

EMILIA-ROMAGNA: PEOPLE AND ENTERPRISES MAKE IT SOCIAL

WELL-BEING
EMPLOYMENT
INCLUSION
NETWORKING

SUMMARY

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1. **INTRODUCTION**

**EMILIA-ROMAGNA:
PEOPLE AND ENTERPRISES
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1. INTRODUCTION

This publication aims to promote experiences and good practices of social economy and social innovation in Emilia-Romagna.

The Region of Emilia-Romagna is one of the most cohesive and inclusive territories at the national and international levels also thanks to numerous social enterprises that, together with local administrations, have been able to create a fertile environment for the development of welfare and wellbeing.

The landscape is rich, lively, diversified and very dynamic.

The present release however, does not have the ambition to be exhaustive. It rather aims to represent the complex regional ecosystem - made of institutions, associations, foundations, universities, companies and their consortia - which produces significant and innovative experiences and good examples of practices in Italy and Europe.

From here derives the title we decided to give to our work, which highlights that in Emilia-Romagna, *people and enterprises make it social* never forgetting innovation.

The presentation of relevant regional experiences depicts the close relations existing among the various actors, even in terms of common projects, which contribute in the **well-being** of the territory, social **inclusion** and **employment**.

The inclusion of disadvantaged people through employment programmes in social cooperatives promoted by the regional regulations¹, and the presence of an articulated system of research centres and universities in support, are among the most distinctive points of strength in Emilia-Romagna.

However, the development of new **skills** and **networking** facilitating interconnections could increase the capacity of the system to better respond to emerging societal needs. The weakness of managerial and organizational skills within social enterprises, the insufficient structuring of networks and supply chains within the social economy are indeed some of the most evident needs to be answered.

1. Emilia-Romagna Regional Law 17/2005, Article 22.

In the publication, we introduce the profiles of some of the most innovative social enterprises in Emilia-Romagna, which have been studied and mapped since 2015. When referring to enterprises, we here consider the 915 social cooperatives seated in the region that constitute “a strong and irreplaceable pillar of the Third Sector that has over 27 thousand associations”².

The mapping of the experiences and projects here contained is part of a monitoring and evaluation process that ART-ER is carrying out alongside the Regional Government and stakeholders.

In this process, the project **RaiSE - Enhancing social enterprises competitiveness through improved business support policies** funded by the Interreg Europe Programme, allowed us to investigate the issue of social economy and business competitiveness and to study and highlight the ecosystem of social enterprises in Emilia-Romagna. RaiSE brings together six European regions in Italy, Spain, Hungary, Scotland, Sweden and Austria to face the common challenge of stimulating the growth of social enterprises.

This publication is realized within the RaiSE project.

2. Regione Emilia-Romagna e Unioncamere Emilia-Romagna, in collaborazione con la Commissione Consultiva sulla cooperazione sociale, La cooperazione sociale in Emilia-Romagna, 2019, 7.



2. **THE SOCIAL ENTERPRISE**

**EMILIA-ROMAGNA:
PEOPLE AND ENTERPRISES
MAKE IT SOCIAL**

2. THE SOCIAL ENTERPRISE

The ecosystem that connects people, enterprises and Public Administrations generating social impact on a territory, consists of a plurality of actors, with different legal status and definitions at European, national and regional levels. In this scenario, **cooperatives, social enterprises, mutual societies** and **associations**, to which **foundations** have recently been added, are Third Sector entities¹ and represent the whole spectrum of social economy in Europe.

With 2.8 million organizations, over 13.6 million paid jobs, social economy contributes to the EU's Gross Domestic Product for 8% and constitutes an important facet of the European development model². The social added value of its impact on a territory is perhaps impossible to measure in all its externalities, but positively affects the well-being of people, the inclusion of disadvantaged groups and the competitiveness of enterprises.

In particular, social enterprises have been recognized as agents of inclusive growth and democratization of the economic and social spheres. They combine social goals with entrepreneurial activity while addressing socio-economic challenges in innovative ways and proved resilience to economic adversity. Although at the various national levels in Europe social enterprises are conceived in very different ways, a gradual agreement has been reached on the meaning. The "Social Business Initiative" launched by the European Commission in 2011 defined social enterprises as business characterized by the following aspects:

- social aims and the common good as the main reason of any commercial activity, often accompanied by a high degree of social innovation;
- reinvesting earnings in order to achieve the social objectives set;
- internal organization that reflects the social and ethical nature of business through democratic and participatory decision-making processes inspired by the idea of social justice.

1. Third Sector entities are non-profit organizations with economic, social, political and cultural purposes. They do not pursue market and profit aims nor public administration objectives.

2. European Economic and Social Committee, Recent Evolutions of the Social Economy in the European Union, 2016, 66.

According to the European definition of social enterprises, cooperative enterprises are included within social economy. These companies have a mutualistic aim: they offer to their members more advantageous goods, services or job opportunities than those they would get if they acted individually. Cooperative enterprises operate in different sectors, such as agro-food, credit, insurance, construction and consumers, and share with social cooperatives the democratic governance.

In the Italian legislation, the definition of social enterprise refers to:

1. the organizations that have complied with the current legislation, adopting the status or civil law qualification of "social enterprise"³;
2. social cooperatives which, in practice, have the same incorporation characteristics as the social enterprises established in compliance with Law 381 of 8 November 1991.

At statutory level, there are differences between the two typologies of social enterprises. On the one hand, social cooperatives introduced by article 1 of the Law 381 of November 1991 are particular types of cooperative enterprises. They "intended to pursue the general interest of the community in human promotion and social integration of citizens" through:

- a. the management of social-health and educational services (type A cooperatives);
- b. the performance of various activities - agricultural, industrial, commercial or services - aimed at the employment of disadvantaged people (type B cooperatives).

On the other hand, the Legislative Decree 155/2006 that has introduced in Italy the social enterprises, maintains that all private organizations that exercise stable and principal economic activity of social utility, aimed at general interest, can be considered social enterprises (associations, foundations, cooperative enterprises).

The presence of two types of cooperatives (A and B) is typical of the Emilia-Romagna regional and Italian contexts. However, considering the many areas of need and disadvantage which require integrated activities, the Ministry of Labour⁴ has admitted the possibility that social cooperatives can be simultaneously type A and type B.

Finally, consortia of social cooperatives represent another distinctive typology. Social consortia, regulated by Law 381/1991⁵, are groups of social cooperatives that centralize services in order to face the market and rationalize resources and tools. They implement strategic lines of social policy and have some main features:

- Territoriality: consortia consist of social cooperatives (not less than 70% of the total) operating in a defined geographical area where the action develops;
- Inter-sectorial: they aggregate cooperatives performing different activities, both of social services and job placement, with no specialized characters;
- Experimentation: thanks to the interweaving of the experiences of the different cooperatives, the consortia may experiment with new cooperation initiatives in new sectors.

3. Legislative Decree 24 of March 2006, n. 155 "Discipline of the social enterprise, pursuant to the law of June 13, 2005, n. 118".

4. Circular no. 153/1996 8 of November 1996, Italian Ministry of Labour - General Direction of the cooperation.

5. National Law 381 of 8 November 1991 "Discipline of social cooperatives".



3.
SOCIAL ECONOMY
IN EMILIA-ROMAGNA

**EMILIA-ROMAGNA:
PEOPLE AND ENTERPRISES
MAKE IT SOCIAL**

3. SOCIAL ECONOMY IN EMILIA-ROMAGNA

FACTS AND FIGURES

In Emilia-Romagna there are over 27,000 **Third Sector organizations** and more than 570,000 volunteers (every 100 citizens, 13 are volunteers, while at national level the percentage is 11%). The employees are 75,000, indicating that the non-profit contribution to overall regional employment is 3.1% (2.3% in Italy).

The comparison between Emilia-Romagna and Italy in terms of numbers of social economy organizations, volunteers and employees shows the relevance of the regional scenario¹.

THIRD SECTOR DATA. 2016, EMILIA-ROMAGNA AND ITALY COMPARED

| | Emilia-Romagna | Italy |
|-------------------------------|----------------|----------------|
| Association | 22,852 | 292,127 |
| Social Cooperative | 853 | 15,600 |
| Foundation | 650 | 7,504 |
| Others | 2,807 | 28,201 |
| TOTAL | 27,162 | 343,432 |
| Associations employees | 11,063 | 154,339 |
| Social cooperatives employees | 52,302 | 428,713 |
| Foundations employees | 5,034 | 98,140 |
| Others | 6,861 | 131,514 |
| TOTAL | 75,260 | 812,706 |
| Volunteers | 572 | 6,843 |
| Volunteers on the population | 12.8% | 11.3% |
| TS enterprises on total | 6.7% | 6.7% |
| TS employees on total | 4.4% | 4.3% |

Source: Unioncamere Emilia-Romagna Research Center on ISTAT data (2016)

1. Regione Emilia-Romagna e Unioncamere Emilia-Romagna, in collaborazione con la Commissione Consultiva sulla cooperazione sociale, La cooperazione sociale in Emilia-Romagna, 2019, 26.

Most recent data show that at the end of 2017 the Emilia-Romagna **social cooperatives** (Law 381/1991) were 915. In addition, 86 social cooperatives operate in the region but are located elsewhere.

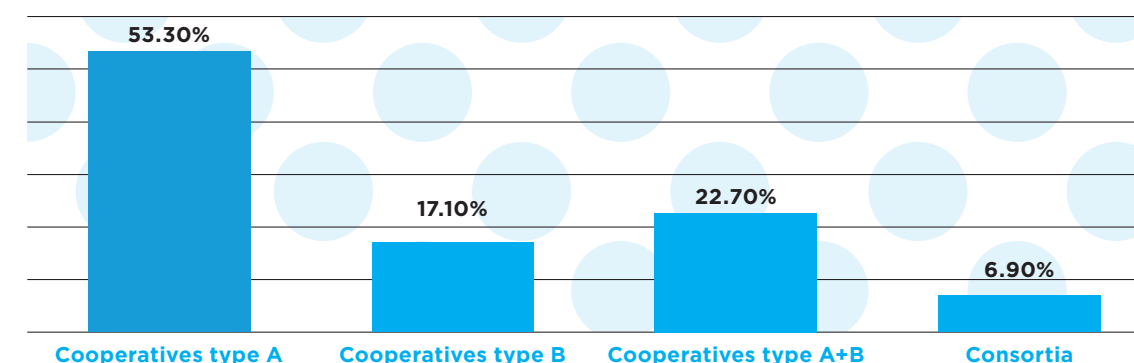
More than half of them (53.3%) is type A and provides social and health services, training and permanent education, employing 70% of the regional social cooperatives labour force.

Cooperatives type B are 17% of the total and operate in job integration of disadvantaged people employing 7% of the occupation.

Finally, cooperatives A+B type represent the mixed formula between cooperatives type A and B and are 22.7% of the total.

40% of all types of cooperatives are members of consortia² which represents about 7% of the total.

TYPES OF COOPERATIVE, 2017



Source: Unioncamere Emilia-Romagna Research Center on the "Social cooperatives Observatory" data, Emilia-Romagna Region

The occupational dimension of social enterprises changes according to the universe of reference: almost 44,000 employees in the region but a total of 54,500 employees if we consider the employment generated by social cooperatives within and outside the region³.

SOCIAL COOPERATIVES AND EMPLOYEES, 2008 AND 2017

| | Absolute terms | | Share of the total cooperative | |
|---|----------------|---------------|--------------------------------|-------|
| | 2008 | 2017 | 2008 | 2017 |
| Regional social cooperatives | 813 | 915 | 16.7% | 19.9% |
| Social cooperatives active in Emilia-Romagna | 857 | 1,001 | 16.1% | 19.8% |
| Employees in the region of regional social cooperatives | 33,914 | 43,772 | 21.7% | 27.7% |
| Employees in the region of social cooperatives active in Emilia-Romagna | 35,833 | 46,312 | 21.3% | 27.5% |
| Employees in Italy of regional social cooperatives | 38,985 | 54,425 | 19.8% | 24.9% |

Source: Unioncamere Emilia-Romagna Research Center on ISTAT data

2. Ibid., 32.

3. Ibid., 28.

Although the whole cooperative sector registered similar variations (number of cooperatives in decline, employment in modest growth), the number of cooperative enterprises in Emilia-Romagna has fallen (-1%) while the employment rate has registered an increase of 1.5% compared to 2016. The employees of the cooperation sector are 242,000 and represent 14% of the total regional employment and 15% of the national cooperative occupation⁴.

COOPERATIVE ENTERPRISES AND EMPLOYEES, VARIATION 2016-2017

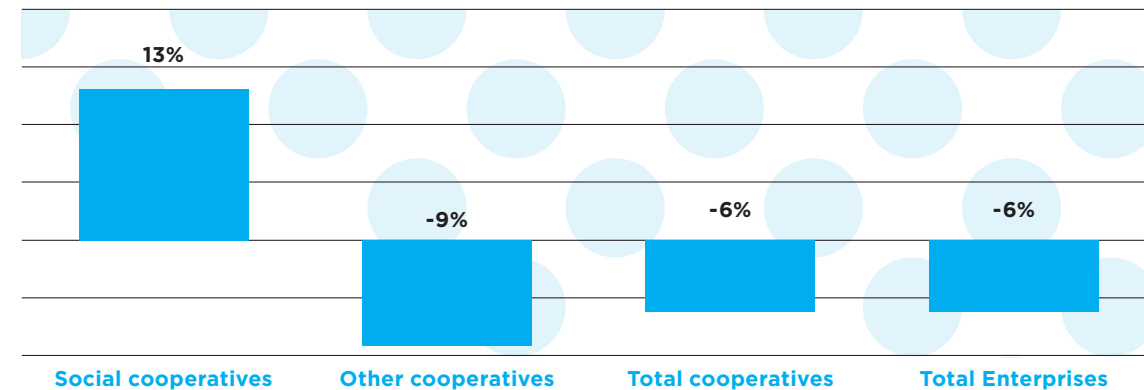
| | Cooperatives | % on total companies | 2017 variation on 2016 | Employees | % on total employees | 2017 variation on 2016 | % on global national |
|----------------|--------------|----------------------|------------------------|----------------|----------------------|------------------------|----------------------|
| Emilia-Romagna | 5,051 | 1.20% | -1% | 242,087 | 14.20% | 1.5% | 15.4% |
| Italy | 81,079 | 1.60% | 0.50% | 1,572,166 | 8.3% | 0.9% | 100% |

Source: Unioncamere Emilia-Romagna Research Center on the enterprises register data, INPS 2018.

If we separate the social from the rest of cooperation, the picture that emerges presents opposite dynamics: on the one hand, social cooperatives in the last decade have grown by 13%, increasing the number of employees by almost 30%, on the other the rest of the cooperation marks heavy decreases.

As a matter of fact, Emilia-Romagna weathered and bounced back from the 2008 financial crisis better than most of Italy thanks to the strength of its exports and its low unemployment. In particular, what characterizes social cooperation with respect to the rest of the entrepreneurial system is its growth performance while regional enterprises have decreased of 6% and the employment rate has not yet reached the pre-crisis levels (-0.1%)⁵.

NUMBER OF ENTERPRISES AND COOPERATIVES, 2008-2017 VARIATION



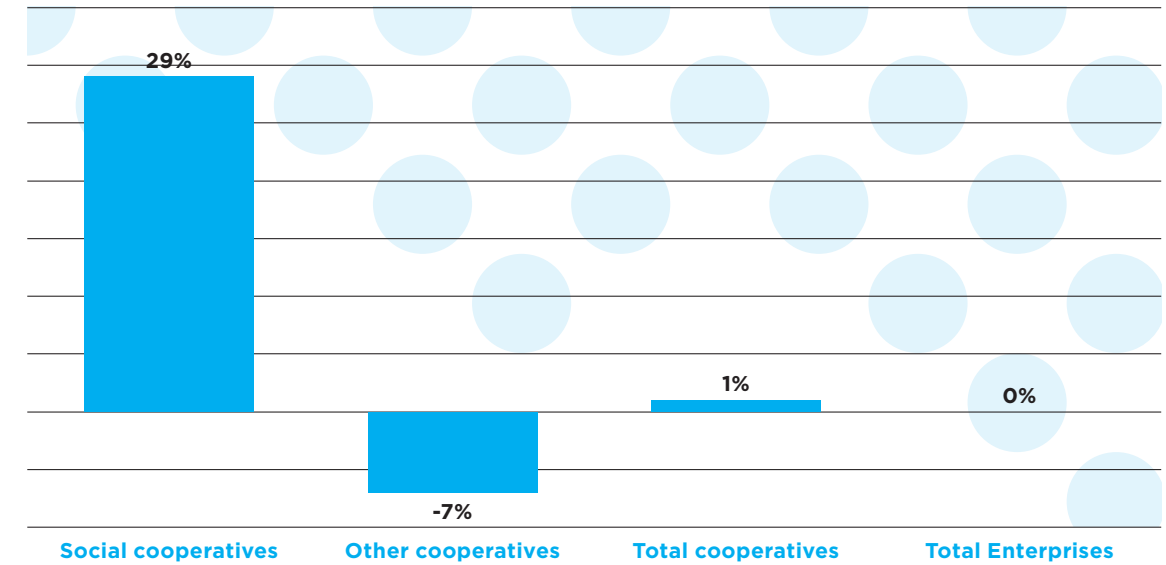
Source: Unioncamere Emilia-Romagna Research Center on Smail data

Throughout the crisis instead, social cooperatives have not diminished in employment whereas the rest did, sometimes vastly. Nevertheless, in certain cooperative businesses, the crash actually increased employment: not only did cooperatives continue to hire, but also many people who had lost their jobs decided to start their own cooperatives.

4. Consulta della cooperazione, Regione Emilia-Romagna, Rapporto Biennale sullo stato della cooperazione, 2018, 8.

5. Regione Emilia-Romagna e Unioncamere Emilia-Romagna, in collaborazione con la Commissione Consultiva sulla cooperazione sociale, La cooperazione sociale in Emilia-Romagna, 2019, 29.

ENTERPRISES AND COOPERATIVES EMPLOYEES, 2008-2017 VARIATION

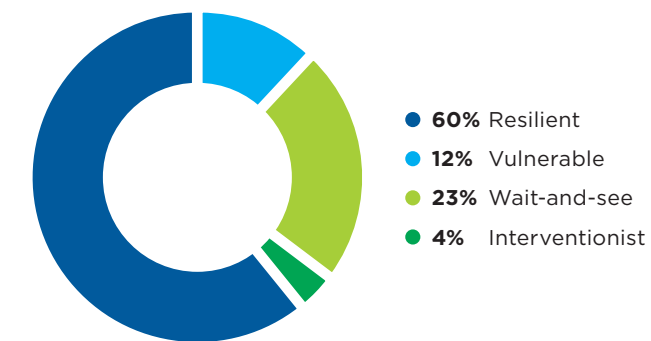


During the years 2008-2017, 60% of social cooperatives revealed a high degree of resilience, increasing their turnover and maintaining the pre-crisis level of employment due to a greater demand for services.

In particular, social cooperatives A+B have demonstrated to be the most resilient while social cooperatives type B the most vulnerable.

Nevertheless, on average, resilient companies were the largest ones and generated a stabilizing effect on the local economy.

SOCIAL COOPERATIVES, DEGREE OF RESILIENCE AND VULNERABILITY 2018-2017



Source: Unioncamere Emilia-Romagna Research Center on Smail and Aida data



STRENGTHS AND NEEDS

The diffusion of enterprises belonging to social economy in Emilia-Romagna, their economic strength and their impact in terms of employment are closely related to the history of the Emilia-Romagna regional development.

The regional development has - since the end of World War II - always been based on networks of small industry and industrial districts, the so called “molecular capitalism”, characterized by a special balance between competition and cooperation.

The basis of the Emilia-Romagna industrial model success lays in the way market and non-market forces and communities combine. People in the territory share a cultural homogeneity which lubricates social relations among economic actors, provides a common language to speed innovation and information exchange, and established the basis for trustful behaviour. The model of economic and social development was based on progressive government, social integration, and entrepreneurial success, which led to the stability and efficiency of local policies⁶. The tendency to aggregate interests, create interconnections among different actors and hybridize competences has always been a peculiarity of Emilia-Romagna. In this cluster-oriented approach, universities and research centres play a decisive role in supporting social enterprises by introducing specific courses dedicated to social economy.

The networking that still nowadays goes on between all these players, both formal and informal, gives the regional system of social enterprises the perfect climate for achievements in terms of innovation, corporate social responsibility, employment inclusion of disadvantaged people and competitiveness. Instead of being external interlocutors, Third Sector representatives are engaged with the Public Administration in a consolidated system of consultation that leads to the ideation and adoption of regional policies and strategies.

Third Sector, with all the groups of actors it comprises, thanks to their innovative mind-set, plays the role of stimulating public administrations to adopt new strategies for emergent social needs. In particular, social cooperatives direct their effort to promote social and working inclusion of disadvantaged people, and their activities are often a valid support for public welfare.

The recent Italian national Reform of the Third Sector (Legislative Decree 117/2017) defines a new set of rules and indications concerning the organization of social economy, its members, the activities it comprises, the way it can cooperate with public administrations in designing social services. At the regional level, one important policy instrument adopted by the regional government of Emilia-Romagna is the Regional Law 17/2005⁷ which with its Art.17 stimulates the collaboration between for profit companies and social cooperatives in order to promote innovative projects.

6. Alberto Rinaldi, The Emilian Model Revisited: twenty years after in “Materiali di discussione del Dipartimento di Economia politica”, n. 417, Modena, September 2002.

7. Promotes work integration of disadvantaged people and collaboration opportunities for both the typology of enterprises.

From a SWOT analysis conducted within the Raise project, some important hints have emerged in terms of policies and strategies that might be useful to strengthen social enterprises in Emilia-Romagna:

- Social enterprises are important social and economic actors and could be better recognized if the regional legal framework was better defined, and dedicated incentive measures were introduced. As a matter of fact, at the present moment public tenders are open to regional small and medium enterprises, and there is no special consideration of the social added value generated by the entrepreneurial projects. Without a **specific rewarding system** in the public tenders, most of the companies that generate social value and social impact are not encouraged in establishing interconnections with Third Sector organizations.
- **A shared method to measure social impact** would give value to social enterprises and would help to better orient public and private funding.
- Some social cooperatives have acquired **managerial skills** and present an entrepreneurial profile; however, the majority of them are still dependent on public resources.
- Social enterprises are not fully exploiting the opportunities coming from the **collaboration with universities and research centres**: the integration between scientific and technical skills, with their ability to analyse the society, could be more effective in terms of both competitiveness and identification of social needs.
- In order to find new financial opportunities and access to market, social cooperatives should acquire specific skills, and invest in internal reorganization and digitalization. Finally, **networking opportunities** are available at European, national and regional levels but perhaps not sufficiently promoted or easy to access.

4.
**SOCIAL ENTERPRISES AND
EXPERIENCES IN EMILIA-ROMAGNA**

**EMILIA-ROMAGNA:
PEOPLE AND ENTERPRISES
MAKE IT SOCIAL**

ALIANTE

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aliente
COOPERATIVA SOCIALE

TYPE OF ORGANIZATION

Social Cooperative type A and B

AREA OF ACTIVITY

- Employment integration of disadvantaged people

PRODUCT AND SERVICES

Aliante collaborates with Municipalities and public bodies in the Province of Modena, within the integrated public and not-for-profit system, and provides services to public and private companies. It is in charge of organizing infant-toddler centres and nursery schools, sheltered housings for people with mental disabilities, residential, semi-residential facilities for minors, and proximity services for young people.

Aliante belongs to the regional register of the Environmental Operators of Emilia-Romagna of manual and mechanical street cleaning, waste collection and transportation and management of small dumping grounds. In this field, the cooperative works for the employment integration of disadvantaged groups by involving them in cleaning and sanitation, environmental hygiene, maintenance of green areas, janitor services.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The management of Aliante innovates its services by introducing forms of controlled collaboration with the for-profit sector. It presently has 16 active agreements with companies in the province of Modena - among which is Ferrari S.p.A. - for a total annual turnover of about 500,000 euros (2018). 27 disabled persons work within the framework of these agreements. The impact on the growth of the cooperative is also significant both in terms of quantity and quality, as the activities and services required by companies often demand high standards. Aliante is a founding shareholder of the Association of socially responsible enterprises of Modena.



ARCA DI NOÈ

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TYPE OF ORGANIZATION

Social Cooperative type B and A

AREA OF ACTIVITY

- Social and employment integration of migrants

PRODUCT AND SERVICES

Arca di Noè manages a number of reception facilities for people seeking international protection. It works on projects for the integration and independence of the persons involved. In addition, the cooperative provides legal support services to applicants for international protection, and organizes Italian language courses, psychological support, guidance to training.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

In 2001 Arca di Noè was set up as a type B social cooperative with a method for the preparation for employment of disadvantaged groups of people; in 2006 it became a type A+B social cooperative with the organization and management of social - educational services. Arca di Noè is a member of Consorzio l'Arcolaio and this represents an important achievement. Through this membership, it has added new personal care services and presents therefore a greater service differentiation and more synergies with other players.



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TYPE OF ORGANIZATION

Social cooperative type A

AREA OF ACTIVITY

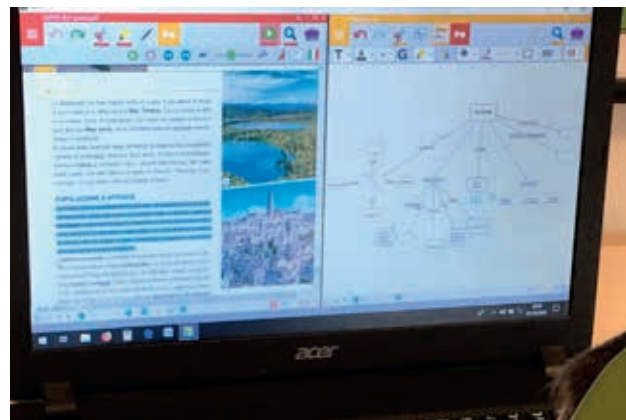
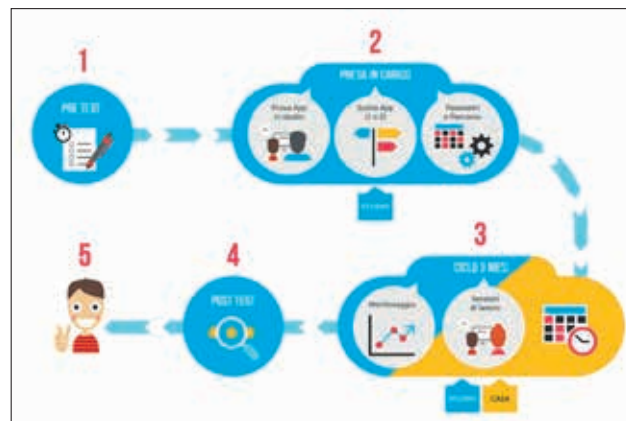
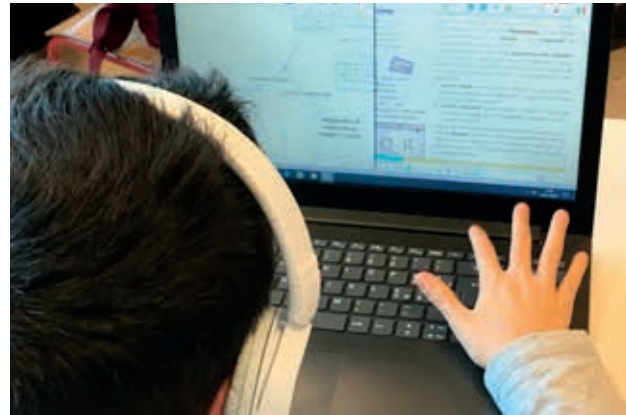
- Educational poverty and training
- Specific Learning Disabilities (SLDs) and Specific Language Impairment (SLI)
- Digital Social Innovation

PRODUCT AND SERVICES

Anastasis is the only Italian information technology company that deals exclusively with learning disabilities, with products and services (even online) for rehabilitation, school, learning and training and with special softwares for dyslexia. It created a rehabilitation treatment for Specific Learning Disabilities (SLDs) and Specific Language Impairment (SLI) in order to support young people in their educational paths. Through the RIDInet platform, Anastasis offers an intuitive online interface for SLDs (RIDInet): various paths are available and are presented in the form of independent applications - called APPs - and are customizable.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The ideas and the design of the products come from the close collaboration between the cooperative and a vast network of scientific partners that include universities, research centres, neuropsychologists, neuropsychiatrists, psychologists, speech therapists and rehabilitation professionals. The Apps of the RIDInet platform are developed according to rehabilitation protocols, they are ready to use and can be prepared/customized by the specialist depending on the characteristics and potentials of the young patients.



ÀNCORA

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TYPE OF ORGANIZATION

Social cooperative type A

AREA OF ACTIVITY

- Support for disabled persons and disadvantaged minors
- Active and healthy ageing

PRODUCT AND SERVICES

Àncora is an important cooperative company which operates not just in Emilia-Romagna but also in other provinces and regions of Italy (Lombardy, Veneto, Friuli Venezia Giulia, Lazio e Tuscany), where it provides assistance to over 7,000 beneficiaries. It organizes social, welfare, health and educational services for public and private entities, under the umbrella of the regional accreditation system. It provides services in support of elderly, disabled, minors and disadvantaged people. The main care services are provided in residential and semi-residential facilities such as RSA (Nursing Homes), Sheltered Homes and Day Centres. The staff of Àncora in Emilia-Romagna now exceeds 2,000 persons with a wide range of professions ranging from educators to social workers, psychologists, entertainers, physiotherapists, nurses, doctors.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The cooperative's drive to innovation started thanks to the aggregation model offered by the BLU Consortium - of which it is the leader - which provided great opportunities for its growth and development. Àncora aims to consolidate its services and acquire outsourced services.



ANZIANI E NON SOLO

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TYPE OF ORGANIZATION

Social cooperative type A

AREA OF ACTIVITY

- Active and healthy ageing
- Employment and new skills
- Digital social innovation
- Social and employment integration of migrants

PRODUCT AND SERVICES

Anziani e non solo provides social planning and training services, through new technologies, to social welfare workers and family caregivers. It promotes the validation of skills, the transfer of good practices and the construction of national and European networks, such as EUROCARERS (European network supporting caregivers) and AGE PLATFORM (the European platform of social actors for the protection of elderly people rights). Moreover, it is a member of a territorial consortium of social cooperatives for the development of activities in partnership.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

Anziani e non solo contributes to raise the social and institutional awareness about healthy and active ageing. It introduces new models of relations between the public system and the individual/family, and facilitates the construction of new networks that fuel social innovation and involve new stakeholders. In the last few years, the cooperative has extended its area of activity to European networks and has carried out advocacy activities for new vulnerabilities and unrepresented social subjects (family caregivers), drafting legislative proposals in support of their rights.



CASA GIOIA

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TYPE OF ORGANIZATION

Social cooperative type A

AREA OF ACTIVITY

- Educational poverty and training
- Creation and implementation of science-based learning protocols Applied Behavior Analysis (ABA) for children and adults with cognitive disabilities and autism
- Employment and new skills

PRODUCT AND SERVICES

Casa Gioia is a technological start-up which works with children and adults with cognitive disabilities and autism. It uses innovation to promote lifelong learning and offers an educational approach that helps disabled persons to achieve autonomy. The cooperative develops and implements learning protocols based on the scientific principles of ABA (Applied Behaviour Analysis) combining disability and education with a scientific approach.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The cooperative works on the new scientific frontiers through the development of education and training methods that integrate ABA Applied Behaviour Analysis and VBA Verbal Behaviour Analysis. Casa Gioia technological innovation is linked to the use of scientific methods for disabled adults (a target group not much



CAVAREI

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TYPE OF ORGANIZATION

Social cooperative type A and B

AREA OF ACTIVITY

- Employment integration of disadvantaged people
- Innovation in living, design for all and introduction of home automation technologies for disadvantaged people

PRODUCT AND SERVICES

Cavarei manages residential social rehabilitation, day care and social and occupational centres for disabilities and mental health. It provides training services and services for the employment integration of disabled people. To this aim, it manages a printing and graphics centre, a handicraft workshop of household objects and materials for ceremonies (party favours, invitations, centrepieces, booklets), and coordinates a laboratory with laser and 3D cutting machine. This laboratory works in support of the shop and the printing centre.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The innovation potential of CavaRei lies in the way services are created, in the use of new technologies (graphics, laser cutting, 3D printing, Snoezelen room) and in its governance which involves all member representatives, including the funding members who are represented by a private company in the high-tech



CEFAL EMILIA ROMAGNA

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TYPE OF ORGANIZATION

Cooperative enterprise

AREA OF ACTIVITY

- Employment integration of disadvantaged people and new skills
- Corporate Social Innovation

PRODUCT AND SERVICES

Cefal ER is active in three macro areas of activities: education, business and reception of asylum seekers. The services provided within these fields range from vocational training for young employment seekers and for unemployed or at risk of unemployment adults, to social inclusion of vulnerable persons as convicts, trafficked women, homeless, migrants.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

Cefal ER has grown consistently in the past 25 years. Services such as education of young people, job inclusion of disadvantaged individuals and reception of asylum seekers are still central even if the ways in which they are delivered have changed. Today, Cefal ER works on experimental innovative activities like the restaurant Le Torri in Bologna, which is managed by teachers and students.

The main partners of Cefal ER are the Emilia-Romagna Regional administration (in the provision of vocational training programmes) and ASP - the regional public body for services -, and prefectural police departments in the reception of refugees and their employment integration. In this field Cefal ER cooperates with voluntary associations and for-profit companies.



CENTO FIORI

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TYPE OF ORGANIZATION

Social cooperative type A and B

AREA OF ACTIVITY

- Social re-integration of people with addictions
- Employment integration of disadvantaged people
- Social and employment integration of migrants

PRODUCT AND SERVICES

Alongside the therapeutic recovery of people with addictions, Cento Fiori organizes working activities with disadvantaged people, such as: handmade bookbinding, press centre, plant nursery, and sporting activities like fishing, horse-riding. It manages day centres, diagnosis centres and co-housing facilities. Moreover, Cento Fiori promotes the “Circolando” project aimed to prevent the risks deriving from the use/abuse of alcohol and psychoactive substances. Since 2011, the cooperative has taken over the management of the Extraordinary Reception Centres (CAS) and of two SPRAR (Protection System for Asylum Seekers and Refugees).

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The cooperative works with the local public bodies and the Local Health Authority in designing and producing services, which increasingly try to respond to users' needs at reduced costs. Cento Fiori is considering to implement “low threshold” interventions for persons in extreme difficulty situations (such as homeless, drug addicted, migrants).



CIDAS

Province: Ferrara
Foundation year: 1979
Staff: over 250
Contact: Cristiano Capisani
email: cidas@cidas.coop
website: www.cidas.coop



TYPE OF ORGANIZATION

Social cooperative type A and B

AREA OF ACTIVITY

- Social and employment integration of disadvantaged people
- Reception and integration of migrant workers
- Education poverty and training
- Active and healthy aging
- Urban regeneration

PRODUCT AND SERVICES

CIDAS delivers customized individual services for the employment of disadvantaged people. It provides social and health services for elderly and disabled people, educational activities for children and adolescents and medical transport. It organizes services aimed at the reception and integration of migrants, social mediation and labour inclusion. In addition, CIDAS has a counselling service for local public bodies concerning the procedures that must be adopted for users with specific needs (for example migrants).

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

CIDAS has recently completed a merger process with Camelot, a social cooperative whose core mission was the social and employment integration of migrants. The merger allows CIDAS to extend its areas of interest and intervention. With more than 1500 employees who have complementary experiences and services, CIDAS is generating new methods and operational synergies, and is defining new development goals in the design of services for groups of user and for public and private entities.



CONSORZIO KARABAK 9 - FILONIDO

Province: Bologna
Foundation year: 2004
Staff: see "Società Dolce"
Contact: Caterina Segata
email: caterina.segata@societadolce.it
website: www.societadolce.it/nidi



TYPE OF ORGANIZATION

Consortium of social cooperatives (A and B)

AREA OF ACTIVITY

- Corporate Social Innovation
- Inclusive and innovative education

PRODUCT AND SERVICES

Conorzio Karabak 9 was created in 2004 and is composed of 5 cooperatives: Società Dolce, Manutencoop, Camst, Cadiai and Eta Beta. It acts as the entrepreneurial tool, that can put in operation the cooperation between the public administration and social cooperatives, through public/private project financing. Since 2009, each member of the consortium has contributed in the provision of services for the management of the Filonido day care centre.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

Filonido was created with the aim to design, construct and manage an inter-institutional and inter-company infant-toddler day care centre. Some of the places in day care are reserved for the children of the people working in the Emilia-Romagna Regional Administration, the Municipality of Bologna, Unipol, Hera and Legacoop. The project is in continuous evolution to better meet the needs of the families and their children and to innovate the services it provides.



CONSORZIO SOLIDARIETÀ SOCIALE

Province: Forlì
Foundation year: 1985
Staff: 10-50
Contact: Caterina Vestito
email: caterina.vestito@cssforli.it
website: www.cssforli.it

TYPE OF ORGANIZATION

Consortium of 5 social cooperatives and 2 voluntary organizations

AREA OF ACTIVITY

- Active and healthy ageing
- Social and employment integration of disadvantaged people and migrants
- Digital Social Innovation

PRODUCT AND SERVICES

The Consorzio Solidarietà Sociale is a network of social cooperatives and organizations, strongly rooted in its territory. It carries out service planning, general contracting, administration, human resource selection and communication for the consortium network. The member cooperatives are ISO 9001 certified.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The strategy of the consortium consists in creating a system of services and products in the perspective of mutual exchange within the network. The consortium takes care of communication and marketing strategies of behalf of the associate organizations and carries out activities aimed at involving for-profit companies in corporate welfare projects.



COOPSELIOS

Province: Reggio Emilia

Foundation year: 1984

Staff: over 250

Contact: Gianni Calabrese

email: direzione@coopselios.com • presidenza@coopselios.com

website: www.coopselios.com



TYPE OF ORGANIZATION

Social cooperative type A

AREA OF ACTIVITY

- Social and health care services
- Educational poverty and training
- Active and healthy ageing
- Innovation in living, design for all, home automation technologies for disadvantaged people

PRODUCT AND SERVICES

With more than 3,000 employees, Coopselios organizes residential facilities and day centres for elderly people, rehabilitation centres for disabled groups, nurseries and kindergartens for children, social education community centres for minors and Psychiatric Healthcare Residences. In addition, it provides home care and mini accommodation residential services for Municipalities.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The international scenario is becoming increasingly important for the business strategy of Coopselios. The cooperative carries out an ambitious educational project called "The Early Childhood Educational Programme" (ECEP) in cooperation with the Family Development Foundation, a non-profit governmental organization based in the Emirate of Abu Dhabi. The foundation aims to support the central function of the family in the Emirate's society by promoting the essential role of women for the country social and economic progress. The collaboration consists in designing and implementing an inclusive pre-school education system in the United Arab Emirates.



DIMORA D'ABRAMO

Province: Reggio Emilia

Foundation year: 1988

Staff: 100-200

Contact: Luigi Codeluppi

email: presidenza@dimoradabramo.it

website: www.consorziromero.org/dimora_abramo.html

TYPE OF ORGANIZATION

Social Cooperative type A

AREA OF ACTIVITY

- Social and employment integration of disadvantaged people and migrants

PRODUCT AND SERVICES

Dimora D'Abramo designs and organizes services for migrants and asylum seekers, such as reception, basic education and cultural mediation. Initially, the cooperative services were aimed to meet the essential needs for subsistence of the applying persons. Nowadays, the services it offers are diversified and range from reception and guidance for migrants, to care and support for young persons and for families experiencing difficulties. It works as a language, cultural and intercultural mediator in the social, educational and health care fields in the cities of Reggio Emilia and Parma.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The increase in the number of services over the last few years, has required economic investments in new premises, co-housing facilities and spaces for extra reception of migrants. The development of the cooperative has even stimulated the professional growth of employees and the selection of new human resources.



GULLIVER

Province: Modena

Foundation year: 1997

Staff: over 250

Contact: Massimo Ascari, Alessia Bellino

email: info@gulliver.mo.it

website: www.gulliver.mo.it



TYPE OF ORGANIZATION

Social cooperative type A

AREA OF ACTIVITY

- Personal health and social care services, educational services
- Private assistance, health, and household service
- Intercultural and social mediation

PRODUCT AND SERVICES

With more than 1000 employees, Gulliver designs and manages social and educational services. It develops consistent services models targeted to social needs affecting the different stages of people's life cycle. The design solutions are based on the promotion of individual autonomy in their social context of belonging, according to the principles of listening, sharing, hospitality and empathy. The cooperative operates in five areas: elderly, educational system 0-6, school support for minors, disability and social transportation; social support and integration (such as services for mental health and addictions, job placement, social help desk, intercultural and social mediation, assistance for abused women and abandoned minors).

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

Gulliver cooperates with the Public Administrations in the design of personal care services. After twenty-years of activity, thanks to the careful analysis of social-economic changes and of the emerging needs, the cooperative has adopted a multidisciplinary approach, both for the internal exchange of different skills and for the external hybridization of actors and stakeholders, with the objective to provide efficient and effective services.



FAMILY 360 PROJECT

Contact: Alessia Bellino

email: alessia.bellino@gulliver.mo.it

"Family 360" is a joint project carried out by Gulliver social cooperative, Gulliver private clinic and Coopernico social cooperative. It started in 2015 and aims to promote the offer of personal health and social care services by delivering private assistance to families, and providing a qualified and immediate response to household needs. The final objective of Family 360 is to establish an integrated network of services that can be activated from a one-stop-point, avoiding long researches, and intercepting family needs at 360 degrees.



GRUPPO SCUOLA

Province: Parma

Foundation year: 2014

Staff: 20-30

Contact: Alessandro Catellani

email: a.catellani@grupposcuola.it

website: www.grupposcuola.it



GRUPPO SCUOLA
EDUCHIAMO AL FUTURO

TYPE OF ORGANIZATION

Social Cooperative type A

AREA OF ACTIVITY

- Education, training, innovative teaching
- Social and technological innovation, generative and community welfare

PRODUCT AND SERVICES

Gruppo Scuola provides socio-educational and training activities for children, adolescents, adults, informal groups, educators and teachers, institutions and citizens. In particular, the cooperative provides social and educational activities in extra-school areas (youth and educational centres) for minors; contrast to school drop-out through experiential workshops and individual paths; rehabilitation of disabled people for the acquisition of skills and autonomy (equestrian rehabilitation, socio-occupational laboratories); individual and family counselling; training courses (workshops, seminars etc.) and entrepreneurship and employment assistance for young job-seekers (co-working, fab labs, incubators).

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

Gruppo Scuola was established in 2004 stemming from the thirty-year experience of the "Gruppo Scuola Association" of Martorano, a popular neighbourhood in the outskirts of Parma. Starting from the main needs identified in that area, the group began to promote social and cultural enhancement through popular schools, literacy courses and educational support. In 2012 Gruppo Scuola social cooperative merged with Ippovalli social cooperative, including in its educational-oriented mission the equestrian rehabilitation for disabled people. Nowadays the cooperative, together with Gruppo Scuola Association and the Municipality of Parma, manages the innovative and community project On/Off. Moreover, it focuses on the promotion of the centre for learning and skills development and on the creation of an innovative start-up with social vocation, as a result of a hybridization process between profit and non-profit organizations.



IL BETTOLINO

Province: Reggio Emilia
Foundation year: 1989
Staff: 50-100
Contact: Francesca Benelli
email: presidenza@ilbettolino.it
website: www.ilbettolino.it

TYPE OF ORGANIZATION

Social cooperative type B and A

AREA OF ACTIVITY

- Social agriculture
- Employment integration of disadvantaged people and new skills

PRODUCT AND SERVICES

Il Bettolino social cooperative produces organic basil and other aromatic herbs. It owns 5,000 square meters of greenhouses located in the inter-municipal dumping ground of Novellara (Reggio Emilia), where basil is produced using the floating system, a crop system which does not use soil as its medium but water. Its products are sold on the private market with the brand "Amici in campo" and, thanks to the agreements with the Municipal Administrations of the Bassa Reggiana area, it promotes the social and employment integration of disadvantaged people.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

In 2012, Il Bettolino began to focus on organic farming, a sector which is not yet largely developed in Italy. This led to a strategic change in the production methods that required a change in the basil greenhouses. The choice of organic farming was not only motivated by increased awareness towards this sector but above all, by the desire to create a healthier environment for its workers. With its products, Il Bettolino entered the distribution chains where no cooperatives had previously ventured. Moreover, through the indoor production of organic basil and aromatic herbs, Il Bettolino creates a circular economy process.



IL GERMOGLIO

Province: Ferrara
Foundation year: 1991
Staff: 100-250
Contact: Carla Berti
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website: www.ilgermoglio.fe.it



TYPE OF ORGANIZATION

Social cooperative type A and B

AREA OF ACTIVITY

- Employment integration of disadvantaged people
- Sustainable mobility in cities and urban environments
- Innovation in living, design for all and introduction of home automation technologies for disadvantaged people

PRODUCT AND SERVICES

Il Germoglio is active in the design and implementation of educational projects for children and adolescents in the area of Ferrara. It mainly deals with disadvantaged persons and provides services aimed to their employment integration as a mean to achieve dignity. Since 2005, the cooperative has a multiple social purpose, which consists in the start-up of productive activities aimed to labour integration of disadvantaged groups. Since 2010, the cooperative has obtained ISO 9001 quality certification and has updated and innovated its quality policy year by year. Il Germoglio is involved in recovery/recycling reuse of bicycles or scrap for the creation of functional and environmentally friendly bicycles (Ri-ciclette project). Thanks to this project, it designs and organizes an activity that is an instrument of solidarity and social growth and promotes environmentally-friendly actions to reduce waste (recovery-recycling-reuse).

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The cooperative responds to the need for "social inclusion" of disadvantaged people and at the same time offers an opportunity of sustainable mobility to the whole community (citizens, associations and local institutions), creating a virtuous circle. Il Germoglio is committed to reduce the environmental impact, through sustainable development, with the use of renewable energy, reduced consumption, recycling of waste, both internally and with partners. After 10 years the Ri-ciclette project has become deeply rooted in the territory.



IL GIRASOLE

Province: Reggio Emilia
Foundation year: 1977
Staff: 10-50
Contact: Mirko Baccarani
email: info@coopgirasole.it
website: www.coopgirasole.it



TYPE OF ORGANIZATION

Social cooperative type B

AREA OF ACTIVITY

- Employment integration of disadvantaged people

PRODUCT AND SERVICES

Il Girasole designs and implements projects with the objective to actively involve disabled and disadvantaged people with a special focus on solidarity, reception and professional training. Il Girasole provides corporate catering and banqueting for weddings, ceremonies and lunch meals, and produces organic honey and organic flour. It proposes menus which include local zero-food-mile products and involves disabled individuals in all its activities.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

Over the years, the cooperative has promoted various activities involving disabled people: knitting, painting on canvas, linen making, assembly of plastic and electrical components, opening and management of the Maki Pub (until February 2017) and the Mente Dolce patisserie (until December 2014), both located in Reggio Emilia and run by disabled people. Since 2007, Il Girasole has gradually specialized in the field of catering enhancing the skills and expertise of some of its members. It is still working on this aspect in order to provide more and



KARA BOBOWSKI

Province: Forlì-Cesena
Foundation year: 1992
Staff: 35
Contact: Franca Soglia
email: amministrazione@karabobowski.org
website: www.karabobowski.org



TYPE OF ORGANIZATION

Social cooperative type A

AREA OF ACTIVITY

- Educational, recreational, training and employment integration services for minors and people with disabilities
- Implementation of environmental, tourist and cultural offer of the territory

PRODUCT AND SERVICES

Kara Bobowski is in charge of the management of social rehabilitation centres and communities for families in fragile conditions and promotes volunteer work and active citizenship. The cooperative mainly operates in the territory of the Mountain Community "Acquacheta", in the province of Forlì Cesena. Besides the services for people with disabilities, Kara Bobowski contributes to launch additional services for children, such as information centres, which also function as aggregation centres. Moreover, it established, in collaboration with the Cooperative Sadurano, a new type B Cooperative called "Green Embrace" which operates in social tourism and employs disadvantaged young people. Since 1997, Kara Bobowski promotes initiatives in the framework of the main European programmes addressing young people.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The cooperative innovates and extends the range of its services thanks to the input received from transnational projects and the use of European platforms. It requested the VET Mobility Charter to define an internationalization strategy and enhance its skills. In the future, it intends to further promote the transnational mobility of young people with special needs in order to support their integration in the labour market. It has obtained the Quality Management System Certification according to UNI EN ISO 9001:2008.



KILOWATT

Province: Bologna
Foundation year: 2014
Staff: 10-50
Contact: Samantha Musarò
email: info@kilowatt.bo.it
website: <https://kilowatt.bo.it/>



TYPE OF ORGANIZATION

Cooperative enterprise, start-up

AREA OF ACTIVITY

- Employment and development of new skills
- Educational poverty and training

PRODUCT AND SERVICES

Kilowatt is an enterprise with an open, hybrid and collaborative social vocation. It is a working cooperative founded in 2014 located in the site of the old public Greenery of the City of Bologna (Serre dei Giardini Margherita), where it uses the spaces of the old conservatory to develop projects for the production and commercialization of innovative services. It works on the consolidation and business projects with a potentially positive impact on the environment and on the promotion of social innovation and creative industry.

It mainly operates in three areas: consulting on training and planning services through community engagement to make urban regeneration and social innovation, communication, ranging from brand strategy to video production and experimentation of new educational and welfare models. In this sense, it runs VETRO (vegetarian and organic restaurant), KwBaby (experimental educational service from 0-6 years in co-design with the Municipality of Bologna), and a co-working space.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

In the area of the Serre dei Giardini Margherita, work and play time merge into a broader search for well-being. The interest and the study of horizontal organizational models is one of the central objectives of development of Kilowatt, which aims to become an organization based on a widespread leadership.



LA CITTÀ VERDE

Province: Bologna
Foundation year: 1991
Staff: 100-250
Contact: Giorgio Rosso
email: giorgio.rosso@lacittaverde.coop
website: <http://lacittaverde.coop/>

COOPERATIVA SOCIALE
la Città Verde



TYPE OF ORGANIZATION

Social cooperative type B and A

AREA OF ACTIVITY

- Employment integration of disadvantaged people
- Social agriculture
- Maintenance of public green areas, waste treatment and street furniture

PRODUCT AND SERVICES

La Città Verde provides quality products and services at fair prices for the maintenance and care of green areas, waste management and recycling, maintenance of street furniture and social agriculture. At the same time, it creates job opportunities, employment, social relations and integration, especially for people in need.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The constant increase in the value of production over the years has been a necessary pre-condition for continuously increasing the employment levels, even in years of economic downturn, and reinvesting capital in vehicles, equipment and design, thus strengthening the overall structure of the cooperative. Since 2016, La Città Verde manages an innovative composting plant, which transforms waste into secondary raw materials generating a circular economy process.



LAI MOMO

Province: Bologna
Foundation year: 1995
Staff: 50-100
Contact: Andrea Marchesini Reggiani
email: a.marchesini@africaemediterraneo.it
website: www.laimomo.it



TYPE OF ORGANIZATION

Social cooperative type A and B

AREA OF ACTIVITY

- Social and employment integration of migrants and disadvantaged people
- Empowerment and development of new skills
- Social communication, intercultural education

PRODUCT AND SERVICES

Lai Momo takes care of migrants' Info Points which provides advice on the right of residence, organizes Italian language courses, draws up reports and dossiers. Since 2011, Lai Momo has provided services to asylum-seekers and those under international protection, such as managing ERF projects (European Refugee Fund) and the "Centro Mattei" Regional Hub, together with other cooperatives and associations, and 31 extraordinary reception centres. Lai Momo is the publishing house for the Africa e Mediterraneo magazine and organises communication campaigns.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

Through its partnership with the Ethical Fashion Initiative (United Nations) and the creation of the social enterprises La Cartiera - that produces fashion accessories in collaboration with major brands - Lai Momo is focusing its activities on the social and employment integration of migrants and refugees.



foto © Francesco Guidicini



LA LANTERNA DI DIOGENE

Province: Modena
Foundation year: 2003
Staff: 10-50
Contact: Giovanni Cuocci
email: info@lalanternadidiogene.org
website: www.lalanternadidiogene.org



TYPE OF ORGANIZATION

Social cooperative type A and B

AREA OF ACTIVITY

- Employment integration of disadvantaged people and new skills

PRODUCT AND SERVICES

La Lanterna di Diogene was created with the objective to facilitate the access to the labour market of young people suffering from down syndrome, psychosis and cerebral palsy. The main activities carried out are: cattle breeding, cultivation of vegetables and fruit trees, vineyard care for the production of Modena traditional balsamic vinegar and wine. Products are offered to the customers of the tavern inaugurated in 2006.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The initial idea was to set up a business activity where people with disabilities could work and cooperate in the organization. The founders of Lanterna di Diogene were fascinated by the idea of cultivating the land, breeding animals, then process and transform the products in order to offer special, local dishes in the tavern. The simple and genuine cuisine is typical of the Emilia area with traditional and almost forgotten flavours.



LA VALLE DEI CAVALIERI

Province: Reggio Emilia

Foundation year: 1991

Staff: 10-50

Contact: Oreste Torri

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website: <https://valledeicavalieri.it>



TYPE OF ORGANIZATION

Community cooperative

AREA OF ACTIVITY

- Services for the inhabitants of Succiso Alp (Reggio Emilia)
- Tourism
- Employment integration of disadvantaged people

PRODUCT AND SERVICES

La Valle dei Cavalieri is a community cooperative that offers aggregation activities for the local community and tourism services. It manages a bar, a minimarket, a restaurant and a holiday farm in a mountain area (Alpe di Succiso) and provides transportation services for local students. Thanks to the breeding of sheep, it produces sheep milk and ricotta cheese. Over the years, the cooperative has extended its accommodation facility from 18 to 45 beds. This was possible through the renovation of the rectory area - which had been closed for over 10 years - and turning it into guestrooms.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The cooperative is part of a business network called P.A.T. (Parco Appennino Turismo), which involves 15 entities of the mountain area, with the aim of promoting the territory as a whole, offering tourist packages. The network intends to overcome the classic tourist concept and involve tourists visiting the Apennines in a deeper journey into their traditions and culture and at the same time keeping alive the Succiso area.



NEW HORIZON

Province: Rimini

Foundation year: 1995

Staff: 50-100

Contact: Carlo Urbinati

email: info@cooperativanewhorizon.it

website: www.cooperativanewhorizon.it



TYPE OF ORGANIZATION

Social cooperative type B

AREA OF ACTIVITY

- Employment and development of new skills
- Social and employment integration of migrants and disadvantaged people
- Digital Social Innovation

PRODUCT AND SERVICES

New Horizon is a multi-service cooperative that works for the labour integration of disadvantaged groups and prevalently operates in information technology and in providing services to the person. The services it provides are industrial cleaning, data entry, component assembly, library and museum services, switchboard and concierge management, parking management, warehouse management, conference transcription, e-mail management, communication, website creation, creation and management of corporate social profiles and administrative services.

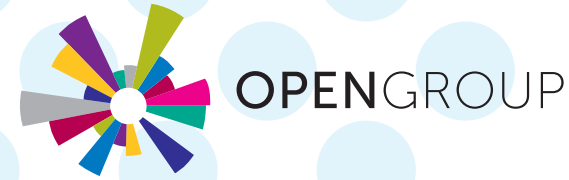
LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

Created with the main purpose of working in the information technology sector, the cooperative has over the years widened its field of operation in order to face the increasing need of labour integration for disadvantaged people. It has therefore increased the range of the services it offers, at the same time consolidating its traditional activities. Moreover, it has been able to keep a good balance between its entrepreneurial and its social aims. The cooperative has always paid great attention to the innovations required to compete in an increasingly large market. It has increased its services both quantitatively and qualitatively and developed sectors such as environmental hygiene and communication.



OPEN GROUP

Province: Bologna
Foundation year: 2014
Staff: over 250
Contact: Caterina Pozzi
email: caterina.pozzi@opengroup.eu
website: www.opengroup.eu



TYPE OF ORGANIZATION

Social cooperative type B and A

AREA OF ACTIVITY

- Social and employment integration of migrants and disadvantaged people
- Educational poverty and training
- Vulnerabilities: disabilities and addictions
- Social communication and intercultural education

PRODUCT AND SERVICES

Open Group is a multi-sector cooperative which operates in the social and educational fields, in the management of cultural assets, as well as in communication and information. It promotes the social and labour integration of disadvantaged people and of people with disabilities by promoting their non-dependency in various production activities. Among these it is worth to mention Splendor Social Laundry and Multiservizi which includes cleaning activities, maintenance of green areas, transportation and delivery services. Open Group is also in charge of Demetra Social Bike, the special workshop for the repair and sale of bicycles, entirely run by ex-drug and alcohol addicted persons. Finally, the cooperative operates as a communication agency and manages a radio broadcasting station (Radio Città del Capo).

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

Open Group combines its knowhow in the educational field and experience with disabled people with digital development, a feature which, together with communication, cuts across all its productive units. Besides its involvement in media, Open Group has an internal communication agency of its own. It is a complex organization with 640 employees and a multiplicity of professional knowledge and skills.



PROGES

Province: Parma
Foundation year: 1994
Staff: over 250
Contact: Giancarlo Anghinolfi, Francesco Altieri
email: Giancarlo.Anghinolfi@proges.it • Francesco.Altieri@proges.it
website: www.proges.it



TYPE OF ORGANIZATION

Social cooperative type A

AREA OF ACTIVITY

- Personal care services, educational services, mental health.
- Active and healthy ageing

PRODUCT AND SERVICES

With its 3142 members/employees all over the world, Proges is a leading national company providing social services. It delivers educational services (pre-nursery and early childhood, educational communities and assistance to disabled people) and health services through residential and home care and within daytime centres, rehabilitation departments and hospices. It provides services to over 8600 families throughout Northern Italy, in particular in Turin, Milan, Trento, Piacenza, Parma and abroad. Proges has constantly pursued advanced and innovative forms of management and both public and private partnerships such as projects and mixed companies.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The desire to enhance internal skills and resources was the driver that led Proges to experiment in the internationalization of its services (China and Belgium). The cooperative has tried to understand the public welfare needs and respond accordingly and has identified foreign market segments where to apply its expertise. Starting from 2014, a new phase in the life of the company has begun, which has increasingly focused on the internationalization of services and the aggregation of other entities.



SOCIETÀ DOLCE

Province: Bologna
Foundation year: 1988
Staff: over 250
Contact: Pietro Segata
email: pietro.segata@societadolce.it
website: www.societadolce.it



TYPE OF ORGANIZATION

Social cooperative type A

AREA OF ACTIVITY

- Personal care services for children, minors, elderly and disabled people
- Active and healthy ageing
- Social and employment integration of migrants

PRODUCT AND SERVICES

With its 3,300 employees, Società Dolce offers personal and healthcare services to its beneficiaries. The main services provided are: care for children, through the management of infant-toddler centres, nursery schools and educational services in the 0-6 age group; care for elderly and disabled through the management of residential and semi-residential facilities and home care; care for minors, through support at school for disabled students and additional social-educational services; fragility and reception services, through the management of accommodation facilities for homeless and migrants.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

Società Dolce launched the project "Ali per il futuro" (Wings for the future) with the aim of combating educational poverty and setting up a personalized support for families with children who live in extreme poverty conditions. The cooperative is exploring new markets and is working on the provision of increasingly competitive services tailored to the particular needs of the beneficiaries. This development strategy requires high-level professionals who must be hired from the for-profit sector.



"FREEGILE" SOCIAL INNOVATION CENTRE

Contact: Pietro Ravagli
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Società Dolce collaborated for six months with the Industrial Product Design Department of the University of Bologna (coordinated by Prof. Flaviano Celaschi) with the objective to promote the exchange and integration between industrial and service design. The partnership involved 38 students and several for profit companies that carried out the research and test activities within classrooms and homes for elderly and disabled people, and produced targeted innovative devices for particular needs. From the collaboration the "Freegile" Social Innovation Centre was conceived - an innovation hub where it is possible to collect case histories and promote hybridization between different skills. Feegile's mission is to identify silent needs and experiment solutions through the collaboration between Società Dolce, enterprises, start-ups, and the research system in order to test new technologies and processes on the field.

CONSORZIO SIC

Province: Bologna
Foundation year: 1994
Staff: 100-200
Contact: Francesco Tonelli
email: info@consorziosic.it
website: www.consorziosic.it

TYPE OF ORGANIZATION

Consortium of 16 social cooperatives type A, B, A+B, B+A

AREA OF ACTIVITY

- Employment integration of disadvantaged people
- Urban regeneration

PRODUCT AND SERVICES

SIC Consortium is composed by 16 cooperatives of type A+B, B+A, some type B cooperatives and only one type A cooperative. It provides social and educational services to disadvantaged groups of people by involving them in the following activities: maintenance of green areas, cleaning and sanitation of offices and working spaces, cemetery services.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The consortium intends to focus on employment with the promotion of inter-cooperative training activities for employment support and ad hoc training courses. SIC is also interested in the issue of migration. In particular, the consortium works on social and employment integration of migrants in the period following their first reception.



ZEROCENTO

Province: Ravenna
Foundation year: 1986
Staff: over 250
Contact: Arianna Marchi
email: zerocento@zerocento.coop
website: www.zerocento.coop



TYPE OF ORGANIZATION

Social cooperative type A

AREA OF ACTIVITY

- Childhood (0-6)
- Educational poverty and training
- Active and healthy ageing
- Mental health and disability
- Social and employment integration of migrants

PRODUCT AND SERVICES

The services provided by the cooperative cover all phases of a person's life, with a special focus on the 0-6 age group. Zerocento opened two facilities for non-accompanied foreign minors and two housing premises for asylum seekers in Faenza while housing solutions for asylum seekers are being provided within already existing reception facilities in Cervia. The cooperative's third sector of activity concerns the elderly and disabled including disabled adults, although they are only a minor activity.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The rate of technological innovation and the need to keep up with the current times have led Zerocento to continuously improve its communication and start processes for the digitalization of educational activities. Starting from the concept that improvement can only take place with the contribution of all, the cooperative has created the Club of Ideas, a tool to collect proposals and ideas, thus creating a database of best ideas and practices. The cooperative has also implemented a virtual showcase for the online purchase of summer services for children.



VOLONTARIAMO

(ASVM - ASSOCIAZIONE SERVIZI PER IL VOLONTARIATO MODENA)

Province: Modena
Foundation year: 1995
Staff: 21
Contact: Andrea Bellani
email: andrea.bellani@volontariamo.it
website: www.volontariamo.it/csv-modena/



TYPE OF ORGANIZATION

Association

AREA OF ACTIVITY

- Support and promotion of volunteering
- Counselling, training and communication activities

PRODUCT AND SERVICES

Volontariamo is the association managing the Service Centre for volunteering of the province of Modena. The Service Centres for volunteering, regulated and financed by the National Laws 266/1991 and 106/2016, are agencies for the local development of responsible citizenship that aim to promote, support and develop volunteering, active citizenship and the culture of solidarity. Volontariamo collaborates with about 1500 third sector organizations and charities of the Province of Modena, that work on a wide range of topics. Moreover, it cooperates with other Service Centres for volunteering at regional and national levels, social and institutional networks, local authorities, schools, universities, employers associations, enterprises.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

Being deeply rooted in its territory Volontariamo, as well as all the Service Centers for volunteering, represents a point of reference for the volunteer organizations of Modena and contributes to promote the non-profit sector, facilitating its hybridization with other territorial actors such as for profit enterprises and public administrations.





CA' NOSTRA PROJECT

A NEW WELFARE MODEL CENTRED ON ELDERLY PEOPLE

Province: Modena

Partners: Volontariato (coordinator), with the support of the Welfare Department of the Municipality of Modena and Modena Cassa di Risparmio Foundation. It is promoted by the Local Health Agency of Modena (Ausl), the Third Sector Forum and local associations
Contact: Elisabetta Leonardi
email: elisabetta.leonardi@volontariato.it
website: www.volontariato.it/canostra/

AREA OF ACTIVITY

- Active and healthy ageing
- Innovation in living, cohousing for elderly

PRODUCT AND SERVICES

Experimental cohousing project for elderly people with cognitive deficits and problems of dementia. It is designed to be easily accessible for people with reduced mobility and to promote autonomy. Living spaces are as customized as possible.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The project combines an assisted living facility and the need for social life of the guests and their families. The co-housing innovative elements are in the cooperation between public institutions and the third sector, the synergy between family members, volunteers and specialized personnel in the management of the house and its guests. The project offers the possibility of using a low threshold service (for persons living in extreme difficulty) with a reduced cost of care for persons affected by dementia who require a sheltered housing facility. Ca' Nostra has a positive impact both in economic and social terms. In fact, it allows a saving of public and private family resources and creates employment opportunities (caregivers regularly employed by the Family Community). In terms of social impact, the community created by Ca' Nostra improves the behaviour of the guests and, as a consequence, their well-being, and that of their families/caregivers.

ANTI CRISI PROJECT

Province: Modena

Partners: Volontariato (coordinator), Unione Terre d'Argine, Carpi Cassa di Risparmio Foundation
Contact: Valeria Lodi
email: carpi@volontariato.it
website: www.volontariato.it/innovazione-sociale-welfare-di-comunita/

AREA OF ACTIVITY

- Contrast to poverty

PRODUCT AND SERVICES

The anti-crisis project anticipated the national and regional policies for income support and contrast to poverty. They respond to the need of local administrations to engage vulnerable groups (long term unemployed persons, and people with income support) in social utility programs. At the same time, they promote the responsibility of the beneficiary of financial support in undertaking actions to overcome his/her social and economic disadvantage through the valorization and empowerment of his/her professional and transversal skills.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The project contains objectives and practices that are inspiring the process of change of the welfare system and the current regional and national instruments to support the solidarity and social inclusion income.

ASP CITTÀ DI BOLOGNA

Province: Bologna

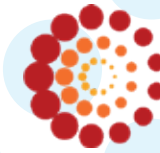
Foundation year: 2009

Staff: over 500

Contact: Luana Redalié

email: direzione@aspbologna.it

website: www.aspbologna.it



ASP CITTÀ DI BOLOGNA

Azienda pubblica di servizi alla persona

TYPE OF ORGANIZATION

Public Company for Services to the person

AREA OF ACTIVITY

- Urban regeneration
- Social inclusion of disadvantaged people
- Active and healthy ageing
- Social and employment integration of migrants

PRODUCT AND SERVICES

ASP Città di Bologna is a non-profit, public entity disciplined by the rules set by the Emilia-Romagna regional administration. It works under the auspices of the public law, and is autonomous in terms of management, statute, patrimonial asset and accounting. Its mission is to provide social and health services aimed to assist elderly, disabled and generally disadvantaged people. It also provides services in the fields of motherhood, childhood and adolescence.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

Thanks to its involvement in the SALUS SPACE project and through a participatory co-design process, ASP is creating an experimental site of urban regeneration and reception and integration of refugees.



SALUS SPACE PROJECT

Province: Bologna

Partners: Municipality of Bologna (coordinator), ACLI Bologna, Antoniano Onlus, ASP Città di Bologna, CIDAS soc. coop., Cantieri meticci Association, CEFAL Emilia-Romagna soc. coop., CIOFS FP Emilia-Romagna, CSAPSA soc.coop., Eta Beta soc. coop., ICIE Cooperative Institute for Innovation coop., IRS Institute for social research, Microfinanza Srl, Mondo Donna Association, Open Group soc. Coop., Società Dolce soc. coop., University of Bologna.

Contact: Luana Redalié

email: direzione@aspbologna.it

website: www.aspbologna.it

www.saluspace.eu



AREA OF ACTIVITY

- Urban regeneration
- Social and employment inclusion of migrants and refugees
- Participatory processes

PRODUCT AND SERVICES

The Salus Space project won the first European call of the U.I.A. Program (Urban Innovative Actions), chosen with 17 others among the 378 proposed. The overall objective of the project is to build a centre for hospitality, work and intercultural welfare and wellness. Through the regeneration of the abandoned site of the ex-hospital “Villa Salus” with a zero consumption of the territory, Salus Space aims to employ marginal and less advantaged people in the regeneration of the area. At the same time, professional training is being provided to them for the future management of the property and for the creation of business activities.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The intervention is based on a laboratory of social innovation and on a participatory co-design process, a strong imprint of generative and intercultural welfare and the constant monitoring and evaluation activities shared with citizens and stakeholders. Salus Space intends to define an innovative model of reception and integration, replicable in other European contexts. A maximum number of 100 people will be hosted. 80 individuals will be members of families in transitional housing and refugees or asylum seekers, 20 will be guests of the receptive activity.

AUT AUT MODENA ONLUS

Province: Modena

Foundation year: 2003

Staff: over 90 associated families

Contact: Erika Copelli

Phone: +39 059 4733571

website: www.autautmodena.it



TYPE OF ORGANIZATION

Association

AREA OF ACTIVITY

- Social and employment integration of disadvantaged people
- Support to caregivers

PRODUCT AND SERVICES

The association was established thanks to the initiative of families with autistic children, who shared the need to gain visibility in the public arena and overcome the gaps in the neuropsychiatry hospital department. The goal of the association is to help autistic children and young people to become as autonomous as possible, by creating opportunities for social and labour inclusion. In order to keep the founding values of AUT AUT alive, meetings, trips and excursions are organized in which young people can experiment independence (under the surveillance of therapists) and share views.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

Over the years, given the growing number of families in the association, the need emerged to launch a project focused on social and labour inclusion of assisted persons. Therefore, the association called “Il Tortellante” (from “tortello”, a traditional type of pasta in Emilia-Romagna) was launched. The proposal was made thanks to a cooking workshop that involved autistic teen-agers, belonging to the association, their grandmothers and therapists. The “Tortellante” project generated great interest among many local actors and paved the way for the creation of the project “Casa&Bottega”. Through the involvement in the “Casa&Bottega” project, 24 adolescents have the opportunity to work in a laboratory for making and selling fresh pasta, and to start the process of autonomy by living in assisted apartments.



IMPACT HUB

Province: Reggio Emilia

Foundation year: 2015

Staff: 0-10

Contact: Matteo Fornaciari

email: reggioemilia.info@impacthub.net

website: www.impacthubre.it

IMPACT
HUB

Reggio Emilia

TYPE OF ORGANIZATION

Cooperative enterprise

AREA OF ACTIVITY

- Co-working and open Innovation processes
- Urban regeneration
- Digital Social Innovation
- Social and employment integration of migrants

PRODUCT AND SERVICES

Impact Hub provides services such as workstations, offices, meeting rooms in co-working environments. It promotes open innovation processes, training courses for children and students, business support and acceleration programs. Thanks to these activities, it supports the creation of a community of professionals and companies for the co-design of products and services.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The activities of the cooperative have a strong innovative impact. They are designed to support and launch new entrepreneurs and new start-ups, and to develop open innovation processes in local companies. Impact Hub is member of an international network of 102 social innovation spaces and approximately 20,000 professionals around the world. It operates to create networks of professionals and companies in Reggio Emilia, working with various actors from the public sector to the cooperative world.



LA LUCCIOLA

Province: Modena

Foundation year: 1994

Staff: 10-50

Contact: Paolo Vaccari

email: info@lalucciola.org

website: www.lalucciola.org

La Lucciola
WE CARE. AND CURE.

TYPE OF ORGANIZATION

Association

AREA OF ACTIVITY

- Care and education of disabled children and adolescents

PRODUCT AND SERVICES

La Lucciola Association is a semi-residential centre for children and adolescents care with rehabilitation activities. The beneficiaries are children and adolescents age 3-18, with different neuro development deficits, who live in the province of Modena. The therapeutic activities are carried out with groups of children, and the techniques adopted are focused on the realization of functional tasks with a special attention to perspective of development (e.g. cooking workshop, green care, animal care, ...).

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The association activity is centered on some particularly innovative elements: the working method is based on groups composed by heterogeneous actors, the operational headquarters consist in a house surrounded by a large green and cultivated area, and the whole context is organized to encourage spontaneous initiatives. The activities and laboratories are linked to nature and daily life so that all the aspects of natural development are treated in the children's daily experience.



MYGRANTS

Province: Bologna
Foundation year: 2017
Staff: 0-10
Contact: Chris Richmond Nzi
email: chris@mygrants.it
website: www.mygrants.it



TYPE OF ORGANIZATION

Start up

AREA OF ACTIVITY

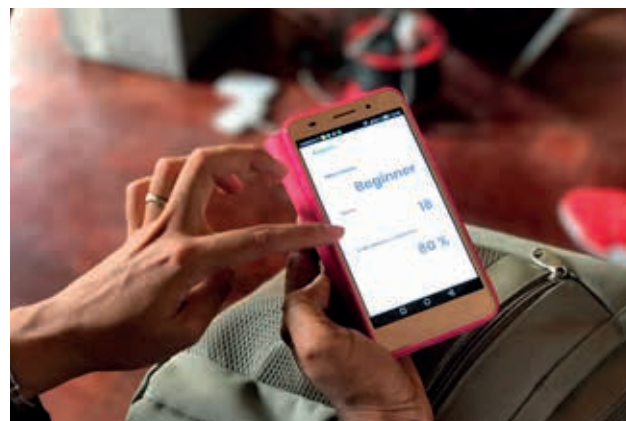
- Social and employment integration of migrants and new skills
- Educational poverty and training
- Digital Social Innovation

PRODUCT AND SERVICES

Mygrants is the first digital app that, through a series of progressive thematic quiz modules in three languages (Italian, French, English), provides migrants with the necessary information to raise awareness, involves and reactivates “dormant” individuals, delivers training activities and encourages the expression of hidden talents. By making all these resources available, the ambition is to help them achieve full employment in the labour market.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The teaching approach used by Mygrants has a highly innovative component linked to the use of an app-based technology for recruitment, training and finally the evaluation of the learners. The main innovative component of Mygrants is the measuring of the trainees' formal and informal skills, as objectively as possible, by creating homogeneous benchmarks and clusters for assessing the evidence, and by promoting the matching and interaction of the available human resources with the opportunities offered by the labour market.



NUOVO VILLAGGIO DEL FANCIULLO

Province: Ravenna
Foundation year: late 1960s
Staff: 50-100
Contact: Patrizio Lamonaca
email: direzione@villaggiofanciullo.org
website: www.villaggiofanciullo.org



www.villaggiofanciullo.org

TYPE OF ORGANIZATION

Foundation

AREA OF ACTIVITY

- Prevention, treatment and social reintegration of people with addictions
- Social and employment integration of migrants

PRODUCT AND SERVICES

The Foundation works as a recovery community, it assists people with addictions and promotes their social re-integration. Moreover, it is responsible for three communities for non-accompanied foreign minors. The Foundation is in charge of managing the premises in which it organizes its activities. “Villa Nina” is a centre for diagnostic, drug treatment and hosts the therapeutic Community, which is a healthcare facility accredited with the Emilia-Romagna Region. In addition, the Foundation is in charge of an apartment and three community centres for non-accompanied foreign minors and devotes part of its effort to social and employment integration of long-term unemployed persons.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The Foundation has a trained multi-disciplinary staff and is interested in establishing partnerships at European and International levels.



PORTA APERTA

Province: Modena
Foundation year: 1978
Staff: over 250
Contact: Alberto Caldana
email: info@portaapertamodena.it
website: www.portaapertamodena.it



TYPE OF ORGANIZATION

Association

AREA OF ACTIVITY

- Social and employment integration of disadvantaged people and migrants
- Education and training

PRODUCT AND SERVICES

With more than 600 volunteers, Porta Aperta carries out the following activities and services: organization of residential reception in agreement with the Municipality of Modena, re-use of furniture and clothing in agreement with Hera (the public utility and service company), management of a tailoring activity and vending shop, management of a Fair Trade Emporium and a pharmacy. The association organizes all these activities and services together with the City of Modena, the Local Health Authority, Hera, Federfarma and ANT.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

The association has relations with both public and private actors and its services are still current. Porta Aperta tries to keep up with social dynamics, to consolidate its scope of action and open new ways.



EMPORI SOLIDALI EMILIA ROMAGNA

Province: Emilia-Romagna
Foundation year: 2017
Staff: 740 volunteers
Contact: Angela Artusi
email: info@emporisolidaliemiliaromagna.it
website: www.emporisolidaliemiliaromagna.it



TYPE OF ORGANIZATION

Network

AREA OF ACTIVITY

- Contrast to poverty, in particular the "grey band" experiencing social and economic difficulties due to the economic crisis
- Promotion of sustainability

PRODUCT AND SERVICES

Empori Solidali Emilia Romagna network is composed by 22 solidarity emporiums already in place in Emilia-Romagna and 5 in the planning phase. The solidarity emporiums provide persons in extreme poverty with the possibility of shopping for basic commodities for a limited period, by using a budget of points associated to taxes. In 2018, 3776 families and 13603 people were helped. The objective of the network is to act as a credible interlocutor and facilitates the relations between the final beneficiaries and all the territorial stakeholders in order to achieve a truly community, generative and regenerative welfare. Support is received from the local government, donations of food and money from individuals and companies, and the activities of volunteers provide support to families who are experiencing economic and social difficulties.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

In October 2017, an enhancement protocol was signed with the Emilia-Romagna Region, ANCI (National Association of the Italian Municipalities) and CSV Emilia-Romagna (Service Centres for Volunteering). Such an agreement recognized the regional network of fair trade emporiums as a valiant partner for collaboration on Corporate Social Responsibility, involving different sectors: communication, marketing, human resources, logistics.



U-WATCH

Province: Ravenna
Foundation year: 2014
Staff: 0-10
Contact: Paolo Manetti
email: paolo.manetti@u-watch.org
website: www.u-watch.org



TYPE OF ORGANIZATION

Social entrepreneurial start up

AREA OF ACTIVITY

- Innovative digital systems for monitoring elderly people (especially Alzheimer patients)
- Active and healthy ageing

PRODUCT AND SERVICES

U-watch is a biomedical technologically advanced solution, which provides a custom remote monitoring service for the health of the person. Dedicated to elderly care within residential centres and at home, it is adopted within the framework of the Integrated Home Assistance (ADI), - a set of social and health services and interventions delivered to the patient directly by the public health system in cooperation with private actors (family members, caregivers) into her/his home. Thanks to the integrated GPS tracking, it activates emergency calls to certain numbers (118, family, neighbours), in case of need.

U-Watch is aimed to improve the daily management of non-self-sufficient persons.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

U-watch works with a normal telephone sim-card connected to a platform that transmits data in real time. The platform can interface most of the smart devices available on the market, therefore making it possible to extend the range of services it offers. Thanks to its many functions, it can be adopted for different categories of users: isolated workers, patients in hospitals or nursing homes, people affected by senile dementia, Alzheimer's patients, children, Senior citizens. U-Watch collaborates with smart object suppliers, and is a member of an international network made of state-of-the-art companies in the sector.

In 2016, it was first classified in the innovative Start up category of the Responsible Innovators Prize of the Emilia-Romagna Region.



OFFICINE ON/OFF

Province: Parma
Partners: Department of Youth Policies and Innovation of the Municipality of Parma, Gruppo Scuola social cooperative, On/Off association
Foundation year: 2013
Staff: 50-100
Contact: Rossella Lombardozzi email: r.lombardozzi@officineonoff.com
website: www.officineonoff.com



TYPE OF ORGANIZATION

Association

AREA OF ACTIVITY

- Employment integration of disadvantaged people and new skills
- Educational poverty and training
- Digital Social Innovation

PRODUCT AND SERVICES

Officine On/Off addresses relevant social aspects such as school dropout, the development of transversal skills, the spread of self-employment and professional collaboration, guidance services and introduction to the labour market. It set ups equipped cooperative spaces (such as co-working sites and fab labs) and free info points and promotes collaborative culture, consultancy and project designing, innovative teaching, rapid prototyping and digital manufacturing services.

LINES OF DEVELOPMENT AND INNOVATION POTENTIAL

Over time, Officine On/Off has worked hard to strengthen its structure and management system, with special focus on services for young adults. Its innovation potential resides in the public-private management model adopted, the high generative potential of the association form and the cross-contamination and open exchange among professionals and innovators.





5.
**LEGAL SOURCES
AND BIBLIOGRAPHY**

**EMILIA-ROMAGNA:
PEOPLE AND ENTERPRISES
MAKE IT SOCIAL**

5. LEGAL SOURCES AND BIBLIOGRAPHY

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The work is the result of a close collaboration with the regional actors involved in the promotion of social economy:

- Emilia-Romagna Region:
 - Department of the Coordination of European policy for economic development, education, vocational training, university, research and labour
 - Department of production activities, energy plan, green economy and post-earthquake reconstruction
 - Department of welfare and housing policies
- ANCI - National Association of Italian Municipalities
- ART-ER Research and Innovation Division
- Unioncamere Emilia-Romagna
- AGCI - General Association of Italian Cooperatives Emilia-Romagna
- Federsolidarietà - Confcooperative Emilia-Romagna
- Legacoop Emilia-Romagna
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