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Social Entrepreneurship and Social Innovation Enterprises – Theory and Practice

Composite authors



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SOCIAL ENTREPRENEURSHIP AND SOCIAL INNOVATION ENTERPRISES - THEORY AND PRACTICE

Composite authors

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Social Entrepreneurship and Social Innovation Enterprises - Theory and Practice

Authors: Jiří Daneš, Ivo Škrabal, Zdeněk Zívala, Roman Chlopčík, Zbigniew Wejcman, Mariusz Andrukiewicz, Piotr Masłowski, Javier Finez, Inigo Urquidi

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Address: Na Návsí 218, 664 51 Kobylnice

Contact person: Jiří Daneš

Phone: +420 739 511 306, e-mail: info@socialni-inovace.cz

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POLAND

1 SOCIAL ENTERPRISES AND THE SOCIAL ECONOMY IN POLAND

Poland has progressed through a profound transformation of its social, political and economic structures since the fall of communism in 1989. The national economy has been growing at a remarkable pace: 6.5% GDP growth in 2007, average wages have been increasing and indicators of standard of living have been improving; however, national statistics do not reflect the challenges that many Poles continue to face in their daily lives. Although the unemployment rate declined from nearly 20% in 2002 to 11.1% in 2008, it remains among the highest in the EU. The decrease in the unemployment rate is attributed largely to mass migration of Poles to the Western European countries that opened their labor markets to citizens of new member states, rather than to systemic solutions or the growth in GDP. Moreover, in reality, unemployment varies greatly among regions: in the Northern and Southern most regions, it remains at rates of 18% (Warmińsko-Mazurskie Region) and 15% (Świętokrzyskie Region) respectively. It is also significant that 21% of the population is at risk of falling into poverty, the highest rate in Europe alongside Lithuania.

"The social economy is not only the result of legal resolutions and acts. It is not only a question of social awareness, though public support is very significant. The social economy is a social movement that should lead to a new vision for Poland's development."

Jerzy Hausner, former Minister of the Ministry of Labor and Social Policy and former deputy Prime Minister

The low living standards result in a large part from the consequences of the structural changes that took place during the transition from a centralized to a market economy. Vulnerable social groups - such as former employees of collective farms, women over 50 years of age, social minorities, youth between the ages of 18-24 - have particularly limited opportunities on the quickly changing and highly competitive labor market. The physically and mentally disabled, for example, have a 20% employment rate, the lowest in the EU. Such highly vulnerable social groups often lack the flexibility, in terms of both mobility and professional skills, to adapt to changing labor market conditions, face considerable discrimination from potential employers, and as a result continue to rely on welfare support.

Poland's entrance into the European Union in May 2004 brought new opportunities for resolving the problems on the Polish labor market and improving the living standards of the population. The structural funding that was made available contributed to raising living standards not only in very tangible ways (ex. by improving and expanding communication, technology and administrative infrastructure), but also by investing in research and development of new systemic models and approaches to more effectively counteract social problems. A portion of the structural funds was disbursed through the EQUAL Initiative program, which enabled cross-sectoral partnerships to explore new ways of supporting the most vulnerable social groups on the labor market through research, information exchanges, and study visits between EU member states. In this process, the social economy was identified as an innovative and practical mechanism to counteract the problem of unemployment, foster local social and economic development, and strengthen civil society.

"Today, Poland is in the European Union and has the financial means [to help the socially excluded]. Toward this end, cooperation between local governments, enterprises and non-government organizations should form throughout Poland...Such projects help to build civil society. This is why we should develop the social economy. Not as a market model for the country, but because we understand the fact that the open market does not solve all of society's problems."

Tadeusz Mazowiecki, *the first Prime Minister in democratic Poland.*

The social economy includes institutions that devise creative approaches to maintain financial self-sufficiency while fulfilling a clearly defined social mission. The social economy sector is a stable economic force in local communities and facilitates social cohesion by offering employment to the most vulnerable social groups, promoting collaboration between people and institutions, and providing needed goods or services at a high quality and low cost. The social economy can also build social capital, a necessary ingredient for a strong civil society, which studies have shown is weak in Poland. Since the beginning of the EQUAL Initiative projects in 2005, concrete steps have been taken to develop the social economy in Poland by:

- Disseminating information about the social economy to the general public and decision-makers;
- Advising and offering financial support to emerging social economy institutions;

- Lobbying the government to use the social economy as a tool for addressing social challenges such as unemployment, economic development, and strengthening civil society.

But Poland's social economy sector has yet to develop its potential: it makes up 3.9% of the labor market in Poland, compared to 8.3% in France, 9% in Ireland, and 7.5% in Finland.

SOCIAL ECONOMY INSTITUTIONS IN POLAND

Prior to the Second World War, the social economy in Poland comprised primarily cooperatives and mutual insurance companies. During the communist period, these institutions were exploited for propaganda purposes and, as a result, now arouse negative associations for some Poles.

Slogans used by the Communist Party to promote the ideals of socialism can sound ironically similar to the ideas associated with the social economy:

- **All for you; You for all!**
- **The Polish worker is the creator of progress!**

After the fall of communism, the social economy sector has evolved to include a variety of institutions, ranging from time banks (a unique institution that functions on the basis of exchange between members, where the value of services or goods is measured in units of time rather than money, making it an effective support mechanism for low-income people), to social enterprises (private sector companies, whose business it is to provide social benefits). Contemporary social economy institutions in Poland are involved in a wide range of activities, address different social problems, and often support specifically targeted social groups. All of them are characterized by the dual objective of maintaining financial independence and fulfilling a social mission.

The main types of social economy institutions currently functioning in Poland include:

- **Non-government organizations (NGO's):** 17% of a total of 63,000 NGO's (including foundations and associations) run an income-generating business activity, most frequently by engaging in publishing, organ-

izing social/cultural events, and training and education activities. They employ over 120,000 paid personnel and are considered to have the greatest potential for expanding the social economy sector in Poland.

- **Cooperatives:** an estimated 12,000 of these institutions currently function in Poland in a variety of domains ranging from housing (5,000) and agriculture (3,600) to banking (800).
- **Social cooperatives:** over 140 have been founded since the 2006 Act on Social Cooperatives was adopted. They take on the form of worker cooperatives and support the labor market and social reintegration of their members, above all.
- **Mutual Organizations:** popular before World War II in Poland, they nearly disappeared during the communist period. Mutual organizations are now re-emerging primarily as lending and savings institutions, of which there are around 900, but also as insurance companies, which are fewer in number but make a significant economic contribution (with a turnover of nearly 50 million Euros in 2005).

KEY CHARACTERISTICS OF SOCIAL ENTERPRISES

The EMES Network, a group of leading thinkers in the field of the social economy, developed a broadly accepted definition of the ideal institutional type, the social enterprise. They identified its distinguishing characteristics in two main dimensions of activity:

The economic dimension:

- Take an economic risk to start and maintain a business activity.
- Are financially stable and autonomous on the market.
- Employ paid staff.
- Are independent from public administration.
- Provide services and/or produce goods.

The social dimension:

- Explicitly define their social mission.
- Are grassroots-based.
- Make decisions democratically and have a minimally hierarchical management structure.

- Involve a range of stakeholders from their surrounding environment in their activity.
- Limit distribution of profits among stakeholders and filter it back into the mission-related activity.

Two other types of institutional forms can play a significant role in supporting the development of the social economy sector. They can be established by NGO's, welfare centers and local government institutions and offer transitional employment programs for the most marginalized social groups. In some cases, these institutions are able to develop their economic activity to such a degree as to be considered social economy institutions:

- **Social Integration Centers (CIS):** Over 50 CIS have been established since they were introduced by the 2003 Act on Social Employment. CIS provide vocational training programs and employment for people from socially marginalized groups (especially the long-term unemployed, the homeless, formerly incarcerated individuals, and refugees).
- **Employment Activation Units (ZAZ):** around 40 ZAZ offer social and employment reintegration programs specifically to the physically and mentally disabled

THE SOCIAL ECONOMY IN POLISH LAW

"Regulations and funding will not create the social economy; we need grass-roots activity to do that, but I believe that legislative acts can motivate people to take on certain initiatives".

Cezary Miżejowski, *advisor in the Ministry of Regional Development*

Legislative recognition of the social economy sector legitimates its activities and helps to promote the idea among a broad audience of potential partners and supporters, ranging from the general public to specific interest groups such as private sector institutions. A collaborative effort between NGO's and the Polish government, with the support of international institutions including the European Union, has laid the legal foundation for the Polish social economy sector. Toward this end, old laws were reformed (ex. the Act on Social Services (2004) and the Act on the Promotion of Employment and Labor Market Institutions (2005)), and new laws were created. The most recently introduced legislation specifically focused on the social economy includes:

- **The Act on Social Benefits Activity and Volunteerism** (24 April 2003) introduced four changes specifically oriented toward the third sector, but which ultimately supported the development of the social economy as well. The act:
 - 1) allowed NGO's to engage in income-generating activity in order to cover the costs of selected services or goods production;
 - 2) created the possibility for tax-payers to designate 1% of their income tax to a chosen NGO with the status of a Social Benefit Organization;
 - 3) established the Public Benefit Work Council, a permanent opinionating and advisory committee on third sector institutions to the Ministry of Labor and Social Policy; 4) institutionalized volunteerism by creating incentives for those who donate their time to social causes.

- **The Act on Social Employment** (13 June 2003) created two new types of institutions:
 - 1) The Social Integration Club (KIS) is organized by welfare centers, NGO's or local government and engages community members in activities aiming to foster a sense of initiative, responsibility and civic engagement. KIS can take the form of support circles or interest groups and can engage community members in local development projects.
 - 2) The Social Integration Center (CIS) is established by welfare centers, NGO's or local government as an independent institution that offers work-integration programs consisting of psychological support and vocational training (in skills such as carpentry, steel-works, sewing) for people from the most vulnerable social groups (the homeless, unemployed, formerly incarcerated individuals, people with substance abuse problems, refugees, and the mentally and physically disabled). Earning a small income from the work that CIS beneficiaries complete is a key element in the integration process. CIS can offer goods and services on the open market but has extensive financial support of public administration.

Although KIS are not a social economy institution and few CIS manage to generate significant profit from their activities, both institutions foster entrepreneurial attitudes and social cohesion which is the basis for the development of the social economy sector.

- **The Act on Social Cooperatives** (27 April 2006) was inspired by Italian Type-B social cooperatives and defined Polish social cooperatives as enterprises established by people from especially vulnerable social groups (the homeless, long-term unemployed, formerly incarcerated individuals, people with substance abuse, refugees, and the mentally and physically disabled). Their primary objective must be to support the social and economic re-integration of their members. Experiences from the first social cooperatives have prompted a call to reform the act by easing membership requirements and by expanding the available financial and institutional support in order to facilitate their sustainability on the open market. An amendment of the Act is currently being discussed in Parliament.

The newest legislation proposed in Poland is an **act on social enterprises**, which it is currently being discussed among NGO's, social leaders and various government actors. Several other countries, including Italy and Finland, have already legally defined the social enterprise.

THE SOCIAL ECONOMY AND LOCAL DEVELOPMENT IN POLAND

The social economy is a powerful source of creative and practical solutions that can have an impact not only on the economic, but also the social development of people and their communities. It engages people in local initiatives, promotes an entrepreneurial spirit, develops networks of cooperation between institutions from different sectors, and provides stable employment.

Moreover, the social economy is competent in many fields that traditionally belonged to the welfare state, but has the additional advantage of being locally embedded and thus adaptable to changing local needs. Although the existing welfare state system has proved ineffective in limiting social exclusion and helping those with difficulties in re-entering an active social and economic life, much of the Polish population remains convinced that the state should provide employment to anyone who wants it. With time, social economy institutions can flourish and make a lasting contribution in the following areas, many of which were traditionally a domain of welfare institutions' activity:

- **Labor market integration:** Social economy institutions can support the social and labor market integration of people who find themselves in a difficult economic situation, such as young people, people over 50 years of age, and those transitioning to new employment. The social economy can support such social groups in adjusting to changing labor market conditions through training programs that develop new and relevant skills. Social economy institutions can also be established for the unique purpose of employing people who have a permanently delicate situation on the labor market, such as the physically and mentally disabled. People from such social groups require long-term, often individualized, assistance programs encompassing not only vocational training but also psychological support. Social economy institutions' competitive advantage is in fact their ability to offer consistent and specialized support to the most vulnerable social groups.
- **Services provision:** Institutions in the social economy sector can thrive by selling a wide range of services focused on a specific target group (ex. services that complement core hospital staff, employment counseling, or vocational training), or that satisfy a general public need (ex. nurseries, care services for the elderly, or shelters for the homeless). Because of their local focus, small to medium size, and social mission, social economy institutions can provide such specialized services at a high quality and a low cost and still thrive on the open market. The social enterprise sector can also be successful in offering public services such as urban greening, maintenance, and transportation. Some social economy institutions (most commonly cooperatives or NGO's) compete outright with other private firms in providing catering, hotel and tourism services, but simultaneously employ people from the most vulnerable social groups.
- **Goods production:** Social economy institutions can engage in a broad range of goods production; they can produce goods from start to finish or provide specialized parts for larger products prepared by other firms. Since most social economy institutions engaging in goods production employ people from the most vulnerable social groups on the labor market, they tend to flourish in the production of labor-intensive, specialized, hand-made products such as carpentry, sewing, and furnituremaking. Many social economy institutions also work in the production of goods that reflect the particular character or asset of the local community, such as local food specialties and souvenirs.

- **Community development:** The social economy can also engage in activities that foster social cohesion and a sense of community by building on a community that already exists (ex. a village food cooperative or a local historical/cultural society), or creating communities where there were none before (ex. among consumers with common interests, such as environmental protection, or needs, like organic produce). Social economy institutions can thus protect the natural environment (ex. parks, ecologically- friendly living, and biodiversity), or uphold and strengthen a common heritage or local culture (ex. theaters, museums and libraries). Such social enterprises can sustain themselves on the market by simultaneously encouraging and capitalizing upon a sense of community.

THE CHALLENGES FACING THE SOCIAL ECONOMY IN POLAND

The fruits of the efforts to develop the social economy can be seen in the increasing number of social economy institutions, a changing legal environment, and the growing optimism and enthusiasm about the social economy among the public. The social economy has been recognized as a source of opportunities for:

- individuals to gain employment and a stable income,
- institutions to gain inspiration for their work and maintain financial independence for their activities,
- communities to strengthen social ties and activate community members,
- the state, which identifies social economy institutions as valuable partners in decreasing unemployment, strengthening civil society, and modernizing the existing ineffective welfare system.

Yet, more work needs to be done to develop the social economy in Poland. The key challenges facing this sector can also be understood as the main goals for its future:

- **Modernizing the cooperative sector:** Cooperatives in Poland are sometimes negatively associated with the communist period, and the sector comprises institutions that do not have a clear social agenda: in a recent survey, only 10% of cooperatives cited improvement of their community or society as their objective. The cooperative sector must be better understood by the Polish public and should evolve to include larger cooperatives that provide goods and services to the wider public.

Moreover, more social cooperatives should be established to provide employment for the most vulnerable social groups. To this end the Act on Social Cooperatives should be amended to relax the membership requirements, and to provide improved start-up funding schemes and institutional support for new social cooperatives.

- **Economizing the NGO sector:** Based on a recent survey, among social economy institutions, NGO's are the least likely to take on the risk of starting a business activity. The widely held belief that economic activity is incompatible with social mission further inhibits economic development of the NGO sector. On the other hand, NGO's face tremendous competition over limited funding opportunities and the economic weight of the sector remains small: in 2005, 50% of NGO's in Poland processed less than 10,000PLN; only 1 in 5 NGO's employ paid personnel; and only 6.9% of those that run an income-generating activity earned at least 20% of their total financial turnover. An economically powerful NGO sector in Poland can become a source of stable employment on the labour market and a stronger partner for the public sector in implementing effective social policy. In order to become stronger economically, however, there should be a concerted effort to promote entrepreneurial behaviour among NGO leaders and NGO's should capitalize on the possibility to engage in income-generating activities.
- **More social enterprises:** New institutional forms in the social economy, such as Social Integration Centres-CIS and Employment Activation Units-ZAZ, are still few and far between. More should be established and they should function as an integrated network rather than as isolated institutions in order to strengthen their position on the labour market in relation to public administration. By working as an integrated network, they will also increase their capacity to make a meaningful impact on their targeted social groups. Moreover, there should be productive debate to finalize the anticipated act on social enterprises. Legally defining a social enterprise will undoubtedly give new momentum to the growth of the social economy sector and help broadly promote the idea of entrepreneurial activity.
- **Capitalizing on the social economy for local development:** The national government has already distinguished the social economy as a priority for its support in the National Development Strategy for the years 2007-2013. However, the social economy should be included in

long-term development strategies, with reference to the information and experience gained through the EQUAL Initiative projects. In contrast, local governments often do not recognize the role that the sector can play in developing democracy, civil society and local economic growth. The social economy should be promoted as a tool for community development, both economic and social, and local decision-makers should incorporate the social economy in local development strategies – a good example of mobilizing regional leaders across sectors to capitalize on the social economy as a mechanism of local development is the 2008 Social Economy Pact in the Małopolska region in the South of Poland.

- **Better use of different financing mechanisms:** The social economy should capitalize on a variety of income sources. Funding mechanisms such as the European Union structural funds are important in developing institutional capacity: between 2007–2013, around 8 million Euros will be disbursed by regional governments in Poland each year through the Human Capital Operational Program to support the social economy sector. The Polish government can also offer a range of incentives to facilitate activity in the social economy, such as tax deductions, employment subsidies, and start-up capital schemes. Introducing social criteria in public procurement policies would also encourage the development of social economy institutions in the domain of service provision. These income sources, however, should not replace profit-generating activities internal to social economy institutions, but serve to stimulate them and help maximize their capacity to independently sustain themselves on the open market.

POLISH SOCIAL ECONOMY MEETINGS (OSSES)

Annual OSSES conferences are organized for representatives of social economy institutions, academic experts, strategic partner institutions from other sectors, and decision-makers. The several-day event offers participants the opportunity to network, reflect on the current condition of the sector, and consider its future perspectives. Special events, such as a social economy market, are also organized to engage the general public.

As a precursor to the OSSES meetings, the Permanent Social Economy Conference (SKES) organized a meeting for European-wide practitioners, academics and policy-makers in 2004 in Krakow. The first OSSES meeting was held in 2006 also in Krakow and made a powerful statement about the

dynamic potential of the developing social economy sector. The second meeting took place in Warsaw in 2007 and focused on the role of the social economy as an instrument in regional and local socio-economic development with particular emphasis on the public-private partnership.

The 2008 meeting is scheduled to take place in late June in the famous seaport city of Gdańsk and will make significant reference to the legacy of the Solidarity movement and its relationship to the current efforts to develop the social economy.

The OSES meetings are important not only because they provide a space for social economy stakeholders to meet and discuss, but because they portray the image of a cohesive, integrated social economy sector to the broader public.

- **Enrooting the social economy** in society: Although the social economy has a long history in Poland, it is often perceived as a foreign concept. Moreover, studies have shown that there is a remarkably low level of social capital among Poles, which makes developing the social economy simultaneously a challenge (because it is built on a foundation of strong social networks) and a necessity (because it fosters a spirit of partnership and civic engagement). Thus, decision-makers and the public (particularly as consumers) should be educated about the benefits of the social economy sector. Awareness raising campaigns should also be organized among potential beneficiaries of social economy initiatives, who are often weary of taking on the risk that enterprising activity involves. In order to promote the social economy sector, platforms such as the Permanent Social Economy Conference (SKES: www.skcs.pl) should be developed, which will strengthen lobbying efforts and promote a unified image of the sector. SKES has already presented government representatives with recommendations for the development of the social economy in Poland and is awaiting a response.

EXAMPLES OF SOCIAL ENTERPRISES IN POLAND

The Foundation **“BREAD OF LIFE”** was founded in 2003 in the village of Zochcin in Southern Poland by Sister Małgorzata Chmielewska, a powerful example of a social entrepreneur. The foundation’s goal is to support the unemployed and homeless and to promote local economic development. The Foundation runs carpentry, sewing and food processing workshops. The products - including furniture, dresses, bed linen, tablecloths, jam - are sold in shops throughout Poland as well as through the Internet. The foundation also works to benefit the community by, for example, providing educational scholarships to youth from the poorest families - to this day over 500 children have received scholarships.



Foundation “Bread of Life”

THE ASSOCIATION „DISABLED PERSONS FOR THE ENVIRONMENT - EKON” was established in 2003 with the dual objective of:

- Creating employment opportunities for the physically and mentally disabled;
- Promoting ecologically-friendly living by collecting and segregating recyclable waste. The Association partnered with private sector firms and Local Employment Offices to recruit and train their employees to collect and sort recyclable waste. Since 2004, the impact of EKON’s activity has been profound:
- The association hires 600 people.
- 60,000 flats in Warsaw benefit from EKON services. EKON also has 16 local branches in four other voivodships.



Association „Disabled Persons for the Environment - EKON“

- Information about the benefits of recycling is disseminated among EKON clients who learn about ecologically friendly living.

THE HOTEL "AT MR. COGITO'S", was founded in 2003 in Cracow with the goal of employing patients suffering from psychological illness. The Hotel employees complete training as assistants in the kitchen, in hotel reception, cleaning services, catering services, and in computer literacy. The Hotel's profit is used to benefit the employees through, among other things, rehabilitation programs, an Employment Activation Unit (ZAZ), purchase of medicines, and additional training programs. The impact of working in the Hotel is best described in the words of one employee: "Since I have been



Hotel "At Mr. Cogito's"

hired I have gained respect at home. I had become a scruffy grumbling woman after two years of being sick. Here, I regained a good figure; I am back on my feet again”.

THE SOCIAL INTEGRATION CENTER IN PIĄTKOWO was created in 2006 as a branch of the larger CIS in the neighboring city of Poznań. Piątkowo is a residential town in the Eastern region of Poland, inhabited predominantly by low-income people who often do not have the resources to make timely rent payments. The local residential authorities requested that the CIS in Poznań help them reclaim unpaid rent – of 5 million PLN – by helping the residents to earn a stable income. The Poznań CIS created a local branch in Piątkowo which offers:

- Courses and workshops to develop social and vocational skills;
- Advising and employment mediation services;
- Psychological support.

The CIS in Piątkowo has since become independent of its mother institution in Poznań and continues to make a tangible impact on the community in Piątkowo by:

- Employing 7 people and offering support services to 20 beneficiaries;
- Fostering a network of cooperation between local institutions, including NGO’s, the welfare center and the local government;
- In 2007, 5 beneficiaries of the gardening workshop founded their own social cooperative.



Social Integration Center in Piątkowo

THE SOCIAL READJUSTMENT CENTER ECO "SCHOOL OF LIFE" was established in 1989 in the Northern town of Wandzin to support the social reintegration of people with drug abuse problems, infected with HIV/AIDS and the homeless through work, training programs, therapy, and treatment. To fulfill this mission, the organization:

- Runs a healthcare centre that offers addiction treatment, care and hospitalization for people with drug abuse problems.
- Engages its beneficiaries in programs aiming to protect rare animal and plant species.
- Develops its beneficiaries' knowledge and skills in food processing, mushroom and fruit drying, gardening, fruit farming, animal breeding, handicraft, renovation and construction work, and carpentry.
- Runs a post-rehabilitation program that encompasses vocational training, computer courses, basic social skills development, and psychological classes to supplement therapy programs.
- Offers pregnant women and women with children, who are infected with HIV or are suffering from AIDS, with support in childcare and reintegration through employment. The Center has received numerous awards for its work, provides consistent and holistic support to highly vulnerable social groups, and makes a significant contribution to environmental protection efforts.



Social Readjustment Center ECO „School of Life“

The „**OPPORTUNITY AND SUPPORT**“ **SOCIAL COOPERATIVE** was created in 2005 to confront one of the largest problems of the Polish labor mar-

ket: limited professional activity of people over 50 years of age (only 1 in 4 persons of this age is employed in Poland). The cooperative collaborated with a local hospital in the Southern city of Katowice to run a training program for 11 unemployed women over 50 years of age who would be hired as medical orderlies. The responsibilities of the women who completed the training include caring for patients' hygiene, helping patients with daily tasks, supporting the nursing staff (ex. taking patients' blood pressure), and transporting patients and materials for medical exams. Thanks to the social cooperative:



„Opportunity and Support“ Social Cooperative

- The cooperative members earn an income and feel socially productive.
- The nurses in the local hospital have much needed support.
- The cooperative has developed a support program for patients suffering from Parkinson's disease.

In 2002 a group of 120 local leaders and interested residents in the Southern municipality of Bałtów registered the **ASSOCIATION FOR THE DEVELOPMENT OF BAŁTÓW “BAŁT”**. The residents faced many problems after the fall of communism: large, state-owned farms were broken up after 1989, but low soil quality limited the development of agriculture;

- a 30% unemployment rate after the collapse of the Ostrowiec Metallurgical Plant left 13,000 people without work;

- a lack of basic infrastructure such as sewage systems and water supply networks, as well as social infrastructure such as culture centers.

The Association's mission is to revive Bałtów's economy, reduce unemployment and improve living conditions by developing agro-tourism and local crafts. It organizes social and cultural events, such as rafting trips along the Kamienna River, a local "Jurassic Park" that promotes the traces of dinosaurs that were found in Bałtów, a ski slope, and a horse-riding school. The work of the Association has had a strong positive impact:

- reduced the unemployment rate in Bałtów to a minimum,
- attracts over 150 000 tourists yearly,
- actively involves the residents in social and economic activity that supports their sense of local pride and improves their economic situation,

The Association's impact has also spread beyond the Bałtów Region through the "Krzemienny Krąg Partnership" Foundation, which supports the development of 9 neighbouring municipalities.



Association for the Development of Bałtów "Bałt"

The **SERVICE-TRADE-PRODUCTION SOCIAL COOPERATIVE** in the Southeastern town of Byczyna was established in 2005 through a joint effort between the local government, the social services center and the Social Integration Center-CIS. The goal of the social cooperative was to:

- help the long-term unemployed, people with substance abuse and people wanting to leave the agriculture sector become active on the local labor market;
- reduce the number of people relying on welfare support;
- promote Byczyna as an attractive place for tourism.

The cooperative's most recent project fulfills all of these goals: the cooperative offers training in highly specialized construction skills to people who are long-term unemployed or exiting the agricultural sector. Those who complete the training will be prepared to work on the construction site of what will become Byczyna's main tourist attraction: a village settlement from the Middle Ages, which will hold a 600-person audience and become the location of the annual Medieval Festival in Byczyna.

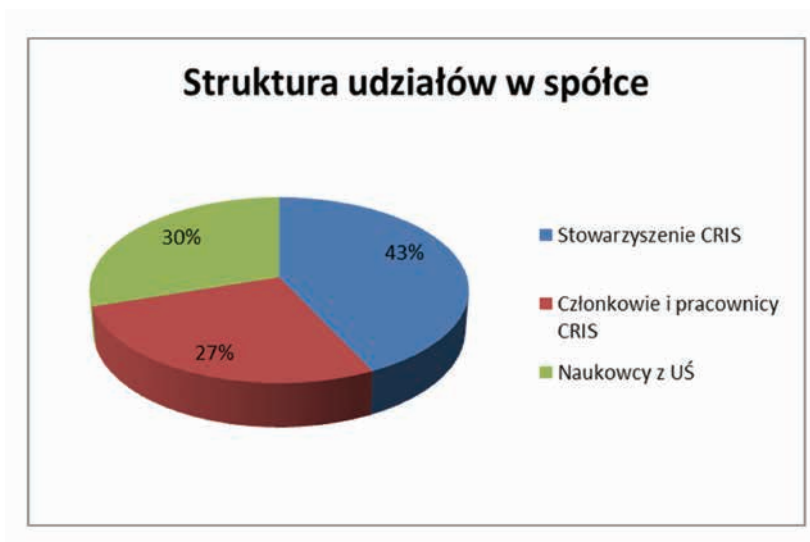


Service-Trade-Production Social Cooperative

Oárodek Badañ Spolecznych SONDA spólka z o.o.

- Limited liability company founded by the Association: Civil Initiatives Development Centre CRIS, its members, staff and coworkers
- Launch date - 30 IX 2010 r.

SHAREHOLDERS



AREA ACTIVITIES

- social surveys and researches
- monitoring and evaluation of projects
- trainings

RESEARCH ON NON-GOVERNMENTAL ORGANISATIONS

Examples of services:

- Loan guarantee funds as a tool to ensure the sustainability of social economy
- NGO Support Centres - the project long-term assistance for NGOs
- We study the third sector. Diagnosis of promotional opportunities of NGOs in the western subregion

DIAGNOSIS OF SOCIAL PROBLEMS

Sample projects:

- The scale and specificity of social exclusion in selected districts of the city of Rybnik
- The diagnosis of social problems in the Municipality Rudziniec
- The diagnosis of social problems in the district Wilchwy in Wodzislaw Slaski

SOCIAL STUDIES OF SPECIFIC GROUPS

- Activity of older people in Rydultowy
- Diagnosis of the situation of older people in Rybnik and Wodzislaw Slaski
- Diagnosis of the situation of single parents in the Jastrzebie-Zdroj

DEMAND AND SUPPLY RESEARCHES

Sample services:

- The study of supply and demand for products and services provided by the Supporting Social Economy Centre acting in the area of Jelenia Góra
- Study on the placing on the market of products and services provided by the Supporting Social Economy Centre acting in the area of Legnica and Głogów

RESEARCH IN THE FIELD OF CULTURE

Sample projects:

Analysis of the demand for action in the field of culture to be implemented within the framework of the International Centre for Multiculturalism in Pawłowice

EVALUATION OF PROJECTS FROM THE ASSISTANCE AND SOCIAL INCLUSION

- Conduct monitoring and evaluation system for projects conducted by social welfare centers for excluded groups (the unemployed, the disabled, etc.) Services for: Krzanowice, Lubomia, Rudziniec
- Conduct monitoring and evaluation of pilot deployments standards of welfare and social integration and models of institutions performing these services throughout the country

EVALUATION OF EDUCATIONAL PROJECTS

The areas of evaluation:

Increasing the qualifications of education

Reducing inequalities in primary education

Equal educational opportunities for students

Sample projects:

"E-learning in Pszczyna"

"Welcome to Kindergarten"

"After the senses. School program of equal educational opportunities "

"My choice - my future. The program equal educational opportunities "



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sociální
fond v ČR



EVROPSKÁ UNIE



OPERAČNÍ PROGRAM
LIDSKÉ ZDROJE
A ZAMĚSTNANOST

PODPORUJEME
VAŠI BUDOUCNOST
www.esfcr.cz

3 CENTER FOR PROMOTION AND DEVELOPMENT OF CIVIL INITIATIVES PISOP



Stowarzyszenie Centrum Promocji

i Rozwoju Inicjatyw Obywatelskich PISOP

64-100 **Leszno**

ul. Pl. J. Metziga 26/6

tel./fax 65/520 78 86

www.pisop.org.pl, pisop@pisop.org.pl

61-815 **Poznań**

ul. Ratajczaka 26/6/96

tel./fax 61/851 91 34

CENTER FOR PROMOTION AND DEVELOPMENT OF CIVIL INITIATIVES PISOP

- **P**oradnictwo
- **I**nformacja
- **S**zkolenia
- **O**rganizacji pozarządowych
- Consultation
- Information
- Training
- Non-Governmental Organisations

THE BEGINNING

PISOP Centre was established at the beginning of 2000 as Regional Centre for Voluntary Sector Supporting in response to necessity of making voluntary organisations activities professional.

The first big project was launched in 2002

Centrum PISOP has been a member of The Network of Information and Support for Non-Governmental Organizations SPLOT since 2003

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OUR MISSION

We are a group of active people that comprise the independent association. Professionalism, tolerance and honesty characterize our organization. We are motivated to help Non-Governmental Organizations, but also to support public and private sector. One of our goals is to coordinate cross-sectoral and single-sector cooperation. Our organization also supports local development.

CATEGORIES OF ACTIVITY

- community activation
- social economy
- cooperation
- business activity

COMMUNITY ACTIVATION

these are projects aiming at local community animation support offered by Centrum PISOP

- local community animation
- enhancing and creating CID (The Network of Advisory and

Information Centres)

- supporting in establishing NGOs
- promoting voluntary service

beneficiaries

- the inhabitants of towns, villages and local leaders
- people, groups, institutions willing to establish a Non- Governmental Organization
- local NGOs

SOCIAL ECONOMY

consists of actions increasing knowledge and skills in terms of social economy

support offered by Centrum PISOP

- increasing awareness about social economy among NGOs
- expanding knowledge and skills of NGOs in terms of social economy
- increasing the development of the job activity centres (ZAZ)

beneficiaries

- NGOs
- Job activity centres (ZAZ)

COOPERATION

this category includes activities that initiate cross-sectoral and single-sector partnerships

support offered by Centrum PISOP

- expanding knowledge of possible activities to be taken by institutions in terms of social economy
- promoting cross-sectoral cooperation
- initiating cross-sectoral and interinstitutional cooperation

beneficiaries

- NGOs
- units of local authorities
- entrepreneurs

BUSINESS ACTIVITY

refers to providing paid services based on the Centrum PISOP experience.

Centrum PISOP finances his activities thanks to both national and European subsidies. Every organization strives to be financially independent and so does Centrum PISOP. That is why this organization runs a business activity

Centrum PISOP provides the following payable services:

- closed training sessions
- seminars
- meetings
- strategy/ integration games

OUR PROJECTS

- NGO accelerator
- Ace of business
- Business - Innovation - NGO, BINGO
- Partnership project with City of Konin
- ProNGO
- Regional Centre of European Social Fund

NGO ACCELERATOR

The project main aim is to increase support for non-governmental organizations on the basis of the activities of seven Information - Advisory Centres (CID)

the project includes following activities:

- I. Information and Support giving to Information - Advisory Centres (CID) in Greater Poland
- II. Support for NGOs in Greater Poland provided by CID
- III. Actions to promote cooperation between NGOs and local government

ACE OF BUSINESS

The project aims to raise awareness of the Greater Poland entrepreneurs on corporate social responsibility in the local labor market, working conditions and the environment through a comprehensive campaign.

The project will be undertaken the following activities:

- ACE OF BUSINESS CLUB - meetings addressed to entrepreneurs in Greater Poland. 15 meetings about corporate social responsibility
- POLL RESPONSIBLE BUSINESS - competition for the best CSR initiatives in Greater Poland.
- MEDIA CAMPAIGN including radio spots and the publication of articles in regional newspapers.
- NEWSPAPERS about CSR

BUSINESS - INNOVATION - NGO, BINGO

Aim is to increase support for the operation of social enterprises undergoing adaptation and modernization by developing a management model

Management model will create 4 products / submodels in the following areas:

- Administration
- HR
- Finance
- PR

The developed tool will reduce the time of management of the organization and increase it on strategic action.

PARTNERSHIP PROJECT WITH CITY OF KONIN

- The main aim of the project is to improve the economic development policy by the City of Konin with local NGO potential
- Creating a new model of changing the form of service delivery for the economic development to the contracting

REGIONAL CENTRE OF EUROPEAN SOCIAL FUND

The main aim of the ESF Regional Centre is free of charge support potential and current ESF project runners.

Across the country operate by 52 regional centers ESF

We are running ESF Regional Centre in Leszno area since 2005

PRONGO - III SECTOR STANDARDS

Project run with SPLOT Network, Civil Initiative Development Centre, Centre for Non-Governmental Initiatives from Opole

Increase the professionalism of NGOs from Opole Region, Greater Poland Region and Silesian Region running non public schools
Start the standardization process management in public service organizations popularize the new standards.

OTHER ACTIVITIES

- Administrating wielkopolskie.ngo.pl website
- Forum of Official Commissions
- Forum of Social Care Centres
- Consulting documents
- NGO Center

Join us on Facebook!



www.facebook.com/centrumpisop

4

THE IMPACT OF SOCIAL ECONOMY ON LOCAL DEVELOPEMENT - BAŁTÓW JURA PARK



www.ekonomiaspoleczna.pl, www.juraparkbaltow.pl

HISTORICAL OVRVIEW

- 2001 – closure of Ostrowiec Steelworks, main employer for the region; growing unemployment rate (over 30%);
- No waterworks, sewage system nor mobile phone coverage; poor governance, poverty.
- 2002 – the inhabitants registered the Association for the Development of Bałtów District „Bałt” (120 people, now over 290). Together they have started to look for a way to effectively use the region’s landscape values which would attract tourists and rejuvenate the locality.
- 2003 – Gerard Gierlinski, from National Geological Institute, found the dinosaurs’ imprints in the Bałtów region. The members of the association decided to use the discovery as the tourist attraction.

IDEAS

Ideas for tourist attractions – local potential:

- River rafting – on local river
- Jura Park – educational adventure park with natural size replicas of dinosaurs (opened in 2004)
- Ski slope in winter To ensure work in winter season
- Horse ridding
- Agroturism
- Zoo safari





FUNDS

- Rural Areas Activation Programme 2002–2003
- Agro-Baltów Programme 2004–2005
- Sapard Programme 2004–2005
- Leader +, EQUAL 2005 – 2007
- Local fundraising (private donors)
- Business donations/sponsoring
- NGO donors



LEGAL STRUCTURES AND EMPLOYEES

- Association „BAŁT”
- Foundation „DELTA”
- „Allozaur” (limited liability company)
- „Flint Circle” Foundation
- Over 120 employees, mostly long-term unemployed people

KEY SUCCESS FACTORS

- Complexity – a tourist product with whole infrastructure
- Detailed workplan – aims and objectives, means, people
- Support from inhabitants, their involvement
- Ability to take advantage of the circumstances– discovery of dinosaur’s footprint
- Support from different partners, private and public
- Determination, persistency, strong leader

MAIN OBSTACLES

- Bureaucratic barriers – many permits, licences ect.
- Legal barriers – different interpretations on innovative tourist attractions
- Initially critical attitude of a part of inhabitants

RESULTS

- Decline of unemployment rate in locality from over 30% in 2001 to 4% in 2009.
- Workplace for locals, sometimes whole families
- Construction of tourist infrastructure; 5 hotel-catering facilities, 25 agro-tourist farms, 5 one person farms.
- Substantial rise in the community's income
- Social infrastructure rebuilt: places for social and cultural activity, open air events.
- Bałtów is visited by several thousands of tourists(over 500 thousand tourists each year).
- Economic success - new parks opened in 2 other locations in Poland



5 THE FOUNDATION FOR SOCIAL ENTREPRENEURSHIP DEVELOPMENT „BYĆ RAZEM” (BEING TOGETHER)



Five years of the Foundation for Social Entrepreneurship Development „Być Razem” (Being Together). Experiences and perspectives

Original version by Mariusz Andrukiewicz

Foundation “Be Together” was sponsored by the Association of Mutual Aid “Being Together”. It is supporting the social economy – cooperatives, social enterprises in various legal forms. Foundation as part of its structure leads in Cieszyn social enterprise – a few workshops production – service and also carries out projects aimed at activating people returning to the labor market.





Several years ago, Municipality of Cieszyn received from the paint manufacturer hectare of land with old factory halls. The area got into the care of the Association of Mutual Aid "Be Together", which leads in Cieszyn facility for homeless people and addicts, single mothers, victims of domestic violence, children, youth. In time, halls became the point of issuing food, antique furniture, used clothing. To renovate the entire facility was needed adequate funding. Thus was born the idea of creating a social enterprise in Cieszyn. The stimulus similar places in other European countries: Denmark, Finland, Belgium, Great Britain, Switzerland. As a result, in 2006, Cieszyn Municipality filed an application for the establishment of a social enterprise under the Integrated Regional Operational Programme for the years 2004-2006.

The main objective of the project was to create the conditions for the use of objects with the organization of workshops involving the unemployed and socially excluded in the direction of self-employment. The output stage of the task was to revitalize the 9 objects, parallel equipping them with machines and technological equipment and the construction of access roads and squares.



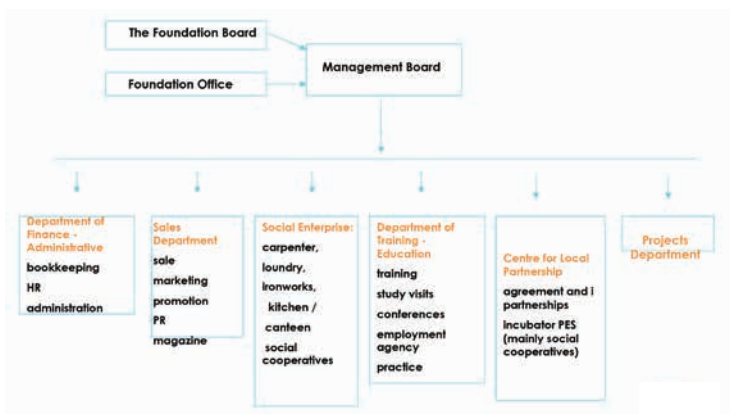
The total cost of the task along with the associated costs amounted to 5 976 500.033 zł (EU funds, the state budget, budget of the Municipality of Cieszyn). The investment is realized and oversaw the Department of Municipal Investments in Cieszyn.



FRPS „Być Razem” - formerly



nowadays



Structure



Carpenter



FRPS „Być Razem” przedsiębiorstwo społeczne – ŚLUSARNIA





Laundry



Kitchen/ Canteen

SOCIAL COOPERATIVES

1. New Horizon – Cieszyn (in liquidation)
2. Super Taste – Cieszyn (in liquidation)
3. Lilai Design – Cieszyn
4. Steamboat – Cieszyn
5. Eye of the Future – Brenna
6. Minerva – Zywiec
7. Ekozofia Disabilities – Cieszyn
8. Two in preparation.



Local Partnership Centre





Incubator



Trainings, workshops, study visits

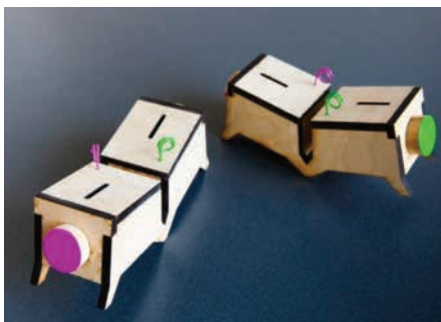


Employment agency





„Bye Razem“ design





WellDone[®]
D O B R E R Z E C Z Y



Modulo - organizator stołu



Drzewko - puzzle drewniane



Gravity - wine rack



Winezer - wine rack



Miasteczko



Wieszaki Serce i Ludek

COMPETITION

Design a Good Thing

- promote the idea of the connec-on of the social economy and design, Good Product - Design and socially,
- promo-on of young Polish designers and Polish design,
- shaping the attitudes of young designers designing socially engaged,
- obtaining another product WellDone,
- promo-on of partnership ini-a-ves trójsektorowego for effec-vely solving social problems,
- promo-on of the local environment, local projects, ini-a-ves, Cieszyn as a good place intersectoral coopera-on.



Podkładowca - Lambmat Design: Aleksandra Michałowska



Designers

WSPÓŁPRACA Z BIZNESEM

Paged Meble S.A.

purchase gifts; common fairs, industry exhibitoin Milan, Poznan, Lodz, Gdynia; WellDone sale in showrooms in Warsaw and Szczytyno; sponsoring prizes in competition; joint product)

TEAK, Timberart, Mokate S.A. PwC, Rast

- shopping
- Subcontracting

- designing
- promotion
- sponsorship
- sale
- common product



Partnership





FRPS „Być Razem” - inne produkty

Employees:

- Over 5 years foundation employed an average of 70-90 people per year (contract of employment, civil contracts) - more than half are people returning to the market work;
- Thanks to the Employment Agency used 501 offers, work has taken - in various forms about 250 people;
- Most people who have been unemployed and have found temporary employment in foundation had found in the labor market;
- Coorganized two editions of the Fair Work (attended by 61 employers offered 1,254 jobs);
- Coorganized 37 job boards (for 37 companies);
- 1,288 people have benefited from the employment agency (acquired 746 jobs)

Incubator:

Thanks to the support of the incubator has been running, it worked and has inspired a number of initiatives of a social nature and economic min.: First of Cieszyn Silesia social cooperatives - New Horizon, Super Taste, Lilai Design (employees and members of a total of 16 people) - in the preparation of the next four;

Companies and organizations - MSM Wojciech Malysz, DIMOOSA P. Koper, Open2be, Audiovisual Culture Foundation Grey Zone, Outline Cultural Association Mikołów Branch Gallery Grey Cieszyn, cooperation with printing Modena, GramOLajf Association, PPP OHP; Transboundary Volunteer Center;

- foundation was initiated actions to strengthen the NGO sector and cooperation with local government and business (training, consulting, federalization of NGO's, shows, forums, etc.);

Other initiatives:

- NGO Forum of Silesian Region (Silesian Parliament Hall) for 160 people ;
- participated in the preparation of the multi-regional action plan for the promotion and dissemination of the social economy and the development of the social economy sector institutions and its environment in the region for the Silesian Region;

- a founding member of the National Union of Employers of Social Enterprises (from 2012 a member of the Lewiatan);
- co-organized and co-run the panel discussion "Small Business vs Social Entrepreneurship - competition or cooperation?" at the European Congress of Small and Medium Enterprises;
- organized Cieszyn Forum Social Economy;
- four panel discussions as part of the Polish National Meeting of the Social Economy in Poznan and Krakow;
- Was filmed some footage of the foundation activities as well as several articles in industry and national writings , web portals;

Other initiatives:

- organized study visits abroad - in Finland (TEAK and social enterprises)
- Teuva, Denmark (School of them. H.Ch. Kofoed), Belgium (Brussels - International Trade Fair for Employment), Ukraine (Czernichow and Kiev
- cooperation with the University in Czernichow and organization Ahalar)
- organized study visits to Poland, the leading social enterprises (5 visits)
- 50 study visits at home and abroad (about 1,250 people - representatives of governments, NGOs, business, the unemployed);
- completed 150 training courses for different environments (approximately 1,500 people);
- advisory assistance, training benefited about 1,000 people seeking to return to the labor market;
- fundaction deals directly with over 5 years benefited about 4388 people from all over Poland;
- of about 50 NGOs from the area of Cieszyn and across the country Cooperated benefited from fundaction's support (training, consulting, joint ventures)

AWARDS AND PRIZES

- special award for the 'Silesian Thing "2009;
- the foundation was a semi-finalist of the competition Pro Bono Publico 2011;
- Special Mention and edition of the United Nations Development Programme (UNDP) and the National Centre for ESF Best Social Partnership

- Private Year 2011 (Social Cluster); finalist for the second edition of the United Nations Development Programme (UNDP) and the National Centre for ESF Best Social Partnership - Private Year 2012 (partnership WellDone);
- Mariusz Andrukiewicz - Winner of the Polish Business Council in the category of social activities - 2013

Plans for the future

- development of what is - very difficult;
- support and reorganization of existing cooperatives;
- WellDone placing on the market (difficult, lengthy and expensive process);
- launch another social cooperatives;
- continuation of job placement and career counseling
- maybe first grant competition for NGOs from the area of Cieszyn?



Fundacja Rozwoju Przedsiębiorczości Społecznej „Być Razem” WellDone

ul. Wałowa 4

43-400 Cieszyn

Tel/fax 33 851 41 03

Kom: 501 771 619

e-mail: biuro@fundacjabycrazem.pl

www.fundacjabycrazem.pl www.welldone.co

6 MAGISTRATES THEATER BIELSKO ARTISTIC ASSOCIATION



Magistrates Theater
Bielsko Artistic Association
<http://www.teatrgrodzki.pl/>



Earlier



Nowadays



As it was..... As it is

OCCUPATIONAL THERAPY WORKSHOP - „WE NEED YOU!“ STARTED TO RUN 10TH OF DECEMBER 2004 R.

As part of the Workshop function:

- Laboratory of Journalism and Photography
- Studio art therapy
- Laboratory of Applied Arts
- Workshop Fashion
- Carpentry and Bookbinding
- Laboratory of Household

VOCATIONAL DEVELOPMENT AND TRAINING CENTRE - CARPENTRY AND BOOKBINDERY

- it was established in 2004
- It gives work 40 persons with disabilities, the blind and visually impaired, mentally ill, people with impaired movement.

LEGAL BASIS

- The Act of 27 August 1997 on Vocational and Social Rehabilitation and Employment of Disabled Persons
- Regulation of the Minister of Labour and Social Policy of 14 December 2007 on the Vocational Development and Training Centres

WHO CAN CREATE THIS KIND OF CENTRE?

- community
- district
- foundation, association or other social organization, whose statutory mission is professional and social rehabilitation of persons with disabilities

WHAT CAN YOU FINANCED WITHIN THE FRAMEWORK OF THE COSTS OF ESTABLISHING THE CENTER

- Renovation and adaptation of premises

- Purchase of rehabilitation equipment
- Equipment social rooms, production, preparation of work, purchase of machinery and equipment necessary for the production or provision of services
- purchase of materials and supplies necessary for the production
- Purchase or rental of means of transport

WHAT CAN YOU FUNDED UNDER THE CENTER OPERATIONAL COSTS

- Salaries of persons with disabilities to 100% of the minimum wage
- Compensation of employees handling
- Additional annual payments, severance payments, jubilee
- social security contributions
- Materials, energy, services tangible and intangible
- Transport and delivery of persons with disabilities
- Training people with disabilities
- Replacing depreciated machinery, appliances and equipment
- Replacement of machinery and equipment in connection with the change in the profile of activity
- Other necessary to implement the rehabilitation, operation and maintenance of business

COST OF BUSINESS PART

- Salaries of persons with disabilities over 100% minim. Wage.
- Prizes and bonuses for people with disabilities up to 30% of basic pay
- Materials, energy, services tangible and intangible assets necessary to conduct business
- Repair of machinery and equipment and the necessary replacement of parts resulting from normal operation

WHAT ABOUT THE PROFIT?

Profit from ordinary activities is transferred to a special fund - Institutional Fund Activities.

Why it is used:

- Improving jobs and improving the working conditions of people with disabilities
- Purchase equipment and helping a disabled person living independently
- Assistance in preparation of a disabled person to work outside the center
- Further training, retraining and training of disabled persons
- Recreation and participation of persons with disabilities in cultural life
- Help in meeting other needs of disabled person

The center was created to employ people with disabilities classified as significant or moderate disease (mental) disability and to vocational and social rehabilitation of these people. The aim of the center is also preparing employees for an active life in the environment and help independent and active life. These objectives are realized by providing jobs and various forms of rehabilitation and training of staff.





Computer Graphics Workshop



Bookbindery workshop



Printing house

THE SECOND VOCATIONAL DEVELOPMENT AND TRAINING CENTRE

- It was established in the autumn 2009
- It is a recreational center offering training and rehabilitation also
- Centre gives work to 22 people with disabilities from the mountain region
- <http://www.laliki.com.pl/>

<http://www.youtube.com/watch?v=vBvYftEoIK0>

7 PAROSTATEK (STEAMBOAT) - SOCIAL COOPERATIVE



facebook.com/parostatek

Two years of seven women's work. Lots of adventure, a few changes to the course, a storm. This is short description of the road to a Social Cooperative Steamboat. The final composition of industries and is the sum of individual skills and interests of each of us. It is important to the economy, but no less important are the values that we strive to be faithful.

Alicja Woźnikowska - Woźniak lady



designer. She cares about the aesthetics of everything Steamboat produce. She likes to invent things nice, though often absurd. Forever a race against time and constantly in love ... in Cieszyn, of course.

Anna Falkiewicz - always on the wave. She is responsible for creating a program of workshops, conducts training.

Justyna Świerczek -- lover of all life and what you can photograph. She likes to be nice and care. She has a weakness for money and therefore keeps the money of the cooperative ;)

Anna Krężelok - boatswain in Cieszyn - Zdrój, specialist language issues and cooperation with other nations. Contact person in the maUer of information. She likes cats and sofas.

Anna Pillar - "Logic will take you from point A to B. Imagination will take you everywhere." A. Einstein. Handyman workshop. She invents, draws, performs.

Paulina Adamska-Malesza - holds the reins of Living Architecture. A fan of nature and craHsmanship. Working on the release of pace, advocating slow trend. Would give a cut for a large dose of laughter in good company.

Urszula Szwed - as befits a person engaged in the promotion, does not like to talk about herself. She can talk for hours about the Steamboat. She loves to repeat to the right and leH, she loves Cieszyn and rather none of the 30,000 local malcontents will not change that.

WHAT INCLUDES THE SOCIAL COOPERATIVE?





We develop and conduct workshops.

On the site, the Center workshop located in the building at the Castle 1 in Cieszyn. We offer workshops to takeaway, which is where we are invited.



We specialize in crafts, eco education, do it yourself, personal development. We workshops in the spirit of words. Our workshops are discovering talents, stimulate creativity, develop emotional intelligence and manual skills, promote diversity and equality, combine learning with fun.



OUR FAVORITE THEMES:

- Living architecture,
- Urban gardening,
- Land art.,
- The art of recycling
- Carpentry,
- Ceramics.

wand many, many others.



FOR WHOM WE OFFER OUR WORKSHOPS

- Children,
- Adults,
- Groups (schools, kindergartens, companies, excursions).



THINGS TO REMEMBER:

Any workshops come to mind, call us and ask if by chance they do not. We work with a proven team of trainers and experts in various fields. We like to travel.



CENTRUM WARSZTATOWE PAROSTATEK ZAPRASZA NA

DZIEŃ OTWARTY

20 LISTOPADA, ZAMKOWA 1, CIESZYN
OD ŚWITU DO ZMIERZCHU WASZTATY,
WSZYSTKIE ZA DARMO

9.00-10.00
JOGA ŚMIECHU NA ŚNIADANIE
Z pierwszym polskim certyfikowanym nauczycielem jogi śmiechu, Piotrem Bielskim.
Zapraszamy każdego, kto chce dobrze rozpocząć dzień.

10.00-10.45
RUCH I MUZYKA ZARAWA W SAM RAZ

13.30-14.30
SOLIDNA PORCJA JOGA ŚMIECHU NA OBIAD
Piotr Bielski
Zapraszamy każdego, kto chce mieć dobre popołudnie.

14.30-15.30
CIESZYŃSKA KOOPERATYWA

Anna Falkiewicz
kokpit@parostatek.com
facebook.com/parostatek

Zywa Architektura



We design, we plant and nurture the growing willow structures. Buildings are the result of planting a long, fresh shoots of willow (*Salix viminalis*). The bundles are dug to a depth of approximately 0.7 m. Braided structures are grown, green and change every year.



WITH PLEASURE WE PUT IN YOUR GARDEN:

- gazebo
- pergola
- hut
- fence
- maze
- abstract sculpture
- or create the entire development of the natural playground.





Living Architecture is also perfectly in the urban space as buildings festival (yes, we did two pavilions at the OFF Festival 2013) and occasional (weddings outdoors).



YOU CAN ORDER FROM US:

- finished building
- joint work - workshop
- show
- care
- renovation

THINGS TO REMEMBER:



We are one of the four groups in Poland, which deal with the creation of living willow structures. Only we were trained and anointed by the master of the genre, Hans Peter Sturm.



zywaarchitektura.pl
biuro@zywaarchitektura.pl
facebook.com/zywaarchitektura

Cieszyn-Zdrój

Rotunda is becoming one of the Seven New Wonders of Poland. Market glitters, Venice delights, Castle intrigued. It's hard to deny Cieszyn finished tourist attractions. It's hard to find people who would not have come here and said, "beautiful city". But for us it is not most important. Tourism standards we are not interested, we want to show Cieszyn from a different perspective.



THAT IS WHY WE ORGANIZE:

- Walking,
- Urban games,

and most importantly - urban kayaking Olše!



We use the specifics of the border, we invite you to Restaurace u Huberta, show crannies of the building at Zamkowa 1 street, we find the story of Avion, "forcing" to chat with the locals and discover their own paths to navigate the Cieszyn.



THINGS TO REMEMBER:

- You can rent kayaks with us, you can drain us Olše.

kokpit@parostatek.com
facebook.com/cieszynzdroj

Dinksy



According to the dictionary of the Polish language, dinks it colloquially: a small thing that the speaker can not be called.

For us in this word conceals large and small product designs and graphics.

WHAT YOU SHOULD KNOW ABOUT US:

We do not make preMy pictures, we do design messages.



Sed ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium, totam rem aperiam, eaque ipsa quae ab illo inventore veritatis et quasi architecto beatae vitae dicta sunt explicabo. Nemo enim ipsam voluptatem quia voluptas est aspernatur aut odit aut fugit, sed quia consequuntur magni dolores eos qui ratione voluptatem sequi nesciunt. Neque porro est ipsum quia dolor sit amet, consectetur, adipisci velit, sed quia non numquam eius modi tempora incidunt ut labore et dolore magnam aliquam quaerat voluptatem. Ut enim ad minima veniam, quis nostrum exercitationem ullam corporis suscipit laboriosam, nisi ut aliquid ex ea commodi consequatur? Quis autem vel eum iure reprehenderit qui in ea voluptate velit esse quam nihil molestiae consequatur, vel illum qui dolorem eum fugiat quo voluptas nulla pariatur?

Parostatek

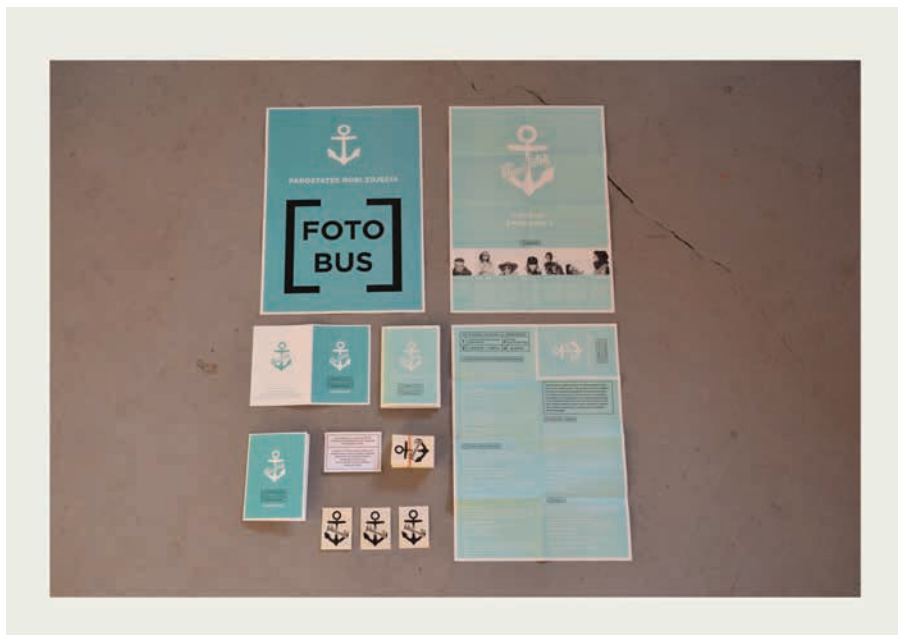


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SPAIN



OPERAČNÍ PROGRAM
LIDSKÉ ZDROJE
A ZAMĚSTNANOST

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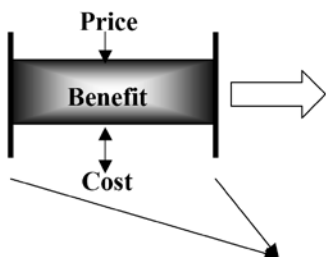
8 IDENTIFICATION OF SOCIAL VALUE CREATION SOURCES



Blacksmith Consulting S. L.

GENERAL PRINCIPLES OF THE METHODOLOGY

Erroneous approach

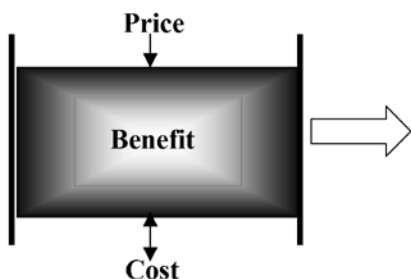


In order to keep the benefit when competing in a market, the traditional strategy of SMEs is the reduction of the retail price trying to cut costs in the same proportion. This effect is called “sandwich” because progressively reduces the action margin of the company.

Why the “sandwich effect” happens?:

- Don't know how and where they could create value.
- Don't what they are good at or what they really master
- Don't know the value of their human capital.
- Don't take advantage of the market opportunities

Correct approach



First of all the team must be conscious of where their limits are and then set up little innovative routines to create value in the market offering new functionalities, complements, perceived attributes etc. upon the physical product or service to amplify the benefit increasing the retail final price of the product or service in a higher scale than the cost of it.

Definition of Value Creation

Value creation is all kind of elements (technology, design, functionalities, etc.) that can be offered to the client in order to increase the benefit perceived by the client.

This benefit for the company can be:

- **Tangible**, that is, measurable in monetary units.
- **Intangible**, measurable in a higher value system: social, human, design, image, self-esteem, reputation, etc.



Example of value creation for the final client

- **2001 Renault Range**

- 13 models
- 39 versions
- 35 options
- 17 exteriors
- 9 interiors
- 2 dashboard



5.429.970 products.

HOW TO APPLY THE METHODOLOGY

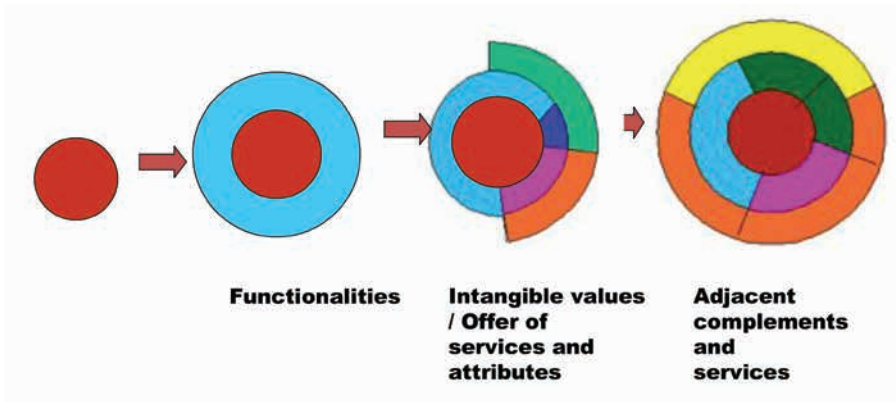
Identification of Value Creation Methodology

Number of sessions with the team: 3 sessions.

- Extended product analysis.
- Value chain analysis.
- Determination of Actual and Future value creation drivers.

Required team: It is the so-called "Explorers team" with knowledge about the potential client, the value chain, the potential competitors and the productive processes.

EXTENDED PRODUCT ANALYSIS



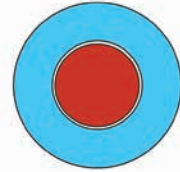
The **PHYSICAL PRODUCT** is the tangible part that the client perceives.



Automotive example:

An automobile, whatever make of car, range, price, etc. it is produced with a general purpose: Transport people from origin to destiny. That is a fact, it does not depend on type of client.

The **FUNCTIONALITIES** associated to a physical product refer to the properties of usage of that product, its applicability in different situations, needs that cover to the client, etc.



Functionalities

It is in the edge between the tangible value because its “functionality” can be measured and the intangible since the functionalities for the client depend on the his / her perceptions.

Automotive Example:

Following the example of the automobile, the functions incorporated by the car maker upon the physical product are those general purpose functionalities additional to transporting people. Example of these associated functionalities are: comfort of the seats, radio/music player, boot spaciousness, well-finished interiors.

ATTRIBUTES make reference to the **intangible values induced** by the producer to the potential clients and that are associated to the product by these users, such as: image, quality, social reputation, associated status, etc. These intangible values depend not only of the perception of the client but also **depend on the projections of the rest of the community** that use that product.



Intangible values / Offer of services and attributes

Practical exercise: Following with the example of the automobile, What would be those **attributes**?

Example:

In the case of the car industry is evident the efforts done by the producers to associate a certain reputation / status / image to their cars in the market... so that the status projected to the rest of the community by the user is the designed and generated by the producer. For example, it is not the same the status projected by the owner of a AUDI that the owner of a SEAT although the equipment could be pretty the same. At the same time, this associated image / design adds an intangible value difficult to be measured.



**Intangible values /
Offer of services
and attributes**

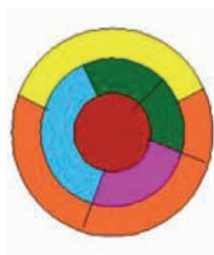
Finally, product **COMPLEMENTS** make reference to all the rest of external services different to the product itself, that is, all that is around and allows to **extent the value chain** perceived by the client.



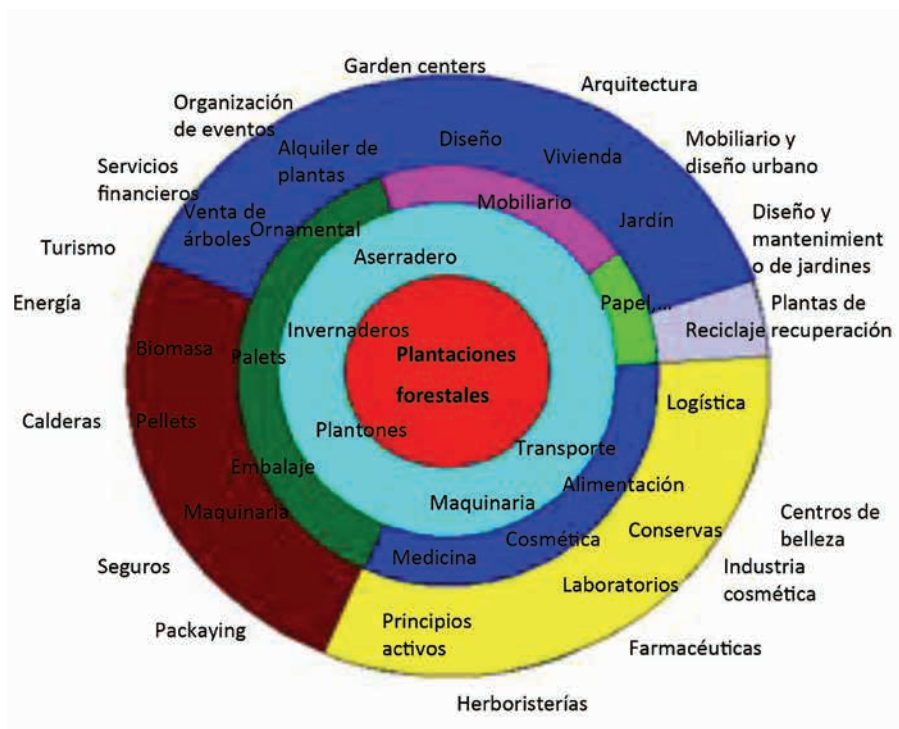
Practical exercise: Following with the example of the automobile sector, What would be those complements?

Example:

We are talking about those car distributors or producers that associate extra services to the cars such as car insurances, free programmed maintenance, car leasing or renting, second hand cars, on-line technical assistance.



Example:



9 RAPID BUSINESS PROTOTYPING FOR TESTING FEASIBILITY OF NEW IDEAS - APPLIED PRACTICE



Blacksmith Consulting S. L.

0. PRACTICAL

- **Cooperative of producers called X:**

- **Traditional sectors:**

- Nuts and dried fruits, oil, wine, citrus, canned food commercialization

- Supplies / Distribution.

- Services: legal advising, labour, risk prevention, funding, accounting...

- **Emerging areas – Qualitative jump (radical):**

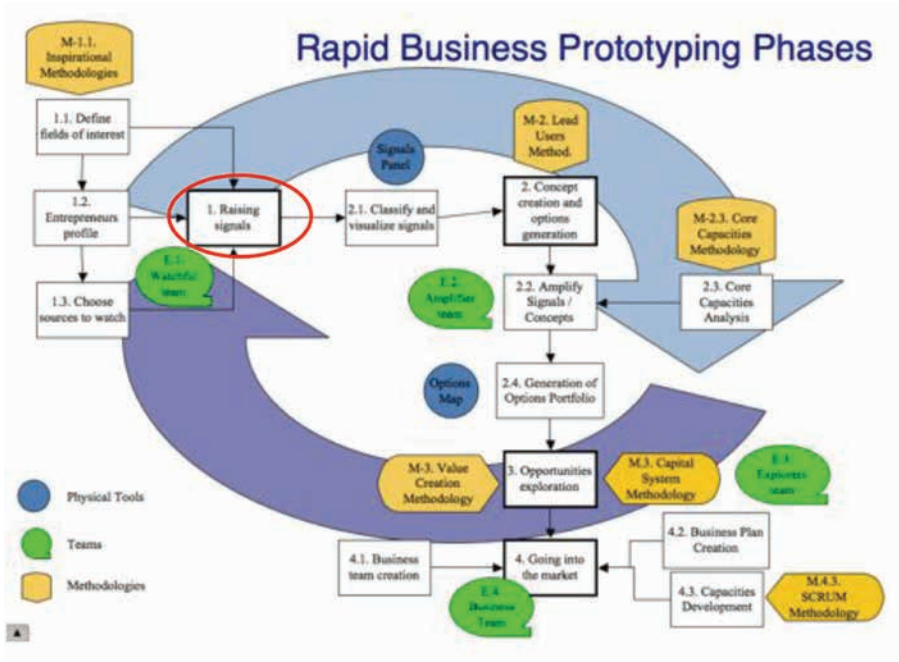
- Semi-elaborated food ...

- Health products...

- Leisure / Tourism ...

- Energy ...

1. SIGNALS RAISING



2. PRACTICAL EXAMPLE

- Cooperative enterprise X:

- Emerging areas – Qualitative jump (radical):

- Semi-elaborated food ...

1)...

- Health ...

1)...

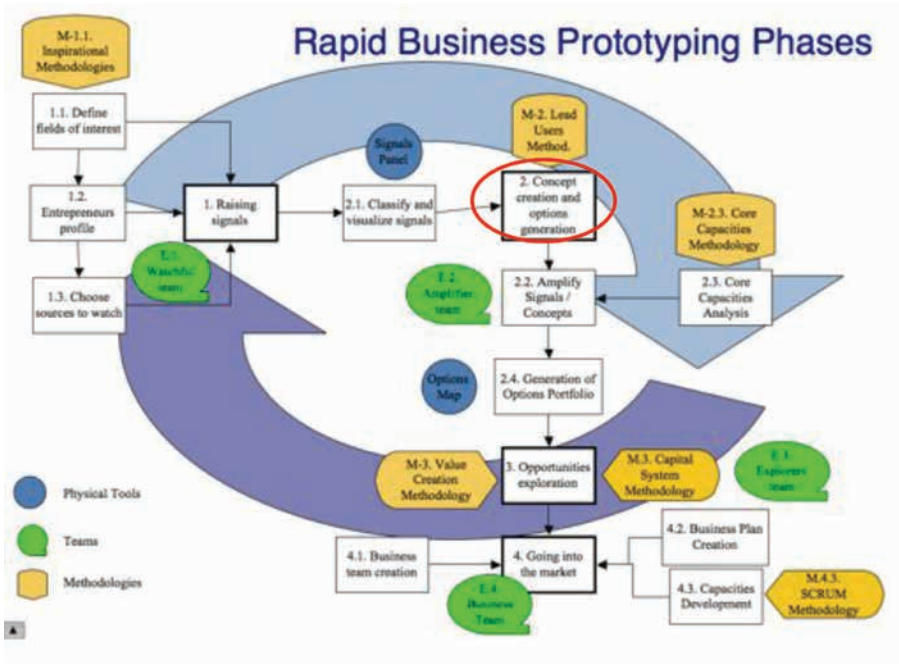
- Leisure / Tourism ...

1)...

- Energy ...

1)...

3. CONCEPT CREATION AND OPTIONS GENERATION



4. PRACTICAL EXAMPLE

Semi elaborated Food...:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX.

Client typology?

- XXXXXXX.
- XXXXXXX.

Satisfied need?

- XXXXXXX.
- XXXXXXX.

Differential features from the product / service offered by the competitors?

- XXXXXXX.
- XXXXXXX.

4. PRACTICAL EXAMPLE

Semi elaborated Food...:

MONO-DOSE PRODUCTS FOR SINGLES.

Client typology?

- Homes with 1 or 2 people, people that lunch outside and look for healthy diet.

Satisfied need?

- Few culinary knowledge, lack of time for cooking, lunch outside.

Differential features from the product / service offered by the competitors?

- Direct producers.
- Semi-elaborated food.
- Fresh and nice packaging...

10 INNOVATION CAPABILITY DIAGNOSIS FOR SMALL SOCIAL ECONOMY AND MICRO (SSEM) BUSINESSES

Source: Blacksmith Consulting S.L., Spain

AIM:

The aim of this Diagnosis Tool is to enable small social economy and micro (SSEM) businesses to evaluate their innovative and creative skills in order to improve and make their businesses more profitable and socially sustainable.

TOOL PREMISES:

- The tool facilitates the active participation of the company in the process of auto-diagnosis.
- The results are presented in a simple, easy to understand and visual manner, still complete and exhaustive, clear and concrete.
- It remarks the strengths and the weaknesses in order to allow the company to be aware of their situation.
- First time, the matrix should be used with the guidance of a facilitator. Subsequent times it can be applied as self-diagnosis.
- In the first session, score to the different questions must range from 1 to 5, 1 being the lowest score and 5 the highest. Questions should be answered in numerical order, in turn across the page.

Key:

- 1 Weak - need to improve / need help with this
- 2 Average - could still improve in this
- 3 Good - in comparison to competitors
- 4 Very good - better than most competitors
- 5 Excellent - better than competitors in this field

TEAM SELECTION TO APPLY THE TOOL:

- The team selected to apply the diagnosis tool must be made up of the widest range possible of organisational members... For SSEM, a group between 3 and 5 individuals is recommended.

- Members of the team should have experience and historical view of the company.
- When possible, the team should include members with knowledge and experience in the different interaction spheres of the organisation: clients, competitors, suppliers, etc.

HOW TO APPLY THE TOOL:

3 sessions.

1st Session:

Objective: Reflect in the Matrix the perceptions of the participating team measured against the competition.

Methodology:

- Methodology, objectives and matrix presentation to the participating team.
- Hand out an A4 blank copy of the matrix to each participant.
- Each participant fills in the tool according to his or her perceptions...
- Once filled in, members shares their score... Foster discussion to leverage scores where extreme distant values for same area appear.
- Agree upon discussion on a score for each square of the matrix.

Result:

Final scored matrix agreed by all members of the team.

Discussion and agreement on different points of view amongst team members.

2nd Session:

Objective: Reflect in the Matrix the real activities, procedures, routines... carried out in the organisation.

Methodology:

- The matrix should be printed out as large as possible - A1 or A0.
- Each member of the team gets a set of post-its.
- Members fill in the post-its with systematic activities carried by organisation.
- Each member speaks and pins up the post-its into the correspondent squares of the printed matrix..
- Foster discussion on the activities listed:
 - Who makes them? All or just one person...
 - How often? Is it systematic?
 - Everybody in the organisation knows these activities are being carried out?

Result:

Activities landscape according to real actions carried out by the organisation.

Discussion and agreement on different activities carried out in the organisation amongst team members.

3rd Session:

Objective: Contrast of the gaps between perceptions and real activities pointing out weaknesses and improvement areas.

Methodology:

- Prior to this session, facilitator has to make a critical analysis of the two previous sessions an issue a report. This analysis includes three parts:
- Features and functioning of the "innovation" system of the organisation:
 - Perceptions gathered in 1st session.
 - Contrasted activities gathered in 2nd session.
 - Comparative analysis between perceptions and activities.
 - Foster discussion in the team.
- Precise short-term action proposals.
- Improvement areas in the long-term.

Focus points for SE micro businesses	Ability to understand					Ability to use this information					Ability to solve problems					Ability to learn from this experience					Ability to be creative or innovative					Ability to apply or to put into action					Notes
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
1	How well do you understand the sector or market you are working in?					How well do you respond to new trends in the sector?					How well do you react to problems created by new markets or trends?					How well do you learn from your sector or market?					How good are you at responding to the market by creating or trying something new?					How good are you at putting these ideas into action to exploit new market opportunities?					
2	How well do you understand what your competitors do?					How well do you respond to any offers made by competitors?					How good are you at dealing with problems for your business created by competitors?					How well do you learn from dealing with these problems?					How able are you to think through new ideas to take the advantage over competitors?					How good are you at putting into action ideas to respond to competitors?					
3	How well do you understand what your suppliers do and with whom?					How well do you respond to new offers or proposals from your suppliers?					How good are you at getting what you need from your suppliers?					How well do you learn from problems you have had with suppliers?					How good are you at finding new supplier sources or changing your approach to current supplier?					How good are you at making sure the supplier understands your company's developing needs?					

4	Customers or Clients	How well do you understand what your customers or clients need?	How good are you at responding to your customer or client needs?	How well do you solve customer problems with your product or service?	How well do you learn from your customers?	How good are you at adapting to future customer needs and new demands?	How good are you at putting new products or services in response to customer needs?	
5	Collaborators or business associates (those outside the company with whom you work together on joint projects)	How well do you understand what your collaborators do and with whom?	How well do you respond to requests for collaboration?	How well do you solve problems from working with collaborators?	How well do you learn from collaborating?	How good are you at adapting to collaborate?	How active are you at looking for collaborations or business associates?	
6	Products or services	How well do you understand developments being carried out in the products or services in your sector?	How good are you at adapting your product or service to meet identified customer needs?	How good are you at solving problems identified with your product or service?	How good are you at adapting your products or services?	How good are you at creating new products or services as a result?	How good are you at putting new products or services into the market?	

7	Processes	How good are you at identifying new processes or new ways of doing things?	How good are you at adapting your business to respond to new ways of doing things?	How good are you at solving problems in the way that you do things in your business?	How good are you at learning and improving your processes?	How good are you at creating new processes?	How successful have you been in applying new processes to your business?	
8	Social Responsibility	How well do you understand corporate social responsibility (CSR)?	How good are you at adapting your company to CSR?	How good are you at solving conflicts related to CSR in your company?	How good are you at learning from CSR practices?	How good are you in creating new forms of CSR?	How successful have you been in applying those new forms CSR?	
9A	Sole proprietor or managing director	How good are you at thinking of new ideas?	How good are you at putting those ideas into practice?	How good are you at responding to problems?	How well do you learn from solving these problems?	How creative and/or innovative are you?	How good are you at applying those creative and innovative ideas?	
9B	Employees and / or Teams	How good are you at finding out ideas / suggestion or problems the team might have?	How good are you at responding to their ideas or suggestions?	How good are you at solving their problems?	How well do you learn from the team?	How creative and innovative are you in the management of your team?	How good are you at applying new innovations related to the management of the team?	

NOTE: When the company is made up of just one or two people we estimate rows 9A and 9B don't have much sense. When the company is made up or more than 2 people the row 9B have sense.

11 THE FIRST SOCIAL INNOVATION PARK IN EUROPE

EXECUTIVE SUMMARY

The Social Innovation Park (SI Park) is a pioneering initiative promoted by Blacksmith, the Basque Centre for Social and Corporate Innovation, aiming to provide the best environment for third sector entities to cooperate, learn from each other and to build new shared enterprises.

The aim of the Social Innovation Park is to IDENTIFY EMERGING SOCIAL NEEDS AND LAUNCH IN RESPONSE SOCIAL AND ECONOMICALLY SUSTAINABLE COLLABORATIVE INITIATIVES.

Social leaders have already developed a large number of joint projects but a fully dedicated shared space to third sector innovation has never been implemented.

The Basque region of Spain have a long tradition of a vibrant economy powered by a deep social approach. SI Park will offer international entities working on this field a unique opportunity to be present in one of the most innovative experiences connected to social enterprising.

SI PARK IN FIGURES

- The Social Innovation Park started operating in June 2010.



- SI Park will cover initially 72.000 squared metres distributed in several locations in Bilbao City Center (1) and the Metropolitan area of Bilbao. (2)
- This project is supported by national and regional authorities with an initial budget of 6 million Euro and will be managed by Blacksmith.
- More than 50 entities and companies will be established. Actually there are already about 12-15 companies and around 80 professionals involved.
- Basque, Spanish and European institutions are already funding several initiatives related to the project.

SI PARK RESOURCES

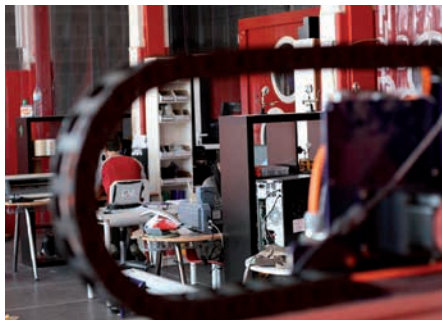
G-laboratoř

- Gizartea means “society” in Basque language. The G-lab is, therefore, the laboratory for social innovation within SI park.
- G-lab will identify emerging social tendencies applying participatory democracy methodologies.
- G-lab will be hosted within the last wooden hand made tune boat fabricated in the Basque Country.
- SI park members will determine those research areas covered by G-lab annually.
- The outcomes of this research conducted at G-lab will be offered to all entities present at SI park.
- G-lab will be associated to the leading European social innovation labs.



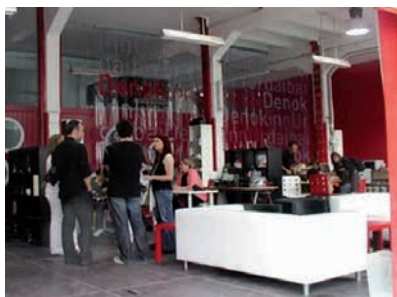
Fab(rication) Lab

- It is a small-scale Laboratory with an array of computer controlled tool that cover several different lengths and materials with the aim to make “almost anything”.
- It is the laboratory used to “prototype” the ideas coming out from the G-Lab.
- Not for mass production but for concept prototype and proof.
- Fab Lab concept was created started ay Media Lab Center for Bits and Atoms at MIT .



Social Innovation Academy

- SI Park will provide specific training for upgrading the quality of the services provided by third sector institutions, organizations and enterprises.
- On-site and on-line training to bring fresh ideas to services.
- New enterprises established at SI Park receive regularly-scheduled and ad hoc training in collaboration with international Social Innovation schools.



- Blacksmith has already signed a collaboration agreement with the London School of Economics Enterprise for this purpose.
- The Social Innovation Academy will offer “Intensive Training for Third Sector Leaders” and project based education..

Social Enterprise Generator & Incubator

- Collaborating entities within the SI Park will be offered the opportunity to incubate new social enterprises and emerging tendencies identified by the G-lab will encourage SI Park membership to launch new projects.
- New innovation entrepreneurs will be trained, mentored and evaluated by SI Park incorporating know-how present.
- This process will allow large number of small and medium size enterprises to be located in the park.
- The Social Enterprise Generator has received the support of the European Commission and the Regional Government of Gipuzkoa.
- Examples of already generated social enterprises are: SAIATU-Palliative Care; HIRIKO; DipiPen; Rehub; Bordebi; Siel Bleu; Urbe Intelligent, etc.



INTENSIVE PALLIATIVE CARE IN HOME SOCIAL SUPPORT

- A growing number of patients who have been diagnosed with a terminal illness would prefer to spend the last months of their lives at home.
- Extensive research demonstrates that in home end of life treatment provides better quality care in the last phase of their lives, for both the patient and their family. Hospices provide a great quality service but given the choice, a large number of families would prefer to stay at home.
- The current Health Care services offer good medical assistance but this is not enough to allow patients to die at home. Relatives panic in moments of crisis and the patient is very often hospitalized unnecessarily.
- Saiatu covers this gap in end of life care, preparing the main carer and the family for the whole dying process and offering 24 hour personal and professional support.
- With this new approach, a significant number of families are able to remain at home feeling that they have received a much better service than had they been hospitalized.
- The Health and Social services work in a more efficient way and direct savings are generated due to the reduction of emergency admissions, hospitalization and badly

Definition of the target population



Patients with cancer

Patients with progressive chronic illnesses

Portfolio of services

Care protocols

Patients

Information

BADLs

24x7x365

Accompaniment

Communication

Specialised care

Monitoring of symptoms

Respite care

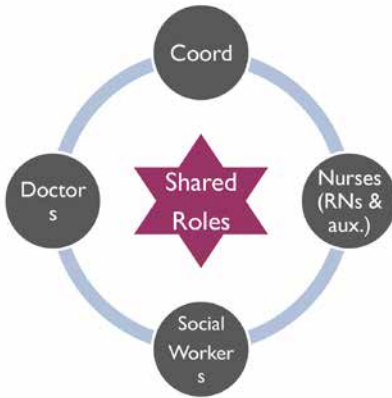
Care support

Bereavement support

Family members

- 1. To provide support, face-to-face &/or by telephone, for the care & emotional accompaniment of patients & families at any time of day, even at night (in exceptional circumstances), every day of the year**
- 2. To collaborate with other palliative care resources in the Basque Country to ensure comprehensive care through specialised social support**
- 3. To facilitate in-home care & meet the wishes of patients who prefer to die at home & their families, alleviating pain & offering accompaniment & support in the care of physical symptoms, as well as emotional & social needs**
- 4. To support family members throughout the course of the illness & after the death in the bereavement period**

Human Resources & Roles



Provision of services

- Face-to-face

- By telephone

Referral of patients

Operation of the programme



THE BENEFITS

- Saiatu primarily benefits the user and the family, who receive a more comprehensive care service based on the needs expressed by the family as opposed to a standard solution.
- Professionals will have the necessary time to assess and prepare the patient and the family about the process they are going to live and will support them in moments of crisis.
- Above all, Saiatu will accompany the family in managing the spiritual needs that are such a huge part of life and death. In some cases, it can even transform death from a traumatic experience into a more positive one.
- This project benefits health care assistants, informal carers and nurses to become more specialized and highly valued professionals in an area of growing needs.
- Saiatu also benefits the hospitals (Health Service) and social workers (Social services), by reducing the use of emergency, hospitalization and related services.
- In the specific field of cancer care, Saiatu fills the gap of providing rapid response during the last weeks of life, complementing a previously made hugely expensive investment.

(0: low, 10: very high)	Satisfaction
0	0 (0%)
1	0 (0%)
2	0 (0%)
3	0 (0%)
4	0 (0%)
5	2(14%)
6	0 (0%)
7	0 (0%)
8	1 (7%)
9	1(7%)
10	10 (71%)



SUMMARY

- Our proposal. Saiatu offers a new “ intensive in home social palliative care support service”.
- The evidence. Saiatu has proven to offer a new complementary service that makes the existing resources more efficient, highly valued by the user, that also saves resources to the health and social protection systems.
- The benefits. Saiatu can save about 5000 euro per case.
- The costs. The Health Service only pays back 50% of the demonstrated savings.



"The coordination of social and health resources in palliative care is not an element of excellence, but rather a necessity."

