

DESK RESEARCH

on social entrepreneurship (including good examples of social enterprises, involving disadvantaged youth

Partner organizations:

National Association of Resource Teachers, Bulgaria

Backslash, Spain

Igdir il Milli Egitim Mudurlugu, Turkey

Regionalne Centrum Wolontariatu, Poland

Kulturno Izobrazevalno Drustvo PiNa, Slovenia

Period of desk research conduct: August-September 2021

Collecting Data Methodology: Research on internet and contact with the organizations; interviews; questionnaires; visits

Which institutions are responsible for the support of social entrepreneurship at national and local level?

National level: Financial and advice aid from the respective Ministries of Labor and Social Economy/policy.

Local level: Concrete programs about entrepreneurship and inclusive employment, driven by regional and local governments. This support is more exact and common than the national one in some of the countries. It normally happens that a framework is given at the national level and, then, the regional and local governments develop activities, programs and concrete initiatives in some of the countries, in Bulgaria – a strong support and monitoring from the Ministry.

There are intermediary institutions, foundations and associations that offer incubation, acceleration, collaborative work areas or laboratory opportunities especially for social entrepreneurs and for the organization of social enterprises. Incubation and acceleration programs targeting at start-ups and technology entrepreneurs also meet the needs of social enterprises to some extent.

What kind of social enterprises (organization and activities) are the most common at national level?

Initiatives carried out by NGOs to pursue the objectives of their entity, and initiatives of governments (local and regional). Employment programs aiming at the inclusion and training of people at risk of exclusion.

Social enterprise means an enterprise which, independently of its legal organizational form has as its object the activity of production of goods or provision of services, combining economic performance with social objectives, achieves measurable, positive social added value. They are of very diverse type - as a form of registration, activities, target group, as markets and social benefits.

The most common is creation of handicrafts by people with various degrees of disability. Other fields include gardening, catering, education, manufacturing.

**EXAMPLES OF SOCIAL ENTERPRISES, INVOLVING YOUTH DISADVANTAGED
(ESPECIALLY YOUNG PEOPLE WITH INTELLECTUAL DISABILITIES)**



SPAIN

L'estoc, Spain

A social cooperative that designs and produces furniture from recyclable materials and disused furniture with the aim of improving and dignifying the situation of people with intellectual disabilities.

- Start date: 2015
- Number of employees: about 30
- Structure: Cooperative. Each employee is also a member of the cooperative, so the funds are distributed between all of them, and the decisions are made together. There are two CEOs of the cooperative, two brothers that created it, but the daily activity is carried out by all the partners in the cooperative.
- Main focus/scope of activities: a social cooperative that designs and produces furniture from recyclable materials and disused furniture with the aim of improving and dignifying the situation of people with intellectual disabilities.
- Type of funding: mixed, public and private. They make their income by selling the furniture they construct, but also they have received several prizes with economical value, and economical grants by public entities.
- Website: <https://lestoc.com/es/estoc/>
- Facebook page: <https://www.facebook.com/lestoc.bcn>
- Contacts: info@lestoc.com

Profile of the owner: Two brothers, one of them with intellectual disability and the other with experience being a social worker with disabled people. Both of them have experience in the field of construction and carpentry.

Profile of the employees: People with intellectual disabilities, that could be autonomous in the construction and carpentry tasks

L'Olivera, Spain

L'Olivera is a work cooperative and social initiative in the rural and per urban world. They grow grapes and olives and make organic wine and oil, including people under the umbrella of social inclusion throughout the process, putting their skills at the service of a common project.

- Start date; 1974. With the social inclusion vision from 2010.
- Number of employees: more than 150

- Structure: Cooperative as a structure that guarantees equality, engagement and internal democracy, on the path towards building a democratic and participative employment ecosystem. They believe in networking and cooperation as a principle for developing a transformative organisational model capable of contributing to an economic and social paradigm shift.
- Main focus/scope of activities: Social issues were at the heart of the production project, in the form of an initiative at a human scale that put people at the very centre. That is why they continue to work the vineyards and olive groves manually, and to label and number their bottles one-by-one by hand. They are interpreters of the land and they work by applying organic farming criteria. Their challenge has always been to make products that started from the local agricultural legacy and are a reflection of the land and its people.
- Type of funding: mixed, public and private. They mostly made incomes by their activity by selling the olive oil and wines that they make, but also they have received several prizes with economical value, and economical grants by public entities.
- Website: <https://olivera.org/en/about-us/>
- Contacts: olivera@olivera.org

Profile of the owner: A family that historically have been working on wine and olive oil. At a certain point they discovered the need of having an inclusive vision, mostly having also a diverse and local vision.

Profile of the employees: Young people with disabilities, or people in situation of risk like migrants.

1

People at the centre

We believe in people and put them at the very centre of our economic and social activity. We include diversity and embrace it from all spheres, putting our skills into play at the service of a common project.





POLAND

Zakład Aktywności Zawodowej (Department of Professional Activity)

- Start date - 2013
- Number of employees: 52 disabled people
- Structure: director from Caritas Foundation with instructors and disabled people working there
- Main focus/scope of activities: bindery
- Type of funding: from the organizer, PFRON, Marshal's Office
- Website: <https://zazkielce.caritas.pl/>
- Facebook page: <https://www.facebook.com/zaz.caritaskielce/>
- Contacts:

tel. +48 41 368 10 28; 784 501 028

e-mail: sklepzaz.kielce@caritas.pl

Profile of the owner: Caritas Kielce

Profile of the employees - manual workers with various types of education or without education

Krajowe Towarzystwo Autyzmu (National Autism Society)

- Start date - formally they operate from 2020
- Number of employees: about 100 people
- Structure: 6 institutions are run by an association - educational and non-educational institutions
- Main focus/scope of activities: helping people from the autism spectrum and their families - from small children, young people, to adults and elderly, who work there, conduct social campaigns, make people aware of autism
- Type of funding: National Health Fund, the City Hall, education (a subsidy for each child), PFRON projects, National projects, Marshal's Office, paid public benefit activities
- Website: <http://www.autyzm-kielce.pl/>
- Contacts: tel: +48 41 366 08 56, mail: kta@autyzm-kielce.pl

Profile of the employees: educators, therapists, psychologists, doctors, teachers, administrative and office workers, accountants, physiotherapists, drivers





BULGARIA

FOUNDATION ST. NIKOLAY CHUDOTVOREC is the largest social enterprise in terms of employees with intellectual disabilities. In the "Wonderful Garden" of the Foundation "St. Nikolai Chudotvorec" there are 22 people with disabilities employed, 16 of whom with intellectual disabilities.

- Start date: The Foundation was registered on 17. 09.1997. The Wonderful garden enterprise started in the summer of 2018 with projects. The first labour contracts were signed on 1.04.2019.
- Structure: Foundation
- Main focus/scope of activities: the economic activity is related to the planting and growing of flowers and vegetables in a garden of 4 decares.
- Type of funding: own financing from the economic activity; projects, under two programs of the Employment Agency; donations and philanthropy
- Website - <http://chudotvoret.bg.cm/content/garden.html>
- Facebook page - <https://www.facebook.com/fondationstnicolay>
Profile of the owner: Managing Committee of 5 people
Profile of the employees: People with disabilities

CARITAS WORKSHOP

- Start date: 11.2018
- Structure: The enterprise is part of the activities of the Foundation and is not an independent legal entity. However, there is a separate management team that manages the business processes in the company.
- Main focus/scope of activities: soap production, candles and soap bouquets
- Type of funding: initially it had a project-based financing by HR Development Program. It is now run by own financing and foreign donations.
- Website: www.rabotilnica.caritas.bg
- Facebook page: [/rabotilnica.caritas](https://www.facebook.com/rabotilnica.caritas)
Profile of the owner – Caritas Vitania Catholic Charitable Organization Foundation





TURKEY

YOUNG GURU ACADEMY

YGA is a non-profit, non-governmental organization founded in Turkey in 2020. YGA raises double-winged young individuals giving all of us hope for the future. They generate substantial solutions to the social challenges with the innovations they make.

- Start date: Year 2000
- Number of employees: 18 Members (1050 Volunteers)
- Main focus/scope of activities: Raises double-winged young individuals giving all of us hope for the future.
- Type of funding: Sponsors / Donations
- Website: <https://www.yga.org.tr/en>
- Facebook page: <https://www.facebook.com/YoungGuruAcademy>
- Contacts: info@yga.org.tr

Profile of the owner: business people, academicians, students, engineers, officer, women entrepreneur

Profile of the employees: Business people, academicians, students, engineers; disadvantaged, financially low income

CARPETS AND RUG WORKSHOP

- Start date: Year 1994
- Number of employees: 15
- Main focus/scope of activities: Weaving rugs, handmade products are produced by disadvantaged women from rural areas.
- Type of funding: No funding
- Instagram: <https://www.instagram.com/sakine.cangel/>
- <https://www.instagram.com/karabag.kilimleri/>
- Facebook page: <https://www.facebook.com/profile.php?id=100009393998218>
- Contacts: Sakine.sefer@gmail.com

Profile of the owner: Officer at a public institute, a woman entrepreneur

Profile of the employees: Disadvantaged groups, with low income, having many children, those who really need this job and are capable of doing this.





SLOVENIA

DOBROVITA

Dobrovita is a company that fully follows the principles and goals of social entrepreneurship. The company was founded in 1994 with the aim of providing assistance to people with disabilities in rehabilitation and employment. The founder and owner of the company is ŠENT - Slovenian Association for Mental Health.

People are at the heart of their efforts to enter the market successfully. Their specialty is the diversity of the employee structure, as they are bringing together experts from various fields and Hard-to-Employ individuals among more than 40 employees. Listening, mutual respect and cooperation between employees, customers and partners are the heart of the successful long-term operation in a demanding market.

Dobrovita strives to ensure the excellence of our services, respect and accept the diversity of employees and promote interconnectedness, cordiality. These are the values they believe in and live by.

<https://www.dobrovita.com/>

PREMIKI

Premiki Institute and travel agency has followed the principles of social entrepreneurship since it was established in 2010. They operate as a travel agency and provide tourist services for all. However, they specialise in accessible tourism, employ people with specific needs and put the gains back into promoting accessible tourism. Social entrepreneurship is related to socially responsible activities, which are not measured by profits only, but rather by the positive effects on every person and the society as a whole.

Specialising in accessible tourism, they provide tourist services for people with specific needs on one hand, and education and trainings on accessible tourism for tourist providers on the other. Premiki is accredited to issue the Disability Friendly Certificate to providers of accessible products and services.

Slovenian Association for Mental Health, ŠENT, received the Erste Foundation Award for innovation in 2009 for founding Premiki. Premiki itself was awarded the prestigious Ulysses award for innovative approach in tourism by the World Tourism Organization of the United Nations in 2011.

<https://premiki.com>



SWOT ANALYSIS

Strengths – Social enterprises can develop and help (the number of people with autism increases and they can help them), a very concerned and helpful staff.

Within the frame of social projects and social enterprises strong international partnerships have been built, the academy establishes strategic partnerships with the world's leading universities to conduct social innovation projects. Both undergraduate and graduate students take roles in social innovation projects according to the scope of their own academic curriculum.

Flexible, smart, knowledgeable and capable. We have achieved a lot of success and we have won many battles. We have good contacts and useful expertise. We have a good background and a great deal of trust gained over time. We are popular within the social networks.

Weaknesses - there are more and more people in need, but the financial resources are the same; children wait up to 8 months for diagnosis; rules that block and are mismatched; a small number of specialists with work experience; very few trainings for specialists.

Some of the social enterprises are run by very few people; they have a lot of activities and work without a day off and vacation. There is little support by the government, some of the activities need time to train the people to do it.

Threads - related to situations caused by the COVID-19; lack of funding programs, lack of working state policy regarding the employment of people with disabilities. People may prefer jobs which don't need long time and efforts. Marketing the concept requires professionalism.

Opportunities - unlimited possibilities - expand the enterprise, hire more people, work on more projects, to develop and become providers of new social services. To train young people to replace us in some of the activities. Different kind of funding.

THE MAJOR INSPIRATION

“Their life experience, on one hand being a person with intellectual disability and, on the other hand, working with people with disabilities. They have noticed in their experiences that, normally, regular jobs don't have a vision of inclusion with people with disabilities and they don't promote a real inclusion based on the autonomy of people with disabilities.

The idea was to include people with handicaps, especially those in disadvantaged social situations, and to set up a productive economic outlet based on local values.”

“We have had an idea for a social enterprise providing employment for people with intellectual disabilities for a long time, at least because the Foundation has worked only with this target group in all the years since its establishment. The inspiration came from our children because we are a parent organization. “

“The idea was born after a period of time when the volunteers of the foundation gathered in an art workshop and made various decorative items, candles and soaps, which we then sold at charity bazaars. After that came the idea to turn this into a regular activity, providing jobs came.”

“The mother of the president was inspired by her second daughter - there was a diagnosis of

autism. When she went to Denmark to collect good practices, she saw what it looks like and she wanted to create such an organization in Kielce.”

“She developed her skills at a rug workshop. It was initially encouraged by the government for those coming from Ahiska. They had already this skill of rug weaving and were encouraged to do business on this so that they would meet their needs of living and this inspired the entrepreneur. “

THE START

The foundation itself provides various social services in the community before and after the establishment of the social enterprise. We worked mostly for elderly people with chronic diseases, disabilities, lonely ill people.

We have worked on projects related to advocacy, information and counseling, training projects for parents and professionals, we have filed lawsuits in court for revocation of interdictions, etc. We have prepared professional opinions and expertise.

We had very little money and bare enthusiasm.

A team establishment – it’s management, finding a psychologist and social worker. Finding suitable premises. Employee team building. Accustoming some of the employees to discipline at the workplace, managing interpersonal conflicts.

We are people who never give up. We supported each other in the most difficult moments in the beginning. The difficulties we have gone through motivate us not to give up in the future.

THE KEY SUCCESS FACTORS

Our experience gathered over the years, quite consistently. We lifted the bans on 6 people, no one wanted to hire them. So we organized a place where they can work and demonstrate to everyone who didn't believe that they could manage.

A key factor in our case is that the competition in our product line sector is not very strong in the country.

The number of implemented projects and how many people they are able to help.

To adapt the company to the clients and to transmit to the clients the values of the company.

To adapt the company to the different times and demands of the market, but without forgetting the social and diversity values.

To remember the inclusion and social goals of the company.

Engagement of the whole family, both of the employer and of the employees.

It was only limited to the region when she started but in time with the start of wide use of internet it became more widespread. E-commerce opportunities increased the sales.

LESSONS LEARNT FROM BEING A SOCIAL ENTREPRENEUR

If I had started my own business earlier.

Health problems of the managing team can reflect on the whole social enterprise.

To create a network of clients, and to get the trust of them.

To have some incomes to continue growing, because the machines and tools are very expensive.

As they do personalize furniture, one of the biggest risks is that they don't have enough demand in order to continue with their work. Furniture is not something that you buy normally, but more in special occasions.

To lose their clients and being hit by an economical crisis.

Sometimes it could be difficult, but it's important to remember that the goal of the company is not only the money, but the social values and helping the community. The importance of the social value, the good for the community and the personal and social satisfaction of their action.

RECOMMENDATIONS TO THE ONES WILLING TO BE SOCIAL ENTREPRENEURS

Don't be afraid and jump into starting a social business. Today it is more important than ever that all businesses include this social vision.

Have always in mind their values and objectives, and also be always sure that the company serves for a "bigger" purpose.

It is difficult at first, but you can't give up. You have to find a good team to implement your plans and come to the point where you can be a large organization

Feasibility is a must. Market should be observed and researched. Profits must be taken into account carefully. The regional business model has to be considered well, the needs of the region have to be taken into account too.

To start only if they really want to do it, if they have a personal motivation, if they are ready for a lot of personal sacrifices and constant battles. They need to have experience in entrepreneurship, marketing.

To create a business plan for at least 3 years and try to really implement it. Not to underestimate the illnesses/disabilities of the people they have hired, show understanding, and, the most important is to find the right leader.

That the establishment of a social enterprise has to be linked to an activity that is sufficiently profitable and competitive, in order to achieve financial stability. Most of our customers do not buy from us just because we are a social enterprise, but because they like our products.

There is no different way. Everything should be done with a lot of work and perseverance.

Social entrepreneurship is the process of pursuing innovative solutions to social problems. More specifically, social entrepreneurs adopt a mission to create and sustain social value. They pursue opportunities to serve this mission, while continuously adapting and learning. They draw upon appropriate thinking in both the business and nonprofit worlds and operate in all kinds of organisations: large and small; new and old; religious and secular; nonprofit, for profit and hybrid.

J. Gregory Dees, 1998

- *In social enterprises (also known as social businesses), entrepreneurial behaviour is combined with a desire to use the market as a tool for meeting social needs, serving the general interest and common good for the benefit of the community.*
- *Working with social enterprises and promoting their development can result in short and long-term gains for public budgets through reduced public expenditures and increased tax revenues compared with other methods of addressing social needs. Social enterprises can also often be more effective in meeting public goals than either purely private or purely public sector actors because of their local roots and knowledge and their explicit social missions.*
 - *Starting a social enterprise is accompanied not only by all of the challenges which any entrepreneur must face, but also those which stem from the social dimension. This can be compounded by unfavourable environments characterised by a lack of understanding of the dual economic and social foci of social enterprises.*
- *Putting in place policies that provide an enabling eco-system for social enterprises, not only at start-up stage but also beyond, is crucial if these businesses are to fulfil their potential. Policies should focus on promoting social entrepreneurship, building enabling legal, regulatory and fiscal frameworks, providing sustainable finance, offering business development services and support structures, supporting access to markets and supporting further research into the sector.*

OECD/European Union

