

ANNEX - WISE in 5 European countries

Country reports and case studies

Austria

NATIONAL CONTEXT

In Austria the WISE's tradition dates back to the 1980's and is strongly associated with the development of active policies for employment. The country's WISE model hangs on the transition to the regular labour market.

The state plays an important role in the funding of transition mechanisms for the unemployed, by delegating these functions to social economy organisations - associations¹ and not for profit limited companies².

There is not a specific legal status that recognises the WISE, per se. There are employment contracts and guidance for the active search for a job, established between the State and the social economy organisations, according to the regional and national policy guidelines. There are two types of recognised services in the funding agreements with the State. The same WISE can develop both types of services

- i) *Temporary employment in goods and sales provider companies*: these services are provided by two types of companies - Social Economic Enterprises³ that produce products and offer services – a considerable amount of their budget is generated through own revenue (minimum 20 %) and Non Profit Employment Projects and Employment Companies⁴: same as above, but there is no minimum own revenue required. The main costs are with personnel and are subsidised. If necessary there is also investment cost, especially in the starting phase and part of the running cost can be subsidised. It depends on the contract with the Public Employment Service which each enterprise establishes separately. There is also in some cases funding from the regional governments.
- ii) *Individual guidance for the active search for employment by the unemployed*. This service is provided by two types of companies: counselling organisations⁵, that offer counselling and care for job seekers, individually adapted to their needs and Non Profit Outplacement of Workforce⁶, that establish connections between jobseekers and companies on subsidised terms. In these cases people are not employed but only get assistance for finding a new job. When a regular private company offers them a job, these companies might get a subsidy for some months up to 2/3 of the monthly personnel cost.

The contracts between WISEs and regional employment services are signed on a yearly basis. These contracts determine the target groups⁷, the number of people to be employed, the maximum time of stay in the WISE and the rate of placement in the labour market (with a minimum success rate of 30%). The integration rate is measured on the 92nd day after leaving the social enterprise. If the person is working on that day it counts as success. This is the main indicator and all measures of active labour market interventions are measures, so it can compare which kind of instrument is most successful (and costs less).

Despite the lack of a specific legal status for WISEs, these organisations assume an identity and institutional representation of its own. There are representative structures engaged in the defence of their interests and needs, as well as of its target groups, towards the state and the social partners (employers and unions) in the

¹ No capital is necessary for establishing an association. There is only the need for registration in a central register, minimum two people form the board, board members are personally liable for the performance of the association.

² Where a minimum capital contribution of 35.000,00 Euro is necessary (half of it in cash), shareholders are only liable for the amount of their share capital)

³ Sozialökonomische Betriebe

⁴ Gemeinnützige Beschäftigungsprojekte und Beschäftigungsgesellschaften

⁵ Beratungs- und Betreuungseinrichtungen

⁶ Gemeinnützige Arbeitskräfteüberlassung

⁷ The target groups included in the funding agreements with the State are: long-term unemployed (one year or more), elderly unemployed (45+ women, 50+ men); women after a family break; persons with (severe) health problems (physical or mental, but not classified as handicapped); individuals with social problems (homeless, indebted, drug/alcohol addicts etc.)

collective bargaining of labour agreements. There are two organisations that promote networking and the promotion of WISEs: Arbeit Plus and the Sozialwirtschaft Austria.

THE TRAINING OFFER FOR WISES

The contracts between the WISE and the Employment Services, require *qualified* coaching professionals, given that part of the provided funding is allocated to the remuneration of these professionals. As in the other studied countries, these functions tend to be performed by professionals with basic training in the areas of the social sciences (psychology, social work, education) or, in the Austrian case, also human resources and management professionals.

There are specialised training offers in general and for coaches of WISEs in particular. The training of permanent staff is mainly organised by the regional networks. Each region has its own training programme according to the needs of the professional staff and the structure of the enterprises. Regional networks organise the trainings and in some cases they also pay part of the training cost.

Arbeit Plus organises once a year a 2 day seminar for the professional staff of all Austria. The seminar is on a specific topic and gives a chance for exchange among the different regions.

WISEs' INTERVENTION MODELS

For the individuals the structured path that these organisations present with the Employment Services may last between 3 and 9 months. The integration path has the following steps: clearing and orientation, trial employment (1st month) and defining the aims of the temporary employment. In the following phase their paths may combine diverse hypotheses: work experience, professional training, personal development, active search for a job on the regular labour market, external practical training to gain experience. In the end of their path, the WISE proceeds to a process of follow up of the individuals.

WISE' ROLE IN THE LABOUR MARKET

WISEs work in different fields of economic activity: personal services (cleaning, ironing, dispatch services, visiting services, ...); sales (food, second-hand-goods, design products, ...); restaurants, canteens, catering; crafts, renovation, repair, design; care of green spaces, road cleaning; non-profit workforce leasing. There are many WISEs with a strong ecologic ideology, whose services are mainly focused on the garbage management and biologic agriculture (Anastasiadis; Mayr, 2008).

In 2013 the Austrian Employment Service subsidised a total 169 social integration enterprises. These enterprises offered 32.700 temporary workplaces for long-term unemployed (approximately 50% by the outplacement of workforce to companies). The financial support for the social integration enterprises amounted to 152 Mio Euro. 158 counselling organisations assisted 102.000 individuals in 2013 and they received a subsidy of 59 Mio Euro. Direct subsidies to companies were paid for 37.800 individuals and these subsidies amounted to 112 Mio Euro in 2013.

Verein BICYCLE – Entwicklungsprojekt Fahrrad in the region of Graz, Austria

This case study allows illustrating a pioneering initiative in the Austrian context, which has followed a path of specialisation and consolidation of their economic and social services, while pursuing innovation. In its genesis, it was strongly linked to the development of the concept and methods of coaching and introduced professional structured practices in this field. It is a model particularly based on training in the workplace, cantered on the development of employability skills hanging on the commercial exploitation of a restricted market niche and public employment policies. It also presents a simple and unique strategy for the marketing function.

The WISE model

Created in 1989, Bicycle was founded during a period characterised by the exacerbation of unemployment and consequent promotion of active employment policies. It takes the legal form of not-for-profit association dedicated to the training and coaching of young people (15-25 years) suffering from long-term unemployment. Taking into account the identified market opportunities and the particularities of the target audience, the association provides services in the field of sale and repair of bicycles. At the same time Bicycle recognises the added value of their activities for the promotion of the environment and healthy lifestyles.

The WISE has 34 workers. Bicycle acts alongside a vast network of cross-sectoral partners: public employment services, local government, universities, private companies and individuals. In financial terms, the WISE has access to about 50% of public funding, with the remaining 50% deriving from the sale of goods and services to the general public. Its total annual budget is of around 1.7 million.

The organisational structure and Human Resources

Nowadays, Bicycle has 11 permanent workers and 23 work posts with a limited duration of 12 months (maximum). Per year these temporary work posts are filled by 50 to 70 youngsters ongoing a process of professional integration.

The analysis of the internal organisational structure of Bicycle shows a simple hierarchical structure with three levels. The organisational chart assumes a strategic decision centre supported, on a second level, by a double executive management. Both functions are assumed by two people.

- 1 Executive Manager, with a technical background and further qualifications in management and social work, that preforms the task of executive management of the WISE; of its productive component, whilst accumulation marketing functions.
- 1 Socio-pedagogue graduated in psychology and experienced with therapeutic and drug addiction work, assuming an educational role of executive management of human resources of the integration process.

In the productive base there are three functional departments, whose professionals combine technical roles with training functions, monitoring and day-to-day supervision of young people in their respective workstation:

- An administrative department, secured by 2 professionals and 1 position of temporary work;
- A sales department, secured by 3 professionals and 11 temporary jobs;
- One workshop for repairing bicycles, secured by 4 professionals and 11 temporary jobs.

The coaching function

The recruitment of young people begins in the public employment services that frequently organise encounters between the WISE and the long-term unemployed. The aim is to find a first adjustment between

the needs and expectations of unemployed individuals and the profile of integration services offered by each WISE.

The beneficiaries have a regular work contract with limited duration but with all social benefits like any other person employed. There is a special bargaining agreement for this kind of workers and the present monthly remuneration for a full time work contract (38 hours/week) amounts to € 1.373,60 before taxes. At the end of the contract they either have a job or they are again unemployed and receive an unemployment benefit.

At Bicycle young people enjoy a solid individual follow-up cycle, which begins with a diagnosis and initial development plan, where the personal and professional goals they wish to achieve during the training period are defined. This monitoring is carried out regularly by the socio-pedagogue and the individual plan is readjusted throughout the process. If necessary they resort to external specialised advisory support.

The design of the integration path of these youngsters varies according to their individual plan and might consist of a combination of the following opportunities: work in the three departments of production of the WISE, opportunity to make internships in private business partners of Bicycle, support the development of CV and preparation for job interviews.

During the integration itinerary, the youngsters not only learn technical skills– to repair or sell bicycles – but also acquire social and interpersonal skills for employability (punctuality, quality of work, dealing with criticism, etc.). There is no mandatory training phase, all training is on the job and is individually planned, according to the needs of the person. For ex. if there are many workers with a migration background and little knowledge of German, a German course is organised, sometimes there are young people who have left school without a certificate, and they might be sent to a course for getting a certificate. The active search for employment is part of the work contract and has to be done during the stay in the WISE.

The monitoring process carried out compiles individual data of trainees through the measurement of criteria at the beginning and end of the training. These criteria assess the progress of the trainees on their personal and social skills and their orientation to the labour market. The results are compiled on a regional database and allow not only to characterise the profile of people who are part of the WISE, but also make it possible to think about impacts of this particular labour integration strategy.

At the moment, after their path is concluded, 20 % of the youngsters find a job immediately after the WISE and approximately 10 % continue some kind of further education.

Bicycle’s employees regularly participate in continuous training for job coaches. Recently they participated in training on team management, successful integration, and motivation, among others.

The marketing function

Given the small size of the organisation, these functions are performed by the Executive Manager.

The strategies are based on the regular organisation of outdoor events. The WISEs’ services are disseminated, demonstrated and provided directly to the public in general, often in major public events or places with strong concentration of people. Namely they have developed the mobile cleaning service and mobile service of cafeteria. When they organise bigger events they resort to support from their volunteers.

Bicycle acknowledges the need of specific training for this field with special emphasis on the usage of social networks.

Job-TransFair – Gemeinnütziges Integrationsleasing in Vienna, Austria

This case study is an example of a large WISE, not very common in Austria, in number of employees and in quantity and diversity of the services/opportunities provided for the integration of target groups - long term unemployed with features and various problems in relation to the labour market.

It is focused on the adjustment of the process to the individual needs, boosting the efficacy of responses. It is an example of multisectorial partnership and of a broad development of coaching and professional marketing department.

The WISE model

The Job-TransFair was founded in 2001 through the coordinated initiative between a training centre⁸, the public employment service and the unions of the metallurgical sector of Vienna. The basic idea of this model was a replica of other local experiments that were already under way. The aim was to create a temporary-work agency, whilst also responding to the problem of the long-term unemployed. A temporary employment company, i.e. a company that recruits and hires temporary workers (in leasing system) for companies looking to respond to temporary production needs, which is a growing business model in competitive markets to provide human resources services to companies.

Job-TransFair works as an additional instrument of territorial intervention and to increase the effectiveness of public policies for labour market activation. Its mission is to create job opportunities for disadvantaged groups, to offer a wide variety of activities capable of responding to different needs and profiles and ensure a worthy social context for people in the integration process.

It has the legal status of not-for-profit company with limited liability, owned (100%) by the training centre. The growth of this WISE was exponential, from 10 workers in 2001, to 195 in 2015. Today it has 6 offices in the city.

Yearly, Job TransFair signs a contract with the public employment service to monitor/guide about 1900 individuals in a precarious situation (long-term unemployed, individuals in a situation of social disadvantage and elderly reaching the retirement age). The integration process might vary between 3 and 9 months.

The two main intervention axes of this model have been developed over the years in the organisational structure that we proceed to specify, are focused on the strong links between the provision of HR management services to businesses and the training and coaching of the unemployed.

On the one hand this WISE intervenes in the management of job searching in the territory: training, coaching, support for active employment search and support for integration of their target groups into workplaces. On the other hand, it is dedicated to managing the job offer in the territory, by approaching businesses (currently about 1300 companies): identifying their needs and simultaneously the temporary placement opportunities in the regular labour market of their target audiences.

In addition to these intervention instruments (vocational training, coaching etc.) it develops its own productive units (a model similar to the Bicycle), in the areas of cleaning, catering, laundry, gardening, construction and information technologies.

Two-thirds of the funding is provided by the State and the remainder is the result of the sale of its services and turnover. Since there is a very large fluctuation of target group persons, it is already a big task to fulfil the duties laid down in the yearly contract. The contract is renewed every year, but might have different conditions: change of target group, less people to be sent to Job-TransFair, less money etc. In case that the own revenue is higher than anticipated, the external funding will be reduced or the money can be used (after an agreement with the Public Employment Service) for investments in the company.

The organisational structure and Human Resources

Job-TransFair' organisational chart presents a relatively simple hierarchical structure, based on autonomous work teams and parallel support bodies dedicated to additional functions to the operation of the WISE and welfare of staff.

⁸ bfi Vienna (Berufsförderungsinstitut) – a training centre founded in 1959 by the Chamber of Work and by an organisation of the Austrian Union Syndicate.

The strategic top is managed by a strategic advisory committee composed by 9 people: 2 representatives of training centre, the founding training institution and 100% shareholder of the limited company, the representative of the employees, 4 representatives of the trade unions, one representing research and science, one representing economic interests. Their duty is mainly to assist in strategic decisions and has to inform about the general performance of the enterprise. The Executive Directorate is managed by a manager, supported by a team of people.

Under the Executive Directorate are the structural functional areas of the organisation and three additional functional areas. In the first case there are 15 multidisciplinary teams, distributed by the city, which work in order to achieve the objectives agreed with the public employment service. The team consists of a leader, social service workers, human resources specialists and coaches, each accompanying a total of 40 individuals per month in the integration process. In the second case there is:

- An administrative department, comprising the functions of Secretariat, Human resources office and accountancy department, integrating 16 people. The Human Resources Office is in charge of the management of all human resources.
- A computer science department, dedicated to the organisation of the information of the target groups in databases, integrating 4 workplaces for target group persons. These workplaces change at the latest every 6 months and during that time beneficiaries they can learn from the permanent staff how to service the computers of the whole company and how to solve IT problems when they occur.
- Management of the productive unit team. Job TransFair is regarded as one WISE with different departments, there is only one contract with the Public Employment Service. There are around 100 workplaces with work contracts of mostly 3 months within the different departments of Job TransFair, for all other target group persons they have to find a workplace in a private company, the number varies from year to year, in average during the last years they had briefing talks with around 5000 people and for half of the them tried to find workplaces.

Additionally, Job TransFair is supported by a training centre, a workers committee and a service of medical support for workers.

The coaching function

This organisation stands out from the others WISEs due to the high structure and definition of functions, procedures and targets. The work conducted with individuals not only focuses on skills and learning strategies of active job search, but it also involves a work of personal wellness and of emotional practices.

At Job-TransFair the coaching process is structured into 12 intervention components, which are adjusted to the needs and singularities of each individual. It starts at the recruitment and ends at the post-placement monitoring in the regular labour market. These components have an underlying phasing, but many are combined in a multidimensional integrated intervention.

The recruitment. It is carried out by offices with a weekly regularity by organising an open session for those are potentially interested, in which the mission and integration are promoted.

Planning of the process to access a job. In the first two weeks the process focuses on a set of activities, some of which have continuation in the following stages. The individual meets the professional team that will monitor his/her route. The activities and meetings with professionals of the team are planned in order to diagnose the needs upon arrival and guide the broad outlines of the integration plan.

Social work. Identification of barriers to access and maintenance of a job (problems associated the health, safety, housing, etc.). This support is triggered whenever necessary throughout the process.

Initial training. This component is dedicated to skills assessment, preparation of job applications, training for job interviews. This component takes place during the first two weeks.

Complementary training of the HR department. The need for additional training is proposed to strengthen the basic skills for employability. It includes activities such as: basic qualification in German language, visits to companies, specialised seminars, personal development, health care...

Definition of strategy for job search and for their individual monitoring process. The expectations regarding employment requirements and training needs are identified and there is an evaluation of results of job applications, etc. This phase begins in the second week and has biweekly or monthly regularity (via phone), from the time the individual is placed in a job in the regular market onwards (through the leasing system).

Active Employment Search Office. Parallel to the training program set for each individual, Job TransFair offers a space of free access during the day, with computers, internet access and printers, animated by facilitators. Here users can make job searches and receive guidance and information on opportunities and submission of applications.

Short preparation meeting for the signing of the leasing contract. From the moment that a placement opportunity is identified, the job candidate meets in 30 minutes with the human resources technician to prepare said meeting with the employer, with whom TransFair will sign the contract. The job position, conditions of remuneration and security rules to be observed are explained. The worker's personal objectives are reviewed.

Short meeting at the end of each leasing agreement. Evaluation of the experience, learning, feedback from employers and utility for the following steps.

Verification of the educational goals. There is a monthly evaluation held between the individual and their work instructor where his/her performance, learning, the training needs and the prospects for future work are discussed.

Final debate. The completion of the integration process is performed through a final evaluation meeting, a debate on the next steps and reporting to the public employment services.

Follow up. Individuals may continue to access some free access resources, such as the office of active employment search and remain on the Job Transfair database, being contacted every two months, to track their professional situation.

The organisation keeps records of all trainees. The follow-up of trainees who integrate the WISES fits a macrostructural objective of the Austrian employment policy. Since 2012, Job-TransFair' results are evaluated by an external company. The probability of integration into the regular labour market of the target group of Job-TransFair is far lower than for the average of the "normal" unemployed in Vienna, but it is much better than for persons who receive no job finding support at all. This is especially true for persons aged over 50, for women, and for persons with a migration background.

The marketing function

Marketing activities are performed by the same people that assist the executive director. This organisation has a dissemination strategy with a strong social nature that is materialised in the organisation of events, creation of leaflets and participation in publications, as well as in the dissemination of testimonies and news on social networks. The events are of leisure nature, as for example, cinema and summer festivals, and seek to obtain funds. It is up to the department to disseminate the values of the organisation and maintain the relations with the various stakeholders.

Job-Transfair sets itself from the others due to the structuring and certified quality of its training/monitoring alongside with the large network of contacts that it accumulates. As strengths they also highlight the attraction that its services have over companies. It promotes its mission, media attention to the subject of the work and the fact that bet heavily in education.

On the other hand, the attraction of new clients is limited by the scarce financial resources. The economic context makes the contact with the private companies harder. There are also barriers to their affirmation due

to the reduced public awareness and to the low knowledge of the partners on the intervention of the organisation. The short duration of the periodicity of the agreements with the public employment service, annual, constrains long-term planning of their intervention purposes.

Job-Transfair does not identify needs of training in this area. They however value the sharing of tools and procedures for other WISEs from the country itself and with the partner countries.

Belgium

NATIONAL CONTEXT

Belgium has a long tradition of social economy and of work integration policies, arising both from the initiative of the organised civil society and from the recognition and public support of the different regional governments in which the national political system hangs.

The concept of social economy is rather established and recognised both by political and academic institutions, as well as by their own organisations, which reveals a strong tradition of representative structures.

The interpretation of the concept varies in the different regions of the country (CIRIEC, 2012). In Flanders the recognition of this concept is associated with the emergence of new forms of social economy or social enterprises, associated with the work integration mission (WISEs).

In Wallonia, the concept of social economy (Velden, 2014) is widespread, referring to a broad understanding similar to that of the EU (including the voluntary, cooperative, mutualist sectors, among others). The *entreprises d'insertion* (WISE) have developed their representative structures and asserted themselves as a specific sub-sector of the social economy. The current analysis is focused on the Wallonia region.

The studies developed in the mid-1990s characterised experiences initiated in the previous decade, several types of recognition and public support, initiatives focused on the work integration of disadvantaged group's vis-à-vis the regular labour market (youngsters, long-term unemployed, and others with deviant paths). The history of the emergence and legal recognition of WISEs in Belgium demonstrates a progressive evolution of intervention models promoted by these organisations.

In 1995 the regional government combined different legal status different definitions - *entreprises de formation par le travail* – with three other interventions models with similar objectives and methodologies, although intended for different groups⁹ (youngsters, long-term unemployed, other disadvantaged, not covered by other employment policies).

The status of *entreprises de formation par le travail* took on a wider definition of target groups and a regulation that entails a mandatory device – the integration itinerary: over 18 months, the EFT develops an itinerary in and four sequential phases, namely:

- i) the socialisation/structure - aims to create/develop basic social skills;

⁹ Firstly, youngsters, *Entreprises d'apprentissage professionnel*, then those who have no qualification and long-term unemployed, *Actions Intégrées de Développement*, and also the *ASBL d'insertion* (non-profit associations for integration), directed to other target audiences not included in the aforementioned typologies, namely in the environmental sector, where they were able to be innovative and to create job posts – in intensive activities with non-qualified labour.

- ii) the levelling, pre-qualification and guidance with the goal of endowing people with initial training of general skills;
- iii) training that aims to provide them with specific professional skills;
- iv) the transition to employment where the workers monitoring is reviewed at the initial phase of contact with the labour market.

As a solution to the limitations of the intervention models, pilot projects of a new model were launched. A model able to respond to persistent cases of individuals in situations of particular vulnerability, for which a course of 18 months is clearly insufficient to respond to their needs for integration into the labour market. In 1998 a new legal status of *entreprise d'insertion* was created, corresponding to a new intervention model, which is nowadays widespread in the Walloon region. It is a model with the goal of creating permanent employment solutions for this category of target groups. WISEs (or "*entreprises d'insertion*"¹⁰) enjoy a set of benefits:

- a fiscal policy favourable to employers of workers with low qualifications;
- subsidy to support the launch of the productive activity of the enterprise;
- initial remuneration of the manager;
- financial compensation for coaches, depending on how many employees are accompanied (e.g. the WISE receives 25.000 Euros per year for the accompaniment of 8 people, which represents one coach working half-time);
- support workers on daily basis and job coaching (if workers ask for it)
- a backsliding subsidy, over a three years' period, for each new worker being integrated.

On the other hand at the *entreprise d'insertion* the composition of human resources must respect the following proportion: 20% of disadvantaged workers in the total workforce in the first year, 30% in the second year, 40% in the third year and 50% in the fourth year. After three years, the worker can be hired permanently by the WISE or in the regular labour market.

Lastly, it is worthwhile to mention two new dynamics of social and professional integration that have arisen in Belgium in the 2000 decade:

- The *Coopératives d'activités* aim at developing conditions for business start-ups and entrepreneurship projects, on the part of the unemployed and other people with an entrepreneurial project. This structure is intended to minimise the risks inherent to the start-up of a company and to mutualise the means and the support services. The bearers of projects are recognised as entrepreneurial employees and are responsible for the development of its activity, whilst their salaries are linked to the evolution of the business volume and must contribute to the maintenance of collective structure.

-The *groupements d'employeurs* are non-profit associations belonging to profit private companies, whose aim is the continuous training of long-term unemployed and recipients of social benefits, in order to put these workers at the disposal of the members of the employers group. The worker is employed full time by the association, which manages his/her training and working hours. The advantage for companies is to not bear alone the burden of hosting, training, integrating and monitoring of additional workers.

In the Wallonia region WISEs are organised in different representative structures. There are two WISE networks: The **RES** (Walloon Network of Social Enterprises) which comprises both WISEs ("*entreprises d'insertion*") and social enterprises; the second Walloon network is Atout EI that only comprises WISEs.

¹⁰ The mandatory legal status for WISEs ("*entreprises d'insertion*") in the Walloon region is an "association with social purpose" (in French "société commerciale à finalité sociale") which means that, although WISEs work according to business principles, profit is not their main objective but the accomplishment of the social purpose defined by the WISE' members. Furthermore, there exist "integration initiatives" (in French "initiatives d'insertion") that can choose between the legal status of an association with social purpose or a non-profit organization (in French ASBL- "Association sans but lucratif").

Other than WISEs, the above mentioned *Entreprises de formation par le travail* in Wallonia are organised in three networks, namely the ACFI, CAIPS, and ALEAP. For representation purposes, these three networks created together the “Interfédéré” federation.

THE TRAINING OFFER FOR WISES

In general, there is no extensive coaching education in Wallonia, neither in Belgium. Job coaching is, to a lesser extent, part of the social work studies at universities. Furthermore, since 2008, the Walloon NGO “Flora” offers a short-term training programme on job coaching, with a focus on job integration coaching which takes place on 8 days during a period of nine months.

Apart from that, many WISEs have developed their own ways of providing training “on request” which means that they organize short trainings on whatever topic is needed at the moment (such as job coaching, vocational orientation, skills assessment, active job search etc.). The trainers are either experienced staff from a WISE or come from external training institution. Internal knowledge transfer also helps in building coaching skills in WISEs as through ‘joint job coaching’ which means that an experienced and a “new” coach, provide coaching together.

Furthermore, the WISEs described in the Belgian national case studies also turn to the RES (network of social enterprises in the Wallonia region) who provides half- or one-day trainings on specific (coaching) topics which are particularly relevant for WISEs.

WISEs’ INTERVENTION MODELS

As previously described, the models of intervention in Belgium take on two typologies: model of transition to the regular labour market and model of permanent job-creation models for those who are further away from it. Permanent job creation means that WISEs in Wallonia are by law obliged to hire people on a permanent contract.

WISEs ROLE IN THE LABOUR MARKET

In total, 4879 work places in WISEs existed in Wallonia in 2014, thereof 3926 part-time contracts and 953 full time contracts, representing together a total of 3419,6 full time equivalents¹¹. Women are far more often part-time employed as men (3777 women compared to 147 men). However, there is no significant gender difference in terms of full-time contracts: 479 men are working on a full-time basis compared to 466 women.

Regarding the volume of business in the sector, 75 % of Walloon WISEs had a positive balance in 2014 which indicates an increase compared to 2013 (when 60 % of WISEs showed positive results).

The data also points out that WISEs create more jobs in regions with higher unemployment rates. For example: 42 % of all unemployed persons in Wallonia live in the Hainaut region where 2652 of a total of 4879 work places in WISEs in Wallonia can be found (representing a share of 54 % of all work places in Walloon WISEs)¹².

Against the previous year, six new WISEs had been established in 2014, half of which offer services as part of the service voucher system (namely three out of six newly created WISEs).¹³

The crucial role of the service voucher system for WISEs’ economic activities in Wallonia should be emphasized: The system represents – in terms of numbers – the biggest sector in which WISEs provide

¹¹ “Les EI wallonnes en chiffres 2014” (in English: “The Walloon WISEs in numbers 2014”), Atout EI – Fédération wallonne des Entreprises d’Insertion (Atout EI – Walloon Federation of WISEs), p. 9 et seq.

¹² Ibid, p. 12.

¹³ Ibid, p. 8.

services: 78 % of the total of full-time equivalents in WISEs. The second and third biggest sectors are waste sorting and recycling services (7 %) as well as services provided to business customers and individuals (6 %).

Cortigroupe – Liège, Wallonia region, Belgium

This case study illustrates the example of a WISE created in the 1980s as a response to the high number of school drop-outs and their risk of social marginalisation. Nowadays its intervention model is to create permanent employment. It has developed its activity over the years, acting in several economic sectors, led by the by the mission of work integration and active participation in the values and social economy platform, being today a stable organisation in the promotion of employment in the District of Liège. It is an organisation that highlights the importance of coaching and promotes ongoing changes in the forms of provision of these services and professionalization of these functions in the national context. It presents signs of a marketing policy based on the traditional guidelines of quality of services.

Created in 1984 Cortigroupe business built' on 3 axes: housing, training, and employment. It has the legal status of an "company with a social purpose" (in French "*société à finalité sociale*"), which means that, although it works according to business principles, profit is not its main objective but the accomplishment of the social purpose defined by the WISE's members. The WISE employs 365 workers.

The initial company- Cortil – dedicated to the vocational training of youngsters in the areas of management of green spaces, catering, construction, cleaning, food trade, was the starting point for the development of the group.

The classic model of initial vocational training has proved insufficient as a response to the actual needs of the labour market integration of their target groups, being that the work experience in real context was the key effectiveness factor identified. In this sense, new companies were created to provide services in the same vocational training sectors, constituting the type of training in the workplace and productive real context. During the 2000 decade, the following companies were created: Bip Express (2000), Neupré Net Services (2004), Haute Meuse (Upper Meuse) Net Services 2 (2008) which all provide home-based domestic help, laundry services, and service pick-up and delivery of textiles for private homes or work places. "The Cortil" offers maintenance services for common and green spaces, professional cleaning services, building renovation as well as sandwich and lunch delivery services for enterprises. In parallel it was recognised that in order to have a thorough integration process accomplished, decent housing is necessary. From that moment, an association active in the promotion of housing was created. Its main aim include providing accommodation and social support for the ones in need. In 2010 the Cortibat srl (*société à responsabilité limitée* – limited liability company) was launched - a construction company that combines professional integration processes with competitive prices. One of the lines of work is eco-renovation, to promote the use of environmentally friendly materials and energy performance in the renovation of old buildings.

In order to follow the logic of promoting employment opportunities, in 2012 Cort'Idess was launched with a service supported by the Wallonia Region which allows to provide simple services to private individuals at very modest rates (12€, 10€ per labour hour) or to carry out the cleaning of small local non-profit associations, maintenance of little green spaces, and little building maintenance.

The main costumers of this WISE are private individuals and regular market companies. They act in partnership with the municipality and local support networks for social enterprises.

The organisational structure

The strategic top of Courtigroupe is headed by Neupré Connecting JobsServices for individuals and companies. Its members are the aforementioned companies.

Following the global values of the group, each company has the autonomy to organise their activities and procedures according to the economic sector in which they operate. However, all of the companies are composed by a board of directors- that makes the decisions - by a general assembly - that guarantees the transparency and democracy –and by an executive director.

How are, generally, the organisational charts of the group's companies?

The coaching function

In Courtigroupe there is no recruitment or selection process. Individuals who are in an official unemployment situation propose themselves for the integration program offered by the group.

The program starts with a proposal and self-assessment proposed by the individuals concerning their disadvantaged situation vis-à-vis the labour market.

In the whole Cortigroupe, every new worker meets up with his supervisor and with the human resources responsible one month after starting his contract. During this meeting, the worker's satisfaction at his/her work place is discussed, furthermore, an individual "accompaniment plan" is agreed on, taking fully into account the worker's disadvantaged situation and often also difficult biography.

The first phase consists on the training, with duration of 6 months, which is structured with one day per week devoted to training in the workplace in organisations that make up the group. The Cortigroupe program consists of training for work, social training, learning French and math and support to obtain a driver's license. They also offer psycho-social follow-up, help to build professional projects, self-assessment skills and active employment search.

The second phase, after the training period, consists on the individuals seeking, by their own or with supervision, a company in which they should intern during 3 months.

At the end of the path, individuals can continue on an official course of training and professional qualification or continue looking for a job. Most youngsters continue training, or starts working in on the companies of Cortigroupe - a strategy that has been followed by the group in order to reduce unemployment after the training.

At Courtigroupe there is no specific place for coaches. Workers have a contact person at their workplace they can address for any work-related question during first month at work. Furthermore, every worker has a (permanent) supervisor who also does the monitoring. To provide coaching, assistance or accompaniment, the Cortigroupe contacts external coaches from RES, which provides services of specialised coaching to its affiliates. Their professionals are highly qualified in psychology and social work and participate in continuing training in this area.

The philosophy of RES is centred on the needs of workers, trying to answer with methodologies based on individual interviews, work in small groups and training. The evaluation of each worker happens at all stages of training. The monitoring of the trainees is carried out in workshops in order to respond to their questions and find solutions to the mentioned difficulties, through techniques such as the use of assertive communication, personal evaluation on the WISE, social support in everyday life, definition of personal expectations and communication in public.

Cortigroupe monitors the employment status of individuals after training and brings together efforts into their labour integration. However, they have no record of achievements in the integration work of the WISE.

Marketing functions

At the top level the director of the Group assumes the responsibilities for external relations and the activities of lobbying and fund-raising, being fundamental to the implementation of the various marketing strategies of the group. The director mentions the need for training in lobbying and strategies.

Each company has a marketing director. The organisation defines its marketing strategies as traditional, mainly using: website; the means have the logo of the organisation; production of brochures; a mailing list and publication of periodic materials. There is also a public relations officer that comes into contact with potential customers in order to present their services. They recognise that they are not necessarily looking for new customers.

Groupe Terre – Liège, Wallonia region, Belgium

This case is an example of a WISE with an origin in the first half of the 20th century, a pioneer both in the response to social problems and unemployment that characterised the history of Europe, as well as the environmental issues and local development. It has a regional and transcontinental intervention range, having already replicated its action in various parts of the world (Africa, Nicaragua, Philippines). Assuming the form of a business group it has about 650 employees (globally) and manages companies in many sectors of economic activity, notably in the collection, treatment and recycling of materials (textiles, glass, paper) in the environment, where they were pioneers. Nowadays its intervention model is of creation of permanent employment.

Recognised as a pioneering example of social enterprise, it distinguishes itself from others also by having innovative particularities relating to human resources management policies and participatory management. The functions of coaching are heavily structured and are supported by REAS. Marketing functions have been the target of a new attention by the group, having been recently created a working group in order to develop social marketing strategies.

In 1949, in the Wallonia region, after World War II, the first initiatives in an effort to help people in disadvantage began, and constituted what has become the Groupe Terre. With the subsequent recovery of the Belgian economy, the Group expanded its action and replicated the projects in other continents. Officially established in 1963, the Terre is constituted as a non-profit organisation, with the purpose of the integration of individuals who are far away from the labour market and have low qualifications.

Its intervention focuses simultaneously on the creation of employment, local development and environmental promotion. It follows the guiding principles of social economy and bets on a democratic and participatory management.

Groupe Terre is composed by eight organisations with a common mission, in different branches of activity. This organisation integrates about 650 employees, of which 350 are employees, 100 are social disadvantaged individuals and 200 workers are volunteers.

They provide services in several areas, among which: the collection, separation and processing of recyclable materials (textiles, glass, paper); training for the development of projects; transportation; social housing; construction; support to partners in the South (Peru, Burkina Faso, Mali, Senegal) in the areas of recycling, agriculture, commerce and theatre. They have a set of partnerships and arrangements with public and private entities.

Around 88% of its budget is generated by market activities; subsidies represent a share of 12 % with an annual turnover of approximately 18 million euro (mean for the whole Terre Group).

The organisational structure

Groupe Terre is headed by the non-profit association which gives its name to the group of companies. They have tasks of coordination of the whole group, concentrating cross-cutting services, such as the Human Resources Department, financial services, information services and technologies.

The group is driven by a set of values inscribed in a "Letter" - a document that regulates the decision-making processes in each of the group' companies. Globally the group works with a General Assembly (which includes all the integrated workers for more than one year in the Group), an Executive Directorate of the association elected in a "big regular meeting" (an element of recent innovation in the practices of internal participation in the Group) that brings all the workers together, of all professional categories and group companies. The aim is to allow a regular circulation of information between everyone, creating the possibility for everyone to participate in the decisions of the Group and to maintain proximity between the different companies.

In respect to each of the companies, their internal structure respects the democratic logic with a general assembly, a supervisory fiscal board and an executive director. Team meetings are also imposed to conduct evaluations and monitoring of the integration of workers.

The coaching function

By prioritising target groups that are further away from the regular labour market and the establishment of permanent or long-term contracts with the workers, Groupe Terre' integration process is based on an approach centred on lifelong learning and on a participatory organisational culture anchored in the values of social economy. The organisational culture – the opportunity to participate in mechanisms of socialisation and social inclusion for democracy and citizenship - is a critical factor of this model of intervention.

Within the group training is structured on a yearly basis, with duration of 32 hours, targeted at the issues of citizenship, participatory methods, civil rights, and on the challenges and internal organisation of the WISE. Employees in the integration process can access additional vocational training by their own request or by the monitoring team's suggestion.

There are teams dedicated exclusively to training and assistance for workers. The workers are monitored from the moment of recruitment, selection and admission in the organisation up until the evaluation of their work performance. Each worker is guided by a supervisor and there are annual assessments carried out by the group and by external experts. The assessment consists of a feedback on work, social skills, self-esteem and level of satisfaction of the worker and the supervisor.

The role of coaching in Groupe Terre hangs on a participatory human resources management policy. The workers from disadvantaged groups train soft skills over a period of a year and request, if they deem it relevant, specific vocational training. The performance assessment is thus extended to the entire group, combining the individual assessments of everyone (professionals and employees in the integration process) in the macro framework of structural organisation.

The human resources policy is sustained in the communication and mutual evaluation, establishing that the Executive Body evaluates the directors of each company, which, in turn, assess the different supervisors who, finally, evaluate the workers. Workers have the right and obligation to participate in an annual meeting with the board members and on this occasion carry out an assessment about their supervisors

The person in charge of human resources oversees the participatory policy implemented in the group, accompanying and coordinating also the tasks and the subsequent evaluation of workers and supervisors. This person is also responsible for the implementation of surveys on the level of satisfaction, the mapping of a possible need for training and promotion of the general welfare in the workplace.

Additionally to this internal structuring of the coaching of target groups , Terre Groupe uses the support of external specialised services in this area provided by RES (Wallonia' network of social enterprises). The RES provides specific expertise on job coaching for the staff and also intervenes when a beneficiary is at risk of dropout (outplacement).

By recognising weaknesses in this dimension, they highlight the importance of improving the interpersonal skills of communication between the supervisor and the workers and the development of an intercultural approach. Similarly, they state that the increase and frequency of conversations with workers would benefit the entire process.

The marketing function

At Groupe Terre there isn't a marketing department. These functions are led by one of the founding leaders of the group, who takes on the role of director of public relations. He is supported by two professionals, one assigned to the marketing component and the other to fundraising.

The marketing strategies that have been implemented are classified as ' classic ' with the publication of a magazine (with 5000 copies per quarter), an official website, the organisation of three annual meetings targeted to the general public and press conferences. There is a clear policy of banning the use of sponsorships. The group must not be associated with brands that do not fit with its ethics and values.

They bet on long-lasting relationships and trust with customers, which are mostly companies in the private sector. In some of its branches of activity the mission of integration of disadvantaged groups is specified, in others emphasis is given exclusively to the quality of the services. They classify their strategy as having been developed with a basis on past experience. There has been no need to search for new costumers.

Like all other workers of the Group, the workers dedicated to these functions may ask for specific training. However, more than specific training, the need is to create a global marketing strategy more geared towards new perspectives of the social marketing approach. The idea is to more effectively advocate the values and mission of the group. For this purpose an internal group was created in 2014.

ITALY

NATIONAL CONTEXT

In Italy, the emergence of social enterprises took place primarily through the emergence of a new type of cooperative, self-proclaimed social cooperatives. As Borzaga and Santuari mention (2000; 6), in the 70's in Italy, the context was of scarce public and private responses in the field of social services and social protection coverage from the State, making the task of social integration rest on the families. It was in this context that a series of social movements, both based on the principles of cooperatives, and movements that criticised the existing intervention models, emerged, notably in the field of work with mental illness and people with disabilities. They criticised, in particular, the isolation of these groups due to their institutionalisation or due to the occupational structures of 'sheltered employment ', and defended work in a real working context, as a means to attain broader economic and social integration.

These initiatives have attained legal recognition with the institutional approval of social cooperatives, with the Law 381/1991, which distinguishes social cooperatives of type A from type B social cooperatives (WISE)¹⁴. The

¹⁴ Social cooperative (Type A):

- Goal: operate "for the general interest of the community and for the social integration of citizens".
- Possible member categories: workers, volunteers, consumers and legal entities, among which regional public entities.
- Tax benefits: reduction of tax to 4% on the VAT of the sales
- It does not prevent profit distribution but it limits such distribution.

Social cooperatives of work integration (Type B):

Object: to integrate disadvantaged workers in the labour market through real activities of goods production directed to private consumers or public entities.

Regulation:

- it is mandatory for at least 30% of employees to be in a process of integration;

first aim to provide educational and social services and the later, of different fields of economic activity, aim for the promotion of social integration by means of personal and social development of people with disability or social problems. In type B cooperatives at least 30 % of workers must match the aforementioned profile (Borzaga; Loss, 2006).

Italian social cooperatives are organised in a consolidated network of consortia and partnerships with local authorities, whilst these connect them with national bodies (Chirico, 2014). There is, therefore, a strong relationship with the public sector. Differently from most public funding models based on budgets of employment policies, in the Italian case, public support lies predominantly in sub-contracting public services. The majority share of financing of social cooperatives comes from contracts with the public administration (65%), followed by the sale of goods and services (28%) (Istat, 2014).

Social cooperatives are exempt from the taxes for people who find themselves in social disadvantage, and develop their work in partnership with the state and civil society, in favour of collective and community interest. Such enterprises seek to be prepared to meet the demands of the market and, accordingly, its activities with different stakeholders-employees, volunteers, political authorities and funders. In fact, the vast majority of social cooperatives in Italy (80%) work in partnership with multiple stakeholders, such as employees, clients and volunteers (Borzaga; Loss, 2006). All of these groups can be affiliated and become part of the Administrative Council of the Organisation, as long as their integration is legally framed (Defourny; Nyssen, 2012).

In 2005 Italian law recognised a new legal status of social enterprise, applicable to social cooperatives. Social enterprises are "all non-profit organisations, whose main economic activity is stable and consists of the production of goods and services of social utility or public interest" (law 118 of 2005). In order for the statute to be recognised, these companies must meet a set of criteria, including a social mission, a framing in activity areas of public interest, the involvement of stakeholders in the management, the obligation to draw up an annual social report, among others. This legislative innovation has however not yet had a significant membership by social cooperatives.

Historically, the development of social cooperatives in Italy takes on big regional imbalances. The legislation regulating their activities is also largely dependent on regional governments. In this study we focus the analysis on the region of Emilia-Romagna, in the North of the country.

THE TRAINING OFFER FOR WISES

The training offer for WISEs is fragmented and not well organised on the territory. There is not a specific organisation that centralizes the training offer and manages it.

Fon.Coop, that is an Equal National Inter-professional Fund for continuing training in cooperative enterprises, provides training for social cooperatives, but in the last year there has been a proliferation of many private organisations and consultants that offer their experiences, as training courses, to the social cooperatives.

Taking in mind that in Italy the WISEs are assimilated with "social cooperatives of type B", but that there are many entities that are considered as "social enterprise", you could understand that the panorama of training provider for the third sector is not homogenous and extremely variegated, in relation also to the different needs of a sector composed by: social cooperatives, foundation, enterprises that in their business name have the word "social", cultural organisations, health care providers, sport and free time realities, etc²⁵.

- there is an exemption for the payment of social contributions for these workers;
 - possibility to hire new categories of disadvantaged workers that are not contemplated by the 1991 legislation, without the right, however, to the exemption of payment of social contributions for these workers.

²⁵ L'impresa sociale in Italia – Identità e sviluppo in un quadro di riforma, Rapporto IRIS Network 2014, <http://irisnetwork.it/2014/12/rapporto-iris-network-terza-edizione/>

WISEs' INTERVENTION MODELS

A significant proportion of individuals in a situation of social disadvantaged employed by social cooperatives are people with disabilities (46.3%), followed by psychiatric patients (15%), individuals with addiction problems (16%) and other types of social disadvantages (22.3%) (Borzaga; Depedri, 2012). Their level of satisfaction (measured on a scale ranging from 1 to 7) is quite satisfying. The better scoring categories are related to the intrinsic dimension of work and concern the social utility of the work they develop (5.9) and the relationship with their superiors and colleagues (5.7). Therefore the improvement of self-esteem is valued, related to the fact that these individuals perform a job they consider socially relevant, and gain access to new social networks. The categories with lower values are related to extrinsic aspects of the work, in particular wages (3.7) and the career opportunities (3.8).

A more recent study, developed in 2014 by the European Commission supports these cooperatives' mission of integrating people with mental and social problems, highlighting that, in Italy, 30% of social cooperatives state that their target group are people in social disadvantage, such as individuals with psychiatric pathologies, people with addiction problems, young offenders and individuals with a criminal record (Chirico, 2014), i.e. people in social disadvantage that, through these organisations, can obtain not only a source of income, but also acquire new skills and regain new social ties.

Normally, the pathway, undertaken by a disadvantaged person in an Italian social cooperative, could follow a process, composed by the following steps: recruitment, training/work experience, search of a job and integration/stabilization in the ordinary labour market.

The recruitment models of disadvantaged person can vary depending on the sending organisation/service and the skills of the individual. In some case, the social enterprise can receive a self-candidacy of the person, through the ordinary channels of job searching (temp agency, other social enterprises, unemployment register, etc), but in most cases the disadvantaged person arrives in enterprise through social services. Some social enterprises have also internal training courses, in agreement with the social services, of which benefit the disadvantaged that are then integrated in the social enterprises for a working path.

In this first phase, job coach's functions involved concern the communication with the disadvantaged person, support interview, organization of support groups for the daily interaction with trainers and tutors, analysis of skills of the individual, etc.

The training phase foresees the acquisition of basic competences on security system, and specific knowledge related to the works and activities developed in the WISE. The job coach must be able to design an inclusive professional pathway, tailored on the individual, composed by: methodologies of teaching and learning, pedagogical tools, etc., always in collaboration with the responsible of social services (when it is not a self-candidacy).

It is necessary to monitor and verify periodically the path and to adjust it, if necessary.

Another important step in the coaching activity for disadvantaged persons is also to help them in an active job searching. Normally active job seekers post their resume and apply for jobs, but it should be a little different when we speak about disadvantaged people: maybe they are not so used to resort to LinkedIn, social networking sites, and apps to expedite their search for a new position.

Job coach helps the disadvantaged person in implementing this part of its pathways. We didn't find a standardized way, common to all the WISEs observed.

At the end of each pathway, people that show skills and knowledge fitting the needs required by a working place, could find a job in other realities, depending on market needs and the economic situation. We saw that in the last years, the availability of the ordinary enterprises to hire disadvantaged persons has decreased because of the economic crisis; however, we can see a "model", observed in almost all the countries involved in the project: recruitment, training and integration. In this specific last phase, the disadvantaged user is helped to search actively a job, preparing his own "individual marketing" strategy (ex. CV, cover letter, etc.) and using the supporting tools (internet, employment register, etc.).

The job coach and the social services normally follow the disadvantaged person also after the leaving from the social enterprise (in some cases, the person receives a support until at least 4-6 month after the end of the contract in the WISE), always in collaboration with social services and public institutions.

WISE ROLE IN THE LABOUR MARKET

The dissemination of this type of organisations took place, in a first phase, in the North of the country, having most recently been disseminated in the South, where the socio-economic context is characterised by higher rates of unemployment and solidarity networks (Borzaga; Loss, 2006).

In terms of geographic distribution, in 2014 (Venturi; Rago), there was concentration of social cooperatives, registered in FonCoop¹⁶ in the North of the country. The data indicates that 30.4% are located in the Northwest and 24.3% in the Northeast. In the South of the country there are only 6.3% of social cooperatives and only 5 % in the islands.

In the South of the country, the cooperatives are more geared towards the creation of jobs for people in a situation of social exclusion, by integrating them into companies that offer laundry services, gardening and catering, for example. This data reinforces the urgency of the consolidation of social cooperatives in the region as a means of absorbing population excluded from the labour market and as an economic and social mechanism.

In turn, in the North, cooperatives are more directed to providing collective services as the care of children and elderly (Borzaga; Loss, 2006). Our study focuses on the region of Emilia-Romagna. It is the case of a region with about 4.4 million inhabitants and an unemployment rate of 6% (European Commission, 2015), which is taken as an example of sustainability and of reference regarding the level of its economic growth indicators (Restakis, 2011). With a strong corporate representation, its employability contributes for 30% of the GDP and involves 57% of the population (P2P Foundation, 2011).

In this region of Italy (Roelants et al., 2014) there is a strong expressiveness of social cooperatives of type A. There has been a steady increase of people employed in social cooperatives during the economic crisis, in the period between 2008 and 2013. In 2008 34170 individuals worked in these type of enterprises whereas the number increased to 38372 in 2011 – a growth estimated in 12.3%. It is interesting to observe that when the analysis falls only on cooperatives in general and excluding the social cooperatives, the growth trend was not regular and presented peaks of decrease of labour absorption. In the case of social cooperatives this growth was constant and remained with no breaks. These data comes to highlight and strengthen the relevance of this cooperative segment and the fulfilment of its purpose of labour integration, even in times of economic constraint.

In 2014 the unemployment rate in Italy was of 14%, while in the South of the country it stood at about 22%, being that the value was of 70% in the case of youngsters (Eurostat, 2014).

A study conducted in 2011 shows that the social cooperatives represent 4% of the Italian non-profit sector¹⁷ and reveals the highest percentage variation, between 2001 and 2011, with a growth fixed in 98,5% (Istat,

¹⁶ Fon.Coop is an Equal National Inter-professional Fund for continuing training in cooperative enterprises. Fon.Coop is a non-profit organization and it was established in 2001 by the major organizations representing the cooperatives:

- AGCI - General Association of Italian Cooperatives
- Confcooperative - Confederation of Italian Cooperatives
- Legacoop
- Italian trade unions CGIL, CISL, UIL.

It is important in this case as source of data and it is the most important training provider for social cooperatives.

¹⁷ Social economy organisations, in Italy, enjoy a moderate level of recognition, being a concept used in conjunction with others. In turn, the concept of social enterprises is very consolidated. Social economy organizations are responsible for 9.7% of the total of remunerated employment. It is interesting to note that the period of crisis did not affect, as it happened with other European countries, the growth in the number of jobs in these ventures. Between 2002/2003 and

2012). This significant increase manifests the progressive representativeness of the social cooperative sector in Italy.

In 2013 there were 12.570 social cooperatives with a turnover of 10,1 billion of euro and in which 513.052 workers were employed, for a number of beneficiaries that was around 5 million.

Note that 42.238 volunteers collaborate in these organisations (Istat, 2014). A number, which in comparison with the estimated value of remunerated workers, is quite significant and manifests the fulfilment of one of the distinctive features of this type of organisations and, also, the importance of this type of employees for their growth and visibility.

As major constraints to the development of this type of organisation (Chirico, 2014) we highlight the reduction of public funding and the delay of payments as a result of the economic crisis, which compromise the sustainability of these cooperatives. Some cooperatives have been forced to sell part of their property and other actually do not have the financial resources to pay the wages of its employees on time. Competition from private companies acts similarly in a negative way in the growth of this type of organisations.

In the last years, because of the strong movement that is bringing the Government to elaborate a reform of the third sector, we speak more and more about social enterprises and not only about social cooperatives. In Italy, we can count in 2013 around 13.918 social enterprises, if we consider as social enterprise the social cooperatives, the enterprise established under the law 118/05 and the companies that present "social enterprise" in their business name. Following the last analysis, there is also a potential of social enterprises that is around 82.250 non profit market organisations. Between them we can count cultural, sport, health care organisations, with 1.627.908 volunteers and 440.389 employee¹⁸.

YGES it –, Este, Veneto, Italy

This case study allows illustrating a relatively recent initiative which takes on distinctive and innovative features in the Italian context. They adopted the transition model of work integration and have strong competitive market orientation with high levels of self-sustaining by market activity. Their aim is to replicate, in the Italian context, the French model of transition – a model of transition to the regular labour market. In the region of Emilia-Romagna, with a low level of unemployment, a predominance of social cooperatives of type A and positive indicators of social and economic development, when compared to other Italian regions, this is an example of search for integration responses to a specific segment of the target group: physical and mental disabled. They also exploit a sector of economic activity less frequent in WISE - graphic design and print. YGES It is a good example of Italian integration model: starting from recruitment in collaboration with social service, until the integration on the ordinary labour market.

The WISE model

YGES it is a type B social cooperative established in 1998 whose mission consists of the integration and transition to the regular labour market of people with reduced mobility. Inspired by the French model of transition companies it sought, through an experimental project in cooperation with the European Union and the Salesian Sisters.

2009/2010, there was an impressive increase of 66.7%. Regarding voluntary work, 26% of the adult population are performing functions in accordance with this condition (CIRIEC, 2012).

¹⁸ L'impresa sociale in Italia – Identità e sviluppo in un quadro di riforma, Rapporto IRIS Network 2014, <http://irisnetwork.it/2014/12/rapporto-iris-network-terza-edizione/>

It has 5 employees and 5 volunteers. They have partners, both from the public and private sector. Given the simultaneous activity of their managers in the private profitable sector and in the social sector, the cooperative promotes intersectional communication.

Although small, this WISE is strongly market-oriented with an innovative potential of local development. They have developed in these years, but still continuing this process, a thick network of relations with the medium and large enterprises of the territory; even if they could be class as small enterprise, they are recognised on the territory, at provincial and regional level, as a relevant and productive interlocutor. Thanks to these connections with the “business world” and the “social world”, they “produce” working inclusion for disabled through handcrafted product and other activities. They provide also services of graphic design and digital printing.

The overwhelming majority of funding (95% of the total budget) results from the sale and production of services, while benefiting from a State funding in the order of 5%. Faced with the current technological advancement, YGES It’s great challenge is to acquire skills in 3D technologies. They still have technical difficulties. Firstly, they detect the need of professionals for the follow-up and monitoring of the individual phases. Secondly, the placement of a production manager with a background in the social sciences in order to guide and support the business activities of production.

Organisational and Human Resources structure

YGES it presents a strategic top according to its cooperative legal status. This WISE presents a management structure consisting of three organs: the General Assembly, composed by the members of the board and six individual collaborators; the Board, composed by 5 people (2 from the profit sector, from a consulting company, 3 form the non-profit world); a Supervisory Fiscal Board, supported by an external consultant (accountant) and two professionals that, with the administrative responsible, check all the financial aspects.

On the basis of this strategic top there is an operational structure. It is headed by an executive director, who depends directly on the Board. The Board supervises three departments: an administrative department, with two professionals; a productive department, with two professionals (one is responsible for assembly activities, the other is the manager of graphic sector); and a department of social intervention. This last department is in charge of the organisation and monitoring of the individuals undergoing a process of integration.

The coaching function

The recruitment process is initiated with the signalling of public services or through application from the disadvantaged individuals. After the setup of a presentation meeting, individuals go through an *experience in a work context* that, according to their attitudes and the type of work available, determine the follow-up to training.

The *training period* consists of the learning of tasks to perform, being accompanied by a tutor. If the performance corresponds to the expectations an agreement is established, in which the responsible decides the best placement options for the trainee in the workplace.

The *monitoring of the trainees* is under the responsibility of a production tutor who devises a personal file with periodic checks of evaluation and self-evaluation. The tutor is also responsible for scheduling meetings with public social services and territorial businesses.

YGES IT intends to be a space of transition to the labour market, even if there is a tendency for a long permanence of temporary workers (or even permanent), which does not match the expected.

Today there are two disadvantaged workers, who are full time employees, one disadvantaged worker that arrives from another social cooperative (detachment), one disadvantaged worker that will be hired soon and 8 workplaces for integration/transition related to an agreement with the public social-health services.

The marketing function

YGES it' president is responsible for the marketing functions, from the presentation of new initiatives ranging from meetings to the contact with costumers with the goal of promoting the social cooperative's activities.

They have a website, to share information on who are they and the services they can provide. They send each month a newsletter to their contacts. They have started recently a review of their products and services, in order to improve their offer and to be more competitive on the market. They have hired an external expert to develop a new marketing plan for the social cooperative.

They organise individual meeting with territorial entrepreneurs, to develop partnership and collaboration. YGES It is now part of RIGHT HUB (<http://www.righthub.it/>), that is a service that wants to match the possibility of collaboration between profit and non-profit world. YGES participated also to a Veneto Region's project that wanted to improve the communication with profit and non-profit sector and they obtained the possibility to sell their products in some book shops of the territorial museums.

SOCIETA' COOPERATIVE CONSORTILE SOCIALE Fare Comunità –, Bagnacavallo, Emilia – Romagna, Italy

This case study allows you to illustrate the characteristics of high social capital, recognised in the tradition of social cooperatives in Italy: trust and proximity relations; strong intra-sectorial structuring of cooperatives in a collective, participative and collaborative model of consortia; strong cross-sectoral partnership relations with the public and private profitable sector; strong territorial roots and local development objectives. One of the areas of intervention of Fare Comunita', a provincial consortium between social cooperatives and the regional public administration, is SILL - a social cooperative of type b.

SILL stands out for its intervention model oriented for employability and integration into the regular labour market of people with a high degree of incapacity for work, regarding their health and officially proven, or with serious social difficulties. With this model, they developed a professional profile of "mediation operator". SILL also stands out for pioneering Fare Comunita' in the dissemination of social marketing strategies in social enterprises that it promotes.

The WISE model

Fare Comunità is a consortium of organisations with distinct and complementary profiles around common territorial development objectives. It integrates three vocational training centres, a consortium, seven social cooperatives, two cooperatives dedicated to research and development, which collaborate together with various regional and local organs of the province of Ravenna. Created in 2010, the mission of this consortium is to promote the social inclusion of disadvantaged people. It wants to be an expression of a "subsidiarity solidarity", in which different actors of social cooperation and other government / non-profit organizations work jointly, integrating for the common good.

It integrates 15 workers spread over four departments: R&D, communication, project design and administration and finance. Supported by strong partnerships, it develops its work alongside with a solid and extensive network of associations and government-wide organisations. Its funding sources are mostly public (80%) and a residual portion (20%) results from the sale and marketing of services on the market.

The 15 workers of the Consortium are paid through local, national and European projects and tenders.

SILL is a service of integrated support for working integration, developed by the consortium. Founded in 2009, it aims to empower people with disabilities in the labour market, and although in a smaller scale, people with social vulnerabilities. Of those involved, there are 6 workers, 45 individuals in training, of which 40 with disability and social handicaps and 5 in situation of social disadvantage. Its main services are the support to integration in the labour market -through internships and interviews-, the mediation in the period after the hiring of individuals and support to businesses.

SILL budget consists, in its entirety, of State funding. In detail, the Regional fund for disabled gives them an amount for the services provided by SILL; this amount, as well as all the parameters and indicators to be respected, is established into a call, to which SILL participates. SILL receives also some resources from the social services of the Municipality, thanks to an agreement. They have some duties to respect, in order to access these funds: for example, number of internships or interviews implemented, number of persons involved in the activities, number of working hours, etc.

The target audience are people with disabilities (they must have a disability rate superior to 46%), enrolling in job centres and disadvantaged individuals appointed by the social services (in particular, people with economic problems, single women with children, youngsters in trouble). As for the main partners the local social services, the job centre and the National Institute for insurance against accidents at work are highlighted.

Organisational and Human Resources structure

SILL' strategic top consists of four institutional members that make up the service, including Fare Comunità that takes the lead, with a delegated representative, who oversees the executive management. This management is led by a professional from one of the members of the partners that make up SILL.

The productive base is composed of three local groups (Faenza, Lugo and Ravenna), each with a coordinator. All the professionals are "operator of mediation", even if they have different profile (psychologists, social workers, pedagogics, etc). They organise each week a team group to share and discuss together about the work and the activities. There is a general coordinator for each group that manages the budget and the administrative aspects, in order to respect all the parameters requested by the public funding.

The coaching function

There are three main services, which individuals in the integration process can use: support for integration into the labour market, through the preparation for selection interviews and placement in internships, the follow-up after the placement in a job position and support for employers.

SILL acknowledges the importance of coaching, but has focused its efforts on building a profile that they called "*mediation operator*". These functions are performed by psychologists, social workers and technicians of the professions in the areas of economic activity of the employers that receive individuals. This profile implies a twofold preparation: working with the audiences and working with employers, looking for the best adjustment between job opportunities and the profile of individuals. The job coach takes contact with the enterprise of the territory: at first, with a telephone interview and then organising a meeting to understand if the enterprise could be appropriate for the working integration of the target group. Normally, they experiment with some internship the suitability of the relation disabled-enterprise. With the economic crisis, it is more and more difficult to find available enterprises that could host internships.

The *recruitment* of individuals has two "sources", according to the two segments of audience targeted. In the case of people with disability, and after official medical certification, individuals are referred to a conversation with SILL, in which their preparedness to enter available integration programmes is evaluated. People with serious social disadvantages are forwarded by the public social services

An *initial interview*, dedicated to the completion of a questionnaire is the first step. It focuses on personal dimensions in order to assess the appropriateness of the candidates' characteristics with the possible options: professional training or internships.

The *training* takes place in the training centres members of Fare Comunita'. The programmes include 350 hours (250 of training and 100 for an internship). There are other professional training courses without the internship component (100 h). There are also training programs for the active search for employment (30 to 50 hours).

As part of the monitoring path, the operators organise periodically some interview with the disabled person, but also with social assistants, the family and the tutor in the enterprise. They are always linked with all the actors involved in the process of integration of the person. Job coach also organises some visits in the enterprise, in order to control and verify personally the respect of the pathway. They use, as support in collecting information, some questionnaires, but also evaluation sheets, following the ICF (International Classification of Functioning, Disability and Health) indications.

The *internships* take place in the territorial enterprises, but also in members' cooperatives, that normally are more available to host disadvantaged persons. Both in an ordinary company or in a cooperative (social or not), each disabled person is followed by a tutor, who is always in contact with SILL's operator. They work strictly in order to assure the implementation of the individual program. An internship contract that can vary between three months and two years is established. This contract subsidises 200 € up until 20 hours of work per week, or 450 €, between 20 and 40 hours. The funding is sometimes provided by SILL, but in most cases it is provided by the local public administration bodies - members of Fare Comunita'.

At the end of the integration process SILL provides a questionnaire for companies to assess the beneficiaries. Some cooperatives, however, have their own questionnaire. The operator of mediation/job coach integrates the information, collected with SILL' evaluation tool, with those collected with the internal instruments. The evaluation steps in the enterprises correspond with the production deadlines: after each deadline, the worker is evaluated and the information is transmitted to SILL and the job coach.

RAM (active motivational research) is a methodology that consists in the implementation of 10-12 interviews with the disabled person, sent by the employment centre, in order to re-motivate him/her to the active research of a job and re-consider his/her placement in the ordinary working market. This is realized helping the person: to re-elaborate his/her own CV, to write a cover letter, to make a self-evaluation of his/her skills and knowledges and to prepare a presentation for the enterprises. They make also some "role play", a simulation of job interview to prepare the individual in the best way possible and motivate him/her to re-introduce him/herself in the ordinary labour market.

SILL continues to follow individuals, even after *their integration* through a permanent contract of employment. This monitoring tends to decrease over a year after the labour integration. The "mediation operators" remain however available if needed.

In order to meet the challenges of the specific needs of the target groups, SILL is developing a new project for individuals, who demonstrate entrepreneurial skills and abilities both to create small individual business and also new social cooperatives.

The marketing function

Social marketing plays a key role in the mission of Fare Comunita'. Their aim is to develop and promote an awareness of the added value of the products produced by social cooperatives and promote it through instruments of social communication (newsletters, social networking, among others).

This mechanism has paved the way in some social cooperatives through training activities and technical support. Thanks to a strategic partnership of "fundraising" through an association of specialists "Romboli associati" - <http://www.romboliassociati.com/> - the Consortium operates as facilitator/intermediary between the members and the possible innovative activities on the territory. This organisation is a group of expert that provides solutions for the non-profit world. As example, they are currently organising two info meetings for Consortium's member, in order to present them some marketing online strategies, options of fundraising, etc. Each member can after hire these experts to implement specific activities.

The Consortium works also in partnership with "Fin project", with the same logic, for the activities related to the project design.

Fare Comunita' is also working with the tourism sector, involving as much territory as possible, through "brands of marketing with social connotations". They call SOCIETING these forms of marketing linked to

social topics, like working inclusion, valorisation of the local communities, working with the other territorial realities (volunteers, public institutions, ONG, university, etc.).

PORTUGAL

NATIONAL CONTEXT

In Portugal the WISE have a peculiar situation when compared to the other countries involved in this study. Their emergency in the late 1990s took place through a governmental initiative, which encouraged the creation of these companies through a legal act that dates from 1998 (Portaria nº 348-a/98 de 18 de Junho). The measure has been active until 2015, when it was extinct, leaving no alternative legal framework or public support to the existent WISE.

The portuguese context in the genesis of these initiatives was also a peculiar one when compared to the conditions in which similar initiatives have emerged in their national contexts. In what concerns to the labour market, Portugal presented a high level of employment characterized by low qualifications and salaries and a low unemployment rate. The emergence of work integration social enterprises aimed at the following objectives: the development of social and proximity services to serve populations that were still not covered by public social services or by the private profitable sector; the promotion of local development; the creation of a new instrument, different from sheltered employment and professional training, that was able to answer the needs of employment and social inclusion of the publics that were farther away from the labour market (an answer that created jobs and didn't segment the publics in different categories, such as drugs users, disabled people, prisoners, etc...).

It also aimed at the promotion of the development of social economy principles, as was the case with the pioneer countries in the emergence of work integration social enterprises, developing an economic dimension of the initiatives. It intended to break with the predominantly assistance based and charitable traditions of the social economy organizations operating in the field of social services in Portugal and to stimulate the feeble cooperative culture of work.

Portuguese WISE legal frame establishes two kinds of support:

- a) Technical - assessment of local needs; training on management skills for social economy staff (that was never implemented in practice); recruitment and follow up of workers (usually in cooperation with WISE promoters); job placement of workers at the end of the employment contract.
- b) Financial – it subsidizes 50% of the initial start-up investment (limited to 18 times the Portuguese minimum wage, which represents approximately 3.750€); it ensures a personal accident insurance and a grant to each trainee during the 6 months period of training; it contributes with 80% of the minimum wage plus social security tax for each worker under integration process; it offers a reward (12 times the minimum wage, which represents approximately 5.000€) to those promoters who, in the end, permanently employ workers.

WISEs offer to service users the opportunity to a pathway for socio-professional integration, that starts with 6 months training and can evolve into 2 years (maximum) of a regular work contract. At the end of the 2 years, workers are hired by the WISEs' promoter or (again) referred to employment public services.

WISEs were supported by the State for a maximum period of 7 years, in which they should guarantee the maintenance of the established number of job places (minimum 5 and maximum 20 workers for each WISE) occupied by disadvantaged target groups in a transition scheme, that is to say the placement of workers in the end of the integration period legally defined (from 24 to 30 months). This was a compulsory requirement for funding.

Throughout the 17 years in which the measure was in force, several implementation phases can be identified. In the first years the measure achieved high visibility, thanks to a high investment and the political will to produce official results. With the governmental changes that took place in the meantime, the measure started to gradually lose public visibility and its performance indicators became increasingly scarcer.

The number of WISE in Portugal has grown until 2004 (up to 521 enterprises), and since then until 2007 there has been a gradual decrease (to 494 enterprises), according to the latest official statistic data available. In 2012 the State suspended applications for the creation of new WISE, continuing to finance the ones previously approved, and in 2015 the measure was extinguished.

Approximately 90% of the WISE in Portugal are promoted by social economy organizations (recognized by the State as IPSS – Private Institutions for Social Solidarity) characterized by being State suppliers of social services with no culture of economic entrepreneurship or market oriented management skills. In this context, most of the Portuguese WISE became internal suppliers of services (catering, laundry, gardening, cleaning, etc.) to their own promoting organizations. In some cases, they are dependent on large public institutions that are their only client, such as a Hospital or a Municipality.

Nevertheless, a small part of Portuguese WISE has achieved good results (demonstrated by their self-evaluation) in their expected role of promoting the transition to the open labour market, as well as in the increasing of their orientation towards financial sustainability through market activities.

The measure extinction seems paradoxical, since it took place at a moment when the national context presented conditions for WISE's greater development. Namely when the international financial crisis radicalized its effects, with high unemployment rates and long-term unemployment levels; when the social economy takes on unprecedented public and political recognition in Portugal; when the social entrepreneurship principles gain great visibility and dissemination.

Some of the major problems identified in the execution of this measure were:

- the absence of a proper assessment of this political measure, specifically in what concerns to the subsequent follow-up of workers;
- the necessity of a legislation review in what concerns to the obligation of integration employees' turnover; this obligation faces difficulties such as the fact that workers leave at the moment when they could best contribute to the productivity and sustainability of the integration enterprise, or the lack of a labour market with the capacity to absorb the workforce, especially in economically and socially depressed regions;
- the lack of financial support to hire managers and specialized teams exclusively dedicated to work in the WISE;
- the inability of the WISE to develop networks and national forms of cooperation.

TRAINING OFFER FOR WORK INTEGRATION SOCIAL ENTREPRISES

In the national context the professional integration work with disadvantaged groups essentially focuses on professional training and sheltered work, being the use of learning methodologies in real work and production context less frequent and more diffuse. The professionals working in this area often stem from subject areas in the field of social sciences. A relevant training offer specifically targeting the problematic of professional integrational of disadvantaged target groups cannot be identified. This theme can come up in specific seminars or meetings that are more widely associated to a general debate on the issues of unemployment and social inclusion.

INTERVENTION MODELS

Official data from 2006 (CMSE, 2006) make it possible to trace a portrait of the main beneficiaries from the measure: women (75%) at an adult age (60%, 25-44), with low schooling levels (75%, above the 6th grade), living in the Lisbon and Tagus Valley Region (41%).

An independent study, also from 2006 (Perista & Nogueira) reveals that the majority of workers in WISE are women (83%), what can be justified, in the first place, by their greater representation on the long-term unemployed group (59,3%) and, in second place, by WISE's own orientation, whose services are centered in care providing and cleaning, areas of work that usually attract women labour. The majority of the beneficiaries was unemployed for over one year (54,3%) and a significant share (17,1) for over three years. Before entering the WISE, 62,9% of the workers in integration did not benefit from any kind of State subsidy.

Although there isn't an official evaluation that allows the rigorous quantification of the typologies of integration models developed, there are some partial studies that make it possible to have an approximate notion of the reality. Under the same legislation different integration models could be observed, according to the following table:

More numerous	Less numerous
Models that are close to occupational therapy and therefore distant from real work context integration	Models of temporary work in a logic of subsequent transition into the labour market, in line with the objectives provided by legislation
Models that answer the service needs of the promoters themselves, representing the development of internal departments of the institution, more than preparing for the external working labour	Social enterprises that fall into an effectively corporate logic and in the idea of solidary economy enterprise
Models that combine the needs of the promoters and are also oriented towards the selling of goods and/or services in the market and to the subsequent placement of workers	

ROLE IN THE LABOUR MARKET

As previously referred, the number of WISE in Portugal has grown until 2004 (up to 521 enterprises), and since then until 2007 there has been a gradual decrease (to 494 enterprises), according to the latest official statistic data available. There is no reliable record of the effective number of beneficiaries involved in the measure throughout its period of duration.

In what comes to the economic activity sectors, the following can be highlighted: several sectors (rural development, nursery schools, handicraft) – 35%; multi service – 26%; domiciliary support – 24%; laundry and cleaning services – 11%; gardening and forest maintenance – 10%; restoration and catering – 9% (EAPN Portugal, 2006).

CASE G – North of Portugal

The Case G illustrates one of the most common trends of organisational structure of WISEs in Portugal, as well as their coaching and marketing functions. The creation of this WISE result of three factors: the opportunity to explore an agricultural property of the promoting institution; the opportunity to provide food for daily services for this institution; the need to increase the employment opportunities for disadvantage groups. The large size of the promoting institution allows absorb the whole production of the WISE, and does not justifying external communication strategies. The monitoring of individuals in the integration process focus on the job assignment on learning by doing model, with the supervision of a tutor who oversee the agricultural work.

The model WISE

The case G is promoted by a large institution, with more than five centuries of existence. The promoter provides services to about 2100 users and integrates 800 workers. It is a religious organization, recognized as a Private Institution of Social Solidarity (IPSS), that establishes contracts with the state to provide a wide range of social services to the local community: in the area of children and youth care - Day-care, Preschool and Free Time Activities Centre; in the area of seniors - Day Centre, Social Centres and Home Support Services; the area of community intervention – minimum income management and other projects; and in the health area, with medical and clinical analysis centres.

The promoter has partnerships with the public and private sectors and also with the local and regional social economy organisations. The case G benefits from different funding sources such as public subsidies, donations (especially land properties) and the sale of services in the areas of health and trade (a hotel and a bakery). The institution is one of the largest employers in the region.

Their future investments strategies are in tourism and health, benefiting the characteristics and economic dynamics of the surrounding territory.

The administrative and financial structure of WISE G is autonomous, although it is integrated in the management structure of promoting institution. The creation of this WISE in 2008 results of three factors: the need of employment to people with few qualifications, with whom the promoting institution works every day; to give utility to a farm donation with an area of 2 hectares, and the existence of active employment measure.

The case G grown up as an economic structure of agricultural products intended for the provision of general services of the institution, which includes various responses in the field of food and catering. About 70% of the funding of G comes from the support of the public Institute of Employment and Training.

Organizational structure and human resources

The promoting organisation has a hierarchical and departmentalized structure to the different areas of intervention (children, elderly, etc.) and services (many of which are services of public interest). The promoter is a private association with conventional management bodies: a general assembly, a board of directors and a supervisory board. The Chairman of the Administrative Board plays a central role in the management of the institution supported by an executive director and a staff team for the technical and legal support services (accounting and human resource management), as well as the directors responsible by each of the departments.

The case G has an articulated frame with the general services of the institution and, in particular, with the supply and social services. Top management is ensured by the executive head of the institution, coordinated by the Chairman.

Currently the WISE integrates 5 people in integration process. It includes also two employees hired after completing the integration program in previous years and two contract employees outside the scope of the program for their professional skills in agriculture.

The framing and monitoring of integration workers are guaranteed by the promoter's team of social workers, psychologists and other professionals who are part of the permanent staff of the institution. These professionals make the supervision of the individual processes for each employee of G, with particular emphasis on arrival at the institution and intervene in the process if requested.

The coaching functions

The recruitment of candidates for G is made by the Public Employment Service (IEFP) which indicates potential employees on eligibility conditions. According to the legislation, long-term unemployed or equivalent, such as ex-offenders, people with disabilities, people with mental illness, ex-drug addicts, among others.

The G promoting institution also signals potential candidates for employment services, according to the several requests they received in this area. The WISE provides initial training for four months, followed by a 24 months' work contract.

The transition between these two phases is fluid, predominantly constituting an administrative pathway, more than a change of working method.

The follow up of these workers is similar of the human resource management practices in the promoting organization. Based in the solidarity values in the heart of the promoter's mission, the social support (social worker, psychology, housing, etc.) is delivered by the staff whenever a need is identified, either among the promoter's workers or in the community,.

There is a responsible for the coordination of G's production. She articulates with the General Director of the of the promoter, with the responsible for the food supply service and, where necessary, with the human resources management services, the psychology and health services.

According to the law, after the integration itinerary (4 months training and 24 month' work contract) workers should be integrated in promoting institution or returned to public employment services.

At the end of the two integration cycles already completed by G, half of workers (5) were hired by the institution and the rest was integrated successfully in the regular labour market. The third cycle is in progress and includes six workers.

Marketing functions

There's no need for marketing function because there aren't external costumers.

Sorrisos I e II – Portugal, Gondomar

Sorrisos I e II are two WISEs promoted by Centro Social de Soutelo (CSS). These cases are an example of full accomplishment of the Portuguese WISEs legal framework aims. The WISEs are promoted within the framework of CSS' mission associated with local development and their proactivity to answer to the problems of unemployment and the needs of the local market for services. Responding to the growing needs of the senior population, this case includes two WISEs that provide home support services.

These cases put into practice an integration itinerary that uses the training in the job assignment, with supplementary official training and qualification, team supervision and participatory methodologies.

Over the years it has created new jobs and has enabled the integration of the majority of the beneficiaries into the regular labour market, fulfilling the transition model of work integration.

It develops marketing functions in a rudimentary way.

Wise model

Sorrisos I and II are promoted by a non-profit association for community development, established in 1976 and providing social services in the area of childhood, the elderly and community. Promotes cultural and sports activities with its 200 associates. With 91 workers, provides daily services to about 1000 beneficiaries. The range of partners of this association is very broad, from the public sector to the lucrative private sector and also the social economy organizations of local and regional level.

Created in 1999, these WISEs intend including the vulnerable groups- long-term unemployed or disadvantaged - through monitoring, training and employment, who are far way from the labour market. Sorrisos I and II employ 17 disadvantaged workers, with public funding support and more 8 workers without support funding.

These two WISEs provide care of personal hygiene, lunch distribution, transport and laundry. About 70% of its budget comes from state support and 30% result from the sale of services in the market. They have private and institutional clients. Its main partners are the health centre and the Public Institute of Employment.

Organizational structure and human resources

As a non-profit association the promoter has regular governance structure, with general assembly, board of directors and supervisory board. The organisation follows a department logic structure: children, seniors and community intervention.

Assuming administrative and financial autonomy, the Sorrisos I and II have a manager, a technical staff team and tutors.

The manager is the agent of communication between multiple parties, with high autonomy, informed about the history of life and professional work experiences of the workers under the integration process. The team staff is composed by the manager and professionals that support the manager in the recruitment process and monitoring. Currently there are four people in the staff team, who collaborate with the manager in making decisions as consultants. The team is multidisciplinary including the areas of psychology, sociology, social education, financial management and the personal care related to hygiene and self-image.

Tutors are former workers who have already experience and permanent work contracts with the WISEs. There is more than one tutor per worker.

The coaching functions

Candidates must be registered in the public institute of employment and deliver the curriculum vitae at the CSS. The applicants must fill a registration form and present the required documentation to formalize the contract. The examination of the application is performed by the management and staff team, which is responsible for drawing up the admissions process.

After this stage, the training begins through diagnosis and learning in the workplace, with subsequent self-assessment. The degree of follow up varies, depending on the individual needs and is adjusted throughout the process. Professionalization requires a set of skills (training in primary health care, communication and interpersonal skills, etc.) and qualifications (short and free certified training courses) related with teamwork and motivation.

The actors in the process are the manager, the staff team, tutors, trainers and colleagues.

The manager main functions are: to organize and distribute work, manage and control the process of trainees, promote communication of all stakeholders in the process and external communication. The staff team advises the manager and supports the phases of recruitment and selection. The policy human resources management is based on two main values: transparency and participation.

Throughout the years 73 people have undergone the integration process, 47 of which have found place in the labour market. Half of the beneficiaries were integrated in CSS, social economy organisations and, rarely, self-employment.

Marketing functions

Marketing is carried out by the manager, and spontaneously by workers who disseminate / pass word during their daily activities (distribution of leaflets). Small collaborations are also request from stakeholders free of charge. The manager communicates regularly by telephone calls with customers. Advertising and pricing are the result of an online survey of the leading companies in the same area.

UNITED KINGDOM

NATIONAL CONTEXT

In the United Kingdom there is a strong entrepreneurial tradition, where the concept of social enterprise has significant recognition, particularly due to the self-identification of socially entrepreneurial initiatives with the concept. The term social enterprise is used for a wider range of organisations and legal forms but of particular relevance are those whose purpose lies in the resolution of social problems in the community context, through the sale of goods and services on the market, reinvesting the profits or surpluses in the business and creating employment for community benefit. Typically these structures are outside the state and are rarely directly funded by the state. As such they are diverse and often flexible and specialist - they can also be more vulnerable but the sector is dynamic and can adapt to changing circumstance and opportunity.

Social enterprises may assume any available legal status. Many are charities, or companies with limited liability. Others are companies with limited liability, industrial and provident societies etc. In 2004, the Community Interest Company (CIC) status was created specifically for social enterprise, a legal form for companies with significant community financial assets that they wish to protect with an asset lock. The asset lock also allows these companies to secure grant investment as it reassures funders that grant funds remain

within the company for community benefit (and not personal gain). CICs are relatively easy to establish and administer. They are free to trade within the clear legal framework of limited companies allowing them freedoms to meet community need through trading activities.

It is hard to estimate the number of social enterprises in the UK because there is no form of register and companies choose how to define themselves and declare their social nature (Stroyan, 2014).

Recent government estimates (<http://www.socialenterprise.org.uk/advice-services/publications/state-social-enterprise-report-2015>) suggest there are 70,000 social enterprises in the UK, employing around a million people. (But see this critique on that number <http://www.theguardian.com/social-enterprise-network/2013/jan/21/mythbusting-social-enterprises-68000-uk>). The sector's contribution to the economy has been valued at over £24 billion" according to data from the State of Social Enterprise Survey 2015 (see reference above). There are now well over 11,000 CICs on the public register. This is a sector in that is clearly growing as 1/3 of the social enterprises were created in the last three years - three times the number of small and medium-sized enterprises-SMEs established in the same period. About 80% are individual enterprises or micro companies with 1 to 9 employees (Cabinet Office, 2013).

Of these social enterprises 38% work closely with the most vulnerable communities in the UK, compared with only 12% of SMEs conducting the same work. These numbers reinforce the community orientation and development focus that such companies have.

The most prominent sectors of activity are: business support and consulting (16%), education (16%), employment/training (16%) and housing (13%). Social enterprises have the following organisational objectives: improvement of living conditions of the community (37%), improvement of health and well-being (31%), creation of new employment opportunities (27%) and support to disadvantaged people (25%).

WISEs in the United Kingdom are part of this vibrant scene of social enterprises. They exhibit entrepreneurship and innovative forms of generating income not dependent on public funding. Their biggest source of income is from selling goods and services. Donations are not significant. Many have grant income too - both capital and revenue.

WISEs have a long history, (e.g. Thomas Firmin, 1632 – 1697) however, the number is very hard to measure. There are no systems capable of presenting a comprehensive scenario of the phenomenon. However, in the field of integration through work, there are movements of civil society to be highlighted, as well as some development trends associated with the transformation of public policies in such fields as support for disabilities and mental illness, prison policies, among others. One organisation stands out for its lobbying and excellent documentation about civil society movements around disability, Disability Rights UK. <http://www.disabilityrightsuk.org/> with 322 members - the leading disability rights organisation in the UK.

The social firms' movement should be highlighted. It has an intervention model, which is not recognised, regulated nor supported directly by the State, and that presents features that are similar to those of WISEs in continental Europe (Evans et al. 2013) with the exception that it does not foresee direct public funding.

A *social firm* generates its income through the sale of its goods and/or services and has been set up specifically to create quality jobs and employment for people severely disadvantaged in the labour market. At least 25% (more than this can create a segregated workplace) of people employed in social firms are those who faced major barriers in the labour market, and a social firm generates at least 50% of its income through trade. A social firm re-invests its profits to create more jobs. Given social firms' focus on empowering disadvantaged people, and given the relevance of economic empowerment in this process, employees should have a contract of employment and a wage at or above the national minimum wage. Also, modifications required for the employee in need of support are built into the workplace design and flow.

In 2010 there were 99 social firms and 82 emerging social firms employing 1064 workers with disabilities (58% of the workforce); most of the firms earned 75% or more of their income from trade (SFUK 2010). <http://sprc.info/wp-content/uploads/2013/03/Empowering-Social-Firms.-KTP-Project-Report.pdf>. There has not been a more recent report and social firms UK has now split into separate organisations for England, Scotland, Wales and Northern Ireland.

One current trend around integration of the disadvantaged is to respond to the decline in government support for the sheltered employment model for those with learning disabilities, physical disability or mental ill health: new models of supported employment, in particular through the creation of more inclusive contexts, such as social firms. Sheltered employment or workshops are now not seen as best practice (Sayce Review 2011) but there have been mixed results in creating opportunities for those affected by the closure of some sheltered provision. However many places did not offer real work and isolated 'workers' from mainstream employment.

According to the [Supported employment and job coaching: best practices guidelines](#), the results to be attained with this model are:

- Creating real jobs where people have the opportunity to earn equitable wages and other employment related benefits. These jobs can be self-employment. "Real jobs are those where: wages are paid at the going rate for the job, with the same terms and conditions as all other employees; the job helps the person to meet their life goals and aspirations; the role is valued by managers and colleagues; the job has similar hours and times at work as other employees, with safe working conditions".
- "Development of new skills; social and economic inclusion; promotion of self-determination, choice and independence, enhanced self-esteem, increased consumer empowerment; increased quality of life where people are treated fairly and with respect".
- Other guiding principles such as choice and control, where people are presented with a variety of experiences and options; Quick job search; Long-term support; Right to work in a safe workplace, among others.

We find it relevant to highlight two emerging phenomenon:

- A lot of social enterprises were created around the social inclusion of ex-offenders in the UK due to an increased awareness of the benefits in preventing re-offending.
- Particularly in the case of disabled people, another new trend is an increased interest in self-employment - which is a growing phenomenon in the overall UK labour market.

In 2003 ILM (intermediate labour market) organisations supported about 14,000 people per year - about 40% of whom went on to gain permanent employment however, ILMs are expensive compared to other schemes.

WISEs' INTERVENTION MODELS

Regarding the profile of WISEs' employees, data from 2006 (Spear, 2006) pointed to a profile of employees with strong economic and social vulnerability which is reflected in the large predominance of long-term unemployed, predominantly young workers, ethnic minorities and women. The majority of workers have mental problems and reduced learning capabilities, followed by individuals with disabilities. This fragility is more pronounced in rural or undeveloped areas.

Data from 2013 shows that 38% of social enterprises have a woman leading work teams, compared with 19% in SMEs, being that in 91% of these companies there is at least one woman integrating leadership teams. Moreover, 15% of leaders come from black and Asian communities and ethnic minorities and 28% of the leadership teams have people from these ethnic groups. We highlight that in 52% of the social enterprises people with social disadvantages work, including the long-term unemployed, ex-offenders and people with disabilities. Regarding age distribution, 11% of leadership teams have people between 16 and 24 years of age and 77% have people between 25 and 44 years of age. (The State of Social Enterprise Survey, 2013).

The analysis of professional profiles demonstrates a greater equity between the members of social enterprises in relation to SMEs, where gender and ethnicity inequalities persist. Cumulatively, in social enterprises youngsters have a strong hands-on leadership role.

Blueberry Academy – York, UK

Blueberry Academy is a *social firm* that has focused on an innovative social enterprise approach. It tries to find effective permanent solutions to employ those with learning disabilities, rather than just providing training. It provides specialist support for adults with learning difficulties with the aim of giving them a starting point for progressing into work. Blueberry's focus is on allowing their beneficiaries to have a greater say in how their social care budget is used and enjoy a choice of opportunities and activities.

The Academy has developed an education programme and a coaching and employment experience programme. It is at the forefront of employability and has a proven track record in developing other organisations to introduce new practices and to raise the standards of employability training. The marketing activities are reduced and assume a relatively classic perspective of promoting the goods and services sold by the economic projects/activities in which the individuals may participate throughout the integration process.

The WISE model

Blueberry Academy was created in 2007, under the idea that everyone has the right to be employed. It is a community interest company. They provide technical support to adults with learning disabilities in order to boost their labour integration.

They are an education provider with funds from England's Education Funding Agency (EFA), the government agency that funds education for all English children aged 3 to 16, and young people in secondary education from 16 to 19. They are therefore subject to Ofsted inspection (the Government's school inspection agency) and therefore have a strong education structure. They undertake initial and baseline studies with clearly defined aims and objectives monitoring progress each term. However some people don't have the mental capacity for individual assessment interviews so may need to involve a parent or carer. The structure involves the cycle of review go back to plan update implement back to review.

They have been a member of BASE, the British Association for Supported Employment (the national trade association representing hundreds of agencies involved in securing employment for people with disabilities - <http://base-uk.org/>) and have used their materials but they are expensive and in future they will do their own. They are very destination focused as they don't want people hanging in long term. Support to employer partners is also delivered.

While education is directly funded by the EFA, the projects and job coaching are funded largely through personal care budgets which are provided by the state to the individual who can then purchase services subject to agreement with social services. The enterprises are self-funded - two shops in York and 1 in Scarborough. The income covers overheads and resources and some income for trainees.

Organisational Structure and Human Resources

Blueberry Academy has 25 workers and 4 volunteers. Blueberry employees are mainly qualified in education: job coaches, work support educators, tutors and teaching assistants.

There is a senior group responsible for decision-making. However, workers are involved in deciding about their own workload. Sessions are held regularly with the trainees. Their organisation and management practices are defined by their flexibility in managing the workload and opportunities for innovation and creativity, both for individuals in the process of integration and for employees themselves.

Blueberry Garden Care and Blueberry Co-op are projects within the Blueberry Academy and do not have their own legal status.

The coaching function

The Blueberry Academy is a specialised training organisation focused on getting adults with learning difficulties into paid employment through an education programme and a coaching and employment experience programme in in-house projects and partner owned enterprises. It has developed a highly innovative curriculum and services.

The recruitment - Individuals are referred by the state through particularly Connexions the remains of the once universal Governments Careers Advisory Service. They work with young people identified in mainstream and special schools to find the best route for learning and work development. In many cases this is not mainstream FE education and more bespoke solution is required.

The Blueberry education programmes operate in very small groups with specialist support and have a clear focus on adult life and making the transition to the community and employment.

Individuals join Blueberry projects which are focused on the progression to employment.

All Blueberry Academy projects have sustainable paid work or volunteering as the main aim for all activity. Trainees learn employability skills and gain qualifications while on their programmes. The project areas include:

- Office Skills Group - developing office skills while empowering people to learn more about being active citizens
- Blueberry Co-op- creating products as part of a team and sharing in the design, planning, marketing and income from their work.
- Blueberry Garden Care - working with customers in a community setting on commercial gardening jobs. Trainees progress to gain an income from the work they do as part of the team.
- Blueberry Shop - working in retail and customer service, selling gifts and crafts created by the Blueberry Co-op team.

All trainees are supported in job search, applications and receive in work job coaching.

We verify that there isn't a specific professional profile of coach. The practice is based mainly in practice and in everyday learning (how to use iPads for communication, for example).It intends to especially meet the needs of the beneficiaries. Beneficiaries may apply amounts of their allowance in the Blueberry services and separately in psychologists, speech therapists, occupational therapists, etc. The workers are educators, trainers, tutors and monitors.

Blueberry has done case studies on the Social Return on Investment for individuals showing the savings to the state in using Blueberry academy by looking at the costs versus the savings in welfare benefits. But these are carried out for specific bids for funds rather than done systematically. They are very aware of the returns. The reason they started the education stream is that the local authority was sending people out of the city to residential accommodation and training at a cost of £80,000 per person per year. Now they live at home and attend the Blueberry Academy at a cost of £20,000 per year, and it is possible to focus the training on living and working in the city - not possible in out of town locations.

The marketing function

The function is assumed by one of the co-founders with the help of volunteers experienced with consulting services. Marketing activities are developed by Blueberry Academy. Its main customers are forwarded by public services, and there is a waiting list so there has been little need to market to potential recruits. With regard to their productive enterprises, each has a Facebook page and website. They have brochures which can be, for example, handed out to potential beneficiaries.

miEnterprise – Leominster Herefordshire, UK

miEnterprise is an entirely new model of social enterprise of *supported self-employment* for creating employment for people who are most difficult to employ in a conventional job. It arises directly out from the entrepreneurs' practical experience of the limitations of other approaches to employment for disabled people and is the UK's leading supported self-employment specialist.

The model is based on a social enterprise that operates as a mutual marketing co-operative. Its mutual structure means the beneficiaries own the company. Members, who have learning disabilities, use their personal social care funding and their trading income to buy support from the company. The company also ensures that their welfare benefit income is not affected by them running a micro business. miEnterprise exists at two levels: an umbrella designed to promote the model around the UK and help others develop local groups, and a pilot site that grew out of a local authority day service and is now an independent organisation.

Based on highly individualised and flexible best practice in supporting adults with learning disabilities the coaching function is different to most WISEs. The beneficiaries are individually coached and mentored to become self-employed individuals running their own micro businesses. Marketing is a core aspect of the model of intervention and develops in a number of different aspects.

The WISE model

miEnterprise (miE) was created in order to provide a response to the problems of people with learning disabilities and other disadvantages, like mental illness, in the labour market, who would like to work. Not many people in this situation are working and getting paid. Recent official data suggests that less than 7% of adults with a learning disability are in any sort of employment and, having seen some modest improvement, this number is now falling— whilst a different piece of research suggests 65% would like to be in employment.

A pilot project was created with the initial support of the local authority in Herefordshire - which ran the day care centre for adults with learning disabilities - having obtained some initial funding through government programmes. It is a small community-based business, in which all those involved help each other. In 2010 the Herefordshire site was the national winner of the Market Towns award for local economy initiatives. miEnterprise has the legal status of a Community Interest Company.

However the context of austerity led to the reduction of public funding and limited the initial project. This context contributed, along with the realisation that small or medium sized organisations have a more flexible and enterprising ethos than large organisations and especially local government, to a recent change of direction. miEnterprise now has a focus on smaller user-led or focused groups working directly with people facing disadvantage. Discussion is now underway with a number of these small organisations interested in the model including a user led group of people with Asperger's setting up website development businesses however austerity continues to suppress interest.

The miE web platform links these groups and has a knowledge sharing function.

miEnterprise asserts itself as an alternative to the traditional model of supported employment for people facing disadvantage in getting work, with the purpose of helping replicate the model in other regions. It works with the Employment (Job) Centre and can connect to local/central government social services.

The organisational structure and Human Resources

The organisational chart presents a conventional structure of a network organisation, an umbrella body for mutual marketing cooperatives adopting the miEnterprise model - this body is the miEnterprise Umbrella CIC. In the pilot project there were two full-time professionals that accompanied the 9 micro created in the meantime.

The model is owned or controlled by its members. It operates as a joint venture marketing cooperative with the joint venture being between those members primarily receiving support and those primarily giving it, where both have equal status.

If it is a company limited by share all members are entitled, and encouraged, to purchase a share in the company. Each member gets one vote. Some groups may be limited by guarantee and controlled by their members. This mutuality is essential to its role in supporting self-employed members. This is an unusual structure in this context and moves away from the 'service user', 'service provider' paradigm of traditional organisations in social care.

The coaching function

The selection of miEnterprise’s professionals is based on their experience in the area of business and, simultaneously, on their ability to work towards the acquisition of skills and the creation of conditions of autonomy for individuals in the process of integration rather than staff having a social care background. This focus has worked well.

miEnterprise offers its members a comprehensive package of business support tailored to their individual strengths & needs. They remain a member as long as they wish to (and have funding to be so). The range of support offered includes business planning, registrations, risk management, marketing, book keeping & reporting, tool & equipment hire, insurance, etc. They can pay for membership from their personal social care budget.

Given the personal development distance some people have to travel to start an enterprise, or support others to do so, recent work has led the miE Umbrella to consider developing an intermediate step – an *enterprise club* – to provide support in an enterprise culture that is informal but supports people to develop skills, confidence and products, including test trading, and achieve many of the 'softer' outcomes that are very important. Progressing to a formal structure and trading should then be a logical evolution. This may suit approaches based more on peer support amongst people with shared disadvantage – an area of emerging interest in the UK, partly as a response to reduced funding through austerity. The miEnterprise model could suit this agenda well.

What miEnterprise does is take all the hassle out of self-employment – the paperwork, accounts, selling, and so on - so that 'earning disabled' people can make the products or deliver the services they like and get paid for them – whether they work 4 or 40 hours, whether they get £10 or £100 per week. Most will start slowly - and make a slow, low-stress and flexible transition from traditional care to employment.

As the pilot site organisation is small, and the membership stable, long term relationships have been built up and in some cases very strong relationships with member’s families have been established. Some of the support offered includes areas not strictly within an enterprise remit but are essential in maintaining wellbeing – and on occasion safeguarding. Enterprise support, like enterprise itself, is very flexible and responsive to a range of business or personal situations.

It does not formally record outcomes or results although it has developed some accessible ways of measuring 'softer' outcomes like increased self-confidence which it will start to use. At the present moment there are seven trading member businesses (sole traders) set up legitimately with HMRC (tax) & Jobcentre Plus (welfare benefits), all presenting annual accounts, insured and individually supported. There are two more people working towards trading. There have been some very positive developments in independence and quality of life for most members as well as economic benefits.

The marketing function

Although there isn't a specific marketer profile, employees assume these functions and also have capabilities to do so. There are directed marketing procedures, which define different strategies depending on the group they wish to reach. We note that:

- Marketing to attract people with learning disabilities to the model
- Marketing to attract customers to the micro enterprises set up by those with learning difficulties and to sell to or trade with them
- Marketing to volunteers, funders and supporters
- Marketing of the miEnterprise model to help other local groups consider setting up similar groups.