

# **RaiSE**

***Enhancing social enterprises competitiveness through  
improved business support policies***

## **Project Meeting Report**

Örebro, Sweden  
4-5 April 2018

## Overview of the project meeting in Örebro

### Wednesday 4 April 2018 (morning) - Steering Committee Meeting

RaiSE Project Partners from Region Örebro County (Anders Bro, Mikael Norberg and Anneli Baier) **welcomed RaiSE partnership and regional stakeholders** in the HQ of Region Örebro County (Eklundavägen 1, 702 17 Örebro, Sweden).

#### **Welcome and Overview of the interregional meeting**

Bengt Storbacka, regional politician for the Social democrats and president of the Board for Culture, Education and Civil society greeted us welcome to Örebro and held a short presentation of Region Örebro county which is the regional public authority. Region Örebro county is responsible for health care, dental care, traffic solutions and regional development and has recently adopted a new “Regional Development Strategy” and an “action plan for civil society and social economy”. In both of these policy documents social enterprises are playing a bigger role than ever before.

Anders Bro presented the Agenda and the social enterprises we were visiting over the two coming days, along with practical information about the study visits and the concluding dinner at Örebro castle.

#### **Internal management of RaiSE project**

The first part of the steering committee meeting, about **internal management of the project**, was led by Juan Luis Aparicio, Alicia Blasco and Paula Santarén (ACCIÓ):

#### **Financial management and reporting**

- Progress Report 1: it is already closed. The ERDF amount corresponding to Semester 1 was transferred to project partners on 12/02/2018.
- Improvements & Lessons learnt from Progress Report 2:
  - Excel file on IOLF: it is very important to send it to the LP just before submitting to the FLC, to solve possible errors.
  - Summary report: it is important to match activities with expenses. It is not necessary to report on activities or publicity actions that don't represent a cost.
  - Costs description: every item or expense has to be explained in detail, even staff costs. The information provided in IOLF is the only one that the JS has for matching activities with expenses.

- FLC checklists: ask your FLC to include in the checklists as many comments/observations as possible.
- Progress Report 3: 1 January-30 June 2018. Process for submitting it: Create Progress Report in IOLF → Fulfil expenses and all information till all tabs are market with green tick → Send Excel to LP → Send Progress Report to FLC → FLC validates Progress Report → Partner submits Progress Report to LP through IOLF.
- The internal deadline for submitting to the LP the third report already validated by the FLC is 31 August 2018. ACCIÓ, as LP, has to send to the JS the Joint Progress Report on 1 October 2018 at the latest.

### Project management

- The main activity for 2018 is the Good Practices Guide: each project partner will select and prepare 2 good practices:
  - 1st GP: revised and sent through the Policy Learning Platform after Örebro meeting (Deadline: 31 May 2018).
  - 2nd GP: delivered to the LP & ZSI before 15 July 2018 and presented in Scotland meeting.
- Introduction of Action Plans: specifications and calendar for the preparation of regional Action Plans in Scotland meeting (September 2018).
- Each project partner has to organise the third regional stakeholder meeting before 29<sup>th</sup> June 2018.
- The following round of Bilateral Skype meetings, which are useful to check on project's progress and facilitate the task of writing the reports, will take place in June 2018.

### Next events & Project meetings

- Interreg Europe “Experience Fair” (Sofia, Bulgaria, 24-25 April 2018).  
Exchange of experiences between Interreg Europe projects. Paula will contribute in the round table “Project management & Communication”. ACCIÓ, IFKA and Örebro will attend.
- 4<sup>th</sup> edition of the Global Entrepr Awards and #5G citizens 2018 (Brussels, Belgium, 18-19 June 2018).  
Alicia will be speaker in the session “Regional best practices”.
- Presentation of the book “Examples of success in social entrepreneurship in Catalonia” (Barcelona, Catalonia, 19 June 2018).  
Paula will explain RaiSE best practices.

- **Fifth consortium meeting: RaiSE project meeting in Scotland.**

Celebrated in Edinburgh on 12, 13 & 14 September 2018, within the Social Enterprise World Forum (SEWF).

**IMPORTANT:** *Scottish Enterprise will pay for 12 delegate passes (2 per project partner). There will be discounted passes (reduction of 20%) for additional RaiSE guests accompanying project partners. Therefore, the entrance to the SEWF is free for 2 delegates per project partner, and the tickets for additional visitors (stakeholders) should be charged in each partner's budget.*

- European Week of Regions and Cities (EWRC) (Brussels, Belgium, Oct. 2018).  
Joint application with SOCIAL SEEDS project. We will co-organise a session entitled "Cohesion policy meets social enterprise". ACCIÓ and ERVET will attend.

## Communication

- The partnership was reminded to use RaiSE Promotional video, which is a great tool to disseminate our project: <https://youtu.be/hlBbu6vgzIM>.
- It was explained that RaiSE appeared in February in a Massive Online Open Course (MOOC) organised by the Committee of the Regions, as an example of an Interreg Europe project. The course was focused on "How to make the most of European Union resources for regions and cities" and had more than 12.000 participants.
- RaiSE website: we had 1.122 sessions in Semester 2, so we reached our goal of 1.000 sessions per reporting period. The most read sections are: reviews of meetings and events and the Library section (specially the studies on the social enterprises ecosystems). 25 news were published in Semester 2.
- RaiSE Twitter: 305 tweets (+102) and 248 followers (+68) until March. It is working super well.
- RaiSE YouTube: 722 views (+419) in total. Our promotional video and project meetings videos have lots of followers.
- Next steps in communication:
  - Send news to "feed" the website.
  - Track & send external impacts.
  - Interact with RaiSE on Twitter.
  - Section on the website "Meet the partner".
  - Disseminate the project.
  - E-news Flash (Mailchimp): June 2018.

## Exchange of experiences: Workshop on Good Practices

Stefan Philipp and Wolfgang Haider (ZSI) moderated the group dynamics and presentation of the first Good Practice of each region. Each Good Practice was presented in 10 minutes and after each presentation there was a debate:

- **ACCIÓ: Service “Aracoop Internacional”.**

Consultancy services by ACCIÓ’s Trade & Investment offices to carry out an internationalisation project for social enterprises in a specific market, by introducing the enterprise in a new market or by deepening in the internationalisation strategy when the enterprise is already introduced in a market. This Good Practice could be easily transferred to regions dealing with internationalisation of social enterprises, if they have worldwide offices like ACCIÓ has. However, even if regions don’t have this network of offices, the service could be boosted from external consultancy services.

*Debate: ZSI said that the section “Impact” should be improved (it is quite difficult to evaluate the Impact, since the service started in November 2016). ERVET considered that they could transfer this service to Emilia-Romagna, through the Italian embassies around the world.*

- **IFKA: MarketMate (PiacTárs).**

Financial and non-financial support for social enterprises. Social enterprises demonstrating economic and financial viability (measured along well-established business plan) and measurable social impact (embedded into the scoring system) are entitled to government support. There are preliminary researches, trainings, roadshows, dissemination events and 3 different types of funding programmes: non-refundable grant scheme, hybrid financial support involving non-refundable grant and low cost loan scheme and low interest rate loan schemes. The instrument is financed by ESIF European Structural and Investment Funds (specifically by ERDF European Regional Development Fund and ESF European Social Fund) and the Hungarian Government and has an aggregate amount of 103 million €.

*Debate: the partnership received this good practice with great interest. The project has an own website to facilitate “matchmaking” and the hybrid model (financial support + training sessions) is easy to transfer. Besides, no other partner has a financial support of this magnitude.*

- **WESTBIC: Clann Credo.**

Financial service that provides loans to community organisations that are generating a social return and have the capacity to repay a loan. The organisation provides retail loans, knowledge and expertise to the community,

voluntary and social enterprise (CVSE) sector. Clann Credo played a key role in lobbying the Irish government to introduce a social finance initiative. This led to the establishment of the Social Finance Foundation, which provides wholesale loans to community organisations such as Clann Credo. Neither Clann Credo nor the Social Finance Foundation receive any government funding towards their operating costs or capital base.

*Debate: using private capital and the banking industry to provide wholesale and retail social finance to social enterprises is an innovative approach that could be replicated in other countries. Örebro sees a link with their “community development” programme.*

- **SCOTTISH ENTERPRISE: Just Enterprise Network.**

National service of business support aimed at social enterprises and enterprising third sector organisations. Social Enterprise organisations, working as a consortium, provide enterprises with a single point of access to expertise support across a range of critical areas. Service delivery includes one to one support; one to many workshops; bespoke assistance.

*Debate: this service was a response to the 2008-2011 “Enterprising Third Sector Action Plan” of the Scottish Government, which demonstrates the involvement of the regional government in developing actions that respond to the real needs of social enterprises. After the presentation, there was a debate on what can be considered as impact and what as output, with the qualitative assessment of ZSI. The advisory partner committed to help the partnership to understand this difference better.*

- **ERVET: Emilia-Romagna Regional Law n. 17/2005 for the employment of disabled people.**

The objective of this law is to promote employability of disabled people by creating a virtuous relationship between profit & no profit companies encouraging social enterprises competitiveness: the law encourages mainstream enterprises to outsource some of their services by entrusting them to social cooperatives, which in turn employ staff with disabilities.

*Debate: the law has a great impact, because it generates territorial development and is a big step towards social inclusion.*

- **ÖREBRO: The Caravan of Ideas.**

It is a “bottom-up” oriented mobile consulting hub that wants to find new solutions for societal challenges. It puts together a group of advisors from different organisations, that take a caravan and travel around the region, to find new areas of business for social enterprises.

*Debate: Örebro started presenting the good practice with the old saying “it’s the one who wears the shoes that knows where it’s aching”. This approach is innovative and the partnership liked it very much: it is fine to go out of the office and learn about real experiences. However, measuring the impact could be an issue, as the good practice started in 2017.*

### **Seminar: the strong public sector and civil society/social economy, the Swedish case**

Anders Bro presented: The strong public sector and civil society/social economy - The Swedish case. The seminar started with an overview of how the public sector is organised at the national, regional and municipal levels in Sweden: Which services the municipalities are legally responsible for and which services are voluntary. Anders gave an introduction to the historical aspects and role of the civil society and social economy in Sweden from the early 1900s up until today and the need for finding new forms of relations between the public sector, the market and civil society. The presentation included an overview of civil society organisations and work integrative social enterprises in each municipality and how the discourse has changed from the traditional people’s movement to the rather recent social enterprise arena.

- After this seminar, the partnership, following the suggestion of Roberta Dall’Ollio (ERVET), agreed to prepare a **working paper about the legal framework of the SE in the region** and its link to the public policy that we want to improve with RaiSE project. Understanding better the grounds of each region will help us to develop our Action Plans. ACCIÓ, as Lead Partner, will start preparing this document and the others will follow its example (Deadline: end of September 2018).

### **Wednesday 4 April 2018 (afternoon) – Study visits**

Project Partners and regional stakeholders visited together the following social enterprises of Örebro region, and exchanged knowledge and expertise with them:

#### **Miljövårdscentrum**

The visit at Miljövårdscentrum began with lunch at the restaurant where after Bo Loön and Katarina Gustafson, CEO and vice CEO at Miljövårdscentrum made a presentation of the social enterprise in one of the facilities conference rooms. Participants were divided into two groups and Bo and Katarina escorted each group around the facilities.

The work integrative social enterprise Miljövårdscentrum is located in the southern part of Örebro city and is the second largest social enterprise in the county. Miljövårdscentrum was founded in 1986 as the third KRAV-approved organic farm in the region. The foundation, primarily consisting of local politicians, wanted to develop a

sustainable future with organic farming. Miljövårdscentrum still runs these farms, now in cooperative form, primarily for rehabilitation purposes. The enterprise also runs a restaurant and conference service, sales of eco crops, celebration and events, bed and breakfast, IT services and Café Orangerie.

This is all run as a social cooperative for commercial purposes where the people of Örebro come to enjoy good food and to buy products and services in a beautiful setting.

- Miljövårdscentrum offer evaluation of work-abilities, work training and work rehabilitation including documentation and recommendations
- Access to supervisors, social workers and physiotherapists
- Real, practical and idyllic work place

<http://miljovardscentrum.se>

### **Re:form**

Micael Björk and Helena Lindfors welcomed the RaiSE participants to re:form and presented the social enterprise re:form. The presentation was made in a storytelling form where Helena and Micael told their stories about their personal journeys from substance abuse or criminality to working full time in a social enterprise. The presentation was a powerful reminder of what these enterprises can achieve on a personal level.

Re:form was founded in 2005 and is owned by Stiftelsen Arbetsutveckling Framtidstro which is a foundation under Mellringekyrkan. re:form is a work integrative social enterprise located in the western part of Örebro city. Re:form is working in the fields of automotive reconditioning and service, second hand and carpentry. The enterprise cooperates with the Swedish public employment service, the social service and the penitentiary and probation system.

The purpose of re:form is to help people that for different reasons find themselves far from the labor market and to create an alternative way to employment. The enterprise offer work training possibilities as well as different types of internships.

Parts of the profit go to improving the quality of life in other parts of the world thru the Ge för livet initiative. Relief packages of clothing and household products are sent primarily to countries in eastern Europe: Estonia, Ukraine and Serbia.

<http://www.re-form.se>

## **Thursday 5 April 2018 – Study visits**

### **Föreningen Funkis**

The first study visit on Thursday went to Föreningen Funkis in the city of Karlskoga, 45 Km west of Örebro city. Nils Varg, head of the Labor market unit at Karlskoga Municipality, presented the social enterprise along with Lena Lindbladh, operations manager for Föreningen Funkis. The presentation focused on the joint approach between Karlskoga municipality and the social economy in Karlskoga.

Föreningen Funkis is a social enterprise and an association founded in 2010, for persons that for different reasons cannot find a place on the labor market. The purpose of the association is to provide work and activities for the members. It is the largest social enterprise in Örebro County and is located in Karlskoga.

Funkis works in a wide range of areas: hired work for production of screws, services in the areas of moving, recycling, transports, lawn moving etc. Funkis also runs the largest lunch restaurant in Karlskoga – Mässen.

Funkis provide job coaches that support and help those who are trying to find a job on the regular labor market. The association cooperate with the Swedish Public Employment Service, Swedish Social Insurance Agency, Region Örebro county etc.

<http://www.mockelinforeningarna.se/funkis/>

### **Föreningen Integrera I Karlskoga**

Föreningen Integrera I Karlskoga was presented by Nils Varg, Karlskoga Municipality and Mattias Grubbström, Operations manager for the social enterprise.

The newly started social enterprise Föreningen Integrera Karlskoga is situated in the city of Karlskoga and works in the areas of construction, carpentry, reconditioning and recycling.

The purpose of Föreningen Integrera I Karlskoga is to create meaningful activities for people with disabilities and people far from the labor market with the goal to integrate them onto the regular labor market. The social enterprise gives these groups the required means to be able to work from their own abilities.

The activities performed are not new, but have been run by the local government for 20 years. The reason for founding the social enterprise is to give the members/employed more influence and more governance and activities.

Föreningen Integrera i Karlskoga provide several kinds of activities and use different employment support programs for employment of working members. A wide variety of work places with the purpose to lead to self-reliance. The social enterprise cooperates with actors from both public and private sectors.

### **Mohass**

Mohass is a recently formed social enterprise in Karlskoga that specialize in the manufacturing of sponge products. The social enterprise was presented by Nils Varg, Karlskoga municipality and Staffan Hasselrot from the social enterprise Mohass.

Mohass started in January of 2018 and the primary purpose of the social enterprise is to create employment for people unable to find regular employment on the labor market.

The social enterprise has already made business deals with a few large retailers in Sweden that are selling their sponge and foam products.

The enterprise is also planning to provide other businesses with administrative services that are time consuming and expensive to outsource.

### **Mötesplatsen Prisma**

The work integrative social enterprise Mötesplatsen Prisma, founded in 2004, runs a well-established lunch restaurant overlooking the beautiful lake Möckeln in the city of Karlskoga. The RaiSE participants was served lunch in the room named Terrassen where CEO Liisa Hermansson also presented the social enterprise.

Prisma also runs a catering service and a sewing service.

Mötesplatsen Prisma provides work training, activities for the Work and Development Warranty Programme as well as different internships. Prisma can thru contracts with Samordningsförbundet Finsam, Karlskoga municipality, Swedish Public Employment Service and Swedish Social Insurance Agency provide rehabilitation services.

Prisma is a multi-cultural work-place that bridges differences and focuses on uniting features. The social enterprise work hard to ensure the inclusion and self-management of employees and participants.

<https://prisma-kga.se/>

### **Children's Upptäckarhuset**

After the study visits in Karlskoga we travelled to the city of Hallsberg to visit Children's Upptäckarhuset. We were welcomed by Örjan Samuelsson,

Children's is a discovery house for children primarily in the ages 3-12 years. There are many Children's Museums in the world, but Children's Discovery house in the city of Hallsberg is the first and only in Scandinavia. It's a place where children can play and learn "basic life and society skills". There are many play attraction's available: Firestation, Grocery store, Health center, Performance stage. Children's is a work integrative social enterprise and an economic association consisting of the Activa Foundation, the local Red Cross branch and Hallsbergs municipality.

<http://www.childrens.se>

### **Aniara Maskin och Fastighet**

The last study visit made was to Aniara Maskin och Fastighet where operations manager Tommy Karlsson presented the work integrative social enterprise working in the fields of service and maintenance of all terrain vehicles, motorcycles, robotic and riding lawn movers. Aniara Maskin och Fastighet is located in Hallsberg and is the official service workshop for ATV & Maskin i Hallsberg, an enterprise specialized in sales and service of All Terrain Vehicles.

The purpose of the social enterprise is to help people who are far from the labor market to become employable. The participants come from Alléskolan, Hallsbergs municipality and Swedish Public Employment Service.

<http://www.s-activa.se/aniara-maskin-fastighet-hallsberg/>

### **Dinner at Örebro Castle**

The project meeting in Örebro came to its conclusion with a dinner at Örebro castle where county governor Maria Larsson greeted us welcome. She presented the history of the Castle and how it is used today. The RaiSE participants along with participating social enterprises were invited to enjoy a “smörgåsbord” of traditional Swedish dishes in the Castle dining hall with the county governor.

### **Örebro video**

*The fourth project meeting video will be available soon in RaiSE YouTube channel:*  
<https://www.youtube.com/channel/UCNIY-hxB3dOj2VSKUjZr21A>

### Next Steps

In the short term, the following activities have to be undertaken:

WHAT	WHO	WHEN
<b>EXCHANGE OF EXPERIENCES</b>		
Revise the first Good Practice (after the workshop on GPs in Örebro) and send it through the Policy Learning Platform	IFKA, WESTBIC, SCOTTISH ENTERPRISE, ERVET, ÖREBRO, ACCIÓ	31/05/2018
Deliver the second Good Practice to the LP & the advisory partner	IFKA, WESTBIC, SCOTTISH ENTERPRISE, ERVET, ÖREBRO, ACCIÓ	15/07/2018
Revise the second Good Practice of each project partner	ZSI	12/09/2018
Present the second Good Practice in Scotland meeting	IFKA, WESTBIC, SCOTTISH ENTERPRISE, ERVET, ÖREBRO, ACCIÓ	12/09/2018
Prepare the next project meeting in Edinburgh (September 2018)	SCOTTISH ENTERPRISE	12/09/2018
Prepare working paper about the legal framework of the SE in the region and its link to the public policy that we want to improve with RaiSE project	IFKA, WESTBIC, SCOTTISH ENTERPRISE, ERVET, ÖREBRO, ACCIÓ	28/09/2018
Organise third regional stakeholder group meeting and send agenda + signed attendance sheet + pictures + brief review to the LP	IFKA, WESTBIC, SCOTTISH ENTERPRISE, ERVET, ÖREBRO, ACCIÓ	30/06/2018
Organise fourth regional stakeholder group meeting and send agenda + signed attendance sheet + pictures + brief review to the LP	IFKA, WESTBIC, SCOTTISH ENTERPRISE, ERVET, ÖREBRO, ACCIÓ	31/12/2018

<b>COMMUNICATION &amp; DISSEMINATION</b>		
Send news for the website	IFKA, WESTBIC, SCOTTISH ENTERPRISE ERVET, ÖREBRO, ACCIÓ	29/06/2018
Prepare second e-news flash	ACCIÓ	29/06/2018
Participate in Joint Workshop RaiSE-SOCIAL SEEDS in European Week of Regions and Cities 2018 (Brussels)	ERVET & ACCIÓ	09/10/2018
<b>PROJECT MANAGEMENT &amp; FINANCIAL REPORTING</b>		
Organise the next round of bilateral Skype meetings (corresponding to January-June 2018)	ACCIÓ	29/06/2018
Submission of the third report to the LP (already validated by the FLC).	ALL PARTNERS	31/08/2018
Submission of the Joint Progress Report to the Joint Secretariat	ACCIÓ	01/10/2018

### Participants List

#### **LP – Catalan Agency for Business Competitiveness (ACCIÓ)**

1. Alicia Blasco (ACCIÓ)
2. Juan Luis Aparicio (ACCIÓ)
3. Paula Santarén (ACCIÓ)
4. Juli Silvestre – Stakeholder (social enterprise Entrem-hi)

#### **P2 – IFKA Public Benefit Non-Profit Ltd for the Development of the Industry**

1. Mária Baracsi (IFKA)
2. Viktória Harta (IFKA)

#### **P3 – Innovation & Management Centre Limited (WestBIC)**

1. Seamus McCormack (WestBIC)
2. Tracey Hannon – Stakeholder (Clann Credo)

#### **P4 – Scottish Enterprise**

1. Darah Zahran (Scottish Enterprise)
2. Josiah Lockhart – Stakeholder (First Port)

#### **P5 – ERVET – Emilia-Romagna Economic Development Agency Ltd**

1. Roberta Dall’Olio (ERVET)
2. Claudia Ferrigno (ERVET)
3. Alberto Alberani – Stakeholder (Legacoop Emilia-Romagna)
4. Doriana Togni – Stakeholder (Confcooperative)

#### **P6 – Region Örebro County**

1. Anders Bro (Region Örebro County)
2. Mikael Norberg (Region Örebro County)
3. Anneli Baier (Region Örebro County)
4. Rikard Åslund (Region Örebro County)
5. Catrin Steen – Politician (Region Örebro County)
6. Bengt Storbacka – Politician (Region Örebro County)
7. Ulrika Lindmark (Region Örebro County)
8. Maria Larsson (County Governor, Örebro County Administrative Board)
9. Sivert Gustafsson – Stakeholder (The Swedish Village Action Movement)
10. Susanna Stark – Stakeholder (Hällefors Folk High School)
11. Susanne Grundström – Stakeholder (Hällefors Municipality)
12. Anders Johansson – Stakeholder (Coompanion)
13. Nanette Danielsson – Stakeholder (Lindesbergs municipality)
14. Jehan Kawsara – Stakeholder (Lindesbergs municipality)
15. Nils Varg – Stakeholder (Karlskoga municipality)
16. Åse Sundqvist – Stakeholder (Verdandi)
17. Maria Nyberg – Stakeholder (Föreningen Funkis)
18. Josefine Eklund – Stakeholder (Örebro County Administrative Board)
19. Örjan Samuelsson – Stakeholder (Stiftelsen Activa / Children’s Upptäckarhus)
20. Liisa Hermansson – Stakeholder (Mötesplatsen Prisma)
21. Andreas Molin – Stakeholder (Möckelföreningarna / Mohass)
22. Bo Loön – Stakeholder (Miljövårdscentrum)
23. Eva Unevik - Stakeholder (Children’s Upptäckarhus)
24. Helena Lindfors – Stakeholder (re:form)

#### **P7 – Centre for Social Innovation (ZSI)**

1. Stefan Philipp – Advisory Partner
2. Wolfgang Haider – Advisory Partner