of subsidies, part of self-financing. Public funds, grants and subventions = 80 % (20 % from national funds and 60 % from regional funds) and 20 % from their revenues.

They also benefit from reduced tax rate in an economic special purpose business (company with a specific goal) and exemption from value-added tax.

Prospects

Bildungsmarkt Unternehmensverbund's challenge is to go on cultivating and growing regional, national and international partnerships, stay innovative in pedagogical themes, upgrade work on environmental issues, keep hold of focus on language learning and cultural competences.

« Learning for the future » is the motto that the Bildungsmarkt has been true to for more than twenty years now.

And more

- The Kiezküchen ggmbh - a subsidiary of Bildungsmarkt Unternehmensverbundes - was founded in 1991. Each year it qualifies about 1 000 mostly young people in the gastronomic and gastronomic. The offer goes from total educational training to professional preparation and further personal development. The Kiezküchen develops education in the sector of hotels and guestrooms in cooperation with Bildungsmarkt Unternehmen. All companies of Kiezküchen are training places. The Kiezküchen employs about 150 contractors.
- They support the services in the VIP-Lounge of the plural winning German Icehockey-team EHC Eisbären in the O2-World. The Kiezküchen offers catering and conference services in Berlin. Also, they offer projects for children and youngsters to promote healthy eating.
- Together with the European partners, the Kiezküchen promotes mobility, intercultural learning and develops e-learning possibilities. To continue developing educational training in European context is the objective of the network of European training places in the sector of hotels and tourism, called « Astrum », which has been co-founded by the Kiezküchen.
- Men and women are equally regarded in training rules. The number of participants with an immigration background is very high in their target group of socially excluded people.
- In matters of work and qualification, 40 % to 50 % of the participants reach the goal to achieve a job that meets up to their individual plan.



Photo: Frédéric AchdouUrba

France Initiative

Activity

France Initiative is a local economic development tool based on the solidarity of economic actors in an area (local governments, enterprises, banks, development/consular agencies, etc.). France Initiative is one of the main association networks providing support and financing to individuals establishing or re-establishing business activities in France.

France Initiative provides financial support in the form of honorary loans (prêts d'honneur), i.e. loans for individuals bearing no interest and entailing no need for any personal guarantee, repayable for 3-5 years; their goal is to contribute to the capital of the individual who establishes business and to create the leverage effect for his/her company to obtain banking loans. In addition to loans, France Initiative provides support to people who establish their own business during the first years of their activity, among other things, in the form of the support of a sponsor involved in the business sector.



FRANCE INITIATIVE

Website

www.france-initiative.fr

Date of creation | Country

1985 | France

Key words

micro-loans for companies, entrepreneurs, honorary loan, support, sponsoring, network

France Initiative is present on a local level with 245 « France Initiative platforms » organized in the form of independent associations having own approval commissions that make decisions as regards the granting of honorary loans. It has 611 permanent employees and 14 200 volunteers including 4 600 project sponsors.

France Initiative currently exports knowledge and experience supporting the establishment of associations in Morocco, Burkina Faso (Tenkodogo Initiative) and in Romania (Montan Initiative).

Results

In 2009:

- 15 000 established or re-established firms financed (+ 10 %).
- 46 000 entrepreneurs being supported and 8 200 projects sponsored.
- € 133 million of disbursed honorary loans (+ 28 %), including € 109 million from platform loan funds (+ 6 %) and € 24 million under Nacre .
- About € 800 million of banking loans related to the financing support of the platforms, including € 742 million related to honorary loans only (+ 22%).
- 33 450 jobs created or maintained as a part of the establishment or re-establishment of business activity (+ 6%).
- € 7 800: the average value of an honorary loan.
- 87 %: rate of businesses sustainable after 3 years of activity.
- 97 %: loan repayability level.
- Among the entrepreneurs: 63 % are unemployed people, including 19 % long-term unemployed individuals.

Boutiques de Gestion

Activity

The « Boutiques de Gestion » were established by the unemployed during the second oil shock, for 30 years they have supported economic initiatives, both individual and collective, in urban districts, rural areas, and agglomerations, while addressing the entire public: job-seekers, pensioners, employees, men, women and the young. They also actively participate in the revitalisation of the economic tissue and local development.

The range of interventions is very wide: emergence of ideas, supporting processes, incubators for enterprises, support for development of associations and companies, and the management of incubators. The offer includes services which may be permanently adapted to fit new public and local needs. They offer adapted training and, above all, support for entrepreneurs throughout the project and ensure monitoring of the new company.

Website

www.boutiques-de-gestion.com

Date of creation | Country

1980 | France

Key words

support, entrepreneurs,
training, financing

The activities of « Boutiques de Gestion » are in line with the strong partnership logic in favour of the project initiators, entrepreneurs and the territories, in particular through partnerships with the European Union, the French State, Caisse des dépôts¹, local communities (regional councils, general councils, cities, etc.), Agefiph², big companies, Fongecif³, Pôle emploi⁴, Oséo⁵, Crédit Coopératif, etc.

In the framework of the new measure for supporting the creation and buy-out of companies - NACRE⁶, 100 % of the « Boutiques de Gestion » have been accredited by the State as the operator, which has made their expertise recognised and confirmed their capacity for providing safe and responsible support to entrepreneurs, helping them to establish sustainable businesses.

In order to promote their activities and highlight the successful initiatives they have supported, since 1997, the « Boutiques de Gestion » have been organising a Talent Contest for people establishing their own companies. Each year 100 entrepreneurs receive prizes for their entrepreneurial activity. Nearly 6 million euro of donations has been paid out.

Results

The « Boutiques de Gestion » are:

- 430 companies established in France.
- 920 employees as counsellors and 750 voluntary administrators, local economic players.
- 15 501 companies established or revived.
- 19 530 workplaces created.
- 11 004 people trained before the establishment.
- 1 790 projects tested on real scale by their incubators.
- 14 516 companies supported in their development, 242 companies hosted in incubators animated by « Boutiques de Gestion » and 1 633 associations supported with respect to development and consolidation of workplaces.
- 75 % of companies sustainable in 3 years.
- € 369.2 million mobilised for companies established or bought-out: more than one entrepreneur in two (55 %) supported by the « Boutiques de Gestion » has access to bank financing whereas the national average is of one in three.

¹ See the Caisse des Dépôts et Consignations presentation.

² Agefiph supports disabled people and companies by providing them with aid, advice and support from a network of partners working in synergy in order to prepare, integrate and consolidate the handicapped on the labour market, this constitutes a mission of public services defined within the framework of a convention with the State, this principle was

included in the law on disability dated 11 February 2005.

³ Fongecif means the Foundation for the management of the Individual Training Holidays, which is an essential player in providing information and orientation for employees whose activities circulate around two missions: on the one hand, support, information and orientation of employees, on the other, financing of professional projects.

⁴ See the French legal system.

⁵ Oséo is a public institution which manages three initiatives: supporting innovation, providing guarantee of bank lending and venture capital, financing investments and the exploitation cycle in partnership with classic bank institutions. It is a perfect tool for establishing or reviving companies and for promoting innovation. Oséo operates in the whole country.

⁶ See the NACRE presentation.

F E B E A | S E F E A

FEBEA



Presentation

FEBEA is the European Federation of Ethical and Alternative Banks, an international non-profit association incorporated under the law of Belgium, created in Brussels in 2001 by Banca Etica (Italy), Bank Für Sozialwirtschaft (Germany), the Caisse Solidaire du Nord Pas-de-Calais (France), Crédal (Belgium), the Crédit Coopératif (France), Hefboom (Belgium), la Nef (France) and TISE (Poland).

Developing ethical and solidarity-based finance in Europe

FEBEA federates 24 members based across 11 European Union and 2 EFTA countries. These 11 banks, 6 savings and loan cooperatives, 5 investment companies and 2 foundations can altogether account for a € 21 billion balance sheet and have some 528 000 clients and shareholders between them.

They take different legal forms but they all share the same concern for transparency and social and environmental usefulness.

In addition to being a place fostering exchanges and sharing experiences, FEBEA aims at creating financial tools to support existing initiatives and encourage the development in Europe of new initiatives in the field of alternative finance and solidarity-based economy.

Creating alternative financial tools hand in hand

Until now, FEBEA has developed diversified tools:

- « Solidarity Guarantee » guarantee fund, managed by the Crédit Coopératif in France
- « Solidarity Choice » investment fund, managed by the Crédit Coopératif's asset management company (France)
- « SEFEA: Société Européenne de Finance Ethique et Alternative Européenne » (European Ethical and Alternative Financing Company) managed by Banca Popolare Etica in Padova (Italy)

Working together towards European dynamics

In addition to these concrete products, FEBEA implemented several commissions and working groups dedicated to topics such as « Financing the South and Fair Trade », « Financing Healthcare Infrastructures and Social Services in Europe » and « Sustainable Development ». The final purpose is to design new tools to address the challenges specific to each group.

FEBEA wants to provide support to ethical and alternative finance institutions and all responsible entrepreneurs from the sector of social and inclusive economy and often prevented from accessing the traditional banking system.

FEBEA members exchange best practices and encourage mutual learning amongst their social and inclusive economy networks. This European approach of ethical and alternative finance is definitely leading the way.

Members

APS Bank Ltd - Malte :

APS Bank was established in 1910 as one of the projects set up by l'Unione Cattolica San Giuseppe. It was intended mainly to instil savings habits amongst working class people. Since then, its role has developed and evolved. As a matter of fact, the bank managed to position itself as a cost-efficient financial institution, whilst retaining personal banking as its major strength. It aims at offering high quality financial services in an efficient, cost-effective and ethical way inspired by the social commitment of our shareholders. Customer focus, employee development and innovation are their success factors.

Thanks to its subsidiary, APS Consult Ltd, the bank offers assistance and consulting services to all entities involved in the following sectors: agriculture, fishing, education, sports, culture.

Total assets: € 669 million



www.apsbank.com.mt

Banca Popolare Etica - Italy :

The idea behind Banca Etica consists in creating a place where savers, driven by the common desire for a more transparent and responsible management of financial resources, may access to socio-economic initiatives, inspired by the values of a sustainable social and human development.

The bank manages savings raised from private citizens, single persons or families, organisations, companies and institutions in general, and invests them in initiatives pursuing both social and economic objectives, operating in full respect of human dignity and the environment.

In such context Banca Etica sets out to educate both savers and borrowers by enhancing the awareness of the formers about their saving's destination, and encouraging the latter to develop their management and entrepreneurial abilities.

Banca Etica is the first institution of ethical finance in Italy. The bank's solid roots are to be found in the world of the third sector organisations, of voluntary work and of international cooperation.



www.bancaetica.com



**Bank
für Sozialwirtschaft**

www.sozialbank.de

The first experience of ethically oriented finance in Italy is represented by MAG cooperative societies (self-management mutual associations): their traditional purpose is to raise savings among their members and thereby finance « inclusive projects. »

In 1999, Banca Etica opened its first branch office in Padova.

Today the Bank counts on 11 branch offices and a wide-spread network of financial promoters called « banchieri ambulanti. »

Total assets: € 612 million

Bank Für Sozialwirtschaft - Germany

Founded in 1923 by six non-statutory welfare organisations, the BFS is a bank which offers financial services mainly dedicated to the social and health sector. As a general public interest-oriented bank, it provides loans and credits, investments and payment transactions.

However, it is particularly geared towards cooperative, mutual and non-profit organisations and institutions. Furthermore, the BFS supplies advice on all questions related to banking, management and financing. The BFS is an unlisted joint-stock company. Main shareholders are the Workers Welfare Association, the German Red Cross, the German Caritas Association, the welfare services of the German Protestant Church, the Association of Non-affiliated Charities and the Central Welfare Agency for the Jews.

Total assets: € 5,2 billion



www.bas-info.ch

Alternative Bank Schweiz ABS - Switzerland:

ABS, the Alternative Bank founded in 1990, works according to ethical principles and not with a view to producing maximum profit. It totally rejects all forms of tax evasion and is devoted to complete transparency. It promotes solidarity between lenders and borrowers and actively supports equal opportunities for women. ABS offers its clients traditional banking products and issues loans for organic agriculture, sustainable habitats and renewable energy projects, as well as lending plans to small and

medium-sized companies active in environment protection and fair trade development.

Total assets: € 551 million

BBK Solidarioa Fundazioa - Spain

BBK Solidarioa is a foundation, founded by BBK (Bilbao Bizkaia Kutxa) savings bank operating in Viscaye, Spain.

BBK Solidarioa aims at making financial services accessible to everyone. Therefore, they collect money thanks to a specific deposit scheme and invest it in personal, professional and social projects.

The operations financed by BBK Solidarioa must respond to certain ethical, social and sustainability criteria.

BBK Solidarioa helps excluded people to access the financial system thanks to inclusive financial tools that enable them to invest in personal professional or social projects.

BBK (the savings bank in Bilbao) counts 428 branches. The budget allocated to BBK Solidarioa Fundazioa reached € 16 million.



www.bbk.es

Caisse Solidaire du Nord Pas-de-Calais - France

The Caisse Solidaire was created in October 1997. Located in a region steeped in industrial tradition, it aims at financing projects of people setting up very small businesses with limited access to credit, as well as any creator of innovative projects generating employment in their specific sectors.

On a more general level, the Caisse Solidaire's purpose is to finance any project that falls within the domain of inclusive economy.

Its resources are provided by inclusive savers who agree to a reduced return on their investment. The Caisse solidaire offers two investment options:

- A 2-year solidarity savings account at 2 % to 0 % rate.
- A solidarity savings book for liquid savings, at 1 % or 0 % rate

Total assets: € 9 million.



www.caisse-solidaire.org



www.cassacentrale.it



www.charitybank.org



www.estalvietic-colonya.com

Cassa Centrale Casse Rurali Trentine - Italy:

The Trento Rural Banks network comprises 54 rural banks, which make up more than 60% of the market share in the Trenton province. There are approximately 83 000 members and more than 200 000 clients. The Federation of Trento Cooperatives is coupled with the Central Bank of Rural Banks in Trento, which provides the entire Group with technical support by offering financial and commercial products and services.

Total assets: € 1,9 billion

Charity Bank - United Kingdom:

Established in 2002, following a successful pilot loan fund experience, Charity Bank is a registered charity and a fully regulated bank. It is a social enterprise dedicated to unlocking personal and corporate liquidities as a source of affordable finance for on-lending to charities and social enterprises. Through its actions, it aims at changing attitudes and at developing a social finance market in the space between grants and commercial finance. In 2003, it became the first bank to be accredited by the United Kingdom Government under the community investment tax relief, a system whereby the Government provides a fiscal incentive for investment into disadvantaged communities through accredited community finance intermediaries.

Charity Bank's focus is presently in the United Kingdom but is seeking to build a network of trusted intermediaries around the world capable of adopting common values to social investment.

Total assets: € 56 million

Colonya, Caixa Pollença - Spain:

Colonya, Caixa Pollença Savings Bank, was founded in 1880 by Guillem Cifre de Colonya, a lawyer and educationalist who established in Pollença the Free Education Institution as well as Pollença's own Savings Bank and other projects designed to modernize and improve the social and cultural settings of his own town.

Colonya Caixa Pollença currently maintains 15 open offices all across the Balearic Islands, promoting the social, cultural and economic development of its environment, so long with its activities as a Financial Company as well as through its « Guillem Cifre de Colonya Foundation », working for the social, cultural and welfare development of its surroundings.

Total Assets: € 14 million

Crédal Group - Belgium:

The Crédal Group is an organization for alternative credit and has developed three product lines:

- Credit and risk financing services for organizations in the area of inclusive finance: social and professional inclusion on the labour market, fair trade, workers' cooperatives, medical organisations, help to the homeless, social housing;
- Microcredits available to self-employed persons who do not have access to banking facilities and wishing to create or develop their own professional activities;
- Social consumer credit: for disadvantaged persons seeking basic everyday life means that banks refuse to finance.

Total assets: € 19 million

Crédit Coopératif - France

The Crédit Coopératif is a French cooperative bank set up in the 19th century. The bank is a pioneer in inclusive finance with the largest existing range of ethical and inclusive banking products and investments. Several of these products known as « sharing products » help non-profit organisations to collect funds.

The Crédit Coopératif is owned by its clients, mainly businesses and social economy organisations, associations, cooperatives, friendly societies, trade unions, work councils, housing associations and small and medium-sized businesses. It has been a member of Groupe Banque Populaire since 2003,



www.credal.be



www.credit-cooperatif.coop

with a leading position in the field of social economy and microfinance.

Total assets: € 11,7 billion



www.cultura.no

Cultura Bank - Norway:

Cultura Bank was founded in 1997 as a savings bank following years of existence as a credit union. The bank's goal is to contribute to building a better society through the financing of projects having a positive environmental, cultural and social impact. Today, the bank has more than 2 000 clients all across Norway. 60 % of the lending volume is for commercial purpose, the balance is mainly comprised of housing loans to private clients who use the bank as their main bank for savings and current accounts. Cultura Bank is also active in the area of microfinance designed for immigrant and women entrepreneurs. The bank offers internet banking facilities as well as banking cards to its clients.

Total assets: € 43 million



www.etimos.it

Etimos - Italy:

Etimos is a consortium that collects savings in Italy in support of micro-entrepreneurial experiences and microfinance programmes in developing countries and in the areas of economic crisis: from Latin America to Africa, from Eastern Europe to Asia. Founder of Banca Etica with which it works in close cooperation and shares principles and aims, Etimos has set itself two ambitious goals: to permit universal permit access to credit – even within the most degraded socio-economic contexts – and stimulate ethically-oriented choices for savings by building real and fair financial bridges between the Northern and Southern world.

Total assets: € 28 million



www.ekobanken.se

Ekobanken - Sweden:

Ekobanken is a social, ethical bank that offers full banking service to organisations, and savings

and loan services to private persons. The savings accounts all have an ethical profile and offer accounts for both regularly savings and long-term investments. Ekobanken has extensive experience in the social economy sector in Sweden and effective tools for financing businesses and projects. The bank is spread across the country and is locally represented through voluntary representatives. Ekobanken is a democratic, cooperative bank focusing on creating value for its members. Ekobanken is the only bank of its kind in Sweden.

Total assets: € 31 million.

Femu Quì - France :

Femu Quì is a regional capital investment company. What makes it different from other traditional companies working with risk capital is that high financial profitability is not among its top priorities.

The company invests in minority interests in all branches of industry, in creativity and in the development of companies.

Femu Quì's objective is to make a concrete contribution to economic development in Corsica, through the mobilization of popular savings schemes and job creation in Corsica, while setting priorities such as reducing the economic dependence and developing local resources.

Total assets: € 4 million



www.femu-qui.com

Fiare - Espagne :

Fiare is a Basque foundation. By February 2006, 63 organizations - NGOs, christian groups, educational institutions ... - had already joined the FIARE Foundation. Representatives of all member organizations - 52 funds and other organisations that later joined in - form together a consulting body known as the « Founders and Collaborators Assembly. »

FIARE (acronym for « Fundación Inversión y Ahorro Responsable ») main purpose is to promote socially responsible savings and investment among both private individuals and institutions. FIARE took up the challenge to explore the possibility of



www.fiare.org



www.hefboom.be

creating an Ethical Bank supported by Spanish organizations involved in the fight against poverty and social exclusion, international cooperation, education and social economy development.

Total assets: € 1 million

Hefboom - Belgique :

Hefboom is an independent business which aims at promoting the creation and development of « inclusive enterprises » (or socially responsible enterprises) in Flanders and Brussels by supplying them with professional services in the realms of financing, business advice and managerial support. It sees this as a way of increasing solidarity in society in general and in the economic sphere in particular.

How does Hefboom accomplish its mission?

- Hefboom offers financing opportunities, business advice and managerial support to inclusive enterprises.
- Hefboom savers and investors with ethically sound financial products through which they can invest in inclusive enterprises.
- Hefboom uses a variety of means to publicize the concept of inclusive enterprises to increase the responsiveness of economic spheres, public authorities and the media.
- Hefboom itself is managed as a inclusive enterprise.

Total assets: € 23 million



www.integra.sk

Integra Co-op - Slovakia:

The Integra Cooperative was founded in 1995 in Slovakia as the first inclusive finance investment vehicle in Slovakia.

Integra offers two main types of investment: microenterprises for women at risk and social enterprises with a clear CSR strategy. Working together with the Integra Foundation (a partner NGO), Vernus offers financial services (microcredit, equity) while Integra offers a range of business development services, including consulting, business plan development and market access. Vernus also car-

ries out technical assistance projects for other social economy institutions in Central and Eastern Europe.

Total assets: € 1 million

La Nef – France :

La Nef is a banking organisation involved in ethical finance. Its purpose is to build a direct link between savers and borrowers who carry out sustainable projects meeting social and ecological criteria.

As a cooperative, la Nef collects savings from its cooperators through current accounts and deposit accounts; it grants loans to organisations in the social, environment protection and cultural sectors. La Nef welcomes all citizens requiring an ethical use of money and willing to promote the development of an economy that is respectful of human beings and the environment.

La Nef has been carrying out and developing its activities for 18 years. It is controlled and approved by the French Central Bank.

Total assets: € 183 million

Merkur Bank - Denmark:

Merkur Cooperative Bank was founded 1982. Merkur is present in the four largest cities of Denmark, which are Copenhagen, Aalborg, Århus and Odense (branch opened in 2007). At the end of 2007, the bank included more than 12 000 clients and more than 2 500 cooperators. Merkur grants loans to the following types of projects:

- Environment: organic farming and food, alternative energy, green technology.
- Education and culture: free schools, nurseries, education, culture.
- Social responsibility: institutions and houses for mentally deficient or other disadvantaged people.
- Village communities: projects striving towards integrity in housing, energy, social life, etc.
- Fair trade financing with lending to coopera



www.lanef.com



www.merkurbank.dk

tives and other producers in the developing countries through order based pre-financing credits.

Total Assets: € 157 million



www.oekogeno.de

Oekogeno eG - Germany:

OEKOGENO e.G. is a cooperative based in Freiburg (Germany).

The cooperative includes 16 000 members and displays € 3,7 million of equity capital.

Oekogeno is a three-folded structure:

Oekogeno e.G, a cooperative offering financial services to its members (consulting, ecological financial products and investments combination) as well as various other services (holiday accommodations, organic products).

Oekogeno GmbH Project offers funds specifically dedicated to the financing of renewable energy development projects (3 « solar » energy funds already created).

Oekogeno GmbH Participation directly purchases shares in ecological and sustainable companies.

Total assets: € 3.5 million



www.sidi.fr

SIDI - France :

International Solidarity For Development And Investment: SIDI is a limited company created in 1983 by the CCFD (Catholic Committee against Hunger and for Development) to extend and diversify its action in the economic field.

SIDI is an organisation specialising in offering financial and technical support to local financial institutions, in Southern and Eastern countries, which provide financial services to small entrepreneurs excluded of the banking system as they do not hold any collateral or equity capital.

The objective is to promote long-term economic initiatives and to contribute to social economy and sustainable development.

Total Assets: € 17 million

SIFA - France :

France Active Investment Company

SIFA is a social investment company, belonging to the France Active association's network. Its objective is to reinforce the capital of employment creation enterprises (more particularly for persons facing difficult socio-economic situations) and socially useful structures. Its shareholders are pension funds, large enterprises, mutual funds, and financial institutions wishing to support the development of social economy based upon the principle of solidarity.

Support provided by SIFA is designed for financing investments and/or revitalising funds linked to the creation and development of enterprises. It provides assistance in the form of current account and equity loans offered to associates or, on a less frequent basis, through capital investments (implying an undertaking to share redemption after 5 years).

Amount: € 5 000 to € 320 000

Duration: 5 years, postponed for 2 years in the event of associate current account or equity loan repayment (2 % interest rate).

Total Assets: € 28 million



www.franceactive.org

TISE - Poland:

TISE S.A is a capital investment company created in 1991 by Bank BISE, SIDI and the FISE Foundation (Poland). Tise is now fully owned by the Crédit Coopératif.

Total Assets: € 2.5 million



www.tise.com.pl

SEFEA

SEFEA is a cooperative established under Italian law, its aim is to promote and support the development of solidarity-based economy and ethical finance in Europe.

To achieve this, it operates through financial interventions (subordinate loans, contributions to guarantee funds, direct investments) and through technical assistance and counselling services for its members.

Its members are ethical finance organisations and institutions, cooperatives and companies aimed at promoting durable economic development from the environmental and social perspective. It is a financial tool of the European Federation of Ethical and Alternative Banks (FEBEA), 10 of its members participated in the establishment and until today have retained almost 81 % of its share capital.

Consequently, the principal objectives of SEFEA are:

- To support and encourage the development of solidarity-based economy and ethical finance in Europe.



Società Europea Finanza Etica ed Alternativa

Website

www.febea.org

Date of creation | Country

2002 | Italy

Key words

cooperative, investment,
ethical finance, Europe

- To support the economic, human and social development based on the values of civil solidarity;
- To provide financial aid and consulting services to existing and newly-created ethical and solidarity-based credit institutions;
- To support the creation of financial institutions which are based on the principles of social and solidarity-based finance;
- To finance activities which contribute to the economic and social development, which emphasise and protect the environmental, cultural and human heritage of all the European Union countries and those derived from its enlargement.

SEFEA intervenes in existing companies or those which are in the course of establishment by means of:

Financial tools:

- Medium and long-term loans.
- Input of social capital.
- Contributions to investment funds which encourage social cooperation (e.g. CoopEst funds, investment funds used for developing and reinforcing small and medium enterprises in Eastern Europe).
- Other tools allowing to finance economical and social development.

Non-financial tools relating to offering consulting services, technical assistance and participating in various European projects in the area of ethical finance, social economy and finance for development.

Results

Over € 4 million of social capital contributed by 30 members originating from 9 European countries.

€ 6 million of portfolio investments and financing as of 31 of December 2009, including:

- € 2,4 million offered to ethical finance and social cooperation institutions.
- € 750 000 devoted to fair trade companies.
- € 2,3 million of financing to support the ecological sector.
- € 575 000 devoted to micro-finance.

€ 637 000 of direct contributions to capital institutions of European ethical finance, social cooperatives and investment funds for the development of cooperation and micro-finance in Europe.

