

This document is one of the outputs of the transnational cooperation agreement "Social Economy and Quality Services" (Code nr. 4003), which involved four development partnerships from Finland, France, Italy and Poland and carried out joint activities within the framework of the Equal (round 2) Community Initiative Programme. The contents of this document reflect the opinions of the authors and the authors are not responsible for the use that will be made thereof.

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"Ostrobothnian Social Enterprising (SocEnter)", FI-65

**FRANCE**

"Recoltes", FR-BRG-2004-43937

**ITALY (coordination)**

"Imprese sociali per il sistema parchi e territorio", IT-G2-LOM-055

**POLAND**

"Social Economy on the Amber Trail", PL-48

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This publication is also available in Italian and can be downloaded from the website [www.cris.it/parchi](http://www.cris.it/parchi)

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# New market opportunities for social enterprises in the European Union

## A handbook for social enterprises




**New market opportunities  
for social enterprises  
in the European Union**

**A handbook for social enterprises**

## **EQUAL**

The Equal Initiative is a laboratory for new ideas to 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. The specific aim of Equal is to fund innovative projects which have a strong emphasis on transnational aspects. Equal is implemented in and between Member States and is funded through the European Social Fund.

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# FOREWORD

«Gandhi said: First they ignore you. Then they laugh at you. Then they fight you. Then you win.»

*quoted in: Social Enterprise Futures (edited by) A. Westhall, D. Chalkley, The Smith Institute, London 2007, page 77*

This document contains the results of a field survey conducted through questionnaires and interviews with experts, integrated by bibliographic and website acknowledgements and thanks to an open exchange of ideas among social economy players and experts from Finland, France, Italy and Poland on the issue “new market sectors for social enterprises in Europe”. By “new” sectors the following are meant: tourism, restaurants/catering and quality agro-food productions, the enhancement of cultural and environmental heritage, the environment and sources of renewable energy.

The survey was conducted and coordinated by CdIE soc. coop. within the framework of the transnational activities of the Equal project “Imprese sociali per il sistema parchi e territorio” (Social enterprises for the system of parks and the territory). However interest in this issue – at national level – was already present in the original premises of the project and was further highlighted in the discussions held within the development partnership, in particular among the referents CdIE and Associazione Lavoro e Integrazione, the project’s managing organisation.

The activity was carried out within one of the thematic working groups foreseen by the transnational cooperation agreement “Social Economy and Quality Services”, the one relating to “Conditions for the development of the social economy / social enterprises”, coordinated by the French partners.

In fact, the survey draws on and has a high regard for the observations, material and ideas that emerged from other joint activities that were implemented, respectively: by the working groups on “The contribution (of social enterprises) in the social and environmental regeneration of sites”, coordinated by the Polish partners; “Enhancing the capabilities of the beneficiaries”, coordinated by the Finnish partners; and, last but not least, the exchange of opinions and experiences with the participants in the knowledge-fostering visits in the various countries.

The title of the survey sets “Europe” as a spatial framework. In fact, in order to be more concrete and effective, we chose to focus the exploration activity on the four countries participating in the transnational partnership.

Three objectives are pursued in the survey:

1. to explore some fields of sectoral intervention that are closely linked to sustainable development issues and are considered to be of growing importance for work integration social enterprises;
2. to verify if in the identified sectors there is sufficient leeway for extending social enterprises, outlining possible constraints and/or development opportunities;
3. to attempt to offer a strategic and operational overview that is useful for social entrepreneurs who operate or intend to operate in these sectors, at European level.

The document is divided into four chapters. The **first** briefly analyses the characteristics of social enterprises, in particular as regards those engaged in work integration, that is organisations on which the research activities have been focused, attempting to summarise some key points of how these enterprises perform and operate and the lively and complex debate that this issue has generated and continues to generate in Europe. In the **second** chapter, a well-researched report is given of data collected through the questionnaires distributed to social enterprises which already operate in various "new" sectors, in the four countries. The **third** chapter outlines the trends in the identified sectors, which have been obtained from interviews with experts, and provides references on European regulations, bibliographies and other experiences under way. The **fourth** chapter focuses on the European Union as an institution which, with the Equal 2000-2006 Community Initiative Programme, has recognised and considerably boosted the social economy, devoting a specific line of intervention in order to allow this sector to gain strength and better contribute to the joint objective of improving the offer and quality of jobs for disadvantaged and/or discriminated persons. The question we tried to answer is 'What room is there for social enterprises in the new EU programming period that has just started?'

The survey conclusions have intentionally been left 'open', because this is also the status of the very issues that are covered. We hope that the specific and overview elements inserted in each chapter can provide a contribution to social enterprises in facing the challenges of how they operate, quoting Marthe Nyssens, "at the crossroads of market, public policies and civil society".

#### **Marisa Marini**

*Coordinator of transnational activities*

*Equal project "Imprese sociali per il sistema parchi e territorio"*

### **ACKNOWLEDGEMENTS**

*Although only the authors are responsible for the contents of this document, this work could not have been realised without the contribution of many people and bodies whom we would like to name and thank.*

*First of all, our transnational partners. Together we have discussed and learnt a great deal. In particular, warm thanks go to Lionel Badot, Carl-Johan Kajanti, Helka Linna and Iwona Stepien.*

*All the referents of the social enterprises in Finland, France, Italy and Poland, who devoted a considerable amount of time and filled in the questionnaires.*

*We would also like to thank the experts on the particular issue addressed in our interviews (Mario Agostinelli, Renate Goergen, Piero Sardo).*

*In addition, we would like to thank the people we contacted, in various ways, and who replied by sending documents, observations, encouragements (CGM - Flaviano Zandonai; EMES Network - Rocio Nogales; Inforcoop - Francesco De Rosa; Equal Project Agenzia di cittadinanza - Valentina Caimi; Social Enterprise East Midlands - David Kelly).*

*Lastly, the colleagues of the enlarged local working group with whom we shared the progress of this activity, the unexpected events that always accompany the implementation of such a project, its inevitable redesign and also the salient points that need to be highlighted as major issues for further discussion (Associazione Lavoro e Integrazione - Chiara Lesmo, Claudio Palvarini; CdIE soc. coop. - Anna Catasta, Sergio Ferri).*

*My sincere thanks also go to the translator Lucia Dal Molin and to my two "companions of this exploration and writing experience", Francesco Buscaglia and Giulia Tarantola, for their patience and commitment.*

**M.M.**

# 1. Social enterprises in the European Union: overview and development prospects

## Introductory remarks

This exploration is based on social enterprises engaged in work integration, their current positioning in Europe, possible developments in other market segments, types of activities and services that are considered to be expanding in view of local sustainable development prospects, such as tourism, restaurants/catering, quality agro-food products, enhancing cultural and environmental heritage, environment and sources of renewable energy.

The aim of this chapter is to outline some key issues that stimulate European debate and can influence intervention approaches of social enterprises in the above-mentioned sectors of activity. These are: the definition of social enterprises, quantitative and qualitative data on work integration social enterprises, relations with public administrations, tools required for European-level cooperation and the status of social enterprises in countries that have recently acceded to the European Union.

## Managing complexity. How to define social enterprises despite their countless differences.

The work carried out by EMES, the European research network, which started in 1996, the year of its constitution, has been fundamental in defining the concept of "social enterprise". In particular, it has created a useful tool to understand and benchmark European national cases, while also highlighting "continental" peculiarities compared to other experiences under way for instance in the United States, both as regards the Third Sector, and the bodies it comprises.

This tool includes a series of guidelines and today it represents a sort of "reference framework", which is useful for operators, researchers and policymakers in tackling the differences, peculiarities and common aims of social enterprises in the European Union Member States. The strength of this tool is that it has identified the distinctive characteristics of a new entity within the Third sector, in other words, in some parts of Europe and with different connotations, the "social and solidarity-based economy" sector, or more generically the "non-profit" sector: precisely, social enterprises.

"Theoretically, the social enterprise concept can also be seen as a tool for building bridges between distinct components of the third sector. It has to be underlined that, rather than constituting prescriptive criteria, these indicators describe an 'ideal-type' that enables researchers to position themselves within the 'galaxy' of social enterprises."

*Marthe Nyssens (edited by), Social Enterprise. At the crossroads of market, public policies and civil society, Routledge, 2006, p. 23*

### **Social enterprise: distinctive features**

The approach proposed by EMES, the European research network (from the French acronym of the title of the project "L'Emergence des entreprises sociales en Europe" which involved academics of the then EU-15) [www.emes.net](http://www.emes.net) consisted of identifying the 9 criteria that, regardless of the different institutional set-up, outline an "ideal-type" of social enterprise, focusing on the two typical dimensions of this organisation: "enterprise" and "social" issues.

Four factors are used to define the **economic and entrepreneurial aspect** of the social enterprise:

1. A constant production of goods and/or services
2. A high degree of autonomy
3. A significant level of economic risk
4. A minimum level of paid work: in addition to volunteer workers or consumers, a certain number of paid workers

Five factors are used to identify the **social scope** of initiatives:

5. The explicit target to provide community services to foster the sense of social responsibility at local level
6. An initiative by a group of citizens
7. A participation involving different parties concerned by the initiative
8. A decision-making power not based on shareholding
9. Limited profit distribution

*Carlo Borzaga, Jacques Defourny (edited by), The emergence of social enterprise, Routledge 2001, pp. 16-18*

### **The concept of social enterprise today**

Although it has never been translated into regulatory terms at European level, the definition of social enterprise elaborated by Emes has stimulated the development of a European network on social enterprise and it has fostered focused and empirical research on the subject.

Starting from the distinctive features identified, the "ideal-type" of social enterprise was further investigated as regards its organisational, economic and social dynamics. That is of referring to an organisation that has the following characteristics: "multi-purpose" (the mission of the social enterprise refers both to social and economic but also socio-political aims); "multi-stakeholder" (multiple property rights, shared among workers, consumers, sponsors, investors ...); "multi-resource" (the social enterprise is able to mobilise a series of markets, public and voluntary resources, creating the right mix in order to achieve its various aims).

"Social enterprises mix different logics: they trade in the market, but not with an aim of maximizing the financial return on investment for their shareholders; they receive public support through public policies which they contribute to shaping; they are embedded in civil society through the development of voluntary collective action around common goals characterized by a public benefit dimension. (...) Social enterprises can be said to be located in an intermediate space (Evers and Laville 2004), at the crossroads of market, public policies and civil society."

*Marthe Nyssens (work already mentioned), p. 13*

These dynamics involving the different conditions and constant combination between the economic status of the enterprise, the social aspect of its own mission and the social-political dimension are peculiar to social enterprises that operate in the sector of work integration of disadvantaged persons.

### **Work integration social enterprises**

If from a practical point of view the division between social enterprises that provide personal services and work integration social enterprises can be strained, "because there are many enterprises that combine both activities" (see Borzaga, Defourny 2001), there is no doubt that the work integration sector is one of the most important fields of activity for social enterprises in Europe.

Two projects at European level, Elexies in 2002-2003 and Perse 2001-2004, studied the main features and typologies, identifying a wide range of social enterprises, investigating the functions and activities carried out by the same, their origins, legal status, level of visibility, the different public measures put in place to support them, in addition to the fact that they were present in nearly all EU countries and were perceived everywhere as important tools of active labour policies.

"WISEs (Work Intergration Social Enterprises) are autonomous economic entities whose main objective is the professional integration – within the WISE itself or in mainstream enterprises – of people experiencing serious difficulties in the labour market. This integration is achieved through productive activity and tailored follow-up, or through training to qualify the workers. WISEs are active in various sectors, but the most common in Europe are : manual labour (building, carpentry etc.), salvaging and recycling waste, maintaining public or green areas, and packaging products."

*C.Davister, J. Defourny, O. Gregoire, Work integration social enterprises in the European Union: an overview of existing models", Emes Working Paper, n. 04/04, p. 3*

### **Quantitative and qualitative data**

If the presence of work integration social enterprises is recorded in all countries, the degree of their dissemination differs. The survey conducted by the project Elexies [www.elexies.info](http://www.elexies.info), on the basis of the definition of social enterprise elaborated by the EMES network, revealed that in 12 EU countries there were 44 different types of "Work Integration Social Enterprises" (WISEs). The main objective of the study was to describe the features of these organisations as regards: legal framework, support and funding bodies, beneficiaries of their actions, types of vocational training, etc. The 'partial' quantitative data, due to the fact that it was collected at a second level, estimated in the then 12 EU countries the presence of more than 14,000 work integration social enterprises, involving more than 200,000 people, between staff and beneficiaries.

*See Roger Spear, Eric Bidet, The role of social enterprise in European labour markets, Emes Working Paper, n. 03/10*

At the moment, academics claim that it is relatively easy to obtain quantitative data at European level (on the number of work integration social enterprises, the number of employees and users), but qualitative information on the way that these enterprises operate, activate resources, govern themselves and the quality of jobs offered is still rather limited.

## Sectors of activity

From the in-depth study carried out by the PERSE research project [www.emes.net](http://www.emes.net) on a sample of 162 WISEs in 11 European countries, always starting from the definition of social enterprise defined by the EMES Network, an interesting breakdown by sector of activity emerges, although this is not yet classifiable as being representative from a statistical point of view. The WISEs studied appear to carry out these activities in different ways: some are involved in the production of public goods and are therefore linked to contracts with the public administration, others are engaged in the production of specific goods and services for individuals, but with a public scope (for instance personal services, education and culture-based services); others still, about a quarter of the sample, focus on the production of goods that are considered "quasi-public" (social services, meeting spaces, local tourism projects). The rest are engaged in producing purely private goods (industrial washing systems, building infrastructures, personal services provided to private individuals, trade, restaurants/catering, hotels).

Type of production of WISEs		
TYPE OF PRODUCTION	No. of WISEs	% WISEs
Social Services	29	19%
Recycling	28	18%
Services for enterprises	19	12%
Personal services	14	9%
Gardening and urban regeneration	12	8%
Processing industry	10	6%
Building industry	9	6%
Restaurants and hotels	8	5%
Traffic and telecommunication	7	5%
Culture and leisure	7	5%
Education	5	3%
Commerce	3	2%
Placement services	3	2%
Agriculture	1	1%
Total	155	100%
n/a	7	

*Data extracted from the Perse Database indicated by Jacques Defourny and Marthe Nyssens, "Defining social enterprise" in Marthe Nyssens (edited by), Social Enterprise. At the crossroads of market, public policies and civil society, Routledge, London 2006, p. 18*

## Social enterprise and the new intervention sectors

The table elaborated by the Perse project concretely shows the development of a trend forecast by academics in the past and at the moment followed by scientific literature on social enterprises, relating to possible and potential growth in some sectors of activity.

*See C. Borzaga, J. Defourny, The emergence of social enterprise, Routledge 2001, pages 352, 361; P. Babos, E. Clarence and A. Noya (edited by) Reviewing OECD Experience in the Social Enterprise Sector, Trento, 15-18 November 2001; Anna Maria Alessandra Merlo, "Impresa sociale e nuovi settori di attività" (Social enterprise and new sectors of activity) in*

*Impresa Sociale*, n. 3, 2006; ISFOL, Aster-x (edited by) *Nuovi settori di sviluppo per l'impresa sociale (New development sectors for social enterprise)*, Rome 2007 (in the process of being published).

With some differences, the sectors indicated as "emerging" for social enterprises include activities in sustainable tourism, cultural and recreational areas, the environment, regeneration of sites and agricultural productions linked to the local context. These economic sectors are a promising challenge for the offer of diversified and quality jobs to people who are experiencing conditions of social exclusion or disadvantage in the labour market. Experts foresee sharp growth in activity sectors where social enterprises could develop activities that would extend their fields of intervention beyond the provision of social services in a strict sense of the term. This change implies new forms of relations with other political, economic and social players and it may be a useful strategy to avoid a possible involution of social entrepreneurship in minority and "niche" sectors; this would certainly inhibit the future development potential of the social economy in European countries.

See Flaviano Zandonai, "La cooperazione sociale in Italia: tendenze evolutive e scenari di sviluppo" in *Beni comuni. Quarto rapporto sulla cooperazione sociale in Italia ("Social cooperation in Italy: trends and development scenarios" in Community Assets. Fourth report on social cooperation in Italy)*, edited by Centro Studi CGM, Fondazione Giovanni Agnelli, 2005, p. 12

### **Social and environmental fine tuning**

Identifying these "emerging" sectors is in line with the international plan foreseen by chapter 28 of Agenda 21 elaborated by the United Nations conference on the environment and development in Rio de Janeiro (1992). On this occasion, local communities were urged to engage in action programmes aimed at introducing issues related to sustainable local development within their own territories and to foster dialogue with inhabitants, local organisations and private enterprises.

The same fine tuning of issues emerges from the European Union policies and it is reflected in the Community sectoral regulation and constant references to the need for local action combined with the global context, as well as the inevitable need to interact and negotiate with all the players in a given territory (be they citizens, enterprises, public administrations, third sector bodies and civil society).

In this perspective, social enterprise, due to its peculiar characteristics, such as good relational skills and knowledge of the local territory and its main actors, is an important player as it is well placed, given its extremely sensitive nature, to respond to and anticipate local requests.

Although some emerging sectors have been identified, in this phase they are rather ambiguous in terms of their dynamics and characteristics as regards social enterprises. To our knowledge, sectoral analyses have not been conducted on social enterprises in Europe. And the few quantitative data available are the result of records and analyses at local and/or sectoral network level.

### **Relations with public authorities**

There are contradictory dynamics as regards the role of the public client. Public procurements, the integration of social and environmental clauses and, in more

general terms, services of general interest are very common issues addressed by social enterprises to public authorities in all EU countries. On the other hand, social enterprises' relations with public authorities are crucial for work integration programmes as a large portion of goods and services are provided to public or quasi public bodies.

"It is important to recognise that this debate does not refer only to public services, but also to the role of the social enterprise in supplying goods and services required by the public authority so that it is able to fulfil its obligations (...) Too many organisations do not discuss possibilities with the public sector early enough. Trying to get a share of the action when a tender is already issued is too late. Social enterprises need to ensure that the tender specifications cover their possible outputs if they are to have a chance of proving their worth. (...) Social enterprises should be treated like SMEs and specific support should be offered to grow the sector. So often the social enterprise sector is treated as the voluntary sector. We must ask ourselves why it is not treated, for example, like the university science parks, with incentives and support for growth, given the benefits it produces."

*Considerations drawn from the discussion forum among social enterprise professionals, researchers and experts from local authorities and government held in London a few months ago and reported in Social enterprise futures, the Smith Institute Report, 2007, pages 48-53 (edited by) Andrea Westall and Danny Chalkley.*

These considerations highlight the room that is still open for negotiation and political action, on both sides, as well as the need for the public sector to firmly acknowledge the role of social enterprise.

### **Tools for cooperation at European level**

The legal instruments that are able to provide an effective regulatory framework for transnational social enterprise development activities should be formally recognised. One of these instruments is presented hereunder: the Statute of the European Cooperative Society (ECS). The cooperative legal status is the most used in the social enterprise sector. A social enterprise is an example of innovation produced by the virtuous cross-fertilisation between the cooperative tradition and the social non-profit world. This is of significant importance "if we consider that several countries have introduced specific laws on social cooperatives and that there is a consolidated trend of disseminating social cooperation, as a privileged partner of the public sector in the co-provision of social services."

*Ermanno Tortia, "Dalla cooperazione mutualistica alla cooperazione sociale: una prospettiva internazionale" (From mutual-based cooperation to social cooperation: an international perspective) in Impresa sociale, n.4, 2004*

In 2003, the statute of the European Cooperative Society was introduced in the EU regulations, thereby clearly confirming the Community's intention to complete the domestic market, eliminate the obstacles to trading and adapting production structures to the Community dimension of the market. And, lastly, it acknowledged the need to equip cooperative companies with a suitable tool for their specific nature (therefore different from the regulation that allows setting up a European Economic Interest Grouping – EEIG – and that relating to the statute of the European Cooperative Society) which would guarantee them the same competitive conditions and the possibility of contributing to their own economic development. The statute of the

European Cooperative Society (ECS) allows collaboration, cooperation or mergers between existing cooperatives belonging to several Member States, or by creating new cooperative companies at European level.

The experimentation of the first social cooperative, ESCOOP [www.escoop.eu](http://www.escoop.eu), was started following the adoption of the ECS and the enforcing of the Community regulation. The European Social Cooperative was established in July 2006. It is still early to fully understand the possible developments and evaluate its operation, but we would like to highlight this case as a novelty and as a further opportunity that can be applied to activity sectors that will be analysed further on in this report.

### **European enlargement**

From 1 January 2007, the European Union, with the entry of Bulgaria and Romania, has reached a total of 27 Member States.

Studies conducted until now on social enterprise have referred, at the maximum, to the EU-15. However, for some years now, collaborations, cross-fertilisations, exchanges of skills are under way, in some cases even thanks to the Equal Community programme, especially with some member countries of Central and Eastern Europe (the Baltic Republics, Poland, Slovenia, the Czech Republic, Hungary).

*See Carlo Borzaga and Roger Spear (edited by), Trends and challenges for co-operatives and social enterprises in developed and transition countries, Edizioni31, Trento 2004*

Social enterprises are present in countries which have recently been admitted to the EU or are relatively new member countries. The prevailing legal statuses are those of associations and foundations, in some cases even of cooperatives, combined with other non-profit organisational forms, with a part of their activity being devoted to trading. Despite the fact that the development of the third sector is restrained by a series of cultural, political and legal factors, as has emerged by the field studies and surveys, social enterprises have a real potential for extension and the process of development is already under way.

*Jacques Defourny, "L'impresa sociale nell'Europa allargata: concetto e realtà" (Social enterprise in the enlarged Europe: concept and reality) in Impresa Sociale, n.4/2004*

Tackling differences in order to benchmark and match reference points has led researchers of the European network EMES, in a preliminary study on the promotion of the role of social enterprises commissioned by UNDP in central and eastern European countries and in the Community of Independent States (CIS), to re-examine and reduce from 9 to 6 the economic and social criteria used to define the "ideal-type" of social enterprise in the old EU countries and to draw some preliminary conclusions.

*See EMES European Research Network, Study on Promoting the Role of Social Enterprises in the EEC and the CIS (Phase I), UNDP, Liege/Trento 2006*

It is hoped that this tool will also be useful in highlighting the peculiarities and unique aspects of the organisations in the various local contexts in order to improve economic and social performances and operations all over Europe. Borrowing the words of Jacques Defourny (work already mentioned, 2004 p. 41), from this point of view, "The concept of social enterprise appears to be fundamental. On the one hand, it underlines that social innovation implies taking economic risks and, on the other, that entrepreneurship can take different forms".

## **2. Emerging sectors. Case studies in the four partner countries (Italy, Finland, France, Poland)**

In this chapter we report what emerged from the questionnaire presented to a selected number of social enterprises operating in the four countries participating in the research (Italy, Finland, France, Poland) in the sectors which we had identified as “expanding” and which are divided into the following headings: Tourism (2.1), Restaurants/catering (2.2), Agro-foodstuff productions and processing (2.3), Urban and environmental regeneration (2.4), Environment, ecology, sources of renewable energy (2.5). The reference partners of our transnational working group chose the social enterprises to which the questionnaire would be submitted. There were no particular restraints, besides that of privileging, wherever possible, social enterprises which had operated in the sector for some years. The questionnaire aimed to explore the various experiences, understand the context in which these enterprises operate and outline the challenges and opportunities that activities carried out in the sectors, which were the object of the survey, entail for the management of such companies. Our questions dealt with the track record of the specific sector of activity and some essential elements of its management (a sort of general audit of the activities present in the sector as well as the expectations and concerns for the future). Particular attention was focused on the relationship with the territory in which the enterprise was established and where it carries out its activities in order to understand how this influenced the way it operates. The market conditions and solutions that were developed as time went by, in terms of the quality of goods produced or the services provided and the ways of communicating its activities and its peculiarities as a social enterprise were also investigated. Moreover, taking into account the aims of these enterprises, we also asked the social enterprises to evaluate work integration and what we have defined as “community benefits”, that is the other collective social objectives stemming from the enterprise’s operations. Lastly, but certainly not less importantly, we analysed the business relations created by the enterprise, which EU projects it has participated in, and which networks it belongs to and at which level. The survey did not intend to be representative of the entire sector and/or country, nor did it have the ambition of defining good practices or models that could be replicated; in fact, no criteria were defined for this purpose. Rather, it intended to allow concrete operational and strategic guidelines to emerge from the description of the various experiences. In actual fact, we believe that these have clearly emerged and that the most evident element is the common approach and instruments that are adopted, even considering that there are different sectors, contexts and practices.

*N.B. In order to avoid an overly digressive document and boring reading, instead of reporting the succession of questions contained in the questionnaire in verbatim form, we have preferred to extrapolate a few key words whereby we can report the content of the various answers. The recurring key words for each sector of activity are in sequential order: BUSINESS CREATION IN THE SECTOR, TERRITORY, COMPETITION, QUALITY, COMMUNICATION, RELATIONS WITH PUBLIC INSTITUTIONS, WORK INTEGRATION, COMMUNITY BENEFITS, NETWORKS. We apologise if this thematic "re-assembly" has in some cases produced a (maybe inevitable) loss of fidelity compared to the original text, however we always tried to abide by the same.*

## **2.1 Tourism**

In this sector we have included the replies collected from the following social enterprises: Italy – soc. coop. La Tana Libera Tutti; Poland – Horyzonty ITD Inspiration Consulting Tourism (see boxes in the following page).

### **BUSINESS CREATION IN THE SECTOR**

**IT - La Tana Libera Tutti** It is not easy to run a social enterprise in the tourist sector. Being a social enterprise means bearing extra costs and work times are different to those of the competition. Moreover, we have to cope with a rigid staff structure, which cannot be diminished according to the tourist flows. Although in overall terms our work results are positive, from an economic point of view, managing a tourist enterprise in a social manner is not profitable. Our entrepreneurial strategy has, until now, and it will be also in the near future, that of diversifying activities, or enriching the services carried out or experimenting activities with higher profit margins. We have strong entrepreneurial characteristics, public (national) support represents a minimum contribution to our work (10%), while the rest of our income is obtained entirely from the sale of services to private individuals. At the moment, our clients are mainly private individuals, especially from the domestic market.

**PL – Horyzonty** We do not see a specific advantage in being a social enterprise in the tourist sector. At the moment, the most profitable activity, from an economic point of view, is running the pub and restaurant (this activity was established to finance the core activities). We do not hide the fact that running promotional activities on the territory is risky. We are not at all sure that we will manage to maintain the current level of employment. It all depends on the development of a tourist market that is sensitive to local traditions and interested in our type of offer. Instead, there are good prospects in collateral activities (sale of local products, tourist guide services etc.). The future strategy is however focused on strengthening the link with the culture and traditions of our territory. In order to promote our tourist offer we are thinking of collaborating with tourist agencies in Krakow and Slesia, fostering e-commerce and addressing a wider foreign public.

### **TERRITORY**

**IT - La Tana Libera Tutti** The activity itself stems from the knowledge of the territory. In our case, the fact of carrying out a tourist activity in a territory with a strong tourist vocation, where tourism is an important economic factor, has certainly influenced our choice. Basically, the consideration of the growth and training opportunities that these activities could offer the work integrated trainees led us to create the enterprise. On the

**ITALY - La Tana Libera Tutti (Cannara, Perugia)**

A work integration cooperative having its registered office in Perugia where, since 2004, it manages in hotel-like manner a 63-bed hostel and an adjoining restaurant called "Tana del Lupo" (The Wolf's Lair). The cooperative also carries out tourist activities, in addition to managing the hotel (guided tours, tourist itineraries) and other activities in the education and cultural sector (school activities, courses, workshops).

[www.latanaliberatutti.it](http://www.latanaliberatutti.it)

**POLAND - Horyzonty ITD Inspiration Consulting Tourism (Lanckorona)**

A social enterprise forming part of the Environmental and Cultural Amber Trail Association, an association founded in 2003 in Lanckorona, a village near Krakow, on the initiative of an active group of local people and of the Wadowice area interested in local development and the community. Horyzonty ITD is the entrepreneurial unit of the association. It carries out various tourist operator activities: the sale and promotion of local products, managing a cafeteria (pub) and restaurant; environmental educational activities; organisation of tourist events, study visits in Lanckorona. Its tourist offer is based on a project focused on preserving local heritage and the respect for the environment in connection with the Lanckorona Eco-museum.

[www.horyzontyitd.pl](http://www.horyzontyitd.pl)

other hand, relations with the "local governments" have not always led to operational conditions that were conducive to successful business activities.

**PL - Horyzonty** The link with the territory is the rationale behind this activity. Our specific mission is to protect and enhance the natural and cultural local heritage. All our activities focus on this aim, while the pub is run mainly for economic reasons.

**COMPETITON**

**IT - La Tana Libera Tutti** Competition in our area is represented by other restaurants and the accommodation offer provided by religious bodies, in fact these are the main competitors in our market segment.

**PL - Horyzonty** Being present in such a specific tourist segment (enhancement of the local heritage) we do not have direct competition; specialisation is the key to our activity.

**QUALITY**

**IT - La Tana Libera Tutti** We have made sizable investments on quality. The service is good and we pay particular attention to detail: care is taken to provide comprehensive information to clients, we try to provide added value to the stay by offering additional recreational and tourist activities, we pay attention to the quality of food, cleanliness and pleasant furnishings. In order to guarantee and maintain quality we have used the following certifications: ISO 9001, SA 8000, EMAS.

**PL - Horyzonty** The quality of service and products is excellent. The tourist offer can be personalised according to the client's requirements: we are very flexible in organising various activities. The craft products are unique and cannot be replicated. Quality is ensured by the longstanding tradition that has preserved them and by the care with which they are made.

## COMMUNICATION

**IT - La Tana Libera Tutti** The communication of company policies to clients has become a central and strategic operational methodology and it is carried out in various ways: through our website, telephone contacts, within the structure with information material and, when providing the service, by speaking directly with the client. Nevertheless, the client does not always perceive the added value of our social enterprise.

**PL - Horyzonty** We do not usually communicate that we are a social enterprise.

## WORK INTEGRATION

**IT - La Tana Libera Tutti** We have trained cooks, waiters, floor housekeepers. Often the people who perform these jobs have never done this work before. Some have found work elsewhere, others have remained with us, but all these people have been professionally retrained for a certain profile in which they are employable on the labour market.

**PL - Horyzonty** The people who were integrated into work are the beneficiaries of the Equal project "Social Economy on the Amber Trail": long-term unemployed youngsters (often women). In Poland, in rural areas like ours, these people find it difficult to enter the labour market. They have been offered tailor-made training, including skills such as marketing, organisation of tourist events, managing clients and planning activities, EU planning and funding methodologies and, last but not least, the knowledge of the region and its traditions.

## COMMUNITY BENEFITS

**PL - Horyzonty** The underlying idea of our activity is to increase the awareness of the uniqueness of our tradition and enhance the local community. The artisans who work with us are proud to rediscover and enhance traditional methods and continue doing their specific work.

## NETWORKS

**IT - La Tana Libera Tutti** We participate in various consortia and national networks: Consorzio di cooperative di inserimento lavorativo ABN Network sociale (Consortium of work integration cooperatives ABN Social Network) [www.consorziobn.it](http://www.consorziobn.it), Associazione Italiana Turismo Responsabile (Italian Association of Responsible Tourism) [www.aitr.org](http://www.aitr.org), the Le Mat network [www.lemat.coop](http://www.lemat.coop) and the Centro Turistico Giovanile (Youth Tourist Centre) [www.ctg.it](http://www.ctg.it). We believe that it is essential to participate in these networks in order to gain external visibility and increase the public's awareness of our role. We think that the growth of the network of social cooperators in the tourism field has provided a positive impetus to our work and has reinforced the awareness of our desire to create a business.

**PL - Horyzonty** Being part of the Equal project has allowed us to learn about other social enterprises and how to cooperate with communities and local institutions, thus creating

good prospects for future cooperation activities. At the moment, we do not belong to any consortia network or second-level structures, nor do we participate in international sectoral projects in the tourism field. Instead, we support initiatives enhancing the local cultural heritage, through a joint project with Slovakia, the Czech Republic, Poland and the United States on the issue "Women's Rural Community Leadership Training Program for Central Europe".

## **2.2 Restaurants/catering**

In this sector we included the replies that were collected from the following social enterprises: Italy – soc. coop. La Fabbrica di Olinda "Bar-Ristorante Jodok"; France – Autrement-Bio "Le pain sur la table"; Finland –Jupiter Foundation "Café Jupiter"; Poland - Horyzonty ITD Inspiration Consulting Tourism "Pub in Lanckorona" (see boxes in the following pages).

### **BUSINESS CREATION IN THE SECTOR**

**IT – Jodok** Operating as an eating establishment is important because hospitality is something that we, like many other social operators, know how to offer well. Especially as people who are disadvantaged (in our case, we are talking about mental health problems) know very well what exclusion means and they are usually more sensitive to hospitality than others. Over the years, we have acquired a good manufacturing and organisational experience. We have also defined a line of products and we have obtained a good response from our clients, who have shown excellent customer loyalty. At Jodok, our clients are mainly private individuals: at lunch and at the bar there are people who work and live in the neighbourhood; at dinner and during the cultural initiatives clients arrive from Milan and the hinterland; while clients for catering services come from all over the region. The analysis of economic resources of restaurants cannot disregard the global nature of the actions carried out by Associazione Olinda, such as Jodok which operates thanks to the complex synergies underlying the association, not least cultural activities. 70% of income is based on the sale of services to clients, 25% is obtained from public grants (local, regional and European), while the remaining 5% is represented by private sponsors. Due to its entrepreneurial activities, in the last years the sector has almost always achieved a financial break-even point; although in some periods income varies due to the seasonality of its operations (during the summer cultural events the public is an excellent client, while in winter the activity is limited simply to meals at lunch time and there are very few clients). In the last year, with the introduction of the catering activity we have been able to balance the activities, providing a greater continuity and consistency to our work, thus partially overcoming the weakness of seasonality. As a future strategy, we will rely on the catering activity and the increase in income generated by ceremonies/events in order to fully exploit the potential of the structure, improve the economic performance and create new jobs.

**FI - Cafè Jupiter** As a foundation, we work on several branches. Most of our entrepreneurial activities were started by the foundation, while others already existed and were managed by local institutions and by the association of the unemployed with a view to creating employment, but without a real enterprise management, that is selling goods and services at market prices. The Cafè activity is well established and, until now, it has been well accepted by clients. It is also understood by the community

#### **ITALIA - Bar-Ristorante Jodok (Milan)**

It's a bar-restaurant in the premises of the former Paolo Pini Mental Hospital in Milan. It was created within the reconversion project of the hospital managed by Associazione Olinda and the social cooperative La fabbrica di Olinda. Olinda adopted the strategy of combining the human and urban regeneration projects. The bar-restaurant, cultural activities and the other activities of community interest are the tools of this strategy. The bar-restaurant Jodok is open at lunch time from Monday to Friday; it serves the guests of the Olinda hostel situated close by, it carries out services for events and ceremonies and it has recently started providing catering and restaurant services for events (trade fairs, parties, feasts...). During the cultural events organised in the park of the former mental hospital, the bar-restaurant is open every evening. A group of about 10 people, half of whom are disadvantaged (mainly with mental health problems), work there on a permanent basis, in addition to disadvantaged persons who are inserted in the "on the job" training project (about 10 projects a year).

[www.olinda.org](http://www.olinda.org)

#### **FINLAND - Cafè Jupiter (Vaasa)**

Cafè Jupiter is managed by the Jupiter Foundation as one work training department in the work integration centre. The foundation's mission is to integrate people with difficulties into the labour market. It carries out services in the field of training and work integration. Cafè Jupiter carries out a lunch restaurant/cafeteria and manages some catering services. One chef, two trainers and (on shifts) about 18 people inserted in work programmes work there. Cafè Jupiter in its restaurant and cafeteria activities fulfils about 140 lunch orders daily (60 lunches to staff and clients in work integration, 80 lunches to outside clients), with a turnover of 150,000 euros per year.

[www.jupiter.fi](http://www.jupiter.fi)

institutions. We are particularly concerned about possible developments. The restaurant management is generating profits and we think that this activity is ideal for work integration. We believe that if an activity is not economically viable it should not continue. Only in particular cases, work integration subsidies can compensate part of the income from the sale of goods and services.

**FR - Le pain sur la table** The business activity has a rather complex origin. In brief, it stems from the 'overlaying' of an idea (which emerged from a consideration elaborated by a group of organic farmers and by the work integration structure called "Jardins de cocagnes" during the course of an Equal round I project) with various positive opportunities: a growing market (both in the restaurant field and in the organic farming sector), the plan of building a large organic product market in Cluny, a territory which is open to following the sustainable development avenue (with a catchment area of 25,000 people, many of whom have just arrived in the rural district). The project wants

**FRANCE – “Le pain sur la table”, Association Autrement-Bio (Cluny)**

Autrement-Bio is an association that was established recently and which manages a series of services linked to local organic farming, restaurant-like activities and educational and environmental activities. “Le pain sur la table”, an organic bakery-restaurant, was inaugurated in Cluny. It is also a meeting place which is open throughout the day. The restaurant-bakery can serve up to thirty guests. If necessary, for large groups it can also use rooms that are generally employed for seminars. The aim of the restaurant is to make its clients discover the taste of organic products which, when possible, are produced locally. The association also promotes educational initiatives on food, such as “Another dish is possible” with educational activities focused on taste for children and adults and explanations on food manufacturing processes. It carries out awareness-raising and information-building activities on organic products to operators of the agricultural and restaurant sectors through tasting, demonstrations and by analysing the costs involved in organically and non-organically farmed products. These initiatives, which form part of the experience of the Jardins de Cocagne, [www.reseaucocagne.asso.fr](http://www.reseaucocagne.asso.fr), are organised in collaboration with other organic farming associations and the Slow Food movement.

[www.recoltes.org](http://www.recoltes.org)

**POLAND - Horyzonty ITD Inspiration Consulting Tourism (Lanckorona)**

The Pub in Lanckorona is a bar-restaurant situated in the old city centre of Lanckorona, managed by the social enterprise Horyzonty ITD (see box at p. 16).

[www.horyzontyitd.pl](http://www.horyzontyitd.pl)

to be an example of a social enterprise which integrates social and professional growth of long-term unemployed in manufacturing activities of organically farmed products. It wants to foster a greater awareness of what we eat, through food education projects and promotional and awareness-raising initiatives and to involve the local community and other partners at various levels. The restaurant therefore represents a challenge: creating a convivial and comfortable environment which, at the same time, is also an autonomous economic activity and a meeting place, while offering social integration for workers, clients and the community at large. Like any other bakery, we are open every day (from 8.00 to 19.00). As a restaurant activity, we prepare breakfasts in the morning, brunches at week-ends, lunches at midday and snacks and tea in the afternoon. It is possible to eat in the premises or to order and take the food away. In future, we intend to offer additional services, creating a market of local products by establishing a short supply chain that operates through a pre-purchase system that involves and makes the clients aware of their responsibilities. We want to sell fruit, vegetables, legumes, but also meat, eggs and organically farmed dairy produce. We are not worried about our future as a social enterprise, there is room on the market and in society for our initiatives.

**PL - Pub Lanckorona** The strategy here is to strengthen the link with the local culture in our activities. In our shops we will sell the produce of local craftsmen and food and gastronomic products linked to our territory. We would also like to specialise the pub's offer by offering local and organically farmed food.

## TERRITORY

**IT - Jodok** The context is fundamental. We operate in the premises of a former mental hospital, which are strongly characterised by its history, and we communicate the exact opposite of what the place was in the past. We manage to make 30,000 people come to the former Paolo Pini Hospital every year. To do so, the relation and participation with the territory and its public and private social services fabric are the underlying factors and the main targets of our social message.

**FR - Le pain sur la table** The territory has had an important role due to the fact that it accepted the project very favourably. In order to draw attention and become more involved in our ideas, we have moved our headquarters to Cluny, a smaller town than Mâcon, where the headquarters were originally located.

## COMPETITION

**IT - Jodok** Obviously, compared to the restaurants and bars that are not social enterprises, we produce with higher costs, therefore it is difficult to stay on the market. At lunch time we suffer competition from other eating establishments in the neighbourhood: bars, cafeterias, restaurants. The restaurant is competitive in the evening only when we organise cultural initiatives. Slowly, for a couple of years now, the restaurant has managed to have its own life, with clients that come only to dinner, regardless of any events/shows that may be scheduled. The catering service has a lot of competitors, but there is room to operate in the organically produced and fair traded product sector.

**FI - Cafè Jupiter** There is the competition of other local cafeterias. We have also been criticised by another local restaurateur, who accused us of unfair competition due to the subsidies we received for the employees we had integrated. We had to explain what made us different and this was no easy task.

**FR - Le pain sur la table** We are not subjected to aggressive competition. We operate in a growing market, the market of organically farmed produce is growing in France by 10% per year, 40% of French people claim that they eat organic products. Moreover, we are situated in a highly attractive tourist area.

**PL - Pub Lanckorona** We do not have any direct local competitors. There is only one other restaurant in town, but with a strictly local clientele, and it is not able to satisfy more demanding clients.

## QUALITY

**IT - Jodok** Our strength is combining culture, quality and ethical principles. In our cuisine we use quality products from companies that follow ethical principles, organic farming, fair trade, Slow Food Presidia (projects aimed at preserving endangered products and artisan producers). The final service carried out therefore has distinctive features, not

only from the point of view of quality/genuineness, but also of responsible consumption. The quality of the product is very important. We believe that the people who come to us should come to us because they are happy to do so, not because they see it as a charitable deed. This is also the premise for coming back to us. We have attractive offers in terms of price/quality, especially for meals at lunch time.

**FI - Cafè Jupiter** We have sometimes some difficulty in maintaining the same quality level every day. Not only do the workers change often, but they are often also absent as they have their own private reasons or are participating in some rehabilitative scheme or participating short term training courses like hygiene licence or safety in work courses. Most clients understand, while others are not so understanding. Sometimes someone complains (even in the local papers) about insignificant tiny things like "oatmeal bread sandwiches were missing on a Thursday afternoon" (but there were three other kind of sandwiches).

**FR - Le pain sur la table** Quality is important, if the food you offer is good, the business activity is successful.

## COMMUNICATION

**IT - Jodok** It is important to communicate the difference. Being a social enterprise is the best way to transmit an ethical message. We like to do so, especially through cultural activities because they are an excellent channel for ethical messages. Doing what we do in a former mental hospital is a powerful communication channel, as long as we always offer services based on quality and high profile culture.

The marketing strategies for the bar-restaurant are something that were devised 18 months ago in Olinda. We contact possible clients and go and see them to promote the catering and ceremony/event services.

**FI - Cafè Jupiter** As mentioned above, there have been misunderstandings, but in general the community understands our objectives and our activities are open to anyone who is interested in them. There is not always an explicit communication of the objectives to the single clients, but leaflets are available in our premises that explain who we are.

**FR - Le pain sur la table** We are a new initiative and communication is important for our success. The first communication event was successful and it reassured us on the worthiness of our project: 120 people participated and half of them joined the association.

## RELATIONS WITH PUBLIC INSTITUTIONS

**IT - Jodok** It is difficult for us to have a coordinated planning on the area of the former Mental Hospital Paolo Pini, where we operate as the three owner institutions (ASL Città di Milano (the Milan City National Health Unit), the Azienda Ospedaliera (General Hospital) Niguarda Ca' Granda, Provincia di Milano (the Milan Provincial Council)) are unable to sit at the same planning table. Our fears are that in future they will go back to focusing excessively on health-based solutions in order to tackle mental health problems. This could cause difficulties for the social project.

## WORK INTEGRATION

**IT - Jodok** Ten disadvantaged workers have been integrated in Jodok out of a total of twenty workers. Most of them fall within the "mentally ill" category, some former

addicts and others former convicts. We use volunteer work a lot, especially in support of cultural activities, but also in support of production activities during large initiatives. Managing a public commercial concern means having considerable power in terms of the results generated by our workers. Firstly, because a person who operates in a bar, for instance, is evaluated by the public as a good or bad bar-tender, which is very different from the evaluation that is made in ordinary contexts as regards mental health, where a person is evaluated as a good or bad patient. A good bar-tender is happy to be evaluated as such, a bad bar-tender can try to improve; a good patient can improve and become a better patient, but he/she remains a "madman/madwoman" and we wonder what motivations he/she could have to improve, if the social stigma remains the same. Secondly, team work is important. The work environment is the premise for the good quality of the product and service offered. Participation in managing the company by the people who have been integrated in a job, as they are members of a cooperative, allows them to implement many employees and to develop relations based on normality, allowing them to regain their role of active citizens.

**FI - Cafè Jupiter** We integrate the long-term unemployed, often comprising people with alcohol problems and people with mental or behavioural problems. We also integrate youngsters who do not have a job and do not have any specific training and some people from rehabilitation schemes (whose subsistence is paid by a national insurance company, KELA).

## COMMUNITY BENEFITS

**IT - Jodok** Our production has also changed the relationship with the local context. The business activities of public interest have not only been useful for social inclusion programmes of disadvantaged people, but they have also had a considerable impact on the quality of life in the north-western area of Milan, where we are situated. The Paolo Pini premises, which until a few years ago were inaccessible and closed to the public, have become, with the start-up of social enterprise projects, an important resource for the neighbouring districts. Moreover, we hope we have helped to change the community's way of thinking on the issue of mental illnesses. We believe we have contributed to opening a debate on the idea that it is impossible to recover people suffering from mental illnesses.

**FI - Cafè Jupiter** The activity of a public commercial concern is important. The cafeteria is open to anybody, it creates both work integration and social integration. "Normal" citizens can see disadvantaged people while they work so they can better understand how a social enterprise/work integration organisation operates. Then there is also the aspect of financial savings for the community. Part of the people who work in our business concerns on work contract basis receive salaries like everybody else thus the municipality saves a part of its social subsidies, the additional public subsidy in fact comes from the government and not from the local community.

**FR - Le pain sur la table** The contribution towards the community is very ambitious. We want to create a meeting place and a debate on the issue of consumption and production of organically farmed products. We would like the people to stop and think about what they eat, on the respect for the environment. We would like them to have the possibility of meeting local producers thereby creating a short supply chain. We

want to carry out educational activities on nutrition and health prevention in schools and to participate in national, regional and local programmes in this sector. Another objective is to organise taste workshops and create a network among company, school canteens and local producers.

## NETWORKS

**IT - Jodok** We are not part of second level structures, instead we have created a network of relations to which we devote much attention, especially in the field of culture, social enterprises, public socio-health services. We believe that exchanges and benchmarking of transnational experiences are extremely useful. We have participated in various projects, with European funding, which has been beneficial for developing our business activities, among others: Horizon 1998-99; ESF 2001-02 vocational training for disadvantaged persons in the hotel and restaurant field; two Equal (Round I) projects, a geographic one and another sectoral one - respectively for training and development of social enterprise in the hotel, restaurant, culture and carpentry fields and for creating a network of social hotels; Equal (Round II) for enhancing the local cultural and environmental heritage through joint initiatives between public bodies and social enterprises. Lastly, since 2000 we have been participating in the Youth Programme: European Voluntary Service, using European volunteers to help in the activities carried out by the Jodok Bar Restaurant.

**FR - Le pain sur la table** The interest for the social and solidarity-based economy developed within the Equal project Recoltes (2005-08) was very important for us and thanks to this we are now part of an active and dynamic local and transnational network.

## 2.3 Agro-food productions and processing

In this sector we have included the replies collected from the following social enterprises: Italy - soc. coop. Placido Rizzotto; France - Jardins de Cocagne (see boxes in the following page).

### BUSINESS CREATION IN THE SECTOR

**IT - Placido Rizzotto** The choice of operating in agro-food productions was certainly dictated by the fact of having available agricultural land thanks to the law on a successful initiative which allowed the confiscation of assets and land from former mafia bosses. The characteristics of the assets that we manage have influenced our choice, also in the local social context. We operate in a consortium of towns having a strong agricultural vocation, therefore it is easier to offer job opportunities in a sector that is already well known on the territory. The agro-food sector has generated profits in the last years of activity (thanks to the sale of finished products) and expectations for the future are positive. The cooperative distributes agro-food products at national level, both in the organised large-scale retail trade, and through purchase groups, specialised shops and private individuals. 95% of the cooperative's revenue comes from the sale of agricultural products, less than 1% from private contributions, while the remainder is accounted for by a public contribution. In fact, we have used the various funding opportunities of the Regional Operating Plan (co-funded by the European Union) for agricultural investments (for the purchase of machinery and equipment, vine planting).

#### **ITALY - Cooperativa Placido Rizzotto (Corleone)**

A work integration social cooperative that manages land that has been confiscated from the mafia (about 300 hectares) in Sicily in the Alto Belice Corleonese territory. The cooperative grows durum wheat, legumes and vines on this property, while the agricultural products are processed, on behalf of the cooperative, by external companies (a pasta factory, plants for cleaning and packaging legumes, cellars for wine production) and the finished products are sold by the cooperative under the name "Liberaterra" (Free Land). Besides cultivating the agricultural land, the cooperative also manages an agritourist structure. Half of the cooperative is devoted to visits by schools and local and national associations, therefore it is organising a working group, which will deal with responsible tourism in order to offer accompaniment and logistics services to groups who are interested in learning about the work carried out on the confiscated property.

[www.liberaterra.it](http://www.liberaterra.it)

#### **FRANCE - Jardins de Cocagne (Mâcon)**

The association Jardins de Cocagne in Mâcon, Burgundy, has been operating for 10 years. It is part of the national network Jardins de Cocagne, which includes 80 agricultural farms that replicate a reference model devised in 1991. The Jardins de Cocagne are non-profit organic agriculture projects, managed by organisations whose prime aim is to promote social inclusion and work integration of marginalised segments of the population: long-term unemployed, homeless, people with no income, beneficiaries of public subsidies reserved for disadvantaged segments, people who face social difficulties, even of a temporary nature. The Jardins network supports itself, to a large extent, through a widespread system of direct sales to consumers (defined as "consumactors"). This method has been successful on the market as there is now a waiting list of citizens who are interested in joining the association. The network of producers involves various communities in projects on food education policies addressed to schools, activities in support of the organically farmed sector and assisting local trade.

[www.reseaucocagne.asso.fr](http://www.reseaucocagne.asso.fr)

**FR - Jardins de Cocagne** Our project started in the '90s from the common desire of a group of citizens to develop a work integration activity in Mâcon. The choice of organic farmed production arose based on the ideological and philosophical motivations of the founding group, which shared the environment- and work-friendly agricultural production project. Therefore, strictly economic reasons were not the prime motivation. Although no horticultural activity existed in Mâcon, there was demand for it. Our enterprise cannot work without the help of the local community as we carry thirty people with serious difficulties, thus meaning high training costs and often for too short periods of time to carry out work in a professional manner. In fact, 60% of our revenue stems from public sources (local, regional and European), only 20% comes from the sale of products. As regards our

social mission of integrating people into work, we have a good flow of work integrations in an activity aimed at skilling people while, from a purely economic point of view, being a social enterprise does not help our profits. We estimate that our earnings are 25% lower than businesses that work without people in difficult situations. However, the number of clients is increasing – our clients are mainly private individuals, but also local associations and communities. By becoming a member of the association, you can buy products with six-month advance bridging loan. This method helps us a lot, from a financial point of view, and it also allows us to draw up appropriate production forecasts. The clients also participate in production choices. We fear that in future we will be too financially weak and that we will not be able to renew our association policy sufficiently, even if the market is favourable for us. Demand for organically farmed products is continuously increasing. We expect to diversify our activities (new crops, seed productions) and to increase the number of greenhouses to improve our turnover. Our initiatives have always been positively viewed, and the “horticulturists” we have integrated into work have also been highly regarded.

## TERRITORY

**IT - Placido Rizzotto** The link with the territory is fundamental and it determines the operational functioning of the cooperative, both in terms of its activities and by conveying a strong message of lawfulness. Our products are grown respecting the peculiarities and traditions of the territory, applying the principles of organic agriculture.

**FR - Jardins de Cocagne** The involvement of the local community and the support of local institutions have been fundamental. We have gathered into a federation the sector’s agro-organic farmers in the area, thanks to a space situated in our headquarters, where they can sell local products and we are greatly appreciated in various local partnerships.

## COMPETITION

**IT - Placido Rizzotto** As regards agro-food, our competitors are other organic farmers. However, the fact that our products bear the “Liberaterra” trademark identifies them as coming from land confiscated from the mafia and therefore this represents an added value.

**FR - Jardins de Cocagne** We do not feel much pressure from the competition. There are other local organic farmers, but there is room for everybody.

## QUALITY

**IT - Placido Rizzotto** The quality of production and the fact that the products are organically farmed are the strengths of our offer, besides the ethical character which is a peculiar trait of the cooperative. It refers to products and services that bear a mark of lawfulness, which also means that the confiscated assets are once again productive and are re-used for social purposes.

**FR - Jardins de Cocagne** The production quality, the link between the producer-consumer and a project which has a social and economic aim are our strengths. Our convivial approach is also important.

## COMMUNICATION

**IT - Placido Rizzotto** We communicate that we are a social cooperative through our website and the press, which often comes to see us due to the peculiar characteristics of the project. The labelling of our products makes them highly recognisable.

**FR - Jardins de Cocagne** We communicate our mission to our clients. We have an information newsletter, a weekly meeting with our members, a general assembly and an "open day" in spring. The product labelling makes the products highly recognisable.

## RELATIONS WITH PUBLIC INSTITUTIONS

**FR - Jardins de Cocagne** The support of institutions has been fundamental for starting our activity, but political decisions are also raising concerns on the future: public policies on work integration programmes are often rather precarious; the integration periods are often too short and the restrictions imposed by the law on the percentage threshold of funding allowed do not help our activity.

## WORK INTEGRATION

**IT - Placido Rizzotto** As regards work integration, at the moment there are 15 members and about 10 farm labourers: 30% of both types of workers are "disadvantaged" people with both physical and mental disabilities. Moreover, and this is the main driver that attracts people to work for us, our cooperative guarantees regular employment, which is very rare in Sicily, especially in the agricultural sector where black-market work is very widespread.

**FR - Jardins de Cocagne** The people who work with us find a convivial environment that helps them to integrate both socially and professionally. They are people with serious social and professional difficulties: long-term unemployed, disabled persons, people with no fixed abode, former convicts. On average, we carry 35 people a year, most of them are women. Undoubtedly, the choice of organically farmed products has had a positive impact on the ability of people to gain self-confidence. In turn, they take care of the seeds, plants, harvest, weeding and sale of the products to members. These productions provide an added value to work and social integration; in the same way, the "open days" and general assemblies are very important. Our project of individual integration views the person as a whole. The daily learning, in terms of work gestures and behaviours, is helped by the characteristics of organically farmed products that require a global approach for plants, based on the seasons and biological mechanisms of the operation. This approach to agriculture favours the creativity of all individuals, their diversity, the respect for differences between and relations with others. Agricultural productions provide an equilibrium and help people both physically and psychologically.

## COMMUNITY BENEFITS

**IT - Placido Rizzotto** Firstly, we provide an important message to the local community as we are making the lands that were confiscated from the mafia productive once more, reclaiming them from abandonment. These lands, which have been returned to the community, are once again productive. It is a very strong message to the territory on the importance of lawfulness and the possibility of re-using the lands.

**FR - Jardins de Cocagne** For us, the link between producers and consumers is of fundamental importance. The work environment is pleasant and calm. We carry out

action-based teaching with an ecological approach: people develop another notion of nature, insects, plants, the rhythm of nature and time. They no longer throw away cigarette butts or paper, they learn to nourish themselves correctly. These may seem to be very small things but they are important. A horticulturist who has been integrated into work said "It is nice to see what you sow grow; I think it is the work of nature, the sun and the rain. It is something alive, it is wonderful to be able to grow things and then you produce things which people nourish themselves with."

## NETWORKS

**IT - Placido Rizzotto** We are creating a consortium among cooperatives that operate on confiscated assets and we believe that it can be useful to collaborate and it could become a development opportunity for everyone, working as a linchpin of a healthy and virtuous economic circuit. We hope to receive funding from the European Union linked to the development of the sector. We intend to build a wine cellar and to bring our activities into full operation. In general, we believe that the "transnational and international" activities are necessary for our sector and our enterprise.

**FR - Jardins de Cocagne** We refer to several second-level structures and national networks: the national network of the Jardins de Cocagne, the regional associations of organic farming, the regional networks of work integration enterprises and, at local level, the Cooperes Network (a cooperation association in partnership for the rural employment and the solidarity-based economy. We participated in the Equal Cooperes (2003-2006) project and we are currently participating in the Equal Recoltes (2005-2008) project. Moreover, we were also assigned European funds for Objective 2. With the Recoltes project we developed a project for the creation of an organic restaurant where we use our own produce (see the section on " 2.2 Restaurants"); Equal Cooperes has allowed us to create a trademark and to gain a better understanding of our experience, and it also allowed us to learn about new European experiences and create a network of collaborations. In future, we expect to receive European funding to better define our activities and start new productions. Participating in international and transnational projects is not our prime objective, but it is useful to question ourselves and discover new practices.

## 2.4 Urban and environmental regeneration

In this sector we have included the replies collected from the following social enterprises: Italy – soc. coop. I Sommozzatori della terra; France – Agence du Patrimoine du Charolais; Finland – Perämeren Jähti (see boxes in the following pages).

## BUSINESS CREATION

**IT - I Sommozzatori della terra** The cooperative was created with the aim of taking care of public green spaces. After a certain period of time, the activities were slowly diversified, although remaining within the framework of gardening-focused services. Only recently, with the SOA (Società Organismo di Attestazione (Certifying Body Company) Certification, can we also carry out construction work. The economic results of our activity have been positive. In the last years, profits have always been recorded and they have been especially useful to create new investments, both for

**ITALY - I Sommozzatori della terra (Land scuba-divers) (Limbiate, Milan)**

I sommozzatori della terra is a work integration social enterprise which implements projects, programmes and paths focused on the integration and insertion of people with difficulties, who have been expelled or excluded from the "conventional" labour market. With more than twenty years of activity (it was established in 1983 within the former Mental Hospital P. Paolo Pini in Milan), the enterprise has become an important reference point for public administrations and socio-assistance services of the Provincial Council of Milan, in particular as regards the territory north of Milan. The cooperative works in the sector of public and private green spaces and in the maintenance of green areas of various administrations and municipal and territorial institutions (National Health Service Units, the Provincial Council, Parks...) through specific agreements. Recently, within the project relating to the integration of people with difficulties, it created a nursery-gardening sector, realising a heated greenhouse, various tunnels and a one-hectare nursery. Here there is an operational unit which allows, besides the production of flowers and bushes for the cooperative's production activity, the experimentation of paths focused on observing and integrating people.

[www.sommozzatoridellaterra.it](http://www.sommozzatoridellaterra.it)

**FRANCE - Agence du Patrimoine du Charolais (Charolles)**

An association for the enhancement of the rural territory, established in 2005, in the area of the Charolais-Brionnais territory situated in south-west Burgundy, which has great landscape and historical highlights and is undergoing a difficult period characterised by high youth and female unemployment rates. The association wants to be a coordination point of many local initiatives for the enhancement of local heritage, to preserve and promote an area that is rich in attractions, but not sufficiently known. The objectives are therefore social, cultural and economic. Its activities aim to insert people with work performance issues into professions and to create new jobs. In fact, the association directly carries out regeneration and maintenance activities of the Arconce river banks, cleaning and tidying up local areas and regenerating sites and buildings of interest, as well as preliminary restoration studies and activities.

[www.recoltes.org](http://www.recoltes.org)

new machinery and equipment and for purchasing a warehouse. Our clients are mainly public bodies with whom we work through specific agreements. Over the years, we have maintained the assignments that were originally commissioned to us and this proves our ability to maintain privileged relations with public sector clients and this has created a significant level of confidence in relations with the cooperative. The administrations with which agreement protocols have been signed are those that have developed most of the projects with the cooperative. We have two missions: on the one hand, the product/service offered by us must satisfy the technical requirements (correct pruning,

maintenance of green areas which are appropriately cut and kept clean, etc.); on the other, we must ensure the respect of integration paths that are able to offer an opportunity to recover people through work integration. Our prospects are good as the cooperative has proved that it can manage orders, also by coordinating the work of other enterprises. We think that it has not finished its commercial mission. Indeed, we see the possibility of starting new interesting prospects. At the same time, there are signs of fragility, especially in the management and government of the budget and in some internal operational nodes.

**FR - Agence du Patrimoine** The Heritage Agency was established in March 2005 and the association's activities started in November of the same year, its debut being an experimental initiative due both to the activities carried out and to the work integration methodologies used. We began with a territorial feasibility study of our region which showed high rates of youth emigration due to the absence of local job opportunities and we started a first training phase for participants. Some citizens who were interested in the local cultural heritage, endorsed the idea that the cultural re-enhancement of the territory and its tourist promotion could be a way of creating jobs. Being a social enterprise helps to involve the inhabitants in an innovative initiative that combines the local heritage and employment opportunities and ensures that the interventions are in favour of the community. Therefore, we do not see any obstacles in being a social enterprise, indeed we think it is a good opportunity to realise our ideas. The only inconvenience is that at local level people are not used to investing in this kind of structure. For the moment, the activity is almost entirely funded by ESF funds and employment aid provided through government instruments. The private banking sector participated in the integration workshops and we also contacted foundations to try and raise new support and funding. At present, only 10% of revenues come from the sale of goods and services to clients. We expect that in future developments in the activity will allow self-financing through the sale of training services and the realisation of cultural and tourist projects. We do not hide though the economic difficulties linked to market growth possibilities and the difficulties in having the necessary competences for creating good projects, finding funding, setting up partnerships and efficacious networks. At the moment, our financial equilibrium is due to aid from the

#### **FINLAND - Perämeren Jähti (Kemi)**

The project created and run by two work integration foundations in Northern Finland (Merilappi in Kemi and Romotke in Rovaniemi) focused on the reconstruction of an ancient Finnish ship for tourist purposes in the town of Kemi, overlooking the sea in north western Finland. This is an environmental and social regeneration project which has allowed to integrate into work long-term unemployed, both youngsters and people with disabilities. This project fulfils several objectives: the preservation of the local nautical tradition and shipbuilding craftsmanship. It also provides the possibility of developing tourism linked to initiatives created around the ship, while at the same time generating employment for long-term unemployed in a quality project. The project saw close collaboration with local institutions, local tourist companies and other private enterprises of the area.

[www.peramerenjahti.fi](http://www.peramerenjahti.fi)

government and the local community. The ability to realise our objectives must still be proved. Local and national public administrations (municipalities, the Provincial Council, the Government) partly fund the integration workshops. Therefore, the public sector is our main client or "sponsor". There is also obviously the private sector, which we can convince more easily to buy our training offers, studies and consultancy on restructurings, tourist and educational visits. At this point, we should ask ourselves the question of how to amortise the costs according to the number of possible markets. It will be difficult to equal the public market rates represented by the integration workshops. We have however achieved some first results: the training of a team of dynamic and motivated workers who are available to work on an interesting project, within an environment of trust. We can also rely on about 30 members; on a competent and eager board composed of voluntary members and on the support of MSA (the social-health contribution body of the agricultural world), of the Boutique de Gestion (a support and integration structure for individual enterprise projects) and other local associations. A favourable economic framework is being defined here.

**FI - Perämeren Jähti** The entrepreneurial idea underlying the project aimed at reconstructing a traditional Finnish ship for tourist and cultural services was also spurred by the appreciation of the high quality craftsmanship required to build it. The ship, built according to the Finnish style used in 1850, is the symbol of a local naval heritage. Therefore, the construction followed the original craft methods. The project was carried out in collaboration with two work integration foundations (Merilappi and Romotke) and some local public and private organisations. The foundations supplied part of the construction material required and the work was done by the people in work integration in the two foundations. The wood needed was donated by a private enterprise (Rainforest). Jähti was launched in May 2006 in the port of Kemi. The ship is now requested as a conference venue and for training activities and meetings of enterprises and it is an important tourist attraction for the area. Its realisation fosters the development of tourist activities also in the summer period, which is considered off season in the local tourist sector. Demand for tourist activities that can be defined as "extraordinary experiences" is in fact growing fast, especially for winter activities.

## TERRITORY

**IT - I Sommozzatori della terra** The relationship with the social services and administrations that believed in this kind of initiative was extremely important. We believe that it is crucial to compete and establish more extensive synergies with labour policymakers, above all in the local institutional framework, as they are more committed at territorial level.

**FR - Agence du Patrimoine** Our region, although it is well preserved and has a rich legacy of the past, is not sufficiently known and promoted. Our aim is to make the population and local authorities more aware of the value of the territory and understand the needs and opportunities to promote it. We would like to compensate for the lack of coordination: places like Paray le Monial and Semur en Brionnais attract many visitors, but little is done to allow the tourists to discover other parts of the region and promote the territory in overall terms. However, in this activity sector there are some public and private structures which have been firmly established in the territory for some time now: it is therefore necessary to establish an agreement with them.

## COMPETITION

**IT - I Sommozzatori della terra** We operate in a competitive context: there are other social cooperatives operating in the market focused on procurements from public administrations. For the rest of the market, there are various companies that operate in this sector. We feel the pressure in terms of support activities for social enterprises and the lack of work continuity.

**FR - Agence du Patrimoine** In our current form of association, which links work integration and heritage, we do not have direct competition in the territory. There is a structure that is similar to ours (Hommes et Patrimoine) but it is not active at the moment in our geographical area. However, in time the competition of the craft sector (renovations and architectural projects) and also that of other bodies engaged in training (programmes for the integration of workers, updating skills) could increase. In this case, we will have to prove that we are able to offer more due to the fact that we are a social enterprise, in terms of work ideas compared to traditional private enterprises. Each client can choose according to this specific characteristic. For our public clients, the agency is a useful and effective instrument for the integration of people in difficult economic contexts. For private clients, the Agency costs at the moment are a little lower compared to traditional competitive enterprises. This can be explained partly because we operate in a professional manner with the staff we train, with resulting meticulous and professional work. Once the training is complete and a greater experience has been reached, the costs could increase.

## COMMUNICATION

**IT - I Sommozzatori della terra** We communicate our social enterprise status on several occasions through different means: flyers, leaflets, invitations and we conduct a social audit. We actively participate in meetings, conferences, training events and events involving social administrators and social operators. We also participate in the "social report" experience, thus reporting to the municipal and territorial social services. This is an important occasion to value the work that is done by the cooperative in the work integrations and benchmark methodologies and good practices.

**FR - Agence du Patrimoine** Communication is realised when we present our project to partnerships or to the network of social enterprises. Our presentation actually depends on the type of clients (financiers, partnerships, associations, inhabitants) and the need to convince them. As a communication strategy, we have created a trademark that identifies the agency and leaflets that summarise our sector of activity. We organise communication campaigns via print and mail to promote our actions and events. Local newspapers and the Equal Recoltes project website are good communication resources. In addition, a TV programme on us was shown by France 3 in May.

**FI - Perämeren Jähti** Marketing of the initiative is planned together with the regional travel agency and is addressed to entrepreneurs, schools and municipalities that use the service.

## RELATIONS WITH PUBLIC INSTITUTIONS

**IT - I Sommozzatori della terra** The main strategy of the cooperative continues to be the direct link with public administrations. It is always difficult to restart collaboration programmes with some municipal administrations due to the problematic relations

between the various sectors of the same administration: social services are inclined towards agreements on work integration programmes; while other sectors still do not include the social benefits of the social cooperation law. The cooperative is increasingly becoming a territorial reference resource on active work policies. The cooperative proposes not considering work integration social enterprises as simply "receiving" social cases but as a more complex entity and resource that is able to interact with the needs of the territory. Our proposal should be viewed in this sense; and it is often accepted by the proposing services, that is to draft an agreement protocol which goes beyond the mere work-integration exchange. The cooperative therefore hopes to become a reference point for realising more extensive projects.

**FR - Agence du Patrimoine** We work with the public administrations (municipalities, Provincial Councils, the Government) which partially fund our integration workshops. The public sector is therefore our main client and "sponsor". Our task is to accurately identify the needs expressed by the administrators of the small local communities in our neighbourhood in order to forge privileged partnerships. However, we will have to convince the institutions to go beyond the problems of budget constraints, making them more aware of the importance of promoting the local heritage, a sector that is often neglected compared to other priorities, especially in the smaller municipalities.

## WORK INTEGRATION

**IT - I Sommozzatori della terra** The work integration model is shared with many other cooperatives belonging to the CS&L consortium of which we are part and it is actually an accepted model for socio-work programmes conducted in the territory where we operate. In the last years, the presence of "multi-disadvantage" conditions, which require more complex interventions, in terms of roles and critical issues, is increasing. This complexity is transferred to all fields of our work, in particular in managing day-to-day activities. It is becoming always more difficult to categorise disadvantage in predefined categories thus we are trying to modify our evaluations into something that goes beyond simple classifications. As our activities grow and become more diversified, internal training becomes always more important in order to foster the learning of new competences and different professional skills.

**FR - Agence du Patrimoine** After two years of operation, the people inserted in the projects have found an important local work reintegration tool in the agency. We have created new work opportunities, integrating more than thirty people (long-term unemployed who received a minimum social subsidy) through trainee contracts with the Provincial Council, split into three integration workshops situated in sites that need to be regenerated (the river and farms). The objective set by the financing body is the permanent work integration of trainees after six months of participating in the workshop. To achieve this objective additional training is necessary, especially to help people understand their work condition and accompany them in experimenting possible solutions. In order to achieve this, meetings are organised with experts of all fields of intervention during trade fairs or other types of events.

**FI - Perämeren Jähti** The group of people who are being integrated into work and were engaged in reconstructing the ship has been followed by an expert ship builder and a famous nautical designer. It was a particularly interesting training and integration

experience. The workshop offered work to thirty long-term unemployed and, at the end of the project, 10-15 people found permanent work, while the others found transitional work. The project therefore created job opportunities and contributed to strengthen the skills of the people involved, offering high level craftsmanship training and encouraging creativity and entrepreneurship in the area of support services (for example the sale of products, souvenirs etc.).

## COMMUNITY BENEFITS

**IT - I Sommozzatori della terra** Through our operations we have obtained recognition by the public, contributing to demonstrate that even social entrepreneurship can work well in a context of democracy, sustainability and participation.

**FR - Agence du Patrimoine** Obviously, there is the overall result on the community: the actions carried out (clearing and cleaning of the river banks, renovation of farms), the integration workshops are very visible to the population and everyone benefits from them. The Agency's objective is to develop tourist-focused projects by combining the forces of the various local players: associations, museums, social workers, administrators, inhabitants, foundations for safeguarding the local heritage. We collaborate in order to increase the awareness of inhabitants of the fact that a sustainable development in future cannot disregard the preservation of the context and the use of materials that respect the environment and health. We believe we have contributed to making the local community (adults and children) and tourists more aware of the economic and social potential of the local heritage, making them consider the modern use of "proximity heritage", that is the heritage in your own neighbourhood and creating opportunities for meeting and debating so as to involve them ever more on the territory.

**FI - Perämeren Jähti** The local contributions have been important, not only for integrating people who suffer difficulties in integrating into work, but for the role of developing the local tourist role, even off season, and for the role of preserving local traditions and transmitting the heritage to the new generations.

## NETWORKS

**IT - I Sommozzatori della terra** We are part of the social consortium CS&L [www.consoziocsel.it](http://www.consoziocsel.it) and we have joined Legacoopsociali (the national association of social cooperatives that belong to the Lega delle cooperative - association embracing all types of cooperatives) [www.legacoopsociali.it](http://www.legacoopsociali.it). The consortium helps us a lot also in the commercial development, while Legacoop supports us in providing information and consultancy.

**FR - Agence du Patrimoine** Essential support to the project was provided by the Equal Recolttes project, which has allowed the association to grow from a financial point of view and to obtain European funds. Through transnational exchanges we have met and become acquainted with other social enterprises, which are committed to the preservation of the local patrimony, and it was very useful to benchmark ourselves with others. We are also members of a national cultural tourist network Source and of the local Cooperes Network (the association for cooperation in partnership focused on rural employment and the solidarity-based economy). From the European Union, we hope we will be able to continue to support training and the employment of disadvantaged people who are experiencing difficulties in rural areas and receive their continued commitment to foster

the dynamism of the sector. Participation in European experiences allows us not only to become aware of our mission and to improve our way of operating, but also to extend our horizons and, lastly, to come closer to other countries, thus making us feel really European.

## 2.5 Environment, ecology, sources of renewable energy

In this sector we have included the replies collected from the following social enterprises: Italy – Reseda Cooperativa sociale e integrata; France – Envie-Dijon; Finland – Foundation Kokkotyö and Jupiter Foundation “Ekocenter” (see boxes in the next pages).

### BUSINESS CREATION IN THE SECTOR

**IT – Reseda** Reseda was set up in 1999 with the objective of operating in defence of the environment and the promotion of practices of ecological sustainability and the use of appropriate technologies, in particular sources of renewable energy. The choice of starting up this activity was motivated mainly by the ethical and cultural requirements perceived by the members to intervene in a concrete and practical manner in protecting the environment and promoting sustainable socio-economic development, through activities that were innovative also from a technological point of view (for instance: development and research in the field of sources of renewable energy, design and realisation of solar thermal and photovoltaic systems). Today, everyone talks about solar energy, but when we began (8 years ago) there were many doubts. In any case, it was a positive wager; activities in the environmental field realised in the last five years have generated a positive economic return, in overall terms, and we find ourselves operating in a field with a stable growth trend. We have a range of different types of clients. For the design and engineering sector of sources of renewable energy, clients are mainly private enterprises (60%); for the research, training and special campaign sectors, clients are to a large extent public bodies. They come mainly from local and regional contexts, except for research and technical scientific training, where we operate mainly at national and international level. The main fear, in macro-economic terms, is that the entry of unqualified operators in this dynamic sector, who offer low quality services and products, can have a boomerang effect, thus depressing growth forecasts. The other critical element that has been identified is that it is important to know how to appropriately respond to the always greater demands for quality and expertise expressed in the sectors in which we operate. In general, there are no advantages to being a social enterprise compared to a non-profit enterprise, except for the training activities, research and special projects, which involve public bodies due to our legal status. The main difficulty is the possible prejudices of potential clients (the impossibility of believing that staff including disabled people) can offer technologically complex and high quality services. We certainly devoted a considerable amount of human and financial resources, especially at the beginning, to deal with the bureaucracy of the appropriate bodies (Inail -National insurance institute for industrial accidents, Inps -Social security institute, the Regional Council, Public bodies) to whose controls we are subjected as a social cooperative.

**FR - Envie-Dijon** In 2005 we collected 650,000 broken electrical appliances, equivalent to 25,000 tonnes of WEEE material. Thanks to this experience, we have developed a specific treatment method for various products; washing machines, refrigerators, ovens, dishwashers, computers and IT equipment and televisions. 70% of our clients are

**ITALY - Reseda Cooperativa sociale e integrata (Genzano di Roma)**

Reseda's objective is to realise projects, initiatives and activities in the field of the environment and ecological sustainability. To achieve these objectives it is organised in diversified work sectors which have the common goal though of reducing pollution and increasing the ecological culture of society. Particular attention is focused on the use of energy resources. It carries out communication, education, training as well as technical and scientific research training on environmental issues. Moreover, it intervenes with technical staff, offering a service of energy analysis and planning and installation of solar thermal and photovoltaic power systems or which use other sources of renewable energy or energy-saving systems. The cooperative actively seeks collaboration with other subjects and works on a permanent basis in a network with various European and national partners. It carries out its activities by integrating within its staff people with disabilities, who are generally marginalised by innovative and specialised sectors such as those of energy and environmental sustainability. It invests many resources on the internal training of its members, whose professional and cultural growth is considered to be strategic. Besides following the economic and operational objectives, the cooperative is also strongly focused on environmental and social ethics, organising and participating in charity initiatives. It proposes and disseminates a fair trading way of working to guarantee a socially and ecologically sustainable future.

[www.resedaweb.org](http://www.resedaweb.org)

**FRANCE - Envie-Dijon (Dijon)**

Envie-Dijon is an association that was established in 1993 and which is part of the network Association Emmaüs from which in fact it stemmed. For the last 22 years, the national network Envie has been retraining, both professionally and socially, people who are suffering marginalisation through an economic activity of salvaging old electrical appliances. The goods are recycled or regenerated and put on sale at reasonable prices (with one-year guarantee) in our shops. The network Envie is the only national network involved in the selective collection of old electrical appliances. To this end, it has created a partnership with manufacturing companies, distributors and local communities. The Envie social enterprises belong to a federation whose values, code of conduct and socio-economic project are defined in the charter of commitment of the federation Envie.

[www.envie.org/Dijon.html](http://www.envie.org/Dijon.html)

**FINLAND – Kokkowork, Foundation Kokkotyö (Kokkola)**

The foundation Kokkotyö has been present in the town of Kokkola since 2002 and runs a work integration centre for integrating disadvantaged and unemployed people into work. Foundation carries out various activities, eg. cleaning, laundry services, recycling, wood works, metal works and in the environment sector.

[www.kokkotyo.fi](http://www.kokkotyo.fi)

**FINLAND – Ekocenter, Jupiter Foundation (Vaasa)**

The Jupiter foundation's mission is to foster the work integration of people who find themselves in difficult situations by carrying out various activities. Support staff and individual tutors follow the trainees' integration programmes. In Ekocenter all the electronic and electrical appliances (WEEE) given by private individuals are recycled, regenerated or disposed of in fractions. The regenerated products are sold in the Jupiter Shop managed by the foundation. More than 400,000 tonnes of electrical and electronic waste are treated by Ekocenter and the related activities offer work to about 18 people.

[www.jupiter.fi](http://www.jupiter.fi)

private individuals and we are supported by public aid through European and local funds. Among the advantages of being a social enterprise there is an ethical behaviour which corresponds to a certain kind of expectation on the part of clients who want to try a different way of consuming, re-using electrical appliances and the possibility of collaborating in helping people who are experiencing difficulties. Our clients want to support our global mission, and the social and environmental aspects constitute an added value. Among the disadvantages, we can highlight the difficulties experienced by the client in completely trusting a business concern that is both an enterprise selling bargains and an enterprise that integrates workers who are experiencing difficulties, but this rarely occurs. There is however tension in supporting and integrating people experiencing difficulties and economic resources are scarce. It is sometimes difficult to reach the financial break-even point and this is why we need public support. From an economic point of view, over the last years our collection and recycling activities have managed to self-finance themselves and this is very positive. Future prospects are good. We operate in a generally positive context characterised by growth in demand of bargain material, encouraged by European regulations on depollution and the regulations that regulate recycling as well as a demand for sustainable development expressed by society as a whole. Our activities form part of sustainable and fair trade development prospects. We are increasingly diversifying our activities, we salvage IT material (PC and TV screens, electrical material), we carry out reclamation activities, putting all the materials in containers, dismantling them, sorting them out, regenerating them. We are growing well due to a good economic performance and therefore we can invest in our enterprise, buy new trucks, bigger premises, hire new employees. Therefore we do not have particular concerns, but it is however important that the public sector and European funds should continue to accompany us in the near future.

**FI – Kokkotyö** The initial activity of the foundation was the laundry service, the other activities were added in time with the objective of training and providing greater expertise to people who were being integrated into work. The foundation has provided positive results in the past, but we believe that it cannot grow any further and we think it is best to increase training activities rather than those relating to the enterprise tout court. Moreover, we fear the reduction of European funds and national legislative changes in the sector. The sale of goods and services to private clients represents 40% of our revenue, while the remaining part is provided by public subsidies. On the other

hand, as a social enterprise we operate in a favourable context. Work integration is well accepted within subsidy policies. Finnish law does not favour us very much in carrying out these activities in this specific production sector (recycling of electric and electronic appliances), and dealing with electricity is very demanding.

**FI – Jupiter Ekocenter** The regeneration and sale of products (electrical/electronic and of other kinds of items from households, offices and enterprises) has produced positive economic results, but only provided that all goods are donated to the foundation. The second-hand shop records a slight economic growth every year. Recycling of electronic appliances generates some profit, while the activities of collection and disposal will be perhaps progressively eliminated due to the very low prices of the services. As the Jupiter Foundation, only 30% of our revenue stems from the sale of goods and services. Of our clients are 45% private clients, 30% are private enterprises and the remaining percentage is made up of public bodies (generally at local level). There are also legislative novelties that do not assist us: if the collection and separation of parts (from which we recover the appliances that we resell) must follow the European directive on WEEE, according to which the electrical appliances or electronic products must be repaired and used only for the function for which they were originally created, our unit will be perhaps closed. It would be a pity because we are sure that in future the recycling and re-use of products will always be more common and widespread among people, therefore we think that our field of activity is potentially interesting. For this reason, we favour a legislation aimed at protecting and supporting social enterprises in this sector, reserving recycling activities for those who implement work integration and economically support these activities.

## TERRITORY

**IT – Reseda** The protection of the local territory and the promotion of ecologically and socially sustainable policies, on which many of the founding members focused also in previous volunteer work activities, has made the choice of the sector of activity become almost “natural”, both for the continuity of previous practices and for the relational network of support and collaboration, also of a personal nature, that exists.

**FI – Kokkotyö** The choice of opening this sector of activity is not directly influenced by the territory.

**FI – Jupiter Ekocenter** We feel that recycling activities are well accepted within the community and, in a long-term strategic vision, we would like to develop a recycling service centre that would be easily accessible to everyone and in this way we could participate in local sustainable development. We consider it important to collaborate in making our community more aware of sustainable development issues.

## COMPETITION

**IT – Reseda** We operate in a context where there is increasing competition. The main competitors are for profit companies, often associated with ex-monopolistic groups in the energy field, which often operate in an aggressive and sometimes unfair manner, attracted by the strong growth on the market of operators with considerable financial resources but who are not qualified. In general, we promote the training of our “competitors” with a view to developing collaboration networks.

**FR – Envie-Dijon** We face competition from the sale of new equipment by the large shopping centres, but we are the only ones on the market in the repair sector of used equipment and involved in regeneration activities.

**FI – Jupiter Ekocenter** There are other bodies that work in our sectors. Across the road from our premises, there is another sales centre of used, recycled and regenerated products and there is also the Red Cross market. Furthermore, there is a physical concentration of similar activities in the area, but this is an advantage for everyone. Clients appreciate our efforts to carry out an economic activity as a social enterprise and in some way, we actively back their requests for “ethical production and trading” and the desire “to do well”.

## QUALITY

**IT – Reseda** We have become experts and are recognised in the sector of renewable energy and environmental sustainability. Attention to the quality of the interventions that are realised, in the care given to related communication proposals, attention to internal and external training and, last but not least, the use of internal certification programmes on the production processes guarantee acknowledgement and improvement of the cooperation within the target market. Moreover, the propensity to operate in a network with similar subjects, with a view to collaborating and not creating competition, reduces the possibility of making mistakes and increases the knowledge and competences that can be used in the production field.

**FR - Envie-Dijon** We sell regenerated good quality products at low prices, accompanied with a one-year guarantee and an after-sales assistance service. In addition, we carry out our recycling activity in compliance with the environmental protocol defined by the national Envie network and which is universally recognised.

**FI – Jupiter Ekocenter** We try to ensure the good quality of our products on all work departments and we can offer complex services. We are not always competitive in terms of price and we cannot always meet the delivery times, but these are exceptions for a generally good service.

## COMMUNICATION

**IT – Reseda** We do not communicate the specific characteristics of our being a social enterprise. Certainly, those who work with us or who become our clients obviously notice our specific features, but we tend not to make our differences emerge as in both private concerns and public bodies there is considerable scepticism and a scarce knowledge of what a social cooperative is. We prefer to first make the quality of our actions known and then make our clients become aware of the fact that we employ disabled employees. We wish to point out that our actions intend to highlight how social enterprises are able to intervene by offering high quality services and professional expertise until they become, as in our case, an experience in which other subjects, even profit concerns, can refer to as an example of good practice. We certainly do not hide our social enterprise status, but it is not the first thing we stress in our company communications. Promoting and updating the activities is carried out through computer-generated newsletters, the website, participation in trade fairs and through print advertising material that is specifically prepared for this purpose. Another indirect advertising media is composed of the activities of the training environment and capacity building projects. At the moment,

direct advertising activities have in fact been discontinued as there does not seem to be the need for it.

**FR - Envie-Dijon** We inform our clients on our social objectives and the articles of association of the social enterprise through information panels. During our last client-focused event we had the chance to provide a great deal of information on this aspect. Our clients are well informed on our social objectives and this is why they remain loyal to us. We run advertising using billboarding, signage on vehicles, ads in free publications. We also organise a few "open days" throughout the year, but "word of mouth" remains the most effective advertising instrument for our activity.

**FI - Jupiter Ekocenter** We publicise our activities through ads on local and regional papers, we actively use other communication media, which are willing to talk about social enterprises/social employment. We communicate the results of the socio-economic analysis of our operations (carried out through the use of the SYTA instrument and methodology), which quantitatively illustrates how much long-term unemployment would cost compared to work integration of a disadvantaged person in a social enterprise/work integration centre. This instrument effectively specifies the functions we carry out. The best communication media is however "word of mouth" on the good quality of our services.

## WORK INTEGRATION

**IT - Reseda** We are sure that we have contributed added value to the objective of work integration as the worker members operate in sectors which enhance them and are innovative and technologically advanced (self-esteem and confidence in their work). The trainees are inserted in a programme focused on constant growth and increasing their knowledge and competences (quality work). They operate for the well-being of the community, eco-sustainability and for protecting the environment. In this way, they become the direct actors of cultural-social change (responsibility towards the world in which they live and towards others).

**FR - Envie-Dijon** We have inserted 25 people: long-term unemployed, immigrants, political refugees and former convicts. No specific competences are required for people who are being inserted, but we provide job training. To this end, we offer many training/learning programmes. Only in some cases is a heavy goods vehicle driving licence required. The people who are integrated into jobs are sent to us by the national employment agency. The requisites for the retraining activity are: a basic knowledge of issues such as plumbing, electrical appliances and the desire to work. Often these activities must be carried out individually, but sometimes the employees work in groups of 4 or 6 people. In the latter case, the people should learn to coordinate their gestures and the two phases of the "historical" activity and the subsequent regeneration of electrical appliances.

**FI - Kokkotyö** Our work integration intervention is important. We have created job opportunities and we have trained many people whose quality of life has improved.

**FI - Jupiter Ekocenter** Recycling represents an excellent activity for work integration. It is a fantastic idea to combine work integration with recycling in all its different forms! The people who work with us learn a lot on recycling and on this particular sector. They

notice that a well managed second hand shop can sell excellent products and be a well accepted activity. The people we integrate into work are generally long-term unemployed with various problems (alcohol and drug abuse background, mental illnesses, social problems, former convicts) and even youngsters who do not have appropriate educational qualifications. On average, we employ 22 people in the electronic recycling and regeneration activities. People who are being integrated into work and have a work contract maximum for one year have the same salary as any other person who is employed with the same duties.

## COMMUNITY BENEFITS

**IT - Reseda** Our intervention sectors allow us to achieve other positive social objectives. In particular: at territorial level, we usually intervene and run promotional activities, in collaboration with other campaigns and public initiatives in favour of environmental and social sustainability, contributing to the growth and to a collective taking of responsibility for the territory. In an international context, we make available our technological competences in various development cooperation projects in countries in the southern part of the world (i.e. Cameroon, Sierra Leone, the Sarawi refugee camps in Algeria).

**FI - Kokkotyö** We have proved that a social enterprise can be effective also from an economic point of view. We have allowed the community to save considerable social and economic costs.

**FR - Envie-Dijon** As we operate in a sector that responds to an always stronger social request, our clients prefer working with us as we combine our social enterprise status with the choice of contributing to better environmental management. People who are being integrated into work benefit from this as they are aware of doing something useful, of contributing to depollution. Most of them are aware and proud of this. Our economic activity combines the social function of integration and the environmental one of safeguarding resources, protecting the environment, which is greatly appreciated by our clients.

## NETWORKS

**IT - Reseda** In order to carry out our activities we participate in various networks and national and European associations: ASSOLTERM, an association of manufacturers and distributors of Italian thermo solar systems; ESTTP, the European network committed to developing thermo solar systems. We are also the promoters and drivers of specific sector networks, among which GW21, the research and promotion network of thermo solar systems that involves besides Reseda: the Milan Polytechnic, the Faculty of Engineering of the Università "La Sapienza" di Roma, the Research Institute AmbientItalia, the research institute SOLITES in Stuttgart, and the national network of the solar system manufacturers, fitters and designers of thermo solar/photovoltaic and energy saving systems. We also collaborate, on a continuous basis, with CIRPS, the Inter-university centre for sustainable development in Rome. Within the ambit of social cooperation, we belong to the consortium of integrated cooperatives, COIN [www.coinsociale.it](http://www.coinsociale.it). For some time now, we have been participating as a partner in several European projects promoting sources of renewable energy and solar systems, in particular linked to European Commission programmes, among which IEE, Intelligent Energy - Europe. Participation in European projects is considered strategic, both for the work opportunities that are

created in the network and the relevant exchange of information and competences that stem from them; simply stated, for the professional, personal and collective growth opportunities provided to members. Over the next few years, we expect to access new funding aimed at increasing our promotional activity for using sources of renewable energy. We consider the activities in the transnational and international ambits to be of strategic importance. We have been participating for some time now in research work (Tasks) of IEA, the International Energy Agency [www.iea-shc.org](http://www.iea-shc.org), and we are also part of ESTTP <http://esttp.org>, the European networked platform of thermo solar operators, where we are actively engaged in research and survey projects.

**FR - Envie-Dijon** We are part of the national Envie Federation and the Regional Union of Enterprises for Work Integration. We are linked to the local communities and we are networked with all the associations having social objectives like Acodége (a large association that provides help to people facing difficulties, a reception centre, protected workshops and outreach staff). We participate in European Social Fund projects and we believe that these are fundamental for developing our activities.

**FI – Jupiter Ekocenter** We are not supported directly by consortia or local networks, but we are active in the regional and national networks engaged in work integration and social enterprises. We have tried to develop more active co-operations with other sectoral bodies, but without success, due to lack of human resources. The local and regional environment and the type of manufacturing activity can be very different in other parts of Finland and therefore it is easier for us to collaborate on “social” issues rather than on “enterprise” issues that are peculiar to the sector. We are members of three associations promoting social enterprises/social employment and members of the local entrepreneurs’ association. We are partners of the Equal (Round II) project SocEnter- (SocEnter- Development of social enterprises in the region of Ostrobothnia) and other work integration projects in the regional ambit. We participate in the REVES [www.revesnetwork.net](http://www.revesnetwork.net) network and we participated in the ECSA project on social exclusion. These activities were important for gaining awareness and knowledge of social entrepreneurship. Our expectations on support that could come from the European Union are positive. In particular, we support the creation of a centre of excellence for social enterprise that helps the start-up of social enterprises and supports their development following the SocEnter project. European and international cooperation is very important for Finnish social enterprises as, due the Nordic welfare “ideology”, it is not easy for our institutions to understand that social enterprises can be efficient and guarantee ethical and sustainable solutions for long-term unemployed and people who suffer forms of exclusion. We must convince our interlocutors to provide alternative solutions that are more effective than subsidies or occasional training courses which do not provide real possibilities of creating jobs.

### **3. Possible developments: practices, instruments and considerations to strengthen the presence of social enterprises in emerging sectors**

In order to further investigate the trends of “expanding” activity sectors, their sectoral peculiarities and possible implications for social entrepreneurship, we have chosen to give for each ambit some indications on European and/or international regulations, outlines of scientific debates that are under way, bibliographic references and descriptions of practical experiences. In some cases, the ambit outlines are integrated with interviews to experts, e.g. practitioners and/or decision makers for that specific activity sector. The objective here is not necessarily to be extremely comprehensive because each issue would require a separate more in-depth investigation, but rather to highlight for each issue some key elements in order to make the presence of social enterprises more effective in the sectors of interest.

In outlining the contents of each ambit: Tourism (3.1), Restaurants/catering (3.2), Agro-food productions and processing (3.3), Urban and environmental regeneration (3.4), Environment, ecology, sources of renewable energy (3.5), as in the previous chapter, we used some key words, the most recurrent and/or meaningful that emerged from the conversations and the thematic practices that were investigated. While we inserted the words of the experts to further underline certain issues and link and/or open scenarios and possible work paths. The people we chose to interview are:

- **Renate Goergen**, a social entrepreneur, president of Le Mat – an association for hotel franchising of social entrepreneurs, which is a member of Le Mat Europe, and coordinator of the Italian chapter of Associazione Italiana Turismo Responsabile (AITR) (Italian Association of Responsible Tourism) [www.lemat.coop](http://www.lemat.coop), for the “Tourism” sector;
- **Piero Sardo**, president of Fondazione Slow Food per la Biodiversità onlus (Slow Food Foundation for Biodiversity) [www.slowfoodfoundation.org](http://www.slowfoodfoundation.org), for the “Restaurant/catering” and “Agro-food production and processing” sectors;
- **Mario Agostinelli**, regional councillor of the Lombardy Regional Council, member of the Porto Alegre World Forum, spokesman for the “World contract on energy and climate” [www.marioagostinelli.it](http://www.marioagostinelli.it), for the “Environment, ecology, sources of renewable energy” sector.

#### **3.1 Tourism (management and offer of services and tourist proposals that enhance local environmental, cultural and human resources, hospitality and accommodation services, etc.)**

The tourist industry is experiencing rapid growth and is steadily shifting towards new kinds of offers. European countries recorded 400 million tourists in 2005 and an even bigger number of tourists go on one-day trips within their national borders. Tourism directly or indirectly is equivalent to 10% of the European GDP and accounts for 20 million jobs.

*See Report of the Group for Sustainable Tourism (GST) created by the European Commission in 2004, "Action for more sustainable tourism", February 2007*

The European Union considers tourism to be a particularly interesting sector as a growth factor and in terms of job creation, but also in fostering the socio-economic development and integration of rural, peripheral or less developed areas. The sector has a key role within the framework of the Lisbon Strategy and has created more jobs compared to the average of other production sectors, contributing in particular to creating permanent employment and developing appropriate skills.

*See Communication of the Commission dated 17 March 2006, "A renewed EU. Tourism policies towards a stronger partnership for European tourism" (COM(2006) 134 def.)*

Within tourist development, sustainable tourism is arousing growing interest, that is tourism that is able to positively influence the preservation and improvement of cultural and natural heritage, thus contributing to local development.

*See Communication of the Commission to the Council, to the European Parliament, to the European Economic and Social Committee and to the Council of the Regions, Basic orientations for the sustainability of European tourism (SEC(2003)1295)*

At European level, there is a proposal of creating a European Agenda 21 for tourism, an instrument that would make European tourism more sustainable, allowing the definition of objectives at various levels, specifying a series of indicators for sustainable tourism in tourist destinations and drawing up a list of the responsibilities that need to be taken by the various stakeholders in the different actions.

## HOSPITALITY

Sustainable tourism is therefore an extremely interesting sector for social enterprises with still strong development prospects, where the elements required by the public of quality and innovation can represent a competitive advantage, also considering the strong link with the territory and the hospitality practices that the social enterprises implement.

**"A key element of tourism are the hospitality services. A hotel should be a hospitable structure. Nobody better than someone who suffers or has suffered discrimination can understand the need for a correct form of hospitality. These people are therefore, due to their own experience, more inclined than anybody else to provide high quality hospitality services".** (R. Goergen)

On the other hand, tourist activities traditionally disseminate a hedonistic image linked to light-heartedness, which is common to the entire universe of "fun-lovers" and this creates a holiday myth so people tend to be unaware of any underlying problems. In this scenario, being aware of the disadvantaged conditions of others may seem inappropriate. This premise, based on experiences, seems to be a false problem.

**"In actual fact, the people who succeed in enterprise are those who like trading. In trade, prejudices are not important. In the evaluation questionnaires clients noticed the quality of the service not the disabilities".** (R. Goergen)

## QUALITY

Quality is fundamental for customer loyalty. This element emerged many times in the cases presented previously (see Section II). It is not always easy though for social enterprises to guarantee and ensure a consistent quality level. On the other hand, the management of

a stable entrepreneurial activity cannot be improvised, nor dependant on kind-hearted clients, who are sensitive to the "social objectives" of the enterprise.

**"For clients it is not enough to feel more kind-hearted. Social enterprises cannot disregard the quality of services provided, they must work on the product and organise work with quality in mind. They must create quality without imitating what the prevailing tourist paradigm proposes. Unfortunately, in social enterprises the level of sales/marketing culture is still very low and rather vague."** (R. Goergen)

## TERRITORY

According to the European Union, the environmental, natural, historical and cultural resources are the reasons behind tourist attractions and, as such, they should be defended and managed very carefully in order to prevent any damages. Measures should be concentrated at local level in support of European tourism, in general, and of sustainable tourism, in particular. "At first glance, tourism is an ambit of local and regional responsibility. Tourism-related measures must necessarily be conceived and implemented especially at local level, in order to match them with the existing specific needs and restrictions."

*Communication of the Commission to the Council, to the European Parliament, to the European Economic and Social Committee and to the Council of the Regions, Basic orientations for the sustainability of European tourism (SEC(2003)1295)*

In their original approach, social enterprises have the cultural ability and sensitivity to enhance the peculiarities of the territory and describe its specific features. As social enterprises are established to respond to local requirements, they tend to belong fully to a community, reflecting its cultural system, understanding its language, knowing how things are done and how they should be done, reviewing and recognising "hidden" human resources and assets.

**"We must work with the hospitable community, make the traveller/tourist meet the territory and know how to narrate it"** (R. Goergen)

## NETWORK REQUIREMENTS

"The complexity of tourism and the great variety of operators involved requires the collaboration of all the parties involved in the design and implementation of the relevant policies and European measures. EU institutions, national administrations, professional organisations, employers and employees, NGOs and researchers should set up partnerships at all levels to improve the competitiveness and prove the importance of European tourism. Developing collaborations and partnerships within the framework of renewed policies can be examined on a regular basis during the forum on European tourism."

*Communication from the Commission, dated 17 March 2006, "A renewed EU Tourism policy: Towards a stronger partnership for European tourism" (COM(2006) 134 final)*

It is therefore a challenge to know how to be a "critical mass" in order to overcome the typical connotation of the social enterprise that operates in this sector: many fragmented, small initiatives, often on the threshold of subsistence.

**"The network must therefore be sectoral. A social enterprise operating in the tourism field shares more issues with a profit tourist-focused enterprise than with a social enterprise devoted to assistance and care. It is essential to emerge from the ghetto of social cooperation, to talk and exchange information and practices with the SMEs."**

(R. Goergen)

### Italy, EU - Le Mat Europe

The association Le Mat deals with responsible tourism, accessibility to the labour market and work integration in hotels and other kinds of accommodation structures. It has developed a network, Le Mat franchising – focused on the hotel franchising of social entrepreneurs for the establishment of a chain of hotels run in franchising by social enterprises - aimed at promoting social self-entrepreneurship and the enhancement of people who are discriminated or marginalised by the labour market and to help them achieve their citizenship rights. The association has its headquarters in Rome and carries out operations at national, EU and outside the EU level. In autumn 2007, the European network of Le Mat social hotelier franchising will be formally established. By “franchising” the association intends to define an effective methodology for transferring experiences and good practices to social enterprises in the tourism and accommodation field. This concept has already been acknowledged on the field, and has engendered concrete work instruments and a network of competences, even at European transnational level, within the Equal (Round I) Project “Albergo in via dei matti numero 0” (Hotel in madmen’s street nr. 0).”

[www.lemat.it](http://www.lemat.it)  
[www.lemat.org](http://www.lemat.org)

The ability to create networks of operators also helps the individual on the issue of enterprise quality, it creates control and a reciprocal knowledge and, therefore, “networking” is essentially an entrepreneurial issue. It is obvious also from the European Union’s recommendations that a synergic participation (and lobbying) action is required. Having said that greater resources are required to recover people who suffer marginalisation, it is important to know how to communicate to the various targets and to create unique characteristics, for instance by creating a trademark and managing to impose it.

### **3.2 Restaurants/catering (restaurants, refreshments bars, home and event-related services...)**

Much of what has been said on the hospitality culture and the need to focus on the quality of products and the process used to realise them can be directly transferred from the tourist sector to the restaurant/catering sector. Moreover, these two activities not only have much in common, but they are often actually closely linked. Even in this sector, specific competences and training are required, from the point of view of work integration opportunities, but there is also a high demand for experienced staff. It is a sector where it is possible to build professional expertise, where relations with the group are fundamental and, moreover, it is a job which, in certain conditions, can be interesting and creative. We should not overlook the fact that catering is a difficult entrepreneurial activity. There are a wide range of proposals, clients are both demanding but also careful in spending on “superfluous” items.

**“Social enterprises should not focus on catering services as they are usually exhausting jobs, without time limits, which disconnect you from the world... Too many people think that it is sufficient to know how to cook to open a restaurant, but catering activities do not leave much freedom of action, it is an assembly line where everything must work to perfection.”** (P. Sardo)

### UNITED KINGDOM and beyond – The Fifteen restaurants

A success story in the European panorama of social enterprise engaged in the restaurant sector is the well known “family” of restaurants called Fifteen. Established in England, there are currently four headquarters of the franchised restaurants in different parts of the world (besides London and Cornwall, also in Amsterdam and Melbourne, Australia). The restaurants are a permanent training school for youngsters suffering disadvantaged conditions (homeless, with work integration problems caused by drug addiction or alcoholism). They work with excellent chefs – among whom James Olivier, a “superstar” in the gastronomic world, author of various publications and the protagonist of a very successful television programme – realising a catering business that is generally recognised as being of good quality. The possibility of replicating the model should be evaluated, bearing in mind some peculiarities of the ingredients, among which the fame of the enterprise’s celebrity, whose constant media exposure certainly attracts clients and encourages marketing actions.

[www.fifteen.net](http://www.fifteen.net)

#### TERRITORY

When catering becomes a social enterprise activity sector it is often inevitable to focus on a product that takes into account the territory and its history. This means that the idea is inserted in the “short production chain” and its relevant economic prospects, but it also highlights issues such as safeguarding traditions, consumer loyalty, social networks and local characteristics of how and what people eat.

“People who eat the food offered by eating establishments must be aware that the act of eating occurs in the world. Eating is inevitably an agricultural act and the way we eat, to a great extent, influences the way in which the world is used. It is a simple way of describing an incredibly complex relationship. Eating in a responsible manner means fully understanding and approving this complex relationship.”

*John Irving, “No farms, No Food”, in Slow Food, n. 27/June 2007 [www.slowfood.com](http://www.slowfood.com)*

### **3.3 Agro-food productions and processing (agricultural productions and local organically farmed food products, products of great value, the enhancement of biodiversity)**

The European agricultural sector has been undergoing radical changes in the last few years, but three models can be clearly identified: a first model seems to move towards mass agriculture based on the industrial application of technological innovations in which the main actor is the biotechnology industry which owns the necessary patents and technologies. A second model is moving towards differentiated markets, governed through quality standards. In this case, the main actors are the multinational distribution companies (especially European ones), which issue regulations on quality, production and prices by imposing standards that take into account environmental, hygiene or social requirements. The gap between these two models is creating a scenario, where companies compete for markets and regulation spaces, based on systems of local production of foodstuffs, which enhance territorial and cultural diversities, the so-called “short” food production chains

#### ITALY – GUATEMALA “Pausa Cafè” (Coffee Break)

An example of local production for distant consumer is the Guatemalan coffee roasting and sale managed by an Italian social cooperative. The cooperative “Pausa Cafè”, having its operational headquarters in the Molinette prison in Turin, processes the coffee produced in the area of Huehuetenango in north-western Guatemala, under the careful guidance of some important Italian roasters. This form of alliance, through the different protagonists of the coffee production chain, allows a high quality to be maintained in coffee cups and the improvement of the social and environmental quality of the Huehuetenango coffee (that is the life conditions of the producers). At the same time, work integration opportunities for disadvantaged workers participating in the project (a group of convicts) are created, making available to the consumers, who are sensitive to fair trading, an excellent product (a pure coffee, roasted with 100% Central American Arabic blend) at a fair price. This initiative was supported by Slow Food.

[www.pausacafe.org](http://www.pausacafe.org)

and an agricultural development that is mindful of environmental, economic and social sustainability.

See Maria Fonte and Maurizio Agostino, “Il legame dell’impresa Agricola con il territorio come fattore di competitività” (“The link between the agricultural enterprise and the territory as a competitive factor”) in *Agriregioneuropa*, n. 5/2006 [www.agriregioneuropa.it](http://www.agriregioneuropa.it)

The main drivers of this change in this case belong to the civil society: associations for organically farmed agriculture and farmers, the movement for just and fair trade, self-organised consumer groups (for instance the Fair Trade Purchase Groups), the so-called “short production chains”, movements focused on organising widespread local agricultural markets or initiatives aimed at “re-locating” foodstuff production.

See Claudio Peri, “Origins, methods and prospects of short production chains”; Pierluigi Frassanito, “The Mercati contadini in Italy”, both in *Gastronomic Sciences – Food for thought*, n. 1/ 2007 [www.unisgjournal.it/index\\_eng.htm](http://www.unisgjournal.it/index_eng.htm)

In the European Union itself, this scenario has gained force and is following the direction outlined in the Community Agricultural Policy (CAP), where for the next few years they have been recommending a “European model of agriculture”, which enhances the quality of products and production processes, environmental sustainability and the multi-operational nature of the enterprise. The development of the social enterprise in the production of European agro-foodstuff products is usually attributed to this scenario and is linked to the issue of re-launching the market not of traders but of artisans and farmers, as a fundamental element of the democratic short production chain, close to the consumer and linked to local traditions.

#### TERRITORY

Within an agricultural development that is focused on efficiency, productivity and short-term objectives to the detriment of the environment, health and quality, the attention of social enterprises has shifted onto the different ways of producing and consuming that take

into consideration the territory and the reasons for its historical heritage and biodiversity, focusing on the quality of the product and the process and its link with the "place". "The focal point for analysing local foodstuff production systems is the link with the territory. Production of foodstuffs (of agricultural and processed products) is the contextualisation in the economic, social, cultural, environmental fabric of a specific territory. In English we would say place matters."

*See Maria Fonte and Maurizio Agostino (work already mentioned above)*

## SHORT PRODUCTION CHAIN

The organisational forms of the social enterprise of agricultural productions refer to two distinct types of relations between the producer and the consumer:

- systems of proximity, based on "local production for local consumers";
- systems that are extended in spatial terms, based on "local production for distant consumers"

In the first form, the goods exchanged are not separated from the people, but they are simply their extension. These local systems can often be found in marginal areas and in the past decades they were declining. However, the sensitivity towards the short supply chain provides new opportunities for these productions. The small scale of the socio-economic contexts in question means that very little is needed to invert a negative trend and create new revenue opportunities for residents. Initiatives have been recorded that are promoted by associations of the civil society or by local public institutions that aim to "re-locate" the production-consumption system of foodstuffs through new forms of "short production chain" by direct on-farm sales, to the Fair Trade Purchase Groups, to local markets (reserved to the producers of a limited area).

*See Gail Feenstra, "Farmers' market in fueling local economies" in Gastronomic Sciences - Food for Thought, n. 1/2007 [www.unisgjournal.it/index\\_eng.htm](http://www.unisgjournal.it/index_eng.htm)*

**"Farmer markets represent a real challenge for small territorial productions and therefore also for the productions of the so-called "social farms". They are an instrument for protecting and enhancing local productions, and sometimes the only possibility for creating a fair sales channel for the producer. Obviously, these markets need to be regulated, specifications must be issued on their operational functioning that guarantee the proximity of the productions and the absence of intermediaries" (P. Sardo)**

Instead, in the second case, that is in "local production for distant consumers" product certification becomes important as it is a means of informing consumers on the (local) value of the product and on the mechanism of obtaining the revenue that stems from it. The various regulations on the denominations of origin of products, on organically farmed agricultural products, or other voluntary certification schemes (for instance: fair trade, the Slow Food Presidia, the certifications issued by parks) create an "agreement system", which is an alternative to the industrial one, where the social, cultural and environmental value of agricultural production cannot be suspended nor suffocated by economic requirements. When this fulfils social demands, which can be transformed into an economic demand by citizen-consumers, this is a market competition factor.

*See John Wilkinson "The embedding of markets and networks in global social movements" in Gastronomic Sciences - Food for Thought, n. 1/2007 [www.unisgjournal.it/index\\_eng.htm](http://www.unisgjournal.it/index_eng.htm)*

## EU – Social agriculture, some experiences in Europe

Academics, researchers, and operators of various European countries, and with different disciplinary backgrounds, in the last few years have started research activities and on the field experimentations on social agriculture. The Dutch project *Farming for Health* is a very interesting experience. It is a sort of informal network of academics and other professional figures who are interested, for various reasons, in exchanging and improving their knowledge on activities of a social nature, ranging from managing agricultural activities or livestock breeding.

*Farming for Health, The International Community of Practice (CoP)*  
[www.ilvo.vlaanderen.be/CoP\\_FFH/](http://www.ilvo.vlaanderen.be/CoP_FFH/)

A Social Farm Help Desk has recently been set up in Italy. This is a network of farmers, social and cultural operators, researchers, managers of cooperatives and associations, local development promoters who have the common objective of expanding a responsible agriculture, which is able to respond to the new needs of citizens. Agricultural production, in the various territories, should be integrated with cultural, social, training and employment services for people in weak and disadvantaged situations.

*Rete delle fattorie sociali (Network of social farms)*  
[www.fattoriesociali.com/progetto.htm](http://www.fattoriesociali.com/progetto.htm)

“A trademark becomes important when distance comes into play. If on the one hand the characterisation and the recognisability of the products through trademarks or labelling is certainly interesting for certain local productions, on the other, trademarks do not assert themselves only due to the fact that they exist, they must be known and recognisable and this takes a long time and considerable work. Moreover, trademarks must be carefully protected and guaranteed. It is not sufficient for the producer to claim that his/her product is good, organically farmed and produced in a fair manner” (P. Sardo)

## SOCIAL ENTERPRISES AND AGRICULTURAL PRODUCTIONS

The role of social enterprises in the agricultural sector is not yet well defined. There are various experiences on the field, even very old ones, some studies, but the sector must still substantially be explored. It would be interesting to understand the role better, not only in terms of the approach and organisational set-up of the social enterprises, but also the innovative links that they tend to establish with civil society and consumers.

See Alfonso Pascale: “*Etica e agricoltura per un nuovo welfare rigenerativo Forum delle Fattorie Sociali della Provincia di Roma*” (*Ethics and agriculture for a new regenerated welfare – Forum of social farms of the Province of Rome*), in *Agriregionieuropa* n. 1/2005; Saverio Senni, “*L’agricoltura sociale come fattore di sviluppo rurale*” (*Social agriculture as a rural development factor*), in *Agriregionieuropa* n. 2/2005; Saverio Senni, “*Competitività dell’impresa agricola e legame con il territorio: il caso dell’agricoltura sociale*” (*The competitiveness of the agricultural farm and links with the territory: the case of social agriculture*”), in *Agriregionieuropa* n. 8/2007 [www.agriregionieuropa.it](http://www.agriregionieuropa.it)

“Social enterprises can continue to grow in terms of territorial quality, however they should avoid, as they have done in the past, to go into the services area, sometimes also

into the advanced tertiary sector. Instead, they should consider entering the primary sector. Agro-food productions, breeding and related productions are the sectors whose characteristics are particularly congenial to an integration with the social world.”

(P. Sardo)

Choosing agriculture as a support ambit for therapeutic-rehabilitation programmes or for work integration and social inclusion of disadvantaged persons is never accidental. Agricultural activities, as also emerges from the cases presented above (see Section II), in fact have some peculiarities that make them suitable for socio-professional inclusion programmes.

“Various other aspects make the agricultural activity absolutely unique in the inclusion programmes of disadvantaged people: the sense of responsibility that grows within people when they take care of living organisms, the production rhythms which are not too stressful, a variety of tasks, which are usually non-repetitive, the awareness that everyone, even those who carry out minor or marginal duties, participate in the final results, a food product, whose usefulness is easily recognisable.” (P. Sardo)

Another aspect that goes beyond the therapeutic-rehabilitation dimension is that which characterises the relationship between the operator and the final product. The products that are obtained from agricultural activities do not bear the signs of the possible difficulties experienced by people who have contributed to the production process. Under the same conditions, from the olives collected by a person who, for instance, has a reduced mental capacity, an oil is obtained that is completely comparable with one obtained from olives that are collected by the most expert of olive growers. The same can be said on the watering of a vegetable garden or feeding egg-producing hens, etc. This feature, which is undoubtedly more present in agriculture compared to other production sectors, is extremely interesting for the sale potential of social agricultural products.

*See Saverio Senni (work mentioned previously)*

### **3.4 Urban and environmental regeneration (regeneration of cultural and environmental sites; recovery and restoration of architectural heritage, craft products of artistic, historical, cultural value; enhancement and maintenance of parks, nature reserves; cultural and environmental initiatives and activities)**

The enhancement of the territory and the cultural, environmental, artistic, historical heritage of a large part of European rural areas and urban settlements is an important opportunity for social enterprises. This is a macro-sector that ideally intersects with all those that have been presented in this document (sustainable tourism, agricultural development, environmental policies). Urban and environmental regeneration are key priorities for the European Union, especially as regards the future and referring to the local development actions of environmental sustainability in the fight against social and territorial exclusion. The civil society and local communities increasingly show a keen sensitivity for the enhancement and promotion of their territories and local enterprises can play an interesting role in expressing these requirements, by integrating the actions of local institutions, which often do not have the financial resources and the organisational skills to protect the environment and local heritage. These objectives can therefore become the missions of an innovative social enterprise as the urban regeneration strategies, territorial reconversion and governance of social inclusion processes suggest innovative scenarios within which they can operate.

## CO-PLANNING

Many social enterprises operate in sectors linked to the regeneration of a site, which take care of and maintain green spaces, manage parks and green areas, cultural or educational and recreational activities. They sometimes set up their offices in structures and spaces offered to them by local bodies. They have often examined and discussed their most pressing issues, even at transnational level, on the practices of integrating social economy and local development actions. Based on their experiences in the various local contexts, they tried to define the criteria of good practices for participating in projects and efficacy in order to recognise the potential and weaknesses of their operations.

*See Sociale Solidale Locale. Guida alle buone pratiche di integrazione fra economia sociale e politiche di sviluppo locale (Local Solidarity-based Social actions. A handbook on good practices for integrating social economy and local development policies, TCA "Social economy and local development" (Id. code n. 1297), Equal Round I project "Luoghi della qualità sociale" ("Places of social quality") (IT-G-LOM-010), Milan 2004 [www.cris.it](http://www.cris.it)*

However, the role of social enterprises is not always clear in the phase of co-planning interventions. According to some people, this is still a weakness of the sector. "In brief, the ability to plan, which some territories are starting to do although with great difficulty, is largely lacking. Therefore, the third sector is not yet able to claim, in global terms, this role of consultation, co-planning, without which a system of governance cannot be created. There are obviously some cases of excellence, but on average this does not occur"

*See Ugo Ascoli, "Amministrazione condivisa come sistema di governance comunitario: un commento" in Diritti di Cittadinanza e Governance del Territorio" (Shared administration as a system of Community governance: some remarks" in Citizenship Rights and Governance of the Territory"), by Giulio Ecchia and Ruggiero Villani, AICCON 2005*

### **ITALY – Environmental regeneration in Cinisello Balsamo (Milan)**

The town of Cinisello Balsamo, with a population of about 80,000 inhabitants, on the northern outskirts of Milan, has some interesting cultural attractions, which however have not yet been fully exploited. The regeneration programme foresees the development of a system of cultural and museum offers that are conceived as a combination of services for citizens, but also to attract the public, from at least the entire metropolitan area of Milan. The project intends to create a coherent system of synergies between the place offering local culture (historical villas, museums, higher education at university level), while at the same time providing the opportunity for work integration of disadvantaged people. A process that it is hoped will be realised through partnerships involving the public body and private as well as social players. This process started, in the last ten years, when Cinisello Balsamo moved from being an industrial town to a predominantly services-focused town.

[www.comune.cinisello-balsamo.mi.it](http://www.comune.cinisello-balsamo.mi.it)

Transformation workshops: regeneration of sites, promotion of new forms of welfare, development of social cooperation, Equal Action 3, Project O.L.T.R.E. (ref. 215), 2004

[www.cris.it/CRIS\\_bro72.pdf](http://www.cris.it/CRIS_bro72.pdf)

### ITALY – Social self-promotion in Rome

The Municipality of Rome, through the Councillorship for suburb policies, development and employment has devised a programme called 'social self-promotion'. Through this initiative the municipality has created a sort of local development agency, which has drawn inspiration from the town council's principles on social quality and environmental responsibility. The programme promotes the establishment and consolidation of new economic initiatives for the environmental and social regeneration of the territory of Rome, based on an approach that combines the interventions of regeneration and development of SMEs, in the districts where urban disadvantage is more critical. The agency manages fundings for small enterprises, incubators, service centres as well as guarantee funds, supporting entrepreneurial projects aimed at creating new employment, with particular focus on economic activities having a qualitative and innovative content: fair trade, craft production, supply chain of organically farmed products, etc. The initiative obtained the European Enterprise Award in 2006 in the responsible entrepreneurship section.

[www.autopromozionesociale.it](http://www.autopromozionesociale.it)

From this point of view, we must bear in mind the key role of public bodies in territorial and environmental regeneration projects. They should take care of the 'direction' of the interventions. This role allows them to coordinate and "catalyse" the energies that are present in the community, thus encouraging in various ways the emergence and the participation in enhancing community assets.

### NEW LANDSCAPES: PARKS, ECO-MUSEUMS AND GREENWAYS

In 2000 the Council of Europe ratified the European Convention on Landscape, which has radically changed the role of landscape within the framework of sustainability strategies. Landscape is identified as one of the fundamental resources that are available to the community; not only in environmental terms, but also in cultural, social and occupational terms.

*See Council of Europe, European Convention on the Landscape (STCE n. 176). Treaty open for signature by the Member States of the Council of Europe and for the participation of the European Community and the non Member States of the EU. Opening of the signatures in Florence, 20/10/2000; implementation 1/3/2004*

In the European landscape convention, for instance:

- the objectives of quality to be followed are identified and these "do not refer only to landscapes of indisputable value (following the rationale of "natural beauty" or "scenic views" or panoramas or specific and limited assets), but the entire territory, "the natural, rural, urban and peri-urban spaces" (art. 2);
- the meaning of landscape is highlighted as meaning "the essential component of the context of life of the populations, expressing the diversity of their common cultural and natural heritage and the basis of their identity" (art. 1a);
- systematic reference is made to "interested parties" or "those involved in defining or realising landscape policies" and the consequent procedures for consultation and participation (art. 5c, 6C).

## SYSTEM OF PARKS

From a survey conducted by the European Centre of Documentation on the Planning of Nature Parks, which has been operating since 1994 in the Turin Polytechnic, it emerges that parks, in recent years, have grown enormously in number and in terms of surface area: more than 600 parks in 33 European areas are analysed, covering a surface area of 24 million hectares, equivalent to 5% of the overall territory. Their organisational set-up is much more complex than the past, in terms of geographic position, size, environmental characteristics, types of contexts in which the parks are inserted. Most of them are no longer

### FRANCE – Fondation du Patrimoine

The French Fondation du Patrimoine (Heritage Foundation) is a private organism providing public utility services, which operates across the entire national territory and whose mission is safeguarding and enhancing the widespread heritage that risks disappearing and is not officially protected. This heritage, defined as “proximity heritage” is composed of real estate which is not already formally recognised or registered as a “historical site”. The foundation has been operating since 2000, through a trademark – identification certification of the proximity heritage – which it assigns to the real estate properties that are particularly representative or important, to private or public property, creating a sort of alternative protection which, thanks to an agreement with the Ministry of Finance, allows the owners to benefit from tax reliefs when carrying out restoration or preservation interventions on the property. In order to identify the “proximity assets” that should be protected, the foundation relies on a network of regional and provincial volunteer worker delegates. Moreover, it operates as a communication agency and it collects funds, encouraging partnerships with local public bodies and private enterprises.

[www.fondation-patrimoine.com](http://www.fondation-patrimoine.com)

isolated environments but are inhabited by human beings or even situated in urban areas. Parks are not only exceptional biodiversity reservoirs, but real laboratories, where development models based on sustainability and duration are experimented and which are valid also beyond their borders. In the last few years, the issues of identity and management methods of the parks have changed considerably. Some prospects of convergence and development of joint activities and interventions between nature and urban parks and social enterprises have been experimented in the European project Equal Round II “Imprese sociali per il sistema parchi e territorio” (Social enterprises for the system of parks and the territory), which is being realised in Italy, in the Lombardy territory [www.cris.it/parchi](http://www.cris.it/parchi).

## ECO-MUSEUMS AND GREENWAYS

Among the tangible experiences which have been running for a number of years in Europe, is the interesting example within the framework of the cultural and environmental protection and enhancement of rural areas of the “Eco-museum” concept. By Eco-museum we mean a dynamic process whereby the communities preserve, interpret and enhance their heritage based on sustainable development. The innovative significance of the concept has inevitably engendered knowledge and exploitation of things that go

### **FRANCE- Jardins de Brocéliande**

Jardins de Brocéliande (“... much more than a garden!”) is a 24-hectare park devoted to flowers in Bretagne (Brittany), where indigenous and rare vegetal species are prominently featured. All the activities for cultivating and caring for the vegetal heritage are integrated with cultural and recreational activities, all aimed at integrating people with disabilities into work. The park was created and managed by the association “Le Pommeret”, a structure of services and assistance through work (*fr. Établissement ou services d’aide pour le travail - ESAT*). It is open all year round and is visited by 20,000 people: school groups, tourists, citizens who are attracted by the rich range of recreational and cultural activities carried out inside it (theme parties, guided visits, educational paths, artistic events). The structure, which works in synergy with institutions and other local associations, is part of the Association of Parks and Gardens of Brittany [www.apjb.net](http://www.apjb.net) and of the consortium Absolument-Brocéliande for the promotion of “quality, authenticity and availability” of the territory. For four years now, a programme, for those people who are undergoing a work integration path, for identifying one’s competences and enhancing those that have been acquired (*fr. Valorisation des Acquis de l’Expérience - VAE*) has been running. It was realised within the framework of the European Equal programme (Round I).

[www.jardinsdebroceliande.fr](http://www.jardinsdebroceliande.fr)  
[www.different-et-competent.org](http://www.different-et-competent.org)

### **POLAND – Social economy on the Amber Trail**

Greenways and Eco-museums are core elements around which an experiment has been conducted in Poland, whose objective is to create five social enterprises to carry out activities in the tourist services sector focused on the enhancement of natural and cultural heritage (“heritage tourism”). They are social enterprises, non profit associations, a part of which also carry out commercial activities, which combine the social aims of creating job opportunities in a rural area for unemployed people or people seeking their first job (women, young school-leavers...) with that of creating a slice of the market in this particular tourism niche. The project “Social economy on the Amber Trail”, promoted by the Polish Environmental Partnership Foundation and developed within the framework of the European programme Equal, literally unfurls along the “Amber Trail” in south eastern Poland. This is one of the thematic greenways which connect, without any real continuity, the Baltic Sea with Budapest, crossing several central-eastern European countries.

<http://equal.szlakbursztynowy.pl>  
[www.epce.org.pl](http://www.epce.org.pl)

beyond the exclusively museum-related framework. France is the European country which has the greatest tradition of this concept and which has disseminated it widely, through various local/national and transnational networks, in nearly all EU countries. In the same manner, another experience of managing and exploiting the territory in a sustainable manner is provided by the "Greenways", a term that meaning a system of linear territories connected among each other which are protected, managed and developed in order to obtain recreational, ecological and historical-cultural benefits. The Greenways are inserted in more extensive projects of ecological networks of parks, terrestrial and marine nature reserves with the role of possible ecological corridors between areas of naturalistic interest alternated with transit areas. The aim is to start a real "environmental infrastructure", which will be extended to the entire territory. There is a European association of the greenways: [www.aevv-egwa.org](http://www.aevv-egwa.org).

### **3.5 Environment, ecology, sources of renewable energy (waste collection and recycling)**

The environment is a key issue on the agenda of the EU and Member States. There has been a surge in resource allocations, action plans and projects. The possibility of carrying out a business activity in this sector by creating various quality job opportunities is a challenge that is already under way and which has concrete development possibilities. Social enterprises have already moved into this sector: in many European countries, there are social-focused enterprises that have consolidated experiences in the field of collection, re-use and recycling of material; the issue has been tackled through various experiments in the Equal projects (in the first and second round); sector identification and feasibility studies are being drafted. "Regional and national research has indicated that there is very high growth potential for social enterprises within the environmental sector."

*SEEM Social Enterprise East Midlands, "The Growth Potential of Social Enterprises in the East Midlands Responding to the Environmental Agenda" in Environmental Resources Management, 2003*

Strategic documents of international organisations and institutions (OECD, European Commission...) have demonstrated the existing interconnections and they forecast further schemes for forging strong ties between environmental and social policies.

"Many initiatives are organised at local level with a grassroots approach to tackle problems of long-term unemployment and social exclusion, while respecting environmental issues (...). What emerges is the great awareness of the interrelations between the social and environmental objectives and the desire to make the necessary efforts to coordinate the relevant policies. (...). Environmental and social policies can support each other in turn because living in a poor environment not always encourages social cohesion, while at the same time. living in deprived communities not always encourages respect for the environment. (...) Promoting social inclusion may be a way to combat environmental inequalities and vice versa."

*Commission working document on the links between employment and environmental policies, Brussels (SEC/2005/1530)*

#### **RES – RENEWABLE ENERGY SOURCES**

The European Union sees the development of the alternative energy sector (wind power, hydro-electric power, solar power and biomass power) as a central issue in its policy,

which is strictly linked to the pressing environmental requirements and to the international commitments undertaken in terms of the importance of strategic policies of achieving greater autonomy in energy.

*See Commission of the European Communities, Green Paper. A European strategy for sustainable, competitive and secure energy, Brussels, COM(2006) 105 final*

European legislation and the implementation of the national regulations of support programmes and policies are rapidly changing the scenario for the possible intervention of private, social and non-social enterprises. Energy from sources of renewable energy is becoming, and will become always more so in the near future, a real sector for expansion, in fact a "revolution" is foreseen. A revolution, not only in quantitative but also in qualitative terms as regards the energy extracted from fossils, meaning a real change in the paradigm.

**"There is no real solution to today's and tomorrow's energy problem that does not pass through the "new story" in terms of priority of human life, social justice, new relations with nature, enhancement of interculturality and creativity, generalisation of democracy."**  
(M. Agostinelli)

In this "new story", a fundamental role is played by local communities, which better than anyone else understand local demands, territorial resources and the most effective combination of energies needed according to the specific requirements. The networks of sources of renewable energy are, in fact, by definition short, widespread local polycentric networks. Agreements with suppliers of primary energy are not necessary for supply agreements, but municipal or regional strategies suffice.

**"New energy can be planned on a widespread scale within the framework of municipal self-governance and with the participation of the local population. Granting the sites**

#### **IT- Renewable energies and social quality**

System actions have been carried out within the Equal programme (rounds I and II) for the creation of new job opportunities and intervention paths for social enterprises in the energy saving sector and sources of energy. For instance, we wish to point out two projects realised in Italy. Equal Project (Round I) "Renergy - Fare impresa sociale nell'ambito delle fonti energetiche rinnovabili (Running a social enterprise within the framework of sources of renewable energy)". A work integration social enterprise was started up following this project. It combines the issue of sources of renewable energy within a natural park (The Solar Park in the Cilento national park and Diano Valley); and the Consortium Renergy International composed of 25 cooperatives, of four regions in southern Italy which are active in the environmental sector.

[www.renergysociale.it](http://www.renergysociale.it) - [www.consortioabn.it](http://www.consortioabn.it)

Equal Project (Round II) "Energia Solidale" (Solidarity-based Energy). The aim is to spark social and entrepreneurial development in the field of energy efficiency and renewable energies. To this end, a model of social enterprise is being experimented that is able to provide services and products within the energy framework, which can operate as an E.S.Co. (Energy Service Company). The project involves social cooperatives and other local players that operate in the Veneto region.

[www.energiasolidale.it](http://www.energiasolidale.it)

must be assigned to the democratic responsibility at local level instead of attributing it to bureaucratic powers that do not live the landscape and separate it from their social life.” (M. Agostinelli)

The new energy “story” has the premises for involving social enterprises. However, in order to play a key role, social enterprises that want to operate in the sector must participate in structured networks, sectoral thematic networks, in close contact with the research world in order to be able to update and continue to experiment.

“Social enterprises are able to find solutions that are appropriate for the territory. They can respond well to the requirements of contributing and identifying the mix of local renewable energy resources. In fact, the right solution does not exist in alternative energy, but there are simply case by case solutions. Another fundamental point for social enterprises is the constant link with specialised research centres and the need to equip themselves with adequate financial resources to start up and maintain the project at high levels. From this point of view, collaboration is desirable also with financial structures, alternative and ethical finance. (M. Agostinelli)

## WASTE COLLECTION AND RECYCLING

Waste collection and recycling are an activity in which social enterprises already play an important role in some European countries. However, there is a lack of data and there are few sectoral analyses at European level on the issue. “Research on social economy and waste management is a relatively new and marginally developed field. Detailed studies should be conducted to better understand aspects such as the role, function, actions, behaviour, constraints, results and advantages of a social economy based approach.”

*From the presentation of networks and research project Social Enterprise and Waste Research Network (SEWRN), United Kingdom, 2007 [www.brass.cf.ac.uk](http://www.brass.cf.ac.uk)*

### **EU – Environmental and social sectoral network**

RREUSE - Re-use and Recycling European Union Social Enterprises is a European network of social enterprises engaged in re-use and recycling activities. Its members are national federations and consortia or local social enterprises which are active in some segments of the collection and/or recycling of waste or individual companies where networks are not yet operational. The objective of RREUSE is to reach all the countries of the European Union, to achieve an extensive representation for social enterprises in the sector, with which it shares the same objectives in addition to environmental and social concerns.

[www.rreuse.org](http://www.rreuse.org)

Serranet Social Enterprises’ Re-use and Recycling Activities Network is the network that encompasses six Equal projects (round II) from Austria, Finland, France, Italy, Malta and Spain with the objective of exchanging good practices among social enterprises in the environment and recycling sector. In 2006 they established an EEIG (European Economic Interest Grouping) to consolidate and extend their collaboration, even beyond the duration of the Equal project.

[www.serranet.org](http://www.serranet.org)

These are labour-intensive sectors, where people who are not particularly qualified or who have various disabilities can be employed, the limitation being though offering a job that is often not very gratifying or suitable for integrating a person who is experiencing social or professional difficulties. On the other hand, this is a high growth sector, which can open up job opportunities in the area of differentiation and specialisation of processes, as well as in research, innovation and integration with other activities. "Today waste treatment has become a huge economic activity with the entry of large multinational private operators. Social economy actors therefore also want to strengthen themselves through building their own networks at regional, national, and, more recently, at European level."

*Presentation of RREUSE, Re-use and Recycling European Union Social Enterprises (RREUSE)*  
[www.rreuse.org](http://www.rreuse.org)

## WEEE – WASTE ELECTRICAL AND ELECTRONIC EQUIPMENT

A specific production segment for differentiated waste collection comprises Waste Electrical and Electronic Equipment (WEEE) and the related activities linked to the disposal and re-use of parts and components. The initiatives conducted by social enterprises in this specific area are different in the various European countries. Moreover, the problem of technological and electronic waste is emerging with all its implications, as proved by the adoption of the EU directive on the issue.

*See Directive 2002/96/EC of the European Parliament and the Council dated 27 January 2003 on Waste Electrical and Electronic Equipment (WEEE)*

It is estimated that every year 6 million tonnes of WEEE are produced in Europe, increasing by at least 4% per year; 90% of this is currently taken to the dumping grounds without an appropriate preliminary treatment and elimination of dangerous substances, whose use has been banned in the equipment itself. The European directive on WEEE dated 2002 was enforced as a law in the Member States in 2005 (but at least in Italy, the implementation has been postponed to 31 December 2007). It states that European manufacturers and importers are responsible for collecting and recycling their products. This means a significant change for the industrial sector, in particular the electronic, electrical and IT fields. The collection, recycling of parts, the re-insertion of components in the production cycle and their disposal requires considerable organisational and logistic effort and technical competences of the staff assigned to this task. The EU envisages that the recycling activities of such components can create up to 20,000 jobs in Europe. However, in the light of the new regulation, social enterprises need to make some choices, as pointed out in the Finnish cases (see Section II).

## FRANCE - WEEE and social enterprises

For more than twenty years, social and fair trade enterprises have developed a number of activities in France that are linked to waste management and to protecting the environment, thus they have had a pioneering role. In the WEEE recycling chain alone, data for 2006 indicate the predominant role of social enterprises in France, currently occupying about two-thirds of jobs in this sector. The new "rules of the game" dictated by the European Union in this field imply profound organisational changes among the various players and networks of historical collaborations of social enterprises. Avise, the Agency for the promotion of socio-economic initiatives, and the support structure for the social economy, has recently published a monographic issue in its thematic booklets which is expressly devoted to social enterprises and to the WEEE sector. The booklet examines the state of the art and the challenges at stake.

*Déchets d'équipe électrique et électroniques, (Electric and electronic waste), Le repère de Avise, L'économie sociale et solidaire, June 2007*

[www.avise.org](http://www.avise.org)

#### **4. The new EU 2007-2013 programming period: what room is there for social enterprises in the European Community programmes?**

The European Union has used the EMES definition of social enterprise and it therefore attributes the following characteristics to it:

- inclusion of social objectives in the entrepreneurial spirit of the private sector;
- use of profits to attain the widest possible objectives;
- the fact of being legally registered like private companies, cooperatives, associations, volunteer organisations or mutuals.

It has also inserted, *de facto*, social enterprises in the large family of the CMAFs (Cooperatives, Mutuals, Associations and Foundations), which are all recognised as being part of the social economy and have the following characteristics:

- their main objective is not to obtain profits;
- they are usually managed according to the principle of "one member, one vote";
- they are flexible and innovative;
- they are based on voluntary participation.

On the other hand, we must underline that if a rather accurate Community definition exists of social enterprise and social economy, one does not exist on the third sector tout court. Here the definition ranges from "private no-profit institutions" (EUROSTAT) to "NGO" (DG Enterprise) to "no-profit sector" (Economic and Social Committee) to "no-profit associations (European Parliament) etc. In the next few paragraphs we will analyse how European Union support to the social economy developed in the '80s and '90s up to the present.

##### **European Union support for the social economy**

Besides the declarations of intent, it is important to underline that, at European level, the potential of social enterprises is not yet fully understood. More often than not, people have limited themselves to take into consideration only and exclusively the ability of the social enterprise to create job opportunities. This ability has been underlined several times, starting from the publication of the White Book "Growth, competition, employment: the challenges and courses to follow to enter the 21st century"<sup>1</sup>, presented to the Delors Commission in 1993. On the basis of this conviction, the European Commission (EC) since then has been financing the growth of social enterprises through the reorganisation of structural funds, both through many pilot programmes of the DG Employment, Social Affairs and Equal Opportunities and DG Enterprise. The Equal (2000-2006) Community Initiative of the European Social Fund with 3 billion Euros and structured in nine thematic areas, of which one specifically devoted to the social economy, was until now the most important financial instrument provided by the EC to social enterprises. Unfortunately, we must point

out that Equal seems to have been the swan song of the European Union's interest for the social economy and social enterprises and that in the new 2007-2013 programming period no instrument has replaced it.

## **Yesterday**

As we have already anticipated, the European Union's interest for social enterprises began in the '80s with the appointment of Jacques Delors as president of the European Commission. In fact, it was under Delors' presidency that in 1989 a Social Economy Unit was created within DG XXIII<sup>2</sup>. Interest grew in the '90s with the publication of the above-mentioned White Book, the Council's proposal for the creation of European articles of association for cooperatives, mutuals and associations and the first initiatives in favour of boosting growth in the social economy. Interest therefore peaked in 1998/1989. In 1999, in the Council's recommendations on the guidelines for the economic policies of the Member States and the Community<sup>3</sup>, we read "Particular attention must be paid to creating jobs at local level in the social economy and to new activities linked to requirements that have not yet been fulfilled by the market and that have significant spin-off effects, both in terms of economic activity and social cohesion. In order to fully exploit the opportunities provided by these sectors we must fine tune a more favourable regulation and taxation framework". In 1999, social economy appeared for the first time in a Community "law", in this case a Regulation: the European Social Fund Regulation<sup>4</sup>.

Always in the '90s, the first initiatives and programmes which concretely supported the social economy and social enterprise were implemented. In the first part of the '90s, the Social Economy Unit of the DG XXIII supported many initiatives such as, for instance, the collection of statistical data on the sector, the creation of the Consultation Committee for Cooperatives, Mutuals, Associations and Foundations (CMAF), the creation of networks in support of the social economy (Soficatra, Aries, Reen...). In 1994, a small programme was created for the first and last time, within budget line B-321, exclusively devoted to the social economy. This is a very important fact, even though the programme budget was very limited, slightly more than 1 m euro. Starting in 1995, the social economy began to be included among the priorities of a programme of different economic importance with the Community initiative ADAPT – Adaptation of workers to industrial changes. As we have already mentioned, in the 2002-2008 implementing period, the social economy is one of the 9 thematic areas on which the Equal Community Initiative is focused.

## **Today**

Unfortunately, with the new millennium, the European Union's interest seems to have waned despite the fact that the issue is always more topical at local and national level. First in July 2000, the Social Economy Unit was integrated into Unit B3 of the DG Enterprise and Industry "Craft, small businesses, cooperatives and mutuals" and now, in the 2007-2013 structural funds the expenditure priorities of the European Social Fund and the European Regional Development Fund depend almost exclusively on the desire of the Member States, with more space being given to mainstreaming and experimentation, therefore the Community Initiatives have disappeared. We certainly must not forget that in the meantime important decisions have been taken that could positively influence the future growth of the economy and of social enterprises. For instance, the adoption on 22 July 2003 of the statute of the European Cooperative Society<sup>5</sup> (applicable from 2006). At the same time though, projects for creating European statutes for mutuals and associations have been

abandoned and, in the new planning there are very few instruments specifically devoted to social enterprises, and perhaps they are even totally absent. In the next chapter, we will try to identify them, highlighting the measures linked to the emerging sectors for social enterprises that were analysed in the previous chapters.

### **What space is there for social enterprises in future Community programmes?**

We will tackle this issue by analysing the regulations and objectives of: the 2007-2013 structural funds, Community programmes, which are directly managed by the Commission. Below we have analysed the general regulations of the funds and programmes, while for a more comprehensive view of the possibilities offered by the structural funds at national and territorial level, readers should refer to the ways in which the general regulations have been identified at national level (in the National Strategic Plans - NSP) and at regional level, in the various Operational Plans (OP).

### **European Social Fund**

As always, the introductory memorandum refers to the role of the European Social Fund (ESF)<sup>6</sup> in the process of supporting and reinforcing social inclusion for promoting the integration in the labour market of disadvantaged people and to combat discrimination; in promoting partnerships in order to improve the employment and inclusion sectors. Moreover, the Commission's commitment to eliminating inequalities between women and men is asserted. Preamble 8 indicates the importance of governance and partnerships among the important public, economic and social players of the territory. Article 2 of the ESF regulation specifies that the Fund must reinforce economic and social cohesion through support to policies of Member States focused on full employment, improvement of quality and the productivity of work and the promotion of social inclusion, as well as the reduction of regional disparity in terms of employment. The ESF is aimed at support actions that are in line with the guidelines and recommendations adopted within the framework of the European Employment Strategy (EES).

The section on social inclusion specifies the following:

Reinforcing social inclusion of disadvantaged people and combating discrimination, in particular through the promotion of:

- work integration programmes for disadvantaged people, people who are experiencing social exclusion, youngsters who drop out from school prematurely, minorities and people with disabilities, through employability measures, including those in the social economy field, integration actions and with the support of local important partners and the territorial assistance and care services;
- involvement of the local communities and enterprises.
- development of partnerships and agreements among the network of important social subjects at national, regional and local level.

The ESF can be used to improve expertise and the institutional efficiency of the public administrations and public services. Although the regulations place significant emphasis on public services, there is also specific reference to capacity building in the overall organisation of policies and local programmes, with particular attention on reinforcing legislation through training programmes for managers and staff, and specific support to the key services such as the inspectorates and the socio economic players, including social partners and social NGOs. This issue is further developed in article 5 "Good governance

and partnership". In objective 1, at least 2% of the ESF resources will have to be allocated to capacity building and activities carried out jointly with the social partners, among whom the NGOs, for activities financed by the Fund, in particular in the field of social inclusion and equal opportunities.

The development of tourist activities, in view of its great potential for creating jobs, is an important intervention area of the ESF. The ESF co-funds, among others, projects relating to educational and training programmes aimed at improving the productivity and quality of employment and the services in the tourist sector. The ESF also provides ad-hoc training, together with small incentives, for starting up micro tourist enterprises and it co-funds activities in support of career advancement.

The official European Social Fund site is the following:

[http://ec.europa.eu/employment\\_social/esf/](http://ec.europa.eu/employment_social/esf/)

### **European Regional Development Fund**

As regards the European Regional Development Fund (ERDF)<sup>7</sup>, article 41 is of particular interest as it regulates the overall funding. In this case, the managing authority can assign the management and implementation of a part of the operational programme to one or more intermediary bodies, appointed by the authority itself, including local authorities, regional development bodies, NGOs, which are able to ensure the realisation of one or more operations according to the resources that are allocated in an agreement signed between the management authority and the individual body.

In order to achieve the objectives of "convergence", "competitiveness and employment" and "European territorial cooperation", the ERDF supports models of the most efficient sustainable tourism with the aim of improving cultural and natural heritage, developing the infrastructure of accessibility and mobility and promoting ICT, innovative SMEs, company networks and clusters, services of a greater added value, common strategies for cross-border tourism and exchange of experiences at interregional level. To this end, the first two strands of the objective **European territorial cooperation** are very interesting for private organisations: cross-border cooperation and transnational cooperation. Among the priority issues of the programmes, one in particular should be borne in mind for the purposes of this research: the issue linked to the environment and sustainable urban development. The environment and transport infrastructures also benefit from the fundings of the **Cohesion Fund**<sup>8</sup>.

A brief mention should also be made of the **European agricultural fund for rural development (EAFRD)**<sup>9</sup> and the **European Fisheries Fund (EFF)**<sup>10</sup>.

The new **European agricultural fund for rural development** supports:

- the qualitative improvement of production and agricultural products;
- the improvement of the environment and rural landscape;
- the promotion of tourist activities as part of the diversification of rural economy objectives;
- studies and investments associated with the protection, restoration and improvement of cultural heritage

For further information refer to the following European Commission website:

[http://ec.europa.eu/agriculture/rurdev/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/index_en.htm)

The **European Fisheries Fund** has a new priority issue, “sustainable development of areas devoted to fishing”. One of the activities to which fishermen can turn is eco-tourism. The EFF will also support small fishing companies and the tourist infrastructure. Moreover, it promotes training projects for the reconversion towards activities other than fishing at sea, which are linked to tourism.

For further information refer to the following European Commission website:

[http://ec.europa.eu/fisheries/cfp/structural\\_measures/arrangements\\_2007\\_2013\\_en.htm](http://ec.europa.eu/fisheries/cfp/structural_measures/arrangements_2007_2013_en.htm)

### **Social enterprise in the other directly managed Community programmes**

There are various Community programmes managed directly by the European Commission which can be used by social enterprises. We are listing only a few, without claiming to be exhaustive.

#### **Progress**

Progress, the new Community programme for employment and social solidarity will be carried out from 2007 to 2013 and it has a budget of 628.8 m euro. It is divided into five policy sections: employment, social inclusion and social protection; working conditions, non-discrimination and diversity; gender equality. This is an “umbrella” programme that gathers under the same heading various programmes for combating discrimination and poverty, gender equality and employment focused programmes and in which there is no direct reference to the term social economy. Completing the actions carried out within the ESF framework, the programme finances studies, awareness-raising campaigns, exchanges of information and good practices, monitoring and evaluation exercises and networking initiatives.

For further information refer to the following European Commission website:

[http://ec.europa.eu/employment\\_social/progress/index\\_en.htm](http://ec.europa.eu/employment_social/progress/index_en.htm)

#### **CIP – Competitiveness and Innovation framework Programme**

One instrument that can be used by social enterprises is the framework programme of the community action in the sector of Competitiveness and Innovation. It is addressed to small, medium sized enterprises, even of a social nature, it is focused on sustainable development based on strong economic growth and a competitive market social economy with a high level of protection and improvement in the quality of the environment. The objectives of the target categories of the CIP are very varied, thus the programme is structured in 3 different sub-programmes:

- Entrepreneurship and Innovation Programme (EIP);
- Information Communication Technologies Policy Support Programme (ICT PSP)
- Intelligent Energy Europe Programme (IEE)

For further information refer to the following European Commission website:

[http://ec.europa.eu/cip/index\\_en.htm](http://ec.europa.eu/cip/index_en.htm)

#### **7th Framework Programme for Research and Technology Development**

Also within the 7th Framework Programme for Research and Technology Development (FP7), mainly among the notices of calls referring to the area of cooperation, social and humanistic economic sciences there is room for the social economy. Moreover, for instance, some of the activities promoted by the FP7, such as the development of information and

communication technologies, satellite applications, the protection of cultural heritage and the use of the territory can certainly be an incentive for local sustainable development, in general, and therefore for the emerging sectors of intervention for the social enterprises, described in the previous chapters, in particular.

For further information refer to the following European Commission website:

[http://cordis.europa.eu/fp7/home\\_en.html](http://cordis.europa.eu/fp7/home_en.html)

### **LLP – Lifelong Learning Programme**

The Community programme referring to Lifelong Learning replaces the various community programmes that were in place during the 2000-2006 period in the education and training sector. Among the sub-programmes that are part of LLP, particular attention should be paid to the new Leonardo da Vinci programme. It foresees the realisation of studies to better identify possible obstacles to mobility in professional training of apprentices and youngsters, and tourism is considered as a possible pilot sector in this field.

For further information refer to the website of the Education, Audiovisual & Culture Executive Agency (EACEA):

[http://eacea.ec.europa.eu/static/en/llp/index\\_en.htm](http://eacea.ec.europa.eu/static/en/llp/index_en.htm)

### **LIFE+**

The new programme for the environment LIFE+ is divided into 3 sections:

- Nature and Biodiversity;
- Environment Policy and Governance;
- Information and Communication.

Both the Nature and Biodiversity section and the Information and Communication section foresee measures that can be of interest to the emerging sectors of the social economy, for instance: safeguarding the territory and information and prevention actions.

For further information refer to the following European Commission website:

<http://ec.europa.eu/environment/life/index.htm>

### **Culture Programme (2007-2013)**

The overall objective of the program is to contribute to enhancing a cultural space that is shared by Europeans and is based on a common cultural heritage, by developing cultural cooperation between the creators, cultural operators and cultural institutions of countries participating in the programme, in order to foster the emergence of a European citizenship. The programme is open to the participation of non-audiovisual cultural industries, in particular of the small cultural enterprises, when these industries carry out a non-profit cultural function.

For further information refer to the website of the Education, Audiovisual & Culture Executive Agency (EACEA):

[http://ec.europa.eu/culture/eac/culture2007/cult\\_en.html](http://ec.europa.eu/culture/eac/culture2007/cult_en.html)

<sup>1</sup> COM(93) 700, Bull. 12-1993

<sup>2</sup> Current DG Enterprise, then specifically devoted to Enterprise but also to Tourism, Trade and Social Economy.

<sup>3</sup> 98/454/EC: Council Recommendation of 6 July 1998 on the broad guidelines of the economic policies of the Member States and of the Community, *Official Journal L 200* dated 16 July 1998 p. 34-44

<sup>4</sup> EC Regulation n. 1784/1999 of the European Parliament, dated 12 July 1999, relating to the European Social Fund, *Official Journal L 213* dated 13.08.1999.

<sup>5</sup> EC Council Regulation n. 1435/2003, dated 22 July 2003, relating to the Statute for a European Cooperative Society.

<sup>6</sup> EC Regulation n. 1081/2006 of the European Parliament and the Council, dated 5 July 2006, relating to the European Social Fund which repeals EC regulation n. 1784/1999, *Official Journal L 210* dated 31.07.2006.

<sup>7</sup> EC Regulation n. 1080/2006 of the European Parliament and the Council, dated 5 July 2006, relating to the European Regional Development Fund and which repeals the regulation EC n. 1783/1999, *Official Journal L 210* dated 31.7.2006.

<sup>8</sup> EC Regulation n. 1084/2006 of the Council, dated 11 July 2006, establishing a Cohesion Fund and repealing EC regulation n. 1164/94, *Official Journal L 210* dated 31.07.2006.

<sup>9</sup> EC Regulation n. 1698/2005 of the Council, dated 20 September 2005, on support for rural development by the European Agricultural Fund for Rural Development (EAFRD).

<sup>10</sup> EC Regulation n. 1198/2006 of the Council, dated 27 July 2006, relating to the European Fisheries Fund.

Printed in Italy, october 2007  
Global Print Srl  
Gorgonzola MI