



Κοινωνική Σύμπραξη στο Νομό Κυκλάδων
Social Partnership in Cyclades Prefecture

Local Economy Development Towards Support and Integrated
Inclusion of Unemployed in the Cyclades Prefecture

Thematic session

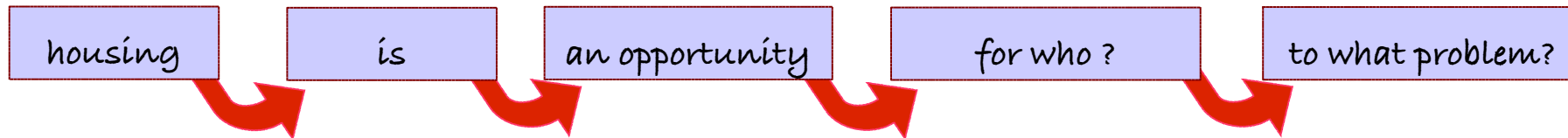
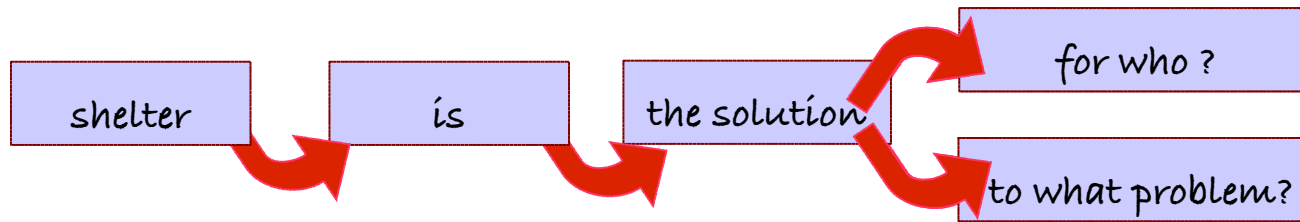
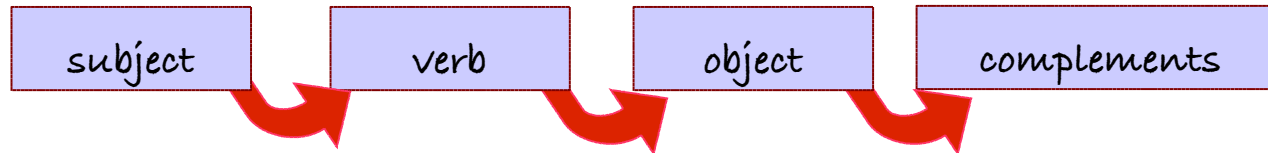
tips to do it right

**an historical, legislative and practical
overview on social economy**

Paolo Brusa 23 October 2015

Defining the approach

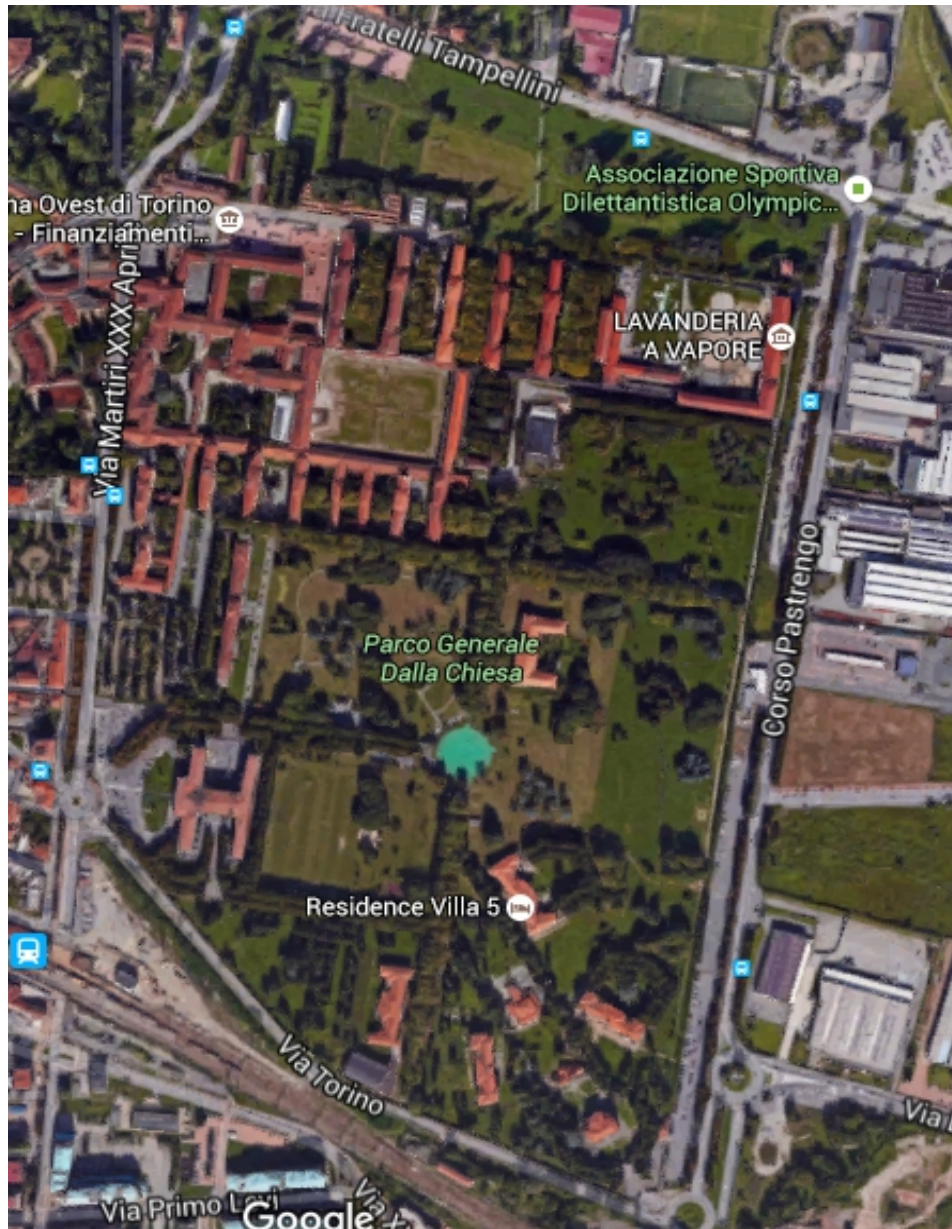
the JOB of **GRAMMAR** is to organise words into sentence with a specific meaning



The JOB of **MATHS** is to structure good models of real phenomena

Any problem implies a solution

Without a solution,
it is not a problem but a fact



built as a monastery in 1641 by Christine of France

During the France domination in beginning of 1800, the monastery were forced to dismantled

reopened in 1818 with few resident monks

in 1850 the public administration placed the first 50 insane patients, who became 150 soon after

it was transformed into the "Regio Manicomio" (Royal Asylum) in 1855

From 1928 there were accommodation for 1.700 psychiatric patients

By the 1940s, the hospital consisted of over 20 pavilions, connected by long arcades under which a small railroad operated

a progressive de-institutionalization process began from the early 80s onward

considered close in December 1998 with almost 450 patients still resident in the pavillions



Since 1998 the complex was abandoned

no public & private can afford the restoration because of high cost

The municipality hold some community conferences to put in evidence the community needs

The community needs were analysed by professionals together with the municipality

a recovery plan was launched including educational, social, economical, health needs

open calls for proposal were launched on single action

Social enterprises were supported

Today the vast former-mental hospital complex is hosting various municipal offices, health services, art-laboratories, restaurants, sauna, kindergarten, music and performative spaces, an hostel, university classrooms

They are mostly run by associations & cooperatives

There are still empty buildings to be restored



SWOT ANALYSIS

INTERNAL ELEMENTS

STRENGTHS

- what we are good at
- experience & competences
 - skills
 - qualities
- unicity of resources
- geographical specifications
- flexibility & transferability
- costs-benefit analysis
- sustainability

WEAKNESS

- where we can get better
- lack of experience & competence
- lack of key-skilled staff
 - bad reputation
 - lack of resources
- difficulty in decision process
- structural rigidity / low perspectives
- low participation
- mortgage

EXTERNAL ELEMENTS

OPPORTUNITIES

- strategic partnership
- different fields of intervention
 - openness to new paths
 - development of new products
- development of new services & fields
 - costs reduction
- updated use of new technology

THREATS

- unpredictable changes in the context
- decrement in beneficiaries & target groups
 - increment in the costs
 - increased competition
- unexpected development in technology

NEEDS ANALYSIS

ANALYSIS OF THE CONTEXT:
Partecipation of local community



ANALYSIS

PROBLEMS ANALYSIS:
difficulties of the beneficiaries



DEDUCTION

DEFINE THE OBJECTIVES:



DEFINITION

IDENTIFY BEST STRATEGIES:
choose the fields of interventions

S.M.A.R.T. MATRIX

SPECIFIC

WHO IS DOING WHAT?

WHAT ARE THE PRODUCTS?

MEASURABLE

HOW TO MEASURE WHO
IS DOING WHAT?

EVERY ACTION MUST BE
MEASURABLE

ACHIEVABLE

WHAT SUPPORT FROM
POLITICAL &
ECONOMICAL

EVERYTHING MUST BE REALISTIC

RELEVANT

HOW TO IMPACT ON
LOCAL COMMUNITY

PRODUCTS & ACTIVITY MUST BE
RELEVANT

TIMEFRAMED

WHEN?

CLEAR BEGINNING & ENDS TO BE
SUSTAINABLE



KEY TERMS: a basic glossary

SOCIAL ECONOMY

an alternative model of economy mainly characterised by the respect for common values & ways of working, including a combination of:

- democratic decision making structures;
- participation of stakeholders;
- prevalence of individual & social objectives over gain;
- defence & implementation of principles of solidarity & responsibility;
- voluntary & open membership;
- conjunction of the interests of its members with general interests;
- reinvestment of surpluses.

This definition embraces a variety of social economy stakeholders, including co-operatives, mutual societies, foundations and association.

SOCIAL ENTERPRISE

Enterprises which are usually considered to be part of the social economy & which operate at the crossroads between market, public policies & civil society.

One of their characteristics is the variety of resources

Social enterprises usually combine income from sales & fees from users with public subsidies linked to their "social mission" as well as private donations &/or volunteering.

In some countries, social enterprises usually take the form of a social cooperative.



ITALIAN LEGISLATIVE & LOGICAL FRAMEWORK

TOPICS

OBJECT

BENEFICIARIES

Law 381/91

Cooperatives & procurement

- 4 kind of social coop.
- different EC threshold
- social clause

Disadvantaged groups, civil invalids, people with physical & mental disabilities

Law 68/99

- tailored occupation & mandatory obligation of hiring for company over 15 workers

People with disabilities, civil invalids lacking 45% ability, diseases (cancer, diabetes), widows, orphans, refugees, victims

Law 328/2000

- subsidiarity
- management unified

Application of subsidiarity giving full responsibility to local governments

Individual & familiar hardships for inadequate income, social exclusion & lack of autonomy

LD 276/03
LD 155/06
CE 2204/02

Disadvantaged workers who need social accompaniment to enter labour market

LD 163/06

Reserved calls & procurement for laboratories aiming at insertion of protected workers

people with disabilities who need social accompaniment to enter labour market

UNIVERSE OF SOCIAL ENTERPRISE

NGOS

MUTUAL SOCIETY

FOUNDATIONS OF CIVIL LAW &
BANK ORIGIN

ASSOCIATIONS:
Volunteers
Social promotion

COOPERATIVES:

Cooperatives of production and labor;

- Consumer cooperatives;
- Agricultural cooperatives;
- Credit unions;
- Residential housing associations;
- Transport cooperatives;
- Publishing cooperatives;
- Social cooperatives

SOCIAL COOPERATIVES:

TYPE A – social, education, health

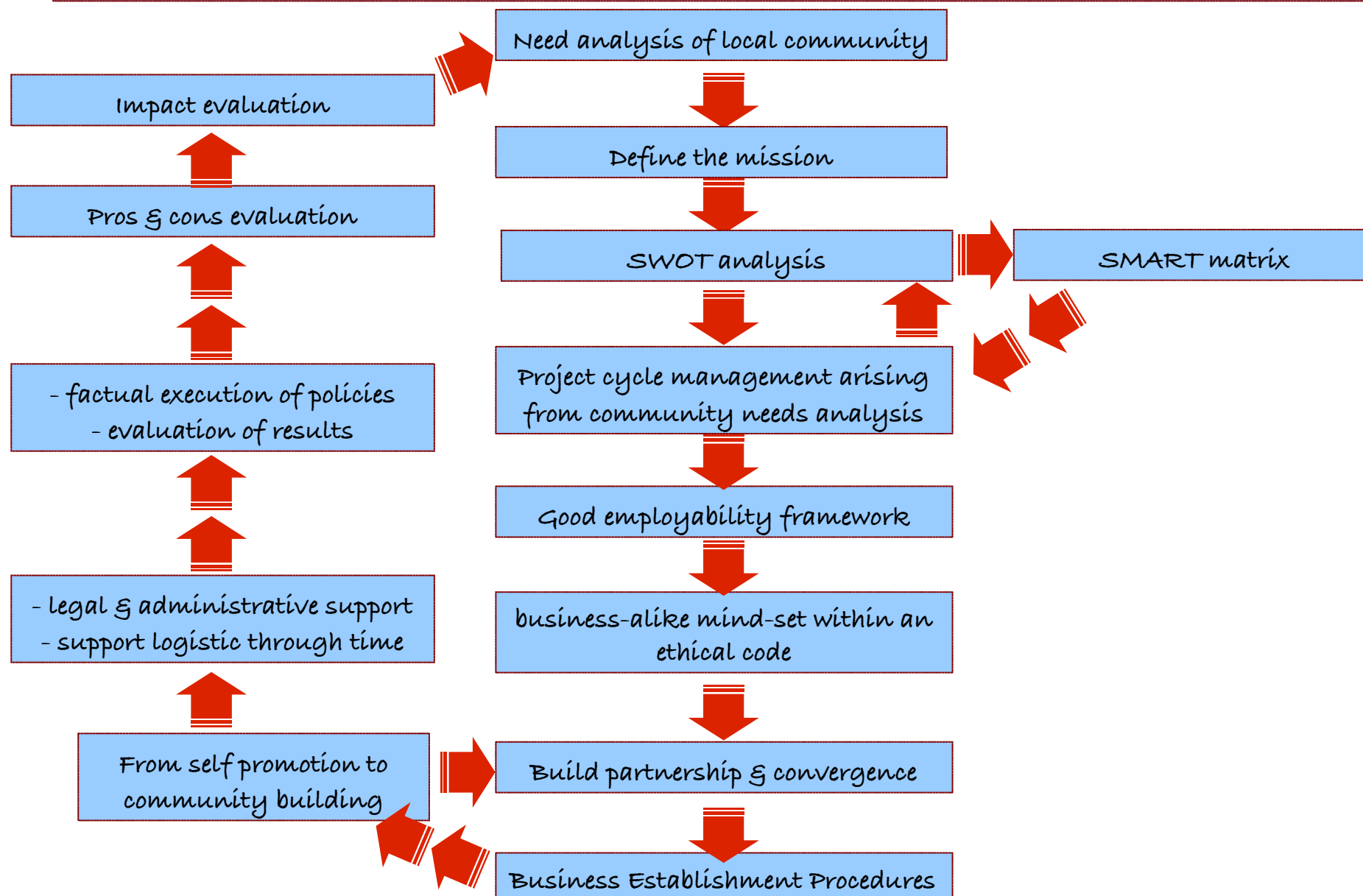
TYPE B – disadvantage workers

MIXED

CONSORTIA



TIPS TO DO IT RIGHT



OPERATIONAL STANDARDS

- consider the **person** (users/client) as our **absolute priority**
- being capable to **work our best even in each "first happening" situations**
- every single time is assumed as a **"first happening" situations**
- **data analysis** is complete, confrontable, exportable, precise
- **methodology** is rigorous, explicit & declared, awared
- **climate** is based on the **mutual trust**
- The whole process is **clearly structured**
- **ability to manage a case study** is longitudinal & based on mutual agreements
- **confrontation** between different working groups is constant & productive
- Praxis under the method of a **logic in process** to warrant flexibility & include the constant challenge to always develop and change
- **self-control, competence & responsibility** are operational criteria that allows to **identify the tools to match the goals** (and not the other way around)

Public park
& sport

Public park
& sport

Educational
activity &
relax

Educational
activity &
relax

Municipality
offices

Municipality
offices

Social
educational
services

Social
educational
services

Health services

Health services

schools

schools

restaurant

restaurant

hammam

hammam

ROOMS

ROOMS

Social accommodations

Social accommodations

Work insertion

Work insertion

Art & music festivals

Art & music festivals



OVERALL EVALUATION

PROS

- integration between different sectors within labour network
- straight support from the political & functional level
- local networking
- defined rules
- continuity of action & well-spread support
- on-going monitoring
- mutual support with cooperative sector
- improvement of the culture of process management
- increase in term of quality & efficiency of social economy

CONS

- need of long-term policy for economic sustainability
- updated knowledge on legislative framework
- coherent use of disposable resources & tools
- prevention is required for disadvantaged groups
- well-functioning governance model between public & private sector
- maximum degree of efficiency in social enterprises



You need to skate
where the disc will be,
not where it was

The whole point of
“rights” is that they
are ours to begin with

Wayne Gretsky

Dan Kieran

Σα i ευχαριστ III

for info & contacts:

Paolo Brusa

+39.333.2223289

info@multipolis.eu

www.paolobrusa.eu


www.paolobrusa.it

www.multipolis.eu

Linked  profile

Thanks



all text licensed by Paolo Brusa under Creative Commons BY_NC_SA_3.0
Attribution . Non Commercial . Share Alike  for the complete deed, check [here](#)

