

GOOD PRACTICES OF SOCIAL ENTERPRISES

**Annex I of Transnational Report on Successful Stories and Recommendations
For Social Entrepreneurship Enhancement**

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For this Report the following definition of good practice was used: *A good practice is such a principle of operation that leads to good or very good results of the organization. It should meet additional conditions, such as good planning, self-evaluation, the possibility of implementation by other organizations, and ethics of operation. Besides, it can be characterised by innovation in the approach to problem-solving or in some other aspect of a business (Karwińska & Wiktor, 2008).*

Two ways of identifying good practice in SE was applied:

1. Selection of the social enterprises, which are considered a good practice as a whole, based on the criteria proposed below
2. Selection of the individual aspects of social enterprise's operation, followed by further analysis of the identification of activities that may be considered as good practice. In this case, good practices are divided into groups, each of which relates to a different aspect of the organization's operation, based on the criteria proposed below. Such a division serves those organisations that strive to improve specific dimensions of their functioning, gradually introducing changes.

Good practice was identified based on the following set of criteria:

- | | |
|------------------------------|---------------------|
| → effectiveness; | → innovation; |
| → efficiency; | → ethic; |
| → planning; | → entrepreneurship; |
| → monitoring and evaluation; | → maturity. |
| → versatility; | |

1. POLAND

1.1. KUCHNIA KONFLIKTU (The conflict zone kitchen)¹



Kuchnia Konfliktu (KK) is a social enterprise with a restaurant offering vegetarian dishes combining world and Polish cuisines, as well as catering services, workshops and culinary



training. KK is also a meeting place of cultures, where a common space for dialogue and integration is created, giving work to refugees and immigrants and a chance to share the unique cuisine of their regions, often in various conflicts (to which the name "The conflict zone kitchen" refers).

→ History and maturity

KK has been operating on the market since 2016, initially only seasonally during the summer. The purchase of food truck and its equipment, as well as professional training for employees were possible

¹ Based on the interview with the founder Jarmila Rybicka



thanks to the funds gathered during a crowd-funding campaign and art auctions at the Museum of Modern Art in Warsaw. After winning the CEE Starters competition in 2016, KK gained sponsors who helped to open their own restaurant in the centre of Warsaw.

→ Social mission

The key objective of KK's activities is the professional activation of refugees and their integration into the labour market. KK wanted to find a business model in which it would be able to use the competences of refugees and make them feel subjective, have decision-making power so they are not just passive recipients of aid. This way, people employed in KK can regain financial stability and acquire new professional skills. Moreover, the employees have the opportunity to improve the Polish language, social integration and the possibility to co-create an educational and cultural programme. KK employees regain self-esteem and self-confidence, values that are often severely affected by difficult experiences related to life difficulties and immigration.

The social enterprise as its main objectives mentions the following issues:

- breaking negative and damaging stereotypes about foreigners and refugees;
- promoting a positive example of cooperation in a multinational and multicultural team;
- supporting refugees on the labour market by providing a safe working space, free of discrimination and violation of workers' rights, where workers can take their first steps in a new reality (new country, new job, new language, etc.);
- creating a community and a meeting place: counteracting the problem of loneliness and exclusion of foreigners and the fact that they do not have easy access to many public spaces.

The Conflict Kitchen helps and supports refugees in solving different kinds of everyday problems. It organizes advisory meetings for refugees related to support their entrepreneurship ideas when they want to set up a company or an association or rent a place to for their own business. KK helps in finding a flat, filling in a VAT declaration, writing a CV, organizing help in moving. KK also supports in finding a job or in a situation when someone has debts because for example, they signed a contract in Polish a language which they did not understand; assist in translating and settling various matters. KK support refugees in situations of domestic violence (establishing contact with other organizations, such as the Blue Line, Women's Rights Centre); helps finding legal support by establishing contact with other organizations (such as Rescue Foundation, Association for Legal Intervention).

→ Entrepreneurship and development

Development: after raising funds in charity actions, KK operated seasonally in food truck on the Vistula river boulevards, in a place popular among Warsaw residents. Then it opened a regular restaurant in the very centre of Warsaw, where it still operates today.

Financing: it is based primarily on catering services during events or conferences; culinary workshops and trainings; and managing the restaurant. KK has also introduced the possibility of buying online its own preserves. Donations are an additional source of income.

KK does not generate large profits, but since the beginning of its activity it has been a self-sufficient enterprise.



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KK is still a small social enterprise employing 10 people, serving about 35 customers a day and supporting about 40 refugees.

The development of KK from a seasonal food truck to a comprehensive catering and workshop company shows that the developed business model works, while serving an overarching social mission.

→ The main achievements of the company:

2018:



- **"Discovery of the year"** Award in the 8th edition of the Jacek Kuroń Best Social Enterprise of the Year competition.
- Distinction for Jarmila Rybicka (founder) in the 10th edition of the **Businesswoman of the Year** Competition.

2017:



- Distinction **"Social Initiative of the Year"** in the 11th edition of the National Geographic Traveler magazine's competition.
- **Residents' award** in the S3KTOR 2017 contest.

2016:



- "Nocny Marek" **Special Award of Activist magazine**
- CEE starters - competition for Eastern Europe by Social Impact & SAP - winner of the competition for **the best start-up**, where KK has obtained sponsorship from external sponsors.
- **Pańska Skórka 2016 Award** for the best Warsaw initiatives from 2016.
- **Best Social Start-up** by Ashoka Foundation - as the award KK received a mentoring training including: the development of a business plan, the elaboration of a concept and strategy, planning, etc.).

→ Effectiveness

The problems of social exclusion, unemployment, labour market discrimination against migrants and negative attitudes towards migrants have been well identified and addressed by KK.

KK communicates and consults its activities with the beneficiary groups and the local community and involve them in the decision-making process on how the assistance should look to be most effective.

People who work or have worked in KK become independent and pursue a career or start setting up their own business, while before working in the KK they were in a crisis of homelessness, domestic violence and often without confidence in their abilities.

Some examples of former KK employees are: Nastja - currently works in a job agency, Muhamadjon - has established his own Foundation of Tajik Culture and the channel of the first independent television channel for Central Asia, Sanjar - works in the European Congress of Tajik Journalists and Bloggers, Hamza - is a translator from Arabic, etc.

→ Efficiency

Although KK is a very small enterprise, it has its own well-identified financial (a versatile culinary business) and human resources (employees and volunteers). KK has a broad spectrum of partners with whom cooperates (e.g. it purchases a variety of food products from different suppliers).

KK is promoted and supported by a number of organisations, including Pro-bono (legal advice), Ashoka and Humanity in action Foundation.



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While looking for business partners KK took part in a networking meeting of social economy entities and recently has been able to offer fair trade coffee from social cooperatives politically engaged in Central America.



→ **Planning**

In the initial phase, the planning of the activities was carried out during the mentoring activities with Ashoka Foundation, where social main problems (discrimination in the labour market, prejudices, economic exclusion and the problem of social integration of immigrants) were identified and clarified. Then, an own strategy of action was developed, in which, among other things, the transition from seasonal activities to a year-round restaurant and catering services were planned. KK strategy is to flexibly adapt to an ongoing problem arising in the course of daily operations. For example, when it turned out that the rent was too high to exist on the market, KK sought a solution and as a result KK rented the premises from the city authorities on preferential terms.

According to KK, all social problems diagnosed at the beginning of its business activities were planned and successfully addressed through KK's operations and effectively translated into operational tasks.

→ **Monitoring and evaluation**

KK performs regular monitoring and evaluation of an effectiveness of its work in the form of questionnaires for customers/beneficiaries. In addition, meetings of all KK employees are held once a month mainly to: integrate employees; inform about the current situation and plans for the near future; discuss and resolve potential conflicts in the team (if not already resolved). During those meetings employees can present their ideas for KK's improvements and report current problems and propose their solutions.

Through these activities, the KK knows what needs to be improved and can continue to work on improving its operations.

→ **Versatility**

KK believes that their business model can be successfully used by others and replicated. KK consider its model as an open source and ensures that if an organization wants to open a similar business elsewhere, it can count on support and know-how. Anyone interested is also welcome to do volunteering practice at KK.

→ **Innovation**

The business model developed by KK of solving social problems through culinary activities is innovative on a national scale. Organizing workshops and culinary trainings are an excellent idea, thanks to which the trainers (immigrants) are integrated with the participants (usually around 20 people from public institutions, schools, etc.).



The main statutory objectives are also accomplished by catering services offered for various types of organizations (pharmaceutical corporations, IT companies or public offices, etc.), where stereotypes are broken and integration takes place.

→ **Ethics**

All KK employees took part in creating of the company's mission and vision. The code of ethics was written in a short and comprehensible document called "KK Values" and new employees must read it starting working there. All employees of KK agreed to respect each other views and believe. The universal idea is to exchange views, not to impose them on others. KK creates a place free from



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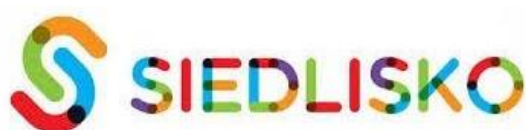
violence and discrimination, and their ethical values are visible in their daily work. The topics of legal employment and good working conditions are also important for KK.

According to KK, customers and co-operators choose their services primarily because of their business model and ethically addressed social functions.

→ The company plans for the future

In terms of future plans, KK intends to diversify its financing sources and improve its business model. This will involve obtaining additional funding from various national and European grants and institutions.

In conclusion KK does not want every foreigner who is working there to be a future cook, but to support those in need and socially excluded in the initial phase, so that they can realise their plans and ideas for the future.



1.2. Our beloved Home - social company „SIEDLISKO”

In Polish reality, people with intellectual disabilities don't have much opportunities to work. They need appropriate support, which usually they are unable to receive from employers. Young disabled people mostly stay at home without taking up work, which in turn leads to social isolation and many forms of exclusion. To counteract such situations, 14 years ago in Opole Voivodeship was established a unique Association. As a result of its activities, a few years later was opened the first nursing home in Poland, in which about 60% of the staff were disabled people.

→ History and maturity

The beginnings of the social enterprise named Siedlisko² can be seen with the establishment in 2006 of the Association for the Assistance of Disabled People Siedlisko in Zawadzkie, located in the Opole Voivodeship. The initiative to create Siedlisko was taken by teachers, parents and guardians of children and mentally disabled youth. The founders wanted to develop a model of active support for the independence of this group and at the same time solve the problem of professional inactivity. Initially, the organization focused on activities to equalize the educational opportunities of children, youth and graduates of the special school complex at the social welfare home in Zawadzkie. They organized educational, therapeutic and leisure trips, obtained funding for the treatment of children. The association established friendly relations with institutions and organizations operating in the Strzelce powiat and local community, what helped the unit to constantly develop. Soon, authorities of Siedlisko began their efforts to open a center for the elderly and the chronically ill in which the disabled would find employment. It lasted 6 years. The creation of a nursing home was possible thanks to the favor of local authorities (the Klonowskie municipality sold the closed primary school building on preferential terms, located in Staniszcze Wielkie in 2010) and co-financing from the European Regional Development Fund under the Poland-Czech Republic Cross-border Cooperation Programme 2007-2013³. Siedlisko was established on July 1, 2015, conducting activities in the field of providing round-the-clock care services for the elderly and the chronically ill, as well as catering services, constituting the basic income of the organization, covering all its obligations under its operations. In both

² This case study was developed in collaboration with Ms Teresa Truch and based on all available publications about the association.

³ Implementation of the project "Give us a chance", created in partnership with the Czech organization APROPO from Jczin.



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industries, disabled people work under the supervision of qualified staff. They are employed in auxiliary positions related to the performance of basic care activities and in gastronomy, e.g. peeling vegetables, cleaning, washing dishes, etc.

→ Entrepreneurship



The company currently takes care of **24 seniors** and employing 31 people, of which **24 are people under the risk of social exclusion**. As part of the Siedlisko catering service, it cooperates with local schools, kindergartens and hospitals, for example in Ozimek. Company serves around 600 meals per day.

The company, both for seniors in the Home Care and all clients using catering, offers high quality services. The concept of cuisine is based on healthy and natural food, free from preservatives and enhancers, which is part of modern consumer trends and results in numerous orders.

→ Innovation

Nursing home Siedlisko is not only the first such complex in the Opole Voivodeship, but also a unique idea on a national scale. The company professionally activates disabled people, at the same time creates wonderful conditions and place for seniors, enabling integration with the local community.

→ Effectiveness

The idea of merging two groups under the risk of social exclusion and marginalization has been working so far. Siedlisko is a place where stereotypes are broken and the differences between healthy and sick people are blurred. Cooperation is based on a partnership relation. People with disabilities get along great with seniors and create a unique atmosphere of this place. The company is profitable not only in the financial context, but above all has a great social value.

Activities carried out by the association are more and more often noticed on the national forum. The company is already well known in the region and cooperates with local authorities and local community. In 2018 Siedlisko received a distinction in the competition called **Icebreakers** at the regional stage (the edition covered 4 voivodships: Lower Silesia, Lubusz, Opole and Silesia).



Icebreakers is a competition promoting employment of disabled people and elimination of social divisions towards people with disabilities. Siedlisko also won the Main Award and the title of **Social Enterprise of the Year 2019** in the Jacek Kuroń Competition. The company has been awarded for creating a unique workplace in its local community.

→ Efficiency

By far the biggest achievement of the association is the continuous development of the company, an increase in the number of employees and seniors. Siedlisko maintains a stable financial situation by efficiently raising funds and high quality of services rendered and a positive impact on the local community. It is worth emphasizing that the interest of accommodation in the nursing home is very large (about 7 phone calls a week asking for a place)(*"Poglądy i osqdy"*).

→ Ethics

The company's success is undoubtedly related to the experience of the leaders of organization, who before founding the company were tutors and teachers in a special school, and therefore knew perfectly the needs of their pupils and the problems associated with working with disabled people.



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Thanks to this, it was possible to design an effective plan of social and professional activation. „We taught most of our employees at school. Now sick people help the others sick people. We noticed that disabled are locked in their homes after graduation. They are physically fit, have many interests and willingness to work. We should use it somehow, so they work here, earn, are treated like other employees.” – told in one of the interviews Magdalena Grzymek, a member of the association board (Wrona and Ruszczewska, 2018).

The working time of the disabled and the scope of duties are fully adapted to their capabilities and willingness. Usually these are simple, repetitive tasks. The authorities of the association emphasize that the most important factors in working with people with disabilities are: lack of competition and sense of stress, a forgiving approach to the employee and clear division of responsibilities. With the right rules, people with disabilities can work like healthy people.

It is also worth to emphasize the approach to care for seniors living in a nursing home. In Siedlisko, the focus was on the "active model", which basic premise is to use the individual potential of each resident in the course of care. The individualized approach allows to intensify the social activity of older people, which in addition often gives them considerable satisfaction. For example, physically fit residents of Siedlisko do not receive meals in their rooms, they are mobilized to eat meals together on the ground floor. Association also organizes many entertainment and educational activities for seniors, trips, visits and many other similar actions, which are meticulously reported in social media. Photos available on the Facebook profile of Siedlisko shows full of optimism daily life in a nursing home. Thanks to that the public perception of its activity is met with enthusiasm and sympathy.

→ Versatility

A similar solution wants to implement a Czech partner of the association. As part of the aforementioned project, disabled people from the Czech Republic could have an internship in Siedlisko, what prepared them to take up paid employment.

→ Planning and development



Both the company's management and all its employees and proteges want to develop Siedlisko. The founders' dream is already coming true. As part of the project "Step further" implemented from the European Regional Development Fund under the Regional Operational Program of the Opole Voivodeship for the years 2014-2020, the nursing home is being expanded. This will increase the quality of offered services and company's revenues, while minimizing costs. It will create 6 new places of stay for seniors, 3 work places for people with disabilities and 3 for healthy. There will be also room, which will be a meeting place for the local community with the inhabitants of Siedlisko. The project is scheduled to end in December 2020.

The next step, or rather the "ultimate goal" that the association is already trying to achieve, is to create protected flats that would meet the aspirations of already working disabled people for even greater independence and self-reliance. – *We wanted to create the possibility of a normal life, and the next plans are protected flats. This requires not only construction, but also change in mentalit.* – says Teresa Truch, Vice President of the association in one of the interviews (Wrona & Ruszczewska, 2018).

The management is currently at the stage of searching for a building plot in a convenient location and funds for this project. However, looking at the association's previous successes, construction of flats will probably start within the next few years.



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1.3. Pracownia Rzeczy Różnych SYNAPSIS (SYNAPSIS Miscellaneous Workshop)

Pracownia Rzeczy Różnych SYNAPSIS (SYNAPSIS Miscellaneous Workshop) was established by the SYNAPSIS Foundation, which provides professional assistance to children and adults with autism. The SYNAPSIS Miscellaneous Workshop provides employment and professional therapy for adults with autism spectrum disorders.



→ History and maturity

The SYNAPSIS Foundation was established in 1989 to help autistic people and their families. During the first few years, co-workers, teachers and parents were trained. New diagnostic methods were introduced, therapeutic and educational methods were adapted for the needs of the Programme for Assistance to Autistic Children and Their Families. In September 1993, a team of therapists *specialized in child development disorders was formed*.

Between 2004 and 2007, the SYNAPSIS Foundation ran the "Partnership for Rain Man" project, under which the model of social enterprise for people with autism spectrum disorders was created by institutions from three sectors – NGOs, private companies and public administration. International partners also participated in the project. It was co-financed by the European Social Fund under the EQUAL Community Initiative and the funds of the Office of the Marshal of the Mazovian Voivodeship in Warsaw.



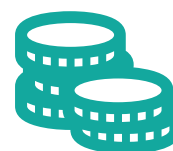
The construction of the building for a social enterprise in Wilcza Góra near Warsaw started in 2005 and lasted for a year. The SYNAPSIS Miscellaneous Workshop was started up in March 2007, first adults with autism were employed a month later. Currently, the workshop provides employment and therapy for 24 people diagnosed with autism spectrum disorders from Warsaw and its outskirts.

→ Social mission

According to estimates ("Coraz więcej przypadków autyzmu"), in 2018 there were about 70 000 autistic adults in Poland. Most of these people do not work or have problems with finding one, and work is very important in their therapy and rehabilitation. Therefore, the SYNAPSIS Foundation has established the SYNAPSIS Miscellaneous Workshop. The workshop combines business and social activities – by creating jobs tailored to the needs of autistic people, it provides professional and social activation. Working in the Workshop was supposed to be a temporary stage, enabling employers to take up employment on the labour market.

→ Entrepreneurship and development

PLN 1.9 million was the sum needed to build a workplace (700 m²) for the planned number of 24 people (EQUAL – PLN 1.25 million and the Office of the Marshal of the Mazovian Voivodeship from State Fund for Rehabilitation of Disabled People (PFRON) – PLN 650 thousand). Karolina Cyran-Juraszek, the manager of the "Partnership for Rain Man" project reminisces that the cost of functioning of such enterprise in the first two years is about PLN 600 thousand. At the beginning, the project was financed by grants, sponsorship and support from foreign foundations. Workshop has been operating as the Establishment of Professional Activity (ZAZ).



Four workshops have been organized: carpentry, ceramics, office work and paper, and handicraft workshop, where stained glass, jewellery etc. are made. The number of employees increased from 20 to 24, as planned. The specificity of autism disorders does not allow for mass production, the workshop



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produces items "tailored to the customer", produced in short series or being single copies. The production process must be adapted to the skills of each employee, and at the same time, the product must respond to the customer's needs. During workshops existence, a work model, sales channels and marketing activities have been developed to maintain and increase sales.

Currently the main source of financing are PFRON's funds allocated for the ZAZ' operation, donations from SYNAPSIS Foundation, profits from product sales and occasionally projects. Due to insufficient funds, staff's remuneration is inadequate and modernization of workplace, equipment and facilities is postponed.

→ The main achievements of the company

The result of the "Partnership for Rain Man" project is the first social enterprise in Poland, employing 24 adults with different autism spectrum disorders. It was the only project out of a hundred in the EQUAL programme, in which the construction of the building was financed (Atlas Dobrych Praktyk).

The project was awarded:



- with the title **"The Best Human Investment" of the European Social Fund in 2007;**
- **European Enterprise Award 2007.**

Thanks to the Workshop, the employees work systematically (all on the basis of an employment contract), they receive professional support and learn to be independent. They are not residents of social welfare homes and do not sit idly at home. Continuous operation of the Workshop, even though the start-up project has ended, is considered as the most important achievement and priority for the founders.

→ Effectiveness

For 13 years Workshop has been carrying out professional and social rehabilitation activities of people with autism, through classes in workshops, individual and group trainings and external internships. Revalidation activities are conducted i.e. in the form of trainings, art therapy or board games. Employees acquire skills and competences necessary for independent, effective cooperation – communication, organization of place and time of work, collaboration in a group.

→ Efficiency

Enterprise provides employment and therapy for **24 adults**. The support staff consists of a manager with a marketing team, a fundraiser, team of work coaches and an industrial designer. Workshop offers training and study visits on the functioning of this type of enterprise, it cooperates with local NGOs as well.

→ Planning/Strategy

Workshop's strategy is focused mainly on:

- Online shop maintenance, updating daily and seasonal offer,
- Active customers searching on the internet / social media and regular information campaigns of Workshop's products,
- Products and Workshop promotion during local events, conferences etc.,
- Presentation of products in the Lesznów Municipality Office and the headquarters of the SYNAPSIS Foundation,
- Arranges promotional meetings with potential business customers, representatives of state and local government administration,



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- Maintains regular contact with current customers, including business customers,
- Offers training on working with autistic people and the possibility of observation of practical solutions used,
- Cooperates with local NGOs.



→ Monitoring and evaluation

The team of trainers regularly participate in trainings on competency building, to enhance knowledge on autism disorders. *Employees are evaluated periodically*, the system for implementing new work coaches is being updated and within the framework of the whole Foundation's activities, innovative projects are implemented.

→ Versatility

Creating a model enterprise to be used by other organisations was a part of the plan. The possibility of organising a study visit, which is aimed at observing practical solutions applied in the Workshop, can be a source of inspiration and practical knowledge on working with people with disabilities.

→ Innovation

The SYNOPSIS Miscellaneous Workshop provides professional care, employment and therapy for 24 adults, which is an achievement without precedent in Poland. Workshop has been operating as the Establishment of Professional Activity from the beginning. Each employee has an individual, tailor-made daily plan and work organization system, taking into account individual needs arising from autism disorders, his cognitive, motor and health abilities. Supervision is made by a person who knows the special needs of autistic employees and is an experienced designer. ZAZ' manager works on site with marketing expert and work coaches. The work coach co-creates individual rehabilitation programmes, employment strategy for employees who have reached the required level of social and professional skills, and organizes and supervises internships.

→ Ethics

The Workshop has been cooperating for years with socially responsible companies and institutions involved in problems of autistic people. Through cooperation with the Workshop, companies create their positive image and implement a social engagement program. Companies from various sectors of the economy, administration and local government are close associates.

According to Ms Bożena Domańska, ZAZ' manager opinion: *"We are reliable, we employ disabled people (...) SYNOPSIS Workshop contributes to the development of family, tightening of social and professional towers. It enriches family and communities' bonds, enables development of people's own capabilities, especially the sense of social competence, initiative and creativity. Subjectivity of an individual in professional environment, humanization of work and property is important for us (...)."*

→ Plans for the future

Constantly adapting of Workshop's offer to changing market with the full participation of support staff, developing local activities in the district of Piaseczno, increasing individual sales, establishing long-term contracts with business sector and expanding participation in environmental projects.



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1.4. Social company "PANATO"

Social Enterprise "PANATO" was established in April 2012 on the initiative of a group of young interior designers, craftsmen and specialists in the field of promotion and marketing. An impulse for the establishment of the company was provided by an urban game, carried out in the winter of 2011, as part of the international project "Future City Jobs", implemented by the Institution of Culture Wrocław 2016. Activities under the project were aimed at creating new jobs for people employed in the cultural and creative sectors. The Wrocław idea for the "Creative Cooperative" (later PANATO), next to the project from San Sebastian (the second European Capital of Culture in 2016), was selected as the best to implement from ideas submitted by Prague, Tallinn, Glasgow and the Swedish city Södertälje. (wroclaw2016.strefakultury.pl)



→ Entrepreneurship

Connecting the idea of creating jobs in the creative sector with the vision of creating the best social enterprise in Poland gave unexpectedly good results. The company's mission has been to create high-quality jobs for people with disabilities. The PANATO cooperative focuses on the development of the local artistic market and ecological production, providing services in the field of: design and production of gadgets, design and the organization of creative workshops in screen printing, photography and recycling, as well as socio-cultural activities. PANATO makes sure that the work has not only a financial dimension, but also that it is also socially useful. Thanks to sales revenues, the company can help wisely, giving work to the most deprived persons, who have difficulties in functioning on the labour market, or who require special working conditions (Panato.org). Generated financial surpluses are allocated to the implementation of social activities, such as education in the field of social economy, ecology and building a civil society. Systematically, since 2014 the company has been awarded the "ES" quality mark of Social Economy, awarded to the finalists of the Competition for the Best Social Enterprise of the Year - social companies that meet strict social and economic criteria (Dolnośląski Ośrodek Polityki Społecznej, 2017).



Participation in the competition, in addition to building prestige and promoting the company, also provided further opportunities for development. PANATO has made good use of the mentoring award from the global consulting company PwC. As part of the award, PwC experts regularly met PANATO for six months, diagnosing the company's position, specifying the reported development needs and developing solutions to improve management, marketing and sales processes. With the participation of PwC experts improved the division of tasks between cooperative members. Reduced also the administrative responsibilities of the person dealing with clients, which increased the possibility of focusing on acquiring new orders. Analysed the profitability of individual products and how to approach the assessment of profitability analysis in the future. Discussions with experts have also allowed the improvement of the sales and marketing process. PANATO "defined" that it wants to reach two groups of clients: corporate and advertising agencies. A separate communication strategy has been prepared for each of them, initiated by the dispatch of gadgets designed by PANATO and related mailing. Prepared also new promotional materials (ngo.pl).

→ Sources of success

PANATO's core business is the production of printed bags, backpacks and advertising accessories as well as other promotional gadgets, and complementary activities are the organization of screen-printing shows and workshops. The activity is carried out within two studios: textiles and screen printing. The first one is named PANATO Bag. There are designed and sewn bags, backpacks and advertising accessories for



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companies. It is also a place where are prepared collections of streetwear products under own brand. The second studio is the screen-printing workshop, which prints on advertising products and organize animation/workshop activities. In this place are also designed and printed original graphics and conducted shows and screen-printing workshops. Products manufactured are manufactured so as to maximally meet customer expectations, which, among others means careful workmanship, attention to detail and high quality. Attention to the client's expectations, creation of new, personalized products for individual solutions, facilitating the effective building of the image of companies also contributes to the success of commercial activity. The company strives to set trends in the field of new, attractive promotional items through the selection of original fabrics and design, wishing to produce unique items (panato.org).

→ Efficiency

Another factor influencing the success of the company's was used business model. Already in the third year of operations, there were so many orders that the management faced the dilemma of whether to take a loan, subsidy and expand the sewing workshop in Wrocław, or look for other possibilities to increase production capacity. The solution turned out to be a consortium with other social enterprises that did not have such a large pool of orders. The network leader attracted members by sending requests to Social Economy Support Centers from Poland for the indication and recommendation of social economy entities with a sewing profile. This solution turned out to be more expedient due to difficulties in finding employees in Wrocław and the risk associated with the new investment. The talks regarding the establishment of a consortium started already 2015 and lasted two years. Formal functioning of the consortium began in April 2017.

The founding members are six entities:



- Multi-branch Cooperative PANATO (Leader),
- Humanitarian Aid Association,
- Facility of Professional Activity,
- Social Enterprise TPD Municipal Branch in Wieruszów,
- Rudzki Facility of Professional Activity,
- Manufactory of Good Services Sp. z o.o.

Over the years, joined new organizations - social cooperatives, non-profit companies, foundations and associations. The network has an industry character and brings together entities involved in sewing and printing activities in the field of printing on textiles. It works under the brand PANATO Bag (kupujespolecznie.pl).

The establishment of the consortium enabled the use of organizational culture developed by PANATO. It also allowed to increase the effect of scale and develop the social economy sector in the entire region. Advanced organizational culture, as well as full production standardization and a specially prepared tool for sales and logistics management (proprietary ERP software) enable smooth execution of joint orders. According to the president of PANATO, Paulina Ograbisz, the creation of the consortium allowed to increase production to 10 thousand pieces of products per month, facilitating the development of the company. The consortium is also beneficial for partners, because they can fill the gaps in orders with orders from PANATO. Thanks to the consortium, the partners are also learning to standardize work and communication processes, and thus also improve their professional (sewing) and organizational competences. Partners also have influence on decisions, on the shape of cooperation, because from the very beginning the process is conducted in a cooperative manner, including them in decision-making processes (spoldzielniassocjalnawpraktyce.pl).



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→ Versatility

The functioning of the consortium is based on the cooperation agreement and regulations developed jointly by the founding members. The whole on an ongoing basis is managed by the Multi-branch Social Cooperative PANATO. The consortium's structure is made up of partners, supporting partners and a network council, which performs opinion, advisory and arbitration functions. The tasks of the leader, partners and network council are detailed in the contract, regulations and network development strategy. Each of the entities included in the network conducts autonomous operations. Nevertheless, they work with the intention of sharing the benefits of all members within the network. Products and services included in the market offer of the network and are sold only by the network leader, while the leader undertakes to offer their production priority to partners. The leader may outsource part or all of the contract outside the network only if sufficient capacity is not available within the network (kupujespolecnie.pl).

→ Innovation

The company bases its strategy on new organizational solutions focused on employee development and utilization of their innovative potential. As part of this practice, the company emphasizes the maximum use of good ideas from employees, developed through systematic cooperation with clients. Customer needs and changes in their behaviour are constantly monitored and taken into account during designing and producing advertising items. The management of the cooperative also notices that customers while purchasing decisions are starting to be guided, in addition to quality and price, also by social sensitivity and assessment of the contractor's impact on the social environment. That is why the company operates in a socially responsible manner and pays attention to minimizing environmental impact. PANATO in its projects, in addition to commonly used cotton, uses unusual materials such as Tyvek or Washable paper. It also processes old banner meshes into bags and backpacks for the Dekoeko brand. The cooperative informs its clients why other materials (recyclable) should be taken into account, not just cotton⁴. Materials and production process are selected so that they burden the natural environment as little as possible. In practice, this means that the company pays attention to the carbon footprint that its materials leave. Selects local suppliers and Polish producers. Its suppliers include Polish producers of threads, haberdashery tapes, raw cotton, zippers and haberdashery accessories (kupujespolecnie.pl).



It was very important for the company's operation to be independent of the rental costs and to obtain its own premises. Already in 2013, the management of PANATO acquired the premises on the ground floor of a historic tenement house in Wroclaw at National Unity street. However, the rooms needed expensive renovation. Funds for renovation were obtained, among others thanks to crowdfunding campaign. The campaign was conducted under the slogan "Don't ignore creativity in need!", using the Indiegogo website. According to the company's management, crowdfunding is a great way to raise funds for social or cultural projects. The promotion of the cooperative also on the outside of Poland, was an additional effect of the campaign (publicystyka.ngo.pl).



→ Ethics

Connecting economic goals with social goals was quickly appreciated by communities involved in the development of the social economy. The cooperative received the title of Lower Silesian Social Entrepreneur of the Year 2012 in a competition organized by the Foundation for the Development of Social Economy. In 2013, PANATO has won the Competition for the Best Social Enterprise of the Year in the "development idea" category. In the following years, it remained at the forefront of the best

⁴ In Poland, because of the climate, cotton is impossible to grow, and certified organic cotton is virtually absent.



social companies in Poland, entering the finals of the said competition. In 2018, it received Lower Silesian Griffins in the category of "Social Enterprise" (panato.org).

The success factors for PANATO turned out to be working out a development strategy with the participation of management experts, focusing on employee innovation and good cooperation with the client, as well as developing organizational solutions that allowed to fully use the team's potential. The decision to increase the production capacity and development of the company by creating a consortium also proved to be key, which allowed to avoid the risk of investing in a new sewing room. Good results gave the decision to invest in own premises and effective reduction of renovation costs thanks to the use of crowdfunding campaign.

→ Planning

In the near future, the company will place emphasis on ensuring higher production standards as well as logistics and supply management. There will be also developed the consortium network. Every year 5 new entities are to join it. It is intended to achieve a production capacity of 20,000 products per month and to expand the domestic and foreign distribution network (kupujespoecznie.pl).

1.5. Leżę i Pracuję (Lying and Working)

Leżę i Pracuję is the first marketing agency that was established with the aim to give a job to people with physical disabilities. The impetus for the creation of Leżę i Pracuję was the meeting of Majka Lipiak and Artur Szaflik. Majka by profession is a logistics engineer and master of economics. Already during her studies, she came across the idea of the social enterprise of Muhammed Yunus, but at that time she had no idea what kind of activity she could involve in. Because she knew that she would like to have her own company, she started working in a marketing agency and later in PR. Artur Szaflik is a tetraplegic - as a result of an accident at the age of 17 he is paralyzed. In the case of Artur, stationary work is impossible, because due to changes in his spine he cannot sit. Majka and Artur met in 2016 and since then they started talking about cooperation. Both were ready for a change in their lives: Artur wanted to get a job, and Majka wanted to become a social entrepreneur. There was an idea for the name, at the beginning "I lie, so I work", and finally "Lying and Working" and to set up a foundation that could also help other people with disabilities. In November 2016, the marketing agency was established, and in October 2016 the Foundation Leżę i Pracuję.



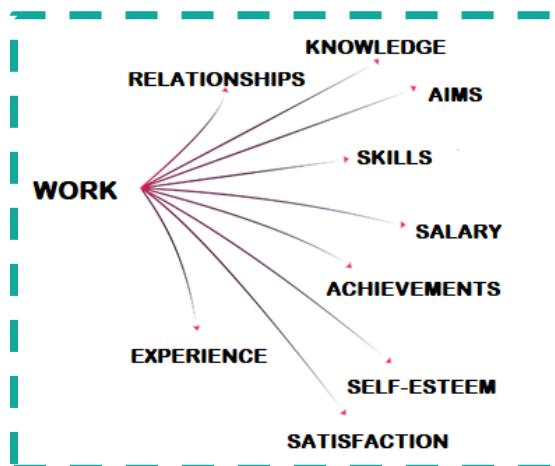
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→ Mission

The mission of Leżę i Pracuję is to give persons with disabilities opportunities to enter the labour market. The idea is that work for people with disabilities will be a tool for change, make their lives richer with the new experience, skills, relationships, build their independence, that work will give them satisfaction, development opportunity.

The objectives of the Leżę i Pracuję Foundation are first and foremost the social and professional integration of people with a moderate or significant degree of disability. Moreover:



- promoting social and professional activation and integration, social economy and social entrepreneurship, social innovation and corporate social responsibility
- improving the quality of life of people with disabilities
- undertaking actions to reduce unemployment and activate disabled people
- training and education for people with disabilities
- education of various stakeholders of the Foundation, in particular schools, NGOs, families of employees, etc.

Leżę i Pracuję, according to its statutory objectives, is trying to change society and its perception of disability by speaking out loud about disability and by breaking established - often hurtful - stereotypes. The activities include educational activities such as organizing training and meetings devoted to the lives of people with disabilities, during which students learn how to behave in the company of such people. Representatives of Leżę i Pracuję also give interviews in the media, talking about everyday challenges and successes. They also support social entrepreneurs and those who want to employ people with physical disabilities.

→ Entrepreneurship and main achievements

Leżę i Pracuję started with 3 people. During the two years of operation, **employment increased to 14, including 8 persons with disabilities**. People continuously apply for work and currently, there are over a hundred applicants on the reserve list.



In parallel with the increase in employment, the agency's offer also grew, which now includes the following services:

- development of marketing strategies,
- e-marketing,
- web design,
- graphic design,
- copywriting,
- social media management,
- development of social campaigns,
- crisis communication,
- CSR,
- training,
- employee volunteering.



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The agency is constantly developing, adapting its offer to the needs of its clients, increasing the range of services. The agency's clients include organizations, associations, public institutions, local companies and international corporations. Leżę i Pracuję also work with partners - people, organizations, institutions - in the implementation of various actions and projects.

On the beginning, Leżę i Pracuję used the available grants and subsidies. Nowadays, most of the agency's income comes from business activities and achieving independence from external support is one of the goals. At the same time, Leżę i Pracuję benefits from available funding for the employment of people with disabilities, which is needed because of their often lower productivity due to health problems.

In daily work, the agency uses a mentor-student model. Mentors are people who are specialists with extensive experience and who pass their knowledge to employees. The employees for whom Leżę i Pracuję is often the first job, under the supervision of mentors carry out tasks. Thanks to this model, the quality of the work does not differ from that of the competition.

Leżę i Pracuję builds an organizational culture open to the employee, without unnecessary distance. At work, it is important to establish and maintain the relationships, create community. The company is flexible in its approach to responsibilities and time management and always takes into account the welfare of employees and their health.

In 2017, Leżę i Pracuję was in the semi-finals of the **European Social Innovation Competition**. In the same year, Artur Szaflik became the **Local Hero of the Silesian Province**.



In March 2018, Maja Lipiak won the **FISE TransferHub Laboratory grant competition**, with a project - a tool to connect employees with disabilities with employers (prototype and tool test).

In September 2019, Maja Lipiak received an individual award in the sustainable social innovation category in the competition **'People who change the business'** organized by the Responsible Business Forum.

In October 2019, Leżę i Pracuję won the 6th edition of **'Think Big: Grow Smarter'** in the Think Social category.

On 14 November 2019, Leżę i Pracuję won the "Discovery of the Year" award in the **Jacek Kuroń Social Enterprise of the Year competition**.

→ Effectiveness

The activity of Leżę i Pracuję, both in the business and social field, consistently contributes to the realization of the Agency's mission and goals. On the one hand, employing people with disabilities gives them opportunities in the form of work. On the other hand, the Agency being an example for others and conducting extensive promotional activities, it shows that people with disabilities want and can work and changes the perception of such people by employers and society.

At the same time, being aware that the scale of the agency's activities will not allow to achieve a significant effect on a national scale and noting the needs and possibilities of other employers to employ people with disabilities Leżę i Pracuję develops and implements projects such as Zdalniacy (Remoters) and Zatrudnij Wózkera (untranslatable: hire the person using wheelchair). The implementation of the projects which are to help people with disabilities get a job will help to achieve the Agency's objectives.



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→ Efficiency

Leżę i Pracuję works in an efficient way, it has identified the available resources (people, equipment, technologies). It also uses external resources, such as funding for jobs, project grants and knowledge. Employees regularly improve their qualifications through participation in formal (training, workshops) and informal (learning by doing, meetings with experts) education. One of the resources that Leżę i



Pracuję has decided to use is the knowledge among people and organisations that are sympathetic to the Agency. The Agency's employees participate in "Dating an Expert" meetings – an online meetings with specialists in various fields (marketing, project management, sales, time management, communication), who organize lectures, presentations, exercises.

→ Planning

Before launching of Leżę i Pracuję, the vision, mission and objectives were defined. At the beginning of each year, a summary of the previous year's activities takes place. During interviews with employees, the experience they have gained, the conclusions from their work, and plans for the future are discussed. Based on these discussions and the analysis of the Agency's activities in the previous year, the Management Board defines the strategy and sets business objectives for the year - planned revenue, key customers, and defines priorities. Leżę i Pracuję does not have a business plan, new assignments are included in the work schedule on an ongoing basis.

In its own opinion, Leżę i Pracuję is flexible and is able to adapt to the changing market situation. It was proved during the Covid-19 pandemic – the Agency has not been strongly affected. Despite the fact that several clients have resigned and some clients have changed the scope of work, none of the employees have been laid off, nobody has gone on compulsory vacation, the work system has not changed. Leżę i Pracuję quickly took the opportunity to expand its offer and now offers training in remote working and crisis communication.

→ Monitoring

In Leżę i Pracuję there is no formal system for monitoring the activities. Every year all employees are interviewed, during which the achievements and experiences are summarized. In this way the Agency is able to monitor its impact on employees.

At the same time, apart from analysing the business situation, Leżę i Pracuję analyses the results of activities aimed at changing the perception of disability in the society - the audience of lectures, Facebook and Instagram's likes and follows. Feedback from clients is also analysed.

Leżę i Pracuję own experience in hiring and working with people with disabilities and inquiries from clients and from the business community about the possibility of hiring people with disabilities have given the Agency ideas for projects: *Zatrudnij Wózkera* and *Zdalniacy*.

→ Innovations

Leżę i Pracuję is not the first marketing agency to employ people with disabilities, but the first which was established with the aim to do so. Leżę i Pracuję is the originator of several innovative projects aimed at improving the situation of people with disabilities on the labour market.

The aim of the project [Zatrudnij Wózkera](https://zatrudnijwokersa.pl) (untranslatable: hire the person using wheelchair) is to help employers with the hiring process for people with disabilities. After discussions with companies and supporting institutions, the project has created a set of dedicated instructions and a checklist - two tools that help to recruit an employee with physical disabilities.



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[Wheelkathon](#) is a marathon of innovation in the field of remote working for people with disabilities organized annually by Leżę i Pracuję. The name comes from the words wheelchair and hackathon (an event where programmers and others can let their fantasy and skills go). The aim of Wheelkathon is to find solutions to make remote work easier for people with disabilities: to improve work

comfort, increase productivity, improve work ergonomics.

Currently I'm Lying and Working on the [Zdalniacy](#) (Remoters) project, which aims to create an online tool based on a test data processing algorithm that allows to connect two people - a candidate for an employee who is a person with a motor disability and an employer who needs people to work remotely. Zdalniacy is an idea based on a concept similar to that of... dating site. An algorithm based on dozens of questions matches the goals, expectations and competences of employers and candidates. Leżę i Pracuję hopes that thanks to the portal it will be possible to help more people with disabilities.

Recently Leżę i Pracuję has become a partner of User Experience & Product Design studies at AGH University of Science and Technology. As part of the cooperation, the students, on the basis of interviews and analyses, will propose solutions to improve the effectiveness of work in the Agency.

→ Versatility

The model of work in Leżę i Pracuję, including the mentor-student model which is used in the on-the-job training of new employees can be replicated both in other industries and potentially in other countries. The Agency receives questions from employers who want to hire people with disabilities, which shows that the model inspires other companies to give people with disabilities chance.

However, simply translating the Leżę i Pracuję model into another country where there is no support system for the employment of people with disabilities can be difficult, especially during the start-up phase.

→ Stability and maturity

Leżę i Pracuję can be classified as a relatively mature social enterprise with a stable market position. The Agency has recognized the market in which it operates, analyzes the effectiveness and efficiency of its activities, draws conclusions and uses them in planning and development.

→ Plans for the future

In the future, Leżę i Pracuję wants to focus on the further development of employees' competences, more original projects, and 360° Marketing Campaign. In the nearest future, Leżę i Pracuję is going to work on and implement the Zdalniacy project.

→ Lessons for the future/for other social entrepreneurs

The advice of Leżę i Pracuję for others who would like to develop a similar activity is primarily to think realistically, to assess your resources before start-up. When developing, to start on a small scale, test solutions before implementation. In everyday life, it is important to remember to plan and implement plans, have a specific organizational structure and decision-making process and to learn how to delegate tasks. Moreover, despite the fact that social enterprises are focused on their mission, they should take care of their interests and value their products and services.



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2. CYPRUS



2.1. Agia Skepi bio

Agia Skepi is a therapeutic community for rehabilitation of persons suffering with substance abuse (clients). Combining therapy with manual labour, Agia Skepi offers their clients a combination of work therapy and group therapy, in a residential centre away from distractions. Daily activities include baking, cooking, sports and farming organic products under the brand name “Agia Skepi Bio”.

Legally a foundation, Agia Skepi was first conceptualized in 1994 with an initiative by the Abbot of the Machairas Monastery, one of the most prominent religious centres in Cyprus. The church donated the land and constructed the therapeutic community buildings, where the first clients were received in 1999. In 2011, Agia Skepi bio was launched.

→ Effectiveness

When asked, the enterprise stated that they feel that they have a high degree of effectiveness in both aspects of their enterprise – social and entrepreneurial. Currently, the enterprise aspect of Agia Skepi bio is thriving financially, but as 100% of the profits goes back into the foundation, the enterprise still depends on donations, despite the profitability of the bio products enterprise. Regarding the social aspect of the institution, 75% of clients move on to have a clean life away from substance abuse. Success is measured separately for each area: for the enterprise profitability and sales are looked into, same as a conventional company. For the therapeutic aspect, a variety of psychology tools are used to assess the effectiveness of the programme, the ultimate of which is a life free from substances for 5 years.



→ Efficiency

When asked about the efficiency, the foundation mentioned that since its inception, Agia Skepi always had to make due with limited resources. Relying largely on donations, the little they have needs to be managed carefully and frugally to maximize the output. The foundation is currently receiving consultation by volunteers on expense minimization.

→ Activity planning

Agia Skepi bio operates like any business, with a business plan and a business strategy. They are very flexible as an enterprise, because on the one hand they need to accommodate to the needs of their clients, and on the other hand because they need to expand their fields of operation to become more profitable, to reduce the reliance on donations.

→ Innovation

Regarding innovativeness, the foundation is in constant review of their processes and procedures, aiming to maximise efficiency and minimise costs, while keeping their clients' interests in mind at the same time. Firstly, the combination of social entrepreneurship with therapy is an innovative approach to solving a major problem of society. In addition, technology is employed and exploited to cut back on paperwork and potential mistakes and increase productivity (e.g. software that interfaces between



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the foundation's system and their distributor's, allowing for automatic updates between the two, rather than relying on manual data processing).

→ Ethics

Regarding ethics, the people at Agia Skepi aim for genuinely good results in the bio products area, not only for the sake of being productive in their business, but also because the clients need it to be real and genuine. Because of the therapeutic aspect of the business, clarity, straightforwardness and unfeigned good will in every aspect must be present throughout a clients' programme with Agia Skepi. Good results in the enterprise area will translate into good results in the therapy area and vice versa, as the two are inextricably woven together in theory, in practise, and in philosophy.



→ Entrepreneurship

The entrepreneurial spirit is high in Agia Skepi. There is always margin for improvement and there is always a need to keep up with the times. Keeping this in mind, a constant process of review is employed, aiming to optimise procedures to the extent allowed by the foundation's resources. The foundation aims to become financially independent in the future, despite the fact that currently the financial logic of the foundation is somewhat medium. Agia Skepi is a well-recognised institution, both in its social and its entrepreneurial activities.

→ Societal contribution

Agia Skepi tackles an important problem of today's society, substance abuse. The foundation does not have the dilemma of deciding which aspect to favour more, social or entrepreneurial. The social enterprise aspect of the foundation serves a two-fold purpose: on the one hand it helps support the institution financially and on the other hand it supports the therapy of clients by providing them with a sense of purpose and responsibility, aiming to provide them with the skills they need for a life integrated within society. The philosophy of growing organic products and beating substance addiction share the same basic principle of a life clear from harmful chemicals. Agia Skepi believe that the methods they employ are highly effective because they truly reflect the needs of their clients, yielding high-quality results. Currently, the foundation employs 20 "graduate" clients in key positions, proving that their system works.

→ Good practices

The primary good practice that the foundation lists is the combination of social entrepreneurship with therapy. The reasons this works is that it is beyond plain work therapy and beyond plain entrepreneurship. The two complement each other and coexist in a unique environment that promotes personal and societal wellbeing. The therapy aspect of the social enterprise is what makes them different and highly effective.



Regarding maturity and stability, Agia Skepi has a history behind it, which has established them both socially and in business. The foundation aspect has protected the business aspect on a number of occasions where competitors felt threatened and proceeded to make threats against them. Currently, the foundation is confident about their stability and maturity.

Concluding, the foundation also receives assistance from volunteers on a variety of things, such as manual work, equipment donations, and more recently for services relating to risk assessment and management and business development.



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In the long run, Agia Skepi aim to become financially independent to allow the expansion of their services both in the social and the entrepreneurial aspect. Constant revision and thought is put into the improvement and financial expansion of the foundation.



2.2. ORTHODOXOS & MISOS Warehouse LTD

Since September 2016, the company ORTHODOXOS & MISOS Warehouse LTD supplies fresh, washed-cut fruits and vegetables throughout Cyprus. The company is located in the Kokkinochoria (red soil area), the heart of Cyprus' garden, where the highest quality local products are grown.

ORTHODOXOS & MISOS Warehouse LTD is a wholesale processing and packing company where the best quality of fruits and vegetables are picked, washed, cut and vacuum packed (suitable method to store fresh food, as it inhibits bacterial growth) such as potatoes, carrots, onions, beetroots and garlic. The company supplies its products to different restaurants and hotels throughout Cyprus.

The company has seen progress, although it is relatively new. Back in 2016, it started working with the potato line production only, whereas today it processes and packages carrots, onions, beetroots and garlic as well. In addition, the company aims to enter and supply its products in the retail market, i.e. supermarkets.

The company gives back to society by employing long-term unemployed individuals and by employing environmentally friendly practices.

→ Effectiveness

Regarding its effectiveness, the company feels that it has achieved the goals they have set so far, namely the increase of their clientele the improvement of the quality of their products. The company currently covers the market's demands, but they are ready to increase productivity should the need arise.

→ Efficiency

The total number of staff at the company is **10-15** (including management and depending on the season). Facilities include washing/cutting/packing automated lines for potatoes, onions, beetroots and carrots, as well as dry and cold room spaces, machinery, vehicles, and storage units. The company is currently fully equipped with state-of-the-art machinery, but is always looking to remain informed on new techniques and technologies.



→ Activity planning

Currently, the company operates according to an operational plan and a business strategy. Their resources allow for a high degree of adaptability in the face of changing circumstances.

→ Monitoring and evaluation

At this stage the company does not employ a specific set of tools to monitor their production activities, other than human observation. With 5 production lines, there are supervisors in charge of monitoring and assessing the procedures, and can intervene at any moment if needed. By implementing new



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technology in their production lines, the company was able to assess and shift around their staff in more crucial and creative positions.

→ Innovation

The company employs an innovative way of processing fresh products, which aims to better serve customers inside and outside the kitchen: it saves preparation time while maintaining high level of quality for the product, increasing demand and building a loyal clientele.

Innovation culture is a major characteristic of the working environment in ORTHODOXOS & MISOS Warehouse LTD. Technology is a tool for effective and efficient solutions.



→ Ethics

It's worth noting that the company has managed, through the help of technology, to reduce the waste of the raw materials it deals with. Specifically, during the collection and washing of vegetables in machines, the company collects the waste and converts them to fertiliser. This can be then used as animal feed or for the crops in the fields.

→ Entrepreneurship

The successful path that the business has had during its short life is due to the entrepreneurial spirit of its leaders, as well as the innovative practices they have implemented. The company leaders are ambitious, and set new goals each year.

The company works in a specialised area of the market, since they are the only company in Cyprus with certification and controlled production lines which deal with fresh produce, as opposed to frozen.

The financial logic of the company is high, since it deals with one of the most basic needs of humans, which is food. This, in combination with the exploitation of the waste it produces demonstrates its sustainability.

In addition, constant feedback is received from the customers, which helps the company adjust, adapt and improve.

→ Societal contribution

Most importantly, in the context of CSR, the company donates part of the produce to families in need in the community.

Additionally, the company mostly employs women who prior to their current employment, they spent years unemployed.

→ Good practices

During the washing process, the company collects and converts the waste into fertilizer in order to reduce the total waste, to increase sustainability and efficiency, and to protect the environment in general.



→ Maturity and stability

Although stable, some support needed to assess business risks, develop potential actions to avoid expected risks, backup plans in case that something goes wrong.



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→ Plans for the future

The company plans to broaden its presence in the Cypriot market.

2.3. AKTI Project and Research Centre – “Tiganokinisi” project



AKTI Project and Research Centre is an NGO based in Nicosia- Cyprus founded in 2000 by a group of scientists, aiming to create awareness on environmental issues among civil society. In 2012, AKTI created the social initiative “Tiganokinisi” in close collaboration with the Pedagogical Institute of Cyprus, developed under the auspices of the Ministry of Education, Culture, Youth and Sports, and is endorsed by several institutions such as the Environment and the Volunteer Commissioners.

Tiganokinisi is an educational environmental programme that uses the collection of used cooking oil (UCO) to provide a source of income to schools, to be invested in sustainable practices. Tiganokinisi was based on a clear need of finding a solution to address the issue of UCO management and the need to enhance education towards sustainable development. Tiganokinisi collects from schools, sells the UCO that students bring from home, while the profits are distributed back to schools.



→ Effectiveness

Since 2012, 85% of Cypriot Schools have been involved, collecting more than 400 tonnes of UCO, and providing over €200.000 for investment in sustainable practices. Currently, 150,000 students participate in the programme, becoming active participants in their schools’ and country’s sustainability.

Tiganokinisi assesses its effectiveness by measuring the number of schools, companies and local authorities participating in the program, the amount of UCO collected, the amount of grants returned to schools each year and the number of sustainable actions implemented by schools.

The degree of achievement of the several objectives of the programme is variable from high to medium. There is room for improvement with regards to the consultation to schools for implementing technological sustainable development actions. The limiting factor is human resources and budget needed to be allocated for these actions.

The degree of mission implementation is considered to be high since more than 85% of schools in Cyprus take part.

→ Efficiency

Tiganokinisi Resources:

- ❖ **UCO collection Equipment:** An oil collection drum is installed at the school, in a suitable, accessible and secure location. Each school then defines a day of the week when students take UCO from home and deposit it in the drum. Once the drum is almost full the schools contact the programme, a driver/ educator is dispatched to the schools and the oil is collected. This process



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offers an interactive communication between schools and Tiganokinisi, allowing information to flow, and corrective actions to be implemented in the collection process. So far the cost efficiency of the collection system is considered to be low, since the collection follows an on-demand form, meaning that there are no optimum collection roots in place.

- ❖ **Educational presentations and experiments** by AKTI's educators: Participating schools are visited by AKTI's team of young educators, who are mainly unemployed graduates, scientists, engineers etc. that deliver age-appropriate, interactive presentations to raise awareness on the impacts of the programme and to educate students on the principles of sustainable development. In addition, AKTI has created a mobile experimental educational unit in which the experimental process for the conversion of cooking oil into biodiesel takes place. This unit travels to schools and public events for on-site experimental education. The efficiency of the platform is considered to be medium to high.
- ❖ **Online educational tools and information:** Schools have access to Tiganokinisi's platform (www.tiganokinisi.eu) through which they can be informed about the program, can be motivated by checking the ranking list of the most efficient schools involved in the programme in terms of the collected UCO, identify sustainable 'green' technologies that they can implement at the school using the funds received and have access to relevant educational material. The efficiency of the platform is considered to be low to medium.

→ Activity planning

The activities of the programme are planned on a yearly basis. At the end of each year a management review sets new goals and strategies, depending on resources and available funds. It should also be noted that, the Pedagogical Institute of Cyprus is also having a say in the programme's planning and the implementation of the project.

The operation of the programme is highly flexible and has a great ability to adapt to changing conditions and circumstances e.g. UCO variable market value. Managers of the programme have to continuously monitor UCO market values and adjust UCO Collection strategies and budget allotted for presentations etc.

→ Monitoring and evaluation

Regarding the collection of UCO (as mentioned above in the Efficiency section), the primary method to measure efficiency of the collection of UCO, is the amount of funds spent for the collection of each UCO tonne, including salaries of collection personnel and logistics. The cost efficiency of the collection system is considered to be low.

The impact of the educational presentations and experiments by AKTI's educators (as mentioned in the Efficiency section) is twofold: 1. it is measured by monitoring the increase of UCO collected after each presentation to each school. 2. by the increase of awareness among students after each presentation. This is not easily measurable, and the organization is currently focusing on setting up a monitoring plan.



The efficiency of the online educational platform is measured by the number of its visitors each year and their interaction through the platform.



→ **Innovation**

The novelty of the programme is the link of an environmental related issue i.e. the management of a harmful waste (UCO), the provision of funds to schools to invest in sustainable practices and its strong social character.

→ **Ethics**

The programme runs under the auspices of the Ministry of Education and follows the rules of the Republic of Cyprus regarding UCO collection (licensed by the Department of Environment) and is certified by international standards (ISCC). This is fundamental for the values and the actual operation and of the organisation since it provides transparency, ethics and compliance with national and international regulations.

→ **Entrepreneurship**

The programme operates in a niche market area, there are no similar programs in Cyprus. It evaluates its own entrepreneurship by its financial viability, sustainability and access to funds. There is always room for improvement of the economic rationality (low) and there are high aspirations for financial independence. Beneficiaries and clients show a high level of recognition towards the programme (recognized as second most popular among students after Green Dot Cyprus, poll conducted at a national level).

→ **Societal contribution**

The novelty of the programme is the link of an environmental related issue i.e. the management of a harmful waste (UCO) to the provision of funds to schools to invest in sustainable practices. The programme itself is a social initiative that encourages and supports the involvement of local society. Local authorities and businesses are engaged as they donate all or part of their UCO as part of their corporate social responsibility programmes to schools. The programme contributes to help meet SDG 17 by encouraging effective public, public-private and civil society partnerships.

Tiganokinisi also provides continuous formal, non-formal and informal education that enables the enhancement of SDG awareness raising and education in schools and helps meet the SDG number 4 'Quality Education'.



The programme itself helps to meet SDG4, 13 and 17 by promoting quality education, improving education, awareness-raising and capacity on climate change mitigation measures and by encouraging effective public, public-private and civil society partnerships. In addition, the programme motivates schools to implement actions that address all the 17 UN SDG and facilitates their realization, together with ongoing environmental education and awareness raising and provision of scientific know-how. It is a ground-breaking approach that produces tangible social environmental and financial results based on a solution-oriented approach and fostering cooperation among youngsters, local community and the civic authorities.

These are all high priorities in societal and environmental needs; therefore, it is considered that the programme meets the needs of society to a high extent.

The project also employs young unemployed scientists therefore contributing to the creation jobs for environmental educators/trainers. It is not directly related to providing jobs for the long-term



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unemployed, however it provides the ground for the minimization of this phenomenon (to a low extent) by promoting STEM among students.

Through Tiganokinisi, the school becomes the point of reference of the local society, where citizens can be educated about environmental and sustainable practices that they can adopt in their everyday lives. Informational-educational workshops are organized by schools, inviting several local actors, to raise awareness on the benefits of UCO collection through Tiganokinisi, and present and demonstrate the green 'Infrastructure and Technologies' and sustainable practices the school has invested in using the resources gained by the program. The activities are modified according to the needs of the local society at which they are implemented. (High level of adequacy/High quality of assistance).



→ Good practices

At the end of the school year, each school receives an amount equivalent to approximately 500-600 euro for each tonne of UCO collected at that school. Each school invests these funds according to its sustainable environmental education policy, set at the beginning of each school year, which is based primarily on the SDG. The schools are also encouraged to invest in infrastructures which will have tangible results and are based on the sustainable school principle. The programme has recently developed an educational online platform presenting the schools' investments under each SDG (<http://tiganokinisi.eu/categories>) and promoting good practices among schools and the general public. Schools are encouraged to invest in practices that have target more than one SDGs.

Tiganokinisi also provides continuous formal, non-formal and informal education that enables the enhancement of SDG awareness raising and education in schools. A teacher's guide has been prepared which allows teachers to use the project as an educational tool in their classroom. Participating schools are also visited by a team of young educators, (unemployed graduates, scientists, engineers etc.) that deliver age-appropriate, interactive presentations to raise awareness on the impacts of the programme and to educate students on the principles of sustainable development. Students are also encouraged to experiment, develop their own digital or physical applications/products/processes, and test their ideas within the school environment.

The programme has gained international acknowledgement:



- **SME Instrument Phase I** Grant in 2018;
- Recognized as a **Best Practice of Social Entrepreneurship** by the Women's economic forum New Delhi, India in 2016;
- Shortlisted in **ELSEVIER's 2015 Green and Sustainable Chemistry contest**.

Based on the international recognition, the programme could be replicated internationally as a whole by other organisations, for promoting sustainable development in the school environment.

→ Maturity and stability

The program has become self-sustained during the last 2 years of implementation and it is considered to be at a medium level of maturity and stability. Higher amount of funds and grants would secure a higher level of financial stability.

The organisation would benefit from counselling and coaching to assess risks associated with the business, to develop potential actions to prevent the occurrence of identified risks, and to develop alternative scenarios in case of the expected risks.



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→ Plans for the future

The company aims to improve access to financing, grants and CSR funds, with the ultimate goal to achieve a high level of stability. Additional goals are to improve efficiency, effectiveness and impact, to improve monitoring methods and to replicate the program at an international level.

In addition to support in the areas mentioned earlier, the organisation would benefit from counselling and coaching in improving access to financing, grants and CSR funds, to improve their efficiency, effectiveness and impact, and to replicate the programme at an international level.

Furthermore, the organisation advises a strong focus on the social mission. Implementing ‘Tiganokinisi’ has been educative for people involved and an ongoing yet fulfilling challenge. At the early stages of the programme it was proven difficult to convince school teachers and parents’ councils that the process of collecting used cooking oil is not at all harmful in any way for school students. However, after wide communication, public outreach and hands-on experience, the programme was endorsed by the Ministry of Education. One other major challenge faced was the route optimisation to achieve cost effective collection. This was mainly achieved by developing a communication process with schools and businesses, but there is still a lot to be done for improvement. However, the success of the programme is driven by the potential social impact of Tiganokinisi that could improve the educational mind-set of Cyprus and the world at large.

2.4. Nutriarza

Nutriarza is a company created in 2017, aiming to help people who need distance help with nutrition. The mission and goals of the company are to share with patients a love of healthy food and the promotion of a healthy lifestyle. The company’s social activities include the provision of pro bono services to vulnerable groups of varying ages and backgrounds and the education of young children about the importance of healthy nutrition and lifestyle.



The company had its ups and downs in its creation. It took some time to establish itself as a reliable service and gain acknowledgement from patients/customers. However, the company currently has a large social media presence, and there is a path of constant communication between the patients and the company.

→ Effectiveness

Due to the nature of its business, the company adapts its nutrition plans to each patient based on their body type, their daily schedule and their preferences. Success rates vary, and are assessed based on the customers’ feedback.

The work done in schools is much harder to assess, due to the fact there isn’t consistent contact with the children.

→ Efficiency

The company possesses a database with customer information, nutritional habits data and progress charts. However, they would benefit greatly by support to assess the efficiency of the use of this resource.



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→ Activity planning

The company plans mostly in the short-term. Specifically, they form a short-term social media posting plan, which ensures their consistent online presence. In addition, frequent visits to kindergartens and schools are scheduled to offer free diet plans or assistance where needed.

→ Monitoring and evaluation

The company monitors its activities based on client feedback. If the diet plans are not working, or if the clients' motivation is low, adjustments are made to the plan and emotional support is provided where possible.

→ Innovation

Currently the company does not feel that they employ innovative practices.

→ Societal contribution

The company aims to combat obesity and the sedentary, unhealthy lifestyles that exist nowadays. Specifically, the company targets childhood obesity through the workshops organised in kindergartens.

→ Plans for the future

The company aims to expand its activities in the future to attract more clientele. In addition, to increase visits in kindergartens and to expand the visitations in the wider educational sector.

2.5. Aimerlavie.co

The company started in 2015 as part-time self-employment, out of a need to have a job with flexible hours. It began as a blog, which evolved into content writing and the promotion of small businesses.



The company aims to produce quality content for the promotion businesses, showing the character and romanticism behind each individual. Aimerlavie.co uses various types of media for its content, such as writing, videos, photography and handmade creations. The object is to help small businesses develop a strong online presence, where the character of both the owner and the business shine through the material. The company aims to expand to other areas and create more revenue sources.

An important step in the company's course was their commission by the largest art festival on the island which takes place annually, and supports more than 70 artists to promote their work.

→ Effectiveness

The company adapts its objectives for each project they undertake, as they need to cater to customers who have different enterprises, different characters and different preferences. A lot of the time the work is done pro bono. The company aims to set up a promotion plan with suggestions for specific actions, with support in the initial implementation. After some time, the business owners are to follow the plan and carry out the implementation on their own.

In the beginning the success rates are high. However, once the business owners are expected to take on the project themselves, a lot of the time the promotion plan falls into the background, which leads to mixed results.



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→ Efficiency

Most of the work of the company is done on social media.

→ Activity planning

The company does not currently have an activity planning strategy or an operational plan. Although this might be bad in some respects, it can also help as it allows for flexibility and adaptability to changing circumstances.

→ Monitoring and evaluation

Since most of the work is done on social media, monitoring is carried out by assessment of statistics on Instagram and Facebook, in combination with the feedback received from clients, as to whether the material created was beneficial for their business. Regarding the social media aspect, Aimerlavie.co will follow the patterns which seem to be most popular, at the same time experimenting with new elements to gauge how they are received by the public. In addition, the company asks for feedback from their general environment. When assessing feedback, the background and expertise of the person giving the feedback are taken into consideration, and the company also assesses the feedback against their philosophy and character. If the feedback given aligns with the character and targets of the company, adjustments are made.

The company believes that the assessment method they currently use is fairly effective, but there is always margin for improvement.



→ Entrepreneurship

Although the entrepreneurial spirit exists, the company feels they need to learn more about entrepreneurship. Despite this, the company is making a name for itself and more and more customers are showing up by word of mouth.

→ Social problem tackled

The company aims to improve the visibility of very small businesses. As mentioned before, Aimerlavie.co will provide them with a suggested plan to follow to improve their visibility, with initial support. Depending on the person, there are varying results in their becoming autonomous in this aspect, as some will adopt and maintain the suggestions, whereas others will not continue, despite the initial success.

→ Good practices

One could argue that the company's aim is to provide customers with a set of good practices to follow. The core idea is the adaptability to the current environment of social media, following the trends of the market and adjusting accordingly.

→ Maturity and stability

The company feels that they have medium stability and maturity, as they are not yet self-sustained.

→ Plans for the future

Aimerlavie.co aims to continue providing services to those that need them, and at the same time to become self-sustainable.



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3. GREECE



3.1. "KRI.K.O.S."

This support structure of Social Economy focuses firstly on providing support to the unemployed people to enter on the labour market by entrepreneurial activity in the social economy, and secondly on providing support to members of existing social cooperatives to retain their jobs and further develop their activities.



NAME OF THE ORGANIZATION:	Support Structure for the development of the Social Economy in Crete "KRI.K.O.S."
LOCATION:	Crete, Greece
YEAR OF ESTABLISHMENT:	2007
LEGAL STATUS:	Non-for-profit organization
AIM:	Advisory and support services
TYPE OF ACTIVITIES:	Web network
TARGET GROUPS:	Unemployed, women, members and/or employed of existing social organizations

Table 1. Organization description of "KRI.K.O.S."

For achieving this aim a Centre for Social Economy and four support structures were established, one in each of the four counties of Crete island. The team of these structures was continually in contact with unemployed of the region. Particularly they informed and advised unemployed to set in a business activity in the social economy sector and support members of existing organizations in social economy.

The target groups were mostly women living in remote areas, unemployed and also members of existing social enterprises and co-operatives.

All the above actions have involved to finding resolutions for social problems of unemployment that were faced in this region and thus contributing to social cohesion. The major difficulties unemployed faced were mainly the following:

- limited opportunities for information related to the geographical distance from the capital and the limited internet access;
- many were frustrated finding no support among the many and different providers which implement European and national programmes for employment;
- the requirements for a successful collective enterprise regarding to the achievement of a satisfy level of collaboration between its members;
- serious complications coming from bureaucracy and particularly the complicated requirements for setting an enterprise.



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Regarding to all these obstacles the Centre for Social Economy has contributed to overcoming the above by these ways:

- by transferring information to interested parties;
- by providing an overall and analytical briefing of current opportunities in social economy sector and by responding on particular requests individually;
- personal advices and support to interested parties for gaining an in deep understanding of obligations and requirements which the role of a social manager demands;
- by providing mediation for a better collaboration between all interested parties and managing conflicts between them;
- encouraging and boost interested parties for responding to requirements of their new role successfully;
- by providing technical assistance for an effective management;
- by bring them in contact with respective local and national authorities and agencies.



As a result of this good practice thirteen social enterprises were set in, under the legal framework of association, in which 125 persons participated in total. In addition, it contributed in raising awareness and a large number of citizens are now informed about the business opportunities in the social economy sector.

→ Good practice

This particular activity can be seemed as a good practice since:

- The consultative procedure was not limited to information and technical support. It also focused on psychosocial issues such as developing self-awareness, professional skills and goals and thus enhances cooperation among members, managing conflicts and other relative issues. All these issues are essential for the viability of organizations mostly in the Social Economy sector.
- The team of the Centre of Social Economy carried out a large number of meetings and telephone contact with the unemployed and the members of existing organizations.
- For overcoming the obstacle posed by distance mostly regarding remote areas the team used to visit the places of residence of the unemployed and the offices of existing social enterprises.
- To meet the various requirements experts were brought in to advise both the unemployed and the members of existing social enterprises such as sociologists, social workers, psychologists, lawyers and economists.
- Open workshops and seminars were organised for the unemployed and other interested parties in collaboration with municipalities and other Local Agencies.

Also:

- All municipalities and local agencies were informed about the events and invited to express their interest to participate.
- Any municipality which was interested collaborated with the members of the corresponding support structure for co-organising an open workshop in each particular county.
- Open workshops were taken place and unemployed discussed with the experts and the staff of Local Authorities.
- Meetings were following and the unemployed had the opportunity to meet the experts and the advisors personally and discussed one by one the appropriate steps for setting a social enterprise



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in. It should be noted the significant role played the local agencies, which provided technical assistance to the new business teams (e.g. supply of working places and human resources).

3.2. Centre for Support and Certification of social enterprises

The “Centre for Support and Certification of Social Enterprises” aims to provide a certification mark to social enterprises for making them recognisable by the general public.

NAME OF THE ORGANIZATION:	Centre for Support and Certification of Social Enterprises
LOCATION:	Magnesia, Greece
YEAR OF ESTABLISHMENT:	2007
LEGAL STATUS:	Created by the Training and Research Centre of the Prefecture of Magnesia (KEKANAM SA) and operates as a separate section of it
AIM:	Support and Certification services
TYPE OF ACTIVITIES:	Networking, certification
TARGET GROUPS:	Companies which developed in the social economy. These are mainly cooperatives, non-profit organisations, foundations, etc.

Table 2. Organization description of “Centre for support and certification of social enterprises”

The certification mark certifies social enterprise of any type, which producing products, providing services and the members of those involved in the joint production process and derived a proportional share in the profits of the organization. This certification mark certifies not the quality of the products or services but also the existence of democratic and equal spirit in the production process. For gaining this mark a cooperative should meet the “Rules of Certification of Cooperative Social Enterprise Centre”. Through an intensive promotion and particular an advertising campaign the certification mark has become recognisable to the general public and the consumers are now aware about it.



The target groups are any type of organizations in the social economy, mainly cooperatives, non-profit organisations, foundations, etc.

The benefits of the certification mark - CE have been specifically acknowledged at the regional level by:

- The cooperative acquires a distinct brand identification market;
- It provides a competitive advantage to the cooperative, since the mark is a means to promote and display the products of the cooperative;
- It creates a relationship of trust to the general public.

So far, the centre has granted certification mark in five Cooperative Social Enterprises. All of them are women’s agricultural cooperatives in the prefecture of Magnesia. In total these five cooperatives have 210 women as members.



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Particularly:

- ❖ **Women's Agricultural Association Pteleos "The FTELIA"**, with 24 members, producing goods like jams, sweets and dish, delicious cookies, and wheat noodles, anchovy fillet, fragrant olive oil, olive oil soap, handmade pies with foil. Website: <http://www.ftelia.net>
- ❖ **Agricultural Cooperative - Women's Group in Anilion Pelion**, with 9 members, producing goods like traditional sweets, fruity jams, homemade drinks and other traditional dishes of the local area.
 - ❖ **Women's Agricultural Cooperative "The Glossiotissa" in Skopelos**, with 24 members, forming the cooperative in order to preserve local tradition and cultural heritage. With local and natural ingredients such as almond and plum prepared traditional island almond based sweets, plum cake, marmalades, jams, baking pans and other sweets, women produce savoury dishes like the famous pies of Skopelos and a large variety of pickles (capers, bulbs etc).
- ❖ **Women's Agricultural Cooperative "To rodi" ("The pomegranate")** with 9 members, producing goods like, jams, marmalades and vinegar of pomegranate are some of the products manufactured by women of the cooperative, while the long list complement traditional pastries, homemade pasta, pastries, cookies and salty delicacies (capers, anchovies, pickles). Future pursuit of the cooperative is to create a pilot farm for the cultivation of pomegranate and a standard herb garden. Website: <http://www.iolkosrodi.gr>.
- ❖ **Women's Agricultural Cooperative of Portaria**, with 33 members, producing goods like a wide variety of jams and marmalade with fruit of the region, sweets from pure ingredients, pasta made with the old recipe for tasty and easy dishes, delicious fruit liqueur extracts of Pelion, and with pure herbal packaging nature of Pelion. Website: <http://www.portaria-pelion.gr>.

→ **Good practice**

This activity can be seen as a good practice since it is an innovative idea, unique in the country. It also encourages business initiatives and disseminates the role of social economy to the general public. In addition, this idea can be easily transferred to other areas.

3.3. Social Cooperative of the Dodekanissa Islands



Social cooperative of the Dodekanissa Islands' is a social Co-operative with Limited liability (Koi.S.P.E.), which is located on Leros Island and it is the first cooperative with this particular legal framework has established in Greece. Leros is a small island in the south-eastern part of the Aegean Sea, the economic life of which has been, for decades, closely linked with the existence of the large public mental health hospital. The hospital remains, even today, the largest employer on the island. At the same time the differentiation of the island's economy is confronted with its geographical isolation and with serious difficulties in any attempts for integration into the national and international markets of both products and services.



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NAME OF THE ORGANIZATION:	Social cooperative of the Dodekanissa Islands' mental health sector (Leros Social Cooperative)
LOCATION:	Leros, Dodekanissa Islands, Greece
YEAR OF ESTABLISHMENT:	2004
LEGAL STATUS:	Social Co-operative with Limited liability (Koi.S.P.E.)
AIM:	<ul style="list-style-type: none"> • providing employment to an excluded group of local people; • enhance social cohesion by creating links between the local population.
TYPE OF ACTIVITIES:	<ul style="list-style-type: none"> • cultivation and distribution of agricultural products; • operation of pastry-making shop; • operation of snack-shop; • operation of the processing, packaging and distribution of honey,
TARGET GROUPS:	People with mental health problems

Table 3. Organization description of "Social cooperative of the Dodekanissa Islands"

Social Co-operative serves the urgent need for the restructuring of the island's economy, by creating new and favourable conditions for the development of innovative and entrepreneurial initiatives and for absorption of surplus of human labour in new economic activities. Operation of Processing-packaging and Distribution of Honey is the first independent operation that Koi.S.P.E has undertaken. The main purpose of the unit is to create quality standards for the honey that is supplied by producers of the island of Leros, and to distribute it to local and other markets. Honey making operation was chosen because Leros has an abundant amount of premium quality Thyme honey. Before Koi.S.P.E.'s productive unit, the local honey producers were unorganized and were unable to afford the packaging and distribution, opportunities that social enterprise can now offer them.



The target groups of Social Cooperative are people with mental health problems, employees in the mental health sector and also the local community. Since 2004, a number of workers from the first category (persons with psychosocial problems) and from the 2nd category (the employees) are occupied on a fulltime basis.

The main focus of the social enterprise has been to add value to the local products (i.e. honey), and make best use of the endogenous resources of the island. The social enterprise has provided employment and income to an excluded group of local people, it has built on equal opportunities and has enhanced social cohesion by creating links between the local population (many of whom are working in the hospital) and the psychiatric patients.

The outputs of the project include a wide range of results:

- Creation of five jobs: since 2004, people with psychosocial disabilities and employees in the mental health sector have been employed;
- Promotion of Koi.S.P.E. and other social partnerships to the general public;



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- Local honey producers and the whole local economy being supported and introduced into new activities;
- New young farmers have already started honey producing activity;
- A new occupation being created for people with psychosocial disabilities;
- Increase in and guarantee of quality of the honey (HACCP certification);
- The project being put forward for a national award;
- The competitiveness of the local economy being improved;
- Inequalities being reduced by providing quality employment for a disadvantaged group.



→ Good practice

In 2007 this operation selected as one of the best practices of **LEADER+ program**. It has been selected because of the followings, which are also corresponding to the criteria used in this study:

- ❖ The project has had an area-based approach, since the initiative has built on endogenous resources. The area's profile has been enhanced by supporting local producers, improving the quality and marketing of their products and developing local human resources. The initiative has created jobs for people with psychosocial difficulties.
- ❖ The honey farmers of Leros, needed to add value to their raw product through processing, quality control and marketing, but had neither the time nor facilities. They approached the Koi.S.P.E. cooperative, which buys their honey and undertakes the processing and certification. The initiative has managed to improve the operation of the local mental hospital in an innovative way. The project has successfully combined the development of local products with support provided for psychiatric patients, which has been a unique approach.
- ❖ Furthermore, the project has demonstrated a strong networking and cooperation approach, as it has brought together a wide range of actors (i.e. local honey producers, the state mental hospital and psychiatric patients) for the benefit of all, thus it engages business initiatives in the area. This has strengthened networking activity on the island of Leros, particularly amongst honey farmers. At the same time, efforts have been made to link the relevant stakeholders from outside the island in order to establish quality certification and improve market access.

3.4. "GI THESSALIS" - KoinSEp

The activity area of KoinSEp "GI THESSALIS" is the marketing of quality fruit and vegetable products & aromatic plants that are cultivated exclusively by its members, which will be certified and will have been produced with environmentally friendly procedures.

"GI THESSALIS" aims at the social and professional integration of vulnerable population groups from the Kallikratikos Municipalities of Larissa and Kileler.

In the specific company KoinSEp "GI THESSALIS " have cooperated forty-six (46) until recently unemployed (people of vulnerable social groups) micro-owners - landowners (460 owners in total) , 41 acres of land in the area of the specific Municipalities of the Municipalities of Larissa and Kileler, which now produce quality agricultural products of integrated management, which highlight the local peculiarities, respect and protect the environment, while offering at the same time to the consumers quality and cheaper products through bypassing intermediaries.



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NAME OF THE ORGANIZATION:	KoinSEp "GI THESSALIS"
LOCATION:	Kileler, Larissa, Greece
YEAR OF ESTABLISHMENT:	2014
LEGAL STATUS:	SCE KoinSEp Syllogikis & Koinonikis Ofeleias
AIM:	<ul style="list-style-type: none"> • social and professional integration of vulnerable population groups; • providing employment to an excluded group of local people; • enhance social cohesion.
TYPE OF ACTIVITIES:	<ul style="list-style-type: none"> • marketing of quality fruit and vegetable products & aromatic plants that are cultivated exclusively by its members; • certification and production with environmentally friendly procedures.
TARGET GROUPS:	<ul style="list-style-type: none"> • vulnerable population groups; • young unemployed - long-term unemployed; • Small producers of fruits, vegetables and aromatic plants.

Table 4. Organization description of "GI THESSALIS - KoinSEp"

The target groups of KoinSEp "GI THESSALIS" are young people unemployed or long-term unemployed, small producers of fruits, vegetables and aromatic plants and vulnerable groups.

In "GI THESSALIS" participate 25 producers of fruit and vegetables, 6 producers of aromatic plants, 2 producers of honey, 1 accountant, and 12 members who worked in agricultural work in their area.

All members have been trained by TOPEKO Regional Programme "Become a Producer" and more specifically:

- They have attended a training seminar on "Agricultural exploitations and entrepreneurship" lasting 30 hours.
- They have been trained for 140 hours (40 hours of theory and 100 hours of practice) in "Integrated Management of Production and Distribution of agricultural products".
- They have received and continue to receive professional counseling from specialized scientists and organizations.



The social enterprise has provided employment and income to an excluded group of local people, it has built on equal opportunities and has enhanced social cohesion by creating links between the local population. In addition, it contributed in raising awareness and a large number of citizens are now informed about the business opportunities in the social economy sector.



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→ Good practice

“GI THESSALIS – KoinSEp” can be seen as a good practice since it creates new types of employment for vulnerable groups and enhances social cohesion by creating links between the local populations. In this context, the producers can contribute to stimulation of local economic development and instil new dynamism in the area. It is an innovative activity which can be easily transferred into any rural area. They produce quality products with respect for the environment and humans, which are traded at lower prices due to the bypass of the intermediaries and this turned it into a sustainable social enterprise. The implementation and continuous updating of the 3-year business plan that has been prepared and which provides positive cash flows that arise either on an annual or monthly basis from the very first year of operation, ensured the viability of the social enterprise.



Innovations of this enterprise are:

- The creation of a special brand for the Products of Koin.S.Ep;
- The creation of the Electronic Ordering Mechanism - Online store of Koin.S.Ep.;
- The Integrated Management System for the production of products;
- The creation of special sales areas (Sales kiosks) in selected parts of the area carefully designed and with high recognition;
- Self-propelled Street Market: Creation of self-propelled “Street Market” with a standard self-propelled vehicle on which the products of KOIN.SEP will be distributed. The products will be offered at the right temperature, providing the citizens with high nutrition products;
- ModelFarm: Create a model farm where all members will have a plot of land and produce quality agricultural products with rational use of all inputs (water, fertilizers, plant protection products) and agricultural outflows while respecting and protecting the environment at the same time. Therefore, all the members who were previously unemployed having a job;
- KOIN.SEP Grocery Store: Creation of KOIN.S.EP Grocery Store which will be located in a central part of the city so that citizens are supplied the products.

3.5. Syn-Eirmos NGO of Social Solidarity



Syn-Eirmos NGO of Social Solidarity was founded in 2005 and is active in the fields of social solidarity, social economy, welfare and wellbeing of adults and children. In particular, the organization aims to support the activities of local communities, local governments, cooperation initiatives, collective social actors and volunteers.

SynEirmos encourages the social integration/reintegration as well as the improvement of the quality of life of population groups that are subject to/threatened by social exclusion (unemployed, people with disabilities, mentally ill persons, drug addicted people, migrants-refugees-asylum seekers, Roma, women threatened by exclusion because of their sex) as well as the combat against stereotypes and prejudices.

They work to achieve sustainable development of areas threatened by spatial exclusion and marginalization (mountainous areas, disadvantaged rural areas, degraded urban areas, areas with sensitive eco-systems). SynEirmos promotes health generally and mental health in particular as well as the social care. For this purpose, since 2008 has established and operates psychosocial rehabilitation units, while at the same time implements projects of psychosocial support and social care.



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NAME OF THE ORGANIZATION:	Syn-Eirmos NGO of Social Solidarity
LOCATION:	Trikala, Greece
YEAR OF ESTABLISHMENT:	2005
LEGAL STATUS:	N.G.O.
AIM:	The main purpose of the organization is the development of activities for the promotion of Social Solidarity and the Social Economy with their wider dimension.
TYPE OF ACTIVITIES:	<ul style="list-style-type: none"> to support the activities of local communities, local governments, cooperation initiatives, collective social actors and volunteers; to encourage the social integration/reintegration as well as the improvement of the quality of life of population groups that are subject to/threatened by social exclusion; combat against stereotypes and prejudices.
TARGET GROUPS:	<ul style="list-style-type: none"> unemployed, people with disabilities; mentally ill persons; drug addicted people; migrants-refugees-asylum seekers; Roma; women threatened by exclusion because of their sex.

Table 5. Organization description of “Syn-Eirmos NGO of Social Solidarity”

In particular, the company aims, among other things:

- to promote health in general, mental health in particular, and social care;
- social inclusion / reintegration, as well as improving the quality of life of population groups subject to / threatened with social exclusion;
- creating the necessary conditions for the promotion of social entrepreneurship as a means for the socio-professional integration / reintegration of vulnerable population groups and the fight against social and spatial discrimination;
- in the development of scientific research and education with an emphasis on social solidarity and the economy;
- in support of the activities of local communities, self-government, cooperatives, collective social institutions and volunteer organizations.



Projects of Syn-Eirmos:

- Mobile mental health Unit of Trikala;
- Day Care Center for Homeless in Trikaia Municipality;
- Social pharmacy of the Municipality of Trikaia;
- Accommodation and rehabilitation for homeless people in the region of Trikala;
- Social Grocery of the Municipality of Trikaia;



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→ Good practice

“Syn-eirmos” has the scientific and administrative responsibility of operation of mobile mental health Unit in the Prefecture of Trikala, a mental health unit of the public health system, which is supervised and funded by the Ministry of health and social solidarity. The Mobile Unit aims at the prevention, treatment and special home care of mentally ill, as well as psychosocial rehabilitation and community action in the area of the Prefecture of Trikala.

“Syn-eirmos” has the Day Care Center for Homeless in Trikala Municipality which is a temporary homeless shelter structure, which operates on a set schedule, with the aim of providing personal hygiene, psychosocial support and information services to the homeless with the aim of empowering and socializing them.



“Syn-eirmos” has the Social Restaurant of the Municipality of Trikala, which provides food to the needy and homeless, developing food collection policies from laboratories - food factories (confectioneries, bakeries, restaurants, etc.), as well as from the citizens. For the uninterrupted operation of the Social Restaurant of the Municipality of Trikala, KOISPE Trikala:

- Ensures meals for at least 150 beneficiaries on a daily basis.
- Operates with a fixed schedule from 11:00 to 15:00 and from Monday to Sunday.
- Employs the appropriate staff.
- Is having a policy of collecting surplus products from food production workshops (bakeries, health stores, patisseries, etc.), from institutions operating in the city of Trikala (School of Permanent Officers, Penitentiary Store), as well as from citizens.
- Is having an electronic system for recording and measuring its performance (incoming products, available products, number of beneficiaries, etc.).
- Interconnects and cooperates with the other structures of basic goods of the Municipality, as well as with the Community Center under establishment.
- Implements specific policies to attract volunteers.

4. UNITED KINGDOM



4.1. Coin Street



The Coin Street area (an area in London) has been the subject of numerous large-scale, multi-million-pound hotel and office proposals following the 2nd World War. The country's largest private companies and some of its most powerful interests have lined up behind these proposals but none have made it beyond the drawing board. However, they did so in vain. By the mid-1970s local people were beginning to feel increasingly marginalised. Residents came together and created a community plan which prioritised people, homes and community facilities.



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In 1977 plans to build Europe's tallest hotel and over 1 million square feet of office space in the area had been announced. Coin Street Action Group was set up in response. The group drew up plans for housing, a new riverside park and walkway, shops and leisure facilities. Seven years of campaigning, and two year-long public inquiries followed.

The residents have formed a non-profit company, bought the entire site and are constantly in the middle of developing it with co-operative homes for 1,300 people in housing need, a new park and riverside walkway, managed light industrial workshops, retail shops, a social and community centre and various other recreation and amenity facilities.

The Greater London Council (GLC) originally supported plans for office development. But, in 1981 it threw its weight behind the community scheme. Coin Street Community Builders was established and bought the 13-acre site from the GLC for £1 million in 1984.

Up to 1984 local communities struggled against various developers who wanted to take the community areas away from them. In 1984 this struggle culminated in a great victory, when local residents gained control of the sites and began to implement their own development scheme, since when many of the community plans have been realized.



Thus, community enterprises have emerged out of community politics and the refusal to accept the planning interventions typical of the post war period. They favoured an incremental approach working with the people and the grain of the city in order to secure sustainable improvements to facilities services and environmental quality.

This movement developed into sophisticated networks and social businesses that work towards their mutual growth and to empower their community. Today, it consists of 13 acres land including Tower Wharf, Gabriel's Wharf, Bernie Spain Gardens and four housing co-operatives, businesses and social centers.

→ Effectiveness

At the beginning the organisations formed had been lacking effectiveness. Sometimes specific forms of communication and meeting were tested and abandoned. In addition, the urgency of specific actions differed. At the beginning inexperienced and underfunded, the movement struggled for effectiveness.

Many different types of people came together. These included the architect of the original GLC housing scheme; a worker in a local housing co-operative; lawyers attached to local law projects; a planner in Southwark; Shelter Housing Aid Centre; the Society for Co-operative Dwellings; and many other individuals. Publicity and public relations were central to their strategy: the Action Group produced a four-weekly bulletin and an occasional newspaper (Coin Street News), issued press releases, and organized exhibitions, a tape-slide show, street theatre and social events. Over time these activities became more and more streamlined (Brindley, Rydin, und Stoker 2005)



Today all the Coin Street social enterprises have sophisticated evaluation systems depending on the situation and the project. Samples can be found on the website.



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→ Efficiency

The developers were defeated by the combination of an extraordinarily effective local campaign and the considerable muscle of their civil society network and affiliated organisations. Over the time period of the fight against the developers they were able to delay and delay initial developers and large investors even further. They were able to use their platform to force public scrutiny onto the projects.

Over the years this approach was more and more refined. Different meetings, sit ins and legal struggles allowed them to exhaust their opponents. Their strength was their diversity. Given their various backgrounds and experiences they, collectively, were able to bring forth their own strategy to fight developers and to become grass roots developers themselves.

Since then, their struggle sprung into various enterprises and organisations amongst which the Coin Street Builders are the biggest. Their success brought its own problems in terms of efficiency. Large scale organisational growth and inter organisational dependency. An increased bureaucracy was amongst the many effects of it. For some of the initial founders of their movement their life's passion became their job. This also indicates a mindshift on the part of the leadership of the various organisations, that came about as a result of the community's development taking place.



→ Planning

Significantly, Coin Street did not start with a Skeffington-type forum, set up by the local authorities for formal consultation with 'the public'. The initiative for a forum appears to have come instead from within the community, which put pressure on the local authorities (principally Lambeth and the GLC) to engage in consultation. The North Lambeth Multi-Services Group first identified local needs and opposed the War Museum extension, leading in 1972 to the formation of the Waterloo Community Development Group. This group, which paralleled another in the adjacent borough of Southwark (North Southwark Community Development Group), then became the main 'forum' for consultation on planning policy. At that stage it seems to have adopted a role similar to that of other community forums, receiving and commenting on the local authorities' documents and proposals. This group, then, carried the process of popular planning through the stages of opposition and consultation. (Brindley, Rydin, and Stoker 2005)

This impressive growth of a community movement into a planning body and then resulting from their success into various governing bodies, is the result of planning and coincidence. Democratic decision making and inclusion in the planning stage of the development is certainly one constant within all the plans that were crafted.

Another constant seems to be close community support and engagement. Demands and services came about by addressing and identifying needs within the local community. This was also accompanied by a form of local empowerment. Surely nobody at the beginning could foresee the success the movement would have.



→ Monitoring and evaluation

A good practice of monitoring and evaluation came about due to the need of reporting what was done with the money. This transparency was not a prerequisite of the mostly public lenders and investors Coin Street had at the beginning. Rather, most of its money came from external funding sources. To some extent, the money came from



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within the community. This assured a wide variety of stakeholders having access to documentation of what happened with the money.



This degree of reliance on public sector funding is typical of most social economy projects currently running in the United Kingdom. Although some have been successful in offsetting public sector funds through the sale of services or through the development of private sector sponsorship few, if any, have been able to survive independently of external funding sources in the ways available to the Coin Street project. (Amin, Cameron, und Hudson 1999)

→ **Versatility**

Initially, the movement was very versatile and its diversity brought a lot of its flexibility. Naturally another aspect of its versatility was that it was rather unofficial at the beginning. Through its growth and success its versatility was assured by a flexible structure of various organisations and businesses that specialised in aspects of community life. Today it provides community support, cheap rent, health benefits and much more, making it hard to assess each organisation separately.

However, over time, a stable structure of services, businesses and community groups have found a way to constantly reinvent themselves and create financial sustainability. The growing value of real estate is certainly another aspect to this.

Today, the Coin Street Builders organisation, for example, is such a recognized brand and symbol in the social enterprise scene within the UK that its flexible model and grass roots nature is replicated around the world.

→ **Innovation**

Coin street is steadily reinventing their approach to various aspects in their business. For example, in conducting an estate-wide survey of residents, for example, £1 was paid for each survey form completed in order to ensure the fullest return possible. Instead of using the project office as the collection point, a local chemist, which was facing closure as a result of lack of business, was used to gather the forms and handle the payments. The result of simply bringing people through the doors of the chemist had an immediate positive impact on trade, effectively saving the business. The chemist's future was subsequently secured by the development of a doctor's practice as part of the redevelopment of the local supermarket. (Amin, Cameron, und Hudson 1999)



Having learnt from experience elsewhere they rejected the formally constituted approach where years can be spent wrangling over the voting rights of each party. They emphasised that it was only advisory and that it was simply a pragmatic way of getting everyone around the table who could help. The JAC proved remarkably effective. The office developers, faced with coordinated opposition, finally pulled out and sold their land holdings to the GLC in March 1984. In July 1984 the GLC sold the entire site to a non-profit company set up by local community groups. (Tuckett 1988)

→ **Ethics**

Although it might appear to be a consensual process within the community, popular planning also generates conflicts and tensions around ethical questions. Generally, the wider the involvement in decision-making, the more potentially conflicting needs will be identified. At Coin Street there seems



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to have been a remarkably consistent view within the local community of what was needed. When a few of the Lambeth sites were being considered in the early 1970s, the consensus was for housing, principally houses with gardens. When the idea of a larger scheme emerged during the public inquiries, open space, workshops and social amenities were added to the original housing proposal. The community itself does not therefore seem to have been in conflict over what to do with Coin Street. But conflicting demands have arisen in the sense of who should benefit from the popular plan and who should control its implementation (Brindley, Rydin, und Stoker 2005).

→ Entrepreneurship

In the past, Coin Street engaged in various social business endeavours that were not recorded. They have had a growing amount of professional help to assure their success. Over time they have grown their expertise to a point where other SEs come to them to learn from them.

Today, they consist of a variety of legal and business entities that all work together. It is hard to get a comprehensive list as there is so much diverse economic activity within the Coin Street area and amongst the members of Coin Street builders.

Throughout its lifetime there are various entrepreneurial programs creating income and wealth in the community. Amongst them are events focused on each part of the local community. A nursery with 84 places for children between the age of 3 month and 5 years. They have venues for hire for conferences and exhibitions. They have neighbourhood support services and a community center. Last but not least, they run a cooperative housing scheme that has developed over 220 affordable homes for the poor in their community.

They are constantly able to rebuild business parts that are not working anymore and refine aspects of their identity. They have grown from a small movement into a network and a sustainable business model.

→ Maturity

From a small community group, the movement developed into the Coin Street Builders amongst others. They have developed into a creating a mix-use neighbourhood on a 13-acre site. The majority of the members live locally and so understand the needs and opportunities of the area.



Starting from its creation in 1984, the company is limited by guarantee. This means that it can carry out commercial activity but income is used to deliver its public service objectives rather than distributed to shareholders. Members have also set up a registered housing association, Coin Street Secondary Housing Co-operative, for each residential development, a tenant-owned primary co-op.

Coin Street Builders employs a staff team to develop, manage and maintain the site and oversee its community activities and programmes. Associated charities also support education, arts and community activities. They work with local businesses and arts organisations including, South Bank Employers' Group, and other stakeholders through the South Bank Partnership.

The freehold of the 13 acre (5.5 hectare) site was purchased for £1 million in 1984 using standard mortgages and a business plan showing loans being serviced from temporary uses of the land. The purchase price reflected restrictive covenants and the fact that much of the area had been derelict for over 30 years. As they have improved the neighbourhood and established commercial activity so property values have increased. This then allows them to borrow more for future investment.



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Today Coin Street consists of a number of social enterprises owned and run by the local community. This includes a theater, restaurants, residential housing, social projects and much more (Tuckett 1988; Brindley, Rydin, und Stoker 2005).

4.2. LocoSoco



LocoSoco connects the needs of a community with an income generation model that returns the profit on the sales back into the community. They create equity through the wealth the community naturally generates by itself. This equity is used to attract investment and growth to reach local sustainable growth.

In 2015 LocoSoco was set up and strived to understand the needs of local communities. What you have, what you need, what you can give away, what you can sell, what you can lend/borrow? Initially, LocoSoco was an app in which all of these details were inserted. The App got over 150.000 responses by the end of 2015. In the same year, LocoSoco designed its royalty model and a value driven shareholder approach. When the company was initially registered it was called “LocoSoco house”, today its just called LocoSoco.

Between 2016 and 2019 involved more business partners and grew the IT backbone of the approach to identify the needs of the community and refine social business solutions to them. In this time the social enterprise raised money from various investor groups. By 2019 LocoSoco started working with corner shops in central London. Realizing the best corner stores are in smaller communities, where they are part of a real local community, LocoSoco moved into different shops (like spas, etc.) who already have a stakeholder role in their community.

In this time the company introduced a soap dispenser refill station that gives the community access to cheap and high-quality soap, better income for the store and a shared revenue structure between Loco Soco and the store.



By the end of 2019 LocoSoco refined its partnership model and increased its team of advisers. Now LocoSoco gives the corner store equity. 50% of the profit (reducing it year after year) of profit (from production to sells) in order to get their network and to get them engaged in the LocoSoco movement. By the beginning of 2020 LocoSoco has grown so big that they have rented a big warehouse and are projected to become a major social enterprise in the UK.

→ Effectiveness

LocoSoco’s effectiveness is assessed by the direct feedback of the market itself and the stakeholders. There is no set matrix and no set documentation method in place to evaluate the effectiveness of LocoSoco quantitatively. However, there is a lot of qualitative feedback coming into the decision-making process of LocoSoco as the founder itself is very close to all the stakeholders and easy to reach. This will pose a future challenge.

However, for this period in the company's growth, this direct form of feeling its own efficiency and effectiveness has not seemed to have produced adverse outcomes. Future research is needed to validate this point.



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→ Efficiency

It is in LocoSoco's memorandum of articles. They do not want clear performance indicators. LocoSoco just measures how many products were put out, how much money the community saved and how much pollution they saved. They want these performance indicators for themselves: the money they save, the carbon energy that they save, the people that they trained and social and ecological capital that LocoSoco creates. Furthermore, they consider that there are just some things that you can not measure. If you give people work in the community there are so many effects on family and the community that these gains will not be seen for 20 years.

Therefore, LocoSoco is very prudent in the evaluation of its own efficiency recognizing that they are not able to assess their performance holistically and relay a very limited and set number of indicators to guide their decisions.



→ Planning

Before launching they worked on a community model to work everywhere. There are over 160,000 community organisations in Germany and over 400,000 community assets in the UK. In order to take advantage of this target market LocoSoco has been assessing and evaluating not just different markets in various communities in and outside of the UK, but has also revisited its approach to this analysis several times.

To aid this analysis a data model was developed that aids LocoSoco as well as their target communities to assess their own market potential and value. This data was essential in guiding LocoSoco to plan their market entry. What products shall be chosen, how can community power in the social and financial sense be unchained? These questions were essential in the planning process of LocoSoco. It took several years of product development planning and analysis until the first product made it to the shelf.

This strategic planning and scientific analysis of the community and their markets is exceptional and quite unique. A testament to the founder's background in the financial industry. He wanted to make sure that he evaluated the assets he was working with correctly not to create artificial inflation but rather mirroring the real-world untapped values within the community.

→ Monitoring and evaluation

Given that LocoSoco is still quite small, individual accountability and total transparency is a must to make sure that people are accountable. The founder stated that "If you ask a lot of right questions and you get positive answers, you seem to be on the right track and if they are negative answers you can do a workaround. For me, it's like if you do a project, everyone has to win out of it. If it does not, it will not go ahead. An old aboriginal method called dragon dreaming, you ask all the stakeholders what they want to put into the project and incorporate that to bring everyone on board. Get it in writing what they want, and make sure you get this out of the project."



It is clear that there is a need for a robust M&E system. However, the size and flexibility of the company does not allow that. It is clear that this is a target the company is going to reach in the midterm.



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→ Versatility

With regard to new opportunities, they stress that one recognizes them every day but understanding when they will produce a likely beneficial and sustainable outcome is when you actually chase them.

If a new idea arises you sketch it out and you see if it fits now, or you store it for a later date. Break things down into parts that are minimum viable points.

The founder states that “LocoSoco wants to be a flexible company. We started selling 10 services but then we just cut them down to two (refill station and the online shop). We create online shops for communities to create revenue to reinvest into the community. We are going for low hanging fruit in order to build. I think we adapted very well in the last years to isolate, enable and create bite-size chunks instead of force-feeding our entire vision. It’s a tail duck tail strategy, we think LocoSoco will affect you in this way and that way your communities so it’s about letting people know about the benefits.”

→ Innovation



There are a variety of learnings from LocoSoco’s style of doing things that have come up over the years. For example, they are more project management-oriented and have processes that go from idea to implementation before you move on. They identify if you think from big to small and small to big and make sure your model is adaptable.

When challenged to pinpoint its innovation the founder of LocoSoco stated that: “The Soap Dispenser and its complementary products is not an achievement, it was just the moment when people realized what LocoSoco was about. Before they thought of us as a cleaning company. It helped to get people to talk to the company. It gave the attention LocoSoco needed and gave us the opportunity to open up space. The achievements are ongoing, for example, LocoSoco is now working with a big chain of convenience stores. What happened is that people asked questions but they did not come to us, they wanted to talk to our partners about us, but they said to them that they should talk to LocoSoco directly. And that is really the achievement to transform from a start-up into a player. In the interview conducted for the research the founder stated, “It’s crazy we are under 100 days into the year and every day we get new achievements. We work cross-sector so when we have a new product or idea it allows us to go into direct contact. What happened over Xmas is that my business partner’s dad died, when he went to the funeral a woman came over, an old family friend, she came over and talk to him about new printing technology, so I looked at it and talked to another business partner who works with a very large manufacturer of clothing in the world, and now they will incorporate that technology. When you work on something so long and people finally understand, we can create achievements more quickly than we could before. The biggest achievement is 8 to 10 very big press coverage on us. I was invited to talk in Georgia and give talks and I give more talks on sustainability and retail.”

This market entry has been prepared for over 12 years according to the founder and it made him very proud that this innovation in social business leads to real profit in the community. This naturally has to be measured and quantified. This will be the case soon.



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→ Ethics

The main focus of LocoSoco is focused on sustainable growth based within local communities. According to LocoSoco “Being more sustainable needn't require radical changes to society or the economy. Just simple, individually beneficial adjustments. Investing in and looking to utilise cutting-edge technologies, as well as the highest-quality products and services will ensure that these adjustments improve standards of living. Everybody, from shop-keepers, to customers, to staff, to investors, should all benefit from the economic boom of a 'green revolution.'”

By adhering to the above-mentioned statement LocoSoco made sure that it gathered a wide variety of advice and support. Given that its ethical value proposition is at the core of its business model any doubt on its ethical practice will hurt and ultimately fail the company.

→ Entrepreneurship

LocoSoco, does see itself not just as a provider of much needed goods for a fair price for the community. Much rather, it sees itself as a social enterprise that is democratizing and activating local resources. They make sure that local resources are used to create equity in the community. They work with the community to assure that this equity is increasing and that the community is aware and sensibly takes advantage of their local resources.

In doing so, LocoSoco manages to combine the amazing innovative unique selling point together with the very charismatic team. The previous experience of the founder of the company has prepared him to tackle such a big market with such a challenging idea. In detail the background in banking allows him to correctly estimate the impact it would have on to the market. Secondly his background in deal-making and negotiation allows him to effectively communicate with key stakeholders within his target market and with potential investors in multipliers.

The company took a long time to prepare its entry into the market and to find the right niche to have a big impact in its initiation. During this time the company managed to find out what the right language and the right messages were in approaching its first customers. This is especially challenging because you are asking shopkeepers to think of their shelf space as a part of a share of something of value that the shopkeepers can profit from in various ways, not just selling goods.

→ Maturity



As the founder said during our research “we are reaching corporate puberty. The evaluation is about how much money we raise and how much sophisticated corporate and investment we get, and institutional investment as well. This will be the benchmark. This will be the confirmation that we reach corporate adulthood”.

Another indicator of maturity mentioned by the founder during the research was the number of communities LocoSoco is working with. They target, “4,000 by 2020; 20,000 in 2021; 100,000 the year after. We are working with multiple stakeholders in the community. The meeting I just had, they have 500,000 direct marketers worldwide.”

Clearly, LocoSoco is quite small but their growth and potential is making them a candidate for a very strong leadership role among the new generations of social enterprises that are emerging.



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“What it comes down to is that old ways of doing business are dying out and we create new business models that combine old models and new values and technologies.” Add reference.

4.3. Suma Wholefoods

Suma Wholefoods is a pioneering wholefoods and organic foods wholesaling cooperative. The market for organic food began to grow in Europe during the last quarter of the 20th century as consumers became more interested in purchasing food that was produced without using artificial fertilisers, herbicides and pesticides. (Blundel u. a. 2011).



Since it was registered as a worker co-operative in 1977, Suma has grown consistently to a current state where it has a 64-strong workforce. It is the largest of the independent wholesalers in the health food and wholefood trade. It has 5000 product lines, which are distributed to independent retail shops, supermarkets, institutions (hospitals, schools, prisons) and community groups, across the U. and abroad (Jones 2000).

Suma continues to specialise in vegetarian, fairly traded, organic, ethical and wholefood products. Though not initially organised as a cooperative, the organisation's core values can be traced to the ideas and actions of its founder Reg Tayler, who drew on previous experience in wholefoods in London, when he moved to Leeds and opened a retail shop, Plain Grain. In August 1975, at a meeting attended by all the wholefood shops in the north of England, he proposed they set up a wholefoods wholesaling co-operative in order to supply each other. Within a year they needed proper premises, and a retail shop called Beano was established which soon became an independent cooperative, separate from the wholesaling side of the enterprise (Blundel u. a. 2011).



To summarize Suma is a wholesaler and distributor of fair trade, organic and vegetarian foods whose turnover is about £21million. It has **120 employees**. A Suma official interviewed for the study of Wanjare, believes that Suma has grown consistently for thirty years in a fiercely competitive market by providing better service to the customers and better jobs to the workers' (Wanjare 2017).

→ Effectiveness

Suma wholefoods was one of the first groups to recognize the need for accessible organic and ethically sourced food items. They managed to come together as a group of consumers and collectively addressed their needs for ethically sourced wholefood items and came up with this solution themselves. They did so with a very high moral compass and various alterations in their self-management methods.

One of the biggest challenges today was the tremendous growth we experienced. They had to make sure that they are the sourcing of the materials they use to produce dairy products or ethically traded while there was a tremendous amount of demand for such products come on tempting them to cut corners and sacrifice values for profit. Not doing so increased the brand value and customer loyalty tremendously.

Another thing to be considered regarding their efficiency, is how Suma handles the social impact side of their company. This is dealt with in regular meetings allowing any stakeholder to raise any objections they might have regarding the current social impact. This allows them to address any damage they might take. This increased



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their effectiveness in adhering to their ethics and morals in the sourcing production and distribution of their products.

→ Efficiency

In terms of communication and stakeholder management Suma has done very well. They teach that you have to be part of or really close to your target group. Not just the consumer but also the worker. Because there are not real strong barriers in between them. A local customer can become a worker, who can become an investor.

In the late 1970s and early 1980s rapid expansion of the wholefood market meant that Suma had to move twice to a larger warehouse, finally moving to an 8,000m² purpose built warehouse in 2001. There followed 15 years of steady growth, both of turnover and of the cooperative. Alongside the growth in size there was a corresponding increase in the complexity and sophistication of the business, and the structure of the coop went through many modifications to manage this change (Blundel u. a. 2011).

→ Planning

Planning in Suma was very difficult at the beginning, because as Suma grew in size, workers increasingly expressed resentment, confusion and frustration over the amount of time spent on decision-making in the weekly General Meetings. These General Meetings were described critically in the following way: We argued and argued... decisions taken one week were reversed the next. Members used their individual power of veto to block important developments and plans. People often left meetings in tears... There was a principle that all members had the right to interfere in any area of the business (Suma, 1994b). (Jones 2000)



In 1994, a central committee meeting decided that a centralized Management Committee (MC) was needed to both make environmental (and financial) decisions on behalf of the workforce and to increase the commitment of all workers across Suma towards its sustainable development goals. This represented a transactional and transformational leadership style, respectively, (Bass, 1985). In an environmental sense, a good transactional leader will organize the firm to achieve its minimum environmental performance levels (the manager is seldom able to motivate workers to exceed the compliance levels). A transformational leadership style will be required to induce a set of wider environmental and social (sustainable development) values amongst the workforce. The elected eight members of the MC did not have to be departmentally representative, as in the past. In other words, they did not have to be drawn from all departments and were chosen based on their leadership skills (Jones 2000).

Furthermore, the MC began to hold a weekly discussion forum where MC members met any interested members to discuss current issues. Also, the MC meeting minutes were made available for all members to scrutinize: If the MC wanted to change something that was policy then the minutes (in the canteen etc.) were available for everyone to read and it would be noticed at the Quarterly General Meetings as well (Jones 2000).

This allowed Suma to plan and take action just when its members were in favour of it, assuring that it would not move too fast or too slow when adjusting to the market landscape. Furthermore, it assures that Suma is always acting in accordance to the wishes of its stakeholder and never acts against the



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wishes of the majority. This, especially during the time of growth, assures a high quality of standards and that it never loses its social purpose for the sake of business.

→ **Monitoring and evaluation**

In summary, although Suma's leadership strategy has continually developed, as it has grown, it appears to show a reluctance to move away from its pluralist aims. By adopting a combination of participative and supportive leadership styles, Suma's past leadership strategy can be understood in wider pluralist terms than solely upon its initial direct participative basis (Jones 2000).

Another important change in leadership style was as a consequence of setting up the above transformational leadership group, Suma's MC. The MC began to take a more formal, planned and long-term strategic review of the company's activities with regard to their environmental, social and financial impacts. Following this formal overall review, a long-term business plan and a mission statement were drawn up (Jones 2000).



As the TIHR study (1988) pointed out, elected leadership, albeit representative of each department, allowed Suma members to allocate these functions to people with experience, knowledge and aptitude. In order to mitigate the gradual accrual of power to the centre, all decisions taken by these groups had to be ratified by the whole co-operative. Therefore, through a participative leadership mechanism, the concept of not having to do all the work related to decision making as a total membership was introduced and accepted (TIHR, 1988). (Jones 2000) Could you present the 2 references like this: (TIHR, 1988; Jones, 2000)?

→ **Versatility**

Recent innovations include Suma's ethically sourced and environmentally sensitive 'own brand' range of food and household products. They have a policy of working with other regional cooperatives, rather than competing to be the largest national distributor. Cooperative members and employees receive the same net hourly rate of pay, no matter what their job or responsibilities, and they encourage people to work in different areas of the business, which helps them get closer to their customers. Suma's distinctiveness as a social enterprise is reflected in its strong Ethical Policy, which sets standards for products, working practices, employment and environmental performance (Blundel u. a. 2011).

→ **Innovation**

One major innovation and what Suma is best known for is a specific leadership style. It is difficult to describe because it does not adhere to traditional models of management. Suma's management style can be described as transformational/ visionary leadership style. It appeared to have a negligible impact upon the negative free-rider effects of its supportive leadership style. Put simply, it was clear that any strategy to develop shared values with such a diverse workforce needed to offer more personal incentives than social or environmental responsibility. (Jones 2000)



They allowed anyone in the company to propose and vote on actions. By rotating the responsibilities of everyone throughout the company there was maximum transparency and engagement by everyone. This is because everyone was responsible and took the role of everyone else by rotating through the company.



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Analysing this phenomenon, for business sustainable development may be more of a journey than a destination: it is a social process requiring continuous capability building and management attention. Reflecting this assumption, Suma's past, present and possible future leadership strategies and their associated leadership styles were explored and found groundbreaking. (Jones 2000)

Identification of social opportunities: Original idea of retailing wholefoods locally. Has developed as leading wholesaler of branded vegetarian, fairly traded, organic and ethical food and household products operating nationally. Identification of economic opportunities: Has developed brand, engaged in product innovation and pursued new market opportunities. (Blundel u. a. 2011)

The General Meeting of all the members is held six times in a year and decides on business strategies, plans, and major policy decisions. A Management Committee of six people (with two places reserved for women) is elected by the General Meeting to implement its policies and decisions. The Management Committee then appoints the co-operative's executive officers who attend the management committee meetings in an advisory capacity. "The power therefore rests with the elected representatives (directors) and not with the executives" concluded the official (worker) interviewed. (Wanjare 2017)

According to their own documentation online, Suma has advanced in the ethical production and packaging in various ways. Here are their own milestones:

- Suma has reduced the thickness of our shrink wrap by 20%;
- Suma is supporting our customers' zero waste activity by supplying bulk commodities and cleaning products, including the dispenser units;
- Suma reuses our boxes. Send them back and we'll use them again;
- There's 20% less plastic in Suma's own brand pre-packs;
- Suma recycles the plastic wrap and Ecoleaf 5L, 20L and 25L containers in the UK. Send them back with your driver;
- Suma recycles all our cardboard waste within the UK;
- Suma no longer uses plastic wrap when posting our catalogues;
- Our new reusable shopping bags are made from recycled plastic bottles;
- Suma have switched away from reusing polystyrene boxes for our smaller postal deliveries. These now go out in recyclable packaging;
- We've increased the range of Ecoleaf products available in 5L and 20L containers;
- Suma uses 100% compostable wrap for all our paper products. It is made from potato starch and totally biodegrades under the influence of soil-based micro-organisms;
- Suma's paper products (toilet rolls, paper tissues and kitchen towels) are made from 100% recycled fibres sourced exclusively in the UK. No chlorine is used in the manufacture. (Suma o. J.)



→ Ethics

Suma has a very broad ethical regulatory framework ensuring it adheres to its own values. This framework evolved over time and is constantly adapting. This is regarded as one of the strongest points of the Suma brand.

Researchers agree, Suma's distinctiveness as a social enterprise is reflected in its strong Ethical Policy, which sets standards for products, working practices, employment and environmental performance. (Blundel u. a. 2011)

Demand for such regulation was fuelled by a combination of health and environmental concerns. A large network of partners assures it does its job right. This includes the work of accreditation bodies,



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including Demeter, the Soil Association, Debio3, and KRAV4, which facilitated the growth of the market. (Blundel u. a. 2011)

Suma has an ethical participative commitment enshrined under the rules of the Industrial Common Ownership Movement (ICOM) to which it subscribes, which states that members should share ultimate financial and decision-making control. (Jones 2000)

Suma's positive attitude towards minority groups and to people who have been relatively undervalued in the workplace is a unique aspect of its continued commitment towards pluralism. Suma is recognizing that, as well as a major source of inequality existing between those who are employed and unemployed, major inequalities exist within the workplace. Gays and lesbians, women and the old are all given equal worker rights to other workers, through extensive anti-discrimination policies. (Jones 2000)



Suma values honesty and transparency in our relationships with our suppliers, customers and consumers. It minimises food sent to landfill thanks to partnerships with food banks and using unsellable items in our canteen. The SE strives to promote healthy lifestyles through our product listing choices and sharing informative articles and information.

Everything Suma sells is 100% vegetarian. All products are cruelty-free and animal welfare is a top priority in our sourcing. Suma offers a broad range of Fairtrade, organic and locally sourced products.

Another set of values Suma prescribed itself to is collective decision-making, and the ethos of shared responsibility and commitment. For example, they follow the seven cooperative principles as set out by the International Co-operative Alliance UK.

In partnership with environmental group Treesponsibility on their CO2mittment scheme, Suma plants in the region of 5,300 trees each year to offset the carbon produced by our fleet of delivery trucks. The nascent woodlands Suma has planted already constitute a carbon sink capable of absorbing several thousand tonnes of CO2 over the next 50 years. Suma wants wildlife to thrive in their local area and has built a bee habitat, an insect hotel and a wildlife pond.

Suma works hard to develop our relationships with local food banks and food waste campaigns. They do not stock foods that would need to be labelled as containing genetically modified organisms under current legislation. Suma's policy is not to purchase or stock any raw materials, packaging or finished product that contains / may contain any GMO materials or that may have been contaminated with any materials of this nature.

There are no parabens, triclosan or phthalates in Suma products. All palm oil used in Suma brand products from sustainable sources. Suma is committed to complying with the Ethical Trading Initiative Base Code for anti-slavery.

→ Entrepreneurship

Suma was able to engage with its workers and clients to such a high degree that it was constantly up to date with any development during its growth. There were immediate feedback loops and a constantly evolving and changing decision making structure. This was adapted over the lifetime of Suma reflecting the needs of the workers and the company itself.



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Moreover, Suma merged traditional company client relationships where its brand is value based. Its form of doing business and organising itself became part of the appeal of the brand. It became part of the appeal of working there and doing business.



Suma's participative system must be understood in the context of the membership's ongoing commitment to 'co-operative values' and to the concept of 'wholeness'. A weekly 'General Meeting' was set up and was held every Wednesday afternoon, requiring the whole business to close down while a consensus decision was made over policy issues. The following quotation from a worker typifies Suma's pluralist ethos: Suma is groups of individuals with different ideals, values, outlooks and you put them all in a melting pot and that is Suma. It's stuck on various ideals, that it won't budge on, vegetarian policy, stuff we stock, things like that, fair trade... Those are our ideals, our platform. (Jones 2000)

→ Maturity

The appropriate unitarist-pluralist mix for Suma is biased towards pluralism primarily due to its ongoing commitment to pluralism. Therefore, it appears that worker pluralist aspirations are deeply embedded and should thereby be predominantly accounted for within Suma's future leadership strategy. (Jones 2000)

Suma delivers over 7000 vegetarian, natural, responsibly sourced products to businesses and communities across the UK and internationally. They are one of the largest cooperatives in Europe, working together to improve our society and support our suppliers and customers, according to their website.

The maturity of the SE can also be assessed in accordance to how far it manages principles on most, not all, of the relevant areas of work it operates in. Suma has done excessive work and prescribed itself a vast amount of ethical guidelines and values to follow, as can be seen above.

4.4. The Big Issue

The history of The Big Issue, a social enterprise newspaper, is a reflection of the lives of two men from diverse backgrounds. The two entrepreneurs, Gordon and John, represented something quite unusual.



The Big Issue was not about Gordon wanting to cash in on further business opportunities. He has already done so by building up the Body Shop, a cosmetics brand. In fact, he made it clear he wanted The Big Issue kept completely separate from The Body Shop in the public's perception. Nor was it about John building a traditional business from which he could make money to pass on to his children. (Swithinbank 2001)



The two founders, Gordon and John agreed that the paper would be totally independent of sponsors and independent of the homeless service sector. It would not raise the expectations of homeless people by promising them the earth. Gordon insisted that it operate as a business. (Swithinbank 2001)

Since its start in 1991, this clear cut between social mission and business attitude did not work well. Lucie, a social worker, convinced John that when working with vulnerable people, simply expecting them to sell a paper and not offering them any support was not viable. She began by providing a lot of personal support herself for those with drink, drug or other problems when they came to collect their



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papers, then referring them to outside agencies. This became a combination of both internal and external support with people subsequently employed to offer services such as housing and counselling when finance allowed. (Swithinbank 2001)

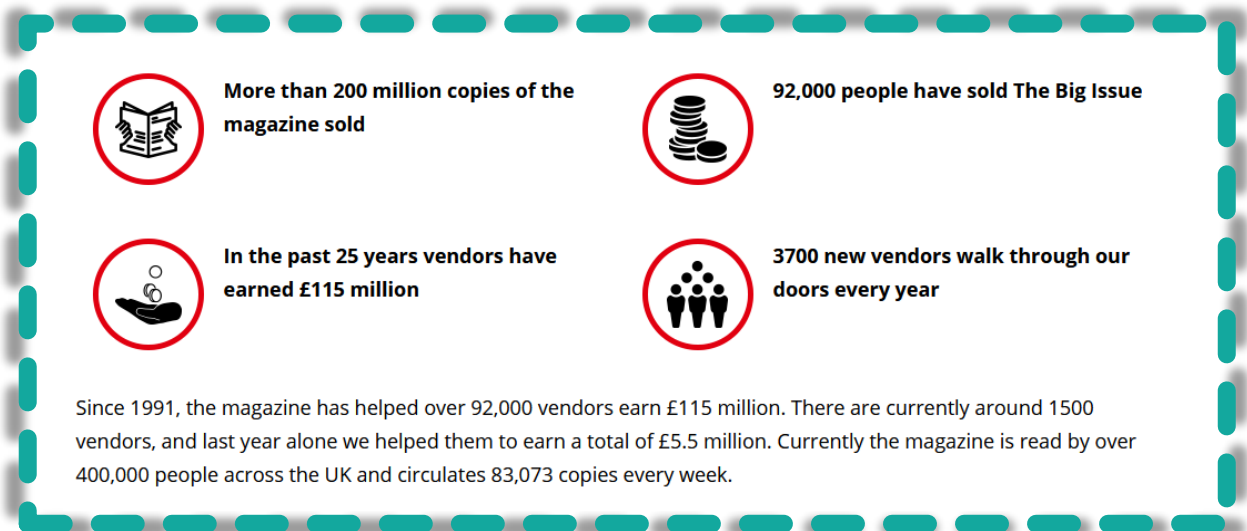
Thus, the core mission of the Big Issue became to enable homeless individuals to work and earn an income and to campaign on social exclusion issues. By providing homeless individuals with the opportunity to earn an income, they are offered a means of combating their personal poverty and take increased control of their lives. (Hibbert, Hogg, und Quinn 2002)

The Big Issue is a limited company and the goal of the organisation is to sell the magazine to consumers on the basis of its quality rather than as a means of obtaining a charitable donation. The Big Issue started as a charity, however, and its goals primarily relate to social welfare and its profit motives are driven by the need to raise money for the Big Issue Foundation. The peculiar characteristics of the Big Issue set it apart from most not-for-profit retailing and, as pressure for this type of initiative grows, it is important to consider how consumers view this form of charitable giving. (Hibbert, Hogg, und Quinn 2002)

→ Effectiveness

The newspaper assesses its effectiveness by outreach. Not just the number of copies sold but the number of vendors or homeless people worked with is among their benchmarks for their self-evaluation.

Since 1991, the magazine has helped over 92,000 vendors earn £115 million. There are currently around 1500 vendors, and last year alone the Big Issues (BI) helped them to earn a total of £5.5 million. Currently the magazine is read by over 400,000 people across the UK and circulates 83,073 copies every week, as summarised below.



(„About Us“ o. J.)

It has received various journalistic and social initiative awards for its work throughout the years. It was able to adapt to an ever changing media landscape and the rise of new media. This is due to its social appeal and journalistic excellency.



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→ Efficiency

The core value of The Big Issue is to help the homeless by involving them in an empowering process, rather than simply providing them with free services as is typical of charities. This orientation is reflected in the BI's tag-line 'a hand up not a hand out'. Entrepreneurial initiatives of this type are strongly supported by the government, which has expressed a preference for activities that aim to draw the 'socially excluded' into mainstream economic life. (Hibbert, Hogg, und Quinn 2002)



The Big Issue would soon define itself as a social business, and not for the profit of any individual. If there were profits, they would be spent on social support for homeless people. 'We would be as commercial as we could be and make profit,' John once graphically described it. 'Then we would mug ourselves on the way to the bank and give the profits away for the advantage of homeless people.' The paper would be a self-help initiative, with people buying the paper, initiating a businesslike approach by its vendors. John did not think of providing a system of social support at that point, since the voluntary sector was there for emergency social support for homeless people. He wanted to avoid the problem of duplication. (Swithinbank 2001)

In an attempt to curb some of the more erratic behaviour that occurred, especially drinking and fighting, the staff drew up a set of rules. Each vendor had to sign the Code of Conduct.¹ This stated that they could not drink or take drugs whilst selling and could not be abusive to the public. They had to be over 16 years of age, the UK's official school leaving age. They also had to agree not to be sexist or racist and where to sell without causing problems to the public, the police, or other vendors. The Code provided a reference point from which staff could discuss with vendors the necessity of a good standard of conduct on the streets. (Swithinbank 2001)

If it had not been for the financial underpinning of The Body Shop, the company would have gone under. To resolve the financial crisis, John decided to publish fortnightly in September 1992, meaning they had two publications a month. He reduced the cost of the paper by using cheaper newsprint. (Swithinbank 2001)

→ Planning

When it comes to planning it must be clearly stated what the goals of The Big Issue are. The aims of the Big Issue is that consumers should see the exchange as a commercial one, where they are paying money for a quality magazine. Given knowledge of the social goals of the Big Issue, however, the exchange is unlikely to be seen purely in these terms. (Hibbert, Hogg, und Quinn 2002)

The founder visited two organizations for their reaction to the idea of a street paper. He went first to the London Connection, a day centre and job creation organization for young people in the West End. John believes they were sceptical of him because he was not a typical advocate. 'I didn't have any deep, profound, psychological knowledge of the street or social dislocation. I had no charity expertise. I didn't have a CV in social improvement. I was a printer cum publisher. My only experience was that I had lived through the crisis of many of the young homeless people.' (Swithinbank 2001)

Before setting up, the founder needed to know three things. If he gave homeless people an alternative to begging and a way of earning a legitimate income, would they be happy with this? Would the police support them and would the people of



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London support the initiative? He needed to know the reactions of all the players in London's community as the project would have far reaching effects on all of them. (Swithinbank 2001)

However, when the company began support services, it had to consider two things: how far it would go to duplicate the work of other agencies and how the company would finance the staff. This was an issue for the fledgling social business. If it had been a charity, grant applications would have been rushed off for the cost of support staff, but this was a business. Only when the money came in could staff be recruited, and this was very random at the beginning. The work was supplemented by a growing number of partnerships within the voluntary sector (Swithinbank 2001)

→ **Monitoring and evaluation**

Entrepreneurial initiatives of this type are strongly supported by the government, which has expressed a preference for activities that aim to draw the 'socially excluded' into mainstream economic life. (Hibbert, Hogg, und Quinn 2002)

→ **Versatility**

Its versatility comes through its ability to empower. The founder also believed homeless people needed a feeling of belonging which was a support mechanism in itself. He wanted people working with them to be those who had straightforward relationships with them – ex-homeless people, homeless people, people who had been in trouble themselves. 'I was trying to develop the idea of poachers turned gamekeepers. To get homeless people who had been through it all themselves but



who had lifted themselves out.' At this point, the founder believed that if people were given the means of making a legitimate income and didn't have to resort to begging, then those who were relatively able-bodied, or relatively stable, would move out of homelessness. Alternatively, they would be able to sustain themselves to the extent that they were not seen as a blight on the social landscape (Swithinbank 2001)

This meant that the distribution system was working through a never-ending supply of people in need combining a social mission with an inherent flaw of society. Same can be said about the journalistic approach.

The first social business newspaper in Europe, was allowed to operate at a degree of journalistic freedom that other profit focused newspaper just do not have. The scrutinised politicians, pieces of legislation, and public officials attacking the homeless. There were the ongoing more localized attacks on people's lives reported in the magazine: the government threatening soup-runs in the capital, accommodation agencies ripping people off, landlords letting out dangerous flats. Features and news stories covered dodgy landlords, homeless kids, seaside homelessness, 'hot squats', the rough guide to soup kitchens, London's top ten empty residences, hostel closures, a teenager who was jailed for being homeless and a Big Issue vendor who died in police custody. (Swithinbank 2001)

→ **Innovation**

The founders of The Big Issue showed great understanding of stakeholder balance, involvement of target audiences in decision making, empowerment to make their target area disappear and reduce dependency. The Big Issue therefore has a dual bottom line to which it continuously aspires. It needs to make a profit if it is going to continue to help homeless people, but cannot let the profit motive impinge too heavily on its social mission. (Swithinbank 2001)



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Another innovative aspect of the social business newspaper is that they already thought that just by becoming the first ethical newspaper they were able to sell more papers than they normally would if they were a free newspaper. They were quickly proven right.

To gain some insight into the magazine's utility as a buying motive, respondents who currently buy the magazine (n=323) were asked whether they buy more than one copy of the same edition and who reads the magazine. Most buyers stated that they did not buy more than one copy of each edition (92percent). Some (7percent) reported buying multiple copies 'sometimes' and a minority (1percent) said that they 'always' buy more than one copy of the same edition. The fact that most consumers only buy one copy of the magazine implies that there is a utilitarian value associated with the purchase. (Hibbert, Hogg, und Quinn 2002)



→ Ethics

The ethics of the newspaper was clear from the beginning. It should be honest and investigative. It shall not be influenced by its main direct cash flow, namely the advertisers in it. A social enterprise's ethics are at risk when the business is on financial unstable grounds. The founder understood that before he started the business.

The Body Shop, the company the founder built up before, provided the initial finance of £30,000 to carry the business through to the launch. The founder had four months, from May to September 1991, to build a team and produce the first edition. Talking about the time he says 'as it developed, it became obvious that we were really flying by the seat of our pants. We didn't know where we were going. We didn't have a grand plan. As far as I was concerned, it was a social experiment which may or may not work.' (Swithinbank 2001)

According to many sources this worked. The Big Issue was described by The Guardian as 'the only refuge of honest, angry, investigative journalism'. It has also been labeled an anarchic, streety, current affairs youth publication. In fact, it has always sat in a niche of its own. It combines the essence of British radical magazines, which have a long tradition of campaigning on behalf of the dispossessed, with the 1990s life-style magazines. This combination of radicalism and 'street-chic' within The Big Issue was unique at the beginning of the 1990s, and was what appealed so profoundly to the readers. (Swithinbank 2001)



Research showed that these principles were shared by the consumers and that this aspect was an essential part in their purchase of it. The results of the research of Hibbert, Hogg and Quinn show that, although many consumers place some utilitarian value on the BI magazine, few are able to see the purchase of the magazine as purely commercial. The helping dimension of the purchase is an important feature of the exchange and there are particular features of consumers' helping behaviour in this context. Importantly, consumers were motivated by the fact that the BI seeks to help the homeless through a process of empowerment. However, reference to the emotions that motivate giving, particularly sympathy and guilt, implied that there was an altruistic and egoistic dimension to giving as has been argued for charitable giving generally. In this case, however, vendors were sometimes seen actively to provoke guilty feelings in potential customers, which was resented by consumers. (Hibbert, Hogg, und Quinn 2002)

There was also a very important difference between how the original social newspaper in the USA and The Big Issue in the UK would work with the homeless population. The UK paper would not be given to homeless people, it would be sold to them and they would sell it on to the public with a mark-up. This flew in the face of the philosophy of many of the other organizations working with homeless



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people as it provided an income. The paper aimed to re-energize the work ethic in people's lives: it would be a method of motivating them and help to create choice. (Swithinbank 2001)

→ Entrepreneurship

One of The Big Issue's greatest advantages is that it is independently owned and therefore free to experiment. John Bird is owner and editor-in chief, and although he has the final say and exercise as and when he believes necessary, the journalists generally have a free hand. Politically, it is radical but non-party political. (Swithinbank 2001)

The four summer months of 1991 were spent planning editorial, put together by a host of volunteer freelancers. Advertisers such as VW, Shelter, Mates, the London Institute and British Gas, with Coca-Cola on the back cover, were lined up for the first issue. The money for the advertisements came out of these companies' community budgets. (Swithinbank 2001)



The public's reaction was reflected in an initial burst of sales, followed by a drop off at the end of September. Of the 50,000 printed, 30,000 were sold, and the first issue ran for seven weeks rather than for four. Big Issue staff felt so exhausted by the experience that a decision was made not to produce a paper in October. But, with the second issue published on 1 November, sales took off. The 50,000 print run ran out almost immediately and they had to order a reprint. One hundred thousand copies of the third issue were printed at the beginning of December 1991 and immediately sold out. This quickly became the sales pattern. (Swithinbank 2001)

The conceptual framework adopted is concerned only with the motivation for purchase and beneficiary portrayal and does not attempt to replicate previous studies which have identified a range of social and psychological factors that influence both buying and helping behaviour. Rather, the research concentrates on the unique factors of the BI as social entrepreneurship, consumers' desire for the BI magazine vis-a-vis their desire to help the homeless and the influence of the people selling the magazine, who are also the beneficiaries, on consumers' motivation to buy. (Hibbert, Hogg, and Quinn 2002)

By the time the paper went fortnightly in September 1992, an estimated £1m had been earned by homeless people through selling The Big Issue. (Swithinbank 2001)

McGrath (1997) found that lack of satisfaction emanated from concerns about charities failing to make efficient use of funds, spending too much on administration or, worst of all, misusing funds. All of these issues are relevant to the BI. Over the years, press reports have highlighted drug use by vendors, they have also raised questions regarding the effectiveness of selling the magazine as a way of helping people to combat homelessness. Indeed, it has been suggested that selling the BI becomes a form of job and that vendors do not use it as a stepping stone out of homelessness. (Swithinbank 2001)

→ Maturity



The press agency Reuters strongly supported The Big Issue From its launch. Through its Foundation it agreed to train journalists on weekly courses, free of charge. It also paid for The Big Issue to receive a set of daily newspapers as the company had no cutting service. (Swithinbank 2001)

Today the big issue is split in various units providing services to the community or earning income for the entire Big Issue Network. It became apart from a newspaper, a shop to sell books and other



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products from its editor room, an investment fund and a foundation. They are set up to assure that there is not a single part of the newspaper that, if it fails, would make the entire newspaper fail. Its structure diversifies its income and more importantly increases its social outreach.

4.5. Triodos Bank

Founded in the Netherlands in 1980, to 'help create a society that protects and promotes quality of life and human dignity for all. Triodos Bank finances companies

which it believes add cultural value and benefit both people and the environment. That includes companies in the fields of solar energy, organic farming or culture. The bank states that as of 2020, Triodos Bank has 721,000 customers worldwide.

Follow your heart. Use your head

Triodos Bank

Triodos Bank N.V. was founded in the Netherlands with EUR 540,000 in start-up share capital and a full banking licence from the Dutch Central Bank, in 1993. Triodos Bank Belgium is the first branch to launch outside the Netherlands in 1995. Triodos Bank United Kingdom was established in 1997.

Triodos does not lend to organizations, businesses, and projects whose activities products, services, or processes are more than 5% non-sustainable." This policy is communicated to stakeholders.

- About 65% of savers' deposits are invested in sustainable projects.
- Transparency of investments by interactive social media.
- Raising capital by green funds based on microfinance projects, sustainable trade, organic agriculture, climate and energy, sustainable real estate, arts and culture. (Hofstra and Kloosterman 2018 p30).

The principles of governance by Triodos are based on:

- obeying the law
- valuing human rights
- respecting the environment
- promoting sustainable development
- and last but not least definitely a no bonus-culture (Hofstra und Kloosterman 2018).



Triodos Bank is a European social bank registered in the Netherlands, which lends only to organisations and businesses with social and environmental aims. It professes to support only those projects 'which benefit the community, enhance the environment and respect human freedom' and as such it actively targets 'ethical' borrowers. It sources its funds by accepting deposits from individuals, charities and businesses. Its promotional messages tend to emphasise the positive nature of choosing Triodos, eg 'Let your choice count for more' and 'A choice where more than money counts'. Triodos is a prime example of the European tradition of 'social banking', which has evolved to meet the particular needs of social economy initiatives that often face difficulties in obtaining finance from conventional providers. (Cowton und Thompson 2001)

When Triodos entered the UK market with its services it started a race for competition as this field of ethical banking was new back in 1997. Through its experiences in the past it was able to pick up business quickly and become and stay market leader until today. All of this is based on its strong ethical standards.

→ Effectiveness



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The following policies provided Triodos with a leading position in sustainable banking and justify their positioning as a “community linked by money”:

- About 65% of savers’ deposits are invested in sustainable projects;
- Transparency of investments by interactive social media;
- Raising capital by green funds based on microfinance projects, sustainable trade, organic agriculture, climate and energy, sustainable real estate, arts and culture.

Triodos also promotes a “more sustainable society in a concrete way.” In their case sustainability refers to:

- the natural environment;
- culture and well-being;
- human circumstances. (Hofstra und Kloosterman 2018)

→ Efficiency

Although Triodos is a new form of bank with an unusual approach, depositors do have some assurance regarding the safety of their funds because the bank is closely regulated by the Dutch Central Bank and the Bank of England. (Hofstra und Kloosterman 2018)

The Banking systems where Triodos operates (western Europe) are among the most heavily regulated worldwide. They had to assure that they were able to maneuver these waters as efficiently as possible, relying on experts in the academic realm to do so.

In some aspects, it is hard to measure the efficiency of Triodos because there is no benchmark. The only benchmark is the one they leave behind. Their unhindered growth is a great indicator that their efficiency must be increasing as they evaluated and adapt to lessons the Bank as an organisation and social benefactor is learning.

→ Planning

For example, the instrument of whistleblowing has been implemented to enlarge compliance not merely based on the responsibilities of board and management but also of those of the individual employees. This assumes the intrinsic, value-based motivation of every person in the organization. External supervisors are the Dutch Central Bank (DNB: De Nederlandsche Bank) and the Dutch independent market conduct authority (AFM: Autoriteit Financiële Markten). All shares in Triodos Bank are held by the Foundation for the Administration of Triodos Bank Shares (SAAT: Stichting Administratiekantoor Aandelen Triodos Bank) which issues depositary receipts to finance the shares, control rules, and prevent self-interests. (Hofstra und Kloosterman 2018)



Triodos’ strategy is directed to the rich individuals and institutions. Looking at the financial market, it is important to notice that Triodos Bank is serving a niche instead of a mass market and still has a growing number of entrants. An advantage of this niche market is that it enables the bank to organize both “physical” meetings and virtual sessions on the Internet. The target market of the Triodos Bank could be described as healthy private individuals, enterprises, and institutions, attracted by the concept of value-based banking in order to get the world to a better place to be. (Hofstra und Kloosterman 2018)

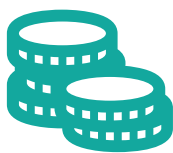
→ Monitoring and evaluation



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To understand M&E at Triodos it is important to understand how they make money giving out loans. If a nonprofit organisation wishes to borrow money, Triodos offers, depending on the project, the prospect of a sympathetic hearing. Not only does it specialise in projects which might be less well understood by managers in some mainstream banks, but in the Social Target Account and the Partnership Account template its product range offers the prospect of a discount in the form of reduced or donated interest. Perhaps these factors help to explain the negligible loan losses and the fact that Triodos is able to maintain a low level of bad debt provisions. (Cowton und Thompson 2001)



This entails not just loans but every aspect of Triodos business model and their conduct. They are very thorough. Quiproquos, as a stakeholder you are able to access and follow up with norms and values.

The way Triodos can be held accountable by their stakeholders are visible in the rules, norms, and actions that create and reinforce the values of the bank and are aligned with indicators referring to integrity principles. (Hofstra und Kloosterman 2018)

This is very costly as the procedures that are put in place are increasing the operating cost. In doing so it lacks behind their competitor however the amount of evaluation and monitoring also attracts the right type of clients.

→ **Versatility**

Triodos versatility lies within its understanding of the market and its clients. It assures that they just have products with clients that make social and financial sense for Triodos. They do not offer personal accounts in every country and if they do, they are more costly than market rate accounts. They are now moving into this space but it shows that they just enter markets and deal with clients when there is a set up system in place how best (most ethically) take care of their business. This is called client targeting.

A development of the targeting concept is the partnership account template. Partnership accounts, which can be opened by individuals, charities or businesses, offer a defined link between depositor and borrower because each account type is oriented towards lending to a particular sector or cause. Depositors' monies are lent onto projects directly related to this cause. (Cowton und Thompson 2001)



They also offer a long list of other services and assurances providing a very sophisticated environment for a client to invest in. Because they deal with the social as the business part on a daily basis, they are very good in identifying opportunities for social impact allowing them to move faster than their more inexperienced competition.

→ **Innovation**

Triodos was also a leader in preparing and understanding the market before entry. The social scientist that founded it made sure to conduct first class research before even attempting Triodos. With this regard they have a very high amount of M&E activities internally but also within their financial strategy.

Triodos is a true innovator when it comes to how banking products can be packaged and quality controlled for ethical clients. Throughout this evolution more and more banks have come into the market competing with Triodos.



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They have built a brand out of these innovative banking products and they assure a comparatively large amount of ethical banking with competitive prices. In addition, they can now do so on several international markets.

The bank's policy is to match or better rates offered by high street banks and building societies and to position its rates at the lower end of the top quartile. The bank stresses that it does not attempt to match the 'headline' rates offered by some building societies (usually on postal accounts) and supermarkets. For example, the terms offered by its most popular savings account, the Social Investor Account, are usually attractive when compared with like products from other ethical institutions and those of the high street banks, but do not match the equivalent 'best buys' of the building societies, the supermarkets and insurance companies. (Cowton und Thompson 2001)



→ Ethics

Within the envelope defined by its standard social and environmental lending criteria, Triodos provides clients with the opportunity to specify more precisely the uses to which they wish their funds to be put. The standard vehicle for doing so is the Social Target Account, with which depositors can direct their savings to projects or sectors of their choice within the general Triodos parameters. This is affected by savers indicating on the account application form which projects they would like to see receive the funds. An unusual feature of the Social Target Account is that it allows depositors to choose their own interest rate, up to the maximum advertised rate. Interest waived by depositors is passed on to targeted projects or sectors by charging a correspondingly lower interest rate on loans where possible, thus effectively subsidising the activities of the borrowers. According to Glen Saunders, Managing Director of Triodos in the UK, a number of depositors have elected to surrender some or all of their interest. He estimates that some 8 per cent of the bank's deposits receive no interest at all. (Cowton und Thompson 2001)

Triodos loans must be used for the purpose of sustainable purchases or long-lasting investments. In terms of market segmentation, the Triodos Bank Group benefits the idealistic drives of customers and these motivations are considered when choosing customer target groups. Within the 2015 annual report, it is stated that competition in the conventional lending market is increasing. The reason mentioned is that conventional banks also more and more acknowledge that "sustainability is an emerging market and that they want to be involved in it". (Triodos Annual Report 2015: 29) (Hofstra und Kloosterman 2018) Triodos is unusual in the transparency of its loan portfolio. The Project List, in its current form, may be feasible only because of the relatively limited number of projects funded, but it represents a commitment to a principle of accountability to depositors. (Cowton und Thompson 2001)

Triodos has expressed the view that 'a bank should be a lens between borrower and lender, a transparent broker, not a power house of finance nor a repository of wealth devoted to the interests of its shareholders'. Nevertheless, while Triodos has a different philosophy, it operates its somewhat unusual approach within existing financial market mechanisms without openly challenging their workings.



Although some might wish to see an even more radical approach undertaken, Triodos not only offers a service which is sufficiently conventional for nonprofit treasurers to consider using, but it also acts as a source of possible ideas and lessons for mainstream banks. (Cowton und Thompson 2001)

Instead, through its Development Investment Unit, Triodos works with several 'banks for the poor' to enable people in the South to expand their own micro businesses; to purchase tools and supplies, to increase stock levels and to buy new machinery. These partnership accounts often attract the surplus



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funds of nonprofit organisations connected with the named cause. For example, Friends of the Earth deposits its surplus money in the Earth Saver Account, thereby ensuring that its monies go towards promoting its underlying aim. (Cowton und Thompson 2001)

→ Entrepreneurship

Reinforced by the introduction of new partnership accounts, the rapid growth in deposits has caused a saving-lending mismatch, with a shortage of suitable lending opportunities prompting the bank to deposit surplus funds with other ethical banks, although it, too, is often in receipt of such deposits itself. Some would say that the mismatch refutes the argument that the social economy is underfunded. However, the mismatch might be a temporary phenomenon, caused by the recent growth and a time lag between deposit and lending. This is suggested by the ratio of loans to deposits; for Triodos without the UK branch it is 58 per cent, whereas for the UK branch, which has been growing much more quickly, the ratio is just 38 per cent. (Cowton und Thompson 2001)



→ Maturity

Triodos' balance sheet total showed an average annual growth of 32% in the 1980–2014 period. They emerged out of a niche in the market and single handedly developed this niche into an entire market. They are not spread through the financial world and their products along with the M&E strategies area leading the market.

Today, the clients of Triodos Bank consist of savers, investors, depository receipt holders, and funds. Its targeted market segment consists of customers who want to achieve a positive and remaining change in society and strive for reduction of pollution and emissions towards a sustainable acceptable level, but also for longer lifespans and recyclability and reusability of products. It means that loans and investments have to fit the concept of sustainability mentioned by Triodos of “impact financing.” Illustrative in this sense is that Triodos' management is, according to the Annual Report of (2015), very enthusiastic about the results of the Paris Climate Conference concerning international attempts to decrease carbon emissions. On the basis of these and other developments they expect investors to be more decisive on “impact-based assets,” not only focusing on financial results. Triodos sees these types of outcomes as a promising development for their bank (Triodos Annual Report 2014). Especially when it comes to convincing their clients. (Hofstra und Kloosterman 2018)

The social and environmental criteria used by the bank in evaluating credit applications mean that it is likely to attract depositors who are less than comfortable with mainstream commercial banks, in particular their lending to, and other business links with, organisations and regimes whose operations might conflict with the depositors' values. The general ability of Triodos to reassure some concerned depositors about the uses to which their funds are put is taken a step further by means of a set of products discussed in the next section. (Hofstra und Kloosterman 2018)



5. ITALY



5.1. Pellicano Onlus

→ History - Social mission

Il Pellicano onlus
Perugia

The Pellicano Onlus is an APS registered with the Registry of the Region of Umbria, which was founded in 1997, in Perugia, as a creative act of a group of patients and former patients. It currently has an agreement with the Azienda Usl Umbria 1 and the Azienda Ospedaliera di Perugia as well as with several universities for the conduct of internships. Originally, the idea was to offer a new space of welcome and listening, for patients and families, that would allow operators more targeted interventions and able to overcome the resistance to treatment that characterize these diseases, thus continuing the psychiatric renewal that had made Umbria one of the most advanced regions. Since 1997 Il Pellicano Onlus is engaged in a path of research and treatment of DCA that uses a multi-professional team, composed of psychiatrists, nutritionists, psychologists, psychotherapists, dieticians, pediatricians, social workers. An integrated intervention allows an effective response to the medical-nutritional and psychological problems underlying the indicated pathology and guarantees patients a global care. Through a path of psychonutritional rehabilitation, satisfactory results have been achieved over the years, especially towards those patients who are more resistant to change and therefore need a more focused and long-term intervention. It was also possible to implement care and support interventions without creating waiting lists and/or hospitalization and/or hospitalization in regional and extra-regional residential facilities with considerable relief of costs borne by Public Health. The experience of these years, therefore, confirms the effectiveness and the need to work, in the majority of patients, with forms of intensive outpatient treatment that are an alternative to residential programs and hospitalization, in order to create new growth opportunities for the person without decontextualizing them from their living environment, and thus allow them to experience themselves in reality in a more functional way with respect to their individual, social and family dimension.



→ Effectiveness

In order to set up therapeutic interventions that really want to confront the complexity underlying eating disorders, a cohesive network of services is essential. However, to date, this network is insufficient and lacking. Collaborations take place, in fact, mostly on the spontaneous initiative of the operators and there is a lack of coherent intervention planning. In the opinion of the whole team, it would be necessary for the institutions to enhance the territorial realities such as that of the Pellicano Onlus, too often left to initiative and personal commitment, so that the capital of humanity and skills that, in itself, cannot be lost. This capital has been built over the years and is the heritage of everyone. If the path to follow is that of the network, then it is necessary to ensure that the resources of the public services of volunteering and private social services are more connected and mutually reinforcing, because only in this way will each node of the network be able to express its full potential.



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→ Efficiency

The Pellicano Onlus is able to offer a service without waiting lists highly professional despite the scarcity of economic resources available thanks to the mainly voluntary work of employees.

→ Activity planning



The therapeutic program of the Pellicano Onlus follows two main tracks:

- To deal with the problems regarding nutrition, feeding, food, means of compensation and body weight.
- Working on psychological issues such as the concept of self, self-esteem, low tolerance to emotions, perfectionism, interpersonal relationships and family problems.
- The five qualifying points of the intervention: acceptance and recognition of one's condition by the patient; acceptance and reflective listening by the therapist; co-involvement of families; involvement of the person in all its dimensions; teamwork and networking with social and health services.

→ Monitoring and evaluation

Therapeutic activities are continuously monitored both through the periodic administration of questionnaires to patients and through team meetings that take place 2 days a week.

The economic resources available do not allow the use of necessary advice on mentoring, coaching. Management. The Association can only count on the contribution of specialized volunteers.

→ Innovation



Taking care of the patient at 360° is the distinctive feature of the "Pelican" and configures a concept based on a holistic approach to health. This conception aims to give the person in its complexity, that is, as a unitary system in which needs, emotions and idiosyncratic resources flow together. Moreover, looking with confidence at the residual capacities of the individual makes it possible to promote and achieve greater self-awareness, as well as to acquire a greater number of personal competences and to activate more functional proactive behaviours with respect to nutrition and interpersonal relations. It will be useful to remember that, since its creation, the "Pellicano Model" has been configured based on three fundamental elements: awareness, autonomy/self-management and responsibility. This model foresees that, already from the first interventions, one is activated for the acquisition of motivation and awareness in a deliberately non-coercive and non-directive climate, since it is a shared belief that rehabilitation should be based on welcoming and empathic listening.

→ Ethics

What is striking in the Pellicano's modus operandi is the vision of human nature that guides every choice: professionals with different training and theoretical orientations work at the Pelican, however, accumulated by a common vision of the human being. In accordance with the bio-psycho-social paradigm, man is considered an inseparable unity of psyche and soma, ideas and emotions, behaviors



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and feelings, values and needs. **The Man is to be in relation and is configured as openness, encounter, dialogue.** In therapeutic work, as in all significant relationships, the encounter with the other person is fundamental. The quality of the relationship that is built between therapist and user is more important than cultural knowledge, professional preparation, ideological orientation and therapeutic techniques.

5.2. Cooperativa Nuova Dimensione



→ History - Social mission

The Cooperativa Nuova Dimensione was founded in 1981, and in 1989 it became a member of Confocooperative Umbria. In 1993 he promoted and participated in the Umbrian section of Federsoli-darietà. In 1994 Nuova Dimensione was a founding member of the Auriga Consortium while in 1995 it was a founding member of the Regional Forum of the Third Sector. The New Dimension Cooperative believes in the centrality and dignity of the human person. Faced with mental, physical, social and relational discomfort, society, families and the world of work are not always able to respond adequately and avoid loneliness and marginalization. The New Dimension, through listening to people's needs and through the services it offers, contributes in harmony with the territory and its institutions to improve the living conditions of those it meets in its daily actions.

Since its foundation the main results of the New Dimension have been:

- In 2002 the Nuova Dimensione managed the first Municipal Nido "L'Alberto Azzurro" in Corciano.
- In 2003 he inaugurated the first educational community for minors "La Casa di Pollicino".
- In 2005 he opened the Day Care Centre for the non-self-sufficient elderly "Il nido d'Argento".
- In 2006 it also promoted the birth of B-Kalos , a type B social cooperative.
- It proceeds with the opening of the "Centro Diurno San Giuseppe" for people with disabilities.
- In 2009 he promoted the foundation of the "Viviumbria" Consortium.
- In 2011 proceeds with the opening of the residential community nuclei mothers with child "La Casa di Pollinicino". It also proceeds to the new residence service served for the elderly "Silver Years
- In 2013 proceeds with the opening of the experimental laboratory for autism "L'Aquilone" in Marsciano.
- In 2014 the expansion of the Casamica service in the territories of Assisi and Foligno proceeds.
- In 2015 the Social Rehabilitation Educational Day Centre for people with disabilities "Arboreto" - Gubbio opens.
- In 2016 he was awarded the management of the Autism Day Centre in Pratola Peligna (AQ).
- In 2017 it has in management in accreditation of the therapeutic rehabilitation community TRatti Komuni and the Start-up Activity Day Center for Autism (Pratola Peligna).
- In 2018 the Areabimbi-Ludolandia c/o Ipercoop Collestrada service starts. The Socialarc Consortium was also established.



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→ Effectiveness

The New Dimension assesses its effectiveness by analysing for each category of Stakeholder, needs and expectations, which may influence the company's policy and objectives and the problems that may arise from their lack of satisfaction, resulting in the strategy identified for certain categories of Stakeholders. It also wants to be an agent for the development of the common good in the territory in which it is rooted.

→ Efficiency

Stakeholder analysis has allowed Nuova Dimensione to identify the people, organizations or groups of people who are "entitled" to enter into a relationship with the co-operative itself and to "hold the co-operative to account" for its behaviour; the identification of interests, expectations and the quality perceived by them.

The analysis carried out by Nuova Dimensione envisages three different phases: identification of the main classes of stakeholders; analysis of the nature of their interest; analysis of their effective power of influence.

→ Activity planning

The New Dimension manages services both in agreement with public bodies and autonomously, both in terms of ownership of the structure and operational choices, through conventions or accreditations and assuming "business risk".

The activities are carried out according to an organizational structure that provides for the division into 5 macro areas, through the participation in calls for tenders from public and private entities.

→ Monitoring and evaluation

In 2003 he obtained the Quality Certification A38/F (ISO 9001); in 2006 he obtained the Ethical Certification (SA 8000), and the regional accreditation for continuing and higher education.



In 2009 he obtained the extension of the Certification: sector A37 - Vocational Training while in 2012 he obtained the Certification for the safety of workers and workplaces (OHSAS 18001).

Through these certifications the New Dimension controls and evaluates its activities also considering the number of people who use the services provided and their degree of satisfaction.

→ Innovation

The value of the work of the New Dimension is measured by the ability to establish a meaningful relationship with people, of empathy, of listening, of trust, of respect for the dignity of each person,



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which is the basis, the foundation on which to act with the utmost professionalism and technical expertise.

Nuova Dimensione believes in and is committed to promoting a culture oriented towards the achievement of collective and individual goals, which always focuses on people's lives, their stories, smiles, difficulties and successes.

→ **Ethics**

Nuova Dimensione actively promotes the formation of places of permanent comparison, institutional, associative, voluntary and territorial, in order to know in a complex way the bi-society of the territory and the evolution of social policies and to promote exchanges of skills and information, to better integrate its offer with that of others, to encourage the provision of resources, to create a new awareness about social issues.

→ **Entrepreneurship**

The most important number of customers is that of public-ci/institutional customers (both in terms of turnover and territorial scope) with whom Nuova Dimensione has active agreements for the provision of services to users and the territory.

ND has always tried to define the needs of users and choose the most appropriate solutions, times and spaces for the daily life of the person by building projects as respectful as possible of individual needs and individuality.

→ **Social problem**

Through VALUES the New Dimension sets

- ❖ **The centrality of the person in the services:** At the centre of the Cooperative's action is the person with his or her own individuality, needs and potential. Taking into account and knowing the family context and individual history become fundamental elements for individualized projects.
- ❖ **Respect and Dialogue:** The Cooperative considers the dialogue with all the stakeholders to be fundamental, guaranteeing them respect and dignity of their peculiarities, in order to identify together adequate and respectful responses for each one.
- ❖ **Integration with the territory:** The Cooperative promotes integration with the social fabric and works with the institutional networks present sharing objectives, interventions, improvement plans.
- ❖ **Protection:** Nuova Dimensione is committed to ensuring the health, safety and well-being of workers and users by listening to and taking care of their needs, enhancing their skills, in order to improve their quality of life.
- ❖ **Professionalism:** Every New Dimension operator meets the professional requirements of the law. Professionalism is accompanied by strict compliance with the respective Codes of Ethics of the users and the desire to maintain the quality of service as a priority objective of the action.



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5.3. Frontiera Lavoro



→ History - Social Mission

The social cooperative Frontiera Lavoro was founded in December 2001 following a company spin-off from the social cooperative Nuova Dimensione.

Frontiera Lavoro, since 1995, had constituted the area "Politiche del lavoro per le fasce deboli", promoting actions of contrast to the emerging and increasingly widespread risk of marginalisation from the labour market of the weaker sections of the population, proposing work as an instrument of reintegration into the social fabric.

Over the years, Frontiera Lavoro has strengthened its know-how in the field of active labour policies, which maintain a strong centrality within the organization, while also focusing on intercultural mediation and educational services for minors.

→ Effectiveness

By planning interventions for local communities, in strong adherence to emerging needs, the Cooperative keeps a strong focus on the European Union and its policies of social inclusion and fight against unemployment, planning and managing transnational interventions.

→ Efficiency

Frontiera Lavoro through the use of its own resources from participation in regional and national calls and requests for funding, assesses its efficiency taking into account the end users who are able to benefit from the services made available.

→ Plan of Activities

Frontier Lavoro in the development of its activities takes into account the possibility of participating in public and private calls and requests for funding as well as the number of end users using the resources made available.

→ Monitor and evaluate

Through its accreditations Frontiera Lavoro monitors and evaluates its activities:

- Frontiera Lavoro is a Training Agency accredited by the Region of Umbria, for the macro typology A, B, C; with Determinazione Dirigenziale Regione Umbria n. 2719 of 31 March 2006 with n. 00054.
- Frontiera Lavoro is registered in the register of bodies that carry out activities in favour of immigrants (art. 42 of Legislative Decree 286/98).
- Frontiera Lavoro complies with UNI EN ISO 9001:2008 - Cermet Reg. no: 3554 - A. Relative to: "Design and provision of services in the field of active labour policies" and "Design and provision of compulsory, higher and continuous training".



→ Innovations

Frontiera Lavoro seeks to promote social integration processes: a society that values differences and integrates them is a society that is richer and capable of reacting creatively to difficulties and



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experimenting with new services capable of effectively influencing the new dynamics of exclusion processes; working for the full social and working integration of people.

→ Ethical

In respect of its Mission and activities, Frontiera Lavoro seeks to promote the implementation of the right to work, supporting individuals - especially the weakest - in all phases of active life, especially in those most at risk of transition; promote and strengthen the network of local actors -profit and non-profit - for the improvement of the quality of life of people; give a signal of how efficiency and solidarity can and should coexist, bringing to the world of for-profit businesses a contribution of attention to the ethical and social sphere.

→ Entrepreneurship

Frontiera Lavoro seeks to develop its entrepreneurship through the implementation of social intervention areas:

The main object of intervention of the cooperative is to implement an integrated system of active labour policy services.

The competitive value of Frontiera Lavoro lies in the possibility to define flexible and personalized services aimed at increasing the expendability in the labour market of people at risk of social exclusion, favouring the acquisition of skills and personal empowerment through:



- educational activities for minors;
- the provision of information, guidance, skills balance, training and job accompaniment services;
- the enhancement and promotion of work integration cooperation.

The system of service provision can be summarized in the activities listed opposite.

→ Social problem

Frontiera Lavoro is a social cooperative that seeks to take care of the weaker sections of the population through its statutory mission, through:

- accompaniment to work for vulnerable groups;
- consulting and teaching in Active Labour Policies;
- educational activities for minors;
- design of interventions of active labour policies and social innovation;
- training;
- school and professional orientation;
- intercultural mediation.



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5.4. COAT Centro Orientamento Ausili Tecnologici



→ History - Social mission

COAT Centro Orientamento Ausili Tecnologici was born at the beginning of 1999 as one of the actions of the HORIZON Project "Domus" promoted and implemented by the Municipality of Trevi in the framework of the D.G.V. community initiative "Employment and enhancement of human resources" promoted by the European Social Fund and the Region of Umbria. As local partner of the project, a large part was carried out by the Organic Unit of Neuromotor Intensive Rehabilitation of the ASL n3 of the Region of Umbria. At the beginning it also provided consultancy on technological aids for the students of the "Course for Tele-Working Operator in Windows environment" which was an integral part of the Horizon project.

The C.O.A.T. Onlus Association has no lucrative purposes and has no commercial interests related to aids, although it provides for the development and research for the customization of computer and electronic aids, although the possibility of collaborating in research and development with commercial entities (validation of aids, integration of aid solutions ...) is not excluded.



→ Effectiveness

Each person in the team brings an experiential contribution beyond their role and activity, which represents an important and sometimes fundamental added value.

Human relationships are privileged with the possibility of deepening the relationship with the reality that surrounds the user both on a social and family level.

Each operator takes part in a series of courses and training opportunities during the course of the year, so as to develop his or her professional knowledge both with regard to the themes of technological aids and their use, and with regard to group work methods, evaluation of effectiveness, and networking of experiences and activities.

The construction of a permanent aid library allows a great reactivity with respect to the testing needs of the aids: this means the possibility to perform tests and customizations with the user, quickly and thoroughly. The categories of aids include:

- communicators;
- sensors;
- educational software;
- Joystick and PC Aids;
- commands and remote controls for home autonomy;
- PC accessibility software.

→ Efficiency

As part of an agreement project on the territory of ASL Umbria n.3, COAT is developing a network of relationships with operators and bodies working in the field of integration of disabled people. Starting from the social and health services to the relations with the Municipalities and Associations present in the Umbrian territory. Currently COAT proposes participation in integration projects on individual



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cases and in the development of training and planning for operators (cooperative support teachers and operators).

→ Plan of activities

COAT has a multidisciplinary working group composed of various professional figures: therapist, speech therapist, social worker, engineer, computer scientist, occupational therapist. The composition of the working group is "calibrated" to the specific case and the problem posed by the consultancy (purpose of the aid, context conditions, etc.).

The evaluation and subsequent internal meetings normally also include professionals from outside the working group (home assistants, support teachers, operators of other services, etc.) so that the resulting project is understood as the result of a collaboration that guarantees its suitability and sustainability over time.

→ Monitor and evaluate



A multidisciplinary team is available for information, advice and consultancy on solutions for adapting the living environment and choosing the most appropriate technical "aid systems" for the individual case - whether they arise directly or are sent by regional AUSL Services or Departments as part of their therapeutic-rehabilitation process. People with disabilities, family members, doctors, therapists, social workers, teachers, technical designers, administrators, all those who, professionally or not, are involved in the search for solutions for autonomy, can contact the service by phone or e-mail (mail@coatnet.it) and arrange evaluation and consulting meetings.

This way of understanding the orientation and introduction of technological aid systems is shared with the Italian Auxiliary Centres Working Group which is part of the GLIC Association - Interregional Working Group Computer and Electronic Aids Advisory Centres for the Disabled. COAT is a founding member of the association and shares its activities, together with other Italian centers that have no lucrative interest in selling aids.



→ Innovations

Through Software resources:

These are a series of freeware resources selected for the realization of adaptations of the graphic interface and interaction with the PC, non-verbal communication and didactic exercises. Please note: the software is offered "as is" i.e. without any responsibility with respect to its functionality and any damage resulting from its improper use. Through specially constructed hardware resources.

→ Ethical

COAT carries out activities under an agreement with public and private entities. Each of them is aimed at carrying out specific actions (from remote consultancy to team support). Among the affiliated bodies there are:

- SMOM - Sovrano Militare Ordine di Malta: execution of assessments and technological consultancy for individual cases;
- Associazione Spirit di Gubbio: execution of technological aids consulting actions for individual cases;



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- AUSL Umbria n.2: technical activity of the regional Hub centre for communication support for people with serious neuromotor pathologies;
- AUSL Umbria n.1: evaluation and support of the team activities of the Centro Ausili Aziendale;
- AISLA - Associazione Italiana Sclerosi Laterale Amiotrofica: assessments and consultations to support patients with ALS and their families;
- C.D.H.- Associazione sul Disagio e l'Handicap di Campobasso: consultancy and support in the evaluation of technological aids;
- Pragma Engineering srl - consultancy for the development of assistive/personal solutions for technological aids consulting activities;
- In addition to the agreed activities, COAT is active in the field of research and development through the promotion of thesis work and specific research at COAT;
- Corso di laurea in Informatica dell'università degli Studi di Perugia;
- Corso di laurea in Ingegneria Elettornica dell'Università degli Studi di Perugia;
- Corso di laurea in Scienza delle Comunicazioni dell'Università degli Studi di Campobasso.

→ **Entrepreneurship**

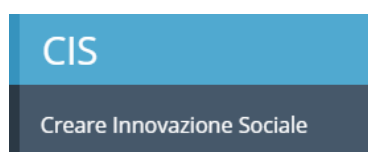
COAT participates in projects for the implementation and experimentation of forms of integration through aids: this collaboration is conducted in the identification of appropriate intervention strategies, both at the training level (operators and services) and with regard to the use of innovative technologies in the field of disability.

The association participates as a partner in projects at local/national and European level, both by virtue of specific sectoral skills and for the promotion of integrated network approaches between different actors.

→ **Social problem**

COAT try to help and solve the problems incurred by people with disabilities that could need to use computer and electronic aids.

5.5.C.I.S Creare Innovazione Sociale



→ **History - Social mission**

"C.I.S Creare Innovazione Sociale - Società Consortile a responsabilità limitata - Impresa Sociale" designs, develops and promotes social innovation projects, through the introduction and application of technological aids. C.I.S. supports innovative projects for disadvantaged people and/or people with physical or mental disabilities, in order to improve their living conditions through research and development of ideas in the field of social technologies.

→ **Effectiveness**

C.I.S. was born from the will of Fondazione La Città del Sole Onlus and COAT Centro Orientamento Ausili Tecnologici Onlus, which after almost twenty years of experience in the field of disability, have laid the foundations for the creation of a new social enterprise that is able not only to design innovative



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solutions to meet the needs of patients and their network, but also to manage their application and experimentation.

→ **Efficiency**

CIS try to develop a network of relationships with operators and bodies working in the field of integration of disabled people.



→ **Plan of activities**

CIS has a multidisciplinary working group that is devoted to the specific case and the problem posed by the consultancy (purpose of the aid, context conditions, etc.).

→ **Monitor and evaluate**

The evaluation and subsequent meetings normally also include professionals from outside the working group (home assistants, support teachers, operators of other services, etc.) so that the resulting project is understood as the result of a collaboration that guarantees its suitability and sustainability over time.

→ **Innovations**

CIS through Software resources and through specially constructed hardware resources try to realize adaptations of the graphic interface and interaction with the PC, non-verbal communication and didactic exercises.

→ **Ethical**

CIS carries out activities under an agreement with public and private entities. Each of them is aimed at carrying out specific actions.

→ **Entrepreneurship**

CIS participates in projects for the implementation and experimentation of forms of integration through aids: this collaboration is conducted in the identification of appropriate intervention strategies, both at the training level (operators and services) and with regard to the use of innovative technologies in the field of disability.

→ **Social problem**

CIS, through research and development of ideas in the field of social technologies, seeks to improve the living conditions of disadvantaged people and/or those with physical or mental disabilities.



Contact with @ESEN project

Web page:

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