

Inclusion and Job Patterns  
for Refugees

## **MILAR Output 1**

# **Transnational Research Framework on Community Welfare Good Practice**

**A Practical Analysis of Community-Oriented  
Initiatives in Italy, Sweden, UK and Germany**

*MILAR*  
*Modelli di inclusione e lavoro per rifugiati*  
*Erasmus+ Key Action 2*  
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Modelli di inclusione e lavoro per rifugiati  
*Inclusion and Job Patterns for Refugees*

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# Transnational Research Framework on Community Welfare Good Practice

A Practical Analysis of Community-Oriented  
Initiatives in Italy, Sweden, UK and Germany

Milano, Kristianstad, London, Hannover

2017

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## The MILAR Project

The MILAR project – *Modelli di inclusione e lavoro per rifugiati* – was started in autumn 2016 with the aim of exploring the field of “Community Social Enterprises” (CSE) in order to see if – and how – such entities could help integrate refugees into their host societies both socially and in the labour market.

The concept of the project was based on the understanding that integration of refugees – particularly in a situation when their number is growing and their influx is not to be expected to stop soon – cannot be left to state institutions alone but needs active involvement of all layers of society.

The Italian partner organisation, Consorzio OPEN, was familiar to a number of projects in the north of Italy where local communities had recently developed solutions to cater for their own specific needs, e.g. by creating space for social interaction in a small town, or by creating new opportunities for small business development on land confiscated from Mafia clans in a middle sized town, or by reviving a dying village in the mountains by virtue of a cooperative for promoting forestry and ecologically sensitive tourism.

Due to some specifics of societal and legal background in Italy, these initiatives proved also being particularly able to work with refugees. At the time when MILAR was conceptualized in 2015 – and still when this book was written in 2017 – immigrants in Italy were facing problems of social and economic integration in particular after (!) being officially recognized as refugees (refugee status determination). The MILAR project intends to define and test models and approaches to support refugees in their social and work-related inclusion pathways.

At the same time, other European countries took in a lot of refugees from the Syrian war zone and from other war-afflicted regions, and those refugees had the clear perspective of staying for a longer period of time, or possibly for the rest of their life. Finding a place in the economy of their host countries was an issue in those countries, too. Typically the countries of the European North provide manifold programmes and means to enable refugees to integrate into the labour market such as language training, vocational training, personal coaching, and of course, if everything failed, principally also life-time social aid to ensure a minimum standard of living – this is in stark contrast to Italy. However, exploring alternative forms of labour market integration seemed to

be interesting also for these countries, at the one hand because this would offer also new (and perhaps better) ways of social integration, and at the other hand, because in these countries concepts of alternative economy (in a sense of alternative to mainstream capitalistic for-profit economy) were discussed at least in certain niches of society in the context of general criticism of globalised finance and carbon-fuelled ways of production which seemed also to be leading to a widening gap between rich and poor.

Therefore it seemed to make sense to assess also in the countries of the European North the power of the bottom-up approach in community development by exploring the field of grass root organisations that had evolved in recent years to offer solutions to social problems with or without support by state institutions or other larger, well-established organisations such as the Christian churches and their charitable enterprises (Caritas for example).

So, the first task of the MILLAR project ("Output 1") was to collect examples of good practice of "Community Social Enterprises" from several countries, compare them, and possibly derive from that comparison a common European model which then could be used as a guideline for whoever would be interested to setup such an initiative and contribute to the well-being of their local community.

In later parts of the project, this approach was to be tested in the participating countries with a variety of local stakeholders, with the objective of eventually possibly setting up a new economic entity following the model of a "Community Social Enterprise" oriented at community welfare, or, should this turn out to be too demanding, at least preparing the ground for such start-ups that were to include refugees for example by providing the necessary preparatory training to people (refugees and sitting residents) interested in the matter.

## The Project Consortium

The project consortiums consists of five partners.

### **Consorzio Open, Italy**

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

Association of eight vocational training providers located in eleven regions of Italy, involved also in training and employment support for people in need.

### **Folkuniversitetet, Sweden**

[www.folkuniversitetet.se](http://www.folkuniversitetet.se)

Folkuniversitetet is an adult education organisation affiliated to the University of Lund. Its roots are in an "education for everybody" movement of students and higher education professionals in the 1970. Today it offers a broad range of adult education for everybody. Recently there is also a lot of work with refugees and other migrants being done.

### **Ealing Equality Council, United Kingdom**

[www.ealingequalitycouncil.org.uk](http://www.ealingequalitycouncil.org.uk)

Ealing Equality Council (EEC) is a human rights and equality organisation based in the London borough of Ealing, delivering services and top tier legal advice and support. EEC aims to help the city and residents deal with social change and building positive relationships and improve community cohesion. EEC's work is rights-related and plays an influential role in developing local and regional policy.

### **VHS Hannover, Germany**

[www.vhs-hannover.de](http://www.vhs-hannover.de)

Volkshochschule (VHS) Hannover is the adult education center of the municipality of Hannover, Germany. With 100 employees and 900 freelance teachers it is the largest municipal adult education provider in the province of Lower Saxony. It is part of the network of about 900 similar institutions (Volkshochschulen) in Germany.



## Emilia-Romagna Region, Italy

<http://www.regione.emilia-romagna.it>

Emilia-Romagna Region's General Directorate *Economy of knowledge, employment and enterprise* is the authority responsible for the management of the programmes under the European Regional Development Fund (ERDF) and the European Social Fund (ESF). It is also responsible for planning and coordination of education, training, employment and knowledge, and regional policies related to these topics.

## This Book

This book summarises the results of research done in MILAR's first phase, in European project management terminology called "Intellectual Output 1" (IO-1). The book offers a selection of cases of "Community Social Enterprises" found in four countries – Italy, Germany, Sweden, UK. The examples are usually neither unique nor without precedent, especially not in the wider context of the entire country. They are, however, examples directly rooted in the region or town of the respective MILAR partner, and the authors of this book believe that they are either good examples of "Community Social Enterprises", or at least that they share sufficient common traits with what typically would be looked at as a Community Social Enterprise. (For understanding that model, see the following parts of this introduction.)

Direct contributors to this book are Åsa Kaisdöter, Åsa Hedlin Olsson and Ingmarie Rohdin from Sweden; Irfan Arif, Yousif al-Karauli and Ricky Singh from the UK; Barbara Bovelacci, Stefano Cuppini, Massimo Ferrara and Alessandra Minesso from Italy; and Christian Geiselmann and Anja Kobus from Germany. They contributed not only the cases, but also were crucial for shaping the concept of "Community Social Enterprises" in a way operable in the framework of the MILAR project through tirelessly participating in intense discussions that took place during the project meetings that were held once every six months to coordinate the MILAR project. Christian Geiselmann compiled the book, did the editing and wrote most of the introduction – based on (and inspired by) the work done by the entire team. Final corrections were then made together by the team.

## Community Social Enterprises

The notion of Community Social Enterprise (CSE) was brought to the attention of the MILAR team by the Italian partner, Consorzio OPEN, as a cornerstone of the project concept. This was based on a broader discussion of this concept in Italy that had been going on for several years. (See below in Chapter "History of the CSE concept"). In MILAR, the concept was for the first time discussed at the launch meeting in Milano in November 2016, later – with already more insight into real-life examples in different countries – in a meeting in March 2017 in Kristianstad, Sweden, and finally during a staff training week in July 2017 in Milano, Italy. As a result the team then settled with the following working definition:

A Community Social Enterprise (CSE) in the sense of this project is any group of people, either formal or informal, who cooperate in order to improve the living conditions of a relevant part of their society (which often will be a local community such as a village or a city). Their activity will typically have economic aspects, marked by participation in market economy, especially the local or regional one. They may make profit from this activity. However, profit is neither the single nor the first and dominating purpose, since improving the well-being and cohesion of the local community is seen as at least equally important. Moreover, any profit should typically be re-invested into the core activities of the enterprise or community. In that respect, a CSE is an entity of so called social economy, however with strong local and grass roots flavour to it

Three elements seemed to be crucial :

- 1) **Centrality of citizens** – Centrality of single citizens or organized groups such as volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.
- 2) **Involvement of beneficiaries / co-production** – Active involvement of final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services.
- 3) **Benefit for community welfare** – There is a benefit for community welfare (community: a number of people living on the same territory).

We decided that local initiatives to be analysed and compared in the MILAR project for their usefulness to further sharpen the image of a Community Social Enterprise should ideally comply with these criteria right from the beginning. Or if not, these criteria should at least be taken into consideration for the analysis of the cases of good practice. At the end of each of the case studies forming the core of this book, you will find a box where the case is assessed against this grid using a tick-mark (element present – yes/no), plus some comment why the researcher believes this to be the case.

## Debating the Concept

In our discussions about the concept of Community Social Enterprises, we met a number of problems related both to the linguistic and the legislative background and traditions of the four countries. This is no surprise as many of the words in use refer to entities that can be fully comprehended only when looking at the legal foundations they are built upon. Such words are for example German *Genossenschaft*, Italian *cooperativa*, English *charity*, Swedish *nätverks* or *förening*, to name just some of them, without further pondering their obvious similarities and differences. For example *Genossenschaft* (German for cooperative) can mean an organisation of the general type of cooperative (by the traditions developed in Europe since 19th century), or it can mean the specific form of organisation as defined by German law, starting from the dedicated *Genossenschaftsgesetz*, plus multiple regulations from other areas, such as commercial or fiscal law. Such a *Genossenschaft* is clearly different from other forms of economic organisation such as an *Aktiengesellschaft* (stock corporation) or *GmbH* (limited liability company). Then again on a different level, a German *Genossenschaft* is different from a *cooperativa* in Italy or a *kooperativ förening* in Sweden, although the underlying idea (based on the common European tradition) is quite similar.

As the language used in our discussion was English (or the approximation to it commonly used in international cooperation projects), quite naturally English terminology and the traditions of the UK were influencing our concepts and thinking most.

In debating the concept, we frequently used various names for types of organisations that we thought would either classify for a GSE right away, or at least would overlap with it. The most frequently used terms are presented below.

Here is a caveat regarding this list of terms: the list is based on a brainstorming during the meeting in Kristianstad in March 2017. It is not meant to be exhaustive, and also it is not well-balanced in terms of participating countries and their typical legal forms of organisations. Moreover, in order to serve as a reference for legal bodies, much more scrutiny with regard to the respective legal context would be necessary, which could not be applied in this first phase of the MILAR project. Hence, the list is meant solely to give an impression of the complexity of the field and of the direction in which the MILAR project is looking. It may reflect a momentary common understanding in MILAR yet should certainly not be taken as a set of universal definitions of these – predominantly legal – terms.

## Legal Entities, Their Names and Concepts

### Community Interest Company (UK)

A community interest company (CIC) is a type of company introduced by the United Kingdom government in 2005 under the Companies Act 2004, designed for social enterprises that want to use their profits and assets for the public good. CICs are intended to be easy to set up, provide the flexibility and certainty of the company form, but with some special features to ensure they are working for the benefit of the community. Some 10 000 got registered in the status' first ten years. A community interest company is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners. CICs tackle a wide range of social and environmental issues and operate in all parts of the economy. By using business solutions to achieve public good, it is believed that CICs have a distinct and valuable role to play in helping create a strong, sustainable and socially inclusive economy. CIC must be limited companies.<sup>1</sup>

1) Source: [https://en.wikipedia.org/wiki/Community\\_interest\\_company](https://en.wikipedia.org/wiki/Community_interest_company), July 2017

## Community Social Enterprise

As stated in more detail above (see Page 8) a Community Social Enterprise in the sense of this project is basically any group of people, either formal or informal, who cooperate in order to improve the living conditions of a relevant part of their society (which often will be a local community such as a village or a city). The term *Community Social Enterprise* was selected during the Kristianstad meeting to replace “Social Community Enterprise” (as it was used in project related documents before) on advice of the partners from the UK. It became the core notion for the entire MILAR project.

## Cooperative

Cooperatives are associations of people who cooperate to promote their economic interest through some specific economic activity (e.g. agriculture, horticulture, trading with goods, managing a housing estate, etc.). This is a rather abstract definition. Cooperatives probably can be easier understood when looking at the cooperative movement of the 19th century, and the various concrete cooperatives existing today all over the world, sometimes with roots in Marxist or Socialist ideology, sometimes simply as practical associations of citizens following their economic interest without specific focus on ideology. A common trait of cooperatives is that all members enjoy equal rights (following the principle ‘one member – one vote’) independent of the capital they invested. As any legal persons, cooperatives are regulated by state laws, and thus their specific characteristics depend on the law applicable in the political entity they reside in (usually a state, but sometimes also sub-state units such as regions or districts have their own relevant legislation setting special conditions for cooperatives and social enterprises there). The cooperative movement has its roots in the late 19th century.

## Social Cooperative

Here is a definition from the German perspective: the German term *Sozialgenossenschaft* is used for Genossenschaft (based on the *Genossenschaftsgesetz* which dates back to 1889) with the special aim of supporting the members’ social interest. The option for Genossenschaften to serve also social or cultural interests was introduced to the *Genossenschaftsgesetz* quite recently in 2006.

## Citizens’ initiative

In Germany a *Bürgerinitiative* (citizens’ initiative) would be an informal group of citizens who get together to work on a common goal, usually something related to community welfare such as citizen rights or human rights, clean air, stopping or promoting some infrastructure project, etc. In certain contexts such an initiative may however undergo some form of registration with authorities, depending on local laws, potentially ending up as a registered association (*eingetragener Verein*, idealistic association), or sometimes even a political party. Refugees organisations in their early stage usually can be called citizens’ initiatives, although perhaps in a legal perspective the refugees forming the initiative are not (or not yet) ‘citizens’ in the legal sense.

## Association

We use this term usually for organisations following idealistic, cultural or sports and health-related goals, who sometimes – for the sake of precision – are also called idealistic associations, in order to distinguish them from economic associations. Typically there is a law that regulates the establishment of an idealistic association, e.g. by defining what bodies must be present (e.g. a president, a supervisory board, an annual convention, a financial revision team, etc.), and how members of these bodies get into this role. However, the term could also be understood as an informal group of people or other organisations.

A note on Sweden though: under Swedish law there is no separate act or statute for non-profit associations. This type of organisation is to a large extent governed by principles in case law and the analogous use of legal rules covering other forms of associations. The Economic Associations Act (*Lag om ekonomiska föreningar SFS 1987:667*) is of special interest. It directly applies to economic associations (*ekonomiska föreningar*), that is, associations with an intention to make profit, and is often analogously applied to various types of associations that are not formally regulated.

## Registered Association

In Germany, idealistic associations are called *eingetragener Verein* (registered association) because they must register with a public register of associations in order to make use of the privileges that are granted for such idealistic asso-



ciations e.g. in terms of receiving donations, or paying taxes. Interestingly, for economic associations (which likewise are foreseen in the Civil Code) there is no such register.

### Economic association

An economic association (*wirtschaftlicher Verein*) in Germany would principally be an ideal form for small groups of people who want to develop a business with minimal initial investment, including for legal fees. The Civil Code (§ 22) rules that provincial governments are responsible for granting them the status of a legal person. However, it seems that authorities in practice are extremely averse to execute their prerogative and issue the necessary permits in areas other than agriculture and forestry. In Scandinavia, in contrast, setting up an economic association (Swedish: *ekonomisk förening*) is much easier, and indeed in our collection of cases there are such examples from Sweden but notably none from Germany.

### Ekonomisk förening

Ekonomisk förening is one of several forms to register a business in Sweden. By law, an *ekonomisk förening* must have at least three members (individuals or enterprises). Liability is restricted to the assets of the association (owners are not liable personally). There is a nominal need for a minimal capital investment, however one Swedish *krona* per member is sufficient. The *ekonomisk förening* is represented by its Board of Directors. It is registered with the Swedish Companies Registration Office and the Swedish Tax Agency. The association is taxed on its profits (corporation tax). If salaries are paid, the members are taxed on the salary received, and on possible dividends. An annual report must be prepared and audited. Profit can be divided between the members in form of bonuses.<sup>2</sup> The law regulating economical associations in Sweden is *Lag (1987:667) om ekonomiska föreningar*.<sup>3</sup>

### Charity

A charity or charitable organisation is a type of non-profit organisation focusing on philanthropic aims. The term is used chiefly in the Anglo-Saxon world. The legal definition varies according to the country where it operates. For example in the Charities Act 2011 in the UK there is a list of purposes that are allowed for charities, e.g. the prevention of poverty, the advancement of education, religion, health, arts, etc.

### Wohlfahrtsverbände

In Germany, large parts of the actually state-funded welfare system have been assigned to be carried out by a number of large associations called *Verbände der freien Wohlfahrtspflege* (Associations of liberal welfare provision). These include the German Red Cross, the Caritas Association, the *Diakonisches Werk* (charitable organisation of the protestant church) and others. Anyway, 90 per cent of their work is funded by the tax-payer (via various levels of government) and social insurance.

### Social Enterprises

We did not discuss much about this term. In retrospect I believe there was implicit understanding that Social Enterprises are typically (larger) organisations active in the area of social care or services for disadvantaged, elderly, children, etc. operating in a non-profit mode, often financed by a given society's overarching social care financing systems, and of course not aiming at generating profit. In Germany this would amongst others be the aforementioned *Wohlfahrtsverbände*, in other countries organisations such as the Catholic Caritas, and many others. For a broader discussion see the Social Economy and Social Entrepreneurship. Social Europe Guide, Volume 4 (2013), p 21 ff. (See Bibliography.)

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The list could be extended with more terms from these four linguistic and legal backgrounds, and of course with even more terms from other languages and countries. The overall picture is anyway that legal preconditions in the various countries are extremely different, and that European homogenisation has not yet made strong impact on the legal foundations of economy in the

- 2) <http://www.bolagsverket.se/fo/foreningsformer/ekonomisk/vad-11700>
- 3) [https://www.riksdagen.se/sv/dokument-lagar/dokument/svensk-forfattningssamling/lag-1987667-om-ekonomiska-foreningar\\_sfs-1987-667](https://www.riksdagen.se/sv/dokument-lagar/dokument/svensk-forfattningssamling/lag-1987667-om-ekonomiska-foreningar_sfs-1987-667)

member countries. (Which may come as a surprise to people who recently have been claiming that nation states were loosing their national identity under EU membership.)

## Why not say “Social Community Enterprise”?

The discussion amongst MILAR partners about the terms of “Community Social Enterprise” and “Social Community Enterprise” is reflected in the following memo by the British partner organisation, Ealing Equality Council:

“This terminology was something that we dissected and provided clarity on from a UK perspective. The phrase being used before the discussion was “Social Community Enterprise”. To our mind this wording has no actual meaning and does not translate into English into the form the project is looking at.

“The correction being that a Social Community Enterprise is in fact in its correctly worded form a Community Social Enterprise. This definition is a social enterprise which originates from within the community (the community we are focusing on being refugees).

“We would define this in two ways. Firstly, the enterprise element – an organisation that applies commercial strategies to maximize improvements in human and environmental well-being. Secondly, the community element – by selling goods and services in the open market to reinvest the money they make back into their business or the local community. This allows them to tackle social problems, improve people’s life chances, support communities – this latter relates to refugees.”

During the draft of this book (MILAR Output 1), in Italy the new law reforming the Third Sector was finally issued. The reform will have a strong impact on cooperatives and social enterprises. This topic will be deepened in the forthcoming MILAR Guidelines (MILAR Output 2).

## Typology of CSE

We concluded that it would be difficult to compile a list of necessary requirements for an organisation to be a “Community Social Enterprise”. Rather we agreed on a typological approach: there are elements that are characteristic

for a “typical” CSE, but they can be differently strongly or weakly present in a concrete organisation.

An example is birds: leaving biological aspects such as genetics or evolution of species aside, and looking only at the use of words (pragmatics), every culture knows species of birds that are seen as very good examples of birds because they carry all or most of the features found in birds. In most European cultures this could be a merle: it has a certain (small) size, it has feathers, it hops and flies, it has a beak, it sings beautifully, it lays eggs, etc., whereas e.g. a hen would be less typical, as, yes, it has feathers, has wings, lays eggs, has a beak, yet it cannot really fly and it does not sing very beautifully. Still we call the hen a bird, just not a really typical one. If we have to select a prototypical bird, we would put the hen aside and take the merle.

We applied the same approach on CSE. We see a number of characteristics that are desirable for a CSE, but some of them are more important than others, and it is not a necessity that all of them are present or fully developed.

Criteria we found for CSE (collected in a discussion during the meeting in March 2017):

- It benefits the community, not only its shareholders.
- Money earned goes back into the CSE (reinvesting the profit; profit is used to promote sustainability)
- It is rooted in the local community
- It satisfies the needs of its shareholders (however, see the question above)
- Multiple stakeholders are involved
- Decision-making is bottom-up
- It has a history of emerging from a citizens’ initiative

(More criteria could possibly be found)

Thus we saw an interesting difference between *Social Enterprises* and *Community Social Enterprises*: from our perspective, a *Social Enterprise* could be any enterprise that has social welfare or community welfare as its primary objective, but it still could be run in a classical managerial top-down approach, and it could commission tasks to other entities. In contrast, a *Community Social Enterprise* (CSE) as we understand it should have additional features:

it should be rooted in the local community, should benefit this community, should have multiple stakeholders; it is, however, not decisive that it would be *registered* as CSE or whatever other form the respective legal environment would provide; it can essentially be registered under what legal form ever, or not be registered at all.

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Just for illustration of the intricacy of differences of forms of organisations, here is a comparison of several forms of economic organisations in Germany:

Comparison of selected legal forms of economic organisations (example from German legal background)			
	<b>Registered Cooperative</b> <i>eingetragene Genossenschaft</i> (e.G.)	<b>Registered Association</b> <i>eingetragener Verein</i> (e.V.)	<b>Joint-stock company</b> <i>Kapital-gesellschaft</i> (KG)
<b>Purpose</b>	economic, social, cultural	any purpose except profit	any purpose
<b>Minimum capital needed?</b>	no	no	yes
<b>Reliability limited?</b>	yes	yes	yes
<b>Number of members restricted?</b>	no	no	yes
<b>One member one vote?</b>	yes	yes	no

## The CSE Concept in Italy

### Social enterprise

The term “social enterprise” became popular in Italy for the first time in the late 1980s to indicate a new business model: private initiatives operating in the area of social services and activities to promote employment of disadvantaged. The legislative framework of that time did not provide a specific legal status for this kind of economic activity. Therefore, these new enterprises took the form of generic “cooperatives with a social purpose”. Later legislation followed by simply acknowledging the status of these new economic entities and defining them as “Social Cooperatives” (Law 381 of 1991, see a broader discussion in the Appendix).

In 2005, the Italian legislative framework recognised social enterprises as “all those non-profit private organizations (including cooperatives), whose main economic activity is stable and consists of producing or exchanging goods and services of social utility or public interest” (Law 118/2005).

### Social cooperatives

Cooperatives created in the second half of the 1970s in some areas of Northern Italy, especially in Lombardy and Emilia-Romagna, have subsequently experienced a gradual spread throughout the country. The establishment of cooperatives was originally promoted, on the one hand, by a tendency (some say: need) of public authorities to outsource services in an ever-expanding range of areas (social, health, education, etc.), on the other hand, by growing orientation of civil society towards self-organization in associative forms.

More and more often citizens, informal groups or associations promote establishment of new cooperatives in order to address social needs and to integrate and innovate the public supply of welfare services.

### Types of Social Cooperatives

Law 381/91 on Social Cooperative define for them two essential forms:

- Type A: providing social and health services and educational services

- Type B: providing work integration of disadvantaged people via various activities in agriculture industry, commerce or services.

In the cases presented in this book, some of the Italian ones belong to Social Cooperatives Type B (work integration of disadvantaged).

## Social Cooperatives in Numbers

Recent statistical data on social cooperatives (by Law 381/91) provide for the following numbers (numbers from unspecified recent years prior to 2017):

There are 12570 Social Cooperatives (by Law 381/91). They have a total of 513 000 employees, 42 300 volunteers, provide services for 5 million beneficiaries (however this information would need to be complemented by the definition of 'beneficiary') and their operations is worth 10 billion euros per annum.

Social enterprises (*impresa sociale*): There were 774 social enterprises as by Law 118/05, registered in Section L of the register of enterprises, plus another 574 enterprises with the label "social enterprise" in the social regions (*con la dicitura "impresa sociale" nelle regioni sociali*). Overall they had 29 000 employees, 2700 volunteers, 229 000 beneficiaries, delivering services with a turnover (*valore della produzione*) of 314 million euros.

## MILAR Methodology

The basic task of the MILAR project is to collect and compare good practice examples of Community Social Enterprises from four countries and to generate from this useful insights for a "European Model of Social Community Enterprises". Phase 1 of the project consisted of collecting examples of such organisations. Here is how we did this, step by step.

### Selection of Cases of Good Practice

Organisations were selected in a multi-phased peer-review process. The partner organisations in MILAR first scanned their immediate environment – their town or their region – for initiatives that were likely to match the criteria for CSE, or expressed in the spirit of the previous chapter: to be as typically "CSE-ish" as possible. A sample of ten cases per country was analysed using a uniform questionnaire and presented to the partners. This process took about two months. In an international meeting held in Sweden in March 2017, the best cases from each country were selected for further investigation. This are the cases which are presented in the main section of this book.

One difficulty we observed while collecting the ten cases, and then while selecting the top five of each set, was that partners had diverging understanding what role refugees should actually have in these cases. Led by the objective of the MILAR project, and not least by its name (*Modelli di inclusione e lavoro per rifugiati*), some partners had the tacit understanding that organisations to be analysed should in any way be dealing with refugees. Others preferred a broader approach and included in their sample also CSE-like organisations who currently do not necessarily work with refugees. In such cases, the idea would be to use the universal model found by comparison of cases in order to then develop new ideas how such CSE could be established to the use of refugees in their new environment.

As a result of the discussion of these topics during the second coordination meeting in February 2017, some organisations adjusted their set of organisations by opening their underlying model. However, the problem of slightly different approaches to the initial question has not completely been resolved. Differences are still visible in the selection of cases presented in this book. On



the other hand, this should not be a problem for the usefulness of the collection of cases (and possibly of the general model to be derived from it in a later phase of MILAR). Why? Because the field of organisations matching the concept of a CSE is so wide, and the individual cases have so specific characteristics depending on the social, economic, historical and legal preconditions in a given society, that one factor of variation more or one less is not material. Rather one may claim that the different approaches add to the completeness of the picture.

## In-Depth Studies

In a second step (Step II of Phase 1 of MILAR) partners were asked to prepare in-depth studies of the selected cases. To this end an extended questionnaire was prepared, based on the questionnaire of Phase I. The new questionnaire went into more details concerning technical information such as on the budget, sources of revenue and main cost factors of each organisation. We also tried to get information on the number of employees (both in heads of staff and full-time equivalents, or FTE), the number of volunteers involved, plus, if possible an assessment or at least some indication of the work time spent by volunteers. Such quantitative data were not meant to be collected in exact numbers, rather, some good guess or reasonable approximation would do because the purpose of data collection was actually to help generate a clear (and comparable) picture of the organisation under scrutiny. In some cases, data were not available, even when we asked senior staff of the organisation. For example, a German migrants self-help organisation, Kargah e.V., with quite a standing in the local society in Hannover where it is operating, preferred to not tell us about their approximate annual budget without agreeing on such disclosure with other members of the management. This was *prima vista* a little bit surprising, especially since practically the entire operation of Kargah e.V. with its about 75 employees (!) or 40 full-time equivalents, is financed through public funding of some sort from government programmes of all possible levels (local, regional, provincial, federal, and EU) and thus the figures should by any reasonable understanding of public funding in a democratic society be publicly available anyway, at least via the funding bodies. Kargah e.V. however preferred to not publish its figures too visibly. It does not either on its website. Of course, the organisation will have some weighty arguments

here, because as other types of organisations, also charitable organisations operate in an arena with peers competing for public funding. Other organisations however were less parsimonious with their figures, and so usually we are able to give some quite precise information about the economical dimension of an enterprise.

There are, by the way, also such organisations who have no budget at all; the Swedish *Tillsammans på norr*, a network of village people in the northernmost part of the island of Gotland, may be considered such an organisation, at least in its initial stage when the formal association they later added for collecting donations was not yet in existence; networks such as *Tillsammans på norr* operate based on the spare time their members invest in the activities of such an organisation.

Other organisations are just obliged by the law or their statutes to publish their financial reports. We had no problem receiving figures from the village cooperative Briganti del Cerreto in Northern Italy who generates a yearly income of about 400 000 euros chiefly from forestry and tourism (both in eco-friendly ways), and from the German cooperative Fairkauf e.G. in Hannover that has an annual turnover of about 3.5 million euros generated in their social department store for second hand goods, thus creating over 100 regular jobs for people with disadvantages on the regular labour market.

In order to not only base the picture that would be created on information published or reported by the management of an enterprise (or its PR staff), we added sections to the questionnaire directed to staff and beneficiaries. Ideally, interviewers would speak to a decision maker in that organisation (e.g. the president, or the highest ranking manager), both asking for technical details and for opinion. Then they would try to identify also a professional working in that organisation, for example a social worker, sales expert, or whatever. And third, they would ideally also speak to a final beneficiary of that organisation, whatever a “final beneficiary” may be in the context of that organisation. In the context of the Swedish villagers’ network to welcome several dozens of asylum seekers that were sent for accommodation in their village, direct beneficiaries were quite clearly the asylum seekers. In the context of a social department store a direct beneficiary would probably be one of the employees responsible for sales for transport and warehouse; although one could argue that also the customers are direct beneficiaries, and this quite intendedly so, because the

objective of such an organisation is both to create employment and to create a market where poor people can buy high quality household goods for little money; following this line of argumentation one could also say that the general public or the ecosystem of planet Earth is a beneficiary, because the third intended objective of a social second hand department store is to prevent functioning goods to be thrown away and rather help them to find new users, and so the benefit is an ecological one which even could be quantified quite comfortably by using the carbon footprint method.

## Concepts Used in Questionnaires

In the questionnaires that helped us collect information on the cases in a systematic way we used a number of concepts. In the presentations of cases that are the main content of this book, these notions are usually noted down as marginal notes so to help the reader find certain crucial topics quickly. However, the short denominator of the concept does not always reveal the full idea. Here below follow short explanations, sometimes more or less as they were added to the questionnaires themselves to help the researchers, sometimes, when the concept is complex, with more detail.

### Context

Traits of the territory: inhabitants, social conditions (potential and critical points), presence of associations. – This was meant to provide a general description of the region, town or what geographical unit ever is meaningful for a given initiative. – In the final presentation of cases in this book we renamed this topic “Environment”.

### Objectives

Why was the initiative created, which needs does it answer, what results are expected.

### Beneficiaries

Who are those whose life circumstances are intended to be improved by the initiative? Are they a distinct sub-group of society (people with special needs or particular vulnerabilities etc.). Are they to be found in a certain territory?

– In Phase 2 of the research, we also tried to get some idea of the number of people benefitting from the organisation's work by suggesting: “For example currently benefitting, benefitting on average per year or per month, or whatever is appropriate for the given organisation.”

### Ways of community participation

This topic asks for active links between the initiative in question and other parts of society, or in other words: how are other parts of society involved in the initiative? In the questionnaire, three examples for possible ways of community participation were given as examples: 1) Public authorities / institutions 2) Private actors (enterprises, foundations, associations, etc.) and 3) Individual citizens, experts, etc. – This was to suggest to researchers to look out for all possible forms of wider society taking part in the initiative. For example, an initiative can have vivid contact with local citizens who contribute without being formally members of the initiative. Or there may be agreements and co-operations with other civil society organisations, or with state institutions that are important for the work of the initiative.

### Governance

“Governance” is a broad concept used differently in different contexts. In business administration theory it usually means the structures of control inside an organisation, for example a private company. This would include management levels, the reporting lines, and bodies that are part of corporate decision making. It may also include structures that ensure compliance with the regulatory framework. In Political Science, “governance” is used to describe the interdependency of state, economy and civil society and their various actors thus presenting a society as a self-regulating system. In addition to these descriptive approaches, there is a normative approach using the notion of “governance” in order to promote ways of decision making different from hierarchical top-down or command and control structures. Rather, focus is laid on responsibility of all participants of the system on its various levels.

In this study we use “governance” mostly in the second of the three ways outlined above. What type of governance is present in the organisation – this question aimed at understanding how decisions are made in this organisation and who participates – and how – in the decision making, who has access to

information and so on. We assume that civil society organisations by definition tend to use a multi-stakeholder approach of shared responsibilities, bottom-up decision making, and high level of transparency – quite in contrast, for example, to family-owned small and medium businesses, which tend to have strong hierarchy, strong top-down procedures, and very little transparency. However, the question of governance is not a question that can be answered with simply yes or no. Governance is a concept including many elements, and these elements come in gradients and nuances that must be described in order to get a clear picture of an organisation. A “Community Social Enterprises” will usually be somewhere between these extremes, depending on what were its roots: is it a community-driven initiative, or rather the initiative of an individual who continues to execute stronger forms of control.

The questionnaire for the MILAR project listed three different “types” of governance: 1) institutional 2) private 3) multi-stakeholder. But it was left to the researchers to add more other types as needed. It was, however, unfortunately also left open to the researcher to connect the three proposed types of governance with the various general meanings of that notion. In hindsight it may be seen as weakness of the questionnaires that the notion of governance was not explained in more detail (and not discussed in the meetings). As a consequence it is quite possible that researchers in the four countries had different ideas of what governance in this context would mean.

One natural and relatively concrete way of understanding “governance”, useful also for our purposes, would be: “How are decisions made in the organisation, and how is the organisation led? What persons or what bodies take part in the decision making? Are there forms of reporting, controlling, evaluation, and ensuring transparency?” However, not all researchers used this field for answers focussing on exactly this.

## Funding

Three types of funding were suggested: ● public (including ESF/ERDF European Structural Funds) ● private (foundations, banks, enterprises...) ● self-funding (crowdfunding, donations...). – In the second phase of the study we deepened that question by adding specific questions for the annual budget or turn-over, most important sources of income, most important expenditures, and use of tax privileges. We suggested researchers to try to answer this so

that at least 90 per cent of the organisation's income and/or expenditure were covered by the answer. (A description of difficulties we met when trying to get information on budgets is included in the chapter “In-Depth Studies”).

## Employees

We asked for number of persons and their fulltime equivalents (FTE) in order to be able to assess the scope of the organisation.

## Volunteers

In order to understand what role volunteers have we asked: “Describe also how they are involved, if this is not already done in the sections above.” Regarding the quantitative dimension, we asked for Volunteers’ working days per year by adding: “This usually will not be available as a stock figure, but it can be roughly estimated: ‘Well, we have 10 volunteers, and they come for 2 days a month or so, so that should be like 20 days a month or 200 days a year.’”

## Main reference legislation

We asked: “What parts of legislation are crucial for the organisation? Think of municipal, national, European, taxation, etc.” – E.g. for a cooperative, this would typically be the country's cooperative law, i.e. the law regulating the conditions of registering and running a cooperative. Some countries know special forms such as a “Social cooperative” statutorily bound to social or cultural aims.

## Sources used

“Explain how you collected the information, and who.” – This question was chiefly used in order to give researchers an incentive to think about their sources. We did not include the information given here in the final report.

## Prospects

We asked both decision makers and (non-decision-making) professionals in the organisations how they see the future of their organisation. In the questionnaire, the following question was included: “Prospects of the organisation



for future development? Ask her/him for her/his view on the future of the organisation. Expectations? Plans? Threats?”

## Visibility

We asked decision makers in the organisation how they would rate the visibility of their organisation, meaning: how easily would other organisations, the general public, or last but not least (potential) beneficiaries get information on the organisation? Are local media reporting about the initiative? Does the initiative have a reasonably useful website? Are there events that connect people with the initiative and offer ordinary citizens a chance to discover the initiative?

## Writing this Book

The reports on five selected cases of good practice per country where collected by one partner organisation (VHS Hannover) who had the task of compiling a uniform report.

The task was to find a form for the reports that first would allow the reader to get a quick but also clear understanding of the various cases presented, and second to allow him/her to find specific, detailed information for certain topics, possibly without being forced to read through an entire report. On the other hand, we had to refrain from an overly schematic form or presentation, in order to give the reader a chance to anyway read through a report like through a continuous story.

We therefore chose a form that was less obviously tabular than the questionnaires that were used for data collection, but anyway followed a common logic. It always starts with a brief summary of 150-200 words that should be sufficient to present the essence of what an organisation is and what it does, and who and why founded it. So, for getting a quick but thorough perspective we recommend reading just the summaries. They are the first section in each single case.

The following sections are devoted to the various fields of interest presented above (see above Chapter “Concepts used”). The sections are marked by keywords such as “Beneficiaries” or “Funding” in a marginal column. The grid is not fully identical in all cases, because sometimes for a certain topic there was just

nothing to say, or no information was available. Rather than leaving the field in the grid open or noting down “No information”, we decided to remove the section altogether to achieve better overall readability.

## And What Has This to Do With Refugees?

Community Social Enterprises as understood in the MILAR project can have a wide range of aims and objectives. They are not necessarily related to working with or for refugees or targeting the integration of migrants.

Still they are seen as a form of organisation that could probably be used very well for working with refugees. Refugees could supposedly be enabled relatively easily to use the model in order to organise their lives in their host country. This assumption is based on the idea that for establishing a CSE, typically not much money is needed (at least when compared with creating other forms of ordinary business), and that co-operative work is its core element. Or in other words: people can relatively easily create and run a CSE. However, of course, this is an assumption, and the research should verify or falsify it.

So, eventually the question is: are *Community Social Enterprises* for refugees a way to go? And what conditions must there be so that refugees can create CSE that then contribute in a meaningful way to their integration into society, and ideally also to supporting them in their livelihood?



## The Cases in Short

Here follows an overview over the 20 cases we found in our vicinity in the four countries and which we thought would be worth analysing in greater detail.

### Sweden

**Yalla Trappan** is a social enterprise and women's cooperative in Malmö employing 34 women in three commercial branches: café and catering, cleaning and conference services and a sewing studio.

**Grupp 39** is an association of women in the small town of Ronneby. They produce and sell handicrafts traditional for their home countries. The activity in the group helps them to get in contact with Swedish citizens and to learn Swedish language.

**Orust Mirakel** is a catering company in a small village on the Orust island. It started in 2015 as a study circle of migrant women. It became registered as an economic association in August 2016. They sell dishes from their countries of origin. About 200 locals are their customers.

**Tilsammans på norr** is a network of citizens in the village of Fårösund on the island of Gotland that was established when the first asylum seekers were brought there in 2015. Since then the network has developed many activities to help the new arrivals to integrate, including finding accommodation for them when the state shut down the official accommodation facility.

**Alltmojligt verkstaden** is an economic association in the village of Broby offering job placements for unemployed, disabled and others. It has workshops for various crafts and services, and it runs a second-hand store where repaired household goods as well as products from the workshops are sold.

### Italy

**Albergo Pallone** is a hotel in the city centre of Bologna. In addition to tourists, it also accommodates people in situations of social fragility including asylum seekers. It also offers jobs for disadvantaged people.

**Vocational Training Centre for Leather Crafts** in the village of Lama di Reno. This is a pilot model for reception of refugees, vocational training in leather crafts and production of leather crafts. It includes the development of a social enterprise to sell those goods and create economic perspectives for refugees, both in Italy and in their countries of origin.

**Area Ex-Limonetti** is a project in the city of Forlì in Emilia-Romagna. A property of about six hectares confiscated from a Mafia clan has been handed over to a group of social cooperatives (now united in a cooperative called For.B). The land is used for gardening and agriculture, with special respect to creating employment for disadvantaged and disabled.

**#oltreiperimetri - Palazzo Granaio.** An old barn building in the small town of Settimo Milanese has been re-activated as a community centre. Activities there are driven by various associations co-ordinated by the #oltreiperimetri initiative. Palazzo Granaio is also used as a co-working space.

**Briganti del Cerreto** is a cooperative in Cerreto Alpi, a group of hamlets in the Apennine mountains. Of 65 inhabitants of Cerreto Alpi, 11 are currently members of the cooperative. Main source of income are forestry and tourism, but there are also other activities that combine both, e.g. organising a mushroom festival and offering training courses.

## United Kingdom

**Indoamerican Refugee and Migrant Organisation (IRMO)** is a community-led organisation in London aiming at helping immigrants from Latin America. It was founded 30 years ago by refugees from Chile. IRMO offers various forms of counselling, support and coaching, often with a rights-based approach, but there are also English classes, and educational and creative activities.

**Refugees in Effective and Active Partnership (REAP)** is a refugee-led organisation in West London, founded in 2003, aiming to empower refugees and asylum-seekers to live as valued members of British society. REAP assists its clientele to access the full range of services they are entitled to. REAP advocates refugees' rights and tries to promote a positive image of refugees.

**Renaissi** is social enterprise in London with currently about 60 full-time employees who engage in various activities to help people and communities, es-

pecially in disadvantaged areas. Renaissi can be described as a non-profit consultancy for community development. Areas of work are employment, schools and communities, neighbourhood regeneration, research, and support to local authorities in large community development programmes.

**The Entrepreneurial Refugee Network (TERN)** supports refugees who want to start a new business or further develop an existing one. In addition to entrepreneurship training and access to business networks, TERN provides start capital for refugee business which is collected via crowdfunding.

## Germany

**Fairkauf e.G.** is a co-operative in Hannover running a department store for second hand goods such as furniture, kitchen tools, consumer electronics, apparel, toys, books, etc. With an annual turnover of 3.5 million euros it provides employment for 107 people in regular jobs and additional 70 in job placements via public programmes, most of them long-term unemployed.

**Stadt-Teil-Werkstatt** (German for "Shared Neighbourhood Workshop") is an initiative in Hannover's Nordstadt neighbourhood offering a professionally equipped workshop for woodworking, metalworking, bicycle mechanics and all kinds of home repairs for everybody. Once a month a repair café is held with about ten tech and crafts experts assisting as volunteers.

**Kargah e.V.** is a migrants self-help organisation in Hannover. It currently employs 75 people in a variety of projects such as refugee advisory, education advisory, emergency help for girls threatened by forced marriage, cultural activities, bringing refugees closer to the labour market, etc. Most projects rely on public funding.

**Gemeinsam.Welten.Teilen** (or for short here *Sharing Worlds*) is a small initiative set up by migrants and locals in Hannover aiming at networking, developing ideas and organising events in order to make use of existing skills and knowledge of migrants and refugees and offer them an opportunity to become active and visible members of society..

**Apiary IGS List** is a students cooperative affiliated to one of Hannover's secondary schools. Its various activities are centred around beekeeping and honey production which is run as a commercial operation, but in addition to

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## The MILLAR Project

the commercial activity is has also social and scientific projects. The point of interest for MILLAR is that it is an example of how to start a self-sufficient cooperative business with little initial funding.

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## Case Studies

Collected in Sweden, Italy, UK, and Germany

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# Sweden



# Yalla Trappan

## Yalla Staircase

[www.yallatrappan.se](http://www.yallatrappan.se)

### Summary

*Yalla Trappan* is a work integrating social enterprise and women's cooperative in Rosengård in Malmö. It provides work for immigrant women who would otherwise have difficulties entering the labour market. Organized as a women's cooperative, *Yalla Trappan* is built on democratic values such as participation, co-determination and solidarity.

*Yalla Trappan* was founded in 2010. It now (2017) employs 34 women in three commercial branches: café & catering; cleaning & conference service; sewing & design studio. Furthermore, it helps newly arrived immigrant women to access labour market by providing internship opportunities.

*Yalla Trappan* started out as a project dependent on financial support from the European Social Fund (ESF), the City of Malmö and ABF Malmö (Workers Education Association). It has evolved into a self-contained social enterprise utilizing the knowledge and capabilities of its co-workers to run an innovative business characterized by strong focus on social sustainability. Among several inspiring collaborations, *Yalla Trappan* has established a partnership with IKEA.

### Environment

The compound *Yalla Trappan* is based in the Malmö neighbourhood of Rosengård which is known as a highly segregated area. People in Rosengård come from 111 countries and speak up to 50 different languages. The employment rate in Rosengård in 2009 was only 38 per cent compared to 61 per cent in Malmö overall.

Malmö is Sweden's third largest city, and the sixth largest in the Nordic countries, with about 300 000 inhabitants, or 328 000 in the larger municipality (2016).

### Objectives

*Yalla Trappan* has since 2010 been operating successfully for creating jobs for foreign-born women with little access to the labour market.

### Beneficiaries

The need of labour integration for target groups who for various reasons are far from the labour market is large, not only in Malmö but also in other municipalities.

*Yalla Trappan's* target group are unemployed immigrant women with little or no education who have problems entering the labour market. Many have poor knowledge of Swedish language, and it is not unusual for them to have had long periods of sick leave.

The women are living in Malmö and are born outside the OECD / EU. Often they are housewives with major responsibility for their household and family. *Yalla Trappan* has developed a methodology of "learning by doing" custom-made for this target group. It allows them to approach the labour market at their own pace.

Primary beneficiaries are the 34 women employed and the women who spend their work placement at *Yalla Trappan*. Other beneficiaries are the citizens and organisations who use *Yalla Trappan's* services.

Other cities have copied *Yalla Trappan's* concept and have started similar projects. We were not able to estimate the number of their beneficiaries. It must, however, be significant.

*Yalla Trappan* collaborates with a number of important organizations that contribute with their expertise and other forms of support. This cooperation is important for maintaining the quality of *Yalla Trappan's* activities. The cooperation involves the Employment Agency (Ar-

betsförmedlingen), companies, educational providers, etc..

### Funding

*Yalla Trappan* started with financial support from the European Social Fund, the City of Malmö and ABF Malmö (Workers Education Association). It then has evolved into a self-contained social enterprise utilizing the knowledge and capabilities of its co-workers to run an innovative business characterized by a strong focus on social sustainability.

### Annual budget

*Yalla Trappan's* recent annual budget was about 14 million Swedish krona, or 1.4 million euros. Growth per year was about 30 per cent. (Data as available in mid-2017)

### Sources of income

For the initial years 2010 and 2011, the organization had some external funding. Moreover, the landlord subsidized the rent for the initial stage, and ABF helped with the repair costs for the new premises.

Today *Yalla Trappan* has no need of municipal grants. It bears the full costs on its own. As a non-profit organization it reinvests any surplus into employment, extended working hours or joint investments. To keep the business alive is needed both partnership and development. Important sources of income are the catering and the productive businesses such as cleaning and sewing.

They also get some income from membership fees – 50 kronor (about 5 euros) per year for individuals with family, 300 kronor (30 euros) for organizations.

In addition, as today many organizations, associations and individuals are interested in the concept and ask for study visits to *Yalla Trappan*, organizations, municipalities and institutions have to pay a fee when visiting. Study visits up to 10 persons cost 1000 kronor (100 euros), 10–20 persons 2000 kronor (200 euros), and over 20 persons 2500 kronor (250 euros).

*Costs*

Most important expenditure items are salaries, followed by rent and energy costs, material for the production and purchase for the catering and the café. It follows the principle of equal pay.

*Tax privileges*

*Yalla Trappan* pays the same taxes as a normal company. I.e. they do not enjoy tax privileges as a non-profit or charity or the like would do.

*Employees and volunteers*

*Yalla Trappan's* number of employees grew from 6 in 2010 to 34 in 2017, most of them full-time. They are women of currently 13 nationalities. The majority are living in Rosengård.

Typically they have lack of work experience and training; lack Swedish language skills; are totally outside the labour market; have lived in Sweden for both shorter and longer; have had recurrent sick leave.

The number of volunteers varies from month to month. They contribute approximately 250 working days per year in total.

In addition to volunteers, there are also women having their work placement in the organisation.

*Contracts*

*Yalla Trappan* has contracts with other organizations who use Yalla Trappan's service, e.g. for room cleaning.

As the only social enterprise in Europe so far, *Yalla Trappan* has started a cooperation with IKEA, which among other things means that *Yalla Trappan* runs a sewing studio inside the IKEA shop in Malmö.

*Legislation*

The legal form of *Yalla Trappan* is a cooperative, registered as a company.

*Professional's Perspective*

Christina Merker-Siesjö is the chairwoman of *Yalla Trappan*. Her everyday work is about planning and financial aspects of the business, but also to be together

with the women. "Here all decide together, no one has more power than anyone else."

She has been working for *Yalla Trappan* since 2010.

"In this job you get satisfaction and happiness. To see all women and the development in the organisation gives you energy."

She says about the time when *Yalla Trappan* was founded:

*Challenges at startup*

There were not really problems, but of course money is always an issue. But *Yalla Trappan* in the beginning has managed to get funding and help from many organisations.

Developing the organisation was then a long process. Time is an important factor.

Looking at the target group, a weakness is that long-term unemployment has damaged the women's self-esteem, and as a consequence it has to be built up again over a long period of time. This is another important part of *Yalla Trappan's* work.

Another issue is how employees meet their customers and guests so that everybody feels welcome. Staff needs to feel confident enough to approach guests with an open mind and with a service-oriented mindset. With increased self-esteem it is easier to contact other people, and integration get smoother.

*Impact on beneficiaries*

Regarding the impact on the beneficiaries, she says, the women feel welcome in the organisation, they feel good and earn their own money. New workplaces are needed, not only driven by profit interests. *Yalla Trappan* is a place for participation, commitment, work community and democracy. *Yalla Trappan* is all about social sustainability.

Impact on the personal development of the beneficiaries is measured in various ways. One is looking at the figures for sick leave days, and how many people are in employment today. But also you can see an impact on the women's social skills.

#### *Impact on society*

*Yalla Trappan's* activities in Rosengård play an important role in strengthening individuals as well as in strengthening the structures for a common and cross-sectoral work with sustainable urban development – a development of the city where social, economic and ecological aspects are equally important.

One can also point out that the women who work at *Yalla Trappan* have made the journey from passive exclusion to being an active part of society and owning their own workplace. This also promotes their self-esteem.

*Yalla Trappan* offers a meeting place and a community – an affiliation that otherwise had not existed. *Yalla Trappan* has the opportunity to offer a network, knowledge and experience that otherwise had not existed. *Yalla Trappan* offers these women to be just what they are, as they are and start with what they have, based on their experience, skills and personalities. You see each individual in a way that is very enriching for the organisation.

Regarding *Yalla Trappan's* impact on society she thinks the advantage to run this type of social activity instead of a private organisation is that a private organisation could never let people do the journey that the women in *Yalla Trappan* have done.

"If we look at the journey they made, it is a journey towards socio-economic profitability. Moving people from exclusion and into self-sustenance, if you do it for a person who is in the 30's, it means that society has 35 years of earnings to recover the cost of the initial investment."

The impact of the town and the region is that some of the citizens have got employment. Cooperation between a lot of companies and associations has increased. The citizens get to know new cultures.

*Yalla Trappan* is a very visible organisation. It has been presented multiple times in major media, and gets regularly study visits from other organisations.

Visibility is achieved also through Facebook, Twitter, LinkedIn, events, face to face meetings, television programmes, cooperations with organisations, associations and labour offices.

#### *Visibility*

#### *Prospects*

"*Yalla Trappan* believes in the future. The financial margins are small, but still on the positive side. New products are being developed all the time, and several times they have turned into production. For example, the cooperation with the *Västra Skrävlinge* parish (one of the parishes in Malmö) gave us access to facilities and equipment that helped us increase our marmalade production; which has become an important part of our profile."

New premises and new industrial sewing machines have increased the capacity of the sewing studio, and there is an ongoing cooperation with a local apparel producer specialized in denims.

The cleaning and conference services account for most of the revenues. A challenge for the future is *Yalla Trappan* to get commissioned by companies and organizations for assignments in their procurement processes. One could say that in many ways this is a recurring topic for *Yalla Trappan*: to start with innovative activities, to ensure quality and to achieve a higher degree of professionalism in the services and products it offers.



Christina expects a bright future for *Yalla Trappan* as this is a continuously developing organisation and the women have a lot of creative ideas.

### *Beneficiaries' Experience*

Ghada and Neire are two of the women working in *Yalla Trappan*.

When Ghada heard about *Yalla Trappan*, she went there to see what it was about. Now she has been working there since 2010. She likes to live in Rosengård and likes to have other immigrants as neighbours.

Ghada is working in the tailor shop. She likes to make patterns. In addition to sewing, she helps to clean the premises. *Yalla Trappan* means a lot to Ghada and she likes to meet people and now she does not need to stay alone at home any more.

When Ghada thinks about the future, she is dreaming that they will have a bigger studio and better machines, and that more private customers should come to them with individual orders.

"Here I really feel I'm doing something. I have a goal with my life, and I earn my money myself."

"It's so good to have a social life together with the other women and to be in touch with the customers. It is also good to practice Swedish language. I like getting out and doing something and taking responsibility".

\*\*\*

*Neire*

Neire was told about *Yalla Trappan* by a friend who had worked there before. Neire is a trainee and has been there for six months. She works in the tailor shop, and sometimes she helps with the cleaning and work in the kitchen.

Neire enjoys to meet friends at her workplace and to feel that she can share and use her knowledge.

She dreams of getting permanent employment until retirement in order to improve her financial situation. Neire wants the company to grow and get better sewing machines. She also would like the studio to get more orders, better cooperation with IKEA, and expanding their cooperation.

Researcher's Assessment

<i>Centrality of citizens</i> "Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"	✓
(No response)	
<i>Involvement of beneficiaries / co-production</i> "Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"	✓
The company has 34 employees who co-operate to run various commercial activities. The company is economically self-sufficient and follows the principal of equal pay. [Editor's impression]	
<i>Benefit for community welfare</i> "There is a benefit for community welfare (community: a number of people living on the same territory)"	✓
A major benefit for the community is that the company provides job opportunities for women who otherwise would hardly find employment. It also contributes to social integration. Many locals benefit from services provided, including other companies who rely on Yalla Trappan's services. [Editor's impression]	

Grupp 39

Group 39 – Community Social Enterprise

<http://enisamednolucanin.wixsite.com/grupp39>

Summary

*Grupp 39* is a cultural association<sup>1</sup> (NGO) for women in Ronneby, initially set up by the municipality and the Employment Office, later shared by *Folkuniversitetet* adult education organisation. *Grupp 39* organises lectures, exhibitions, cultural events, study circles and workshops where women work with colours, shapes, patterns, smells and tastes from various cultures from all over the world. Thus *Grupp 39* has become a meeting place where people, especially immigrants, can learn about Sweden's society and Swedish language. The group spreads knowledge, culture and courage among immigrant women. They also present and sell handicraft from different cultures, and thus they develop a network of cooperation and knowledge. Another benefit is that *Grupp 39* raises the women's self-confidence, courage and ability to get closer to the labour market. They also help to create a sense of community in the municipality of Ronneby.

Ronneby municipality started *Grupp 39* in 2007. In 2009 the cooperation with *Folkuniversitetet* began.

Ronneby is a medium-sized municipality of 29 000 inhabitants in southern Sweden. The unemployment rate is 11 per cent. 14 per cent of the inhabitants are foreign born. In 2016 the number of asylum seekers residing in Ronneby was 847, the number of unaccompanied minors 153.

Environment

1) Meaning: an association by Swedish law whose actual activities are in the area of culture (as opposed to sports etc.)

*Objectives*

The general objective of *Grupp 39* is to help immigrant woman or women with other migrant background to develop their self-confidence and to create a sense of community in the municipality.

In more detail, *Grupp 39* is about

- Forming a group that consists of women with different ethnic background
- Giving women the possibility to develop their knowledge in different subjects such also handicraft and cooking, and at the same time provide them with knowledge about Sweden
- Giving women better knowledge of other countries and cultures, health and entrepreneurship
- Learning Swedish in a different way
- Getting migrant women closer to the labor market
- Building bridges between cultures
- Improving integration of migrant women
- Teach Swedish women about other cultures and handicraft methods

*Beneficiaries*

Final beneficiaries are the unemployed women with migrant background who participate in *Grupp 39*. They can be foreign born or born in Sweden. The Labour Office offers them internships at *Grupp 39*. Being together in a small group with other women helps them gain self-confidence.

But of course other persons involved in workshops and events organised by *Grupp 39* benefit as well – by learning handicraft skills and getting acquainted with foreign cultures. Ronneby municipality sees cultural events, workshops and study circles as an advantage for community life and as a contribution to societal integration.

The Labour Office also benefits from this project as it can send unemployed women to attend *Grupp 39* or have their work placement in the project. ("Attending" would mean: spend there a couple of hours per week as a complement to other activities. "Work placement" means being there full-time or half-time.)

Approximately 8-10 women participate in the activities every day. With 20 working days per month, this results in 160 beneficiary days per month.

30 persons are registered as (paying) members. They are citizens who want to support and promote the project. They can join the workshops and study circles for free where they, for example, benefit from the women's handicraft skills.

Community participation can be found on various levels. First, there are individuals participating actively, both migrant women and individual other citizens who are involved in workshops, study circles, and evening classes. *Grupp 39* has also volunteers contributing to its various activities.

On the institutional level, Ronneby municipality is involved in financial aspects and some decision making. The Labour Office assigns unemployed for internships at *Grupp 39* to achieve work experience. An adult education organisation (Folkuniversitetet) contributes with lectures in different topics such as health care, civic education etc.

Decision making in *Grupp 39* follows democratic principles concerning what handicraft they should develop and when it comes to deciding about about events, workshops and exhibitions.

Similarly for the lectures decisions are made based on discussion in the group what information they need or what they want to learn.

Decisions regarding work placements of unemployed women are taken by the Labour Office.

*Employees and volunteers* Two people are employed, equivalent to one full-time. The salaries are paid by Folkuniversitetet.

Volunteers promote *Grupp 39* and are involved in the different events that *Grupp 39* organises. One person, a retired teacher, volunteers every day by taking part in language training and helping the participants.

*Funding* Volunteers' working days per year can be estimated as about 265 (one person present every day, and 5 persons during the planning meetings five times per year).

Being set up as a cooperation of three institutional stakeholders, *Grupp 39* receives funding from Ronneby municipality, the Labour Office and a private association (Folkuniversitetet, for the study circles). The most important part of the income is from Labour Office. Labour Office pays some money so that unemployed women can attend the activities as a work placement. Folkuniversitetet contributes the salaries of the two employees.

Part of the income is generated through sales of handicraft products. This is accounted for through *Grupp 39* in its capacity as an association.

Another, however small, source of income is memberships fees paid by citizens who register as members of the Group 39 association. In return they can join events and study circles for free.

Study circles get support from the state under the form of subsidies.

*Annual budget* (On annual budget no information is available)

Financial planning is carried out jointly with the municipality and Folkuniversitetet. Important topics are how to increase the income and to find solutions for the activities of *Grupp 39*. They are constantly looking and

searching for funding through national and international programmes.

*Costs* Since the municipality pays the rent and electricity for the premises, and Folkuniversitetet pays for the salaried staff, the main direct cost factor for *Grupp 39* is supply of raw materials.

*Taxation* *Grupp 39* is a social economy non-profit organization, so they don't pay any taxes.

*Important contracts* The agreement with Folkuniversitetet are crucial because the latter pays the salary for *Grupp 39's* employees. Moreover, Folkuniversitetet contributes with teachers to deliver lectures to the women. Another aspect is also that Folkuniversitetet has both contacts and premises which are a benefit for *Grupp 39's* activities.

The agreement with the Labour Office is also crucial, as the Labour Office provides financing and sends participants.

*Important legislation* A non-profit organization in Sweden does not have to be registered with any authority.<sup>2</sup>

The association is represented by a board. Directors and auditors are elected by the General Assembly.

The members usually have no personal responsibility for the association's debts, and the associations is liable only with its assets. Whoever has a claim against the association will receive payment from the assets of the association exclusively.

If members benefit financially in a social economy non-profit association, it has probably shifted to becoming an economic association. At this moment it is important to register the association as a cooperative. Board members

2) Sweden has no law requiring non-profit organizations to be registered or approved. A group of people can form a association without permission from the authorities. The association must, of course, follow laws and regulations. There are also a lot of standard practices that govern the associations' activities.



bers can otherwise be personally liable for the association's debts. – *Grupp 39* does not generate profits yet.

### *Decision Maker's Perspective*

Susanne Alpar is manager for *Grupp 39*. According to her, for setting up the organisation, financial aspects have been the most crucial problem. Part of it was solved by selling the products and introducing a small member fee.

Without *Grupp 39*, the city would miss handicraft and gastronomic specialities from many different cultures. By delivering this to the community, the women feel that they are needed and can contribute to the meetings. This has been very important for their self-esteem and to get involved in society.

*Grupp 39* is a place to feel safe, and it is okay not to speak so much Swedish, and yet they are welcome and appreciated.

There is no special instrument for evaluation, but there are statistical data such as how many women have started an education or moved on to work. They also do evaluation after events and study circles.

*Grupp 39* is visible through its Facebook page, its website, and articles in newspapers. They also promote their different events such as a Christmas market, art exhibitions, etc.

The municipality, the Labour Office and the Culture Department are aware of the project and help promote its activities.

A certain threat is that it could be difficult to continue *Grupp 39* if they one day should have to pay for premises and electricity.

#### *Prospects*

Plans for the future are to develop the activities more so that they can become a solid business within the municipality.

### *Could refugees be included?*

#### *Refugees*

Most of the people involved in *Grupp 39* have a migrant background. Including refugees would therefore not be a problem. *Grupp 39* staff says: "We don't see any obstacles. It would be a benefit for the refugees, an opportunity to learn Swedish language and to get more involved in the society."

### *Professional's Perspective*

Enisa (49) is a supervisor and study circle teacher for *Grupp 39*, employed at Folkuniversitetet. She is responsible for administration, arranging the events, helping the participants, purchasing materials, liaison with the municipality, the Labour Office, *Grupp 39* members and also women shelters.

She has been working for ten years in *Grupp 39*, right from when *Grupp 39* was started. She was a newly arrived migrant and did not have work experience in Sweden, but she had the experience to be a migrant and knew the obstacles one can face as newly arrived in this country. She says that this is the right work for her, and she thinks it's very important work, but sometimes she thinks that it is too much struggle.

She says it is it is very important to involve immigrants into Swedish society and to give them the opportunity to learn about laws and traditions.

For her, *Grupp 39*'s impact on the beneficiaries is that they increase their self-esteem, learn the Swedish language and become active citizens. She also sees an impact on society as through *Grupp 39*'s activities, local

Swedish people get to know different forms of handicraft and other cultures.

Asked about what could be improved she says that more money and more time would be helpful.

Regarding the perspective of *Grupp 39* she says: "There is high interest in *Grupp 39*, and we are trying to start this activity in another city, with both men and women. We have started a cooperation with the Labour Office, immigrant associations, and the municipality in this city so we hope for positive development."

### *Beneficiary's Perspective*

Asha is one of the women attending *Grupp 39*. She was unemployed and got into contact with *Grupp 39* through the Labour Office and through face to face meetings. She has been involved in the activities of *Grupp 39* for two years. In this time she learned a lot and got many new friends. The project helped her to start to learn Swedish and handicraft skills. Today she works as a study circle teacher in workshops for African basket-weaving and making African jewellery. So, Asha's role in the beginning was a participant in the project, and today she teaches African handicraft to other women of various age in Ronneby (at *Grupp 39*) but also in study circles in other cities.

If the initiative had not existed, she had missed to meet a lot of people and to get new friends. *Grupp 39* helped her to grow in self-esteem and to become a more active citizen. And of course, teaching others about African culture for her is a great benefit.

### *Researcher's Assessment*

<b><i>Centrality of citizens</i></b> "Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"	✓
This is a non-profit organisation. Its members are private citizens who pay a membership fee. Volunteers are part of many activities. [Editor's impression]	
<b><i>Involvement of beneficiaries / co-production</i></b> "Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"	✓
Active involvement of the beneficiaries (women) in <i>Grupp 39</i> as producers, also in organisation and decision-making. [Editor's impression]	
<b><i>Benefit for community welfare</i></b> "There is a benefit for community welfare (community: a number of people living on the same territory)"	✓
Citizens have the opportunity to join the workshops and study circles and event that <i>Grupp 39</i> are doing. Another benefit for the community is that this group of women will be included in the society. [Editor's impression]	

# Orust Mirakel

## The Orust Miracle

<http://orustmirakel.se>

*Summary*

*Orust Mirakel* started in 2015 as a study circle of migrant women in a small village by the name of Ellös on Orust island in Sweden. The women wanted to actively do something and show their knowledge and skills. This eventually led to establishing a catering company called *Orust Mirakel*. On 24th of August 2016 a company under the form of *ekonomisk förening* ("economic association") was registered, of course just after many obstacles had been overcome. Helpful was the funding provided by the Swedish Agency for Economical and Regional Growth. Since then, *Orust Mirakel* is a company providing food and catering. The company is run by a number of women from Sweden and other countries: ten are members of the association (forming also the board), and ten additional others help in the operative tasks.

*Environment*

Ellös is a village in the municipality of Orust, on the Orust island in western Sweden. The island has 15 100 inhabitants; the village, Ellös, had about 950. In 2015, about 250 asylum seekers came to the island, of which 250 to Ellös. People decided to make something of this and started a cooperation between Swedes and new arrivals, using also the existing network of associations and organisations.

*Objectives  
(and history)*

When the asylum seekers arrived on the island, a co-operation between Swedes, new arrivals and a number of organisations was started. Noteworthy is that it was the men who took the initiative. They were driven by the desire to help people find employment and make connections. However, it is also important to highlight

examples where there are women involved and create conditions for work.

*Orust Mirakel* is not just about integration. It is also about rural development and supporting local food production. So they established a catering business.

The business started as a study circle in 2015, with the aim that women who had recently come from other countries to Sweden should have something to do.

When the study circle was over, they decided to move on in the process and start a business under the form of *ekonomisk förening* (economic association).

Today the business is run as *Orust Mirakel*, a food catering company, with a number of women from Sweden and other countries participating: ten as formal members of the association, together also forming the board, and ten more participating in the operative part of the business. The dishes they produce are from the women's countries of origin: Kebab from Armenia, Sambousa with different types of fillings from Somalia, etc.

#### Beneficiaries

Direct beneficiaries are first of all the migrant women, approximately 20 persons, who run the company. About 200 citizens are benefitting by using the services of *Orust Mirakel*, and so they, too, can be seen as beneficiaries.

As Basem Nadhan, one of the women, said: "Doing some work and have something to do during your time as asylum seeker is important."

Work is the key to get into a community, to learn the language, traditions and all the little things that are easy to understand but hard to access when you just arrive to a new country.

#### Community participation

Community participation is currently present on the level of individual citizens – the migrant women and two

or three Swedish women – as well as the customers, and on the level of cooperating with local food producers.

#### Governance

Decision making in *Orust Mirakel* is based on democratic principles and a participatory corporate culture. Together they are a team, and all of them have responsibility. Although decisions are formally taken by the Board (of ten), everybody feels responsible, and important topics are discussed by all participants.

#### Funding

When the project started, it received some state subsidies. Later on they applied for funding from Tillväxtverket, the Swedish Agency for Economic and Regional Growth (which has also a programme line for women entrepreneurship). The application was approved, and with this money they developed the project and started an actual economic association (*ekonomisk förening*).

Today (2017) the association is self-funding. It generates income through selling food and catering services for events and exhibitions.

Expenses so far consist only of the cost for raw material they are using for their meals, especially local produce. Salaries are not yet paid. The municipality supports the initiative by providing facilities.

Financial planning is done by the board together with the participant women.

(Information on the annual budget or turnover was not available.)

#### Taxation privileges

When the company was registered in 2016, it started to pay taxes (corporate tax, 22 per cent on profits) and VAT. As a regular *ekonomisk förening* (economic association) by Swedish law, the company does not enjoy taxation privileges.

#### Legal form

*Ekonomisk förening* is one of several forms to register a business in Sweden. By law, an *ekonomisk förening* must have at least three members (individuals or enterpris-



es). Liability is restricted to the assets of the association (owners are not liable personally). There is a nominal need for a minimal capital investment, however one Swedish krona per member is sufficient. The *ekonomisk förening* is represented by its Board of Directors. It is registered with the Swedish Companies Registration Office and the Swedish Tax Agency. The association is taxed on its profits (corporation tax). If salaries are paid, the members are taxed on the salary received, and on possible dividends. An annual report must be prepared and audited. Profit can be divided between the members in form of bonuses.<sup>3</sup>

#### Employees and volunteers

*Orust Mirakel* has no formally employed staff, so the number of employees is zero (in 2017).

Those who participate in the initiative can be seen technically belong to two groups: a) those who are formal members of the *förening* and thus form the Board (ten women), and b) those who simply participate by helping in the operative tasks (another ten women). Those could be called volunteers. Also the board members are involved in the operative tasks, of course.

The women are from Afghanistan, Iran, Somalia, Eritrea, Syria and Armenia.

Quantification of volunteer contribution: 45 volunteer shifts per week in the catering business. Such a volunteer shift usually is for 2–4 hours. Resulting in roundabout 150 volunteer hours per week.

The Board consisting of 10 persons meets every second month.

#### Important contracts

At this moment there are no important contracts or formal agreements with other organisations. The initiative is still in its developing phase.

3) <http://www.bolagsverket.se/fo/foreningformer/ekonomisk/vad-1.1700>

The law regulating economical associations in Sweden is *Lag (1987:667) om ekonomiska föreningar*. *Important legislation*

### Decision Maker's Perspective

Maria Abadjian is the manager for the activities of Orust Mirakel.

*Looking back: when the organisation was launched, where there specific problems?* *Challenges at start-up*

"There were no big problems. Of course financial aspects are a little bit disturbing. Maybe we should have applied for funding in an earlier phase."

"The time schedule was good. I think that for the women the time schedule was suitable because of the language barriers and adaptation to Swedish society."

They are still in the development phase and learning from each other and see opportunities for the future.

For evaluation of their work, Orust Mirakel uses sometimes questionnaires and sometimes discussions. The evaluation is done with the women and organisations *Evaluation*  
*Orust Mirakel* cooperates with.

The association aims to promote members' financial interests by: *Impact*

- Developing and operating a social enterprise.
- Develop a company, selling multicultural food based on organic and locally produced commodities, and meeting the market's needs for other products and services.
- Strengthen people's opportunities for work and education, and create self-esteem and self-confidence to empower democratic participation in society.

- Increase understanding in the surrounding community by showing the skills and capacities of new arrivals.

#### Visibility

*Orust Mirakel* is visible for others through different channels such as Facebook, Newspapers, face-to-face meetings, involving citizens as volunteers, sending out offers to companies to deliver catering (cookies, sandwiches) for their meeting etc.

#### Prospects for the future

They feel that this is just the beginning of something that can do so much more in other areas. It can be developed with more activities like services such as a café, cleaning and so on.

The cooperation with organizations and local food producers could be developed further.

Threats could be, as usual, regarding finance: not enough money.

#### Refugees

##### *Could refugees become part of this initiative?*

“Yes of course the participants we have today were asylum seekers when we started the project. So I cannot see any obstacles at all.”

#### *Professional's Perspective*

“I spend a lot of time on this every week” says Maria who has been involved since the project started and has been responsible for *Orust Mirakel* since then. Maria is a supervisor and supports the women in their work.

“There is a lot of different work to do. Planning, promoting, organising and so on. One week I spend three days on this, and next week, maybe I spend five days on the cooperative,” says Maria who also works part-time in childcare. The work is rewarding and fills a huge gap in society. Thus Maria feels extremely “highly paid”. She got new friends from different cultures, and she gained a

better understanding that life is not always straight-on and that new conditions can suddenly occur.

The benefit is the integration but it's not just about integration. It is also about rural development and about supporting local food production.

One thing that Maria likes is the cooperation between citizens, organisations and the migrants. They work together across borders, take advantage of similarities and differences.

The impact is also that it's an opportunity to make women independent and get meaningful work and better self-esteem.

“During this time, as we worked together, I have seen the will and ambition of these women. How they purposefully work for a future that is so insecure for many of them. They have overcome language barriers and cultural differences within the group.”

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#### *Impact on participants*

#### *Impact on society*

It's a boost for the whole community around Orust. Being an active asylum seeker, starting companies, benefiting local food producers and promoting integration contributes to the wellbeing of overall society.

There are many events going on. Moreover, Orust Mirakel is on the local market with self-produced food cooked with local produce from local organic farmers. “We have ideas, we want to work and we want to give something back to society,” says Maria.

They think the future will be good. They want to develop and expand the business. Currently work is being done to attract more members to the association.

#### *Prospect*

Beneficiary's Perspective

Zubeyde and Karin both were members of the study circle that subsequently developed into a company. Karin is one of the Swedish locals who help *Orust Mirakel* as volunteers.

Their role in the initiative has to do a lot with sample cooking (preparing small dishes in large numbers for tasting) for various events, but also a lot of learning; of how to draw up a budget, how to do a market analysis, meeting with the municipality's food inspectors and much more.

What positive change is there due to the initiative?

Meeting other women and cooking means a lot to all participants in the initiative.

"It feels good to be able to leave our current accommodation and come and cook together," said one of the women.

"One thing I discovered is that there are far more similarities than differences in the kitchen. This is a project about integration, food and culture. If the initiative did not exist, the migrants would miss the cooperation with local food producers, working together with other women both migrant and Swedish, and learning the Swedish language in a fun way", says Karin.

Researcher's Assessment

Centrality of citizens "Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"	✓
Orust Mirakel is an initiative that engages many citizens as volunteers or in other roles. The fact that the village of Orust with its 950 inhabitants had to accommodate 250 new arrivals contributed of course to the high level of engagement. [Editor's impression]	
Involvement of beneficiaries / co-production "Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"	✓
Production is done entirely by members of the group (formal members of the förening, and volunteers). They profit from this activity e.g. by getting social contacts and learning Swedish. [Editor's impression]	
Benefit for community welfare "There is a benefit for community welfare (community: a number of people living on the same territory)"	✓
Citizens have the benefit to have catering in the village and to get in contact with other cultures, learning about differences. Many citizens are volunteers and feel that community cohesion in the village has increased. [Editor's impression]	

# Tillsammans på norr

## Together in the north

[www.tillsammansnorr.se](http://www.tillsammansnorr.se)

### Summary

It was that night when the first refugees arrived in the village of Fårösund: in that night the villagers got together and formed an informal network *Tillsammans på norr* (Together in the north) to establish contact to the new arrivals and make their reception as successful as possible. A wide range of associations and organizations in the village of Fårösund, and many individual citizens rallied behind the initiative and immediately began planning various activities. This was in November 2015. In 2016 the network took the step and registered an association called *EBO Tillsammans på norr* ("EBO" from *eget boende* = independent inhabitant). But they still maintain their initial character as informal network.

Tillsammans på norr focuses on creating meaningful contexts and activities for new arrivals. They organize language cafés, swimming, parties, crafts workshops, games and much more. The formal association *EBO Tillsammans på norr* has arranged in northern Gotland 16 private accommodations for asylum seekers so that they can stay throughout the entire asylum process. These are 16 different apartments or houses to accommodate asylum seekers, sometimes for a family, sometimes for a single person, depending on the needs.

### Environment

Fårösund is a village in the very north of the island of Gotland, at the seaside directly facing the island of Fårö. In summer, Fårösund is frequented by tourists, but in



winter, autumn and spring it is a very quiet and peaceful place.

The population of Fårösund is 816 persons (as in April 2017).

The day in November 2015 when the newly established accommodation centre for asylum seekers in Fårösund received its first guests, local citizens established the network *Tillsammans på norr*. The network consisted of people who were ready to volunteer and wanted in various ways to welcome the asylum seekers but also other new arrivals who were to take permanent residence in Fårösund.

A critical point was that Fårösund is a small village on an island, and some locals were generally opposed to receiving asylum seekers.

The project was created with one purpose: to facilitate the integration of new arrivals, fend off idleness, and make new arrivals and sitting villagers meet. One of the first activities organized was a welcome café to which everybody – refugees and villagers – were invited.

*Tillsammans på norr* organized a wide range of activities such as seminars, literacy and Swedish language training, study visits, lectures, parties, sports events and much more.

Final beneficiaries of *Tillsammans på norr* are the asylum seekers.

Asylum seekers are people fleeing from war and oppression, forced out of their homes and away from their loved ones. Many experienced terrible things. The volunteers in the network see themselves as people who had been so lucky to be born at a good place at a good time. They want to do what little they can to ease the plight of those who have not been so lucky.

The new arrivals have needs such as learning Swedish. But they also want to discuss with the network group what the Network Group can do for them so their everyday life gets a little bit easier.

Estimated number of beneficiaries: this would include all asylum seekers in Fårösund, particularly the 71 children; then citizens and various local companies and associations. All activities have about 200 participants, so an estimate for the overall number of beneficiaries is 600-700.

#### *Community participation*

Community participation is realised through the so called Network Group. The Network Group consists of individual citizens and volunteers as well as representatives of enterprises and associations – an informal group of people ready to help, actually the continuation of the group that initially came together when the asylum seekers arrived.

Dialogue also takes place with the Swedish Migration Board and branch managers at the two asylum seekers accommodation centres operating in Fårösund today (2017).

#### *Governance*

Decision making in the Network Group is done through discussions. The core group has ongoing dialogue with the regional authorities through meetings with elected representatives, officials, and other organizations striving to make the time for the asylum seekers as meaningful as possible. The group also discusses how they can help the refugee families go get residence permits, accommodation, and clothing for the children

The formal association that was established in 2016 has the usual bodies of governance (a board, etc.)

#### *Funding*

The Network Group maintains its activities by self-funding through donations. Volunteers also collect money and various goods that are needed. They collected money in order to buy clothes for the asylum seekers. A children's

room has been equipped by the Network Group, and all children have received an age-appropriate welcome package with various gifts. Before Christmas, many citizens in northern Gotland contributed so that each of the 71 children got a Christmas present.

The formal association *EBO Tillsammans på norr* also collects money and donations.

#### *Income and costs*

Most important sources of income are donations, state subsidies, and sales in the café and through the catering service. Revenues are used to cover the cost for materials. In fact, the café and catering revenues are sufficient for the basic materials. There are not much other expenses. Various things are paid by companies, the church, from donations, and by volunteers.

(Information on the approximate annual budget was not available)

#### *Employees and volunteers*

There are no formal employees.

Many citizens of Fåröland participate in the activities and can be called volunteers. They say:

“When talking about how to receive refugees, the word ‘volunteer’ is often used. You can almost say that it has become a word of words, but the meaning of the word is nothing new. A volunteer is a person who gives off his time and engages in an unpaid assignment. Here in Gotland we have a long tradition of giving away our free time in different contexts, in different movements and associations. Today, the concept of volunteer is strengthened in different ways. It also means to be a fellow human being, to include others, to make a community effort, to stand up for the weak in society and to make a difference. All work is done on a voluntary basis, according to one’s ability and opportunity to contribute with his or her time. Being a volunteer widens your views, creates understanding and friendship, allows you to influence and shape a safer society for everyone, and

moreover, it’s fun! Doing nothing does not matter; doing something is to make a difference.”

The number of working days invested by volunteers is difficult to assess. An estimate is that about 15 people are involved every week in some activity.

(No answer)

No important contracts or agreements with other organisations so far (2017).

For the formal association *EBO Tillsammans på norr*, obviously the legal status of associations in Sweden applies:

#### *Taxation privileges*

#### *Important contracts*

#### *Important legislation*

Under Swedish law there is no separate act or statute for non-profit associations. This type of organisation is to a large extent governed by principles in case law and the analogous use of legal rules covering other forms of associations. The Economic Associations Act (Lag om ekonomiska föreningar SFS 1987:667) is of special interest. It directly applies to economic associations (ekonomiska föreningar), that is, associations with an intention to make profit, and is often analogously applied to various types of associations that are not formally regulated.<sup>4</sup>

### *Initiator’s Perspective*

Lisa Blochmann is one of those who initiated the network back in November 2015 uniting people who wanted to organise various activities to welcome the asylum seekers and also those who obtained the right for permanent residence and decided to settle in Fåröland. Lisa’s work consists of arranging activities and increase the cooperation between associations, organisations and citizens.

4) Karlson 2016, see bibliography.

She says: "We volunteers in the network, who had the luck to be born in the right place at the right time, want to do the little we can to ease their difficult situation."

"We also have a group specifically aimed at children, because we know and feel very strongly that the children are the most vulnerable; they have been involved in terrible things and need to play and meet."

#### *Challenges at start-up*

*Did you face any problems when you founded Tillsammans på norr?*

"No, we have not had any real problem yet. Everyone – citizens, companies, associations and other stakeholders – have been very helpful and engaged in the project. Because the project is in a small village, almost everybody is involved, and thus, when problems emerge, we see them in time and solve them before they get serious."

*Do you have an example for such problems that were solved?*

The Immigration Office closed the two accommodation facilities for asylum seekers and wanted some of the people to move. This was something that was seen as a problem. This was then solved by registering the formal association *EBO Tillsammans på norr* in 2016. The association collects donations, and people are trying to find alternative accommodation for the asylum seekers.

*Why do people insist the asylum seekers to stay in Fårösund?*

"The migrants have started their life here and are involved in many activities so they want to stay."

*Are there lessons learned?*

"Maybe we should have applied for funding for our activities, but it's not too late to do that."

The volunteer network has launched a lot of activities: language circles, sports and textile workshops and much more. This has positive impact on the community.

The positive effect of the project is that people get opportunities to learn the language and be active citizens. The beneficiaries exchange experience and knowledge with citizens. They also get closer to the labour market through various forms of cooperation with associations and organisations.

For the society, Lisa sees a benefit in that the network encourages contacts between cultures which will, generally speaking, improve relations between groups. As diversity increases, workplaces could more and more play a vital role in fostering positive relations across society as a whole.

Moreover, the cultural landscape in the village develops.

The initiative encourages people to start their own businesses. Immigrant entrepreneurs create their own jobs. This enables them to circumvent some of the barriers they may encounter in looking for a job, such as lack of (or non-recognition of) qualifications, poor knowledge of the language, and insufficient access to relevant social networks or simply discrimination by local employers.

In particular, those active in the network hope that families with children will manage to stay in Fårösund so the children can go to school and parents start working. This is another benefit for the village.

The network is visible for others through different channels such as websites, social media, newsletters, events, activities, newspapers, cooperation projects with companies and associations.

Visibility was increased when in December 2016 the association received an award for associations that do ex-

*Impact*

*Visibility*

traordinary efforts. The award came with the following statement: "Because they are brave and went ahead with this initiative. Because they are engaged and formalized the commitment of a society for increased security both for the asylum seekers and for those who contribute economically. In several places on Gotland, they have followed their example and taken on their knowledge and experience. The association EBO has shown the way."

*Evaluation*  
*Do you use specific indicators to evaluate the effect of what you do?*

"We do not use special instruments for the evaluation of the social impact but we can see that the project does have great impact on the beneficiaries and on society. Cooperation has increased, people are involved, and the asylum seekers have become active citizens. The village has become more lively."

*How do you see the future of the network?*

"Of course there is a future of the project. We try to develop the activities and look at opportunities for social entrepreneurship. We will also try to provide work placements. We also will expand the café/catering."

Many of those who want to stay and live in the safe environment have now started to build a new life. They want their children to stay in the school and preschool they feel integrated in.

"The network's core group is in constant dialogue with the region in the form of meetings with elected representatives, officials, and other organizations in order to make the time for asylum seekers as meaningful as possible. We also discuss how we can help families with residence permits who are already living here."

*Would the organisation be able to include refugees in its operations?*

"We have asylum seekers today both in the (informal) Network Group and in the (formal) association. For the village and the island it's a benefit. There are not any obstacles."

## *Beneficiary's Perspective*

Reza is one of the asylum seekers who arrived in November 2015 with the first bus in Fårösund.

On November 12, 2015, the first bus with asylum seekers rolled into Fårösund and Reza was on that bus. The same day, the network "Together in the North" was created, and a Facebook group by the same name was also started. Reza has been part of the initiative since then.

"Today together with the volunteers, regardless of background, occupation, age we have fun together. I got new contacts and friends among the asylum seekers, but also within the volunteer group."

"Another positive thing are all the activities and cooperation's. If not this initiative have been I have never meet all this people and not learn the Swedish language. I especially like that different cultures, different ages, different experiences meet in pleasant ways."



## Researcher's Assessment

<b>Centrality of citizens</b> "Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"	✓
Active involvement of single citizens as volunteers and in the (informal) Network Group. [Editor's summary]	
<b>Involvement of beneficiaries / co-production</b> "Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"	✓
Active involvement in the activities and now also in the formal association EBO <i>Tillsammans på norr</i> . [Editor's summary]	
<b>Benefit for community welfare</b> "There is a benefit for community welfare (community: a number of people living on the same territory)"	✓
Benefit for the village, more cooperation, more activities, engage people etc. [Editor's summary]	

## Alltmöjligt Verkstaden

### "Everything possible" Workshop

<http://amverkstaden.se>

*Alltmöjligt verkstaden* in Broby is a non-profit association with eleven employees that offers citizens in need the opportunity to gain work experience in various areas, and also to practice Swedish language.

Summary

*Alltmöjligt verkstaden* has workshops for wood-working, car washing and car repair, painting, sewing, weaving and repairing household goods. There is also a café, and assistance for the elderly. Products and repaired goods are sold in a second-hand store. The surplus gets reinvested into the initiative's activities.

About 35-40 persons visit the centre per day, mostly unemployed, migrants, and people who have had a substances abuse problem.

The initiative started in 1992 as cooperation between the Municipality, the Employment Service (*arbetsförmedlingen*), the Swedish Church (*svenska kyrkan*) and the *Sensus organisation* (Sweden's fourth largest adult education organisation). In 1998 a non-profit association (*ideell förening*) was created so that *Alltmöjligt verkstaden* since then is independent. The vision is to be a meeting place for socializing, employment and moving on in life.

Broby is a place of 3500 inhabitants in Östra Göinge municipality. Broby is called "the village on the other side of the bridge". It has a range of services such as a health centre, pre- and primary school, a sports centre

Environment

with a swimming pool, a municipal library and a cultural centre.

Broby is an old industrial town, but several companies have closed down, and people have moved away because it is difficult to get a job there. The unemployment rate in Östra Göinge municipality is 14.9 per cent in general, and 28.5 per cent for young people between 18 and 24 years of age.

With increasing immigration to Sweden, around 650 asylum seekers have arrived at Broby. *Alltmöjligt verkstaden* with its language practice and a second hand-shop is a benefit for the migrants.

*History*

The project started in 1992 as a non-profit organization, in collaboration between the Church, the Municipality, the Employment Service and Social Insurance. The idea was to create a meeting place for people who have difficulties in their social life but want to use their skills.

It was a challenge to start without being sure that the funding would suffice and the project would be able to stabilise itself financially, but they managed, and now they have a large variety of activities.

*Beneficiaries*

Direct beneficiaries are unemployed, migrants, and people recovering from substance abuse. About 35-40 individuals visit the centre every day.

Other local residents use the opportunity to visit the café and go shopping in the second-hand shop, or get involved in the activities offered in the centre.

The village in total can be seen as beneficiary, as through this initiative various services and activities are available that otherwise would not.

*Community participation*

They cooperate with the municipality, the labour office, the church and a number of local companies.

*Governance*

(No answer)

*Alltmöjligt Verkstaden* is in principle a self-sufficient non-profit organisation, but there are a number of agreements with public bodies etc. contributing to the income or reducing cost:

The Social Welfare Board gives a grant for the group of local residents who are employed in the association and are not eligible for other labour market initiatives.

Annual budget or turnover is about 2.5 million Swedish kronor (260 000 euros). Some of the salaries are included, some salaries are paid by church and the municipality.

Most important source of funding is sales of goods and services, in particular repairing bikes and cars, second-hand products, cafeteria, car wash, and the services of the repair shop for furniture and electronics.

Most important expenditure is salaries for the staff; and electricity for about 60 000 krona per year (6300 euros). The rent is paid by the municipality as an operating grant. The Sensus adult education organisation network pays the rent for approximately one month per year.

As a non-profit organisation, *Alltmöjligt verkstaden* has to make sure that the budget does not get negative.

*Alltmöjligt verkstaden* currently has 11 employees (2/3 women, 1/3 men), all full-time.

Between 50 and 55 people a week visit the "All-Possible-Workshop" as volunteers, helping in the textile and apparel workshop, bicycle repair, woodworking (furniture repair) and electronics workshop. The goods that are repaired or produced are then sold in the second-hand shop.

Volunteers' contribution of work time is approximately 3-4 people every day of the week, or about 200 hours per year.

No tax privileges.

*Employees and volunteers*

*Taxation privileges*

*Important contracts or agreements*

There are a number of agreements that are important for *Alltmöjlighet verkstaden's* operations, although they are not indispensable. For example, the woodworking department produces benches and boxes for other artisans and companies, and wooden candlesticks for the church in the village.

*Important legislation*

[No answer]

*Decision maker's Perspective*

Stefan Andersson is *Alltmöjlighet verkstaden's* manager. Before, he worked as a manager for a Sports Center in Tyringe and as information manager at a company within the Swedish Meats Group.

He is involved in the Church of Sweden, among other things as a leader of youth groups.

*Challenges at start-up*

A main problem in the beginning was that there were three stakeholders involved: the church, the labour office and the municipality, and each of them had their rules and regulations to be followed, which became difficult to handle so that administration took too much time.

When the project became an independent idealistic association (ideell förening), decision-making became much quicker.

Another problem in the beginning was the financial aspects, but many volunteers helped out, and they managed to run the project in a good way and developed it so that it became self-sufficient.

*Impact*

The project is helping many people to get a job and to develop active citizenship. It is also good for the village as there are a lot of cooperations thriving around *Alltmöjlighet verkstaden*, and the centre is a great meeting place for local residents.

The Second-hand store is also an important part of community life in the village today with many immigrants and others who have little money to spend visiting it.

*What would be missing, if the organisation did not exist?*

Cooperation, exchange of experience, a meeting place, all the activities, job opportunities, the second hand shop, the café.

The project has existed for many years, and so it is well-known in the village and beyond. It is also visible through its website, social workers, the Labour Office and word of mouth.

Not any special sources. They keep figures of how many that have got an employment and how many participants they have had.

The future looks good. There is a large need of this kind of projects, and the cooperation with organizations and stakeholders are a benefit for the village and the citizens.

What makes everyone put a lot of energy into the project is when someone with small opportunities finds a job and makes progress and grows as a human being.

The only threat for the project's future is that political decisions might change.

*Could refugees be integrated in the project?*

Yes, there many included today.

*Professional's Perspective*

Malin Sarkar, aged 49, is supervisor at *Alltmöjlighet verkstaden*. She really likes this work, she regards her mission. Before, she worked for twenty years as a textile teacher in a regular school. When she started working

*Visibility**Evaluation**Prospect**Refugees*

Impact

at *Alltmöjligt verkstaden*, she got additional training in Cognitive Behavioural Therapy and coaching.

People with different cultural background learn from each other. They get help with work placement and get a job faster this way. They also get new experiences and knowledge.

The project assumes that every human being has both talent and an inherent will to move forward in life.

Malin particularly likes that the association is active in the area of recycling. Among other things, participants learn to repair household goods and get old furniture and appliances back into use through repairing and selling them in the second-hand shop.

Impact on society is in her eyes not a political one, it rather lies in the fact that people get help and grow their self-esteem.

The goal is to develop. They will try to find more partners, such as the Migration Board, companies and other municipalities.

At the same time the project is driven as a non-profit association (*ideell förening*) and cannot compete with private companies.

Another goal is to establish an EU project on skills development.

Beneficiary's Perspective

Dan Arvidsson, 52 years of age, got involved in the initiative through the Labour Office. When we spoke to him, he was in *Alltmöjligt verkstaden* for six months. He wishes that he can stay until he gets other employment elsewhere.

Dan is working in various places in *Alltmöjligt verkstaden* such as preparing items for the shop.

He is a very sociable person who likes to get out and feel that he can contribute.



Dan does various things at *Alltmöjligt verkstaden*, such as preparing items for the shop.

A benefit of the project for him is that with *Alltmöjligt verkstaden* he has certain routines and meaningfulness in his everyday life, which makes him feel better.

Research's Assessment

<p><b>Centrality of citizens</b></p> <p><i>"Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"</i></p>	
<p>Although initially founded by four mayor organisations (Municipality, Church, Employment Services, Sensus), <i>Alltmöjligt verkstaden</i> is now an independent non-profit organisation (<i>ideell förening</i>). As such it is an example for an organised group of citizens who co-operate in order to promote activities to the welfare of the wider community. [Editor's summary]</p>	



<b><i>Involvement of beneficiaries / co-production</i></b> <i>"Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"</i>	
Co-production is present as those visiting the centre and participating in various activities produce or repair goods and services which then are sold (in the second hand shop, the café, etc.) and thus contribute to the operation's financial self-sufficiency. [Editor's summary]	
<b><i>Benefit for community welfare</i></b> <i>"There is a benefit for community welfare (community: a number of people living on the same territory)"</i>	
The local community clearly benefits from <i>Alltmöjligt verkstaden</i> . Not only does the centre only offer employment and learning options for residents and refugees. It also functions as a cultural and community centre in the village. [Editor's summary]	

Italy

# Albergo Pallone

## Hotel Pallone

<http://pallone.lapiccolacarovana.net>

### Summary

Albergo Pallone is a hotel in the city centre of Bologna, accommodating both tourists and people in situations of social fragility. Part of its rooms are reserved for people needing support for inclusion such as asylum seekers and families in fragile social situation. Albergo Pallone also promotes working inclusion of disadvantaged people by offering them jobs in the hotel, for example cleaning, reception, restaurant and maintenance services. Currently, 25 people are employed at Albergo Pallone. Moreover, Albergo Pallone is part of a cooperative network providing services for everyday needs such as laundry, supply of fruit, vegetables and beverages, and bike rental. The hotel is also part of other local networks such as AITR for responsible tourism, and *Reti bolognesi per l'accoglienza* (Bolognese Network for Reception by the name of *Naufragi*). The hotel has been under management of the social cooperative *La Piccola Carovana* since 2009.

### Environment

Albergo Pallone is located in the city centre of Bologna. A weakness of the place is that nearby Irnerio street, Montagnola park, the university area, Verdi Square, Petroni Street and Zamboni Street form an area which especially on daytime is frequented by homeless people. The area is characterised by degradation and social disadvantage. On the other hand, the hotel's strategic position in the city centre is an asset. It is suitable to promote interaction with the area. It also promotes access to services for asylum seekers and access of guests

and residents to various forms of help (social reception pathways).

#### History

The building is property of the Municipality of Bologna. Built initially as a school, it was transformed to a hotel on the occasion of the jubilee in 2000. The current project of a hotel with social-community by-products started in 2009. The municipality of Bologna assigned the management of the structure to *ASP Città di Bologna (Azienda pubblica di servizi alla persona*, a public body responsible for social services in Bologna) which in turn, by means of tender, assigned it to the cooperative *La Piccola Carovana*.

*La Piccola Carovana* was created in May 2003, drawing from volunteering experience of its founders in a professional context, with the intention to develop services for people in social disadvantage.

#### Objectives

Objectives of Albergo Pallone, as part of the social cooperative *La Piccola Carovana*, are:

- To define strategies for the accommodation of people in need
- To run an economic entity able to keep its place in the trade and tourism market
- To value the coexistence of ordinary users (such as tourists) and users benefiting of social projects
- To test ad-hoc solutions for social inclusion of persons affected by disease (Law 381/91).
- To create opportunities for meeting and exchange for associations, the third sector (voluntary and community organisations) and the whole city.

#### Beneficiaries

Primary beneficiaries are

- asylum seekers (single adults, including such with specific health problems)

- families and adults in in fragile situations of housing and income

- disadvantaged people (Law 381/91)

At the time of writing (2017) Albergo Pallone hosted 10 asylum seekers, 11 people in economic discomfort (3 families and 2 single adults), and 7 trainees who also live in the hotel. The trainees are disadvantaged people who have a work placement in the hotel.

In 2016, 107 people were sent from the territorial social services for short-time accommodation. 246 people were hosted in total. 13 traineeships were held for disadvantaged people; 2 traineeships resulted in hiring.

Community participation is present on various levels:

#### Community participation

**Institutional:** Municipality of Bologna (owner of the facility) and *ASP Città di Bologna* are involved in co-planning with periodical meetings, and in drafting of half-year activity reports. **Private citizens** are involved both as hosts (staff) of the hotel and restaurant and as volunteers helping at integration of asylum seekers and refugees. **For-profit and non-profit organisations** provide goods and services. **Third sector entities and associations** are both as partners in the network and help with volunteering.

Multi-stakeholder, as typical for cooperatives.

#### Governance

Albergo Pallone is a market economy enterprise managed by a social cooperative (as per Law 381/91. see Appendix). It is self-financing through the sales of services it offers on the territory. The objective is to reach budget balance. Any revenue is reinvested in the management and development of the enterprise. Over the years and with increasing revenues, the enterprise has been able to invest in increasing staff, employee training, and re-decoration of facilities.

#### Funding

Most important sources of income are letting rooms to tourists, letting rooms to social guests, letting meeting rooms, restaurant services (food production), and production of takeaway meals. In addition, Albergo Pallone receives payments from the Prefecture for the accommodation of asylum seekers.

#### *Employees*

Currently Albergo Pallone's staff counts 25 people, including management (2), reception (6), cleaning and maintenance (5), catering (9), educators (3). This accounts for 13 fulltime equivalents.

#### *Volunteers*

In addition there are 2 volunteers. They are involved in the activities of integration of asylum seekers (Italian language course, recreational activities inside and outside the structure). The two volunteers come once a week so that per year there are about 52 volunteer working days.

#### *Relevant contracts*

The property is owned by the City of Bologna, entrusted to the operator through a tender from ASP Città di Bologna. The custody is governed by a contract and provides for the payment of a rental fee. An additional contract with the Prefecture regulates the reception of asylum seekers.

#### *Relevant legislation*

Most crucial for Albergo Pallone is Law 381/1991 regulating social cooperatives (see Appendix). Albergo Pallone is a hotel, the owner is a cooperative.

#### *Taxation*

Albergo Pallone is managed by a social cooperative: it thus benefits from the facilitated taxation that the law provides for these forms of companies.

### *Decision Maker's Perspective*

#### *Challenges at startup*

In the early years of management, the organizational structure was more like a small family business. There were few employees, and there was plenty of flexibility

in the various jobs. Educators also worked as receptionists, cleaning staff and waiters, and so on.

Over time, the organizational structure has consolidated, and there has been progressive professionalization in the various areas of operation (administration, commercial management, catering, reception, educational services). Albergo Pallone is a free-market enterprise, and over the years it has obtained all the technical, commercial and training tools to deal with this challenge.

On the one hand, the Albergo Pallone responds to some

*Impact*

of the needs of the territory: need for reception, job training for disadvantaged people, educational support for asylum seekers. On the other hand, Albergo Pallone promotes a culture of hospitality and social cooperation. – “Every day we put together under the same roof two worlds that otherwise wouldn't be likely to meet. Most of our suppliers are other social cooperatives for labour inclusion.”

For measuring its social impact, Albergo Pallone uses various indicators:

*Evaluation*

- Number of people who have been employed by the cooperative after the traineeship (in 2016: two people)
- Number of people sent to the facility by social service (107 in 2016)
- Number of people hosted in the facility sent by social services (246 in 2016)
- Number of traineeships at the facility (13 in 2016)
- Number of disadvantaged people working at the facility (Three employees recognized as disadvantaged by Law 381/1991. Two other trainees with disadvantages not recognized by the law.)

Albergo Pallone is an open structure operating on a free market. It is visible on the territory in various ways.

*Visibility*



- Through access to the services that it sells: letting conference halls and hotel rooms, operating a tavern, etc.
- Through the website and social networking pages
- Through networking with other actors in the third sector and with territorial social services
- Hosting events on social issues

### Prospects

The challenge for the future is to continue to acquire the tools to be a hotel competitive on the market without losing the mission with which it was born: creating employment for disadvantaged people, providing mixed accommodation, and contributing to improving the social structure of the city. In this, the name of of Piccolo Carevano, the cooperative that hosts Albergo Pallone, is indicative: those who are first pave the way for those who follow..

Other interventions will be needed such as improving energy efficiency, modernization of furniture, restoration etc.

### Refugees

*Would the organisation be able to include refugees in its operations?*

Within the facility there is a reception project for political asylum seekers. They are accommodated in the hotel, receive legal support and are involved in integration activities in the area.

Asylum seekers are involved in the maintenance of the building (cleaning services etc.) and the activities of the facility. They also get training in the hotel's production activities.

### Professional's Perspective

Susanna, aged 25, is coordinator of Albergo Pallone. Her tasks are organization and control of reception and personnel, cleaning, and shifts as well as administrative tasks including end-of-month checks about hours, payments, cash desk etc.

She has been working at Hotel Pallone for one and a half year. Previously she worked for a social cooperative in the Bed & Breakfast business where they worked with disadvantaged people (reception, breakfast, administration and housekeeping) and in a psychiatric residence where she had secretarial duties.

At Albergo Pallone she feels like being part of the family. "At Hotel Pallone the cooperative spirit is very strong, we try to help everyone, not only the 'social guests', but also our colleagues. The environment is very relaxed, as much as it can be in a hotel."

*How does she see the impact of this initiative on the beneficiaries?*

"The hotel has helped many people who were in trouble at some point in their life.

"From the point of view of welcoming, we have helped many to find a job and a home again, we have hosted many refugees, helping them in their transition and integration path.

"From the point of view of work, we have taught many people – so-called "disadvantaged" – to respect their working hours and commitments, and provided them with professional training, giving them the opportunity to enter the world of work.

"From these points of view, this job is very satisfying. As I said, when you enter the Pallone Hotel, you join a fam-

ily, and it's always a pleasure to see the progress of these people.

"The only thing that could be improved would be a somewhat more assiduous presence on the part of social workers, although the current situation is still good."

*Impact on society*  
***How important is the initiative for the well-being of the town or region?***

"I believe that the activities carried out not only by Albergo Pallone, but by the whole Piccola Carovana cooperative, are fundamental to the well-being of the citizens of Bologna. Of course, Piccola Carovana cannot take care of all the social problems that afflict the city, but I think it helps to a great extent in trying to solve it.

"Sometimes these activities are contested by the citizens themselves (in particular the reception of asylum seekers) because they do not realize the actual service that is offered to the citizens themselves."

*Community participation*

***Are there participative elements of governance?***

"Local administration is the one partner that funds most of our cooperative projects, especially internship and training for asylum seekers and disadvantaged people."

*Perspective*

"Piccola Carovana is changing and improving constantly. One of the principles of our cooperative is to constantly try to get better at what we do."

## ***Beneficiary's Opinion***

Massamba, aged 26, arrived in mid-2015, transferred from the Via Mattei Regional Hub for Refugees to Hotel Pallone to get accommodation in one of the places dedicated to asylum seekers and political refugees. He sleeps in a room with three other African men. The room is located on the same floor as those intended for tourists.

"When I came here I met all the company of Piccola Carovana and I talked to them about all the things concerning the asylum application.

"The most difficult time was when they told me that my asylum application was rejected. Here we have talked so much and they helped me to make an appeal.

"The difficulty is that you always eat pasta rice pasta. When they tell me 'Today rice' I say 'It's enough, I feel I'm already full!'

"Now I'm doing a cooking traineeship in the kitchen and I'm happy to learn all the things I need in order to cook here, but I would also like to cook Senegalese food. We prepare many meals for other reception centers as well. The chefs are kind and listen to my advice so that I can put some Senegalese in the dishes for other asylum seekers who live in Bologna.

"I hope working in the kitchen will help me to get an experience to find a place when I have to leave Albergo Pallone Hotel."

## Researcher's Assessment

<b>Centrality of citizens</b> <i>"Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"</i>	✓
<p>"Centrality of citizens" is manifest through involvement of formal and informal groups (the Catholic Boy Scouts, and a sports association, as well as individual local residents) in activities addressing asylum seekers, e.g. for Italian language courses, distribution of clothes, and martial arts courses. Formal and informal groups also participate in planning of annual and cultural events.</p> <p>Affiliation to: • AITR – Associazione Italiana Turismo Responsabile • FIAB – Associazione Italiana Amici della Bicicletta • DESTINAZIONE UMANA • ERASMUS LAND</p>	✓
<b>Involvement of beneficiaries / co-production</b> <i>"Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"</i>	✓
<p>"Involvement of beneficiaries" is visible through asylum seekers and other guests being motivated to get involved in the care and management of common spaces, e.g. by decorating rooms, clearing, distribution of meals and so on.</p>	

<b>Benefit for community welfare</b> <i>"There is a benefit for community welfare (community: a number of people living on the same territory)"</i>	✓
<p>Albergo Pallone has the following positive impact on the welfare of the community:</p> <ul style="list-style-type: none"> <li>• It gives an answer to the need of reception and inclusion of migrants.</li> <li>• It offers accommodation for asylum seekers (four beds).</li> <li>• It gives an answer to the need of accommodation of families affected by economic and housing fragility (16 beds available).</li> <li>• Labour-inclusion of disadvantage personnel into the staff according to Law 381/1991; access to internships as foreseen by regional law.</li> <li>• Use of products and services of other social co-operatives promoting social inclusion (laundry service and food/gastronomy products).</li> </ul>	

# Lama di Reno Leather Crafts Centre

## **Polo formativo di produzione e di accoglienza – Lama di Reno.**

[www.lai-momo.it](http://www.lai-momo.it)

### *Summary*

The Leather Crafts Centre in the village of Lama di Reno (municipality Marzabotto) is a pilot model for reception of refugees. It combines the activities of an official refugees reception centre (CAS – *Centro di Accoglienza Straordinaria* / “Centre for Extraordinary Reception”) with vocational workshops in leather crafts. So far (2016-2017) vocational training classes have been held to train 15 asylum seekers in leather crafts. Recently (July 2017) it also established a social enterprise to produce and sell leather crafts.

Trainees of the Leather Crafts Centre who cannot get employed in the social enterprise subsequently will be assisted to find employment in other local enterprises in the leather goods sector. Or, depending on their personal desire and perspectives for the future, they may be hired by new cooperatives created by the *Ethical Fashion Initiative* (EFI) of the *UN International Trade Centre* in their countries of origin.

The project pays particular attention to local communities and to involving resident citizens, non-profit organizations, companies, associations, and public institutions.

The centre was created through a partnership between the Ethical Fashion Initiative (EFI) and

Lai-momo, a social cooperative managing over 30 reception centres for asylum-seekers (CAS) predominantly in the Province of Bologna. The centre in Lama di Reno was opened in July 2016 under management of Lai-momo, commissioned by the Bologna Prefecture.

#### Main activities

Main activities include

- Selection of participants
- Reception of the asylum-seekers and refugees (included all the activities established by the official agreement with the Prefettura di Bologna)
- Workshops for asylum seekers in the sector of leather crafts and haute couture (EFI model)
- Creation of a social enterprise for production and marketing of leather goods, aimed at employing some of the participants of the training courses
- Personalized support for those who want to enter the labour market either at the local level or in their country of origin (in case of voluntary return)
- Access to the production system promoted and supported by the EFI programme in the countries of origin for those who intend to return voluntarily
- Collaboration with organizations engaged in projects of voluntary return
- Personalized support for some residents (recommended by local social services) in the process of entering the labour market;
- Educational and socio-cultural activities addressed to the local community
- In collaboration with local administration: activities to support the development of the area of the discontinued paper factory in Lama di Reno, the

Marzabotto hamlet where the Vocational Centre is based

- Implementation of public-private partnerships supporting the project;
- Implementation of events and communication products linked to the project
- Assistance in replicating the model in other EU countries.

#### Environment

The Leather Crafts Centre has been established in the hamlet of Lama di Reno, about 2,5 kilometres from Marzabotto which is the municipal centre. The municipality has about 6800 inhabitants on an area of 75 square kilometres, with an elevation ranging between 110 and 760 metres above sea level. The hamlet – Lama di Reno – has about 900 inhabitants.

Marzabotto is part of the *Patto dei Sindaci e della Rete Comuni Solidali*. The area is part of the food and wine route *Strada dei Vini e dei sapori* (Route of Wine and Flavours) of the *Appennino Bolognese*.

During World War II, the village of Marzabotto was victim of the Marzabotto massacre, one of the most infamous massacres committed in Italy by German Nazis. Marzabotto is among the cities decorated for bravery in the War of Liberation, and it has become a symbol of freedom and opposition against dictatorship. The Municipality is part of the municipality union *Appennino Bolognese*.

Marzabotto is also home of the School of Peace, based in the historic park of Monte Sole, and an Etruscan Museum of particular importance.

More than 50 voluntary associations and 8 parishes work in the Marzabotto area.

44.9 percent of inhabitants of the municipality are over 50 years old. About 10 per cent of residents are foreign



citizens. Of those, only 14.5 per cent are aged 50 and over.

Some structural problems of Lama die Reno can be seen as just typical for a piedmont area. But Lama di Reno specifically is facing serious social and economic problems as a consequence of the decline of the local paper factory in Lama die Reno, which provided the main source of income for local workers and their families for many years. The symbolic value of the paper factory, an enormous industrial plant in the centre of the hanlet, is particularly important because it is seen as a monument of economic crisis and abandonment.

However, the disused paper factory also represents a potential economic value, and the municipal council takes efforts to promote actions of renewal in that area.

In 2016, more than 183 000 asylum seekers arrived in Italy, as part of an increasing number of people escaping from Libya and African countries compared to the past two years.

By the end of October 2016 (31/10/2016), the metropolitan Area of Bologna permanently accommodated 1948 asylum seekers, adults and children, dispersed over a number of centres, the Regional Hub “Centro Mattei” (refugees transit centre managed by Lai-momo and other cooperatives) not included.

The presence of asylum seekers requires planning of broader and more efficient individual reception paths which allow people to acquire individual means to build and implement autonomous actions and decisions, especially after leaving the reception centres.

In this sense, the Leather Crafts Centre intends to activate training and learning processes allowing asylum-seekers to develop capacities and competences in the leather sector. Furthermore, the project supports asylum-seekers’ individual projects. On the one hand,

trainees can get support for entering the Italian and European labour market (in case of positive result of the request for international protection) or, on the other hand, they may decide to return into their countries of origin by relying on the networks which EFI already developed in Africa.

Furthermore, the project intends to develop a local social enterprise to create employment opportunities for asylum-seekers and resident citizens.

The building which hosts the Leather Crafts Centre is part of the former paper factory, actually the former house of the plant’s director. Lai-momo decided to start the Leather Crafts Centre in that area considering public transportation – the train station on the Bologna-Portetta route is a few hundred metres away – and in order to promote local activities in an industrial area in decline.

At this stage (mid-2017), the project is specifically addressed to asylum seekers (applicants for international protection) hosted in the metropolitan area of Bologna, and to local residents.

There are various forms of cooperation with other organisations in the region:

At an early stage, the municipality of Marzabotto and the *Appennino Bolognese* Municipalities Union were involved in the activities and meetings taking place in the Leather Crafts Centre with national and international representatives of institutions as well as with members of the social private sector. They will also participate in such events in the future.

There is also collaboration with the local branch of Caritas (catholic social welfare organisation), the Voluntary Council, the *Scuola di Pace* and with a number of other associations including ANPI (National Association of Italian Partisans). Various public events were organ-

#### *Beneficiaries*

#### *Community participation*

#### *Objectives*

ized in July 2016. In September 2016, thematic meetings were realized on subjects related to both migration and labour inclusion.

In December 2016, Lai-momo organised a film screening for local citizens in Lama di Reno in collaboration with the municipalities of Bologna and Marzabotto and the Regional Anti-discrimination Network. Moreover, a winter party for the local population was realized together with AGEOP (Association for Assistance and Reception of Children Affected by Cancer and Leukemia). Leather bags produced by trainees were donated to AGEOP in order to raise some funds for the research against cancer.

### Governance

The project arose from collaboration between the social cooperative Lai-momo and the *Ethical Fashion Initiative* (EFI) of the *International Trade Centre*, a joint organization of the United Nations and the World Trade Organization (WTO).

The Leather Crafts Centre is managed by Lai-momo on behalf of the Bologna Prefecture (*Prefettura di Bologna*), in synergy with local institutional bodies.

The project was presented to different organizations – foundations, ministries, voluntary associations, entrepreneurs, municipal authorities – both at local and national level, in order to build a broader and more participatory partnership.

Lai-momo and EFI actively collaborate with Italian and European public institutions in order to develop a network which supports the activities of the project, to elaborate innovative models, to promote local development and, in case of refugees returning to their countries of origin, access to labour opportunities there.

This project is supported also by several EU institutions in Brussels, where activities of research, advocacy, and exchange of good practices with other European organi-

zations are carried out, especially with representatives of DG Home (Directorate-General Migration and Home Affairs), Employment, DEVCO, Regio. Some DG functionalities visited the Leather Crafts Centre in Lama di Reno in December 2016 and expressed their particular interest for the experience and its next developments.

Most important sources of income are • Agreements/

*Funding*

Contracts with the Prefettura di Bologna on asylum-seekers first and second reception • National Projects (AMIF, EIF, ERF) and • European projects (ECOKT, Welcoming Bologna, etc.)

Details:

- The refugees reception activity is funded by Italian national funds, through an agreement with the Bologna Prefecture (Prefettura di Bologna)
- As Lai-momo so far (mid-2017) has not yet started marketing its products, the training activities carried out in the first nine months were so far maintained through Lai-momo's own resources.
- The activity of specialized collaboration with EFI is at the expense of ITC (United Nations International Trade Centre)
- Some local productive organizations are supporting the project through donation of materials for the training. The first for-profit production companies involved (the international fashion bands Fendi and Infinity Global) declared their interest in changing the future social company with special orders.
- Search for further funding in collaboration with the Ethical Fashion Initiative (EFI) is ongoing.

For the Leather Crafts Centre, at the time of writing *Budget* (mid 2017) no information was available. However, here are the figures for the social cooperative Lai-momo that runs the Leather Crafts Centre:

The expansion of activities of Lai-momo has led to a growth in terms of total production value of Lai-momo. In 2015, the production value was 3.3 million euros. In 2016 it was 5.2 million euros.

Most important expenditure item is salaries, followed by the cost for the management of the asylum-seekers reception centre (accommodation, food, clothes; pocket money, general activities)

Financial planning is based on annual plans as required by Italian law.

*Employees*  
In April 2017, Lai-momo had 61 employees, or 60 when counted as full-time equivalents (figures as at 28/04/2017).

*Volunteers*  
Lai-momo manages 33 reception centres for asylum-seekers in the Province of Bologna, and 3 reception centres for asylum-seekers in the Province of Cagliari. Volunteers are involved on a daily base in various activities such as Italian language classes; recreational activities, public events.

Giving a number for volunteers involved in the Leather Crafts Centre in Lama di Reno proved difficult. Some, but not all, activities Lai-momo carries out involve volunteers. At Lama di Reno, some volunteers have been involved while preparing some public events or during volunteering activities carried out by the asylum-seekers in cooperation with the municipality of Marzabotto. Most relevant legislation is the Italian Law on Social Cooperatives, and the National Collective Labour Contracts (CCNL).

Since Lai-momo works with migrants and asylum-seekers, all employees concerned are well aware of the legislation in this sector.

Lai-momo is a social cooperative registered as *cooperativa a responsabilità limitata*.

Lama di Reno Leather Crafts Centre is actually one of the CAS (Extraordinary Reception Centres) commissioned by the *Prefettura* of Bologna.

A social enterprise was created in July 2017. It started working in the production of leather goods (accessories) in September 2017.

In 2016, the centre offered training in leather crafts to 15 asylum seekers.

### *Professional's Perspective*

Miriam, 31 years of age, is project coordinator at Lai-momo. She coordinates the entire project there. She is based at Lama di Reno but also in other Lai-momo's premises. She holds a BA in Law for Public Administration and International Organization, an MA in International Relations and an MA in Migration Law. Since 2009, Miriam has been working in the field of migration, collaborating with international organizations such as UNHCR, IOM and several international and local NGOs, like Save the Children and ISMU Foundation. Miriam has been working with Lai-momo since 2014, coordinating first and second reception centres, supporting the legal area as well as the project and development area. Currently, Miriam manages the vocational training activities of the Leather Crafts Centre in Lama di Reno.

She likes her work a lot, and what she is doing every day.

*How do you see the initiative's impact on the beneficiaries?*

"For Lai-momo, the Leather Crafts Centre is a pilot project. I hope that as many beneficiaries as possible may find their way to be financially independent and autonomous by learning new skills and finding a job in Europe or in their country of origin."

*Are there things that could be improved?*

“The Assisted Voluntary Return phase should be implemented with high levels of supervision. This part of the project represents the most complex challenge of all the planned activities.”

*How important is the initiative for the well-being of the town or region?*

“The project can have an impact at several levels: the involvement of asylum-seekers in training courses can offer them better possibilities to integrate. And it gives local society a chance to acquire skilled workers. At the same time, the project can help promote a positive economic environment in the countries of origin of those who decide to return.”

*Participation**Do you see participative elements of governance in this initiative?*

Participants are involved in the training classes held by professionals. There is one master skinner employed for the centre, and for specific topics external experts are sent by the Ethical Fashion Initiative.

Nevertheless, asylum-seekers are the most important actors in shaping their own decisions: the selection procedures to join the training classes offer all the necessary space and time to allow them to gather all the needed information to take the final decision. At the same time, their participation in the training classes is monitored through individual interviews and meetings. Finally, all the information on the AVRs (Assisted Voluntary Returns) are provided during several meetings, and the person concerned may take all time needed to decide what to do.

*Prospects**How do you see the future of the project?*

The leather crafts project will be planned to be piloted over the next years. The model will be tested and, of

course, if several objectives will be reached, new possibilities will arise.

As previously detailed, the project has been developed since July 2016, and it is a pilot project. The activities have been implemented by offering training to a small group of asylum-seekers (15 people).

In January 2017, the Trust Fund for Africa of the European Commission positively evaluated an EFI programme's request of funding: EFI got 10 million euros to implement a 4 years project in Mali and Burkina Faso to create 5000 work places linked to EFI activities. At the same time (2017-2020), 250 migrants will be trained in Italy on order to enable them to find a job in Italy or in their country of origin, within the EFI programme.

A small social enterprise affiliated to the Lama di Reno project has been created in July 2017. This will be further developed in the next four years.

*Beneficiary's Perspective*

F.B., aged 20-30 years, came from Senegal<sup>1</sup>. He is a participant of the first course for leather crafts production at the Lama di Reno Leather Crafts Centre. The interview was conducted by Maria Messina.

*How did you get involved in the initiative?*

“I was called for a meeting with the coordinator of the Reception Centre of Castello d'Argile, where I lived. He said that I had the right experiences to be part of a training project in leather crafting that would take place in Lama di Reno's CAS (Centre of Extraordinary Reception). Lai-momo cooperative was selecting asylum-seekers who wanted to acquire skills in this sector, had good knowledge of Italian, social skills and irreprehensible conduct during accommodation in the centre. He

1) Lai-momo decided to not disclose the exact age.



described the six-month project to me, including that at the end of the training I would obtain a certificate, which could support me in finding for a job."

*For how long are you part of the initiative?*

"I have been in the Vocational Centre since 18 July 2016."

*What is your role here? What are you doing?*

"Basically, I am a student. The course provides for 18 hours of practical classes per week, distributed over three days, with a crafts instructor. The other two days of the week I study Italian language, in the morning with a teacher offered by Lai-momo cooperative. In the afternoon I attended the Italian school for adults CPIA in Vergato, completing the A2 level. In February 2017 I began attending the course to obtain the middle school diploma. I will take the exam in June."

"The municipality of Marzabotto and the local voluntary associations involved me and other beneficiaries in different events such as the fund-raising lunch for earthquake victims, the 72th celebration of the Marzabotto massacre, the inauguration of the Islamic Cultural Centre, and the annual lunch of the Voluntary Council for foreign residents in the territory. I am a volunteer at the Marzabotto animal shelter. Invited by the church in neighbouring Panico village I played a Wise Man at the Nativity Play during Christmas celebrations. Taking part at these events gave me the possibility to get to know a lot of people, and many of them are still greeting me when we meet in Marzabotto."

*What role does the Lai-momo initiative play in your life?*

"The project is important because I learned to become a leather artisan. I can make handbags, from the simplest one to the most complex models. I was a bricklayer and

a painter, but there was something different. I did not really learn those professions, it was unskilled labour. I hope that becoming an artisan will help me get the possibility of obtaining a residence permit and getting a job. This project gave me hope for my future."

*What do you know about forms of participation in the decision making of this initiative?*

"The project coordinators and trainers have taken all the most important decisions about the training courses, but I was involved in the learning process. They taught me how an artisan works with leather and helped me to improve my skills. I never had done something similar before. They also explained me how to behave here in Italy, because it's different if compared with Senegal. We discussed a lot about it because it's difficult to understand some things. I learned better Italian because it was important to understand the trainer. The voluntary activities were encouraged; but it was a personal choice to participate. At any time I could leave the project, but I decided to stay because I learned a lot of things."

## *Lai-momo social cooperative*

In what follows, the Lai-momo social cooperative is presented in more detail, because this seems relevant for understanding the Lama di Reno case. The information was received from Lai-momo managing staff.

Lai-momo was created in 1995.

At the beginning, there was the idea to create a social and cultural association of what legal form ever to promote African culture in Italy. However, at that time, the founders of Lai-momo did not have any connections with religious, political or academic groups, and thus access to local funding was difficult. Then a few people, belonging to the international cooperation sector, liked

*Challenges at start-up*



the idea and supported the creating of the first network that allowed Lai-momo to get some funds to start its activities.

### *Methodology*

The projects managed within the Lai-momo Social Sector relate to immigration issues and welfare promotion for disadvantaged individuals and groups. The main objective of the Social Sector is to improve the quality of life of individuals and communities as well as to empower them in taking an active role in shaping their own lives. Projects are implemented by applying a systemic perspective that focuses not only on individuals but also on their relations in their situation of belonging, taking all the components of local communities into account. Targeted actions and support are dedicated to each member of the community: disadvantaged people or groups, local governments, social services (education, social and health care, legal, administrative, law enforcement agencies, etc.), associations.

Lai-momo's methodology involves the following elements:

- Attention to the local context: ongoing observation and analysis of the presence of migrants in the area, with particular attention to dynamism and changes over time
- Systemic approach: ongoing analysis of the needs and resources present in local contexts, bearing in mind the specificities of individuals, and the promotion of resources through an approach which aims to provide support and promote integration in a complementary way in connection with existing resources
- Use of mixed research tools: quantitative and qualitative analysis
- Community development

- Use of participatory tools, such as workshops for mixed groups of native and immigrant citizens
- Research/action
- Participatory planning.

The Social Sector is divided into many areas of work: migration; community development; training and research; asylum-seekers, refugees and international protection; labour market integration.

Lai-momo produces reports for internal and external use, as also required by donors. Reports contain quantitative and qualitative analysis of the action undertaken within each project.

Communication has always been an integral part of Lai-momo's work to promote intercultural dialogue and social innovation. Since its foundation in 1995, Lai-momo has been carrying out activities related to social communication in the fields of development, cultural cooperation, European values and intercultural dialogue.

Lai-momo has a permanent team of professionals at its disposal, as well as a network of other contributors assisting with their expertise (including journalists, communication experts, anthropologists, sociologists, psychologists, graphic designers, video makers, artists, comic strip authors, photographers and web developers).

Lai-momo's unique capacities relate to its ability to involve African/migrant artists and journalists in the production of communicative material and events.

Lai-momo has an official website which gets updated daily. The biannual journal "Africa and Mediterranean" published by Lai-momo is addressed to researches and specialized workers as well as to public institutions.

Lai-momo and other partners have created a thematic website for multiple European projects which continues

### *Evaluation of impact*

### *Visibility*

publishing also after the projects have been finalized. Lai-momo pays specific attention to the communication activities through social media, by implementing a comprehensive strategy.

Lai-momo staff involved in the asylum-seekers' reception organizes special events for local citizens in order to provide information on people, challenges and opportunities. In addition, Lai-momo takes part in all the initiatives organized by other local associations, also involving asylum-seekers. Beneficiaries of Lai-momo projects are involved in the creation of communication materials such as publications, events and videos.

Moreover, Lai-momo has been working since the very beginning to the creation of a public-private partnership, involving representatives of Italian and European institutions, foundations, and private enterprises.

On 24th October 2016, an important meeting took place within the Leather Crafts Centre. It involved institutional representatives such as the Director of the Ethical Fashion Initiative; the Head of the Civil Liberties and Migration Department of the Italian Ministry of Interior; the plenipotentiary Minister of the Ministry of Foreign Affairs; the Archbishop of Bologna; the Prefect of Bologna and his Head of Cabinet; the Welfare Assessor of the Municipality of Bologna together with his chief of the Office for Minors, family, defence and protection and, finally, the Mayor of the Municipality of Marzabotto.

In addition, a number of meetings took place, involving representatives of different foundations and banks; representatives of international fashion brands and other local companies; local training organizations; trade unions; associations of cooperation; different associations of local volunteering; individual citizens or citizens forming informal groups (also a conspicuous group of

families very active in the promotion of dialogue and intercultural exchange.

*Prospects*

In the last six years, Lai-momo has been focusing its efforts on managing the reception of asylum-seekers and refugees at local level, and more in general on supporting migrants from a social and legal point of view.

Currently, Lai-momo is exploring the concept of circular migration and of voluntary return to countries of origin, in connection with creation of small sustainable economies. The Leather Crafts Centre in Lama di Reno is a piloting experiment in this sense.

*Refugees*

Obviously, working with refugees is already a central part of Lai momo's activities. Moreover, some refugees have been hired by Lai-momo for short or longer periods. In addition, Lai-momo involves in its events local enterprises run by refugees, e.g. for catering.

## Researcher's Assessment

<b>Centrality of citizens</b> <i>"Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"</i>	✓
<p>This section by the contributor of this case are related to Lai-mono cooperative in total, not specifically to the Leather Crafts Centre.]</p> <p>The systemic approach adopted in the social area by Lai-momo as well as the development of self and local empowerment processes are an integral part of the project here described: within the project, numerous and various initiatives dedicated to the involvement of local communities have been set up. In particular, activities addressed to local citizenship have been co-designed and realized along with resident citizens, reunited in associations as well as individuals, with the aim to support beneficiaries and citizens to understand that social promotion is addressed to the whole community and not only to targeted people.</p>	

<b>Involvement of beneficiaries / co-production</b> <i>"Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"</i>	✓
<p>The project is specifically addressed to asylum-seekers, selected among those who had previous experiences in the concerned field and who are highly motivated. The selected asylum-seekers were already accommodated in extraordinary reception centres in Bologna. The participants are involved in a six or eight month vocational training, led by a leather artisan with ten years of experience. The workshop training allows the active participation of beneficiaries because it permits to enhance the leading role of everyone with respect to his abilities, in a logic of rediscovery of personal resources and enlargement of them, in a solidarity context of an inclusive group. The whole course provides personalized support for both the reception activities and the training project, increasing individual autonomies.</p> <p>At the end of the training and/or reception period, each participant will develop an individual personal development plan for further steps in his or her life. On basis of the level of competences acquired and of personal choices (also related to the acquired legal status), each asylum-seeker will be supported to enter the Italian/European labour market, or to find a job as leather artisan in his country of origin within the network of cooperatives of the Ethical Fashion Initiative Programme, active in different African countries (in case of voluntary return).</p> <p>The project involves also resident citizens by offering them a job placement (internship for training) opportunity.</p> <p>The coordinator of the Leather Crafts Centre is a resident citizen of the Municipality of Marzabotto.</p>	

<b>Benefit for community welfare</b> <i>"There is a benefit for community welfare (community: a number of people living on the same territory)"</i>	✓
<p>The project aims at helping asylum seekers and local citizens enter the labour market. One resident citizen is already employed in the project (mid-2017).</p> <p>Furthermore, the project is part of an international network that may bring benefits linked to its activities (events, study visits to the projects, booking of local hotel and restaurant services).</p> <p>The beginning of the project has already given rise to positive actions addressed to local communities: renovation of the local park, cleaning and maintaining of the bike lane and of the roadsides along the river crossing the Lama di Reno hamlet.</p> <p>Furthermore, the Marzabotto Municipality Council, in collaboration with citizens and other local enterprises, is planning to redevelop the abandoned green area in front of the Vocational Centre to make it usable for leisure.</p> <p>Some collaborations have already been activated with local companies interested in supplying.</p> <p>The project pursues also the objective of promoting the hamlet, which suffered impoverishment as result of the failure of its main industry, the paper factory.</p> <p>The building which hosts the Leather Crafts Centre was previously unused and has now been reactivated by VET Centre initiative.</p> <p>Lai-momo also realizes in Lama di Reno activities of community development, through formative-informative meetings with resident citizens on different subjects.</p>	

## Area Ex-Limonetti

### **Area Ex-Limonetti: a virtuous case of returning to the community some public property confiscated from Mafia**

*Un caso virtuoso di restituzione alla comunità di un bene comune confiscato alla mafia*

Ex-Limonetti is a complex of buildings and six hectares of fertile land in the city of Forlì, Northern Italy, confiscated from a Mafia family.

The story goes back to the 1990s when the investigations by the judiciary began. Now the fields are in use again thanks to their allocation to social cooperatives who cleaned up the land and started cultivating it. Thus Ex-Limonetti is an area reclaimed from lawlessness, where now young people, disabled persons, and ordinary citizens take care of crops and production of vegetables and cereals. The renovated buildings serve for educational, cultural and recreational activities. One building is used as "Casa della Legalità" – House of Legality.

Because of the lack of coordination within the National Agency for the Assets Confiscated from Mafia, the allocation of goods for social purposes in Italy has not been a frequent phenomenon. That is why the case of Forlì is especially interesting. Moreover, it is principally replicable. Only in the Emilia Romagna region there are more than a hundred seized assets.

Ex-Limonetti is a project made possible by multistakeholder partnership of local associations with the Region, the Municipality of Forlì, so-

## cial cooperatives, the University of Bologna, Caritas and others.

### Main activities

Main activities are

- Cultivation, processing, marketing of vegetables and cereals/spelt
- Organic farming with zero impact of medicinal herbs, aromatic plants and forgotten fruits for producing liqueurs, preserves, pickles, etc. and cosmetics
- Social vegetable gardens intended for local residents
- Cultural and educational activities promoting the rule of law
- Recreational activities and public events (conferences, concerts, social lunches, guided tours, training courses ...)
- Joint planning of activities with a bottom-up approach
- Letting rooms / spaces for events, parties, manifestations etc.

### Environment

The confiscated property Ex-Limonetti, named after the former proprietor who was convicted of usury, is situated in Forlì, a town of 118 000 inhabitants. The complex consists of a number of commercial buildings surrounded by 6 hectares of land in a densely populated area between the Ca'Ossi district and the village of San Martino in Strada, near the river Rabbi, and easily accessible from Forlì's central park. It is urban environment, mostly residential, quiet and well-covered by public transport and other services. Prior to its seizure by the judiciary in 1997, the area had become a dump for various materials including hazardous waste, from old refrigerators to construction debris contaminated with cancerogenous asbest.

The project was created to give new life to the land confiscated from the mafia and to return these areas to the community and to civic and social participation.

### Objectives

The land and the buildings were later transferred by law to the Municipality of Forlì (with an obligation to use this land for social purposes), and in 2009 the Municipality entrusted the assets (until 2019 for free) to social cooperatives now combined in the For.B cooperative. Early rehabilitation and remediation was marked by the participation of political science students of the University. Since then, various projects on farmland have been initiated:

- 50 community gardens that are entrusted with a fair rent to the citizens of the district;
- Vegetable crops and cereals, which are sold or supplied to restaurants Don Abbondio and Gardens Orselli;
- Organic cultivation of medicinal herbs with employment of disabled people (brand The Other Garden run by the cooperatives Tangram and Il Cammino).
- In renovated buildings the following activities are realised:
- The Casa della Legalità ("House of Legality"), a center for civic education and the promotion of responsible citizenship, for the use of school classes from Forlì and beyond, is being run in partnership with the Legality Centre of the University of Bologna, and the Municipality of Forlì;
- Classrooms and recreational spaces

In 2009 the Municipality handed the land over free of charge (until 2019) to social cooperatives today united in a social cooperative by the name of For.B (*Cooperativa sociale di tipo B che opera nel territorio forlivese* - "Social cooperative type B working on the territory of Forlì").

### Foundation



In 2011 the project for social, cultural and recreational development was created through cooperation between For.B cooperative and the University of Bologna.

In 2012 the project was officially started with an inauguration event.

#### Beneficiaries

Beneficiaries are ● people with disabilities ● young people involved in legal education courses ● general local population.

#### Community participation

Social participation activities are organized in public-private cooperation of the For.B cooperative that manages the entire area in collaboration with the Municipality of Forlì, Caritas, the University of Bologna and various associations.

Each year there are different cultural initiatives, including conferences, recreational days, social dinners, educational rides, etc.

A path participated by the citizens and guided by the association Casa del Cuculo has been realised in order to collect educational ideas.

Caritas organizes summer weeks "From Illegality to the Community" for training of young people in legality and to care for the community gardens.

The Casa della Legalità (House of Legality), currently (May 2017) being finalised, will host events on the topic of legality, for example on the Mafia in agricultural supply chains, terrorism and the law on slot machines. The facility will be home to the *Consulta Comunale sulla Legalità* (Municipal council on legality) organized by the city through a contract and an ad hoc regulation in partnership with associations, foundations, the University of Bologna, trade unions, schools and civic engagement groups.

The general mode of governance is private, managed by the For.B cooperative, to which the Municipality of Forlì

has assigned management responsibility for the entire complex until 2019.

Design, planning and organization of many initiatives are carried out on a multi-stakeholder level, working from time to time with the organizations involved. For example:

- The organisation of 50 community gardens is managed through a collaboration protocol between For.B cooperative, Slow Food Association (for educational aspects) and Caritas (for aspects of social support to citizens).
- Part of the fertile land is managed by *Don Abbondio* and *Gardens Restaurants Orselli* gathering vegetables.
- Part of the land is managed by the cooperatives *Tangram* and *Il Cammino* (known for their brand *L'Altro Giardino*) through an agreement with For.B for growing spices and medicinal herbs by disabled persons.

#### Public funds:

- 280 000 euros of the Emilia Romagna Region for restructuring manufactured in form a non-refundable grant
- Land entrusted by the Municipality on a free basis to the For.B cooperative
- Payments from the 8xmille system, a programme by which every tax payer can make the state send 8 per mille of his taxes to a charitable organisation of his liking.

#### Private funds arising from:

- For.B cooperative: self-financing
- Cooperatives *Tangram* and *Il Cammino*: self-financing (plant irrigation, farm equipment, etc.)

#### Funding

- Sales of agricultural products (vegetables and cereals) to local catering facilities and to social economy canteens
- Letting land and community gardens for rent
- Letting spaces for rent
- Training courses offered on the free market (as opposed to those that are financed by public bodies)

*Budget* In 2015, 166 000 euros were invested, and a return of 177 000 euros was generated.

Most important sources of income are sales of produce (vegetables and grains), which contributed 60 per cent of the income. Funding requests on regional and state calls are ongoing.

Most important costs items are the salaries of the three disabled workers, the wages of four operators/tutors, purchase of materials such as seeds and fertilizers, and amortization of machinery.

The objective is to reach a balanced budget. Any revenue is reinvested.

The project expects a substantial increase of budget in the forthcoming years due to commercial projects being developed.

Financial planning is part of For.B's overall annual financial plan which includes a sub-chapter devoted to the activities on the Ex-Limonetti area as part of the chapter on social agriculture.

The initiative enjoys tax and contribution relief provided for by Law 381/91 for disadvantaged people employed by social cooperatives. This is very important for the sustainability of the business.

*Employees* Ex-Limonetti currently (mid-2017) has seven employees. These include one dedicated operator (Alberto), one inclusion paths manager, one marketing/network-

ing manager, one agricultural operator. Moreover, three disabled young people have fixed-term contracts and internships.

About 15 volunteers are involved in land-reclamation and cleaning (initially), organization of cultural events and legality, participating in training / didactic activities in summer camps. *Volunteers*

One retired member of For.B cooperative volunteers to support overall organization and the coordination of activities.

On average the presence of volunteers can be calculated as several days per month, or about 30 days per year. However, this is expected to increase considerable in the near future to about 50 or 60 days per year.

In one year are involved on average the following numbers of direct beneficiaries: *Beneficiaries*

- 3 young people with disabilities in agricultural cultivation activities
- 3 undergraduate students in legality activities
- About 500 citizens a year in public events (about 5 events since 2013)
- There were 5 refugees involved in the SPRAR service (system of accommodation for recognized asylum seekers), i.e. they lived in a SPRAR centre and participated in training activities in agriculture and gardening.
- About 50 families use the social vegetable gardens.

Important contracts and agreements with other stakeholders include: *Contracts*

- Agreement between the Municipality of Forlì and For.B cooperative for the use of land and buildings for social purposes

- Contract between For.B and the restaurants *Don Abbondio* and Giardini Orselli for the management of a part of the land from which they obtain vegetables
- Agreement between For.B, *Tangram* and *Il Cammino* (with its brand L'Altro Giardino) for the cultivation of aromatic and pharmaceutical herbs by disabled
- Agreement between For.B and Caritas for the use of 50 social gardens by disadvantaged citizens

Currently (May 2017) a contract is in preparation with the fair-trade non-profit company *Altromercato* (Other Market) to expand the commercial outlet of agricultural products.

#### Relevant legislation

Important legislation is related to goods and funds confiscated from Mafia. Important are also facilitations provided by the Emilia-Romagna Regional Law on Circular economy, and the Italian Law 381/91 with its relief for social cooperatives.

For the future, with activities expanding, it might be useful to lean on the opportunities of the Law on Social Agriculture. For example, the Region allocates funding for people who fall under this law. (However, Area Ex-Limonetti is not currently in the parameters of this law.)

#### Decision Maker's Perspective

Mauro Marconi is president for *For.B*, the cooperative that manages Area Ex-Limonetti. He says:

*Obstacles at start-up*

The start of the project and the first activities did not present any particular difficulty since it was a small and a simple organization, although well planned.

In the last two years the growth of the project brought some difficulties associated with overall sustainability, for which more sources of revenue are needed. For example, it would be useful to develop training activities, e.g. to develop the skills of people who are trusted with social gardens. The marketing structure should also be strengthened, to better promote the activities and to find new partners to whom to sell agricultural goods.

For all this, it would be useful to entrust a full time employee with dealing with a retail / direct sales network (given that the wholesale trade doesn't have sustainability margins). At the moment, some operators are setting up the network, but quick funding would be needed to support at least the initial effort (about one year) and to provide technical, commercial and training tools to overcome this challenge.

The project returns land confiscated from Mafia to the community's civil and social life. The "House of Legality" (currently under construction) is to host cultural and recreational initiatives.

The "House of Legality" is crucial, as it creates a strong and concrete link between citizenship and the fight against Mafia. The fight against Mafia needs continuous interaction on the issues of civic engagement, rights and duties, responsible behaviour, the experience of goods being re-appropriated by the community and used as a resource shared by everyone.

The project links social inclusion of the most fragile members of population with civil awareness and citizenship. It guarantees the participation of the whole community in cohesion processes.

Due to the lack of coordination within the *National Agency for Goods Confiscated from Mafia*, the case of Forlì is particularly innovative. It is, however, principally replicable: only in the Emilia-Romagna region there are

#### Impact

more than hundred confiscated properties which could be re-appropriated by the local public.

(Other direct impacts on the community were already mentioned in the first part.)

#### *Evaluation tools*

The *For.B* cooperative was the first in Italy to produce a Social Impact Report. This report covers also the activities on Ex-Limonetti. The *For.B* co-president follows a national working table to implement the guidelines on social impact assessment. In addition, *For.B* collaborates with the *Regional Association of Social Co-operations (Confcooperative ER)* in order to develop an instrument for enhancing the “social added value” of the economic impact of job placement of disadvantaged people.

#### *Visibility*

Every year, several cultural initiatives are being organised, including conferences, recreational days, social dinners and educational cycling rides. So far, several hundreds of citizens and many local organizations have been involved.

*For.B* has an innovative website updated daily. The Social Report of the Ex-Limonetti project is also published there (<http://for-b.com/report-sullimpatto-sociale>).

Other initiatives are considered to strengthen the information, visibility and collaboration of the community and new business partners. (See details in the first part)

#### *Prospects*

The initiatives try to increase the number of workers, including refugees, engaged in agricultural activity. To this end, it is intended to strengthen the visibility of the project, communication and the commercial network through the organization of major promotion events, for example summer social dinners, but also information and dissemination materials to be installed in the work areas.

It is also planned to increase cooperation with schools through the activities of “school-work alternation” of students at the facility.

The upcoming inauguration of the “House of Legality” will allow to expand the training and volunteering activities conducted with young volunteers from Caritas summer camps.

Initiatives for fundraising and participation in EU/state/regional calls for bids are planned, especially in order for maintenance of buildings and for launching a structured commercial network.

Moreover, it is planned to use resources from ERDF (European Regional Development Fund) and ESF (European Social Fund) programmes for rural development in the 2014–2020 period.

“Of course there are initiatives, including those in relation to the MILAR project, to provide opportunities for job placement of refugees in gardening and farming activities, also in cooperation with other initiatives and players of our territory.”

#### *Refugees*

### *Professional's Perspective*

Alberto Lambertini, 51, is executive coordinator of the activities in the agricultural sector of the *For.B* cooperative. He is in close contact with the involved disabled workers. Alberto works for *For.B* cooperative since 2012.

“Previously I was working in the same social cooperative with duties in other manufacturing sectors. So I developed an overall knowledge of the organization that today is very useful to better manage this specific activity.”

*Do you see your job here as a mission?*

"The value aspect was crucial in my choice to work in this area. In the day-to-day work of accompanying young people (currently mostly disabled) I often realize that perhaps the greater benefit I receive is the gratification from being useful, and I hope to offer moments of true growth."

*Impact*

*How do you see the impact of this initiative on the beneficiaries?*

"I have a firm relationship with the beneficiaries and the responsible operators for the job placement of the disadvantaged people. I see how the beneficiaries' competences grow, as well as their involvement. I am a direct 'observer' who helps to evaluate the effectiveness of the individual job placement project. I intervene when there is discomfort for the beneficiaries or difficulties with colleagues, operators or the general environment."

"I also keep in touch with the coordinator responsible for agricultural activities by assessing organizational and management needs day by day and by providing support to periodic planning activities."

*How important is the initiative for the well-being of the local society?*

"Impacts generated by the regeneration of the Community Assets such as the upgrading of the Ex-Limonetti farm are documented in the social impact reports issued by For.B cooperative.<sup>1</sup> Based on a lot of data (quantitative and qualitative) we have shown that although disadvantaged beneficiaries are still small in number, the social and economic results for the territory are already very significant."

*How do you see the future of this organisation?*

"I am sure the For.B coop has great potential due to the human and professional quality of the staff involved. That is why we have many on-site projects aiming at social inclusion, which I think is more than ever needed both for the beneficiaries and the community as a whole."

1) <http://for-b.com/report-sullimpatto-sociale>



## Researcher's Assessment

<b>Centrality of citizens</b> <i>"Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"</i>	✓
<p>In addition to citizenry, various organizations and the city operators are involved:</p> <ul style="list-style-type: none"> <li>• Social cooperative <i>For.B</i> (promoter of Ex-Limonetti)</li> <li>• Social cooperatives <i>Tangram</i> and <i>Il Cammino</i></li> <li>• Associations: <i>Casa del cuculo</i> (active social participation), <i>Slow Food</i> (food culture), <i>Spazi Indecisi</i> (cultural projects of urban architecture), <i>Via-terrea</i> (science and land biodiversity), <i>Forlì Social Hub</i> (network of "coworking in progress"), <i>FIAB Forlì</i> (cycling recreation)</li> <li>• <i>Caritas Diocesana Forlì</i></li> <li>• Restaurants <i>Don Abbondio</i> and <i>Gardini Orselli</i></li> <li>• Municipality of <i>Forlì Welfare Department</i></li> <li>• Schools</li> <li>• University of Bologna (campus of Forlì)</li> <li>• In the future: <i>Altromercato</i>, national consortium of non-profit fair trade</li> </ul>	

<b>Involvement of beneficiaries / co-production</b> <i>"Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"</i>	✓
<p>The final beneficiaries actively involved are numerous:</p> <ul style="list-style-type: none"> <li>• Young people and adults with physical and mental disabilities are involved in the production of agricultural services / products</li> <li>• Inhabitants of neighbouring districts are assignees of community gardens</li> <li>• Young people and university students are involved in the project Casa della Legalità (House of Legality)</li> <li>• Citizenry participating in information campaigns and buying horticultural products</li> <li>• Refugees are involved in training and volunteer activities for vegetable cultivation, although for the moment only marginally</li> </ul>	

<i><b>Benefit for community welfare</b></i> <i>"There is a benefit for community welfare (community: a number of people living on the same territory)"</i>	✓
<p>Benefits for the community are:</p> <ul style="list-style-type: none"> <li>• Social and occupational activities for disabled persons</li> <li>• Vegetables supplied to citizens who cultivate community gardens</li> <li>• Enhancing crop production skills through training workshops</li> <li>• Enhancing sensitivity and knowledge of citizenry and youth, through educational activities of legality, ethical finance, responsible consumption, urban gardening</li> <li>• Enhancing social life and cohesion among citizens through participation in cultural and recreational activities</li> <li>• Provision of spaces and classrooms for neighbourhood events</li> </ul>	

## Palazzo Granaio

### Beyond the Perimeters – Barn Building

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

Palazzo Granaio is an old barn building in the city centre of Settimo Milanese which had been out of use for many years. In 2015 it was reactivated by the municipality who – through the *#oltreiperimetri* initiative – involved local associations and organised a series of meetings with citizens. This was in order to let them participate in the planning and implementation of initiatives to take place in the barn building for the benefit of local citizens and community cohesion. In addition to non-profit organisations, there is also a number of for-profit organisations who use Palazzo Granaio for their activities. They pay a moderate rent and are requested to contribute with their specific expertise to the community.

The *#oltreiperimetri* initiative is welfare Community Project (Funded by Cariplo Foundation) that aims to generate social energies by pooling individual and collective resources to build new responses on sociality, savings, housing, work and household needs.

Main activities in Palazzo Granaio are

- Co-working space
- Mothers-children workshop
- Labour help desk
- Debtors help desk
- Caregivers meeting point
- “Chatter among woman” point

*Main activities*

- Youth workshop
- Culture workshop
- Cooking workshop
- Dancing nights
- Time bank
- Various workshops targeted on social skills

### Environment

Citizens of Settimo Milanese identify themselves along the suburbs of Cascina Olona, Vighignolo, Seguro, and Villaggio Cavour. The city has currently about 20 000 inhabitants, or 8500 families. The average age is 42 years, the average income is 17 000 euros per year. Foreign population is 5.2 per cent.

During the boom years, the town saw social, urban and economic transformation through industries established on its territory such as Siemens and Italtel. Today, however, many of these facilities are abandoned, and Settimo Milanese strongly senses the labour market crisis.

Palazzo Granaio is a large structure of architectural value situated in the city centre. It has three floors providing an overall area of 1500 square meters.

### Objectives

The aim of the Palazzo Granaio project is to promote community life and cohesion through active involvement of citizens and local organisations. Organisations and citizens shall get an opportunity to co-produce services and goods. In addition to the positive effect on community cohesion in the city, this is also expected to contribute to the financial sustainability of the Palazzo Granaio project.

### Beneficiaries

Beneficiaries are the citizens of Settimo Milanese.

Over the two years of activity, more than 2800 people have attended *#oltreiperimetri* events at Palazzo Granaio. About 350 people per year participate in social workshops (*socialità*) (single events). 70 people partici-

pate over the year in actively co-designing community workshops (usually socially oriented activities). 500 people per year participate in the services created by these workshops, such as *Pomerendiamo* (a weekly social chatting and creative handicrafts event for children and adults), Bank of Time, English language course, Italian language course for foreigners, etc.

Community participation is expressed through the strengthening of the Council of Associations (representing 12 associations) who, despite operating in the same territory, didn't have any relation and exchange amongst each other previously. The opening of Palazzo Granaio was possible through the activation of associations and their cooperation. Here are some examples:

- **Seventh Factory:** a co-working initiative based on the reciprocity principle. Professionals can use the work space. In return they provide the community with their skills and competencies. For example a comic book artist offers free courses for secondary schools students.
- **Italian course for foreigners:** organized by volunteers and citizens of Settimo Milanese. Participants reciprocate by organizing happy hours for practicing English or ad hoc dinners where they prepare typical dishes from their countries of origin.
- **Caregivers at Palazzo Granaio:** a way to show caregivers that the importance of their services to the community is recognized. Usually on Sunday, Palazzo Granaio offers the opportunity to these professionals to meet and have lunch together to create social cohesion and celebrate the Sunday.

*#Oltreiperimetri* is a project with multi-stakeholder governance (Municipality, private and social private) and it's shared with the community. There are many people and organisations involved, so governance is very complex.

Governance

*Funding*

The public body (municipality) provides the building as well as the management costs (consumptives, internet, small structural changes). A bank foundation (CARIPLO) funded the initiative *#oltreipiremetri* operating inside Palazzo Granaio. The for-profit organisations operating in Palazzo Granaio pay a moderate rent and provide free services to the territory according to their expertise.

Palazzo Granaio has been active for only two years so far. During this time there has been a steady increase in the activity and the engagement of citizens. The latest annual budget was about 90 000 euros.

Most of the funds derive from a private foundation (CARIPLO) that initiated the project and financed the activities. Part of the funds come from the municipality of Settimo Milanese that provides the building. Other income is generated through letting of co-working spaces and from fund-raising activities.

Most important expenditure items are the salaries of project operators, utilities, communication (agency costs, materials, etc.)

CARIPLO foundation requires financial reporting with relevant supporting documents and the indication of the costs.

*Taxation*

Palazzo Granaio is operated by the employees of social cooperatives. These benefit from tax relief due to the social aim of their actions.

*Employees and volunteers*

Palazzo Granaio has currently 6 employees (or 4 if expressed in full-time equivalents)

It moreover has 89 volunteer citizens, of which 67 are not professionalized. 22 carry out voluntary activities that relate to their professional activities, and usually they receive reimbursement of expenses.

Volunteers' presence is on average half a day per week for each of them, of course varying depending on the activities to be performed. (This would be about 45 volunteers working days per week, or about 2200 per year.)

Network agreements have been signed with local associations. The municipality is a partner of the project. There are contracts for the use of co-working spaces. There is also the partnership between the co-operatives that manage the project.

Law No. 381/91 on Social Cooperatives is crucial for the Palazzo Granaio initiative.

*Important legislation*

*Decision Maker's Perspective*

Federico Gaudinundo is the project leader of Palazzo Granaio. He says:

"The main challenge was getting everybody involved in this project, both citizens and organisations. The difficulties consisted in mobilizing the community trying to act as facilitators in creating the conditions for developing a people-centred welfare organisation where the people involved could be both beneficiaries and service providers."

*Challenges at start-up*

*How do you see the impact of Palazzo Granaio?*

"If there was no project, there would be a lack of social cohesion that goes beyond the use of services. Palazzo Granaio has become a new way to make citizens protagonists of their local welfare."

"There is a biannual monitoring with both quantitative and qualitative elements. There is an external assessor of impact and project outcomes."

*Evaluation tools*

"There is major investment in communication. A well-known communications agency has been involved. Innovative tools for the sector (social, video, free press)

*Visibility*

## Prospects

and a popular pop magazine distributed throughout the territory have been used.”

“This project will have continuity over time through another ministerial funding. Moreover, I expect that local welfare (the municipality) will make the project autonomous by financing actions that support its sustainability. Ever more increasing involvement of self-financing activities is also expected.”

## Refugees

*Could refugees be included in the activities?*

“The work already involves foreigners, but in the future it may involve increasingly more foreigners including refugees.”

*Professional's Perspective*

Arianna Funagalli, 37, is responsible for the job community, and she is co-coordinator of the *#oltreiperimetri* café in Settimo Milanese.

“I co-design activities and initiatives aimed at citizenry together with citizens and associations. I weave relational networks so that different organisations get to know each other and collaborate with each other, bringing new energies into circulation. I deal with public administration. I run the Lab of Mothers community that through participatory planning led to the creation of the service *Pomerendiamo*, a space for meeting, snacking and playing for adults and children. I follow and support all the activities of the *Bank of Time* that was created in *#oltreiperimetri*. I coordinate the management of social spaces and activities in Palazzo Granaio.”

I have been working in the *#oltreiperimetri* project since May 2015. Before, I worked in social art projects, and I held creativity workshops in prisons and in the peripheral locations, with public and relational art experiences.

In *#oltreiperimetri* I work with great passion. I care a lot for maintaining good relations to various people involved. This is an important part of my work. I would not use the word “mission” but surely it is a job that involves me a lot.

*How do you see the impact of this initiative?*

*Impact*

I am constantly taking stock of the situation with citizens and associations promoting cohesion. I am confronted with the beneficiary citizens, I see how Palazzo Granaio is increasingly in touch with many different organisations of which many are new. I see how people feel more and more part of a community and are happy to find in *#oltreiperimetri* a welcoming situation that can satisfy the need to build bonds and learn something useful. I try to get involved as much as possible with the initiatives in place, to co-design together with citizens, to create connections. I like a little bit of everything, less quantitative analysis. Everything can be continually improved.

*How important is this initiative for the well-being of the town?*

In my opinion, it is a great opportunity for all citizens. It can be an opportunity to launch a process of cultural change that can be beneficial both to individuals and to the community.

*Do you see participative elements of governance?*

*Participation*

As an operator and co-ordinator, I make the needs of the citizens emerge and coordinate the decision-making processes of participatory nature.

I hope there is a chance to continue the project for more time because it takes time and care to trigger profound changes and to accompany the citizens on this new path. After that I hope that citizens and associations can organize themselves to pick up the experience and carry it on.

*Prospect*



Beneficiary's Perspective

Paola Cartelli, 44, is a local citizen. She told us:

Friends had told me about the Family Bar initiative for families with children, so I participated already in late 2015. Then there I heard of *Pomerendiamo* (childrens and adults' playground space) and already last year I started to participate every now and then with my daughter. This year we participated more assiduously and joined the organizing group. This year I also participated in the communication course organized by *#oltreiperimetri* addressed to active citizens. This was very interesting and useful. I was able to participate also thanks to the Bank of Time of Settimo Milanese who provided a baby sitter for the meetings, otherwise I would not know who would look after my daughter.

It has been a year and a half that I'm involved in *#oltreiperimetri* activities.

This year I also went to *#oltreiperimetri* of Lainate (another city) for a course on parenting.

Attending *Pomerendiamo* and Palazzo Granaio allowed me to meet new people, to expand my network of social contacts in Settimo Milanese.

For me it is important that there is space of sociality that is informal, secular and free of the logic of consumption. I've always been sensitive to such projects.

I seek and adhere by choice. I'm glad that there is such a project in the area near my home. I prefer to bring my daughter to *Pomerendiamo* rather than to commercial places such as a bouncy castle. It is part of my personal values to participate in such projects. They have a value in themselves.

(The interview was conducted by Arianna Fumagalli.)

Researcher's Assessment

<i>Centrality of citizens</i> "Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"	✓
The opening of Palazzo Granaio was possible thanks to the Municipality, the support of the initiative <i>#oltreiperimetri</i> and the participation of association and single citizens.	
<i>Involvement of beneficiaries / co-production</i> "Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"	✓
Citizens take part in various initiatives and workshops in Palazzo Granaio. Some of them became promoters and coordinators of specific activities.	
<i>Benefit for community welfare</i> "There is a benefit for community welfare (community: a number of people living on the same territory)"	✓
Palazzo Granaio has now been operating for a year (as in mid 2017). Citizens can use it every day, including in the evening.	

# Briganti di Cerreto

## Brigands of Cerreto - Community tourism

[www.brigantidicerreto.com](http://www.brigantidicerreto.com)

*Briganti di Cerreto* is a cooperative founded in 2003 by a group of young people in Cerreto Alpi in the Apennine mountains. Its mission is to develop local activities in an ecological way for the welfare of the local community so that residents can earn their living here where they are at home and are not forced to move away. Although forestry is the main source of income, from the very beginning the cooperative has been a protagonist of tourism, combining the economic development of the territory, the broad spectrum of activities of its members, the involvement of the entire local community, and the rediscovery of material and immaterial culture of the past. Community tourism and other activities developed by *Briganti di Cerreto* have become a famous good practice example which has been studied at national and international level.

Unlike other Italian cooperatives presented in this book, this is not a social cooperative (as foreseen in law 381/1991) but a regular cooperative, although non-profit.

Main activities are:

- Forestry
- Community tourism: running a shelter including a café in the mountains; management of *Il Mulino* and the two facilities *Il Metato* and *La Stalla*; management of welcoming and organisation of excursion and other tourist services in cooperation with

*Main activities*

the National Park administration (events, setting up of fairs and others).

- Promotion of local products, e.g. collection, processing and trade of chestnut and forest floor products, including chestnut flour
- Training activities
- Services for the community such as running a shuttle bus for school students, delivery of food and other items for people at home, non-medical assistance for people in need of, etc.

### *Environment*

Cerreto Alpi is a group of hamlets in the Apennine mountains, right at the border between Emilia-Romagna and Toscana, at about 900 meters above sea level. It is part of the municipality of Ventasse (4200 inhabitants in total).

The fate of Cerreto Alpi seemed to be no different from those of many small communities in the mountains giving way to the city: in the last century, Cerreto has progressively become depopulated, the number of inhabitants decreasing from 1000 to barely 80.

### *Objectives*

By the end of 1990s, when the last pub closed down and the whole population was about to move to the valley to find employment, a group of residents, unwilling to let their community fade, decided to change its fate. With an initial budget of 1600 euros – 100 euros per person – 16 people, most young and born in Cerreto, constituted a cooperative with the objective of creating new employment opportunities, making use of the territory's potential, and developing it with respect for nature and wildlife.

Thus the cooperative is the result of the will of a group of young people from Cerreto Alpi to valorise the territory and help the local community to fight depopulation. The members decided to start from what the territory had to

offer and what the community needed: regenerate local activities, and rediscover local culture with its material and immaterial elements.

Initially the cooperative invested in forestry and territory maintenance. At the same time, forgotten economic activities were regenerated, thus creating a rich local context of occupation including the production of traditional Cerreto sweet chestnut flour, and gathering and selling of typical forest by-products such as honey and mushrooms.

### *Beneficiaries*

Beneficiaries of the cooperative are the 65 inhabitants of the village in general. 70 per cent of them are retired / elderly. There are also 5 children in the village.

### *Community participation*

Participation of a wider share of local population is promoted by the various activities directly or indirectly linked to the co-operative, through employment and volunteering to develop urban regeneration and activity development. This is how the most important innovation in Cerreto – community tourism – was born: a model of integrated touristic offer, managed not by a single operator but by an entire local community. Its economic benefits fall out on the entire group of hamlets.

### *Governance*

*I Briganti di Cerreto* is a cooperative with the usual bodies for administration and decision making. Currently (2017) the cooperative has 11 members.

The cooperative is member of of AITR (Italian Association of Responsible Tourism) and Legacoop (Italian association of co-operatives).

In practical decision making, the overall population of Cerreto Alpi has some influence via the usual informal ways.

### *Funding*

The initial capital was 1600 euros: 100 euros invested by each of the 16 founding members. Later the sum per

cooperative share was raised so that one member's share is now 2000 euros.

#### Budget

Today (2017) the cooperative has annual revenues of about 400 000 euros, the largest part of which (75-80 per cent) from forestry. Community tourism contributes 20-25 per cent, currently increasing. Some special activities contribute to the growing importance of income generated through tourism:

- Participation in the networking project *Parco Appennino turismo*
- Organisation and management of events such as the Mushroom Festival
- Educational activities for youths such as the Chestnut Festival
- Snow-shovelling for the municipality in winter. However, this is just symbolically paid and is essentially a free of charge service to the community. The cooperative sells its products on the free market. Customers are from the enlarged community, and externals. Thanks to this it is possible to provide the community for free with some services.

So, the cooperative both guarantees the employment of its members, and it has established a family- and community-based welfare network that would have been lost wasn't it for the newly founded cooperative.

Profits get reinvested in the enhancement of touristic activities.

The cooperative drafts a financial plan for each year. It enjoys the taxation privileges typical for cooperatives.

- In 2005 the cooperative used a *Gruppo di Azione Locale* (GAL)<sup>2</sup> funded by the *European Agricultural Rural Development*.
- 2) A Local Action Group in Italy is a group or consortium usually composed of public and private entities to encourage local rural area development.

*velopment Fund* (EARDF) to realise a website, brochures, a wooden notice board and other informative materials to be available in the village.

Remaining sources comes from private and public assignments (see below in the "Contracts" section).

Expenditures are chiefly for salaries (about 50 per cent), and additionally for vehicle maintenance, fuel, interest rates for bank credits for restructuring of buildings, consumables, raw materials and other materials.

Costs

Today the cooperative has 11 members, of which 8 are full-time employees.

Employees

This being a cooperative consisting of its members, volunteers formally should not be a factor. However, many people in the village anyway participate in various activities, especially in activities related to community tourism (welcome and excursions organisation) and tourism services at the Park. They also contribute to organisation and management of events such as fairs and exhibitions. So, the general public in the village, and particularly the family members of the cooperative members can be counted as volunteers. They often help by cooking, supporting the management of the shelter and of the cooperative's venue.

Volunteers

For quantification, here is a rough estimate of their contribution: Indicatively 5 persons help at various activities during a normal weekend. When there are larger events, 40-50 people participate, i.e. the major part of the village.

**The *Gruppo Azione Locale* (GAL)** was established to-  
together with other local entities as an agreement aimed  
at developing community actions. Participants were the  
municipality, the local parish, the association *Parco del*  
*Gigante Club*, the cooperative *La Sorgente* (not existing  
anymore), and artisans in the village including the car-  
penter.

Important contracts  
and agreements

**Free of charge leasing agreement** with the owners of ten chestnut groves to maintain and recover these groves.

**Agreement on payments from the local union of municipalities** for maintenance of the forest and reforestation.

**Agreement with the National Park** on the old mill (situated a few hundred meters away from the village in the forest) for 20 years to be used as a guest house (holiday rentals) after recovering and furnishing the mill and maintaining the surrounding green area.

**Appointment by the municipality** to restructure and manage the two facilities “Il Metato” and “La Stalla” (old houses, now refurbished as holiday rentals).

**Appointment by Parco Appennino Turismo** to manage its visitor centres (part-time task of Erica Farini, see in the section below “Professional’s Perspective”)

*Crucial legislation*

The regional law 2/2004 “Per la montagna” supports local agricultural and tourist companies.

A problem is that there are gaps in the law regarding direct assignment of services by public bodies to private companies. Such assignments are not allowed for cooperatives like *Briganti di Cerreto* that do not qualify for a “social cooperative” in the sense of the law, although the turnover of the cooperative is still under the required threshold.

As *Briganti di Cerreto* is not a “social cooperative” (law 381/91), but a regular cooperative, it is legally based on Article 45 of the Italian Constitution and Italian Civil Code (Art. 2512 et seq.)

## Professional’s Perspective

Erika Farini, aged 35, is a member of the Board of Directors of *Briganti di Cerreto*. She is responsible for administration and institutional representation of the cooperative.

Actually the tasks within the cooperative are distributed as follows. Luca manages personnel and projects. Erika manages administration and institutional role.

Erika is a surveyor (land measurer) by training but also has various skills in tourism and marketing. Before joining *Briganti di Cerreto* she was employed by the then *Parco regionale dell’Alto Appennino Reggiano* (also known as *Parco del Gigante*) which subsequently was merged with the new and larger unit *Parco nazionale dell’Appennino Tosco-Emiliano*.

Thanks to the work that the cooperative carried out for the *Parco nazionale dell’Appennino Tosco-Emiliano* and thanks to the role Erika has in protecting the territory, she became responsible for all the visitors’ centres (service and information centres) of *Parco dell’Appennino* through part time employment assigned to the cooperative.

Erika feels she has a leadership role above all in the last years. When the cooperative started, the team were a group of friends, but over the years they build a structure following the natural growth of their activities. Everybody gave their contribution according to their skills and competences.

“Everybody has a huge attachment to the cooperative, the project and the community. Nobody considers himself/herself employed. Rather we see ourselves as self-employed and serving the community.”

## Involvement



"The growth of personnel was constant and was in line with the incoming orders. The growth was necessary to answer potential orders and works to be carried out."

#### *Challenges at start-up*

***Looking back: when the organisation was launched, where there specific problems?***

"The initiative was born out of needs of the entire community of Cerreto Alpi and hence the entire youth and adult population participated in planning and founding the cooperative. It was a complex and difficult task. Many within the larger community were sceptical how sustainable the cooperative would be as they thought that the activities would be based on public funds. There is still scepticism, but in front of all it was there at the beginning.

"Today, sceptics become fewer and fewer. The relation with banks is however very difficult and so the cooperative shows a high level of financial exposure due to advances against discounted invoices and unsecured debts needed to stabilize the cash flow.

"Members gave personal guarantees to the bank, and yet the bank never allowed any credit.

"This impacts the cooperative heavily as interest rates are in average 6-7 percent, and hence financial expenditures at the end of the year can arise to a total of 10 000 euros. This one cost item is the reason why the cooperative does not close the financial year with a profit.

"In terms of activities, what brought sustainability was the extent of forest services, despite initially the project foresaw that tourism would account for the lion's share of income.

"It was an important asset that there were members and volunteers available with adequate skills to carry out forest work and construction work to renovate buildings."

*Briganti di Cerreto's governance mechanisms are those typical for cooperatives: through members' assembly and administrative board.* *Community participation*

Every Friday afternoon, after work, there is a briefing on state of the cooperative and its activities.

For some months, the Saturday afternoon was used for a meeting of the association with citizens. The management of such moments of sharing and communion with community is entrusted to Giovanni Lindo Ferretti, resident in Cerreto Alpi, who has a foundation for rediscovery and revival of mountain culture and horse raising.

Over the years, the cooperative was able to employ a growing number of people, finally reaching the current number of 11 employed. *Impact*

At community level it was a success. The Cerreto Alpi community counts a total of 5 children. Families were able to stay in the village.

The cooperative in this sense represented an important activation and regeneration tool based on an already existing community despite in crisis. The village actually has 65 inhabitants, for the major part elderly.

Thanks to the efforts to restructure and furnish the mill and the surrounding green area, in the first year 1000 overnight stays were registered.

One of the missions of the cooperative is to offer services to the community for free, or for just a symbolic payment. An example is snow-shovelling during the winter, initially carried on as voluntary service, and now recognised by the public authorities through a symbolic remuneration.

The cooperative, when possible, carries out transport services for the citizens in the village (groceries, medication, mail). Furthermore, it carries out green-space

maintenance and provides firewood and timber for the community.

These services for the community are made possible by the cooperative's primary activities. Actually such services addressed to the community could be even more structured. The cooperative wants provide even more support to the community.

*Briganti di Cerreto* are visible to the broader public through

- Web/social channels
- A wooden noticeboard and other information materials on display in the village.
- Transfer of good practices through Scuola delle cooperative di comunità and through seminars with experts in cooperation with the Association of Cooperatives.
- Educational activities (Chestnut festival)
- Events and public manifestations involving local and other population.

Among general objectives, the cooperative first of all tries to enhance its employment capacity and stabilize the local resident population.

During the last two years, the part of the income from tourism increased, however, it still contributes only 20 per cent of the cooperative's turnover.

Investments have been made such restoration of the mill and two apartments in the village for holiday rentals, the management is positive and actually the cooperative is thinking to hire a part-time employee for coordination of hospitality services.

The aim is to make this area grow. To do so, it is necessary to increase the number of beds available, provide dedicated staff, start to make use of new marketing channels

(such as airbnb) and revise the price policy according to market analysis and facility's costs.

The plans of the cooperative for the future are multiple despite the difficulties to access new investment channels. The plans include

- Creation of a service centre (conference venue) in line with the development model of the cooperative *Valle dei Cavalieri di Succiso*
- Obtaining a license for food service activities and transforming the shelter in a restaurant able to receive guests and tourists
- Development of activities related to forest products such as chestnut, mushrooms and blueberries consistent with a vision of integrating agriculture, protection of the territory and promotion of low-impact tourism
- Providing more accommodation facilities. Currently the cooperative has 21 beds, and on average per month 35 persons hosted for more than one night.

"Furthermore, we aim to open the statutes so that financing and voluntary members would be accepted. (Because this option is yet missing, the number of members sank from 16 to 11.)

"Actually we are looking forward to understand if the Region intends to promote a law on "community cooperatives" to evaluate the opportunity to introduce some changes in the statute.

"Another big challenge is to understand which is the best approach to increase the social basis in ways other than employment.

"On the political level the cooperative is trying to understand in time if a new law on community cooperatives will be issued in order to be able to take advantage from new opportunities."

## Prospects

Refugees

Would the organisation be able to include refugees in its operations?

(No answer provided in the questionnaire)

Researcher's Assessment

<b>Centrality of citizens</b> "Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"	✓
This is a cooperative created by local population, predominantly the younger generation. The cooperative has 11 founding members (16 initially) It cooperates with various local entities: • Appennino Reggiano Mountain community. • Reggio Emilia Province • Appennino Tosco Emiliano National Park • Collagna municipality (recently united to Ventasso municipalities) • Multiutility Enia/Iren	
<b>Involvement of beneficiaries / co-production</b> "Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"	✓
Local residents are involved in the cooperative's services as workers, volunteers, and beneficiaries.	

<b>Benefit for community welfare</b> "There is a benefit for community welfare (community: a number of people living on the same territory)"	✓
Residents got the opportunity of employment, either directly at the cooperative, or indirectly through the increased level of activity in the village caused by the cooperative. The grocery store, the pub and the fuel station reopened, and the former nursery school became a hostel. Currently two restaurants are working on a regular basis, and new facilities for tourist accommodations are available in buildings that previously had been abandoned.	

# United Kingdom

## IRMO

### Indoamerican Refugee and Migrant Organization

<http://irmo.org.uk>

#### Summary

IRMO is a 30 years old community-led organisation in London that provides Latin Americans with tools for an empowering process and with information to build fulfilled, independent and integrated lives in the UK.

IRMO uses a rights-based approach. Its work spans four main areas: 1) education, training and employment; 2) advice and case-work; 3) wellbeing; and 4) campaigning for the rights of all migrant communities.

IRMO was formally incorporated in 2009, however it has been in operation 30 years since 1986. Currently it has a status of both a charity and a social enterprise (registered for both).

IRMO has currently 220 members, 11 employees, and about 160 volunteers supporting it in providing its various services (data for 2017).

London

#### Environment

#### History

IRMO grew out of one of the first Latin American community organisations to be founded in the UK, Chile Democrático GB. Following the 1973 coup d'état in Chile, between 1974 and 1979, more than 3000 refugees arrived in the UK from Chile. In 1974, a number of organisations and individuals responded to the resettlement needs of Chilean refugees in the Joint Working Group for Refugees from Chile in Britain, which was later expanded to meet the needs of arrivals of refugees from Argentina and Uruguay.



In the early 2000s, Chile Democrático was re-named Indoamerican Refugee and Migrant Organisation (IRMO) to reflect the changes in the Latin American community in London. By this time, the Latin American community in the UK included groups from all across the continent, many of whom had fled violence and political and economic instability. The name also recognised the importance of indigenous peoples and cultures to the story of Latin America.

### Objective

IRMO's objective is, through a holistic approach and through comprehensive support, help people to build more stable lives and integrate into British society.

#### Problems tackled:

Many of IRMO's beneficiaries experience themselves 'de-skilling' on arrival in Britain (70 per cent attended higher education in their countries), as they cannot access professional jobs due to lack of recognition of their qualifications and/or the language barrier. 90 per cent of recent arrivals identify lack of English as the biggest problem (McIlwaine & Bunge 2016).

"Our research has suggested that 16 per cent of our beneficiaries are homeless or Insecurely housed, and over a quarter are living in overcrowded conditions. More recently, IRMO has also witnessed a growing problem regarding access to mainstream education for newly arrived Latin American children. 37 per cent of the children we worked with last year waited between three and eight months for a school place. This has a major impact on their education, confidence and ability to integrate."

Services provided by IRMO include English classes, coaching for finding employment, consulting for continuing education, educational and creative activities including for children, advice for getting access to welfare and housing, immigration community gardening,

peer support groups for women, formalisation of status in the UK, and much more.

In May 2016, Roccha – a company evaluating smaller NGOs – presented IRMO as follows: "IRMO is a charity with a difference. IRMO has a very professional approach but it is perhaps better described as a big extended family than an organisation. Quietly hidden away in Brixton, some could be forgiven for thinking this place is a run of the mill charity but this couldn't be further from the truth. This place is a hive of activity – there are people 'doing' everywhere. But not just any old doing. This is a very purposeful organisation – helping people with critical issues, a life out of poverty and exploitation and people becoming contributors to their wider communities."<sup>3</sup>

### Beneficiaries

In the period 2015/16, 4400 people benefitted from IRMO's services and activities. This figure includes over 600 people attending our English classes and conversation practise, 450 people accessing one to one employment support, 144 children attending ESOL (English for Speakers of Other Languages) classes, creative activities and homework club and over 1000 people benefitting from welfare, housing and immigration advice.

2015/16 in numbers (with 4400 people benefitting in total):

- 648 people attended English classes and conversation club
- 450 people accessed one-to-one employment support
- 138 improved their employment situation
- 295 moved onto vocational training or further education

3) <https://www.roccha.com/irmo>

- 144 children took part in educational and creative activities
- 56 out of school children were placed in mainstream education
- 282 families received advice in welfare and housing
- 163 volunteers gained transferable skills and experience
- 25 local residents got stuck in to weekly gardening sessions
- 637 people supported through immigration advice and casework
- 35 women boosted their self-confidence through peer support
- 101 employment rights cases supported
- 83 low-paid workers supported through Step Up

### *Community Participation*

IRMO has built many strategic partnerships, including with Southwark Works, Lambeth Health Watch, Lambeth Met Police, Lambeth Working, the National Career Service and local schools.

IRMO partnerships have enabled them to provide a better, integrated and more holistic service, frequently signposting service users to other organisations and regularly hosting other organisations at their centre to provide additional services. Partnerships have also enabled them to ensure that public service providers consider the voices and needs of the Latin American community in their work.

In partnership with a local organisation called Progress, IRMO ran the Angell Town Community Garden. This provided a fantastic opportunity for IRMO's service users and residents to connect and collaborate.

The organisation is managed by an executive committee who delegate authority to the officers / workers to deliver the overall organisational goals. Day to day operational decisions are made at staff level, bigger decisions are made at committee level.

### *Governance*

IRMO is funded through private trusts and foundations, and local government support. *Funding*

A large portion of income comes from grant-giving foundations and trusts including BBC Children in Need, Walcot Foundation, Trust for London Wakefield, and Tetley Trust. Just under 1/3 of the funding comes from donations and private supporters.

IRMO's annual fundraising week in 2017 took place from 7-13 March, and raised an incredible 4271 pounds.

The most recent annual budget was 146 000 pounds (or 168 000 euros) *Budget*

2/3 of income is spent on staffing cost and office rent. For an organisation this size with 11 employers and premises, overheads and running costs are in proportion.

IRMO has charity status and is therefore not liable for corporations tax.

IRMO relies on a small team of dedicated staff and a larger group of volunteers to deliver its projects and services, from English teaching to campaigning, to running artistic activities for children, and many other activities besides. *Employees and volunteers*

IRMO currently has 11 employees, all of them full-time, and 163 volunteers. The volunteers' work amounts to 350 hours per week, or 2300 days per year.

The core work of IRMO is project based. There are no special contracts with other organisations that would be crucial for IRMO's work. *Important contracts*

*Important legislation*

IRMO conducts much of its work helping refugees through the use of immigration legislation. Accordingly, it is based on the relevant domestic, European and international legislation.

IRMO is a registered charity (reg.-number 1080813) and company (reg.-number 3931483), so the respective legislation for charities and companies in the UK are important.

*Professional's Perspective*

Olivia Stewart, 28 years of age (as in mid 2017), is Director of IRMO. Here tasks are developing and implementing IRMO's strategic plan, including business planning, fundraising strategy, policies, procedures and management of external relations, managing the facilities, human resources and finances.

She has been working for IRMO for ten months (as in May 2017). Prior to that she was in Programme and Project Management Support at the Natural History Museum.

She had also previous contacts with IMRO, working eight months in 2014/2015 coordinating the Latin American Family Project. This project aimed to support children, young people and their families from the Latin American migrant community.

*Challenges at start-up*

*When the organisation was launched, where there specific problems?*

"IRMO grew out of one of the first Latin American community organisations to be founded in the UK, *Chile Democrático GB*, founded in 1974 by Chilean refugees in Britain. Core issues where the lack of knowledge in the UK and Europe relating to the situation that caused the need for the project. Challenges were the disband-

ing of the *Joint Working Group for Refugees from Latin America*. This meant a new organisation had to be set up by Chilean refugees. *Chile Democrático GB* was a membership organisation with a network structure that extended across the UK."

*How do you see the impact of this initiative on the beneficiaries?* *Impact*

"The work done by IRMO is valuable due to the level of need. Language and access to health care are vital elements, and this community does not have the proper resources given to it to ensure its members are aware of how to navigate the system."

*What do you particularly like?*

"Community-led programmes, i.e. programmes where there is desire for the community to take the lead."

*How important is in your eyes the initiative for the well-being of the society (town, region)?*

"Lots of work is based around health and access to proper health provision for the community as well as supporting young families. This is not an accessible community due to the complexity of the language."

*Are there things that could be improved?*

"Funding can be improved. The day when the first meeting for this interview was scheduled, the director had to meet funders. This is important money as it keeps the projects going."

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Here are activities that IMRO considers as relevant regarding visibility: *Visibility*

"In December 2015, IRMO held the first of two events marking 30 years of serving the Latin American community in the UK. Attended by over 200 people, the community party was an opportunity for us to showcase

our work over the past three decades and to celebrate our achievements with our members and community.”

“The children from our Family Project performed in a play about migration, and there was traditional dancing, music and Latin American food to fuel the celebration. We also started to develop a video that captured the history of IRMO, which is made up of the stories of thousands of people.”

“Higher visibility in education - IRMO launched the *Getting Ahead* project in September 2016. In partnership with the Brixton Learning Collaborative (a consortium of local schools), IRMO worked with three primary schools in Lambeth to support Spanish and Portuguese speaking pupils to overcome language barriers, get ahead in their studies and fully participate in school life. *Getting Ahead* also worked with parents to support them to be more involved in their child's education, improve communication with their child's school and better meet their child's needs.”

“IRMO was proud to become one of the first three organisations to be awarded a Roccha star in the prestigious Roccha Guide. IMRO was described as a ‘hive of activity’, a ‘purposeful organisation’ and ‘helping people with critical issues, a life out of poverty and exploitation and people becoming contributors to their wider communities. Roccha is a community interest company that evaluates charities, NGOs, etc. The Roccha Guide team assess the operations and impact of organisations and champion their work in order to encourage support for smaller charitable organisations.”

## Prospects

IRMO launched three new projects during 2015/16.

**Step Up** is a two-year pilot project which aims to tackle in-work poverty; helping low-paid workers increase their earnings and progress into better jobs. This initia-

tive is funded by the Trust for London and the Walcott Foundation.

IRMO also piloted *Getting Ahead*, a project providing in-school bilingual support to help Spanish and Portuguese speaking students in homework clubs and SATS booster sessions.

For the future Olivia hopes that IMRO can grow on its current success, as they were awarded “Community Organisation of the Year” in May 2015.

*Would the organisation be able to include refugees in its operations?* Refugees

“In 2015/16, we recruited 163 volunteers. Some of them are refugees. Volunteers work across all areas of our organisation, including in teaching, working with children, providing advice, Interpreting, project management and many other areas.

“Our volunteers also support us once a year during Volunteer Fundraising Week to help us continue to provide our invaluable services. Simply put, we could not function without the skill, dedication and commitment of our volunteers.”

## Beneficiary's Perspective

No service users were available at the time of writing this report, however, IRMO supplied the following two case studies:

**Fatima El-Kenesky** arrived in London from Cordoba in Spain with her daughter, aged 12, with no knowledge of English and in a poor economic situation. In London she joined IRMO's English class and shows a great example of commitment. IRMO helped her find a job as a cleaner for Southbank University. Her daughter started participating in the youth project LAYF. These both helped

them to integrate and become a part of society. Later, IRMO helped her find a job in a restaurant where she is currently working over the weekends, giving her the economic stability to bring her husband over. They now live in a comfortable house. Her husband has also found a full time job and has joined the project.

**Manuel Gimeno Manzano** arrived in the country by himself, leaving his spouse back home in Spain. He came to London in order to escape the economic crisis in Spain, but he had no knowledge of English. Having worked as an electrician in Spain, he made this his target in the UK. After six months of English class he managed to progress from beginner to upper-intermediate. He is currently a volunteer at IRMO, where he helps with the development of a course for users like him who would like to learn English and take the exam required to apply for the CCSS (Common Core State Standards) in Construction. He also helps with the maintenance of the IRMO office. He has had a six months' work experience as an electrician for a Portuguese construction company and he found an additional job as a cleaner.

Researcher's Assessment

<i>Centrality of citizens</i> "Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"	✓
(No comment)	
<i>Involvement of beneficiaries / co-production</i> "Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"	✓
IRMO is run for and predominantly by migrants; it currently has 220 members, 163 volunteers and serves more than 4000 people per year.	
<i>Benefit for community welfare</i> "There is a benefit for community welfare (community: a number of people living on the same territory)"	✓
(No comment)	



## REAP

### Refugees in Effective and Active Partnership

<http://reap.org.uk/>

#### *Summary*

REAP is a refugee-led organisation in West London, founded in 2003, aiming to empower refugees and asylum-seekers to live as valued members of British society. REAP assists refugees and asylum-seekers to get access to the full range of services they are entitled to. REAP advocates refugees' rights and tries to promote a positive image of refugees by dispelling myths about them. REAP has a wide range of activities including interpreter services to local hospitals, English classes, various forms of advisory and personal coaching, support to community groups so that they might grow and develop, networking between stakeholders etc. Roughly 200 individuals receive training and other forms of skill support per year through events and classes organised by REAP. These volunteers then go on to setup their own grass-roots community groups. Work at REAP is done by six employees and 80-100 volunteers.

Objectives of REAP are

- Address the lack of information about the entitlements and rights of refugees, and about good practice and available services
- Provide assistance to refugees to access the full range of services to which they are entitled and act as an advocate for refugee rights in London
- Promote a positive image of refugees, and dispel myths about them

#### *Objectives and methods*

REAP tries to achieve this through activities such as

- Engage constructively with other service providers to provide appropriate, adequate, timely, non-discriminatory, sensitive and effective services
- Enhance the profile of refugees amongst service providers and encourage good practice
- Encourage feedback, training and support
- Strengthen and empower organisations to provide for their own community's needs
- Encourage refugee community groups to form and support their development and capacity in order that they may meet the needs of people from their own communities
- Have a high public image and profile to meet these needs
- Encourage and support the development of networks, fora, and partnerships amongst refugee community organisations (RCOs) and between RCOs and mainstream providers of services
- Develop and coordinate information resources to meet gaps in provision and to avoid duplication
- Work with others to assess the changing needs of refugees in the area and evaluate service provision for them

REAP says about itself: "We work towards our aim through practical activities and engagement; communications, training and networking across the voluntary and community sectors (VCS), and policy-oriented activities in partnership with others including building constructive exchange between VCS and statutory bodies relating to knowledge and support for refugees. We seek to enhance the voices and build the capability of those individuals who have sought refuge in the UK, and

their communities; by promoting equality and equitable treatment for refugees in all their diversity; by facilitating organisations and individual activists and professionals that support refugees to rebuild their lives."

#### *Environment*

London School of Economics researchers estimated in 2007 that in the previous 15 years about 500 000 people in London had applied for UK asylum. Of these, about half had secured refugee status, making up about 3-4 per cent of London's resident population of estimated 8.7 million.

#### *Beneficiaries*

Roughly 200 refugee individuals per year receive training and skill support through events and classes operated by REAP. These refugees / volunteers go on to setup their own grass roots community groups.

#### *Community participation*

REAP works with public bodies such as the NHS (National Health Service) to deliver their activities. REAP is a member organisation of HEAR – a network of human rights and equality groups – and has recently taken on special responsibility for maintaining this network.

#### *Governance*

REAP is a user-led charity with a constitution. Like in other small organisations, many things are done in an informal way, and usually one person will have several roles.

In accordance with the Memorandum of Association, REAP trustees are voted in by Company Members at an Annual General Meeting or if necessary an Extraordinary General Meeting. Occasionally trustees are co-opted to serve for the period until the next opportunity of full election.

Trustees are provided a briefing pack, and encouraged to take up one of several opportunities for further training as trustees available through the charity's contacts in

the voluntary sector, primarily through the local CVS or London umbrella CVS body.

#### *Funding*

Funding for REAP is provided by foundations and trust, and some local government funding. Local Council funding made up 1/3 of the total funding; the rest came from special projects relating to policy work and equalities.

Part of REAPs income is related to fees collected from the interpreter services they provide. Interpreters get a payment typically between 9 and 25 pounds per hour depending on their experience, and per job there is a certain overhead fee to be paid to REAP.

#### *Annual budget*

For the financial year April 2016 to April 2017 the income was 180 000 pounds (207 000 euros), and spending was 169 000 pounds (194 000 euros).

2015/2016 was a stable year after several years of financial instability.

In 2015/2016 REAP registered increasing need for their paid services, especially for interpreting services at the local Clinical Commissioning Group (National Health Service).

Most important cost factor is staff with 125 000 pounds, as well as 16 000 pounds for specialist consultants. Another important cost item is overhead and running costs (which are considered stable and efficient for the size of the organisation).

Financial planning is done by the committee of trustees.

#### *Taxation privileges*

#### *Employees and volunteers*

As a charity the organisation is not taxed.

REAP has currently six employees, some of them part-time, resulting in a full-time equivalent count of four.

30-50 volunteers are active at any one time. Volunteers provide advice and advocacy support to refugees. Refu-

gees also volunteer. Volunteers receive training in interpreting and language skills.

Volunteers give their time according to project demands, 2-4 volunteers, 2-3 days per week. The organisation relies heavily on volunteer time and the need for their support with their services users and at events. – This would mean, about 450 volunteer days per year.<sup>4</sup>

Very important for REAP are contracts and agreements with the National Health Service to provide language support.

#### *Important contracts*

Important for REAP is the Equality Act 2010. The primary purpose of the Act is to codify the complicated and numerous array of Acts and Regulations which formed the basis of anti-discrimination law in Great Britain. This was primarily the Equal Pay Act 1970, the Sex Discrimination Act 1975, the Race Relations Act 1976, the Disability Discrimination Act 1995 and three major statutory instruments protecting discrimination in employment on grounds of religion or belief, sexual orientation and age. It requires equal treatment in access to employment as well as private and public services, regardless of the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex, and sexual orientation. In the case of gender, there are special protections for pregnant women.

#### *Important legislation*

By company type REAP is a Private Limited Company by guarantee without share capital use of 'limited' exemption. It is classified as „Other social work activities without accommodation not elsewhere classified“.

<sup>4</sup>) Calculation: 3 volunteers per week, each working for 3 days; 50 weeks per year: 3 x 3 x 50 = 450.

## Decision Maker's Perspective

Sarah Crowther, aged 48 (in mid 2017), is coordinator at REAP. She is responsible for delivery of the organisation's work across projects, and for REAP's strategic positioning. She has been working at REAP for 13 years, that's from the very beginning of the organisation in 2003.

Prior to that she did a Bachelor of Arts in African Studies and a PhD in Public Policy. Her fields of expertise are participation, engagement, and development policy.

Working with refugees is a passion of hers; in particular she is interested in engagement of communities and their active participation in society.

### Challenges at start-up

*Looking back: when the organization was launched, where there specific problems?*

"The biggest challenge has always been securing adequate funding. Refugees issues are stigmatised, and therefore only limited sources of income generation are possible.

"REAP tried to overcome these problems somewhat by looking at better working relationships with public services, for example by providing services to them and their users. This requires a greater efficiency. – We have learnt that refugee issues are complicated and require extreme attention to detail."

### Community participation

*Do you see community participation in REAP's work?*

"Yes, REAP is very involved in local governance and has an advisory / advocacy position with the local authority to assist them to meet their obligations to refugees and their rights.

"Also, schools contribute to the initiative by convincing parents who do not speak English or have other difficulties to turn to REAP for assistance, and benefit from it.

"The trustees of REAP are highly engaged and often make the key contacts between the benefices and REAP, such as through their own engagement with school."

*How do you assess the impact on beneficiaries?*

Impact

Sarah sees the impact on beneficiaries very positive as she is able to help a broad range of refugees with different experiences in improving their condition and involvement in society.

She particularly likes that the work is a form of therapy for the beneficiaries as it helps to make them productive members of community.

"It's dramatic for those who do not speak English, and for those who do speak English it's a success and they have excellent language skill."

*How important do you think is the initiative for the well-being of society in the city?*

"Work is being done to improve the rights of refugees and take away negative feelings towards them. On a bigger scale the work ensures that public bodies have fair treatment of refugees and regard their needs. Without this type of work, both legal obligations and the needs of refugee may be neglected.

"It's a way to give opportunities to everybody and to show that everyone is equal. But there are a lot of issues with the refugees, as they often have issues accessing mainstream services."

Sarah's impression is that men have particular difficulties to find work. In contrast, women are more open to work.

Sarah says, training English language skills is helping REAP's volunteering members to enter an active life.

The work of the community interpreters who have been deployed to hospitals has improved the health care and

service access message to refugee communities in the area. Their work has also helped people who live an isolated life to get information about where to access services they otherwise could not use.

*What would be missing if the organisation did not exist?*

Without the interpreters, migrant and refugee communities would not be able to get information in their own language.

## Evaluation

*How does the organization evaluate its social impact? What sources are used?*

For evaluating REAPs social impact, measuring the number of persons successfully trained and placed back into the community is the key, as well the number of people empowered to improve their language skills and reduce their isolation.

A crucial indicator for the quality of work delivered by REAP is how strongly the information provided to refugees and volunteers filters eventually down into communities.

## Visibility

*How would you comment REAPs visibility?*

The organisation is well respected across London and receives much recognition for the work it does. It is seen as key point of contact for those in need of support with refugee refugees and other organisations supporting refugees. The services are user-led. Citizens have the chance to get involved at all levels.

REAP takes on research and training for other organisations. This includes workshops and training for refugee/migrant families as well as working with the Clinical Commissioning group of the NHS (National Health Service) for local health services. REAP also carries out work to help local authorities meet equality obligations.

*How do you see the future of this organization? Do you expect any kind of development?*

Sarah says, REAP's future is bright as they are now in a position of stability. Plans are to expand the training offers, and to further develop the interpreting services. A target is also to get more community interpreters to be self-supporting.

UK leaving the EU will have implications on the work, and as a result key issues are now at the forefront of their activities. Key issues are: 1) Accommodation for refugee already in the UK, 2) Better integrated refugee support services across public access, 3) Improvement of financial support.

Overall tasks will be solving issues about employment (refugees), work hard for refugees and migrants, net-working with other associations.

*Would the organization be able to include refugees in its operations?*

"80 per cent of REAPS services are already delivered by refugees."

*What are the main challenges?*

"Main challenges are to bring new refugees to the project as well adjusting activities towards their specific needs."

## Beneficiary's Perspective

**Renu Bhimbhat**, 45 years of age, has been a part of REAP for over eight years now. She says:

"I have been trained as a language interpreter. This has allowed me to get into work and well as earn a living making use of my language skills.

"I am also involved in giving feedback to REAP and informing them how I have benefitted from the training,



and giving them updates on how I'm getting on. I also come back and give talks to new people being trained. REAP has helped me become part of the workforce, showing me that the skills I have are of good value."

**Bothaya**, aged 42, learned how she could be productive towards improving her situation, getting into work and learning new skills. The first step is that she improved her English. "My friend told me about this organisation. I joined it two years ago." She has been a member while taking care of her three young children. "It's an opportunity for me to start an interpreting consultancy, to learn English and also to go outside the home."

Through REAP she got many opportunities such as meeting and discovering new and interesting things like Ealing Equality Council. If REAP did not exist, a very important element of her life would be missing: "It would be a disaster. I would search for another organisation, because I really need it."

Researcher's Assessment

<i>Centrality of citizens</i> "Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"	✓
Registered charity	
<i>Involvement of beneficiaries / co-production</i> "Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"	✓
REAP is a refugee-led organisation. This implies that involvement of beneficiaries is an essential part of its existence.	
<i>Benefit for community welfare</i> "There is a benefit for community welfare (community: a number of people living on the same territory)"	✓
REAP's work has the key elements of community benefit as it looks to engage marginalised, destigmatised and improve equality of access. This creates better communities which are more cohesive and able to integrate.  Moreover REAR is coordinating the HEAR network that expands London-wide. This is important because refugees are not based in one locality.	

## Renaissi

### A non-profit consultancy for community development in London

[www.renaissi.com](http://www.renaissi.com)

#### Summary

Renaissi is social enterprise based in Shoreditch, East London, with currently (mid-2017) 61 full-time employees who engage in various activities to help people and communities, especially in poor and disadvantaged areas. Renaissi can be described as a non-profit consultancy for community development. It evolved out of a predecessor organisation launched in 1998 in Hackney, East London, under the name of Hackney Regeneration Agency to spearhead the regeneration of the borough. Renaissi, now operating for ten years, has gone on to support a wide range of clients across London and the South-East of the UK, helping to transform disadvantaged communities and secure opportunities for local people. The cornerstone of its work has been designing and delivering area-based programmes, such as the flagship New Deal for Communities programme, to help successfully regenerate and empower deprived communities. The name “Renaissi” is meant to refer to “renaissance”.

East London has a high density of refugees and migrants.

#### Environment

Regarding employment – one of Renaissi's areas of work: In London, as in the rest of the UK, unemployment is most acute among people aged 16–24. Nearly 11 per cent of 16–24 years olds in London were unemployed in 2014, more than twice the level for those 25–64 years old.

Renaissi has five main areas of work

- **Employment:** Renaissi offers a broad range of services, consulting, and training for people searching employment.
- **Schools and local communities:** Renaissi has various activities to increase parental involvement across languages and cultures. Renaissi's Bilingual Advisers help schools to improve attendance and attainment of pupils from families who use English as an additional language (EAL). One way for doing this is by building sustainable relationships between schools and families. In 2015, Renaissi worked with over 450 families and 15 schools across London.
- **Neighbourhood regeneration:** Renaissi has over 20 years of experience of neighbourhood and estate-based regeneration, working with some of the most marginalised and disadvantaged communities across the country. The cornerstone is designing and delivering programmes to help improve the lives and prospects of local people, as well as transforming the physical environment itself. To this end, Renaissi supports stakeholders such as schools, community partnerships, housing associations, local authorities and large private sector organisations.
- **Research:** Renaissi offers to other organisations its research expertise in areas such as social policy, gender, criminology, behavioural science and public policy, chiefly using qualitative approaches, but also quantitative measuring
- **Local government, and interim-management solutions:** Renaissi assists local authorities in implementing large (multi-million pound) place-based and social programmes. Its services are calculated with competitive daily rates because Renaissi is a social enterprise and does not make profit.

More about Renaissi's activities to bring people into employment: Renaissi assists people who are long-term unemployed into work through advice, guidance, and training, giving them the skills, experience and confidence they need to gain meaningful employment. We aim to help our customers find jobs that enable them to thrive and contribute their talents to society, and to treat them with dignity and respect. We also work with a wide range of organisations such as TfL (Transport for London) and Asda, in order to help them benefit from new talent and diversity in their workforce, and to access the skills they need for their businesses to thrive. We run our employment and training services from our East, South and West London offices.

#### *Beneficiaries*

Beneficiaries are residents in the neighbourhoods where Renaissi is commissioned to do deliver services. These are particularly disadvantaged neighbourhoods with many immigrants or people who use English as a second language. In a broader perspective, the entire society in London is benefitting from Renaissi's work.

In its recent Impact Report 2015/2016, Renaissi mentions for its employment related activities: 930 individuals were supported. Of these, 347 were helped into work, 324 were still in employment 26 weeks (that's half a year) after starting their new jobs. For the Neighbourhood sector, it reports that six deprived urban areas got involved in neighbourhood planning and that Renaissi helped to engage 820 households in the regeneration of their estates in Kingston, London. (Impact Report 2016, p. 3)

Further beneficiaries are in the Schools and Communities sector, in the Research sector and in the Consultancy and Interim Management sector.

(No answer)

*Community particip.*

*Governance*

Renaissi is a private company setup as a social enterprise. The company is run by a board of directors and a CEO. It has normal company operation with a top-down approach with the difference being that it is a social business, making a profit that goes back into its social causes.

*Funding*

Renaissi is funded through the Building Better Opportunities (BBO) programme, an initiative set up jointly by the Big Lottery Fund (allocating money raised by the National Lottery) and the European Social Fund. BBO has set out for the years 2014-2020 to invest in local projects tackling the root causes of poverty, promoting social inclusion and driving local jobs and growth.<sup>5</sup>

*Budget*

Annual turnover is 2.7 million pounds (3.1 million euros at current rates in 2017). Of this, 2.5 million pounds are used for staff and administration (including office rent), and 476 000 pounds for project costs. Many community venues are used across London. These are provided by the bodies that give contracts, thus reducing the cost.

Financial planning is dictated by project needs and by the body which awards the contract (the BBO programme, see above).

As a Social Enterprise, Renaissi is free of taxation.

*Employees*

Renaissi has 61 employees, all full-time.

Although this may seem untypical for a social enterprise, volunteers are not involved in the activities. The reason is that Renaissi, with its large capacity in terms of income and the size of projects that it delivers, Renaissi is able to employ the staff it needs.

*Important contracts*

The organisation holds major contracts with local government bodies. For example there are contracts to deliver services for Jobcentres, Local charities, Housing

5) <https://www.biglotteryfund.org.uk/global-content/programmes/england/building-better-opportunities>

associations, Local authorities, Public and mental health services, Probation services, National employment service providers.

Such contracts are the backbone of Renaissi's work and funding. The contracts are secured by tender. Without these contracts Renaissi cannot deliver services in the areas of need.

Example of current clients and partners: Shaw Trust, Southwark Council, Maximus, Serco, G4S, Department of Work and Pensions, Refugee Council, Ramfel.

Most important in terms of regulating social enterprises such also Renaissi is the UK Companies Act 2006.

*Important legislation*

A social enterprise counterpoised somewhere between the classic corporate form and the traditional not-for-profit 'charity', this 'hybrid' institution which enables social entrepreneurs to have the best of both worlds: the benefits of separate legal personality, access to private capital via the issuance of shares, limited liability of investors and members, and perpetual succession, on the one hand, alongside rules of law promoting socially responsible behaviour, community-based objectives, and societal benefit, on the other hand.

*Decision Maker's Perspective*

Clive Tritton was Renaissi's CEO until July 2017, when John Hitchin, the former Deputy Chief Executive, took over.

Clive's departure came after 20 years at Renaissi, seven of which he has led the company. He moved on to begin a new role at Mencap, a charity which supports people affected by learning disability.

John Hitchin has been a Renaissi Director since 2013 and joined the company in 2007 to work on the 52 million

pounds New Deal for Communities programme. He has been leading Renaissi's research and evaluation work after setting up its impact team, applying his expertise in research approaches, behavioural science and service development to support a growing number of charities and public sector organisations. He will begin his role as CEO in July 2017.

The company was set up by local government, fully funded.

*Impact on society*  
In its recent impact report<sup>6</sup>, Renaissi gives the following indicators:

#### Employment

- We supported 930 customers
- 93 per cent of customers we helped into work were still in their jobs after 26 weeks (i.e. half a year)

#### Neighbourhoods

- We helped local people in 6 deprived urban areas to get involved in Neighbourhood planning
  - We helped to engage 820 households in the regeneration of their estates in Kingston, London
  - We supported 60 big local representatives Research, consultancy and interim management
  - We delivered 19 projects
  - We worked with 8 charities and 6 local authorities
  - We applied 17 different research techniques
- Schools and communities
- Our Bilingual Advisors spoke 15 languages
  - Along with schools they worked with 13 other clients, partners and funders

6) [www.renaissi.com/wp-content/uploads/2016/12/Renaissi-impact-061216e.pdf](http://www.renaissi.com/wp-content/uploads/2016/12/Renaissi-impact-061216e.pdf), p. 5-6.

- 98 per cent of parents felt happier and more confident thanks to our Advisers.

The Renaissi management, with Clive Tritton as its Chief Executive, comments in its 2016 Impact report (p. 7, Introduction): "We continue to leverage our experience in regeneration and economic development as consultants to local authorities and other public sector organisations in London and the South East. We enable local communities to take action to improve their neighbourhoods. And we support other not-for-profit organisations to understand and improve their social impact by carrying out evaluations and research studies."

"Working in this way – as a frontline service provider and a consultancy – creates important opportunities. It allows us to work in a joined-up way: giving us first-hand insight into the issues facing individuals and communities. We bring this learning to every project we deliver for our wide range of clients and stakeholders."<sup>7</sup>

Also in the Impact Report 2016, Renaissi states: "One of the most important and heartening conclusions we can draw from our **impact** in 2015-16 is that our people continue to exemplify and drive our mission – creating value that we feel is distinctively 'Renaissi'. In feedback about their experience of working with us, our clients consistently emphasised both our teams' interpersonal skills and their expertise and ability. This is supported by our staff survey results, which show that our people are overwhelmingly motivated by the opportunity to create social value, and are committed to doing this. The survey also highlights that our staff share our clients' high opinions of their colleagues' soft and hard skills."<sup>8</sup>

In its 2016 Impact Report, section on the "Employment and Training" sector of its work, Renaissi describes in

7) Renaissi Impact Report 2016 p. 7

8) Renaissi Impact Report 2016, p. 7



more detail what they do in order to improve their impact in that area:

“Maximising our impact: We are committed to improving out services and the experience we provide for our customers. We do this by gaining their input in a number of ways. In 2015-16, this enabled us to adapt our support to better meet the needs of both people with mental health issues and women. That year, 36% of our customers reported that they suffer from a mental health issue (including panic attacks, depression, anxiety and/or OCD). We’ve been conducting interviews with staff, customers and partners, to better understand what barriers mental health poses for accessing services and work and what support approaches are most effective.”

#### Evaluation

As visible in its publicly available Impact reports, Renaissi uses a broad range of methods to constantly evaluate its work and impact. This includes keeping track of numbers of customers or clients, on people brought into employment, on schools and other partner organisations cooperated with, and collecting feedback from persons and institutions who were in contact with Renaissi. It also includes qualitative information given by these individuals or institutions. (See Impact Report 2016, p. 39 on “Learning and Improvement”)

#### Visibility

(No answer given)

Impression by the editor (CG): Renaissi has a very good visibility. It uses professional communication tools in print and in the internet (see e.g. their very professionally visualised Impact Reports).

- 9) Renaissi Impact Report 2016 p. 14 (this is in the section on the Employment and Training Sector of Renaissi’s work, under the headline „Maximising our impact”)



*Could the organisation include refugees in its operations?*

Yes, primarily in the provision of languages services and community engagement. However, challenges could be around recruitment as there is high level of knowledge required for effective delivery.

\*\*\*

One of Renaissi’s newer activities (as in mid-2017) is a project called *Refugees into Sustainable Employment (RISE)*<sup>10</sup> to offer a holistic approach to breaking down barriers that prevent refugees accessing the opportunities on offer in London. RISE is a free service to help refugees find jobs.

In the RISE project, Renaissi offers support in

- Creating a CV that helps you stand out
- Increasing your employability with assisted job search and interview techniques
- Improving your skills and confidence through a range of training courses
- Advice on becoming your own boss through self-employment options
- Help overcoming barriers such as debt or housing issues
- Access to a wide range of job opportunities

#### *Professional’s Perspective*

Emma Smail, 28 years of age (in mid 2017), is as Partnership Manager of Renaissi responsible for building partnerships for stronger communities. She has been working at Renaissi for three months (we spoke to here in May 2017). Before, she worked for the Shoreditch Trust,

10) <http://www.renaissi.com/riise/>



a registered charity based in Hackney, East London, that works with residents to support them to improve their health, wellbeing, social networks and opportunities.

"I plan and lead educational cook & eat sessions with diverse groups across Hackney, ensuring they balance nutritional needs, cultural and religious considerations, cost and ease."

"I volunteered on the 'Recipes of Life' programme; a joint venture between the Food for Life team and the Peace of Mind team that uses memorable recipes as a route in Narrative Therapy with mental health patients. This formed the ethnographic research base for my Master's dissertation in the Anthropology of Food." (Title: 'Stories Matter: Positioning Food as a Therapeutic Tool')

Emma believes in community engagement and participation as being key to reviving forgotten sections of society.

### *Beneficiary's Perspective*

Maxine Wellington, now in her early 40s, put her career on hold and spent ten years caring for her three children. But now, with the help of Renaissi's advisers, she runs 'Maxine Cooks', a lunchtime service and catering company providing healthy, tasty lunches to private clients in West London. This is her story:

"So I signed up with an employment agency. After an assessment, in which I had to do all these written tests, they offered me a job as a kitchen porter. They said it was all they had for me at the time. I just felt so depleted. Although there's nothing wrong with being a kitchen porter – I've been one myself in my time – I moved on from there a long time ago. And I felt very worried about making ends meet. Kitchen porters don't earn much, and wages in the food industry in general aren't that high,

unless you are a manager. But the hours you have to put in for that, working evenings and weekends, means you don't get to see your family. That just wasn't right for me at my stage in life.

"I was introduced to Renaissi through the Job Centre. I thought I was just going to be stuck in front of a computer, job searching, but that wasn't the case at all. I got a very, very nice adviser. He was very supportive, we had a chat and he saw where I was coming from.

"At first, I wanted to have my own café. But my adviser thought that was a little too ambitious. He suggested starting off small, with a sandwich business. I wasn't really open to the idea at first. But after looking at the finances, and how by staying local and working my own hours I could still pick my kids up from school, I came around to it. So I decided to provide a lunchtime service for businesses in the area. It was a bit scary, but I had thought about it in the past, and my adviser assured me that he would be with me every step of the way to guide me through. I knew it wasn't going to be easy, but you have to try.

"There was some legal stuff, but it was straightforward. I needed to get a food hygiene certificate, so I contacted the local council to register my business with the environmental health service. They visited to inspect my kitchen to ensure it conformed to food hygiene standards. It was really helpful – they told me about some areas I needed to improve and gave me some time to fix them, coming back later to check. I got the green light and was good to go.

"Getting business insurance wasn't as expensive as I thought it would be either. It's really important to get these things in place quickly, just in case something goes wrong. Also, as a sole trader, there were no hoops to

jump through in terms of naming the business – you can just choose a name, and off you go.

“For now I’m sticking to west London. I started off with a push bike and trailer, cycling round the area with my food in tow – but now I cook daily meals which I deliver to the homes of private clients. I care about what I do, and my food is fresh, homemade, and made with love.

“I try to offer things that are both healthy and tasty, so people will come back for more. My menu includes gluten- and egg-free dishes, like my energy balls, which are packed with pumpkin seeds, goji berries, chia seeds, nut butters, cocoa powder and oats. They’re great to have in the afternoon, as they give you a lot of energy – and you don’t need to feel guilty about eating them! I do a selection of wraps, homemade meatballs, salsa and salads. I always make sure I get some protein in my salads – chicken, salmon or quinoa, to make sure that you feel full and don’t get hungry again later.

“I’ve been running my business for nearly two years, and I love it. I hope to keep doing it – maybe with a café at some point too. Having regular customers who look forward to my visits is great. And because I’m out and about every day, I’m meeting more people. I’m definitely a lot more confident now as well. Working you own hours and making your own rules is amazing – I think that’s really important for people at my stage in life. If I’d gone to work for somebody else, I definitely wouldn’t have followed this dream.”<sup>11</sup>

11) Story reported on Relais’s website: <http://www.renaissi.com/setting-up-catering-business>

Researcher’s Assessment

<b>Centrality of citizens</b> “Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)”	✓
The organisation is citizen-centred in its approach working in neighbourhoods where deprived communities are located. Its model allows it be be commercially effective due to the scale it operates on.	
<b>Involvement of beneficiaries / co-production</b> “Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services”	✓
Involving citizens (beneficiaries) is one of Renaissi’s most important methods of work.	
<b>Benefit for community welfare</b> “There is a benefit for community welfare (community: a number of people living on the same territory)”	✓
Renaissi’s local impact is probably in the region of up to 10 000 persons per annum directly benefiting. Through regeneration of communities they have the possibility of reaching up to 30 000 persons across the ten territories of London where they operate.	

# TERN

## The Entrepreneurial Refugee Network

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

### Summary

TERN is a young company that supports refugees who want to start a business or want to further develop an existing one. Set up in October 2016 by five university graduates from Oxford and elsewhere, TERN offers entrepreneurship training, business mentoring and support in form of seed capital collected through crowd funding.

The organisation was set up in October 2016 using crowdfunding and private donations to get initial capital. TERN has five employees (its founders, some fulltime, some part-time) and about 30 volunteers (mostly business professionals) serving as mentors for the refugees who attend the programme.

In legal terms, TERN is a social enterprise registered as a Community Interest Company (CIC) with limited responsibility.

At the time of last editing (September 2017), 21 beneficiaries have been through one of the three training and mentoring programmes offered by TERN, called Pre-Incubator, Start-up Incubator and Growth Accelerator. A new flight of participants for the Start-up Incubator programme was expected to start in autumn 2017 into their 12 weeks training and mentoring period.

TERN is London based but operates without geographical restrictions. *Environment*

At the end of 2014, there were 117 161 refugees and 36 383 pending asylum cases in the UK – a number that will rapidly increase as the UK moves towards meeting

its target of accepting 20 000 Syrian refugees by 2020. Ensuring the successful inclusion of refugees into host societies is seen as one of the great challenges, and opportunities of the present and future.

Refugee unemployment in the UK is six times the national average, despite over 30 per cent of refugees having over 10 years of education before they arrive (according to Home Office research). Highly-skilled refugees are struggling to access employment in their domain. As a result, they naturally turn towards entrepreneurship as a more direct way into the economy (47.4 per cent of a refugee sample had either considered starting or had already started a business at some point in their life).

### History

Charlie Fraser, TERN's CEO says: "Our journey began in August 2016. We designed and delivered a first pilot entrepreneurship support programme to three refugees. Building on the success of that inaugural programme, we launched TERN's first-flight cohort in February 2017, taking on 16 entrepreneurs-to-be from over 65 applications into our Start-up Incubator programme."

### Objectives and methods

TERN aims to:

- Improve refugee well-being by creating self-reliance
  - Reduce financial pressure on the state and independent organisations through refugee prosperity
  - Unify communities by transforming public perception of refugee contributions & creating economic growth
- TERN offers three starting points for refugee entrepreneurs depending on their needs and entrepreneurial progress:
- **Pre-Incubator** – for refugees who are unsure about the details of their business plan

- **Start-up Incubator** – for refugees who are in the process of starting their business
- **Growth Accelerator** – for refugees who want to grow their existing business

TERN works in collaboration with local councils, refugee support organisations and refugee-led community organisations to identify refugee entrepreneurs. Participants with promising, viable business ideas are initiated into the TERN network and mentoring programme.

The mentoring programme matches participants with an experienced local business mentor who connects them to relevant business networks and helps them drive their personalised plan of action. Participants verify their business idea in direct communication with prospective clients and business partners, and develop in-depth knowledge about local customer needs, local competition and partner opportunities.

Once their business plan is deemed ready, and they have built relevant partnerships, TERN assists the entrepreneur in accessing business loans through TERN's social finance partners. This funding serves as "bridge loan", allowing the entrepreneur to build their business success story to the point where they become eligible for mainstream finance.

Finally, TERN and its mentor network build a long-term relationship with the refugee entrepreneurs who have launched their business, acting as stakeholders and advisors for problem solving and business growth for the refugee's business.

Another objective is changing public opinion towards refugees' capabilities. TERN works to transform public perceptions of refugees' capacities and ability to contribute to host country economies and communities.



TERN also addresses decision making by governments and investors so to create a more favourable climate for refugee integration. The basis of this programme is that refugees do not need to be 'taught' how to run a successful business, but just given an equal platform from which to operate.

### *Beneficiaries*

The target group of TERN are refugees with the ambition and ability of starting a business.

In the first flight of the Start-up Incubator programme, 16 participants, selected from 65 applicants, started in February 2017, and 13 finished the mentoring programme with success, meaning that refugee business ideas have been developed and are viewed as viable and waiting launch as soon as crowd funding has been secured.

Another 8 beneficiaries have passed the so called Pre-Incubator – a short-term hands-on entrepreneurship training in cooperation with the ice cream company Ben & Jerry's.

In autumn 2017 a new flight of 20 refugee entrepreneurs was expected to start into the Incubator programme.

### *Community participation*

Community participation can be seen in three ways: First there are the refugees who get training, consulting and financial support for starting a business. Second, there is the network of business mentors and volunteers (currently about 30 persons) who are involved in the counselling. Third, the broader society is involved through all those citizens who contribute to the loans by providing money via crowd funding.

Important partners and supporters are

- Oliver Wyman business consultancy
- Refugee-focused non-profits such as Singa, Delite-Labs, Migrant Entrepreneurs International, Beyond Refuge and RefuAID

- Various organisations that provide social finance help
- The currently about 30 mentors who themselves are active business people

Decisions are made by TERN's Board of Directors consisting of the five founding members of the organisation: Charles Dunbar Buckenham Fraser, Frédéric Hartmut Kastner, Simon John Fraser, Megan Karlshøj-Pederson, Benjamin George Buckenham Fraser. These five run the organisation, they are the staff and founding members. They all make decisions on an organisational and operational level.

### *Funding*

The organisation was set up in October 2016 using crowd funding and donations from partner companies to collect capital. Initial donations were about 70 000 pounds from various sources (in cash or kind). The initial crowdfunding campaign brought another 23 000 pounds. TERN continues to collect support from the public via the crowdfunding website Fundsurfer to ensure that they can continue to give refugee entrepreneurs the platform they deserve.

In addition to money raised from the public, TERN receives in-kind support from businesses. In-kind support is use of business premise and resources and mentoring support, such as the number of hours given by a professional person. For example legal advice normally cost 180 pounds per hour, so five hours of free legal advice are equivalent to 900 pounds in kind support.

### *Budget*

At the moment of writing this report (September 2017) TERN was still in the first year of operation. Funds collected from various sources in kind and cash were about 100 000 pounds.

Most important expenditure items are staff costs and office. Visibility and publicity activities do not result in

major overhead, as the organisation makes effective use of free social media.

**Financial planning:** As the basic concept is to collect crowdfunding capital and to make it available to refugee entrepreneurs, financial planning is so far not a major issue. Start capital will be assigned as long as money is available.

#### *Employees and volunteers*

TERN has currently five employees, all full-time. Their roles are CEO, Operations, Finance, Administration and Recruitment. However, as this is still a start-up company, the five staff members (and founders) invest a lot of their unpaid free time into the project.

There are currently 30 volunteers, usually business professionals. They work in their spare time throughout the year to mentor refugees. Some volunteers also work in the office on specific operational tasks, for example design work. The time each volunteer contributes for giving mentoring support is currently about 60–90 minutes per week.

#### *Important contracts Taxation privileges*

Important agreements are with donating companies.

TERN is a Social Enterprise registered as a Community Interest Company (CIC) limited by guarantee with the Office of the Regulator of Community Interest Companies (Reg. No.: 10410071). Being a community interest company, it is not taxed; it can make a profit which must be reinvested back into the business.

#### *Important legislation*

Community interest companies are a type of company introduced by the United Kingdom government in 2005 under the Companies (Audit, Investigations and Community Enterprise) Act 2004.

### *Professional's Perspective*

Charlie Fraser, 22 years of age (in mid 2017), is TERN's co-founder and CEO since the company was registered in autumn 2016. Prior to that he was Publicity Officer at Raise And Give (RAG), a student-led fundraising organisation he helped establish and create. RAG supports smaller charity events run around Oxford University. His mission at TERN is to challenge perceptions both within the refugee population and wider society, and prove that refugees are investable.

A constant challenge are perceptions of the refugee population within wider society. TERN tries to demonstrate that they represent a positive, dynamic, diverse and entrepreneurially driven segment of society.

#### *What is the special added value of TERN?*

"Refugee entrepreneurship represents a powerful anecdote of revival and positive endeavour. It allows the powerless to become the powerful, providing the perfect catalyst to the threats of xenophobia. Nowhere is this truer than in refugee entrepreneurship, for not only does it result in increased economic well-being for refugees, but in a decreased reliance on state aid, challenging the destructive and demeaning narratives that we impress upon them, and creating a structural shift in the psychology of both refugees and receiving communities. Nor are we alone in thinking this, our mission and our narrative being increasingly reinforced and echoed."

"Our journey began in August 2016; we designed and delivered a first pilot entrepreneurship support programme to three refugees. Building on the success of that inaugural programme, we launched TERN's First Flight cohort in February 2017, taking on 16 entrepreneurs from over 60 applications into our incubator programme."

#### *Challenges at start-up*

#### *Added value*

#### *Impact on society*

*Evaluation*

Evaluation uses a number of indicators:

- Number of incubator participants (16 for the pilot) and participants who successfully finalised the Pre-Incubator training (8 in the pilot)
- Number of applicants (65 applicants for the first round of Start-up Incubator, 20 applicants so far for the second round)
- Number of businesses set up successfully: 2 so far (as at July 2017): a book was published (got translations in various languages), and a catering business has been established.
- Visibility in the media: mentioned in the Guardian, The Huffington Post, the Telegraph, CNN, etc.
- Funds raised by crowd-funding (23 000 pounds by end of July 2017). Addition money more however had been collected through donations.

*Visibility*

The organisation is highly visible within the refugee network of organisations and has been given a platform by many to promote. They also work with the ice cream company Ben & Jerry's to invest in refugee entrepreneurs and develop business skills.

Uninvolved citizens are aware through the media. Major media outlets such as The Guardian or CNN have reported about TERN.

Charlie Fraser summarizes: "As well as the individual success stories of integration that we have created from engaging with over 20 entrepreneurs, we have made advancements in the press that we hope have challenged the pervasive narrative of refugees as helpless individuals. We have been featured in articles in the Guardian and the Huffington Post. We have a YouTube site which features an interview with the political activist Gulwali Passarlay, as well as a Twitter page and a Facebook site with over 1500 likes. We have also been successful with our

#ThisRefugeeCan crowdfunding campaign, which raised over 20 000 pounds to facilitate a second flight of the mentorship programme, due to begin in Autumn 2017 for a further 20 entrepreneurs."

*How do you see the future of TERN?**Prospects*

"The aim is to establish a network of financial and practical support to refugees to allow them to fulfil their potential, generating positive economic and social outcomes for TERN and the wider community."

*Would the organisation be able to include refugees in its operations?* *Refugees*

TERN's efforts are directed explicitly to refugees, so the answer is obviously, yes, refugees can be (and are being) part of what TERN does.

Editor's note: Refugees, however, are not part of the management. (This was one of the criteria initially thought to be important for "Community Social Enterprises")

*Beneficiary's Perspective*

Gulwali Passarlay, born 1994, is from Afghanistan. He fled from war and from the danger of being made a child soldier when he was twelve years old. In Great Britain, he found a foster family, finished school and studied Philosophy and Politics at the University of Manchester.

He got involved with TERN by submitting an application to join the entrepreneurship support programme in 2016. He joined the programme in August 2016.

He was a participant of TERN's pilot project which helps refugees get access to business support. He feels this has played a positive role in his life as it has helped him in developing himself and his skills and also bringing to the attention for the public that refugees can do a lot

with the skills they bring to their new country. The programme has helped him become an author.

With the help of TERN, Gulwali Passarlay published his book “The Lightless Sky: A Twelve-Year-Old Refugee’s Extraordinary Journey Across Half the World.” The book has been published so far in 6 languages in 7 countries.<sup>12</sup>

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Another example for the achievements this programme is Wasel Gifts. Aomar Moussally, one of TERN’s first ever programme graduates, was homeless the Christmas before he joined TERN’s incubator programme. He is now the founder and CEO of Wasel Gifts, an app that allows transferring money (in form of so called Wasel credits, each worth 1 pound) to friends and relatives via a mobile app. Users can transfer and receive Wasel credits worldwide, redeemable in a network of shops and stores. Wasel Gifts is promoted as an innovative solution for giving gifts across borders.

Researcher’s Assessment

<i>Centrality of citizens</i> “Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)”	✓
TERN is a Community Interest Company and thus fits the criteria of non-profit etc. organisations.	
<i>Involvement of beneficiaries / co-production</i> “Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services”	✓
Mentoring and supporting refugees to set up their own business. This can be seen as a form of co-production although in the actual work of TERN the element of co-production is not really present.	
<i>Benefit for community welfare</i> “There is a benefit for community welfare (community: a number of people living on the same territory)”	✓
Benefit for the community is clearly visible, as helping refugees build up their own business is undeniably a contribution to community welfare.	

12) Gulwali Passarlay is quite an interesting personality. Here is the copy of a newspaper article portraying him: [https://gulwalipassarlay.files.wordpress.com/2016/12/img\\_6153.jpg](https://gulwalipassarlay.files.wordpress.com/2016/12/img_6153.jpg)

# LASSN

## Leeds Asylum Seekers Support Network

<https://lassn.org.uk>

### Summary

Leeds Asylum Seekers' Support Network is a charity set up in 1999 in response to the unmet needs of refugees and asylum seekers living in Leeds. LASSN operates in the Leeds Metropolitan District, working mostly with people who have experienced acute isolation, have mental health issues, language difficulties and uncertainty over their asylum claim. To those, LASSN's volunteers offer friendship and practical help, and the hope that the confusing new environment will eventually feel like home.

Main activities are Befriending, English at Home, Grace Hosting, Information and Awareness Raising, and the Hardship Fund. (For details on these activities see below).

In 2016, LASSN had a staff of 8 part-time employed plus 275 volunteers. They supported 990 refugees and asylum seekers. For publicity, LASSN counts on its about 900 newsletter subscribers in order to carry the message into wider society. The charity has 45 members who attend the Annual General Meeting and who elect the Board.

In terms of legal status the charity is a *company limited by guarantee*. It was formed on 5 June 2001.

The **Befriending Project** provides the opportunity for isolated asylum seekers and refugees to forge a relationship with a supportive adult for a period of six to twelve months. Volunteer befrienders are matched with clients for regular visits. The aim is to familiarise people with Leeds, help them integrate into the local commu-

### Main activities



nity, gain access to other services and help alleviate the emotional stress caused by past trauma and the asylum process.

Most referrals for befriending come from health and children's services, who recognise the significant impact that loneliness can have on both physical and mental health.

Volunteers provide support for about 9 months, although some matches can continue for several years.

Volunteers also provide practical support to the people they are matched with: helping people to access health and social care services, to make stronger connections with community organisations and to make friends.

The **English at Home Project** matches volunteer tutors and tutees one-to-one. Tuition in the home is offered for those for whom there are barriers to accessing ESOL<sup>13</sup> classes in the community. Asylum-seeking women often cannot leave home due to cultural barriers and childcare responsibilities, and do not have the finances to make formal childcare arrangements. The aim is to help access mainstream services through improving their level of English, providing a minimum level of advocacy and interpreting and orientation into the UK.

The **Grace Hosting Project** aims to support the many refugees and asylum seekers who experience homelessness at some point during their asylum claim. In Grace Hosting, LASSN links households ("hosts") with a spare room with destitute asylum seekers ("guests"). Hosts welcome guests into their homes with a hot meal, a bed for the night, and breakfast in the morning, as well as providing emotional and practical support.

*Grace Hosting* is a way of providing accommodation for destitute asylum seekers who have nowhere else to go.

This usually means

13) ESOL = English for Speakers of Other Languages



- people who are awaiting their initial asylum interview or
- people whose application for asylum has been turned down and who have no ongoing entitlement to support or accommodation, and who are not allowed to work.

Leeds, a city of 780 000 inhabitants in West Yorkshire (middle England), the third largest city in the UK. It is part of a wider urban area with a population of 2.3 million.

*Environment*

Today, Leeds has the most diverse economy of all the UK's main employment centres and has seen the fastest rate of private-sector jobs growth of any UK city. 480 000 people are in employment and self-employment at the beginning of 2015. Leeds is served by four universities, and has the fourth largest student population in the country.

Leeds is a diverse city with over 75 ethnic groups. Minority ethnic population represents 11.6 % of the total population. According to figures from the 2011 census, 85 % of the population was White, 2.7 % Mixed Race, 7.7 % Asian (mostly Pakistani and Indian), 3.5 % Black (mostly African and Caribbean), and 0.5 % Arab. The proportion of Muslims (3 %) is average for the country.<sup>14</sup>

Leeds has been asked to be the regional headquarters of a 25-30 million pounds eight-year Syrian refugee contract which will see 1250 people from the civil war-torn country resettled in Yorkshire in the next two to three years.

(See above in "Main activities" where they are sufficiently described) *Objectives*

14) Information on Leeds extracted from a well-referenced article on Leeds in Wikipedia (EN), July 2017.



*Beneficiaries*

Beneficiaries are asylum seekers and refugees in particularly difficult circumstances of life.

In the 2015/2016 accounting year, 990 individuals got support from LASSN, of those about 90 who were accommodated as "guests" by "hosts" (citizens with a spare room), 140 people who otherwise would not have had a chance to attend English classes got English training by LASSNs volunteers on a one-to-one basis, and 54 asylum seekers took part in *Befriending* activities.

*Governance*

Legally, the charity is a company limited by guarantee. It was formed on 5 June 2001. The charity is governed by a memorandum and by articles of association. The liability of the members in the event of the company being wound up is limited to a sum not exceeding £1. The company was registered as a charity on 27 June 2002.

*Community participation*

LASSN works in close partnership with Leeds Refugee Forum. A representative from Leeds Refugee Forum is invited to attend LASSN Trustees Meeting in an advisory capacity, and vice versa.

LASSN and the Leeds Hardship Fund also cooperate to raise donations for the Leeds Hardship Fund for destitute asylum seekers.

LASSN works closely with Positive Action for Refugees and Asylum Seekers (PAFRAS) and the British Red Cross who both provide support and advice for clients staying with Grace Hosting.<sup>15</sup>

Annual budget (income) is 45 000 pounds (about 51 000 euros). Operations cost are 25 000 pounds (28 000 euros, rates of July 2017).

The most important source of income is grants and donations, the most important expenditure item is staff salaries.

15) LASSN annual trustee report 2015/2016 p. 4 (for the year ending 31. March 2016)

The number of individuals who gave regular donations in 2016 was 75. Many hundreds more run gigs and fundraisers for LASSN, hold coffee mornings, rattle tins, run marathons, go on bike rides, lose weight, etc.

Financial planning is the task of the committee of the organisation.

LASSN is recognized as a charity, and therefore is free of taxation.

At the time of reporting (2017), LASSN had seven employees, all full-time.

More than 300 people volunteered with LASSN in 2015/16.

Director Jon Beech: „We put on special training and awareness sessions for new volunteers, recruiting and inducting as many new people in two months as we had in the past two years. In the end we had to stop. There are only so many volunteers an organisation offering 50 hours of Volunteer Management a week can support safely. And 300 felt like the upper limit.“

Most important for LASSN are the grants they receive.

In terms of EU Regulation and UK Government: Leeds is to become the regional headquarters of a 30 million pounds, eight-year Syrian refugee contract which will see 1250 people from the civil war-torn country resettled in Yorkshire in the years from 2016/2017.<sup>16</sup>

LASSN is registered as charity number 1092647 and as company limited by guarantee number 04228876.

*Employees and volunteers**Important contracts or agreements**Legislation*

16) <http://www.yorkshireeveningpost.co.uk/news/politics/leeds-will-be-regional-hq-for-30m-syria-refugee-contract-1-7844481>

## Decision Maker's Perspective

Jon Beech is the Director of LASS, working for this organisation now for three and a half years.

His work history is in health, social care and homelessness, including the topics Refugees & Asylum Seekers, Mental Health, Community Development, Equalities (incl. Black and Minority Ethnic Communities) Substance Use, Housing & Homelessness, Action research/ action learning and Social Media.

In LASSN he is overseeing the 275 volunteers who support the 990 refugees and asylum seekers LASSN helped last year.

*Looking back: when the organisation was launched, where there specific problems?*

"We were worried that potential supporters and volunteers might walk away when they found out the truth: that Yorkshire has half the number of asylum seekers in 2015 than it had in 2005; that fewer than 4 per cent of all the asylum seekers living in Leeds are from Syria; that we do not have lists of Syrian refugees wishing to lodge with British well-wishers."

### Evaluation methods

Evaluation through independent companies that look at efficiency and delivery targets.

"Each year, we produce two key documents, our Annual Report and Financial Statement – which explains in detail how LASSN is run, and how we have spent the money we have received. We send this to the Charity Commission and Companies House."

### Impact on society

Impact on society is very good as the influx of new refugees will seek to enhance the labour force.

Grace Hosting: In 2015/16, 84 guests spent a total of 1289 nights staying in emergency accommodation. Although this is the same number of Guests as 14/15, their average

stay with Grace Hosts increased from 5 nights to 15 - reflecting the difficulties an increasing number of people experience accessing Home Office (Section 4) support. Longer Stay guests (5 persons in 2015/2016) stayed a total of 1587 nights, with the average length of stay rising from 40 to 45 weeks. Many of the people who stay with Hosts long-term are at the end of the asylum process and cannot return to their home country. Overall, in 2015/16 Grace Hosts provided 2876 nights of accommodation. In Autumn 2015, LASSN had an unprecedented number of new hosts step forwards, doubling the number of Hosting Volunteers from 60 to 120.<sup>17</sup>

More 400 members of 14 congregations have made their churches and synagogues into places of Sanctuary, hosting a Winter Shelter for people unable to find a place in someone's home.

The **Befriending Project** in 2015/16 meant matching 51 volunteers with 54 asylum seekers and refugees.

In **English at Home** in 2015/16 tailored English lessons were offered to 140 people who would otherwise be excluded from learning English because of caring responsibilities and/or health problems. 113 volunteer tutors delivered over 1655 hours of teaching. The 6 month reviews with learners found that in all cases there had been an increase in the level of confidence, with nearly all clients reporting that they now used English much more outside the home. By building people's confidence, LASSN supported 11 people to successfully take up college courses (9 more were accepted, but cuts meant they were unable to use the allocated places) and 15 to move on to weekly classes outside the home.

Over the years, several other key support services for refugees and asylum seekers have grown from work LASSN began, including

<sup>17</sup> 2015/2016 trustees report, p. 3

**Solace** – which provides counselling and psychotherapy for refugees and asylum seekers and

The **Leeds Refugee Forum** – which acts as an umbrella group for Refugee Community Organisations, whilst helping their members find a voice and influence in Leeds

**The Hardship Fund** – a small pot of money that provides one off cash payments to destitute asylum seekers with no other form of income.

*Visibility*

*Prospects*

(No answer)

Growth is predicted as the demand for refugee services and integration grows.

*What are your plans for the future?*

„Keep up the pressure on our political leaders to change the way they are responding to the crisis. They're beginning to listen, and there have been some useful changes to the Immigration Bill. But there is still a lot to do to preserve people's access to free healthcare, to obtain the right to work, and to ensure that destitute families are not forced into desperate choices by the removal of Home Office support. Celebrate their achievements, praise them for their willingness to listen, but keep reminding them that there is still a long way to go.”

*Refugees*

*Would the organisation be able to include refugees in its operations?*

Yes, as befriender volunteers and at needs assessment level.

**Researcher's Assessment**

<b>Centrality of citizens</b> "Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"	✓
(No comment available)	
<b>Involvement of beneficiaries / co-production</b> "Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"	✓
(No comment available)	
<b>Benefit for community welfare</b> "There is a benefit for community welfare (community: a number of people living on the same territory)"	✓
(No comment available)	

# Germany



## FairKauf e.G.

### Fair Trade Department Store, registered co-operative

[www.fairkauf-hannover.de](http://www.fairkauf-hannover.de)

#### Summary

FairKauf is a non-profit organisation (registered co-operative) running a number of second hand stores in Hannover offering used furniture, household goods, home textiles, clothes, books, entertainment media, toys etc. The cooperative was established in 2007 as an initiative of a small group of private individuals who sought support from three well-established welfare organisations whose representatives are still members of FairKauf's Advisory Board. Subsequently the business grew considerably. FairKauf has now (2017) six stores (including a warehouse), 104 regular employees, plus about 70 participants of qualifying measures (AGH<sup>1</sup>), about 60 volunteers and 10 trainees. Annual turnover is 3.4 million euros. In the context of qualification of unemployed people with the goal to (re-)integrate them into the regular labour market, FairKauf cooperates with the Jobcenter (public body responsible for certain forms of social aid), the Employment Agency, and vocational training providers. However, it is important to notice that FairKauf does not depend on such agreements and contracts. It is able to run its business with about 100 full-time jobs completely independent from public funding.

1) AGH, *Arbeitsgelegenheit*. This is one of various labour economy measure in Germany. The programme aims at providing additional jobs (however outside the regular labour market) for long-term unemployed who thus get a chance to improve their employability.

*Main activities**Main activities are*

- Marketing of second hand goods in six stores in Hannover, including one large department store in the city centre.
- The turnover generated is used predominantly to provide employment for people with difficulties to get a job elsewhere. This actually is the core objective of FairKauf. Income is not used for profit but for creating jobs and to qualify employees in retail (sales, workshops logistics, management)
- Another objective is to supply the poor with high quality second hand goods of daily use at affordable prices; and to reduce pollution by re-using goods that otherwise would increase the amount of consumer good waste.
- Recently, FairKauf also developed an initiative to provide refugees with clothing and household goods. In other projects, refugees get job placements.

*Environment*

FairKauf is located in Hannover, the capital of the German province of Lower Saxony, with about 500 000 inhabitants.

The Hannover area has a standard of living typical for Germany, and perhaps slightly higher than the surrounding rural areas. Hannover is the industrial and economic centre of the wider region. Other areas of Lower Saxony have more prominent structural problems resulting in higher unemployment rates as a consequence of the decline of older industries.

As the capital of the province, Hannover as a very dense network of social, cultural, and educational institutions, and principally good conditions for employment and education.

In the context of FairKauf the following additional facts are important:

Of the 500 000 inhabitants of Hannover, about 100 000 (20 per cent) are below the poverty line according to the usual statistical methodology, i.e. their income is lower than 50 per cent of the average. Of these, about 3/4 (75 000) receive support from various public programmes (unemployment insurance, social benefits, etc.) Their income is seen as too low as to enable them to participate adequately in society.

*Objectives*

Established prima vista as a second-hand store, pursuing, however, objectives in the area of welfare, FairKauf defines itself as a “qualification business in retail” with a second-hand store as a training tool for long-term unemployed people with the objective to (re-) integrate them into the regular labour market.

The founders of FairKauf believe that in times of growing social problems it is important to open new perspectives for disadvantaged people. FairKauf does this by selling used goods at reasonably low prices, rather than giving the goods away as gifts. Thus, people in need do not receive alms, rather participate in the market economy and thus preserve their dignity.

The concept of FairKauf follows the model of social department stores, which exist in Germany in many forms, following various concepts. The idea of FairKauf is to act as a full-grown participant in the market economy, and make a living from trade, not from public funding or donations. Everyone buying in a FairKauf store contributes to making the idea sustainable.

There are three kinds of final beneficiaries

- disadvantaged unemployed who find employment at FairKauf

*Beneficiaries*

- the general public, with a special focus on people with low income who find quality household goods at low prices at FairKauf
- the general public, as FairKauf's business model increases the life-cycle of goods and thus reduces consumer carbon footprint

FairKauf's core objective is to offer employment for people otherwise struggling to find a job. With the experience achieved at FairKauf, they have a better chance to integrate into the regular labour market.

The following forms of community participations are visible:

**Individual citizens:** Individuals can become members of the cooperative by buying cooperative shares. Currently there are about shareholders, mostly individuals who want to support FairKauf and its objectives in terms of welfare and community cohesion.

**Civil society associations:** The FairKauf cooperative was founded in 2007 essentially by representatives of three large and well-established welfare organisations in Hannover.

- *Caritas*, the welfare organisation of the Catholic Church, with their Hannover branch
- *Diakonisches Werk*, the welfare organisation of the Protestant Church, with their Hannover branch
- *Werkheim e.V.*, a local NGO with a tradition of 130 years of providing housing for homeless people etc. Werkheim ("work-home") has its roots in the religious and social movement of the late 19th century, when, in the wake of industrialization, new social problems emerged, and citizens, backed by clerics, started creating new solutions to solve them.

All three organisations are prominent providers of welfare in Hannover. They maintain various welfare ac-

tivities activities for which they typically receive state funding. Activities include nursing homes for the elderly, social housing projects, hospitals, day-care centres for children, etc.

As a registered non-profit cooperative, FairKauf has the governance bodies that are required by law for such organisations:

- **General Assembly** of its members. Members are chiefly ordinary citizens supporting the idea. Legal persons also can become members. Shares are available for about 60 euros. One share is available for about 50 euros. One member can hold as many shares as he/she likes, however, in the assembly, every member has only one vote, independent of the number of shares she or he holds. The cooperative currently has about 250 members, with cooperative shares summing up to 225800 euros.

- **Executive Board**, consisting of currently of five individuals, two of which are business professionals with long-term experience in managing department stores. The other three are representatives of the NGOs and welfare organisations that were crucial for founding FairKauf in 2007 (see above).

- **Supervisory Board**, currently seven members, usually representatives of churches and business in Hannover.

An important principle of FairKauf is to be self-supporting: the commercial activity, managed on a professional level, generates the income to maintain the business.

90 per cent of FairKauf's income is generated through merely commercial activity. 10 per cent come from other sources, including public funding.

*Budget*

In 2016 (latest figures available at the time of writing) the annual turn-over was 3.4 million euros, of which 70 per cent go into staff costs.

A certain part of the jobs offered at FairKauf are supported through public funding, as they are part of employment programmes run by the Employment Agency. This however is only a supplementary activity of FairKauf.

#### *Important contracts*

Most important contracts are currently the rental agreements for the various venues used as retail stores and warehouses. Other contracts are related to maintain the vehicle pool, and last but not least the work contracts as well as agreements with public bodies such as the Employment Agency concerning qualifying measures (AZG).

#### *Important legislation*

Legal acts regulating cooperatives in Germany, and especially cooperatives who are non-profits, are of obvious importance for FairKauf.

### *Decision Maker's Perspective*

Klaus Hibbe, 49 (in mid 2017), is the Managing Director of FairKauf. He came to FairKauf in 2015 when three of the founding members of the cooperative retired. He is a retail professional. He was the owner and manager of a well-renowned department store with a family tradition of hundred years in a small town close to Hannover. This store had to shut down following a trend that has haunted the once ubiquitous and famous universal stores in Germany's inner cities for two decades, especially since the emerging of online shopping.

For FairKauf, this of course was good luck, because with him the cooperative got a new manager who not only had 20 years of experience in running a large department store, but literally grew up in one.

#### *Challenges at start up*

Klaus Hibbe was not part of the team that created FairKauf, but he summarizes the factors that were driving at that time: „Something had to be done to give long-term unemployed a chance to get back into the labour market. You cannot leave them to one job interview training after the other, or in business simulations. Something had to be done to include them in the real labour market, and to let them experience their abilities in a real business.

„There were already many such projects in other areas such as crafts and services, but it was a new idea to do this in areas such also retails and retail logistics.

„The second aim was to provide quality products at very affordable prices to people with little money. And the third aim was one related to sustainability: keep products in use instead of producing ever new ones.

„One crucial task was definitely taking the decision where to establish the store. An important concept was to provide an environment where not only poor people would go but practically everybody, with the special intent that poorer people would not feel stigmatized when shopping there. There had always been places in Hannover where poor people could find cheap household goods (furniture and others), but those places usually where unattractive, and people often found it degrading to go there.”

It was therefore both an important decision – and a good piece of luck – to find the old furniture store in the very heart of the city in the pedestrian zone and start to develop the social department store there, beginning with one floor, and over the years taking over the entire building with five storeys.

## Transferability

*Is the idea of a social department store transferable to other cities?*

"There are actually many social department stores in many cities, even in small ones. They are set up and run by initiatives or organisations of various background and with very diverse concepts. Many of them even use the name Fairkauf, since this is not protected by trade laws or brand registration."

*What are the success factors for a business like this?*

"Other social projects have the disadvantage that they depend on public funding, and this is very volatile depending on political decisions. Fairkauf does not have this disadvantage, because Fairkauf is self-sufficient. We have one line of activity where we take in job placements from the Employment Agency, and we get money for this service, but this is not the core part of our business. It could disappear and we were still operable. Of course, we use all the public programmes for support of employment of disabled etc. that are available to every enterprise. The strange thing is that very little employers use those programmes, even when they come with 100 per cent funding per job. However, employers shy away from taking the additional responsibilities for people with disabilities or in vulnerable positions."

Another success factor is staff. Even in a social enterprise it is important to work in a professional fashion. Other initiatives who for example sell second hand goods and try to offer employment for long-term unemployed struggle because of a lack of expertise in their area of work. You need know-how to run a retail store. You need to have experts who can teach the staff how to deal with customers, how to present the goods. Fairkauf started from the very beginning in a very professional manner. This was crucial for its success. We have in each floor a floor supervisor, and for each department (or group of

goods) a department supervisor. Of our 107 regular employees, 17 have a license as trainer in retail (i.e. passed the examination for instructor qualification).

*Prospects*

"We are still on an expansion strategy. Of course, this must be done with caution. Each additional store must be backed by the necessary manpower in the head office, and opening an additional store then requires new vehicles and staff to supply it. Moreover, it needs citizens to supply us with donations of used goods, and neighbourhoods are quite different, some are affluent with detached houses, and a people have to give away many valuable goods; other neighbourhoods are poor and have little quality goods to leave to Fairkauf."

"Also, opening a store in one part of the city takes away part of the turnover of the existing other stores. This all must be in a balance."

"On the other hand, we see that Hannover with its 500 000 inhabitants indeed needs social department stores in more than one place. Our central shop in the inner city is very attractive, but people with very low income often struggle to buy even the tickets for public transport to come to the city centre to visit our store. When you have 20 euros to spend, and 5,60 go into transport alone, you probably will not do that. These people need stores close to where they live. And therefore we will continue searching for opportunities to open more subsidiaries in Hannover's various neighbourhoods."



## Professional's Perspective

Carmen Jagielski, in her early 40, is the head of the social workers team at FairKauf.

She started working at FairKauf in 2009 when there were only 9 employees, and so she witnessed the team growing to 107 regular employees and 60-70 job placements from the Employment Agency today. She is now the head of a team of six social workers who provide support both to job placement staff and regular employees. Prior to FairKauf, she worked as a social worker at ProBeruf, an organisation in Hanover that offers job placements and various forms of training to youths who struggle to get employment or a regular apprenticeship.

## Challenges

A permanent challenge in FairKauf is to deal with diversity. Both amongst customers and employees there are people who have a very difficult life history and need special attention. This is particularly visible in the newest branch of FairKauf in the Hannover neighbourhood of Mühlenberg where unemployment rates are about 27 per cent, and the percentage of immigrant population is about 60. In this environment, people have other expectations and other forms of communication. This can be quite a challenge to the staff working there. The team of social workers tries to support them by coaching, e.g. how to deal with customers in difficult situations, by working with them in groups in order to share the experience and find ways to anyway get away from it all in the evening.

Another challenge, more on the management side of FairKauf, is finding the balance between the social social and the economic part of social entrepreneurship.

*Are there things that should be changed on the political or regulatory level?*

Our society in general needs more job opportunities for people who are low-skilled or who are not able to work full-power. Traditionally, there were jobs everywhere in companies with simple tasks such as the doorman or the person who kept the courtyard clean, but most of those jobs are not any more existing, especially also since many of the large state-run companies such as telecommunications and railways have been privatized. Programmes run by the Jobcenter to offer to long-term unemployed things like job placements or re-trainings are usually restricted in time (e.g. to three years out of five). This means that real long-term unemployed are thrown out of their social environment they may have built up in their job placements, and be forced to be inactive for long periods of time. It is not true – as some people believe – that long-term unemployed simply are too lazy or not creative enough to find a job. Society has to understand that there are always people who cannot cope with the high requirements of the regular labour market today, and for those people, there must be a chance to earn their living, and to do so in a meaningful way, and have a place in society they can be proud of and where they can contribute.

There are former employees or job placement staff who continue to come to FairKauf every day even after their official employment ended, to help as volunteers because the social environment is important for them, as well as having a structured day.

Labour market has developed away from people. The labour market should be there for the people, not people for the labour market.

Some groups with special needs have a relatively good lobby, and accordingly, over the years, programmes and

structures have been developed to improve their situation. However, long-term unemployed do not have such a lobby.

### *Beneficiary's Perspective*

Dieter Ackermann, 61, is a retail salesman who almost over his entire life had his own business – a toy store called “Toys & Trains” in the pedestrian city centre of Barsinghausen, a small town not far from Hannover. Also his wife Inge worked in their store, which provided the income for the entire family. They worked there over years, opening at 9 a.m. and closing at 8 p.m. Paper work was done on Saturday. However, when more and more large retail centres opened in the outskirts of the cities, the turnover sank continuously, and at one point, in 2008, Dieter Ackermann had to shut his store once for all and to file insolvency. The family had no savings anymore and had to live from what Dieter got from social aid programmes and Inge from her unemployment insurance. On top of this, Dieter Ackermann got ill of diabetes and had parts of his foot removed. The Employment Agency tried to help him by sending him into various trainings such as computer courses, job interview trainings, sales training. Dieter submitted his application papers to about 100 employers who were hiring retail staff. Without success.



“Then, in 2011, the Employment Agency sent me to FairKauf, which had opened its department store three years ago in the city centre of Hannover. The idea was to “re-integrate me into the world of work”, as the jargon goes. The civil servants in the Agency knew very well that I never would get a job. I was just too old. But they were not allowed to tell me this.” So, Dieter Ackermann was sceptical about the FairKauf application. Too often he had been rejected. Accordingly he was quite surprised


when FairKauf hired him. He started to work in the toys department, which is very well equipped with donations from families who do not need them anymore. “After three days I felt that this was really my job.” No wonder. Selling toys to people was what he had done his entire life.

Three months after he got hired by FairKauf, the company installed a new cash system. Dieter Ackermann knew the system and its software and was able to help train the colleagues to use it. This helped considerably restore his self-confidence.

In early 2012 he heard from friends that a tobacco pipe shop in the inner city of Hannover was looking for a salesman. He applied for the job and got it, receiving a salary in line with union rates (which is not always the case in retail). His wife, by the way, also found employment, as vendor in a shoe shop. “We are really happy now”, says Dieter.

Researcher's Assessment

<b>Centrality of citizens</b> "Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"	
Individual citizens are central to this initiative, because it was them who created, developed and implemented the idea. Just in a second step they included three charitable organisations, both to provide some initial capital, and b) to root the initiative in a broader part of the society.	
<b>Involvement of beneficiaries / co-production</b> "Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"	
One group of final beneficiaries are individuals with learning disabilities or other disadvantages. FairKauf offers employment for them. As employees, they contribute to the business success of the cooperative.  A second group of final beneficiaries are the customers of the goods FairKauf offers (second hand goods). However, for this group, active involvement in the initiative cannot be claimed, as interaction on their side is essentially restricted to buying goods.  FairKauf also uses volunteer work, in addition to the employed staff, however, the larger the organisation grows, the less it relies on volunteers.  Volunteers could be called also all those citizens who donate their used goods to FairKauf.	

<b>Benefit for community welfare</b> "There is a benefit for community welfare (community: a number of people living on the same territory)"	
Community welfare is promoted through <ul style="list-style-type: none"><li>• employment of people otherwise struggling to find a job</li><li>• provision of (used) household goods at particularly affordable prices</li><li>• reducing the carbon footprint of the overall economy through recycling instead of depositing and new production</li></ul>	

# Stadt-Teil-Werkstatt

## Shared Workshop in the Nordstadt Neighbourhood

*The name is a play with words. It can be translated both to "Neighbourhood Workshop" and "Shared Town Workshop". We call it here for short Stadt-Teil-Werkstatt.*

[www.stadt-teil-werkstatt.de](http://www.stadt-teil-werkstatt.de)

### Summary

*Stadt-Teil-Werkstatt* is a citizens' initiative in one of Hannover's central neighbourhoods. It offers a well-equipped workshop for home repair and do-it-yourself projects. It also offers "repair café" events once a month where citizens can bring their broken household goods (such as their toaster, vacuum cleaner, or stereo) to try and repair it with the help of volunteering experts. The workshop was initiated by Velten Willharm, a local citizen certified in multiple crafts trades, and a number of friends and supporters. *Stadt-Teil-Werkstatt* has been operating since May 2014. It closely cooperates with another, larger initiative called *Werkstatt-Schule* ("Workshop-in-place-of-School") which runs a number of schools in Hannover offering work-based secondary education to students with problems in the regular school system.

Main activities of Stadt-Teil-Werkstatt:

### Main activities

- Provides space and equipment for woodworking, metalworking, bicycle mechanics, and electronics to everybody for self-repair and do-it-yourself projects
- Once a month, a Repair Café is organized, where citizens can repair their household goods while using advice of volunteering experts

- Offers courses in practical skills chiefly related to metal working, such as welding, brazing, etc.
- Offers bicycle and cargo bikes for rent or sale
- Cooperates with a range of other citizens' initiatives who use the venues or the skills available in this organisation for their projects
- The venues are sometimes being used for concerts or other cultural events

### Environment

(For a general description of Hannover, see case study "Fairkauf" above, section "Environment")

The venues of *Stadt-Teil-Werkstatt* are located in one of the central neighbourhoods of Hannover by the name of Nordstadt, bordering the city centre and characterized by a lively, mixed population including students of nearby Hannover University and some "alternative" milieu rooting back to the 1970s and 1980s. Not surprisingly this is one of the little places in Hannover where the old structure of the city from late 19th century has survived (despite the bombing in World War II, and despite the further damage done to the city by 1950s reconstruction) down to the war), with a mix of petty-bourgeois and working class brick and timber-frame buildings and courtyards that once were – and some of them still are – used for artisan workshops.

This is a milieu where alternative forms of community life can thrive; where it is popular to experiment with lifestyles less commerce- and consumerism-oriented than mainstream society, and to consider ecological and environmental impacts of human activities. However, the about 17 000 inhabitants of the Nordstadt neighbourhood include also many immigrants or their descendants who typically do not adhere such post-1968 lifestyles. (Ever-lasting battles are fought over waste

treatment: meticulous home separation and composting vs. "I do not care" approach.)

### History

*Stadt-Teil-Werkstatt* founder Velten Willharm is a Hannover citizen experienced in a number of crafts, holder of master craftsmanship in two different trades. He is also interested in alternative lifestyles and alternative models of society and its economy. A couple of years ago – at a moment related to recovering from a severe disease – he got captivated by the idea to offer people in the neighbourhood a place for doing home repair and do-it-yourself projects since town-dwellers usually do not have space enough to maintain a garage or basement workshop as they perhaps would in the countryside. A public work space for everybody would be the solution.

In order to put his idea into practice, Velten Willharm approached *Werk-statt-Schule e.V.* ("Work-in-place-of-School" registered association) which had the necessary venues: a woodworking and metalworking floor in an old commercial building in the centre of the neighbourhood.

*Werk-statt-Schule e.V.* had been founded 30 years ago by a group of teachers and artisans. They created the association in order to run a secondary school focusing on practical activities such as woodworking, construction works etc. rather than on traditional classroom teaching as in regular schools. Today, *Werk-statt-Schule e.V.*, although still having an "alternative" touch to it, is a well-established organisation running several schools and projects in Hannover, mostly attended by students who struggle with social and curricular conditions offered in regular schools.

*Stadt-Teil-Werkstatt* is an independent initiative, made possible through the efforts of the people working for it as volunteers, and based on cooperation with *Werk-statt-Schule* association that owns the venues. In prac-



tical terms, *Werk-statt-Schule* uses the shop floor for its regular schooling activities in the morning and early afternoon, while late afternoon and evening the place is used for *Stadt-Teil-Werkstatt*. Tools and machinery are owned by either the one or the other, but used by both of them.

### Objectives

Needs answered by the *Stadt-Teil-Werkstatt* are

- Access to a home repair and do-it-yourself workshop larger and better equipped than one usually could have at home (including tools such as table saw, planer, lathe, metal sheet cutting desk, welding machines etc.
- Access to helpful experts in various crafts such as metalworking, mechanics, electrical engineering, electronics.
- Space for community life in the neighbourhood: the Workshop has a nice, quiet, sunny court with trees, which invites for having a chat with other visitors over a coffee or so
- Training in crafts skills for hobbyists such as brazing and welding in an informal environment

### Beneficiaries

Final beneficiaries of *Stadt-Teil-Schule* are the citizens of the Nordstadt neighbourhood, or whoever else decides to use the workshop. People actually come from all over Hannover. Visitors of the workshop are chiefly ordinary citizens with an inclination to repair their broken household goods rather than throw them away and buy new ones. Others have their own do-it-yourself projects such as building furniture, repairing the engine of their boat, etc.

With the offer of using a workshop, and with the monthly Repair Café events, *Stadt-Teil-Schule* contributes to community life in the neighbourhood, and the entire town.

**Individual citizens** visit the workshop with their home repair needs or their do-it-yourself projects. *Community participation*

They also contribute to the initiative as experts in certain crafts, or as volunteers e.g. by preparing coffee and cakes for the monthly Repair Café event.

### Other civil society actors

a) *Werk-statt-Schule e.V.* is the NGO whose venues are used. Formally, *Stadt-Teil-Werkstatt* is run as a project of *Werk-statt-Schule e.V.*, and *Werk-statt-Schule* founder Velten Wilharm has a role as project coordinator. But it is obvious that the *Werk-statt-Schule* initiative relies on his personal commitment than, not on formal assignment.

b) The venues are used also in other activities and projects of *Werk-statt-Schule*, usually related to offer vocational training to youths who have problems finding a regular company to hire them as apprentices.

**Public authorities:** *Werk-statt-Schule e.V.*, as an association running a number of schools and pedagogical projects in Hannover, receives substantial funding from the municipality. That way *Stadt-Teil-Werkstatt* indirectly benefits from public support in addition to some occasional humble grants *Werk-statt-Schule* receives from municipality directly.

*Stadt-Teil-Werkstatt* has a unique institutional structure. *Governance*

The project was initiated basically by Velten Wilharm and friends as individual citizens, who, however, acquired support from the larger *Werk-statt-Schule e.V.* association, a well-established NGO active in the field of school education and youth work. Velten Wilharm continues to be the informal leader (or steward) of *Stadt-Teil-Werkstatt*, whereas for example donations for his project go to the bank account of *Werk-statt-Schule*, with a note that the donation is meant for *Stadt-Teil-Werkstatt*. From *Werk-statt-Schule*'s perspective, Velten

Willharm has a role as project coordinator for *Stadt-Teil-Werkstatt*.

For all practical operations, *Stadt-Teil-Werkstatt* relies on about 50 volunteers who help e.g. as crafts experts in the Repair Café events.

A group of six individuals, informally attached to the project, form something like a Supervisory Board to assist Velten Willharm coordinate the initiative.

We could call this a “multi-stakeholder” governance approach.

There are various sources of small-scale income for the initiative

- Citizens who want to use the workshop and machinery have to pay a moderate fee (6 euros per hour).
- The monthly Repair Café events are for free, but visitors are asked to leave donations (5 euros).
- There is some income from selling coffee and cakes during Repair Café events
- *Stadt-Teil-Werkstatt* offers a range of courses chiefly in the area of metalworking (welding, brazing, etc.) the participants of which pay a fee.
- The initiative repairs old bicycles and offers them for rent and sale.

The largest asset are the workshop venues. These are owned by the *Werkstatt-Schule* NGO who uses them for their schooling activities. *Werkstatt-Schule* NGO receives public support in form of funding for their schools and their youth work projects. It also receives financial support from the Hannover Citizens' Foundation, yet another NGO trying to improve community life on a meta-level.

A lot of tools and equipment are donations to *Stadt-Teil-Werkstatt* from citizens or companies.

The Nordstadt Neighbourhood Council, a local sub-unit of the City Council, provides some financial support for the Repair Café events.

*Stadt-Teil-Werkstatt's* annual budget is currently about 20 000 euros in income and costs (figures for 2017). Most of this (16 000) is spent for rent for the premises paid to the hosting association *Werkstatt-Schule*. The remaining sums go into maintenance of tools and machinery.

Sources of income are first of all the fees paid by users in the form of subscription cards for multiple use of the workshop (see above). Currently, *Stadt-Teil-Werkstatt* has about 100 subscribed users. Staff believes they would have instantly twice as much if only they could offer some storage space so that people could leave their projects over night in the workshop, which currently is not possible.

On a case-to-case basis, Hannover municipality has been contributing smaller sums such as primarily 1000 euros for buying tools and equipment. Currently, *Stadt-Teil-Werkstatt* tries to get more constant support from the municipality, but again this would only be in the range of a few thousand euros.

There are no actual employees at *Stadt-Teil-Werkstatt*. The initiative is run chiefly by the founder, Velten Willharm, who spends a large portion of his free time on keeping things running.

An inner circle of volunteers managing *Stadt-Teil-Werkstatt* includes six individuals acting as kind of an informal supervisory board or council. And then there are about 60 citizens who come to assist as experts at Repair Café events more or less regularly.

Crucial for *Stadt-Teil-Werkstatt* is the agreement with the *Werkstatt-Schule* association about the use of the workshop venues. The workshops are used on work-

*Employees and volunteers*

*Important contracts*

## Funding

ing days until 4 p.m. for various projects and classes of *Werkstatt-Schule*. From 4 to 8 p.m. they are used for the neighbourhood workshop. Repair café events take place on Saturday, once a month.

### Important legislation

There is currently no legislation that would be specifically important for *Stadt-Teil-Werkstatt*. Of course, general laws apply such as the Associations Act, or legislation and jurisdiction related to workplace safety and the reliability in case of accidents. This is the reason why *Stadt-Teil-Werkstatt* uses a sophisticated waiver clause to be signed by users bringing their goods for repair.

### Decision Maker's Perspective

Velten Wilharm, 53 (in mid 2017), is the founder and guiding spirit of *Stadt-Teil-Werkstatt*. It was a couple of years ago when he had the idea of creating a place where people can repair their household goods or work on larger do-it-yourself projects. This was a time when in countries like Germany and the Netherlands similar initiatives emerged, often related to concepts of shared economy that became more popular. Velten's project was not immediately inspired from such predecessors, he says, but of course the idea must somehow been "in the air".

The first challenge was to convince decision makers of *Werkstatt-Schule* association that using their workshop venues as an open space for everybody made actually sense because there was demand. They agreed that if he could prove that of 1000 citizens in the neighbourhood at least 100 would support the idea and declare that they would find a monthly fee of 10 euros acceptable in return for the permission to use the workshop, he would be allowed to go ahead with the project. So Velten started contacting passers-by in the streets to find supporters. Surprisingly for himself he could stop after only

350 contacts because he then already had the required 100 potential supporters.

A more time-consuming challenge was doing all the paperwork to get the necessary permissions from authorities, especially regarding the use of the building. Architectural plans where needed but did not exist. Then the problem found a solution by mere chance when a so far unknown visitor entered the workshop in order to ask if the place was for sale. The visitor happened to be an architect searching a site for a construction project. He quickly became a supporter of Velten's idea of a shared neighbourhood project and helped by providing architectural drawings that were necessary due to regulatory requirements.

By similar chance Velten got into contact with other people who contributed their expertise. A business coach helped Velten by showing him how to use a certain software application needed for business administration and by teaching project management skills.

A challenge every day is keeping the workshop in tidy condition especially since it is used in the morning for classes of *Werkstatt-Schule*, who then, at 4 p.m., hand it over to *Stadt-Teil-Werkstatt*. In order to keep things tidy, Velten has introduced a strict system where everybody has its marked place, and users, including the students in *Werkstatt-Schule* classes, are obliged to leave the place as tidy as it was when they came.

The biggest problem *Stadt-Teil-Werkstatt* has is that due to the lack of space users cannot leave their materials in the workshop overnight. There is simply no place for storage, and so, users have to take their things back home in the evening. This is no problem for smaller items like a toaster to repair but for people who build larger things such as furniture or custom-made cargo bikes and trailers, this is a serious disadvantage. Velten Wilharm is

sure the workshop would have twice as many subscribed users if it was possible to store materials there for the time one is working on a project. "We have lost especially the larger projects just because of this. There was one guy who came to repair his boat engine here, and he had to take back home the engine every evening."

### Prospects

Therefore, Stadt-Teil-Werkstatt is currently searching for other venues. One option that was followed in recent months was a disused high-rise air shelter left over from World War II and situated in the neighbourhood. This, however, was eventually sold to a private investor, so now the search continues. Finding new venues for *Stadt-Teil-Werkstatt* in a crowded town like Hannover is not easy. But Velten Wilharm is optimistic: "I often had problems that seemed unsolvable. But you must keep trying. Sometimes something unexpected happens, and things that first seemed impossible, become possible."

### Refugees

#### *Could refugees be included in the project?*

Everybody can use *Stadt-Teil-Werkstatt*, and everybody can contribute to it. However, users must be able to adhere to the rules in the workshop. Especially with regard to machines in the workshop, users must be able to follow instructions given by staff. This includes signing a declaration of consent about the use of the venues and machines and a waiver of responsibility in case of accidents or damage. So, a certain command of German is indispensable.

Nonetheless the venues are currently used by *Werkstatt-Schule* e.V. for a refugees vocational training project: a group of about 15 young refugees are passing a six month programme to get acquainted with various crafts trades, improve their German, and get to know various aspects of German society to help them integrate.

Beneficiary's perspective



Ulrich Sattler<sup>2</sup>, aged 49, is a Hannover citizen, working as a civil servant to the municipality. We met him by one of our visits to *Stadt-Teil-Werkstatt* at the time of a Repair Café event when he was sitting bent over an disassembled CD player, part of a 1990s stereo tower he was trying to repair.

"That's my first CD player. I bought it together with other stereo devices back in 1992 when I earned my first money. This was actually really from my first monthly wage. Having a good stereo was an expensive thing at that time, but also it was an important step into having your own household, somehow. It is a very good quality Sony device, but after a couple of years sitting unused in the basement, it did not work anymore for some reason. I had issues with other devices like this earlier, and often it was because some soldering points had become loose over time. That's actually easy to fix, but you have to locate the weak soldering points. Now, why I am here at the Repair Café with this is that I had a problem opening the device. That's a little bit ridiculous that I was not able to find the hinges that hold the case together, but that's was it was. The experts here at the Repair Café have a lot of experience with stuff like that, and they helped me open it and locate the bad solder. We fixed the problem, and now the CD player is working as if it was new.

I like the idea of a Repair Café, and especially I like the idea of a workshop open to everybody. I have not actually used this offer here in Hannover so far, but I am sure I will use it sooner or later. I often do do-it-yourself things, and I like woodworking and metalworking from time to time. Here in town I cannot afford having my own workshop, and by the way... even if I could it would not make sense to buy expensive tools such a large table saw or a planer. Anyway I am not a professional woodworker, and not a dedicated hobbyist... it is just that

2) Name changed for privacy reasons







from time to time I have an idea to build something. I always thought, there should be public places like that where one can go and use the space and the tools. I even thought, this should be a task of the municipality, for example through schools and so on, but on the other hand, there are also responsibility issues, especially when public bodies are involved, so perhaps it is better that a private initiative or association runs such a place.

The fee of 6 euros per day, by the way, is really cheap. Think alone all the tools they have here and the use of which is included. And moreover, I can ask Velten, who is almost always here, for advice especially with metal working stuff.

One thing that is also good here is that you can get to know many interesting people. They often have interesting life histories, and it is also nice to see what projects they are doing.

A problem is of course that you cannot leave the things you are working on here because they use the workshop for vocational training in the morning, and they need a tidy place. There is no storage space or warehouse here, except perhaps in the courtyard. So if you are building a bicycle or so you probably could leave it there, but for woodworking projects, I mean furniture or so, you just cannot do that, because of course the wood would be damaged by the rain or the moist air. This is Hannover, anyway, a place where weather is habitually bad and rainy."

## Researcher's Assessment

<b>Centrality of citizens</b> <i>"Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"</i>	
Central to this initiative are indeed single individuals, first of all of course the founder Welten Wilharm, but also other private citizens who support the initiative. Some of them are in the "inner circle" that serves as an informal advisory board. About 60 people are on the list to be called for "Repair Café" events to help as professional repair experts.  An important role has also the <i>Werkstatt-Schule</i> as- sociation who owns the workshop venues.	
<b>Involvement of beneficiaries / co-production</b> <i>"Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"</i>	
The co-production aspect is very visible in Nordstadt Shared Workshop. The initiative relies fully on the voluntary work of citizens, numbered currently about 70 persons, of which 6 in an "inner circle" with more responsibility, and about 60 being available as stuff-repair-experts for the monthly Repair Café events. (One event usually sees about 5-10 repair professionals.)	



<b>Benefit for community welfare</b> <i>"There is a benefit for community welfare (community: a number of people living on the same territory)"</i>	✓
<p>The workshop and its activities are an important element of community life in the neighbourhood inhabited by 17 000 individuals of various cultural background. In comparison to that impact on the community life may be seen as somewhat restricted as the number of registered users (= holders of a subscription card for multiple times using the workshop) is currently only 100. The number would probably be considerably higher if the problem of storage place was solved.</p>	

## Kargah e.V. کارگاه

### Migrants' self help organisation

*"Kargah" is Farsi for 'workshop'. Kargah calls itself also Verein für interkulturelle Kommunikation, Flüchtlings- und Migrationsarbeit" – "Association for Intercultural Communication, Refugees and Migration Work"*

[www.kargah.de](http://www.kargah.de)

*Summary*

Kargah e.V. is an NGO in Hannover providing a wide range of services to support migrants. The association has its roots in a group of refugees from Iran who in 1979 came to Germany fleeing the Iranian Revolution. In Hannover they started a refugee self-help organisation which first was an informal group but relatively quickly succeeded to fit in to German habits and formed a registered association for charitable purposes (e.V.). Over the years, Kargah developed a broad range of activities, all meant to support immigrants in their everyday life, and to help them cope with their new environment. Today, Kargah's beneficiaries are immigrants and refugees from all over the world, including the Middle East, Eastern Europe, and Africa. Most of Kargah's activities are supported by various levels of government in Hannover, first of all the municipality and the provincial government who provide financing e.g. for social workers, researchers, project managers and teachers employed at or subcontracted by Kargah. One thing remarkable about Kargah is its living multiculturalism by which it stands out from other immigrants organisations gravitating around a certain national background.

*Main activities*

Main activities of Kargah are

- Refugee and migrant counselling service
- Educational offers such as language and computer courses, predominantly for migrants
- Help desk and hotline for women exposed to male violence
- Hotline for cases of forced marriage
- Cultural events, library, etc.
- Project based research activities relating migration, integration, etc.
- Neighbourhood-oriented social work, especially for children

*Environment*

Kargah e.V. is located in Hannover, the capital of the German province of Lower Saxony, with about 550 000 inhabitants.

The Hannover area has a standard of living typical for Germany, and perhaps slightly higher than the surrounding rural areas. Hannover is the industrial and economic centre of the wider region. Other areas of Lower Saxony have more prominent structural problems resulting in higher unemployment rates as a consequence of the decline of older industries.

As the capital of the province, Hannover has a tight network of social, cultural, and educational institutions, and principally good conditions for employment and education.

*Foreign nationals*

Of Hannover's 550 000 inhabitants, 90 000 (16.5 %) are foreign nationals. Of those the largest groups are from Turkey 16 000 (3 % of the overall population), from Poland 8500 (1.5 %), from Ukraine 4500 (0.8 per cent), from Greece 3300 (0.6 %). The remaining 57 000 are from multiple other countries. (Figures of November 2016 and earlier)

Starting with 2015, large numbers of refugees came to Germany, especially from Syria and other countries of the Middle East and North Africa.

It is currently not possible to give a reliable number of those accommodated in Lower Saxony. Estimates say that in 2015 about 800 000 refugees came to Germany, and calculated by the established way of distributing refugees to federal provinces, this should have brought about 80 000 to Lower Saxony (which has a population of about 8 million), and, by way of analogy, about 5000 to Hannover. However, as refugees tend to concentrate in larger cities, the real number in Hannover might be considerably higher.

*History*

Kargah e.V. started in 1980 as a self-help organisation of refugees from Iran who formed this group in order to give each other support in all the questions coming up with starting a new live in a completely foreign environment (language, culture, habits, institutions) after a rushed flight from their home country.

In 1986 the organisation was registered with the authorities under the name of Kargah e.V. (Kargah meaning 'workshop' in Farsi), as a charitable non-profit organisation according to the German associations law.

Subsequently, Kargah extended its activities – not least by making use of financing from various levels of government including Hannover municipality – into the province of Lower Saxony. In 1991, Kargah was selected by the government to run an advisory centre for refugees and immigrants. Starting with 1996, Kargah also offers education and training for immigrants and refugees, especially in terms of language and vocational training, again based on funding provided by authorities.

*Objectives*

Today, Kargah is active in a broad range of activities. Additionally to the institutionalized counselling and education offers, Kargah has

- Cultural events
- Library with 17 000 titles, claiming to be the largest collection of Iranian literature in Europe
- Café with internet access
- Women's group
- Hotline and counselling service for women and girls (focusing male violence and forced marriage),
- Activities for families and children
- Music classes, sports events

Kargah gives immigrants a voice in the political arena, e.g. in various bodies attached to the City Council. Kargah is also active in neighbourhood-oriented social work, especially for children.

#### *Beneficiaries*

Final beneficiaries are immigrants and refugees in Hannover who can – and do – use the various offers by Kargah e.V.

In a wider context, the overall community in Hannover is also a beneficiary, as Kargah e.V. contributes considerably to community cohesion and integration of immigrants.

#### *Community participation*

**Individual citizens** are involved in almost all activities of Kargah e.V.

**Other associations** cooperate with Kargah, or are intertwined with it in a network of organisations. This includes other immigrant self-help organisations, and the established social welfare organisations of the Churches, etc. who cooperate with Kargah e.V. on various levels. It also includes various publicly funded adult education providers.

**Public authorities** such as the municipality of Hannover or the government of Lower Saxony are involved by

- long-term financing part of the work (counselling services for example)
- short-term project based financing of various activities, including social work and research

A remarkable trait of Kargah is that it succeed, starting as an immigrant self-help organisation, to adjust well to the cultural and institutional peculiarities of Germany. Kargah has proven able to perpetuate its activities over more than 30 years by extensive networking both with peer associations, and the various bodies of government.

Kargah claims that in size and character it is unique in Europe as it does not focus a special nationality or cultural background (as many other self-help organisations do) but has members and contributors using 15 different languages.

Kargah e.V. is a registered based on the German associations law. As such it has registered members electing a Board. Long-term president is Ashgar Eslami, a structural engineer by training who fled Iran in 1979 and was one of the founding members of Kargah in 1980.

#### *Governance*

Main tasks in management are overall coordination (with two full-time employed general managers), public relations, coordination of the education and qualification activities, coordination of the consultation activities (advisory bureau), coordination of cultural activities, coordination of women advisory activities, (preventing domestic violence etc.), Library, and coordination of the Neighbourhood work.

For the many projects run on government and municipal programmes, interim and final reports have to be submitted to show compliance with the targets set in the funding agreements.

An important body in Kargah's governance structure is the Steering Committee, consisting of representatives of all departments. This is the place where problems of internal cooperation are solved, and where decisions are made for the future development of the association.

### *Funding*

Although Kargah is a private charitable association, the lion's share of its work relies on government or public funding. Funding is bound by contract to specific activities, such as maintaining a counselling centre with a certain staff number, and reporting regularly back to the authorities who provide the money.

Most important providers of funding are the Hannover municipality, Hannover region, the provincial government of Lower Saxony, European Social Fund, the Federal government, the Employment Agency and the Federal Office for Migration and Refugees (BAMF).

The current headcount of salaried employees at Kargah is about 75. Numbers are volatile because activities are financed on a project base depending on availability of financing from government structures.

Additional support in non-financial form comes from volunteers who engage in Kargah's various activities. Donations are also accepted.

### *Annual budget*

In our meeting with Kargah, the representatives hesitated to disclose the annual budget without previous consultation of other management staff. A rough external estimate can however be made based on the number of employees. With 40 full-time equivalents salaries should be in the range of 1.2 to 1.5 million euros per year. Another large budget item will be rent and consumptives for the venues, so that something in the area of 2 million euros per annum seems realistic.

### *Taxation privileges*

As a registered association with charitable purpose, Kargah can receive donations which the donors can deduct from their income tax.

Kargah currently (2017) has a staff of 75 salaried employees (or 40 when counted as full-time equivalents) from 20 different countries.

Another 45 or so individuals contribute as volunteers, some regularly, some occasionally e.g. during larger events.

Important contracts for Kargah are obviously the contracts for the rent of their various venues, and the funding agreements with various levels of government for their numerous projects.

The most important legal act for Kargah is the German Associations Act under which it is registered. In their daily work, Kargah often has to deal with the various acts regulating the legal status of foreign nationals, refugees and asylum seekers in Germany.

### *Decision Maker's Perspective*

Dr. Peyman Haghighi is the coordinator of Kargah's Education and Qualification sector. He is also a member of the Steering Committee, where representatives of all departments meet to discuss important issues and decide how to develop their activities. Peyman came 1984 to Germany from Iran, like the founders of Kargah. He knew the group, but was not part of it at that time. Prior to his current position at Kargah, Peyman worked as a university teacher in Hildesheim and Hannover.

Looking back: when the organisation was launched, where there specific problems?

As an important step he sees opening the initiative from a Iranian-based students association towards an intercultural association open to and working with people from all possible countries and cultural background.

*Employees*

*Important contracts*

*Important legislation*

*Challenges at start-up*



Other important steps were, of course the formal steps, e.g. registering as an association, and then getting access to public funding for various projects.

A continuing challenge is that Kargah does not get permanent (institutional) support even from its largest funders, the municipality of Hannover and the provincial government. Although Kargah has been an important contributor to moderating societal and demographic change for over 30 years, funding has remained project based. Hence it is a permanent challenge to create new projects fitting the expectations of donors, especially government programmes.

#### *Impact*

Kargah is a motor of change, says Peyman. “We have proven that we are able to transfer new ideas (coming from civil society) into government and into local administration. For example, Kargah was one of those who promoted the idea that refugees should get access to German language courses as soon as possible right after they have arrived in Germany and are accommodated in some facility, because this is the time when they are still open and interested, and have not yet rooted themselves into some parallel society. First, we organised such courses on our own. Quite a time later, decision makers in government understood our approach, and it became official policy to offer German language courses as early as possible. So, as a result, one can say that Kargah on the long run helps improve state institutions work better.”

“We are experts in the area of everyday life of refugees, because we are refugees ourselves.”

“Kargah as a migrants organisation is extraordinary, because we are completely multicultural, unlike other organisations who tend to be dominated by one nationality or region. I think, our way is a very future-oriented, because people from different countries and different

regions of the world will more and more need to learn to work together. With our diversity, we also reflect the current development of society. Or, in other words: if we like it or not – we are compelled to be intercultural.”

“Another strength of our organisation and especially its internal structure is that we can act on multiple levels and in multiple areas, and we use this in order to solve problems of those who ask for our help. We try to look at the needs of our clients in an integrating way. For example, a mother of small children who turns to us for some problem to solve, e.g. to find a German language course for herself, will find at Kargah not only this but also support for finding employment, a group for mothers to discuss problems related to the upbringing of children, leisure time activities, new friends, etc. These things are interrelated, and it is our strength that we indeed see them as such. Accordingly, in our various projects and activities we always try to see the synergies and interdependencies.

The projects Kargah is running, or in which Kargah is part of the consortium, use for evaluation quantitative indicators typical for social work: numbers of persons who use advisory services, numbers of people calling a hotline, numbers of people brought into employment or having successfully passed an training and exam. Qualitative indicators would include an assessment of the general climate of Hannover’s society: is it growingly open, tolerant and intercultural, or are there more conflicts along lines of ethnicity and religion?

Kargah has very good visibility in Hannover, not only through their website, but especially through their many projects and their public events. Also, the main venues of Kargah are at a very visible place in a street connecting the Linden neighbourhood which is a focal point of multicultural and student life in Hannover with

#### *Evaluation methods*

#### *Visibility*



a popular park, so many people just know Kargah because they pass there. The main venues are located in an old industrial area now used predominantly by NGOs and alternative economy projects. Kargah is part of this environment.

#### *Prospects*

Kargah currently is trying to get (even) more professional in its way of working. Of course, with 36 years in existence, an impressive headcount of 75 employees and many projects supported by government funding, Kargah has been a professionally working organisations for a long time anyway. However, with its activities constantly expanding, Kargah responsables now feel they should generally re-think the way of working. This is currently being done in the Steering committee consisting of representatives of all departments and relevant projects.

One target they have, says Peyman, is trying to even more contribute to an open, diverse and tolerant society.

#### *Refugees*

*Would the organisation be able to include refugees in its operations?*

Kargah is anyway working with and for migrants of various kind, including refugees.

#### *Professional's Perspective*

Refi Kahveci-Salman, in her 30s, is an agricultural engineer by education who has been working as a social worker for 10 years. Since 2012 she an employee at Kargah.

Her first task was in a project by the name of XENOS II that run for three years to help young people in disadvantaged positions to achieve a secondary education certificate (Hauptschulabschluss, low level of secondary

education), both for youths from migrant families, and locals.

Currently (2017), she is one of three experts at Kargah working for a project called AZF3 (*Arbeitsmarktzugang für Flüchtlinge*) to help refugees and asylum seekers find employment. Kargah is one of the organisations in AZF3 who are responsible for a certain area of Lower Saxony. The project is financed by the Federal Ministry for Labour and Social Affairs and the European Social Fund.

Refi's task is personal consultation, includes helping her clients check their papers (if such are available), contact employers, give relevant information about the education system, find education pathways that are appropriate for her consultees, establish contact to training programmes e.g. for German language or vocational training, and cooperate with the Employment Agency for example in order to make sure that a consultee gets the required permissions for work. In the last year (2016) 367 individuals were registered as clients who got support through the AZS3 project.

Refi likes this project because it has an unusually long implementation time of four years (2016-2019) which allows her and her two colleagues to really concentrate on the actual work to be done. "Otherwise, the shorter a project implementation phase is, the less energy you have to concentrate on the actual service you provide to people, because in the second year or so you already have to spend time and energy to develop new projects and submit applications for them."

## Researcher's Assessment

<b>Centrality of citizens</b>	✓
<p><i>"Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"</i></p>	
<p>Although many of Kargah's activities rely on financing received through various government programmes, Kargah is an independent NGO, run by immigrants (plus some locals). Crucial however, in the context of the MILAR project is that Kargah started as a grass-root immigrant organisation back in 1979. It then succeeded in adapting to the German institutional background and has been able to secure considerable funding on the policy level.</p>	
<b>Involvement of beneficiaries / co-production</b>	✓
<p><i>"Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"</i></p>	
<p>Both "yes" and "no" would be legitimate answers.</p> <p>On the one hand, Kargah was started by a group of immigrants from Iran, and still is run by them plus others who joined the group later, and many immigrants (and Germans) are involved in activities on many levels. So: "yes".</p> <p>On the other hand, the majority of beneficiaries today – immigrants using the counselling services, language courses etc. – are not necessarily actively involved in managing or running the organisation. Kargah is a relatively large and robust organisation with a number of core stakeholders who act relatively independent of the majority of "users" of Kargah's services. This would justify also answering "no" to this question.</p>	

<b>Benefit for community welfare</b>	✓
<p><i>"There is a benefit for community welfare (community: a number of people living on the same territory)"</i></p>	
<p>Main benefits are</p> <ul style="list-style-type: none"> <li>• Availability of an open space / meeting point / forum for immigrants to get in contact to each other, and to German overall society</li> <li>• Specialized counselling services for specific problems such as forced marriage</li> <li>• Networking between immigrants organisations and the broader German context</li> </ul> <p>One may, however, add, that some of the benefits would be available even if Kargah did not exist, because some of them are government programmes commissioned to Kargah which, if Kargah did not exist, would possibly be commissioned to other organisations.</p>	

# Gemeinsam.Welten.

## Teilen!

### Together.Words.Sharing!

*For brevity in what follows we call this initiative just „Sharing Worlds“.*

*Sharing Worlds* is a grassroots initiative of refugees Summary

and other predominantly non-German-natives in the town of Hannover, Germany. The initiative currently (June 2017) counts about 15 members who more or less regularly attend biweekly meetings and participate in activities and events. The core idea of *Sharing Worlds* is to make immigrants – who are often seen as mere recipients of financial aid or other forms of support – use their existing skills and knowledge and to experience themselves as contributing, active members of society. To that end various activities are organised, all designed around the idea of getting in contact with other parts of society, and share experience and knowledge. An important impulse for starting the initiative in early 2016 came from a local German teacher and musical artist then working for one of the established migrants organisations in Hannover. She started to bring people together to develop the idea. The initiative got financial support in form of a one-off payment of 6000 euros from the municipality of Hannover.

Main activities are

- Regular social events for sharing experience about life in Germany
- Organizing events
- Presentations and lectures on various topics

*Main activities*

- Various other activities to interlink with the overall society

*Sharing Worlds* is located in Hannover, capital of the German province of Lower Saxony. The town has about 500 000 inhabitants.

The Hannover area has a standard of living typical for Germany, and perhaps slightly higher than the surrounding rural areas. Hannover is the industrial and economic centre of the wider region. Other areas of Lower Saxony have more prominent structural problems resulting in higher unemployment rates as a consequence of the decline of older industries.

As the capital of the province, Hannover as a very dense network of social, cultural, and educational institutions, and principally good conditions for employment and education.

Refugees in Hannover receive all the forms of support usual for Germany. The main problem for immigrants is integrating into the new environment and society, achieving the skills needed for the labour market (usually starting with learning German), and particularly making steps out of their closer “immigrant community” and get into closer contact to overall society, including its German speaking parts.

Immigrants and refugees are often seen as exclusively as recipients of something: financial support, housing, social care, language courses, etc. And indeed, their living conditions, including their legal status, often prevent them from being more active members of society.

The core idea of *Sharing Worlds* is to make immigrants and refugees actively use their existing skills and knowledge in order to turn things around and become active members of society. *Sharing Worlds* is about creating new opportunities for those who participate to experi-

ence themselves as knowledgeable, active, powerful and contributing.

To this end, various forms of active participation in the wider society are being organised and/or planned. One activity is preparing presentations about the countries of origin, or about topics related to the vocational/professional background of individual members.

Special emphasis is being laid on finding situation, locations and audiences that help create an atmosphere of true interest. For example, students of a vocational school may be interested in what a Syrian refugees can tell about his work conditions in the same vocation back home in Syria.

The vision is to set up a pool of (immigrant) speakers / presenters who can be requested for presentations in Hannover and the wider region.

Currently (2017) the group plans to organise a larger BarCamp style event for sharing experience.

Final beneficiaries are the immigrants who participate in *Sharing Worlds*. Their number is currently about 15 in total. They come from various countries including Syria, Egypt, Afghanistan, Ecuador, Turkey, Poland, etc.

In a broader sense, however, also their immigrant peers and overall society benefit from this initiative – whoever gets in contact with them during events.

Giving a number of beneficiaries is difficult; a possible guess is several hundred people, including local citizens and refugees in the Hannover neighbourhood of Stöcken, where several events have taken place, and attendants of a number of larger, public events in Hannover where *Sharing Worlds* presentations were part of the programme.

The predominant form of participation is currently participation of **individual citizens**: the immigrants them-

#### Beneficiaries

#### Community participation

selves, as well as a number of local (German) citizens who support the initiative.

*Sharing Worlds* emphasises that the group is open for citizens of any kind, be it immigrant or long-term resident, since the idea is to bring people together. The core group, however, is still consisting predominantly of non-German-natives.

The initiative cooperates, on a case-to-case basis, with a number of **local NGOs**, particularly NGOs of immigrants self-representation.

More stable ties have been established with an association called *Paritätischer Wohlfahrtsverband* (PWV), one of the large providers of community-driven social welfare in Germany. PWV is an umbrella organisation of organisations working in the fields of community work and social care. They are also involved in caring for refugee. Activities in cooperation with *Paritätischer Wohlfahrtsverband* included a cookie baking meet-up on Saturday afternoon before Christmas which brought together members of *Sharing Worlds*, local citizens in the Hannover neighbourhood of Stöcken and refugees accommodated in a refugees home in Stöcken.

**Public authorities** are involved in form of the Municipality of Hannover, who contributed a one-off payment of 6000 Euros to this initiative. This was the result of this initiative winning a small local contest of best new ideas for improving community cohesion. However, no continuing involvement of the municipality is so far expected.

Given the small size of the group and its informal setup, questions of governance are not a primary concern of *Sharing Worlds*. The group decides on their activities in an informal democratic, personality driven way during their meetings by suggestion, discussion and acclamation.

Governance

Some form of control guidance is applied through the teacher who started the project and has the responsibility to finally justify the use of the 6000 euros one-off payment they got from the municipality by an appropriate report.

One member of the group, a refugee from Syria, Khaled al-Raghiban, 28, a medical doctor by training, has taken on the role of a spokesperson of the group, especially since the German initiator moved away to Berlin to continue her career there.

The initiative received a one-off payment of 6000 euros from Hannover municipality as result of a public contest on new ideas to improve societal cohesion.

The budget is still under administration of the German initiator of the group, in close co-ordination with the group itself and its informally elected spokes-person Khaled.

The money is being spent on current needs such as venues or material. A regular element of cost is the rent for the venue that the group uses for its biweekly meetings. This is a venue belonging to one of the parishes of the Protestant Church in the Hannover city center.

A small part of the sum is planned to be used for fees.

Various NGOs and other stakeholders of social work in Hannover have been contributing by providing venues for one-off or regular events in at the time when the group established itself.

Given the group's informal nature, its small size and restricted financial abilities it is clear that there are no employees. All members can be seen as volunteers dedicating their time and energy for the project.

For roughly calculating the volunteers time "invested" we can multiply the number of participants at regular meetings with the number of meetings: 10 participants,

*Employees & volunteers*



biweekly meetings, 4 hours 80 hours per month, or 120 days per year.

#### *Important contracts*

Currently there are no contracts that would be crucial for the existing or the work of the initiative. There is of course an agreement on the rent of the venue for the bi-weekly meetings, but similar agreements could probably easily be made with other organisations.

#### *Important legislation*

As the group is still informal and so far has not made steps to establish a registered association (charity, cultural club, or whatever), there is no legislation of importance for them.

#### *Visibility*

The visibility of Shared Worlds could be improved. The group has a beautifully designed leaflet – which is an important give-away in meetings with other organisations or potential partners – and it uses Facebook and another social media site in order to post messages and find dates for events, etc., but there is hardly a way you would find the initiative when searching for it, or to know about it if you do not have personal contact to them. Some local visibility is of course given at the places where they organise their events, especially the biweekly meetings.

One interesting observation is, however, that due to the very specific and unique name and spelling – Gemeinsam.Welten.Teilen – the initiative is very easy to identify by search machines in the internet, e.g. when searching for events that were reported in online media.

### *Member's Perspective*

Due to the small size and informal structure of the group, a division between decision makers, professionals and beneficiaries does not make much sense for this initiative. However, we introduce one of the central figures here, who may be seen as fulfilling all three roles.

Khaled al-Raghban, aged 28 (in mid 2017), is a young medical doctor from Aleppo, Syria. In early 2016 he came to Germany, via Turkey, happily with a regular visa obtained based not least due to his professional background. Other members of his family – the parents and two brothers, particularly – are still in Aleppo. Khaled first was in Tübingen, a town in the Southern parts of the country, with a famous university, however, in a region where most people speak stark dialect which is extremely difficult to understand, not only for foreigners. This was one reason why Khaled finally decided to move to Hannover where colloquial German is very close to the standard (written) variety. He had the luck to quickly find an apartment in the house of an elderly lady, which considerably helped him to get used to using German, better than only from attending a course. Therefore, Khaled's German is now, after about one year, extremely good, and Khaled is on his way to get the necessary licenses to get employment as a medical doctor in a hospital.

Khaled is a driving force behind *Sharing Worlds*. He believes that it is crucial for refugees to quickly get into contact with the new society they are living in. Therefore he sees living in a refugees accommodation centre as the last favourable option. Similarly, he wants immigrants from different countries to get together in order to share their experience. Members of Shared Worlds come from seven or eight different countries, some of them are newly arrived, others are here for several years and accordingly have a lot of experience about the peculiarities of life and society in Germany they can share.

Khaled sees a lot of opportunities to get into contact with people. He is a very good ping pong player, and he joined on of the Hannover sports club to practice this sports. Joining a sports club is usually cheap in Germany because the clubs get solid support by municipality,

#### *Challenges at start-up*

which e.g. provides the gymnasium, swimming pools etc. without charging the clubs. Moreover, refugees often are accepted for free, as a means to support them and to allow them join the club although they have very little money, but Khaled does not see many refugees making use of this opportunity. He wonders why.

#### Prospects

Khaled's vision of the initiative is simply it getting the next projects done, e.g. organising thematic events on the countries of origin of the group's members, or a larger Barcamp type event during the next months.

#### Refugees

*Would the organisation be able to include refugees in its operations?*

The organisation consist chiefly of refugees (and other migrants). However, Khaled emphasises that the idea is not to continue it as a migrants-only organisation. Rather the idea is to be very open for everybody, including, of course German natives.

#### Mentor's Perspective

Dorothee Herrmanni, aged 40, is a teacher of German for foreign students, and a musician and comedian. She has a Master's degree in History and Political Science, and has worked in adult education for a number of years, including one year as teacher of German language at a renowned university in the USA. At the time when *Sharing Worlds* was founded, she worked as a researcher in one of Hannover's larger (public funded) migrant organisations on a project on integration of migrants, and especially their desire or reluctance to accept German citizenship.

It was in this environment that she developed the idea of setting up the group that then developed into the project *Sharing Worlds*. The concept for the initiative was developed together with a number of refugees and

other migrants who were connected via various informal networks.

One important motor for driving things further was a contest organised by Hannover municipality for new ideas how integration of refugees could be promoted outside standard approaches. Dorothee organised the group to develop the overall idea and did the paperwork for submitting the project to the municipal jury.

#### Impact on society

Dorothee is inspired by the idea to give people space to develop and demonstrate their potential. Working with migrants, refugees and other people from abroad who live in Germany but are somewhat at the margin of society, she saw that many of them have abilities, but often do not have an opportunity where to use them.

About the concept of *Sharing World* she says: "It is so inspiring to share one's skills with others. We founded *Shared Worlds* to be a growing group of people from anywhere in the world who come together to develop ideas, make knowledge visible, and organise events. We are keen to learn about new ideas – they power us up and motivate us. In our events, we present what we know best, what moves us, and we plan things that get us forward. We also invite coaches to help us develop certain skills."

Researcher's Assessment

<b>Centrality of citizens</b> "Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"	✓
The group consists of its members. This is an immigrant grass root organisation, although a German local gave the initial impulse.	
<b>Involvement of beneficiaries / co-production</b> "Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"	✓
Beneficiaries are group members themselves. They formed the group in order to develop perspectives for their lives, in a difficult situation as newly arrived in a society unfamiliar to them.	
<b>Benefit for community welfare</b> "There is a benefit for community welfare (community: a number of people living on the same territory)"	✓
The core idea of this initiative is to benefit the community by helping immigrants to integrate into overall society.  A limitation is that the group's momentary size and impact is small. If this initiative grows, however, it can have quite substantial impact	

Apiary IGS List

Students' cooperative firm for beekeeping at List Comprehensive School

German: Schülerfirma Imkerei der IGS List

This initiative emerged out of a beekeeping project at the IGS List comprehensive school in Hannover.

In the 12 years of its existence it has grown into a firm, registered as a Students Cooperative under German law, running a mix of commercial, educative and social activities. Its central activity is beekeeping with about 20 beehives owned by the firm, 60 more owned by former students, and recently 40 additional ones serving for a research project on biological pest control. The social community aspect of Apiary IGS List is most visible in its education activities, and in its current project to train students in an orphans' school in Malawi to become beekeepers as a means of subsistence.

Main activities are

- Production and marketing of honey and other apinary products
- Education and training in the field of beekeeping
- Research
- International cooperation for sustainable development (Africa)

This initiative is located in Hannover, the capital of the German province of Lower Saxony, with about 500 000 inhabitants.

Environment

The Hannover area has a standard of living typical for Germany, and perhaps slightly higher than the surrounding rural areas. Hannover is the industrial and economic

centre of the wider region. Other areas of Lower Saxony have more prominent structural problems resulting in higher unemployment rates as a consequence of the decline of older industries.

As the capital of the province, Hannover as a very dense network of social, cultural, and educational institutions, and principally good conditions for employment and education.

### Objectives

The project started as a students' initiative at one of Hannover's comprehensive schools. Beekeeping was seen as an activity that could be used as a vehicle for education in a broad range of fields, e.g. biology, economy, crafts, local studies.

Subsequently, the teachers and students who run the project got engaged in additional activities.

- A curriculum was developed for a course "Bees, Insects, Invertebrates" that serves to cover part of the schools' programme across subjects. This course won the "Der Deutsche Schulpreis" 2007 award. Teaching aids are available to implement this course in other schools, too.
- A full-scale research project was started in 2016, with funding of 40 000 euros by the Robert Bosch Foundation. to explore the possibilities for using the book scorpion (Chelifer cancrivorus), a tiny pseudoscorpion native in Europe) for biological pest control in beehives. Two state-funded research institutions in Hannover and Celle participate in this project (TU Hannover and Apiary Institute Celle).
- Another project is about to be started this year (2017) in cooperation with a school for AIDS orphans in Malawi, Africa. The Apiary IGS List will provide beekeeping training to the students at this school, aiming at enabling the orphans to make their living out of the bee products. To this end,

two participants of the German Federal Volunteer Service will be resident in Malawi.

- As an add-on to the bee-keeping activity and the learning offers, Apiary IGS List is active in maintaining one of the local moors by untimbering it. The timber harvested in the moor is then used to produce various products for beekeeping and marketing (candlesticks, etc.)

### Beneficiaries of Apiary IGS List are

- Students of IGS List comprehensive school participating either in the cooperative (share price is 10 euros), or attending the training programme
- The public in Hannover, as the bees contribute to pollinizing in gardens, parks, agricultural areas, etc.
- Students of the orphans' school in Malawi
- Beekeepers and overall society in terms of the research on biological pest control in bee hives.

Various levels of community participation are visible in Apiary IGS List.

### Community participation

- Apiary IGS List is attached to the IGS List comprehensive school; one of the teachers is a member of the Advisory Board of the cooperative; thus the school as a public body has some influence on the activities of the cooperative
- Students, and former students, participate as members of the cooperative, and thus form the general assembly
- Individual citizens, not directly related to the school, also participate, e.g. as experts for particular trades needed in the business such as woodworking
- Apiary IGS List cooperates with larger civil society stakeholders to implement projects, e.g. the re-

search project on biological pest control (financed by Robert Bosch Foundation) and the the project on providing beekeeping training at an orphan's school in Malawi (financed via other sources of public funding)

#### Governance

Apiary IGS List is a regular cooperative, registered under a special legal framework for students' cooperatives. As a cooperative, it has the bodies typical for such:

- **General assembly**, consisting of the members (mostly students, but also other private individuals). Share price is 10 euros, each person has the right to hold one share, and thus each member has the same voting right for decisions made by the general assembly.
- **Executive committee**, consisting of five students
- **Advisory Board** of five members, including the teacher who is spiritus rector of the entire initiative, two former students, and two crafts experts

#### Funding

For its core activity, beekeeping and the marketing of its products, Apiary IGS List relies fully on the income generated by its sales activities. Annual turnover of selling honey is about 5000 euros (from about 500 kilos of honey). Some additional income is generated by selling by-products such as wax candles, candlesticks, etc. About 20 per cent of the income is re-invested in the business for the running costs such as buying the jars necessary for marketing the honey, 80 per cent are used for investment in equipment and venues.

The cooperative has venues in the old Langenhagen Watter Tower (in a park area close to Hannover). As this is public property, this can be seen as a non-financial contribution of the municipality.

Another form of public contribution is the work time of the teacher, Mr. Hans-Jürgen Ratsch, who supervises

Apiary IGS List formally (as member of the Board), and informally as spiritus rector of the whole initiative.

The spin-off projects are financed by third-party public and civil society partners:

- Research on biological pest-control in beehives (40 000 Euros for two years)
- Beekeeping training at an orphan's school in Malawi (funding: to be clarified)

As a cooperative, Apiary IGS List does not have employees. The work is done by its members, and volunteers.

*Employees & volunteers*

Apiary IGS List is a Students Cooperative following the respective regulations of such (see also Appendix of this book). Students Cooperatives, like other Students' Firms, are regarded projects of the school, not fully independent enterprises, but their economic activities are real. Students cooperatives are registered in the respective register of a cooperative umbrella and auditing association. As a project based in Lower Saxony, the specific regulations of this province for Students Cooperatives are important.

*Important legislation*



## Researcher's Assessment

<b>Centrality of citizens</b> "Centrality of single citizens or organized groups (volunteers, social workers, non-conventional actors, non-profit, associations, foundations, etc.)"	✓
As a registered cooperative, this initiative is based on democratic principles: each member has one vote in the General Assembly.  As a cutback to the aspect of "centrality of single citizens" may be seen that Apiary IGS List is anyway attached to a public school (IGS List comprehensive school), and its operation relies considerably on one teacher, Mr. Ratsch, who is able to spend a lot of energy on this project as this is part of his regular, salaried work. On the other hand, there are very active former students who have become private beekeepers and continue to work in the cooperative, either as members of the Advisory Board, as researchers, etc., so there is some potential for independent continuation.	
<b>Involvement of beneficiaries / co-production</b> "Active involvement of project final beneficiaries, with a co-production aspect in which subjects are both producers and beneficiaries of the services"	✓
Final beneficiaries: students at IGS List comprehensive school: fully involved  Final beneficiaries of spin-off projects, here especially the beekeeping training at an orphans school in Malawi: fully involved, especially as the idea is to create full-scale subsistence opportunities for the students.	

<b>Benefit for community welfare</b> "There is a benefit for community welfare (community: a number of people living on the same territory)"	✓
Benefit in multiple areas: <ul style="list-style-type: none"> <li>• Education and training</li> <li>• Food and health (local production and marketing of ecological products)</li> <li>• Benefit for the local ecosystem (bees' activities)</li> <li>• Benefit in terms of international cooperation for development (Malawi, Africa)</li> </ul>	

## Conclusions

It is one of the aims of the MILLAR project to explore the field of *Community Social Enterprises* (CSE) – or of organisations that could fit such a concept – in four European countries, not least in order to pave the way for a definition of a common European model for CSE. In Part 1 of the project, we analysed such organisations and compiled case studies on them. The collection of case studies is presented in this book.

Although both the methodology used in MILLAR and the necessarily limited sample of cases outlined in this book do allow only for a partial vision of the scenery, there are some interesting characteristics to be observed in the four country sub-sets:

German examples focus on the aspect of social community enterprise in general, without special focus on refugees. (Anyway during selection of the cases, attention was paid that the initiative be at least principally able to include refugees.) Most German examples in this book are genuine citizens' initiatives. They were not especially set up to help integrate immigrants. However, they could easily be adjusted to such ends.

Italian examples bring together the idea of social community enterprises (grass-root organisations with some economic, but predominantly community-welfare objectives) with active inclusion of refugees. They excel in their economic impact on those who participate in them and the surrounding society. This is due to the specifics of the Italian welfare system and other socio-economic and historical factors and cannot be easily copied in other countries.

Swedish examples emphasise the aspect of refugee inclusion, both socially and in the labour market. Moreover, we find in some of them so called economic associations (*ekonomisk föreningar*), a very practical since relatively easy to use form of corporation which would be ideal for grassroot initiatives, if only other countries made them possible. (Germany has in theory something similar with its *wirtschaftlicher Verein* (per § 22 BGB) however, apart from agriculture and forestry, such associations usually do not get the necessary permits by the authorities.)

Examples from the United Kingdom are centred around the idea of refugees or migrant self-help, as well as the idea of coaching and counselling of in-

dividuals, or, in one case, communities and government bodies. Legal action, legal counselling and influencing policy makers is a sector of activities that is more present in our UK examples than in others.

These differences should not be necessarily understood as indicators of generally dominating tendencies in the four countries. Rather, the characteristics that are visible in the four country sub-sets are a result of a) different focus and different interpretation of the underlying concepts in MILLAR by the partners who contributed to the project, b) different strategies how to select cases in practice, and c) differences in the focus on preparing oneself for the following steps in MILLAR, i.e. the steps for testing whether “Community Social Enterprises” are a feasible instrument for promoting refugee inclusion.

On the other hand, these difference may still be partly caused by structural differences in the four societies (or countries) under investigation. Clearly, the small set of cases and the restricted time available for doing the research does not allow for robust judgement, however, at least some hypotheses could be tested, although there is danger of reiterating some worn-out national clichés. These words of precaution being said, here a number of preliminary conclusions, country-wise:

The Italian cases seem to show a strong tradition of the cooperative movement: ordinary citizens with small capital assets getting together in order to set up a stronger economic entity, with more impact on the market, but with democratic government in the inside. The Italian examples moreover clearly reflect the current (2017) situation regarding refugees in Italy: their high numbers, their precarious situation, and especially their problems after they are recognized officially as refugees but are left without sufficient continuing support.

The Swedish examples showcase the high esteem and support of education and the high level of operation of educational organisations, as well as a Scandinavian sense of community, equality and individual responsibility for the common well-being. Moreover, it seems that Swedish legislation offers a lot more flexibility and hands-on opportunities for those who want to set up something like a cooperative company or Economic Association in a bottom-up approach with little start capital.

Cases from the UK seem to be strongly influenced by a long-lasting debate around community cohesion, as well as a strong tradition of self-help organi-

sations. This, of course, is both a consequence and a cause of the relatively high number of migrants (or their descendants) living especially in London, where our partner organisation predominantly operates and searched for cases.

In retrospect it seems that this study may have underserved a bit the rather important legal side of things. Many aspects of society can be interpreted properly only when the underlying legal regulations are understood in detail. From a European perspective, it becomes clear that these legal regulations are nothing that should be seen as carved out of stone: across Europe, quite different models are in use. It is a good idea to compare them and, on the long run, to use the opportunity to improve them, where better solutions are available.

To the general, the European Union is often presented as an area of homogenous legislation (and even living conditions). However, this is only on the surface so, or in certain areas of the economy and civil rights, etc. In reality, legislation and living conditions in the various countries differ extremely. We observed this in this project especially in the area of integrating refugees, and in the role of grassroots social economy. In a country such as Italy, where support to unemployed refugees (and likewise to unemployed locals) is weak, starting a grassroots initiative for instance in agriculture, horticulture, stock breeding or craft trades seems to be a very feasible option; whereas in countries that provide a relatively comfortable social system to everybody in need, without restriction in time, the impetus to start such an initiative in order to earn one's living is small.

Another obstacle is regulation, and especially regulatory cost. For example, in Germany, co-operatives reportedly must calculate cost of 1000-3000 euros per year merely for meeting the regulatory requirements and maintain their legal status – without any euro being invested into production or salaries. It would be highly desirable to have instruments at hands that allow individuals (both citizens and non-citizens) to start into economic activities more easily, with special respect to economic legal forms of limited responsibility. Germany actually has a legal instrument that would allow this (the so called *wirtschaftliche Verein* per § 22 BGB) which however currently is virtually inaccessible to people other than farmers and forest owners due to a practice of not issuing permits (on murky reasons) by the provincial authorities who have the mandate to issue such permits. Sweden, in contrast, encourages its

citizens actively to set up Economic Associations (*ekonomisk förening*), and consequently many of them are found to be operate. This is one lesson we learned from Sweden.

How difficult a certain legal and bureaucratic environment might ever be, one may conclude that:

- 1) Grassroot social economy initiatives are possible everywhere, under any conditions. Sharing the example is worth the effort, because often the biggest obstacle is just the lack of good examples.
- 2) Conditions for social economy initiatives, both in terms of legal requirements and in terms of the societal background, vary extremely.
- 3) A high degree of expertise is necessary to start a CSE; the more regulated a country and a country's economy is, the more expertise is needed; this is a crucial obstacle refugees are facing. Setting up an CSE requires excellent knowledge of the legal and societal background, and a set of skills to quickly adapt to the environment; and of course managerial and social skills necessary for any self-supporting economic activity. Here, supportive structures for start-ups in the area of CSE would be very helpful.
- 4) Regarding CSE, definitely a good way to go is combining local expertise (of sitting residents) and the workforce, energy, and necessity to get a foot on the ground brought by refugees. The case of TERN in the UK can be used as good practice here, although from a theoretical standpoint of concepts introduced in the first part of this book one might see an imbalance in terms of decision making (by sitting residents) and recipients of support (migrants, refugees).
- 5) Not surprisingly, the first issue that must be resolved for economic activities is language. This is for obvious reasons less visible in the UK, but extremely visible in countries such as Germany, Italy or Sweden where languages are spoken that do not have similarly ubiquitous international presence.

## Appendix

## Abbreviations

AGM	Annual General Meeting (usually of associations)
AMIF	Asylum, Migration and Integration Fund (of EU)
BGB	(German) Bürgerliches Gesetzbuch / German Civil Code
CAS	(Italian) Centri di Accoglienza Straordinaria (Italy)
CEAS	Common European Asylum System
CVS	Council for Volunteering Service (UK)
DAF	(German) Deutsch als Fremdsprache / German for Speakers of Other Languages
EARDF	European Agricultural Fund for Rural Development
ERDF	European Regional Development Fund
EFI	Ethical Fashion Initiative of the UN International Trade Centre
EGM	Extraordinary General Meeting (usually of associations)
EIF	European Fund for the Integration of non-EU immigrants
EMN	European Migration Network
ERF	European Refugee Fund
ESF	European Social Fund
ESOL	English for Speakers of Other Languages
FAMI	(Italian) see AMIF
FEASR	(Italian) see EARDF
FESR	(Italian), Fondo Europeo di Sviluppo Regionale, see ERDF
FSE	(Italian) Fondo Sociale Europeo
GAL	(Italian) Gruppo di Azione Locale – Local Action Group
NEET	“Not in Education, Employment, or Training”. The term NEET refers to people between 16 and 24 who are no longer in compulsory schooling and yet have not taken on employment, further education or training schemes such as apprenticeships.
RCO	Refugee Community Organisation (UK)

RF	European Return Fund (not to be confused with ERF, see above)
SPRAR	(Italian) Sistema di Protezione dei Richiedenti Asilo e Rifugiati
VCS	Voluntary and community sector (UK)

## Policy background

### European Policy on Integration of Third Country Nationals – 1990 to 2016

Immigrant integration policies in the EU are a national competence.

The EU has nonetheless periodically set priorities and goals to drive EU policies, legislative proposals and funding opportunities since the 1999 *Treaty of Amsterdam*. The 2004 Common basic principles represent another a stepping stone as they have guided and continue to guide most EU actions in the area of integration. Since the signature of the *Treaty of Lisbon* in 2007, European institutions have the mandate to “provide incentives and support for the action of member states with a view to promoting the integration of third-country nationals”.

Here is a timeline of how the EU has been shaping the integration of third country nationals during the past two decades.<sup>3</sup>

#### 1999 to 2004: Genesis of a common policy

With the *Treaty of Amsterdam*, the integration of migrants from non-EU countries became affected by EU policies for the very first time. Adopted in 1997, the treaty entered into force in 1999. From then on, the EU could take appropriate action to combat discrimination, including those based on racial or ethnic origin and religion or belief. The EU was also to develop a common immigration policy which was guided until 2004 by the so-called *Tampere Programme* wherein Member States agreed that the aim of such policy should

<sup>3</sup> Source: <https://ec.europa.eu/migrant-integration/the-eu-and-integration/framework>, slightly adapted to the purpose of this book



be to grant third-country nationals rights and obligations comparable to those of EU citizens.

### 2005 to 2010: Knowledge exchange

Until 2010, the *Common Agenda for Integration*, presented by the Commission in 2005, was the strategy document providing the framework for the implementation of the EU integration policy. It contains a series of supportive EU mechanisms and instruments to promote integration and facilitate exchanges between integration actors.

### 2011-2015: Funding for Integration

Prior to the 2016-2017 Action Plan, migrant integration issues were guided by the *European Agenda for the Integration of Third-Country Nationals*, adopted in July 2011. The Agenda, which covered the period 2011-2015, focused on increasing the economic, social, cultural and political participation of migrants and fighting discrimination, with an emphasis on local actions. It also already explored pre-arrival measures and the role of countries of origin in integration. The multiplicity of funding opportunities made available is another major legacy of this period.

### 2016 - forward: The holistic approach

The June 2016 *Action Plan on the Integration of Third Country Nationals* is the latest goals setting document published by the European Commission. It provides a comprehensive framework to support member states' efforts in developing and strengthening their integration policies, and describes concrete measures the Commission will implement in this regard.

## Legal Background

### Sweden

#### Social Entrepreneurship in Sweden

For social enterprises, the goal is to create social benefits for the individual and the society. They can be active in many different areas and organized in different business forms and run by individuals, groups or non-profit organizations.

#### Work Integrating Social Enterprises

Work Integrating Social Enterprises aim to create jobs and ways to the labour market for groups that have difficulties to enter the labour market. The companies have "dual" business ideas. They sell work training, rehabilitation, employment, etc. to the Employment Service and municipalities while producing and selling products and services on the market. Human needs for work, participation and the conditions of the individual are in the heart of the company's operations and development.

Typical activities of Work Integrating Social Enterprises are property services, production of custom designed furniture, gardening services, café and catering, and household services

Work Integrating Social Companies are often initiated by non-profit organizations that sometimes choose to let the business formally become part of the original organization. Others choose to let the social enterprise become independent as a separated non-profit organization or a limited company. The business may then be wholly or partly owned by the organization that took the initiative.

There is no obvious corporate form for Work Integrating Social Enterprises. They may be organized as an economic association, limited company, non-profit association or foundation. The type of business chosen depends on how the business is to be owned and managed. Often they are organized as social work cooperatives and then in the form of economic associations.

## Economic Association

Three people are required to start an Economic Association (*ekonomisk förening*). An Economic Association must promote the economic interests of its members. This means that the members should benefit financially from their participation in the association. The benefit can, for example, be employment, a better price or lower costs. The size of the contribution each member has to pay can vary from 1 Swedish *krona* upwards.

## Taxes and contributions

The association pays corporate tax of 22 per cent on its profit. Profit that is distributed is taxed in the members' tax returns. If a member is employed by the association, the member receives a salary. This income is taxed in the same way as for other employees. The association pays social security contributions and deducts preliminary A-tax.

## Company registration

1) Register with the Swedish Companies Registration Office: An Economic Association must be registered with the Swedish Companies Registration Office (*Bolagsverket*). Registration has to take place no later than six months after the decision was taken to form the association. Following registration, the association becomes a legal person and is provided with nationwide protection for its name. One can use online service to apply for this permit..

2) Tax registration: once the association is registered with the Swedish Companies Registration Office and has been allocated a corporate identity number, one can register the association with the Swedish Tax Agency (*Skatteverket*). One has to apply for F-tax and VAT registration and register as an employer. You can use online service to apply for this permit.

## Social Enterprises and their Cooperation with Public Bodies

Work Integrating Social Enterprises may exist in all industries and produce products and/or services of various kinds. What all social enterprises have in common is that they are also providers of services to the public sector. Services like rehabilitation, job training, work, daily activities, employment, etc.

This means that starting such an enterprise always includes contact and some form of agreement with the Employment Service and/or the municipality.

Cooperation with authorities and municipalities is about what services the enterprise can perform and how to get paid for them, but also about which persons will be able to take part in the services, or any employment support that is relevant.

## Cooperatives

Cooperatives are groups of people who voluntarily cooperate to meet their common economic, social and cultural needs and desires through a jointly and democratically managed company or business. Around the world they generally work according to the same basic principles and values adopted by the International Cooperative Alliance in 1995. These principles have their roots in when the first modern cooperative was founded in 1844 in Rochdale, England.

The most common corporate form for cooperatives is the form of Economic Association (see above). Work or employee co-operatives exist in almost all industries in Sweden. They can be grouped depending on what they manufacture or sell, for example, craft cooperatives, architectural cooperatives and day-care cooperatives.

Cooperative companies are based on the values of self-sufficiency, personal responsibility, democracy, equality, justice and solidarity and ethics.

## Legal form of the cooperative

A cooperative can be run in any form of business, however, the most common is an Economic Association (see above). An Economic Association has at least three individuals, companies and/or associations as its owners/members. This corporate form is created to suit cooperative companies as it enables both growing and shrinking the number of partners/members quickly and easily. An Economic Association also allows every partner/member to have equal influence.

### *Shared responsibility*

In a cooperative, all partners / members have equal power and have the same share of participation. The strength of the cooperative company is to share responsibilities and difficulties as well as success and profits. Nobody can get a better deal by investing more. Instead, focus is on democracy and joy at work.

### *Voluntary and open membership*

Cooperative organizations are voluntary organizations open to anyone who can use their services and assume membership responsibilities – without discrimination on gender, social status, race, political or religious beliefs.

### *Governance*

Co-operatives are democratic organizations governed by the members, who actively participate in setting goals and guidelines and in decision making. The elected representatives are responsible for the members. Members have equal voting rights (one member, one vote).

### *Different Kinds of Cooperatives*

**Citizen Cooperative:** Just as the name says, the members / owners of a citizens' cooperative are those who live at the respective place (town). The cooperative business may be about running a farm, a school or a health centre.

**Employee Cooperative:** There are many different types of employee cooperatives. Preschools are often run as a employee cooperative. But there are also communication agencies, architectural offices and other businesses in the service sector owned by the staff.

**Do Cooperatives (User Cooperatives):** Often personal assistance is carried out through user cooperatives. Members/owners of such cooperatives are those who receive the services provided (personal assistance).

**Producer Cooperatives:** Producer Cooperative is an association of manufacturers in a particular industry. Distribution of business based on what the company manufactures or sells. The members of a producer cooperative sell to the cooperative.

**Small Business Partner:** Sharing premises or marketing together and taking home business together are examples of this form of business collaboration. It's a smart way to both grow and grow as a business. Equality and influence are important keys in business collaboration.

**Social Enterprises** (see above): Many social enterprises are run in cooperative form.

## *United Kingdom*

### *Regulations*

The following section outlines legal regulations governing economic entities such as cooperatives and other CSE-type entities in the United Kingdom. Section contributed by Ealing Equality Council.

### *Cooperative and Community Benefit Societies Act 2014*

- The main governing Act, the Industrial & Provident Societies Act 1965 was replaced by the Cooperative and Community Benefit Societies Act 2014.
- Other secondary pieces of legislation relating to societies have been consolidated by the new Act.
- Societies now register as either a Cooperative or as a Community Benefit Society. Societies registered prior to 1 August 2014 are known as 'registered societies' or 'pre-commencement societies'.
- Governing document permitting, individual members can now invest up to £100,000 via withdrawable share capital.
- Company insolvency procedures now apply to societies.
- Company Directors' disqualification procedures now apply to societies.
- New rules apply to how a society may refer to its registered status on society documentation.
- Sponsoring bodies, including Co-operatives UK, have updated their model governing documents for societies.



## The Cooperative and Community Benefit Societies and Credit Unions Act 2010

What are the most significant features of the new legislation?

Four new pieces of legislation and new regulatory guidance reform the law that applies to cooperative societies and community benefit societies in 2014:

- From 1 August 2014: The *Cooperative and Community Benefit Societies Act 2014* consolidates and brings together all the legislation governing societies and changes their name. It also introduces registration as either a cooperative or a community benefit society rather than as a society which shows it is one or the other.
- From 6 April 2014 six statutory instruments changed the law to facilitate the use of societies for businesses: The *Industrial and Provident Societies and Credit Unions (Arrangements, Reconstructions and Administration) Order 2014 SI 2014/229* used the power granted by section 255 of the *Enterprise Act 2002* to apply the insolvency rescue procedures of creditors' voluntary arrangements, administration and schemes of arrangement under the *Insolvency Act 1986* and the *Companies Act 2006* to societies. This puts insolvent societies in the same effective position as insolvent companies.
- The *Cooperative and Community Benefit Societies and Credit Unions (Investigations) Regulations 2014 SI 2014/574* apply part 14 of the *Companies Act 1985* to societies so that the FCA have powers equivalent to those available to the *Department for Business Innovation and Skills* (BIS) for companies where they take the view that fraud or other wrongdoing requires the inspection or investigation of a society. This will increase confidence in societies as they are subject to the same investigation regime as companies.
- The *Industrial and Provident Societies and Credit Unions (Electronic Communications) Order 2014 SI 2014/184*, made under sections 8 and 9 of the *Electronic Communications Act 2000*, permitted the electronic submission of a single registration document to the FCA when an application was made to register a society. Its amendment of the 1965 Act is consolidated by section 3(1)(b) CCBSA 2014. This adds to the ability of societies to use electronic communications. The *Industrial and Provident*

*Societies (Increase in Shareholding Limit) Order 2014 SI 2014/210* used the power available to HM Treasury under section 2 of the *Industrial and Provident Societies Act 1976* to raise the limit on the amount of withdrawable share capital that a person other than another society can hold in a society from £20,000 to £100,000.

That provision is consolidated from 1st August 2014 by section 24 of CCBSA 2014. This increases the access of co-operatives and community benefit societies to capital.

## Legal Forms for Social Enterprise

### Definition of a Social Enterprise

The term "Social Enterprise" describes the purpose of a business, not its legal form. It is defined (by Government) as "a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners".

### Setting up a Social Enterprise

At the simplest level, a social enterprise can be a sole trader who has decided to donate the majority of the profit he or she makes to a good cause. Social enterprises may however take a variety of legal forms and the process for establishing one will depend on which legal form is chosen. Commonly used legal forms include Limited company, Community Interest Company (CIC), and Industrial and Provident Society. However, some social enterprises may also take on an unincorporated legal form such as an Unincorporated Association or a trust, or a combination of the two.

This emphasizes an important distinction between setting up a business (social enterprise or otherwise) – which simply involves the decision to trade in goods and services – and establishing a company (or other incorporated entity) which involves being subject to registration and other legal requirements.

## Unincorporated forms

If a social enterprise remains unincorporated, as a sole trader or partnership, its profits will be taxed as income of the individuals involved. They would normally be treated as self-employed and be required to use self-assessment to calculate the income tax and national insurance contributions applicable to any profits taken out of the business. Unincorporated associations may be similarly treated for tax purposes, although many are liable for corporation tax on their income and must register with HM Revenue and Customs (HMRC) for this purpose.

All businesses (whether incorporated or not) are required to register with HMRC for VAT if their VAT taxable turnover exceeds £70,000 per annum, and for PAYE and employer national insurance contributions if and when they decide to take on employees. Similarly certain other legal requirements apply to all businesses – for instance those governing business names, record keeping (for tax purposes as relevant), and consumer protection legislation.

## Incorporated forms

As with any business, there are some key advantages for social enterprises in choosing an incorporated legal form: such forms have a separate legal personality and limited liability for investors. Incorporation is advisable, and often necessary, where businesses are taking on significant contractual obligations or raising external capital. A brief overview of the processes for establishing the main incorporated forms, and their applicability for use by social enterprises is set out below.

### *Limited companies*

The most common incorporated form for business is the private company – limited either “by shares”, or alternatively “by guarantee”. The limited company is subject to stricter regulatory requirements than unincorporated forms: greater accountability and transparency to shareholders and to the public is the price to pay for the benefit of limited liability.

In order to establish a limited company, the business must register with Companies House, and with HMRC for corporation tax. This “incorporation” process is relatively straightforward. Those intending to incorporate the company

must submit a form to Companies House with the proposed company’s details which include, the company’s proposed name, registered office address, company officers, and whether it will be private or public, as well as a statement of capital and initial shareholdings or statement of guarantee. Alongside this they must submit a Memorandum of Association, for which Companies House provide a proforma on their website. They must also indicate if the company is adopting the model Articles of Association provided, or an amended version of these articles, or bespoke articles of their own (although note that the model articles apply by default if no indication is given).

Once a company has been incorporated, Companies House will inform HMRC that a new company has been incorporated, which triggers HMRC to send an information pack to the Registered Office Address of the company. The company is then required to file a paper form to register for corporation tax (if it has taxable income or profits).

The limited company form offers flexibility for various types of business, including social enterprises. It is quite possible for example for the members of a company to include provisions in its Articles of Association which define its social purpose. It is important to note that it will always be possible for these provisions to be overturned or amended by a special resolution of the company’s members. Note that this may not be an issue if, for instance, the social enterprise company is a wholly owned trading subsidiary of a charity, or if shares are given to other benefitting from the social enterprise.

### *Community Interest Companies (CICs)*

A Community Interest Company (CIC) is a form of company specifically created for the social enterprise sector. The CIC form has been growing in popularity since its establishment in 2004, and there are now over 5,500 registered CICs. CICs are required by law to have provisions in their articles of association to enshrine their social purpose, specifically an ‘asset lock’, which restricts the transfer of assets out of the CIC, ultimately to ensure that they continue to be used for the benefit of the community; and a cap on the maximum dividend and interest payments it can make. CIC structure provides a clear signal to investors that the enterprise operates for the benefit of the community, and that this social purpose is protected by proportionate regulation. A CIC may convert into a charity, or into a Community Benefit Society (see below),



or it may voluntarily dissolve – but once established it may not convert into a standard limited company.

The process for setting up a CIC is relatively simple. It is essentially the same as that for a limited company except those wishing to register a CIC must also submit a second form comprising a community interest statement, providing evidence that the CIC will meet the community interest test defined in law. This statement is passed by Companies House, which manages the Registration process, to the CIC Regulator prior to registration for review and decision. The CIC Regulator also provides a series of model articles of association for prospective CICs to adopt “off the shelf” to ensure that the process is as straightforward as possible.

### *Industrial and Provident Societies (IPSS)*

There are two kinds of Industrial and Provident Society (IPS) – Cooperative Societies (which may be social enterprises) and Community Benefit Societies or BenComms’ whose purpose must primarily be “for the benefit of the community”. IPSs must register with the Financial Services Authority rather than Companies House. This process consists of a short paper-based form to which the society must attach two copies of its proposed rules.

### *Limited Liability Partnerships (LLPs)*

A Limited Liability Partnership (LLP) has a separate legal personality similar to a company. Unlike a standard partnership, members of the LLP enjoy limited liability as the name suggests, but the partnership is essentially transparent for tax purposes: non-corporate partners register for self assessment and pay income tax on their share of the profits, while profits shared by corporate partners will be liable to pay corporation tax on this income.

Although not originally designed for the purpose, the LLP form provides a flexible model for social enterprises, particularly where they seek to work in partnership with other organisations or investors, or adopt a mutual model for ownership and control. LLPs have much more freedom than companies to arrange their affairs as they wish – for example in the way decisions are made, and the way in which profits are distributed to members.

Thus is order to be a social enterprise an LLP need only decide that, rather than each member taking an equal share of the profits, a majority proportion of the profits will be dedicated to a social purpose.

Two considerations are especially important in drawing up the membership agreement of an LLP social enterprise. First, partners’ salaries are normally treated as profit in the LLPs accounts, whereas in a company they would be treated as operating costs. This can be misleading for investors and others, particularly when the business is starting out and profits after salary costs are limited, because in strict accounting terms a majority of the profits may not be reinvested or distributed for a social purpose. It is therefore crucial that the membership agreement makes the underlying social purpose and the terms of partners’ remuneration extremely clear. Second, as with a company, it is difficult to completely lock the social purpose into the LLP’s membership agreement. Ultimately if all partners resolved to amend the membership agreement they have the ability to do so.

However it is of course possible to give partnership status in the LLP to those individuals or organisations benefiting from the social enterprise.

LLPs are straightforward to set up and register: Companies House provide a simple registration form. There is no requirement to submit an LLP’s full membership agreement to Companies House, and the ongoing requirements to file document with Companies House are less onerous than for a limited company.

## *Italy*

### **Law 381/91 on Social Cooperation**

The Italian Law 381/91 on Social Cooperation – or Law 381 issued in 1991 – is the legal base of several of the initiatives from Italy presented in this book. Knowing the legal framework is crucial for understanding the conditions under which social cooperatives in Italy operate. Therefore, here is a short explanation of Law 381. It is an article that was published in 1993 when

first experience with the effects of the new law had been made<sup>4</sup>. Therefore, it reflects of course an opinion of that time.

"(1) Two years have passed since approval of law 381/91 regulating social cooperatives, and awareness of the innovations introduced by this law has progressively increased. It is Article 1, especially, and its assertion that "the social cooperatives have the purpose of pursuing the general interest of the community for human enhancement and the social integration of citizens", which has set the pattern of the legislation and introduced the most significant innovations.

"This declaration, in fact, acknowledges the possibility that the goal of the cooperative enterprise is not so much the maximization of the welfare of its associates as the production of wider benefits for the local community and its citizens, especially if these citizens are disadvantaged. The law therefore envisages that a cooperative may operate as a business, that is, that it can perform an organized economic activity in order to produce and exchange goods and services also for solidarist purposes. Law 381 has therefore introduced a new form of cooperative based on the principle of solidarity and operating according to interests external to the structure.

"From this conception derive a number of features which, according to the conventional view of the firm, may appear paradoxical: for instance the figure of the voluntary worker who operates as an entrepreneur, participating in the firm's risk without receiving any compensation except reimbursement of these expenses.

"A second novelty is the entrepreneurial view of the social cooperatives as a specific and specialized instrument for the work integration of disadvantaged subjects (the physically and mentally handicapped, drug addicts, ex-prisoners, etc.); that is, an organization which provides "in the field" vocational training and works for the full social integration of people in difficulties and (if possible) their subsequent work entry outside the cooperative.

4) This outline of law 381/1991 was first published under the title "La loi italienne 381/91 sur la coopération sociale Les caractéristiques novatrices principales" in August 1993 by Maria Teresa Cobelli on the website *Dialogues, propositions, histoires pour une citoyenneté mondiale*, [www.d-p-h.info](http://www.d-p-h.info), pages 440-442. Highlighting through underline, however, is by the authors of this book. – Note: Italian partners in MILAR find this article outdated and recommended to omit it in the book. We kept it, though, because we thought that for the on-Italian reader it will be helpful anyway until a more up-to-date outline is available.

"Social cooperation has also been empowered to operate, as well as in the field of welfare, also in those of health and education. If one also bears in mind that the social cooperative can acquire specialist skills, medical skills for example, it is clear that it can offer a widely varied range of services, both according to sector (health, welfare, the arts, etc.) and according to the specific skill concerned.

"Also important are the innovations within the cooperative movement introduced by the law : it provides a formula whereby the original solidarist and communitarian vocation of cooperativism can be reviewed, in contrast with other sectors of cooperation where it is sometimes only economic and financial aspects that are concentrated upon. Finally, the new conception of a partnership with the public authorities that emerges from the law on social cooperatives should be stressed. This law makes explicit the provisions of article 43 of the Italian Constitution which recognizes the equal dignity of the state, local authorities and communities of workers and users in responding to essential needs of general interest.

"(2) With approval and implementation of law 381, social cooperatives are no longer to be regarded as merely executors of social services, since they now have the statutory purpose of pursuing the general interest of the community in human enhancement and the social integration of citizens. They are obliged to ensure their democratic management ; they are subject to stringent controls taking the form (apart from those that apply to all cooperatives) of an obligatory annual review carried out by the Ministry of Labour and the central confederations.

"The public authorities therefore find themselves confronted by an interlocutor which pursues homogeneous goals and which is subjected to tight controls and guarantees. The relationship between the two sides should be one of parity, in which the recognition, definition and execution of joint action, as well as control, are undertaken on the basis of a reciprocal plan and without pre-established subordination or superiority. Furthermore, within a context of profound restructuring of welfare policies, the state and the local authorities are less responsible for the management than they are for formulating guarantees of equity, democracy and transparency, and for encouraging interaction and integration between the various actors involved. This new conception emerges from the text of law 381, which obliges the regional administrations to compile

a register of social cooperatives : to issue regulations designed to sustain and develop them ; to take cognizance of the findings of the annual inspections to which the cooperatives will be subject; and to document, with due respect for privacy, the condition of disadvantaged people. The approval of the law also represents an important step towards the creation of a social code. Together with the national framework law on voluntary organizations (law 266/91), it delineates a scenario, albeit one which still requires clear definition, within which intermediate entities in local communities can operate.

"In Italy, social cooperatives are mainly responsible for the management of social services or for productive activities geared to the occupational integration of disadvantaged subjects, especially where these activities require professional skills and constant commitment and where they take the form of services sold to third parties, whether these be local authorities, firms, households or private citizens. Organized voluntary work, instead, has the specific task of building solidarity and participation, of safeguarding the rights of users, of introducing new services which - if adopted on a permanent basis, require full-time personnel and are marketed - should hopefully evolve into the formula of the social cooperative.

"These perspective emerges quite clearly from both the law on voluntary work (voluntary organizations, in fact, can only derive earnings from commercial activities to a very limited extent ; they can only employ a very small full-time staff to ensure their efficient functioning), and from the low on social cooperatives (at least half of whose members must be working members and which therefore cannot be registered as voluntary organisations and therefore cannot benefit from the framework law). [...].

"Despite its various shortcomings, especially in the absence of a law regulating social associations, recent legislation seems to delineate a scenario of complementary action. The more each individual formula is able to establish its positive functional diversity within a framework of joint commitment, the greater are the possibilities of enhancing the well-being of the community and the role of the third sector in Italy."

## Law 106/2016

In June 2016, the Italian legislator issued Law Number 106/2016 delegating to the Government the reform of the third sector, social enterprises and universal civil service. By the beginning of August 2017, most parts of the subsequent implementing decree were published in the Italian Official Journal (*Gazzetta Ufficiale*) constituting an attempt to harmonize, simplify and incentivize the third sector.<sup>5</sup>

Throughout its 104 articles, the decree tries to reduce the normative fragmentation traditionally affecting the various entities of the Italian third sector, by gathering most of them (associations, foundations, social enterprises, philanthropic entities, voluntary organisations etc.), under the common status of "Entities of the third sector". In particular, by introducing a Code of the Third Sector and abolishing a relevant set of overlapping special laws, the decree harmonizes the criteria used to characterize third sector entities, including the definition of activities of common interest which each such entity should exclusively or primarily perform in order to be admitted to a national single register of the third sector also imposed by the decree. Among the listed activities, the following were introduced to respond to the key social challenges currently faced by Italy: humanitarian assistance, health care and social assistance, scientific research, and cooperation and development.

Only those entities complying with the requirements set by the *Code of the Third Sector* and admitted to the corresponding national register will be entitled to receive fiscal incentives and facilitations set for the entities of the third sector.

Furthermore, social enterprises, if incorporated as companies, will be entitled to distribute dividends within certain limits. This may favour the interception of new sources of funding by moving to an investing approach as opposed to the mere search for grants. Such interception of private capital is expected to be incentivized by fiscal facilitations, which will be granted to investors as with the possibility for new social enterprises to gain capital also through equity based crowdfunding platforms.

A deeper reflection on this reform will be included in MILAR guidelines (MILAR Output 2).

5) <http://www.gazzettaufficiale.it/eli/id/2017/07/19/17G00124/sig>



## Germany

### Cooperative

Based on the Cooperative Law (*Genossenschaftsgesetz*) of 1889. The central idea is to satisfy shared economic, social and cultural needs. In 2015, in Germany there were 7600 cooperatives (*Genossenschaften*) with 20 million members. Most of them are members of cooperative banks or cooperative housing. Companies that are *Genossenschaften* are marked by “e.G.” (for ‘registered cooperative’) suffixed to their name. Such a cooperative is a legal person and achieves automatically also the status of *Formkaufmann* (merchant by commercial law). *Genossenschaften* may limit the liability of their members to their respective capital shares. An obstacle for grassroot startups is that *Genossenschaften* are obliged to become members of one of the Cooperative Audit Associations (*Prüfungsverband, Genossenschaftsverband*), which entails relatively high yearly fees. The minimum number of members necessary to establish a *Genossenschaft* by German law is 3. The law asks for various bodies such as a Managing Board and a Supervisory Board in various forms depending on the size of the cooperative (member count etc.). *Genosschaften* in Germany are popular in areas such as trade, banking, housing, agriculture, forestry, media (some newspapers), medical doctors, services, cultural activities (cinemas). A recent trend is setting up *Genossenschaften* for production of electricity from renewable sources (wind and solar – 500 such were founded in recent years), and setting up *Genossenschaften* for the care of elderly.

### Students Firm

Students’ firms (*Schülerfirmen*) are a form of projects at (ordinary) schools to give students the opportunity to develop their own business ideas, cooperate with others, develop a product, develop their customer base etc. in a real-world environment (rather than a business simulation), although still under the protective umbrella of the school. In legal terms, Students’ Firms are not considered full enterprises but school projects. However, the economic activities of Students’ firms are real. They produce and sell real products, have real costs and income, and – ideally – real profit. Up to a certain yearly turnover and profit they are tax free. From a certain profit on, they have to pay VAT and

other taxes. One form to set up a Students’ Firm is – in some German provinces – a Students’ Cooperative.

### Students’ Cooperative

The idea of Students’ Cooperatives (*Schülergenossenschaften*) is, like in other forms of Students’ Firms to give students – usually at regular schools – a playground to develop and practice business ideas, business organisation and processes. Usually they develop and implement a business idea such as running a snack shop at school, produce a students’ news magazine, or produce and sell crafts goods. To this, the *Schülergenossenschaft* adds the idea of a cooperative with its specific ethic and mutual-support background, and the affiliation to one of the existing cooperative umbrella organisations that also are responsible for auditing their members. The legal basis of Students’ Cooperatives differs in the various German provinces. In Lower Saxony, in 2011 a model project for “Sustainable Students Cooperatives” was implemented, which then was taken up by other provinces and developed further. The respective Cooperative Auditing Association (*Genossenschaftsverband, Prüfungsverband*) audits the books of Students Cooperatives once a year it does with any other cooperative. Currently (2017) there are 70 Students Cooperatives in Lower Saxony, and the provincial government plans to extend the programme for another four years and then 90 cooperatives. About 7000 students are reported to have participated since 2006 in *Schülergenossenschaften* in Lower Saxony. The cooperative umbrella organisations keep a register of Students Cooperatives, and cooperatives registered there carry the mark “eSG” (Registered Students’ Cooperative) in their name. – However, like other students’ companies, Students’ cooperatives are not enterprises in the full sense of the word but remain a project of the school.

## Related Projects

### Erasmus +

The following is a selection of projects funded under Erasmus+ since the beginning of the programme (2014) for projects related to the overarching topic of MILLAR.

For filtering the 3900 datasets of the Erasmus+ database, the following filters were used 1) only projects in the realm of adult education 2) only those that have the strings "social" and "entrepren" somewhere in the narrative project description. The resulting 127 hits were then manually revised for being relevant in the context of MILLAR.

### SOCIAL START UPS - Unlocking the Entrepreneurial Talent of EPGs

ID: 2014-1-IT02-KA204-004132, Time: 22.12.2014 - 21.3.2017

Lead: Tarnat Centro Studi Formazione e Ricerca, Perugia, Italy

Countries: Italy, UK, France, Croatia

Purpose: The project developed and tested a learning methodology for adults by implementing Ethical Purchasing Groups (groups of citizens who purchase food and other products collectively while paying attention to ethical criteria). The target group are in particular low skilled, unemployed, vulnerable groups including housewives, single parents, small farmers and migrants. Managing an EPG helps them raise their skills and empower them.

Website: [www.socialstartups.eu](http://www.socialstartups.eu)

### Social Entrepreneurship Development in Baltic Sea Region

ID: 2014-1-LV01-KA204-000489, Time: 1.9.2014 - 31.8.2016

Lead: Socialas Inovācijas Centrs, Latvia

Countries: Latvia, Estonia, Lithuania, Denmark, Poland, Sweden

Purpose: Facilitate the development of a social economy sector in the Baltic Sea region through adult education.

Website: [www.socialenterprisebr.net/](http://www.socialenterprisebr.net/)

Outputs: <http://www.socialenterprisebr.net/library/>

Toolkit: <https://unltd.org.uk/socialentrepreneurshiptoolkit/social-entrepreneurship-toolkit-index/>

### Joint Measures to Promote Social Entrepreneurship Education

ID: 2014-1-LV01-KA204-000497, Time: 1.9.2014 - 31.8.2016

Lead: Zemgale NGO Centre, Latvia

Countries: Latvia, Romania, Belgium, Germany, Portugal

Purpose: The SEED project aims to develop measures for promotion of social entrepreneurship education by ● identifying and promoting best practices of social enterprises in different EU countries ● developing set of materials that adult educators can use in social entrepreneurship trainings ● providing experience exchange through learning mobilities for potential social business start-ups, ● implementing pilot activities in all partner countries with main focus on promoting training of new social entrepreneurs.

Website: <http://seedproject.eu/>

### NO LIMIT - European Network of Social Economy Initiatives for Adults with Disabilities

ID: 2014-1-R001-KA204-002910, Time: 1.9.2014 - 31.8.2016

Lead: Liceul Tehnologic Special "Beethoven", Craiova, Romania (special needs school)

Countries: Romania, Denmark, Italy

Purpose: Create a network of NGOs and develop their skills of social economy, entrepreneurship and ITC, which will lead to the initiation of income generating activities for the target group – adults with disabilities.

Website: [www.nolimit-network.com](http://www.nolimit-network.com)



## New Crops - Social Entrepreneurship to Create New Opportunities for Socially Excluded in Rural areas

ID: 2014-1-RO01-KA204-002980, Time: 1.9.2014 - 30.8.2017

Lead: Fundatia pentru Dezvoltarea Societatii Civile, Bucharest, Romania

Countries: Romania, Sweden, Italy, Spain

Purpose: Contribute to the development of social economy in rural areas through ● support for cooperatives and reintegration enterprises, ● encouraging to create such enterprises and ● promotion of this model of social enterprises. – The objective is to design and develop innovative training and coaching materials for start-up and management of social enterprises and coops in rural areas and alternative learning approaches that facilitate inclusion of marginalised citizens into entrepreneurship training activities,

Website: [www.ies.org.ro/erasmus](http://www.ies.org.ro/erasmus)

## Strengthening of the Capacities of Individuals through Establishment of the Municipality Social Business

ID: 2014-1-SK01-KA204-000486, Time: 1.9.2014 - 31.2917

Lead: EPIC Non-profit Organisation, Bratislava, Slovakia

Countries: Slovakia, Czechia, Slovenia, Poland, United Kingdom

Purpose: Entrepreneurship training for municipalities to establish and successfully manage municipality-led social enterprises e.g. for inclusion of marginalized groups. Within the project the ever first curricula on municipality social entrepreneurship in Slovakia will be developed, and municipalities will be provided with the practical assistance necessary for starting and running their newly established social business.

Website: <http://www.epic-org.eu/support-of-municipality-social-business/strengthening-the-capacity-of-individuals-through-social-entrepreneurship/>

## IntoGeneration – Training Entrepreneurs in Connecting Generations and Supporting Successful Business Succession Planning for Micro-SMEs

ID: 2 014-1-TR01-KA204-013399, Time: 1.9.2014 - 31.8.2016

Lead: Gazi universitesi, Ankara, Turkey

Countries: Turkey, Bulgaria, Spain, Greece, Germany

Purpose: Working with Micro-SME and family-owned businesses, the IntoGeneration project focuses especially on how to efficiently plan and organise the business transfer to a successor. The project aims to provide training to assist the successors in taking over an existing business from their parents, using a mobile learning application, combined with an innovative modular training material approach.

Website: [www.into-generation.eu](http://www.into-generation.eu)

## Be Your Own Boss – BYOB

ID: 2014-1-UK01-KA204-000036, Time: 1.9.2014 - 31.8.2016

Lead: Bridging to the Future Ltd., Birmingham, UK

Countries: UK, Italy, Netherlands, Bulgaria, Spain, Poland

Purpose: Respond to the growing need for adults in peripheral communities to be able to develop their entrepreneurial skills so that they can enter the labour market at a point of their own choosing through creating their own jobs. BYOB combines entrepreneurship education, cross-sectoral business development and creative learning pathways to leave learners capable of successfully launching their own businesses. The aim is to work alongside these groups to create 30 new businesses. One of the planned outcomes is a handbook for adult educators and business incubators to engage with individuals in peripheral areas.

Website: [www.byob-project.eu](http://www.byob-project.eu)

## EU-Country Artisans – EU CART

ID: 2015-1-CZ01-KA204-013962, Time: 1.9.2015 - 31.8.2017

Lead: Educational Association, z.s., Prague, Czech Republic

Countries: Czechia, Latvia, Austria, Romania

Purpose: Help disadvantaged adults who practice crafts to sell their products. The project has established an online platform as a market place to present the traditions of crafts and bring together artisans and products made by them for commercial purposes. Moreover, the project develops and implements entrepreneurship training courses freely available online.

Website: [www.euartists.eu](http://www.euartists.eu)

## Female Rural Enterprise Empowerment FREE

ID: 2015-1-IS01-KA204-013171, Time: 1.9.2015 - 28.2.2018

Lead: Vinnunálastofnun, Reykjavík, Island

Countries: Iceland, United Kingdom, Bulgaria, Lithuania, Croatia

Purpose: Assist women from rural areas in the five partner countries to become successful entrepreneurs with a focus on small business development.

Website: <http://ruralwomeninbusiness.eu/>

## Migrants' Ideas Converted Into Real Opportunities – M.I.C.R.O.

ID: 2015-1-IT02-KA204-015067, Time: 1.9.2015 - 31.10.2017

Lead: Ente nazionale per il microcredito, Rome, Italy

Countries: Italy, Spain, Germany, Belgium

Purpose: Developing a curriculum for professionals working for microcredit operators (usually NGOs) to improve their skills at working with migrants who want to set up their own business. The curriculum consists of four modules: Intercultural communication, Entrepreneurship skills, Methods of business finance, Access to funding. In

the piloting period, 20 professionals (staff of NGOs dealing with microcredits) will be trained along this curriculum.

Website: <http://micro.microcredito.gov.it/>

## Creative Urban Sharing in Europe – CREATUSE

ID: 2015-1-IT02-KA204-014775, Time: 1.9.2015 - 31.10.2017

Lead: Youth Europe Service, Potenza, Italy

Countries: Italy, Spain, Turkey, Poland, Portugal

Purpose: Promote the idea of Shared Economy in urban areas. To this end, after research on existing good practice, training methods are developed and tested to enable adult learners to create and run Shared Economy Projects, and to enable NGOs and other organisations to support such initiatives. One outcome is planned to be a new ECVEET profile „Expert in creativity and shareable policies.“

Website: [www.creatuse.eu](http://www.creatuse.eu)

## Competence Assessment and Social Entrepreneurship – CA@SE

ID: 2015-1-IT02-KA204-015147 - Time: 1.9.2015 - 30.11.2017

Lead: Il Girasole Società Cooperativa Sociale Onlus, Florence, Italy

Countries: Italy, United Kingdom, Spain, Turkey, Austria

Purpose: The project focuses on professional development and re-training of educationalists, professionals, job coaches, public servants and third sector workers to: 1. Increase their competences to provide guidance on social entrepreneurship and business plan development. 2. Put into practice assessment of non-formal and informal competences of low-qualified people in the health and care sector. 3. Promote social entrepreneurship. 4. Improve the quality of guidance services. 5. Increase the employment potential of low-qualified people.

Website: [www.case-project.eu](http://www.case-project.eu)

## Transversal Skills for Sustainable Rural Tourism in Lagging Areas of Europe – SKILLTOUR

- ID: 2015-1-UK01-KA204-013768, Time: 1.9.2015 - 31.8.2017
- Lead: Point Europa, Torpoint (Cornwall), UK (education provider, charity)
- Countries: United Kingdom, Spain, Cyprus, Greece, Romania, Netherlands, Belgium
- Purpose: Develop the entrepreneurial skills of those who run or plan to run small rural tourism businesses in order to be able to deliver innovative, high quality products and services and manage their businesses in a sustainable and responsible manner. The core target groups and beneficiaries of SKILLTOUR are ● adults who run or plan to run micro/family rural tourism businesses (pensions, farm-stays, restaurants, village inns, camping or guest houses, etc.) ● adult education providers with high exploitation potential of the project output.
- Website: [www.skiltour.eu](http://www.skiltour.eu)

## European FairShares Labs for Social and Blue Innovation

- ID: 2016-1-DE02-KA204-003397, Time: 1.11.2016 - 31.3.2019
- Lead: Verein zur sozialen und beruflichen Integration e.V., Merseburg, Germany
- Countries: Germany, United Kingdom, Croatia, Netherlands, Hungary
- Purpose: FairShares is an economic model that tries to contribute to fair distribution of wealth generated through private businesses between founders, investors, workers and users. It claims that Social Economy must not be restricted to working with the bottom 10 per cent of society, but rather should involve the lower 80 per cent. – This project is to provide skills training for developing sustainable social entrepreneurship along the FairShares model of participation especially for segregated people and people not regularly involved in adult training programmes (immigrants,

minorities, special needs as pilot users, innovators and entrepreneurs).

Website: <http://fairshareslab.org>

## Nachhaltige Integration: Migranten werden Unternehmer (Sustainable Integration: Migrants Become Entrepreneurs)

- ID: 2016-1-DE02-KA204-003454, Time: 1.9.2016 - 31.8.2018
- Lead: Advisa Unternehmensberatung Hamburg
- Countries: Germany, Turkey, Poland
- Purpose: Develop educational opportunities for Afghan migrants in the field of starting up a business, and help them to achieve self-employment.
- Website: (no website identified)

## Senior Social Entrepreneurship – Building Capacity among Seniors to Serve as Social Change Brokers in Communities

- ID: 2016-1-DK01-KA204-022286, Time: 1.9.2016 - 31.08.2018.
- Lead: Aarhus Municipality, DK
- Countries: Denmark, France, Spain, United Kingdom, Italy, Bulgaria
- Purpose: Mobilise teams of local resident seniors in the participating countries to build capacity among them to serve as Social Change Brokers in their communities, spotting social change needs, bringing together relevant stakeholders and citizens and facilitate or drive the social change process, and to exploit the social change processes to sustain their activity through creating appropriate organisational frameworks, be it as volunteers, association members, employees, consultants or social service providers.
- Website: [www.generations-bg.eu/?page\\_id=1412&lang=en](http://www.generations-bg.eu/?page_id=1412&lang=en) [Yes, this subpage!]

## Developing Social Entrepreneurship Competencies of Migrants and Refugees Through Simulation Training in Recycle and Reuse

- ID: 2016-1-EL01-KA204-023604, Time: 1.9.2016 - 31.8.2018
- Lead: Kentro Ereyrnas Gynaikeion Thematou / Thematou Research Centre for Women's Affairs, Greece
- Countries: Greece, Italy, Lithuania, Turkey, Germany, United Kingdom
- Purpose: Develop social entrepreneurship skills and competences of unemployed migrants and refugees inclined to create their own social business in the area of recycling. A minimum of 220 unemployed Migrants and Refugees trainees in six countries will improve their skills and qualification regarding recycling and reuse social entrepreneurship.
- Website: no such found (Lead partner contacted per mail, but no answer received)

## Self-employment For Migrants And Refugees With Low Literacy Skills – SELF-EMP

- ID: 2016-1-ES01-KA204-025278, Time: 1.9.2016 - 28.2.2018
- Lead: Fundacion Formacion y Empleo Miguel Escalera, Madrid, Spain
- Countries: Spain, Greece, Denmark, United Kingdom, Portugal, Italy
- Purpose: Provide entrepreneurship training to migrants and refugees who have low literacy skills. To that end, a training itinerary will be developed in the language of their host country using simple language, images, and a hands-on approach. The training itinerary will be tested in pilot projects in the six partner countries. The training will include legal, fiscal and financial education, issues necessary to starting a new business, management skills, steps to implement a business plan.
- Website: (no such found in August 2017)

## Raw & Grow: Sustainable Development and Acceleration of Organic Production Enterprises

- ID: 2016-1-MK01-KA204-021688, Time: 1.10.2016 - 31.03.2018
- Lead: Impact Hub Skopje, Macedonia
- Countries: Macedonia, France, Slovenia
- Purpose: Propagate the idea of organic agricultural production both as a business idea for entrepreneurs and as an opportunity for unemployed. A core element of this project are three short term staff training events in Slovenia, France and Macedonia where staff members of the three partner organisations get acquainted with production methods in organic agriculture. They then will develop a training programme on organic agriculture targeted especially at older adults (who typically are less knowledgeable about organic agriculture than younger people and are less able to use modern means of mass communication to find information on the topic.
- Website: (no website found)

## Be a Change – Invest Socially – BACIS

- ID: 2016-1-PL01-KA204-026738, Time: 1.12.2016 - 30.11.2018
- Lead: Fundacja "Parasol", Posnan, Poland
- Countries: Poland, France, United Kingdom, Italy, Romania
- Purpose: Motivate older adults to create social enterprises based on good practice from more experienced partners (IT,UK). Activities include workshops on entrepreneurship, collection and publication of good practices and guidelines for social enterprise start-ups. The partner organisations are providers of education to elderly adults (typically 50 +).
- Website: (no such found in August 2017)



## Other programmes

### Mechanisms for Enhancement of Sustainability and Synergy among Enterprises – MESSE

Programme: Interreg IVC, Time: 1.1.2012 - 31.12.2014

Grant: 1.23 million euros. Overall budget: 1.6 million euros.

Lead: Veneto Region, Italy

Countries: Italy, Greece, Spain, Romania, Bulgaria, Hungary, Sweden, Germany, United Kingdom

Purpose: Improve the quality and growth potential of social enterprises in Europe by influencing the effectiveness of regional development policies.

Website: [www.messe-project.eu](http://www.messe-project.eu)<sup>6</sup>

### Public policies And Social Enterprises – PASE

Programme: Interreg IVC, Time:

Grant: 1.4 million euros. Overall budget 1.8 million euros

Lead: Marche Regione, Italy (Ancona)

Countries: Italy, Spain, Belgium, Romania, Poland, Germany, Spain, France

Purpose: Enforce the effectiveness of the regional public policies in promoting and supporting social entrepreneurship as an asset for local economic development and territorial competitiveness. Partners were seven public bodies at regional and local level, one school of public administration and one public training center coming from different EU member states

Website: [www.pase-project.eu](http://www.pase-project.eu) (but in 2017 not any more exiting)<sup>7</sup>

6) Info by the donor: <http://www.interreg4c.eu/projects/project-details/index-project=150-mechanism-for-enhancement-of-synergy-and-sustainability-among-enterprises&.html>

7) Info by the donor: <http://www.interreg4c.eu/projects/project-details/index-project=24-public-policies-and-social-enterprises&.html>

## Glossary

AMIF – Asylum, Migration and Integration Fund of the European Union, set up for the seven-years period 2014-2020 with a total of 3.137 billion euros. It shall promote the management of migration flows and the implementation, strengthening and development of a common Union approach to asylum and immigration. The Fund contributes to four objectives: **1) Asylum:** strengthening and developing the EU's Common European Asylum System by ensuring that EU legislation in this field is efficiently and uniformly applied; **2) Legal migration and integration:** supporting legal migration to EU States in line with the labour market needs and promoting the effective integration of non-EU nationals; **3) Return:** enhancing fair and effective return strategies, which contribute to combating irregular migration, with an emphasis on sustainability and effectiveness of the return process; **4) Solidarity:** making sure that EU States which are most affected by migration and asylum flows can count on solidarity from other EU States. – AMIF will also provide financial resources for the activities and future development of the European Migration Network (EMN).<sup>8</sup> – Characteristics of projects funded by AMIF are: ● project duration up to 3 years ● 75 per cent of cost covered by AMIF (with parallel funding through other programmes not being allowed) ● minimal funding 100 000 euros (may be adjusted over the years) ● applications to be submitted to national authorities (these parameters are valid for Germany).

**Asylum:** The EU defines asylum as “granted to people fleeing persecution or serious harm.”<sup>9</sup> Asylum is, in EU perception “an fundamental right; granting it is an international obligation under the 1951 Geneva convention on the protection of refugees.” (See brochure “CEAS Factsheet”. By EU terminology, asylum seekers can get ‘refugee status’ or ‘subsidiary protection’.)<sup>10</sup>

**Beneficiaries of international protection:** this broad term is used to designate the entirety of those under protection, i.e. recognized asylum seekers, and people under other forms of protection.

**CAS - Centri di Accoglienza Straordinaria** (Centres of extraordinary accommodation) – refugee reception centres in Italy. – For example, the mu-

8) Source: [https://ec.europa.eu/home-affairs/financing/fundings/migration-asylum-borders/asylum-migration-integration-fund\\_en](https://ec.europa.eu/home-affairs/financing/fundings/migration-asylum-borders/asylum-migration-integration-fund_en)

9) CEAS brochure p. 5

10) CEAS brochure p. 4



municipality of Bologna has places for about 1600 asylum seekers in 94 separate CAS.

**CEAS – Common European Asylum System** – a collection of EU directives and regulations, namely *Asylum Procedures Directive*, *Reception Conditions Directive*, *Qualification Directive* (regulating the rights a recognized asylum seeker should get, e.g. in terms of permit of residence, health care and labour market access), *Dublin Regulation*, *Eurodac Regulation*, the latter about identification including fingerprints as first part of the procedure. CEAS has been created starting with 1999 in order to make sure common standards are applied, and stronger cooperation between countries.

The *Asylum Procedures Directive* aims at fairer, quicker and better quality asylum decisions; asylum seekers with special needs will receive the necessary support to explain their claim and in particular there will be greater protection of unaccompanied minors and victims of torture. The previous version of the directive was issued in 2005. It defined a lowest common denominator between member states. The revised directive from 2013<sup>11</sup> is more precise and aims at creating a coherent system all over Europe.

The *Reception Conditions Directive*<sup>12</sup> ensures that there are humane material reception conditions (such as housing) for asylum seekers across the EU and that the fundamental rights of the concerned persons are fully respected; it also ensures that detention is only applied as a measure of last resort. The directive sets rules in what exact cases a person can be taken into detention, and regulates the living conditions in detention facilities, and the catering for possible special needs of an individual. – One of the regulations is that asylum seekers must get granted access to employment within a maximum period of 9 months.

The *Qualification Directive*<sup>13</sup> clarifies the grounds for granting international protection. (The intent is to make asylum decisions in EU countries more

- 11) Directive 2013/32/EU of the European Parliament and of the Council of 26 June 2013 on common procedures for granting and withdrawing international protection (recast) (applicable from 21 July 2015).
- 12) Directive 2013/33/EU of the European Parliament and of the Council of 26 June 2013 laying down standards for the reception of applicants for international protection (recast) (applicable from 21 July 2015).
- 13) Directive 2013/33/EU of the European Parliament and of the Council of 26 June 2013 laying down standards for the reception of applicants for international protection (recast) (applicable from 21 July 2015).

robust). It also regulates for beneficiaries of international protection the access to rights and integration measures (which usually should lead to better opportunities for those seeking protection); – The directive discerns 'being recognised as a refugee' and 'being recognised as a beneficiary of subsidiary protection'. – Previous to the current Qualification Directive, (i.e. under the rule of the previous version) chances of a person being granted international protection could vary tremendously depending on the member state processing the asylum application.

The Dublin Regulation<sup>14</sup> regulates the protection of asylum seekers during the process of establishing the state responsible for examining the application. It clarifies the rules governing the relations between states (this being the part the regulation is most known for in public discussion). The *Dublin Regulation* also creates a system to detect early problems in national asylum or reception systems and address their root causes before they develop into fully fledged crises.

The *Eurodac Regulation* gives law enforcement access to the EU database of the fingerprints of asylum seekers (under strictly limited circumstances) in order to prevent, detect or investigate serious crimes such as murder and terrorism.

In German: *Gemeinsames Europäisches Asylsystem* (GEAS); in Italian: *Sistema comune europeo d'asilo* (SCEA); in Swedish: *Gemensamt europeiskt asylsystem* (CEAS).

**Council for Voluntary Services (CVS):** Type of charity in the UK. They offer a variety of services for local organisations, for example training, advice on funding, advocacy, aid in communication between the local voluntary and community sector and the statutory sector. They will typically provide fora for organisations to meet (e.g. a Community Empowerment Network) and will interact with, or have a seat on, the local strategic partnership. CVS are brought together nationally in the UK by the *National Association for Volun-*

- 14) Regulation (EU) No 604/2013 of the European Parliament and of the Council of 26 June 2013 establishing the criteria and mechanisms for determining the Member State responsible for examining an application for international protection lodged in one of the Member States by a third-country national or a stateless person (recast) (applicable from 1 January 2014). – This replaced the previous Directive No 343/2003 of 18 February 2003.

tary and Community Action (which before 14 June 2006 was known as NACVS, the *National Association of Councils for Voluntary Service*).<sup>15</sup>

**EIF – European Fund for the Integration of non-EU immigrants** – With a budget of 825 million euros for the period 2007-13, the EIF supported national and EU initiatives to facilitate the integration of non-EU immigrants into European societies. All EU countries except Denmark participated. The EIF was primarily targeted at newly arrived immigrants. It supported EU countries and civil society in enhancing their capacity to develop, implement, monitor and evaluate integration strategies, policies and measures, as well as their exchanges of information and best practices and cooperation on integration issues. – Implementation went through a) National Programmes: each EU State implemented the Fund through national annual programmes on the basis of multiannual programming. b) Community Actions: at the Commission's initiative: 7 per cent of the EIF's available resources were planned to be used to finance transnational actions or actions of interest to the EU as a whole.<sup>16</sup> – German: EIF, *Europäischer Integrationsfonds*.

**EFI – Ethical Fashion Initiative** of the UN International Trade Centre.

**ERF – European Refugee Fund** – Under the Motto "Supporting EU countries' efforts in receiving refugees", the ERF (with a budget of 630 million euros over the period 2008-13) was a programme to support EU countries' efforts in receiving refugees and displaced persons and in guaranteeing access to consistent, fair and effective asylum procedures. The Fund also supported resettlement programmes and actions related to the integration of persons whose stay was of a lasting and stable nature. Moreover, it provided for emergency measures to address sudden arrivals of large numbers of persons who were in need of international protection, which placed significant and urgent demands on EU countries' reception facilities or asylum systems. The ERF, in which all EU countries except for Denmark participated, co-financed actions, such as: ● improvements of reception accommodation infrastructures or services ● structures and training to ensure access to asylum procedures ● legal and social assistance for asylum seekers, refugees ● measures to support the empowerment of and acquisition of skills by refugees, including language

training ● resettlement or relocation (i.e. intra-EU transfer ) operations, etc.<sup>17</sup> – (German: EFF, *Europäischer Flüchtlingsfonds*)

**GAL – Gruppo di Azione Locale / Local Action Group (Italy)** – a group, usually a consortium of public and private entities to encourage local rural area development.

**Geneva Convention on the Protection of Refugees** – United Nations multilateral treaty Issued 1951, in force since 1954, actually *Convention and Protocol related to the Status of Refugees*, initially formulated with under the impression of communist regimes in Eastern Europe, 1967 amended by a protocol, signed by 143 (plus x) states. This is the first binding international agreement on the rights of refugees. Refugees per the Convention are people persecuted on grounds of race, religion, nationality, social group, or political opinion. Article 33 forbids states to return such refugees to the country they fled.

**Governance** – The concept is used differently in different contexts. In Business Administration it usually means the structures of control inside an organisation, for example a private company. This would include management levels, the reporting lines, and bodies that are part of corporate decision making. In Political Science, 'governance' it is used to describe the interdependency of state, economy and civil society and their various actors so to present a society as self-regulating system. In addition to these descriptive approaches, there is a normative approach using the notion of 'governance' in order to promote ways of decision making different from hierarchical top-down or command and control structures. Rather, focus is laid on responsibility of all participants of the system on its various levels.

**Resettlement Fund for Refugees**, a Fund established in 1956 by the Council of Europe.<sup>18</sup>

**RF – European Return Fund**, Decision No 575/2007/EC of the European Parliament and of the Council of 23 May 2007 establishing the *European Return Fund* for the period 2008 to 2013 as part of the *General Programme Solidarity and Management of Migration Flows*.<sup>19</sup> – (German: RF – *Europäischer*

15) [https://en.wikipedia.org/wiki/Council\\_for\\_Voluntary\\_Service](https://en.wikipedia.org/wiki/Council_for_Voluntary_Service)

16) [https://ec.europa.eu/home-affairs/financing/fundings/migration-asylum-borders/integration-fund\\_en](https://ec.europa.eu/home-affairs/financing/fundings/migration-asylum-borders/integration-fund_en)

17) [https://ec.europa.eu/home-affairs/financing/fundings/migration-asylum-borders/refugee-fund\\_en](https://ec.europa.eu/home-affairs/financing/fundings/migration-asylum-borders/refugee-fund_en)

18) <http://www.coe.int/en/web/documents-records-archives-information/resettlement-fund-for-refugees>

19) <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32007D0575>

*Rückkehrfond*, Italian: *Fondo europeo per i rimpatri*, French: *Fonds européen pour le retour*.)

**SPRAR** - *Sistema di Protezione dei Richiedenti Asilo e Rifugiati*. These are the centres for accommodation of refugees in Italy who already have received their asylum status. – The *Protection System for Asylum Seekers and Refugees* (SPRAR) was created by Law No 189/2002 and is made up of the network of local institutions that implement reception projects for forced migrants by accessing, within the available resources, the *National Fund for Asylum Policies and Services*, managed by the Ministry of the Interior and provided under the Government Finance Law. At local level, the local institutions, in cooperation with civil society organisations, undertake 'integrated reception' interventions going beyond the simple distribution of food and housing, also providing complementary services such as legal and social guidance and support, and the development of individual programmes to promote socioeconomic inclusion and integration.<sup>20</sup>

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## In MILAR co-operate:

### Consorzio OPEN - Italy

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**[www.openconsorzio.org](http://www.openconsorzio.org)**

Association of eight independent organisations offering training and support for labour integration to people in disadvantaged situations. The overall objective is combatting social exclusion. OPEN operates in 11 of 20 Italian regions.

### Regione Emilia-Romagna – Italy

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**<http://formazionelavoro.regione.emilia-romagna.it/lavoro-e-competenze>**

Italian regions have various competencies in social policy and education. In MILAR, the region of Emilia-Romagna is represented by its General Directorate “Economy of Knowledge, Employment and Enterprise” with headquarters in Bologna.

### VHS Hannover – Germany

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**[www.vhs-hannover.de](http://www.vhs-hannover.de)**

Adult education centre of the municipality of Hannover. With 100 employees and 900 freelance teachers it is the largest municipal adult education provider in the province of Lower Saxony. It is part of the network of about 900 similar institutions in Germany (Volkshochschulverband).

### Ealing Equality Council – United Kingdom

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**[www.ealingequalitycouncil.org.uk](http://www.ealingequalitycouncil.org.uk)**

Human Rights organisation based in the London borough of Ealing, delivering services and top tier legal advice and support. EEC aims to help the city and residents deal with social change and building positive relationships and improve community cohesion.

### Folkuniversitetet Kristianstad – Sweden

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**[www.folkuniversitetet.se](http://www.folkuniversitetet.se)**

Adult education organisation affiliated to the University of Lund. Its roots are in an “education for everybody” movement of students and academia workers in the 1970. It offers a broad range of adult education accessible to everybody including refugees.

**[www.milarproject.eu](http://www.milarproject.eu)**



Erasmus+