

The State of the Art Report at European Level

December 2012

Main report compiled by Well UK (UK) with the SEEING project partners; Devon Community Foundation (UK), Devon County Council (UK), Entreprise de Travail Adapte les Hautes Ardennes (BE), IDELUX (BE), FILSTRANS (BE), Kolding Municipality (DK), Merkur Andelskasse (DK), OL Write (BE), Peninsula Enterprise (UK), South Denmark European Office (DK) and VirksomhedsNetvaerket (DK).

The three national reports have been compiled by SEEING partners in each country-based group.

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Annex 1: List of Partners

The following local / national perspectives on the 'state of the art' reports are available separately.

Belgium Report (Luxembourg)

Denmark Report (Kolding)

UK Report (Devon)

Context

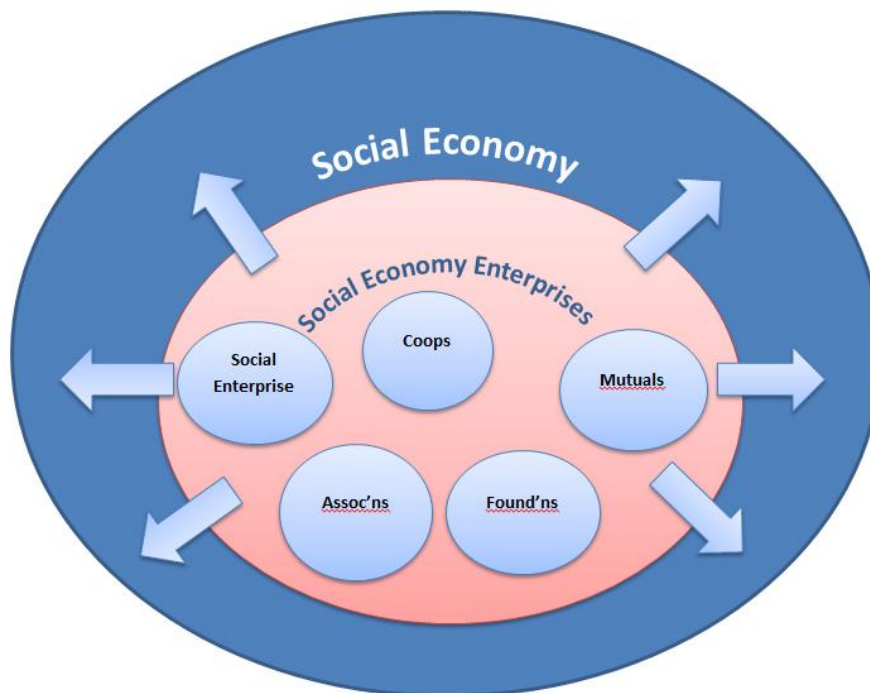
1. This **'State of the Art'** Report forms the first work package of the SEEING project (Social Economy Enterprises for Innovation and Growth). The SEEING Project is a European Union funded action research partnership taking place in Devon (UK), Kolding (Denmark) and Luxembourg Les Hautes Ardennes (Belgium). The project, which runs from Sept 2012 to February 2014, examines and pilots new ways for the public, private and social enterprise sectors to work together to foster greater inclusion into the workplace. In each of the three countries there are three or four partner representatives of the public, private and social economy sectors which are listed in Annex 1.
2. The report is a base line review. It builds upon and synthesises three separate reviews in each of the three participating countries and adds a European-wide political and contextual base. It will be used as a tool to inform the next stages of the SEEING project as well as sit as a review of the current 'State of the Art'.
3. **The invitation for proposals:** The SEEING Project is funded under the EU Pilot initiative : *'All-Inclusive Cooperation between Public Authorities, Commercial Firms and Social Enterprises for Social Inclusion and Integration into the Labour Market'*¹ which was an open competition for proposals in 2011. The initiative recognises that the social economy plays an important role and supports 11 million jobs in the European Community. The Commission recognises specifically social enterprises, having economic and social and 'societal' aims, play an important role in meeting the Commission's wider objectives in respect of employment, cohesion, environment, consumer protection, social security or rural and regional development.
4. Social Enterprises exist in all themes but are especially active in areas such as:
 - Support services (e.g. childcare services, services for the elderly, local services and support for disabled people);
 - Local development in disadvantaged areas (e.g. social enterprises in rural areas and rehabilitation or local development schemes in urban areas);
 - Integration into the labour market (training and integration of inactive people).
5. Focusing on the theme **'integration into the labour market'**, the initiative recognises that social enterprises that are involved in this area cater for a wide range of disadvantaged people who have or would have barriers to accessing the work and training. Some social enterprises provide a 'springboard' to employment through support such as training and mentoring programmes. Other social enterprises offer 'sheltered' employment within a social enterprise business. Quoting from Europe 2020², Employment, skills and reduction in poverty are key strands in the agenda because;
 - a. Employment:

- Europe's workforce is shrinking as a result of demographic change – a smaller workforce is supporting a growing number of inactive people;
 - The EU must increase its overall employment rate: The employment rate is particularly low for women (63% against 76% for men aged 20-64) and older workers, aged 55-64 (46% against 62% in the US and Japan);
 - Europeans work short hours – 10% less than their US or Japanese counterparts;
 - The economic crisis has brought high youth unemployment – over 21% – and made it harder for out-of-work people to find jobs.
- b. Skills:
- The EU has around 80 million people with low or basic skills – benefiting less from lifelong learning than more educated people;
 - By 2020, 16 million more jobs will require high qualifications, with 12 million fewer jobs requiring low skill-levels;
 - Acquiring and building on new skills is ever more important.
- c. Fighting poverty:
- Even before the crisis, there were 80 million people at risk of poverty, including 19 million children;
 - 8% of working people do not earn enough to make it above the poverty line (living on less than 60% of their country's average household income).
6. Within the context of social inclusion and integration into the labour market, the Commission's initiative sought proposals *"to set up pilot projects intended to promote innovative models for cooperation and partnership between public institutions and commercial and social enterprises. The aim is to create specific partnerships intended to increase effectiveness and geared towards identifying, measuring and approving good practices which are likely to be reproduced in other EU countries and regions"*.
7. The report focuses on the context of the wider social economy and in particular gives focus to social enterprises being well placed to support people into the labour market and also to develop partnership work with the private and public sectors.

A The European Context: Definitions of Social Economy, Social Economy Enterprise, Social Enterprise and Corporate and Social Responsibility.

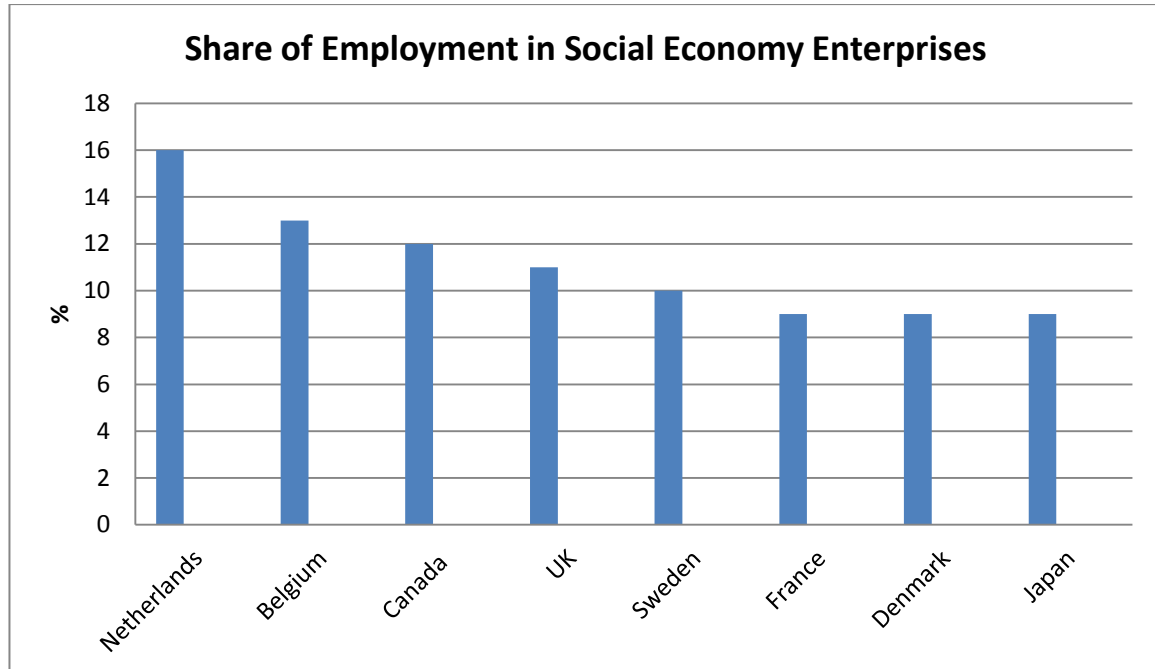
8. **Social Economy and Social Economy Enterprise.** It is worth distinguishing between the terms 'social economy', 'social economy enterprise' and 'social enterprise'. (Corporate and Social Responsibility and Social Innovation are discussed in paras 14-17). These organisations are reviewed more fully later but it is noted there are no precise benchmarks that distinguish these terms but the Commission and other commentators do recognise such organisations exhibit certain characteristics. To put these terms into basic context it can be said:

- **Social Economy** can be broadly, and rather simplistically, described as all the services or part of the economy that are not provided by the State or Private Enterprise (In reality some social society services are also delivered by the private sector). Therefore private enterprises operating corporate and social responsibility policies would not normally be considered part of the social economy although they may be contributing to it through their CSR activities.
- **Social Economy Enterprises** are the organisations, of many different types, that perform in and deliver the social economy. (The term 'social economy enterprise' is not one that is widely used in the UK and terms such as 'Third Sector', 'Civil Society Organisation' or 'Voluntary and Community Sector' are more commonly understood);
- **Social Enterprises** (also known by the Commission as **Social Businesses**) are a type of social economy enterprise that exhibits certain specific characteristics of having social objectives alongside an entrepreneurial spirit.



9. **Social Economy Enterprises.** The Commission recognises Social Economy Enterprises include cooperatives, mutual societies, non-profit associations, foundations and social enterprises. The Commission estimates that there are 11 million people employed (6% of the working population of the EU) in the social economy with membership of social economy enterprises in the region of 160 million. Social Enterprise Europe, the organisations that promotes the sector at European level, has higher estimates and cites 20 million workers representing 10% of all jobs³. A study of 42 countries suggests that the share of employment in social economy enterprises is variable but significant e.g. Netherlands 16%; Belgium 13%; Canada 12%; UK 11%; Sweden 10%; France 9%; Denmark 9%; Japan 8%⁴. Such wide estimates reflect the dynamic nature of the social economy

and the research methods but the key fact is the significant contribution the social economy makes to Europe's social cohesion.



10. The Commission recognises “Social economy enterprises are characterised by a strong personal involvement of its members in the management of the company and the absence of seeking profits in order to remunerate shareholders capital. Due to their specific way of doing business which associates economic performance, democratic operation and solidarity amongst members, they also contribute to the implementation of important Community objectives, particularly in the fields of employment, social cohesion, regional and rural development, environmental protection, consumer protection, and social security policies.”⁵
11. The Commission does not define as such **Social Economy Enterprise** but states that these entities demonstrate certain characteristics;
 - Contribute to more effective competition in the market;
 - As a part of the stakeholder economy, their primary purpose is not to create a return on capital;
 - Flexible and Innovative;
 - Active Membership and often rely on volunteering.
12. **Social Enterprises**: The commission accepts that there is no finite definition of social enterprises. They are distinguished by their social and ‘societal’ objectives whilst having the entrepreneurial spirit of the private sector. They therefore reinvest in their community: *“One of Social Enterprise sector’s main characteristics is combining a social objective with business methods, thus making it a special category within the social economy sector”⁶*. The Commission recognises that Social Enterprises tend to have certain economic, entrepreneurial and social characteristics⁷:

- Actively produce and sell goods and services;
- Autonomy;
- Have significant economic risk;
- Operate with a minimum of paid work;
- Set up by a group of citizens;
- Decision taking not based on capital ownership;
- Limited profit distribution;
- An explicit aim is community benefit;
- Participative in nature, often consulting with beneficiaries or service users.

Any particular social enterprise will not necessarily exhibit all of these characteristics all of the time. Additionally, the dynamic, flexible nature of the social economy means that social economy organisations will react to opportunities as they arise.

13. In 2007 the EU published *“Study on Practices and Policies in the Social Enterprise Sector in Europe”*⁸ highlighted at the time there was considerable variation in the description of ‘social enterprise’ and very few member states held ‘official definitions’. The report points out that only the UK had established a legal entity specific to social enterprise (Community Interest Company (CIC)). However while only social enterprises can be CICs, most social enterprises are not CICs and exist in other legal formats.
14. **Corporate and Social Responsibility (CSR).** The Commission has adopted a new definition of CSR. Until 2011 the Commission’s accepted definition was: *“a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”*⁹ In 2011, in response to the Council, Parliament and the Single Market Act, the Commission published ‘A renewed EU strategy 2011-14 for Corporate Social Responsibility’¹⁰ and its new, more fundamental definition is *“the responsibility of enterprises for their impacts on society”*. The upgraded definition can be applied equally to business and social economy enterprises.
15. The commission recognises the economic and social benefits of CSR to society and enterprise. CSR requires engagement with clients and stakeholders which in turn allows enterprise to gauge and react to consumer expectations and drives growth and new markets. Good CSR contributes to the 2020 objectives of sustainable development.
16. Quoting from the same report ⁽⁹⁾ the Commission points to the following indicators of progress in CSR development;
 - The number of EU enterprises that have signed up to the ten CSR principles of the United Nations Global Compact has risen from 600 in 2006 to over 1,900 in 2011;
 - The number of organisations with sites registered under the Environmental Management and Audit Scheme (EMAS) has risen from 3,300 in 2006 to over 4,600 in 2011;

- The number of EU companies signing transnational company agreements with global or European workers' organisations, covering issues such as labour standards, rose from 79 in 2006 to over 140 in 2011;
- The Business Social Compliance Initiative, a European, business-driven initiative for companies to improve working conditions in their supply-chains, has increased its membership from 69 in 2007 to over 700 in 2011;
- The number of European enterprises publishing sustainability reports according to the guidelines of the Global Reporting Initiative rose from 270 in 2006 to over 850 in 2011.

17. **Social Innovation** describes services that are motivated by the goal of meeting a social need and that are predominantly developed and diffused through organisations whose primary purposes are social.¹¹

B The European Policy Context

18. **Social Economy and Social Economy Enterprises:** In policy terms all social economy entities are recognised by the Commission to be 'enterprises' and as such come within the Commission's enterprise policy and in particular promoting enterprise. Thus while the social economy policy broadly rests within DG Enterprise and Industry, two other DGs are also active in the social economy policy area; DG Internal Market and Services supports integration of the social economy in the business environment and social business initiatives; DG Employment, Social Affairs and Inclusion supports the social economy and the 'Europe 2020' agenda.

19. Declaration 38 of the Treaty of Amsterdam¹² (1997) recognises the contribution made by voluntary organisations and the sector should be encouraged at a European Level. The Commission sought to achieve this at the European level activity through exchanges of information and experiences that encouraged volunteering, especially in young and older people. Therefore the Declaration recognises the role of volunteering across the whole social economy as a vehicle for increasing social capital.

20. The EU's Website¹³ points to the following timeline of recognition for social economy enterprises.

- In 2000, the autonomous European Standing Conference (Conférence Européenne Permanente - CEP) of Co-operatives, Mutual societies, Associations and Foundations (CEP-CMAF) was created. Two representatives of the sector also have a seat on the Enterprise Policy Group. In 2008, the CEP-CMAF changed its name to Social Economy Europe.
- The European Parliament, the European Economic and Social Committee, and the Committee of Regions have on several occasions pointed to the need for community actions to take full account of the Social Economy's potential for economic growth, employment and citizen participation.

- Social economy enterprises benefit from Community programmes aimed at helping SMEs, such as the Competitiveness and Innovation Programme.
 - As SMEs, they also benefit from specially targeted regional development funds and research programmes. In order to promote this special form of entrepreneurship, the Commission finances various projects in areas such as examining and reviewing legislation, identifying and sharing good practices, and collecting statistical data.
 - In 2009 the European Parliament adopted a resolution¹⁴ recognising that businesses which focus on people rather than capital could create greater financial stability. The Parliament recognised that social economy enterprises have a particular role in rectifying instability in the labour market; reducing unemployment, job stability and the social and labour exclusion on the unemployed. The Toia report commissioned by the Parliament¹⁵ suggested that social economy enterprises should not be subject to the same rigours of anti-competition rules as other undertakings and need a legal framework that recognises the special values of the sector.
21. **Europe 2020**¹⁶ is the strategy adopted in 2010 to foster more growth and jobs in Europe and to become more competitive. The Union has set five ambitious objectives - to be reached by 2020 on employment, innovation, education, social inclusion and climate/energy. The key targets are;
- 75% of the 20-60 year-olds to be employed
 - 3% of the EU's GDP to be reinvested in Research and Development;
 - Greenhouse gas emissions to be 20% (or even 30% less if possible) than in 1990;
 - 20% of energy from renewables;
 - 20% increase in energy efficiency;
 - Reducing the rates of early school leaving by 10%;
 - At least 30% of 30-40 year olds attaining third level education;
 - At least 20 million fewer people in or at risk of poverty or social exclusion;
22. Each Member State has adopted its own national targets in each of these areas. The Commission recognises the role the social economy enterprises play and the sector is growing. The strategic policy for the Commission is to guarantee the sector a level playing field when competing with other forms of entity and recognising social economy principles, ethos and needs and the way social economy enterprises go about providing services and operate may be different.
23. **Europe 2020: Employment.** The SEEING project is endorsed through key policies in the Europe 2020 agenda. "Inclusive growth – a high-employment economy delivering economic, social and territorial cohesion". The policy goal is:
- to raise Europe's employment rate – more and better jobs, especially for women, young people and older workers;
 - help people of all ages anticipate and manage change through investment in skills & training;

- modernise labour markets and welfare systems;
- ensure the benefits of growth reach all parts of the EU.

EU target for inclusive growth include:

- 75% employment rate for women and men aged 20-64 by 2020– achieved by getting more people into work, especially women, the young, older and low-skilled people and legal migrants;
- better educational attainment – in particular;
 - reducing school drop-out rates below 10%;
 - at least 40% of 30-34–year-olds completing third level education (or equivalent);
- at least 20 million fewer people in or at risk of poverty and social exclusion.

The Commission seeks to achieve these goals through two key strands of action through 2 flagship initiatives:

- Agenda for new skills and jobs;
 - for individuals – helping people acquire new skills, adapt to a changing labour market and make successful career shifts;
 - collectively – modernising labour markets to raise employment levels, reduce unemployment, raise labour productivity and ensuring the sustainability of our social models.
- European platform against poverty;
 - ensuring economic, social and territorial cohesion;
 - guaranteeing respect for the fundamental rights of people experiencing poverty and social exclusion, and enabling them to live in dignity and take an active part in society;
 - mobilising support to help people integrate in the communities where they live, get training and help to find a job and have access to social benefits;

24. **Social Enterprises:** The Commission's Recommendations on the active inclusion of people excluded from the labour¹⁷ market and the European Progress Microfinance Facility for Employment and Social Inclusion, recognise the specific role, value added and potential of social enterprises.

“Cooperation and networking with various public and private stakeholders who promote the emergence of social innovation can strengthen the actions of social enterprises.

In general, social innovation is a “new response” to a social situation which is considered unsatisfactory and likely to affect all sectors of society. Social innovation is “a new response” because it aims to improve people’s and/or groups’ well-being. It focuses on action and long-term change. Its purpose is to develop individuals, the living environment (territory) or the enterprise. In doing so, social innovation does not take a particular form. It is both procedural and organisational or institutional in nature¹⁸.”

25. Given the importance of social economy enterprises, various community policies and specific measures and policies are in place to support the sectors development.

- a. **Social Business Initiative**¹⁹ commenced in 2011 and is aimed to create a favourable environment for social entrepreneurship. The initiative has three objectives and eleven actions:
 - Access to Funding;
 - Create a regulatory framework for funding;
 - Foster the development of micro credit;
 - Support business to access micro finance by creating 92m euro fund from 2014;
 - Make social enterprises a priority in the structural funds from 2014;
 - Measures to improve visibility of social businesses;
 - Map scale and quality;
 - Create a database of accreditations and certifications available;
 - Support learning and understanding at national and regional scale;
 - Create an information and exchange platform;
 - Measure to improve the Legal environment of social businesses;
 - Create a better environment for foundations and simplify regulations on cooperatives;
 - Greater recognition of quality versus price in procurement including the notion of reserved contracts for social enterprises;
 - Simplification of State Aid regulation for 'local' services.
- b. In 2012 a new Commission of Group of Experts is being created: "**Groupe d'Experts de la Commission sur l'entrepreneuriat social**" (**'GECES'**)²⁰. Their role will be to measure the progress of the Social Business Initiative, to be consulted on the proposed actions and any additional spin-offs of the Social Business Initiative.
- c. **The European Agenda for Entrepreneurship**²¹ includes five strategic actions to support the development of entrepreneurship in general. It introduced the policy that takes account of the differing needs of entrepreneurs, who run businesses ranging from university spin-outs, family-owned SMEs to social enterprises.
- d. **The Communications on Social Services and on Health Services.** In November 2001 The Commission adopted a Communication²² in the area of services of general interest including social services, in order to assess how better to promote a transparent and reliable EU framework in which social services can be offered. Another Communication with the same objectives was adopted in 2006 concerning health services. *"These policy documents are important for the numerous "third sector" enterprises, operating in these fields as is any improvement of the legislation affecting the provision of social and health services."*

- e. **Procurement.** There are a number of directives and guide to public procurement. The directives on public procurement provide, under certain conditions, derogations favouring social enterprises. They allow the contracting authorities, when identified in the terms of reference, to limit access to certain contracts e.g. limiting a social action tender to social enterprises that employ mostly disabled people in order to enable them to gain skills training and access to wider employment opportunities.

26. **Corporate Social Responsibility.** CSR was first recognised in 1995 and in policy terms CSR was embedded within a Green Paper in 2001. There have been subsequent policy and initiatives in the arena of sustainability including the responsibility of enterprise towards the environment. The current policy taking forwards CSR was published in 2011²³ with the following action plan for 2011-2014:

- Enhancing the visibility of CSR and disseminating good practices;
- Improving and tracking levels of trust in business. The aim will be to develop an open debate on what citizens think 'business' should look like in the 21C and specifically address the misleading environmental claims sometimes made;
- Improving self- and co-regulation processes;
- Enhancing market reward for CSR e.g. incorporating assessment of CSR in areas such as public procurement and ethical investment;
- Improving company disclosure of social and environmental information;
- Further integrating CSR into education, training and research;
- Emphasising the importance of national and sub-national CSR policies by creating a peer review programme;
- Better aligning European and global approaches to CSR.

27. All the above activities should also help raise awareness and policy support for social economy enterprises as well as business.

C European Context: Legislation

28. **Social Economy Policy.** In 1992 the Commission introduced three regulations and directives that in effect gave some definition or characteristics to cooperatives, mutual and association. The effect was to give these types of organisations legal recognition from an EU perspective which would allow them to take part in the Single Market.

29. **Social Enterprises Policy.** The Call, to which the SEEING project responded, highlighted that there is not a mainstream legal framework in place for developing cooperation between social enterprises and the state which thus created the correct environment for DG Employment Social Affairs and Employment to develop networks and pilot projects as a foundation to fostering greater recognition and cooperation.

30. **European Financial Regulation.** The European Parliament has approved new funding rules from 2013 that are expected to make it easier for social economy enterprises to apply for and receive European Union grants including the ability to use in kind contributions. This forms part of a wide ranging review of EU financial regulations. This includes the European Social Fund and the European Regional Development Fund, both of which are likely to have several billion pounds of funding available for social economy organisations. The new rules will set out new decision time limits and rules for social economy enterprises to be able to apply to the Structural Funds after 2014. The regulation has increased the threshold below which social economy enterprises can use simpler administrative procedures, and also allows them to build up surpluses and reserves without being penalised. The new version of the regulation will come into force in January 2013.
31. **Single Market Act 2006**²⁴ proposes twelve levers to boost growth and strengthen confidence and 'Lever 8' specifically recognises social entrepreneurship. The Lever's key action is to facilitate the support for social enterprises, creation of policy for Corporate and Social Responsibility for all business and establishment of the Social Business Initiative (*para 23*).

D Research

32. This research phase at EU level and separately the national reports has identified a large amount of research material exists around policy, market place and supply of the social economy, social economy enterprises, social enterprises and their role in the national and EU economic objectives. To summarise these research papers in this report would be outside of the scope of this report but those that are referred to are referenced in the End-notes section with appropriate hyperlinks.

E Well known Social Economy Enterprises in Europe

33. Did you know that is a social economy enterprise;
 - a. The Eden Project (UK) <http://www.edenproject.com/> – The focal point of this educational and environmental charity, tourist attraction and social enterprise is a series of bio-domes constructed in a disused china clay mine in Cornwall. Additionally it runs transformational social and environmental projects around the world; creates learning experiences for students; undertakes valuable research into plants and conservation.
 - b. National Trust (UK). <http://www.nationaltrust.org.uk/> Founded in 1884, the National Trust exists 'to protect historic places for ever and for everyone'. The Trust has 4 million members who elect its Council, 61,000 volunteers and relies solely on its membership and commercial activities for its income. It is custodian of 350 historic properties and 127,000 hectares of tenanted farm, woodland and coastline. Last year about 25% of the Trust's income or £101m (125m euros) was spent on conservation alone.
 - c. The Big Issue (UK). <http://www.bigissue.com/> The Big Issue was launched in 1991 in response to the growing number of rough sleepers on the streets of London. The Big Issue addresses the problem of homelessness by offering homeless people the opportunity to earn a legitimate income; to 'help them to help themselves'. Homeless people or those at risk of

homelessness can apply to be street vendors of the Big Issue magazine and are rewarded through their sales whereby the vendor keeps 50% of sales.

- d. The Coop (UK) <http://www.co-operative.coop/> was founded in 1844 as a business based on democratic principles, owned by its customers and reinvesting in the community it served. It is a membership organisation with trading arms in retail and financial services. In 2011 the Coop adopted a clear goal; to be the most socially responsible business in the UK and in 2012 extended this ethos the Coop adopted an Ethical Plan to 'inspire more people than ever to change their world'. The Coop supports 10,000 community initiatives each year.
- e. Huset Venture (DK) <http://www.husetventure.dk/> Huset Venture is an independent, private organisation with an appointed board. The purpose of Huset Venture is to create jobs for people with a disability in a supported environment. The organisation runs various businesses including training and clarification courses. Huset Venture wants to provide and make visible the target group's opportunities.
- f. BOAS Specialister ApS. (DK) <http://www.boasspecialister.dk/> The purpose of BOAS is to give people with Asperger's Syndrome the opportunity to develop and use their individual competences, strength and motivation. Boas wants to demonstrate that people with Asperger's Syndrome under the right circumstances can be equal contributors to society.
- g. Kontutto ApS (DK): <http://www.kontutto.com/forside/> The purpose of the enterprise is to create positive social change for vulnerable people by addressing social injustice. The tool to this is the world's most well-travelled hot dog stand!
- h. LifeVERSION/Rosen og Liljen. (DK): http://www.lifevision.dk/?page_id=303 The profits of The Rose and the Lily are reinvested in projects that create further new jobs for psychologically vulnerable people. The enterprise focuses on innovation, new and sustainable products, user-involvement and local solutions. The enterprise is driven by professional, trained volunteers and psychologically vulnerable people.
- i. www.bistad.dk. (DK): The purpose of the enterprise (association) is to provide information and education that can help to promote bee-keeping and honey production in urban communities taking into account environmental, social and cultural considerations.
- j. www.kulturgynge.dk (DK): The purpose of the enterprise support networking for social disadvantaged young people and adults. The support is delivered through a cultural and activity centre that offers support for education, work and training opportunities.
- k. [Kolding pak ApS \(DK\)](#): The purpose of the enterprise is to integrate some of the young and disadvantaged citizens on the private labour market in Kolding. Kolding pak ApS is a company that wants to give these people a guide and qualifications for being able to hold a normal job and a normal life on equal terms with other citizens.
- l. [Café Geo \(DK\)](#): Café Geo is a social economic enterprise which purpose specifically meets the employment of people with physical disabilities. Café Geo's vision is to create opportunities for people with physical disabilities to become a part of the activities Café Geo organizes and hosts. Café Geo located in Geographical Garden in Kolding. Owned by the Municipality of Kolding. Café Geos vision is closely related to the municipality's desire for a more inclusive labor market.
- m. [Slotsoebadet \(DK\)](#): The purpost of Slotsoebadet is that all people can contribute to society and that it is important that everyone gets a chance to get content in their lives. If things are

shaping up positively it requires, however, that it is motivated through liability and claims against the individual. We can accommodate all types of people in Slotssoebadet.

F A Synthesis and Contextual comparison between the three participating countries.

34. This section summarises the research reports undertaken in the three participating countries and regions, Luxembourg (BE), Kolding (DK) and Devon (UK).
35. **Definition of Social Economy Enterprise and Social Enterprise.** In all three countries at the centre of this report there is no legal definition of a social economy enterprise. Such enterprises bridge the gap between the work of the state and main stream business and are recognised as having those common characteristics described earlier (*paras 9-11*). However there are also some special characteristics that are recognised in their ethos and the way social economy enterprises do businesses i.e. involve service users and volunteers in decision-taking, they often locally focussed, they often work in formal and informal partnerships, they are innovative, dynamic and react to market conditions and opportunities.
36. Social economy enterprises can exist in a range of identities e.g. associations, foundations, mutuals and social enterprises. Although there is no single recognised identity there may or may not be registration requirements for regulatory reasons e.g. In Wallonia region of Belgium the partnership organisation 'ConcertES'²⁵ mapped six entry level criteria which would help identify social economy organisations.
37. In Belgium the central government regulates the registration of companies and legal standards. In Denmark social economy enterprises are given a number on the Central Business Register like all other companies. In the UK there are different routes. Those that satisfy the definition of charities and have a certain turnover must register with the Charities Commission. Those that take the form of a Company Limited by Guarantee (no shareholders) register with Companies House. Those social enterprises that take the form of Community Interest Companies must register. Many smaller associations do not need any registration.
38. **Social Enterprise:** Social enterprises are one type of social economy enterprise. These are distinguished not by definition but certain characteristics and values described earlier (*para 12*). There is a perceived general lack of understanding amongst the public around terms such as 'social enterprise' and 'social economy enterprise' (a term not widely used in the UK) and as a result it can be difficult for social enterprises to project their social values in the market place. In the UK a group of social enterprises have created the Social Enterprise Mark²⁶ as a way of accrediting 'social enterprises'. The Mark is a criterion based assessment rather than a values-based assessment and while it gives those social enterprises accreditation of their status, it gives

less recognition that social entrepreneurship is dynamic and an ideology and not just a business model.

39. The fact governments nor the Commission have sought to impose rigid criteria is a recognition of the nature of social enterprises and their ability to react to the market.
40. **Corporate and Social Responsibility.** In all three countries CSR is recognised as positive for society and the wider business community. The latter benefits from greater interaction with stakeholders and share-holders, fosters opportunity for better business planning as well as helping to project the company positively. CSR is recognised as being over and above what is required by law (e.g. environmental regulations). The Belgium government gives particular focus on continuous improvement and sustainable development.
41. However there remains a grey area in the difference between a company with a strong CSR and social enterprise. In *para 12* it is recognised social entrepreneurship is an ideology that is reflected in a particular business model of social purpose and reinvesting profit in the enterprise or community. However a business's principle 'raison d'être' will remain profit for shareholder's or partners who also own the capital but the entity make significant investment in the community in support of its CSR policies.
42. The boundaries between 'profit' and 'non-profit' making are becoming blurred (social enterprises trade for profit but reinvest profits in the social business or community) while charities may make 'surplus' and hold reserves for its charitable purposes. Traditional public services are being floated off or procured to the private and social economy sectors.

Social economy at national level.

43. **The political context at national level.** In the three countries the national political pictures are quite different and in each the social economy cross-cuts a number of political agendas:
 - a. In **Belgium** a gradual process of federalisation means that policy development in many areas, including the social economy, will be devolved to regions (in this instance Wallonia). Legal frameworks, including regulation on the introduction of social clauses in public procurement, will remain within national policy. While the greater impacts of federalisation will not be felt until after 2014, the Wallonia Region already decrees the social economy as a fully-fledged player in the market economy active in sustainable development and social cohesion.
 - b. **UK:** The social economy is recognised by the UK government as having an increasing important part to play in the delivery of services. This is enshrined within the current and previous governments' policies to give more choice and power to local people and communities. A central theme of the current government is **Big Society** which is about placing more power into people's hands. In practical terms the state sector is becoming smaller and more services are being procured against smaller budgets. The government has introduced a number of measures to encourage the social economy including laws that provide

opportunities for communities and the social economy to run public services and buildings and laws that require public authorities to include social impact in procuring services. Much of this legislation is new and its impact has yet to be seen.

- c. The position in **Denmark** is a little different as the state has a sophisticated and well developed role to play in the social welfare of its citizens. There is no official strategy for developing the social economy and the sector is relatively undeveloped compared with Belgium and the UK yet Putting Civil Society on the Economic Map of the World (#4) suggests that 9% of the workforce is employed in the social economy in Denmark which may include many sports and recreational clubs. There is greater recognition and tradition of volunteering and the Danish Ministry of Social Affairs established The Volunteering Council and provides funding for supporting volunteering at local level.
44. **The Tradition of Charity and volunteering in society.** In Belgium and the UK there are long traditions of the voluntary and community sector and in many respects volunteering and community organisations go hand in hand. Denmark nevertheless has a strong tradition of volunteering e.g. in sports clubs, school boards and NGOs although having a relatively less developed social economy in favour of a bigger state welfare sector.
45. Often small organisations don't realise their positive role they contribute as part of the social economy or voluntary and community sector because such groups fail to recognise the underlying social and well-being benefits to their users. Social groups reduce isolation; participation in sport and recreation improves health and well-being and volunteering improves confidence and self-worth.
46. **National networks.** Each country contains networks and associations of organisations that support the development of social economy enterprises, develop CSR, raise awareness and form partnerships with other social economy enterprises as well as business and the state sector. Often an organisation will focus on a particular theme e.g. social enterprise, volunteering or CSR etc. and many operate on a membership basis, often as social enterprises and involve its members and users in decision-taking and representations. They often become recognised as sources of expertise on a topic and will develop links with and lobby government policy.

Political Context at Local Level in Devon (UK), Luxembourg (Belgium) and Kolding (Denmark)

47. As would be expected the development of policy and action at local level is quite different in the three participating local areas. Policy on the social economy depends on national priorities, the increasing recognition of the role the sector has to play, the scale of the sector and the context of wider policy in the area.
 - a. Luxembourg province developed a policy framework based around the broader objectives of the Walloon region. Idelux was created as a social enterprise to support the environment and with a wide ranging brief to support and foster business including social economy enterprises

in the province. NGE2000 is a sustainable development agency connecting environmental, social, cultural and economic projects and social economy projects. In 2010 a sub group of social economy organisations was created to monitor and support organisations in public procurement. There is also partnership tackling isolation and access to work and opportunities.

- b. Kolding. The municipality of Kolding was one of the first in Denmark to develop a strategy towards social enterprise in 2009. The strategy's aim is to promote the establishment and development of social economy enterprises in the area and to create ten new enterprises by 2011. The Municipality has published a strategy for individual self-esteem which recognises in one of four strands the role that social economy can play.
- c. Devon: Devon County Council has recognised the role that the well-developed social economy plays in the county for many years. Specifically relating to social enterprise DCC has supported a Social Enterprise Group and Action Plan since 2007 to raise the profile, growth and sustainability of social enterprises, access to funding, collaboration and a commitment to understanding and valuing social value. The Council also participated with ten local authorities in a project to better understand and support the social enterprise sector which includes an action plan for supporting the sector. The council has been developing social impact tools, a social enterprise pledge to support social enterprise development and trialling the transfer of assets to the community.

48. **Coordination with other policies such as health, social care, employment etc.**

- a. Kolding; The connection between social economy enterprises and health and social care – specifically self-esteem – have been identified in a new strategy.
- b. Luxembourg; The ConcertES report²⁷ recognises that social economy enterprises are active across a wide range of policy and business areas and link in to services that are overseen by the state. There are a number of institutions and private / public sector networks at local level that promote social inclusion and public welfare and there is a forum of training organisations. The report also highlights that organisations such as the 'Centre Public d'Aide Social' (Public Welfare Centres) have also set up autonomous social enterprises which support people with particular needs to gain access to work and has created specific social businesses to provide supportive employment and training e.g. garment making, gardening.
- c. Devon; The council has always had a strong relationship with the social economy community especially in themes of community development, health and social care as well as young people's organisations. The 'supporting local social enterprise project' falls within the Economy and Enterprise department but the projects outcomes will impact across many of the council responsibilities including procurement and finance.

49. Each country and local administrations have different experiences and scale of the social economy. Therefore the policy frameworks and activities differ quite widely but the key point of

note is that all the policy development is moving in the right direction. All the policy makers are recognising that social economy enterprises and social enterprises have a significant role to play in the health and welfare of their citizens. All three local regions have policies that seek to develop the sector.

50. **Best Price versus Value:** The message in all three countries is a basic recognition that social enterprises and social economy enterprises are a good thing. Even in Denmark, where the sector is relatively less developed, the Kolding Municipality has set in place a policy to support the development of more organisations. In Belgium, especially in the context of supporting employability, there is recognition of the interdependency of the social economy sector and private sector by offering services (hosting small businesses in enterprise centres, shared production facilities, packaging etc.) to one another or 'adding value' to each other's entrepreneurial and social entrepreneurial goals.
51. Best value doesn't necessarily mean cheapest price. In Belgium the social economy sector is often cheaper than the traditional market economy. In the UK, the development of a large private sector economy delivering services such as social care means that some private sector operators are able to offer lower prices because of the volumes and economies of scale on offer which social economy enterprises may not be able to match. Best value recognises the added social value might bring e.g. in terms of the volunteering, prevention, integration with the community and business outcomes driven by social impacts and not profit for shareholders. However, the social enterprise economy sector does not have a monopoly on social impact benefits and where private sector entities can demonstrate strong social impact, they will be also be in a position to win contracts.
52. It is fair comment that in all three regions, positive **social impact is recognised** but the **challenge is measuring social impact** in a way that social impact measures can be usefully used as a tool, especially as in procurement of services. In the UK 'social impact' and 'SROI' are currently very topical (partly due to legislation in force in 2013) and a lot of work is being developed in these areas. Devon County Council has developed a process of Impact Assessment which aims to value the wider benefits of an activity to communities, local economic conditions and the environment in one exercise. (See para 58)

What does the Social Economy Sector Look Like at Local Level?

53. A characteristic of the social economy sector and especially social economies are their dynamic nature. As a result, without legal definition and registration, it is hard to gain 'like with like' profiles.
 - a. In Kolding there are a few existing social economy enterprises and the strategy is to create ten more (thus there would be approx. one enterprise for every 8900 citizens). This does not appear to include the sports and social organisations.

- b. Luxembourg has 48 social economy enterprises (one enterprise for every 4,800 citizens) accredited with public authorities and so does not include those which are not accredited, including associations, mutual, foundations, non-profit (ASBL) and cooperatives which make the sector much larger in reality. Social economy enterprises in Viesalm and surrounding towns are under-represented compared with Luxembourg province as a whole. 1338 FTE jobs are supported. Typical social economy enterprises include laundry, wood products, domestic cleaning, restaurant and medical transport e.g. surface and air (helicopter) ambulance.
 - c. The social economy employs 14,000 FTE jobs in Devon (county administrative area) and is supported by 88,000 volunteers. The supply of social economy enterprises in Devon is large, mature (and sometimes a little competitive) and two in three have existed longer than sixteen years. Social enterprises are a growing force, especially as fewer grants are available, requiring many social economy enterprises to think and behave entrepreneurially and it is estimated that there are between 350 – 900 social enterprises. A survey is due in 2013.
54. **Current Tools for Support-Political and Strategic:** In all three localities the authorities have adopted positive action / policies towards the development of social economy enterprises.
55. In Kolding the Municipality has adopted and is following through a strategy to develop more social economy enterprises. It has provided support for the creation of two, several other organisations are thinking of becoming social enterprises.
56. The town of Viesalm has been pro-active in the support for the development of social economy enterprises through two studies and actions. In 2007 it created 'Platforme Economie Social' as a means of showcasing the positive work the social economy contributes to the wider economy of the locality. Simultaneously the authority sought to improve the performance and professionalization of social economy enterprises through membership of the 'Platform'. In turn this led to identifying a number of tools being created including training, provision of shared infrastructure, equipment, consultancy and administrative services. A second study identified gaps in needs of SMEs with a view to setting up a agency that would develop a suite of new business services in areas such as waste management, renovation, human resources agency, a local vehicle fleet, IT maintenance and specialist purification. The Viesalm authority is making a case to establish a Local Development Agency (Agence De Developpment Local 'ADL') through the rural development programme that will provide services to start-ups, coordination and guidance services and collaboration with other areas.
57. In Devon there is a very large social economy sector comprising many very small organisations supporting activity at local level. The sector is recognised for its vale and the wider social economy sector has a range of support mechanisms delivered locally across Devon. Specifically social enterprises have been growing quickly and this will increase as grants give way to contracts and services previously run by the state will be spun off. Supporting Local Social Enterprise Action Research project (2009) resulted in a number of outcomes and projects that are on-going (*para Para 56 a and 58*).

58. **Counselling Advice and Training.** Social Economy Enterprises and especially social enterprises have many of the same challenges as wider businesses e.g. regulations, marketing and full cost recovery (profit for business and social enterprises). Social Economy Enterprises also have particular challenges around tendering, governance, managing volunteering and funding core activities (as opposed to projects and programmes).

- a. Devon. Depending on the structure and ethos of organisation there are different opportunities for accessing support. Additionally there is not a universal service across Devon. The social economy enterprise sector, dominated by many small informal organisations will usually be able to access advice and training, including funding advice, through Councils for Voluntary Service, South West Forum and other infrastructure organisations.

Social Enterprises are seen as bridging the gap between business and the social economy and as such social enterprises can seek advice from organisations that support the social economy and wider business. Advice, counselling and potential funding is not universally the same and will be different depending on what location in Devon. This patchwork of availability to some extent reflects that a) the geographic county is split into different administrations and b) the availability of European structural funds creates opportunities to develop bespoke services. At a strategic level DCC seeks a single window for business support and micro finance for SMEs and Social Enterprises through the Devon Investment Partnership. Its aim is to make the financial and support opportunities more understandable and accessible through one portal.

- b. Kolding: Social entrepreneurs have the opportunity to access counselling and support from the Business Advisors at Business Kolding who themselves have had specific training on social economy enterprises. This is in line with the strategy and action plan for social enterprise development previously referred to. The purpose of the training was to give the consultants skills about social economy, so that they could give good advice to entrepreneurs. Every week Business Kolding has open counselling sessions where entrepreneurs and companies can come at get free advice about their business idea.

Network Group. In October 2012 a social economy enterprise network is being established as a group to share and discuss common issues and raise awareness of their work. Known social economic enterprises in the Municipality of Kolding and the surrounding municipalities are invited to participate in this network group. As importantly, those who are not representing a social economy enterprise are also invited to raise awareness of the sector as well as to include those companies that might develop social enterprises or individuals with ideas for social purpose business. The network group is facilitated by VirksomhedsNetværket, It is the planned that the network group will meet 4-5 times a year to discuss challenges, share knowledge and learning new things.

- c. Luxembourg: In 2007, the value of social economy enterprises was recognised in Vielsalm and the local authority sought to create a platform for championing expansion of the social economy. The principle objective is to create and showcase a platform for the commercial promotion and prosperity of the social economy enterprises as well as their common ideology. The blueprint concept was developed further into a centre which would develop tools and models to support the social economy enterprises. Such tools might include websites, commercial promotion, shared administration etc. A second piece of research identifying the needs of SMEs produced a list of service gaps in the market and the aim is to create a new social enterprise that would provide such services. This is an on-going initiative which is being developed in stages. Currently the local authority is moving ahead with an application to the Walloon government for the creation of Local Development Agency (Agence de Development Local [ADL]) which would act to coordinate a number of social and economic collaborative projects which might include those for social economy enterprise development and support.

The Société Wallonne d'Economie Sociale Marchande (SOWESM) provides advice and potentially capital finance towards social economy enterprises in the province through ten accredited consultancies.

59. **Generic Tools.** There appear to be plenty of generic tools that support social economy enterprises and social enterprises especially. There are bespoke materials in localities as well as published guides and training courses. A very small sample include:
- Social Enterprise Explained for beginners, wonderers and people with ideas, big and small²⁸
 - Learning By Doing – A Guide To Setting Up A Social Enterprise Run By Young People²⁹
 - School for Social Entrepreneurship offer short and longer courses for budding and existing entrepreneurs.
 - Serving the Canton of Geneva (CH)³⁰ the Chambre d'Economie Sociale et Solidaire offers training and other support to social economy enterprises in Geneva and has published a generic business plan for its client base and a purchasable guide (CHF12) to starting up social enterprises. The organisation works with partners promoting and supporting social enterprise in the canton of Vaud (CH) and the departments of Rhone-Alpes (FR) and Franche-Comte (FR).
60. **Measuring Impact Tools:**
- The measurement of Social Return on Investment (SROI) was first recognised in the context of social enterprises in the USA in 2000. Various pilots were undertaken and the approach was further developed by practitioners in the US, UK and the Netherlands. The UK government adopted the process as a way of recognising the impact of large grants and SROI was established with seven principles and the guide was further revised in 2012³¹. Devon County Council is applying SORI techniques to two projects in Devon. SROI has been further refined in the Netherlands³² with a ten step walk through guide and in Canada where a software solution has been developed. These tools have collectively generated hundreds of costed indicators.

- SROI is sometimes considered a complicated process to follow and thus alternative solutions have and are being developed that are fit for purpose for particular projects or situations.
- Devon County Council has developed an equality impact and needs assessment as a measurement tool to be used in the procurement process. South West Forum (UK) are managing the 'Proving Our Value'³³ which will develop new approaches and measures to collating data and evidencing social impact of public services delivered by social economy organisations. Nationally, a guide to the more complex area of Social Return on Investment has been updated.³⁴
- Social Impact Measurement Toolbox³⁵ was published by 'The Guild' in 2012. The toolbox comprises a six stage work plan for small and medium sized organisation that takes them from a starting point through and action plan of social impact measurement. The toolbox is a purchasable product (£158).
- South West Forum (UK) is managing a project to develop a series of social impact models relating to key project themes in Devon.³⁶
- The Danish Social Capital Fund 'densoc1alkapitalfond'³⁷ recognises that there is no universal method of measuring social impact. There is no 'one size fits all'. The fund uses, monitors and shares results a number of different methodologies and has summarised their experiences in a paper called 'Social Return on Investment - beta'³⁸ including;
 - IRIS – Impact Reporting and Investment Standards – a method to find a standard set of social indicators
 - SEEKAM – which focuses on the principles of measuring the savings made in public services.
 - SROI – various models used across Europe for putting a monetary value to the social impacts of various stakeholders in a project.

The fund is also pioneering so-called 'impact maps': An approach where which analyses the social effects of possible investment opportunities. 'Impact maps' charts progress, select a few key indicators that best describes the most important change in the specific investment, and focusing on performance targets and performance measurement in these.

Financing Tools.

61. In the three localities there are multiple levels of funding opportunities available cascading down from regional / national government, commercial routes and local funding streams. Perhaps uniquely for the Luxembourg province, social organisations could become involved with funding organisations and partnerships that work across national boundaries in Belgium, France and Grand Duchy of Luxembourg.
62. Some of the funding is available to SMEs as well as social enterprises and social economy enterprises. The types of funding with additional notes are shown in the table below:

	Devon (UK)	Kolding (DK)	Luxembourg (BE)
Equity Capital Financing	Devon Business Angels and South West Angel Investor Network helps investors find suitable companies to invest in.		SME and SEE Profit making with a social purpose and social integration associations
Advice and Monitoring of Investments	Investment and Contract Readiness Fund (England). A one off fund to tool up some social enterprises so they are ready for commissioning		Directorships. Providing a director or observer at board level to support good governance and growth
Employee Buy – Outs			Type 1: To transfer failing businesses to their employees (where conventional sale of the venture has failed). The venture must develop a cooperative approach with the ‘one person one vote’ principle Type 2: general buy-outs by employees-Christian Trade Unions, consultancy organisations & retiring owner – managers
Venture Capital	Devon Business Angels and South West Angel Investor Network – see above		Complex financing for organisations where the bank has refused funding and requiring specialist support
Commercial Loans	Commercial banks may fund SEE if the business plan	SEE not widely funded by the	

	stands up. Specialist and ethical banks e.g. Charity Bank, Coop Bank, Unity Bank, Triodos and Islamic Bank of Britain. These banks maintain strong links with their loan book and have low default rates.	commercial banking sector. Merkul Andelskasse is a financial institution that has support for SEE as one of its purposes.	
Social or Business Loans	<p>National Funding Big Society Capital. Created from dormant bank accounts (750 m euros). Funds investments that will bring a financial and social return.</p> <p>Social Investment Business (England) makes loans and investments into social enterprises on a various rolling competitive programmes.</p> <p>Crowd Funding allows investors to invest small amounts (typically £50-£1000) into business investment opportunities using 'crowd funding' principles.</p> <p>Funding in Devon South West Investment Group supports SMEs and viable social enterprises. They offer 3 loan funds – micro, growth, and young entrepreneurs funds.</p> <p>Springboard Fund supports SME SEE in early stages of development or step change. Innovation and impact are important.</p> <p>Fredricks Foundation offers micro finance to</p>	<p>Social Capital Fund supports SEE and SMEs solving social problems. Helps create social impact. The fund is repaid and re-loaned. High levels of engagement go with the fund which will typically lend up to 540,000 euros.</p> <p>Social Economy Kolding Fund. As above but with smaller capital base and smaller loans</p>	

	<p>disadvantaged people to set up or expand a SME or SE so they become more independent.</p> <p>Outset Finance – Plymouth will lend up to 12000 euros to new and existing enterprises – especially from disadvantaged areas.</p> <p>Devon Community Foundation (See below) pilots micro finance initiatives</p>		
Grants	<p>National Lottery Funds. There are eight ‘good causes’ funds offering a range of grants programmes to SEE in the UK.</p> <p>Government Grants. Periodically the state sponsors highly competitive grants programmes e.g. Dept. of Health’s Social Enterprise Hub, Innovation Excellence & Strategic Development Fund and Health & Social Care Volunteering Fund</p> <p>National and Local Foundations. Usually only support ‘charities’ in the SEE sector.</p> <p>Devon Community Foundation distributes 1.25m euros to small organisations on behalf of national bodies, philanthropists and corporate donors</p>		

G What tools do we have, what do we want to place in the tool box.

63

- The policy and strategic activities of each country and Europe are moving in a positive direction regarding the social economy, social economy enterprises and social enterprises as well as recognition of the added value the social economy brings to cohesion.
- The terminology for social economy enterprise and social enterprise has different interpretations – even within countries / languages. The common ground is the recognition that these terms have certain underlying characteristics.
- The next stage is to identify where the gaps lie, what questions need to be asked and how the SEEING project will develop and test the innovative models and tools.
- Based on good experiences from three European countries, the development of the innovative models and methodologies will be on a European level; however the instruments and methodologies should be flexible so that they can be used under different circumstances and structures, which will be specific for each of the participating countries.
- The next phase (Work Package 3) will be based on three inter-regional teams that will focus on the following areas
 - **Questions related to Strategies, local co-operation and networking**
 - **Questions related to Advise, counseling and training**
 - **Questions related to Economic models and financing schemes**
- The output of WP3 will be a first draft of a comprehensive conceptual framework for the toolkits with guidelines, instruments and methodologies.

Annex 1: List of Partners

Public Sector		
Kolding Municipality (DK)	Public authority for Kolding Commune	Nicolaiplads 6 6000 Kolding www.kolding.de/
Devon County Council (UK)	Public Authority for the County of Devon	Topsham Road Exeter EX2 4QQ www.devon.gov.uk
IDELUX (BE)	Economic Development Agency	98 Dreve de l'Arc-en-Ciel 6700 Arlon www.idelux-aive.be
Private Sector		
Merkur Andelskasse (DK)	An ethical bank	Vestergrogaade 40 1620 Copenhagen www.merkur.dk
Peninsula Enterprise (UK)	A company supporting business development including social enterprise development	Tamar Science Park Derriford Plymouth PL6 8BT www.peninsula-enterprise.co.uk
OL Write (BE)	Communication and PR Company	Rue de Beho 9A/7 6670 Gouv www.olwrite.be
Social Enterprise / Third Sector		
South Denmark European Office (DK)	A Not for Profit agency representing the interests South Denmark in the European Community arena	C/o Esbjerg Kommune Torvegade 74 6700 Esbjerg www.southdenmark.be
VirksomhedsNetvaerket (DK)	A business development network in the Kolding area.	Esbjergvej 84 6000 Kolding www.virksomhedsnetvaerket.dk



The
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Social Economy Enterprises for Innovation and Growth

Well UK (UK)	A consortium and partnership development organisation focusing on healthy and vibrant communities	Farm House Rise, Exminster Exeter EX6 8AT www.welluk.org
Devon Community Foundation (UK)	A charity that links philanthropy with community organisations and micro-finance development	The Factory Leat Street Tiverton EX16 5LL www.devoncf.com
Entreprise de Travail Adapte les Hautes Ardennes (BE)	A social enterprise providing training and supported employment for people with physical and learning disabilities	Rue des Chasseurs Ardennais Rencheux 36/E 6990 Viesalm www.leshautesardennes.be/eta/
FILSTRANS (BE)	A venture capital funder with a social purpose	Chausee des Recogne 6840 Neuchateau www.filstrans.org

¹ Pilot Project : 'All-Inclusive Cooperation between Public Authorities, Commercial Firms and Social Social Enterprises for Social Inclusion and Integration into the Labour Market' ; Call for Proposals VP/2011/012 Employment Social Affairs and Inclusion Directorate General of the European Commission (Nov 2011)
<http://ec.europa.eu/social/main.jsp?catId=631&langId=en&callId=329&furtherCalls=yes>

² http://ec.europa.eu/europe2020/europe-2020-in-a-nutshell/priorities/inclusive-growth/index_en.htm

³ Social Economy Europe:
<http://www.socialeconomy.eu.org/spip.php?rubrique215>

⁴ Putting Civil Society on the Economic Map of the World: L M Solomon 2010: Annals of Public and Cooperative Economies Vol 81 No 2.
<http://ccss.jhu.edu/wp-content/uploads/downloads/2011/10/Annals-June-2010.pdf>

⁵ Small and Medium Sized Enterprises – Social Economy:
http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/social-economy/index_en.htm

⁶ #1

⁷ Small and Medium Sized Enterprises – Social Enterprises: http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/social-economy/social-enterprises/index_en.htm

⁸ Study on Practices and Policies in the Social Enterprise Sector in Europe; Austrian Institute for SME Research and TSE Entre, Turku School of Economics, Finland; June 2007:
http://ec.europa.eu/enterprise/policies/sme/files/craft/social_economy/doc/report_study_kmu_social_entreprises_fin_en.pdf

⁹ COM(2001)366

¹⁰ A renewed EU strategy 2011-14 for Corporate Social Responsibility; COM(2011) 681 final
<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0681:FIN:EN:PDF>

¹¹ http://eureka.bodleian.ox.ac.uk/761/1/Social_Innovation.pdf

¹² Treaty of Amsterdam Amending The Treaty on European Union, The Treaties Establishing The European Communities And Related Acts; Official Journal of EU, Nov 1997:
<http://eur-lex.europa.eu/en/treaties/dat/11997D/htm/11997D.html#0139010055>

¹³ Small and Medium Sized Enterprises – Social Economy:
http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/social-economy/index_en.htm

¹⁴ A Social Economy “Would Reduce Speculation in the Financial Markets”: Press Release of the European Parliament supporting a resolution on Social Economy (2008/2250(INI))
http://www.socialeconomy.eu.org/IMG/pdf/20090218IPR49792_en.pdf

¹⁵ European Parliament Resolution of 19 February 2009 on the Social Economy (Toia Report)
<http://www.socialeconomy.eu.org/spip.php?article795>

¹⁶ Europe 2020 website: http://ec.europa.eu/europe2020/index_en.htm

¹⁷ The Commission Recommendation on Active Inclusion adopted on 3 October 2008 calls upon Member States to “provide support for the social economy and sheltered employment as a vital source of entry jobs for disadvantaged people, promote financial inclusion and microloans, financial incentives for employers to recruit, the development of new sources of jobs in services, particularly at local level, and raise awareness of labour market inclusiveness”. Sourced from #1

¹⁸ Paragraph from “Qu’est-ce que l’innovation sociale?” (What is social innovation?) by Julie Cloutier, Cahier du CRISES Collection Études théoriques – no ET0314. Source #1

¹⁹ The Social Business Initiative of the European Commission:
http://ec.europa.eu/internal_market/social_business/docs/201205-sbi-leaflet_en.pdf

²⁰ Call for Experts to GECES: http://ec.europa.eu/enterprise/newsroom/cf/itemdetail.cfm?item_id=5793

²¹ Action Plan: The European agenda for Entrepreneurship COM(2004) 70 final
<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2004:0070:FIN:EN:PDF>

²² The Commission adopted on 20 November 2007 a Communication on "Services of general interest, including social services of general interest: a new European commitment". Communication of General Interest [COM(2007)725]: http://ec.europa.eu/services_general_interest/interest_en.htm

²³ A renewed EU strategy 2011-14 for Corporate Social Responsibility; COM(2011) 681 final
<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0681:FIN:EN:PDF>

²⁴ Single Market Act Twelve levers to boost growth and strengthen confidence; “Working together to create new growth” 2006

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0206:FIN:EN:PDF>

²⁵ L'Economie Sociale, Proposition de Cartographie Wallone, 2eme edition: ConcertES 2008

<http://www.concertes.be/joomla/images/documents/cartographie%20es%202008.pdf>

²⁶ The Social Enterprise Mark Company: <http://www.socialenterprisemark.org.uk/>

²⁷ L'Economie Sociale, Proposition de Cartographie Wallone, 2eme edition: ConcertES 2008

<http://www.concertes.be/joomla/images/documents/cartographie%20es%202008.pdf>

²⁸ Social Enterprise Explained for beginners, wonderers and people with ideas, big and small: Social Enterprise UK 2012;

http://www.socialenterprise.org.uk/uploads/files/2012/10/social_enterprise_explained_revised_oct_2012_web.pdf

²⁹ Learning By Doing – A Guide To Setting Up A Social Enterprise Run By Young People: Social Enterprise Europe: £24.99

<http://www.socialenterpriseenurope.co.uk/pages/publications.php>

³⁰ Chambre de l' economie sociale et solidaire APRES-GE <https://ge.ch/ecoguichetpmpmi/content/apr%C3%A8s-ge-chambre-de-leconomie-sociale-et-solidaire>

³¹ A Guide to Social Return on Investment; The SORI Network 2012, an update to the 2009 publication by Nicholls J, Lawlor E, Eva Neitzert E, Goodspeed T: (Cabinet Office):

http://www.thesroinetwork.org/publications/doc_details/241-a-guide-to-social-return-on-investment-2012

³² Social Evaluator BV <http://www.socialevaluator.eu/SROItool.aspx>

³³ South West Forum: <http://southwestforum.org.uk/all-about-proving-our-value>

³⁴ A Guide to Social Return on Investment; The SORI Network 2012, an update to the 2009 publication by Nicholls J, Lawlor E, Eva Neitzert E, Goodspeed T: (Cabinet Office):

http://www.thesroinetwork.org/publications/doc_details/241-a-guide-to-social-return-on-investment-2012

³⁵ Social Impact Measurement Toolbox; The Guild 2012: http://the-guild.co.uk/newsite/?page_id=368

³⁶ Proving Our Value: Demonstrating the economic impact of third sector social action': A two year South West Forum project funded by Big Lottery

<http://southwestforum.org.uk/impact-and-research>

³⁷ Danish Social Capital Fund is a social investment organisation established by a leading charity fund TrygFond.

<http://www.densocialekapitalfond.dk/english/background/>

³⁸ Social Return on Investment A review of methods to measure social impact: 'beta version' Danish Social Capital Fund 2012:

<http://www.densocialekapitalfond.dk/wp-content/uploads/2012/08/Den-Sociale-Kapitalfond-working-paper-on-SROI-measurement-August-2012-FINAL.pdf>