



**INISHOWEN
SOCIAL ENTERPRISE
STRATEGY**

2024-2027

Social enterprises play an important part in the social, economic, community and cultural life of Inishowen.

As we share out this strategic report, we would like to acknowledge the Inishowen Social Enterprise Network (ISEN) for leading out on this journey. We also appreciate the various statutory agencies who work alongside and support the sector, recognising its central place in delivery of supports and services at a local area level.

The sector recognition in Ireland through the launch of the National Social Enterprise Policy, along with the publication of 'Social Enterprises in Ireland: A Baseline Data Collection Exercise' and emerging policy attention at EU level, underpins opportunity for future growth. Now is the time to promote the sector as a key player in the economic and social ecosystem.

Across Inishowen, social enterprises are amplifying their value, common purpose, and social missions, raising awareness about their enterprising ideas and concepts, and growing stronger together. The Inishowen Social Enterprise Strategy (2024-27) sets ambitious and achievable aims to sustain and grow the sector. IDP is delighted to have this new social enterprise strategy in place as we continue our journey of collaboration and development that supports and showcases the great work and impact of the sector and its potential for enhancing the quality of life for Inishowen.

The social enterprise groups have a strong reputation of agility and dependability, engaging ever increasing challenges not only at a societal level but also engaging and addressing challenges such as the DCB/MICA crisis, health and well-being, and climate change. They have been proactive in supporting our new communities and supporting community integration.

Finally, we would like to thank all the voluntary board members, staff and funders who support the sector through peer support, training, expertise, advice, and mentoring, through collaboration across the wider community and voluntary and enterprise sector as well as our teams within IDP working in partnership with social enterprises, in community development, enterprise and interagency work. Last, but by no means least, thank you to Tanya Lalor of Method Consultants who facilitated consultations across the various stakeholders, analysed the feedback and comprehensively collated the data, policy context and recommended actions.

As a sector social enterprises face challenges as well as opportunities, but with the new national strategy in place and recognition of the sector and its contribution to local community and area economies, supporting employment and vital services....watch this space. The best is yet to come!



Shauna McClenaghan
Joint CEO



Helen Nolan
IDP Chairperson

List of acronyms.....	5
Executive Summary	6
1.1. Inishowen	7
2. Profile of social enterprises in Inishowen	8
3. Themes and findings of the consultation process.....	10
3.1. Needs of social enterprises and support requirements.....	10
3.2. Opportunities for new social enterprise activities	11
3.3. Strategic opportunities - partnerships.....	12
3.4. Promotional strategy.....	12
3.5. SWOT analysis	13
4. Recommended strategic objectives and actions - 2024-2027	14
5. Introduction	17
5.1. Social enterprise strategy.....	18
5.2. Inishowen.....	19
6. Policy context	22
6.1. Definitions.....	22
6.2. Social enterprise activities and objectives	23
6.3. The social enterprise policy context	24
6.4. Sustainable Development Goals	25
6.5. Waste policy and the circular economy.....	27
6.6. Health and well being	31
6.7. Green Public Procurement and social considerations in the procurement process.....	31
6.8. The Public Sector Equality and Human Rights Duty.....	32
6.9. Baseline study of social enterprises	33
6.10. Local policy context - Donegal Local Economic and Community Plan 2023-2029	33
6.11. Supports for social enterprises in Ireland.....	34
6.12. Social enterprise networks.....	35
7. Profile of social enterprises in Inishowen	36
7.1. Form and governance.....	37
7.2. Number of years in existence	37
7.3. Activities.....	38
7.4. Number of employees.....	39
7.5. Financial status.....	39
7.6. Location of social enterprises.....	40
8. Themes and findings of the consultation process.....	41
8.1. Characteristics of Inishowen that impacts on activities	41
8.2. Characteristics of social enterprises in Inishowen and opportunities	41
8.3. Needs of social enterprises and support requirements	46
8.4. Strategic opportunities - partnerships.....	51
8.5. SWOT analysis	52
8.6. Strategy implementation	53
9. Summary of recommendations.....	54
9.1. Strategic objectives and actions.....	54

APPENDIX 1 EXAMPLES OF SOCIAL ENTERPRISES DELIVERING SERVICES TO LOCAL AUTHORITIES	59
APPENDIX 2 SOCIAL PROCUREMENT.....	61
APPENDIX 3 SOCIAL ENTERPRISE EXAMPLES	62
APPENDIX 4 SOCIAL ENTERPRISES IN NETHERLANDS	63
APPENDIX 5 ELECTORAL DIVISIONS OF INISHOWEN, DEPRIVATION CATEGORIES & POPULATION CHANGE (2016-2022).....	64

Table 1.1 EDs with a population of over 1,500 people (Census 2022)	19
Table 1.2 No of EDs and their HP Deprivation category (based on Census 2022).....	20
Table 1.3 Small areas classed as 'very disadvantaged' according to HP Deprivation index (based on Census 2022)	21
Table 2.1 Economic and social criteria that forms the basis of EMES' definition of social enterprise	22
Table 2.2 Commitments for action under the Climate Action Plan.....	28
Table 2.3 Examples of supports for social enterprise	34
Table 3.1 Location of social enterprises in Inishowen	40
Table A.1 Examples of social enterprises that deliver services to State agencies.....	59

CCS	Community Childcare Subvention
CE	Community Employment
CSO	Central Statistics Office
CSP	Community Services Programme
DRCD	Department of Rural and Community Development
ECCE	Early Childhood Care and Education Scheme
HSE	Health Service Executive
LCDC	Local Community Development Committee
LECP	Local Economic and Community Plan
LEO	Local Enterprise Office
PPN	Public Participation Network
RDP	Rural Development Programme
RSS	Rural Social Scheme
SDGs	Sustainable Development Goals
SEAi	Sustainable Energy Authority of Ireland
SERI	Social Enterprise Republic of Ireland
SICAP	Social Inclusion and Community Activation Programme
SME	Small to medium-sized enterprise
WDC	Western Development Commission

Inishowen Social Enterprise Strategy 2024-2027

Executive summary

Inishowen Development Partnership (IDP) is a community-led local development company that has delivered rural development and social inclusion programmes and initiatives in the Inishowen peninsula since 1996.

IDP's core work is underpinned by the focus on the people, place, and progress of Inishowen. It works with local groups, social enterprises, and collaborative partners across a wide range of initiatives, programmes, and action areas to ensure that local needs and wants are facilitated and all have access to services and support on a par with the rest of the country. IDP's work includes job creation; education, skills, and training; the social economy and entrepreneurship; farm sustainability and rural development; to family support, social inclusion, and health & wellbeing. The organisation's underpinning principles aim to:

- Prioritise marginalised people within the most disadvantaged communities, targeting those furthest from access to education, training, and employment.
- Promote active and constructive engagement between the State and communities about the development and enactment of public policy priorities at local level.
- Foster integrative and coordinated work in communities by bringing together people, groups, agencies, voluntary and statutory bodies to make a positive difference to endemic or temporary social problems and issues.

IDP commissioned Method Consultants to develop a strategy for social enterprise development on the peninsula. This plan was developed through desk research, policy review, focus group discussions and 22 interviews with social enterprises and key stakeholders. It uses the definition of social enterprise as set out in The National Social Enterprise Policy for Ireland 2019-2022:

A Social Enterprise is an enterprise whose objective is to achieve a social, societal or environmental impact, rather than maximising profit for its owners or shareholders. It pursues its objectives by trading on an ongoing basis through the provision of goods and/or services, and by reinvesting surpluses into achieving social objectives. It is governed in a fully accountable and transparent manner and is independent of the public sector. If dissolved, it should transfer its assets to another organisation with a similar mission.

1.1. Inishowen

Inishowen is the largest peninsula on the island of Ireland. It is bordered to the north by the Atlantic Ocean, to the east by Lough Foyle, and to the west by Lough Swilly. It includes the most northerly point on the island (Malin Head). The peninsula's population was 43,387 in 2022 (Census 2022). Buncrana accounts for 17% of the Inishowen population, and other population centres include Carndonagh, Moville, and Kilderry (each area having a population of over 2,000). The peninsula is relatively disadvantaged compared with the rest of the country: 32 or 33 electoral divisions score either 'marginally below average' or 'disadvantaged' (with the exception of the Greencastle ED on the north east of the peninsula), according to the 2022 HP Deprivation Index.¹

The peninsula's population has increased due to the arrival of Ukrainians (Beneficiaries of Temporary Protection) and International Protection Applicants (IPAs). In January 2024, the population of International Protection Applicants in Donegal was 1,679² and the Ukrainian population (BOTP) in Donegal numbered 7,006 in October 2023, with 1,095 in the towns of Carndonagh and Buncrana³.

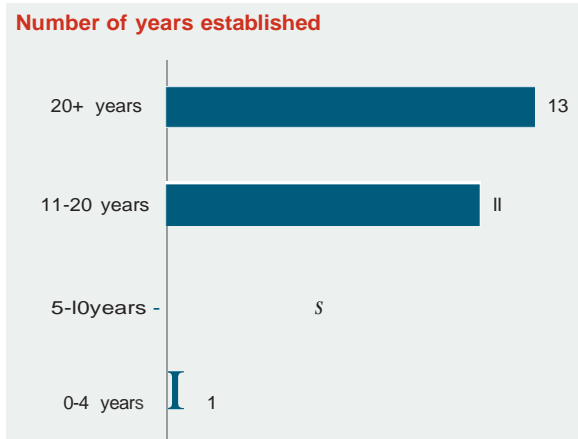
¹ This is a national index of deprivation, based on analysis of census data's indicators of disadvantage.

² <https://assets.gov.ie/280736/7967aa1e-278c-4214-af94-3cb8a8a2ed58.pdf>

³ Other data for specific towns in the Inishowen area is not available.

A desk analysis of 30 organisations was undertaken to profile the sector in Inishowen.⁴ This is likely to be only a sample of the social enterprise sector in Inishowen.

Form and governance: 28 of the 30 social enterprises are incorporated as companies limited by guarantee, with a total of 152 directors (an average of five directors each). Two are co-operatives (registered as Industrial and Provident Societies). 27 are registered as charities. The gender breakdown of directors is 56% female, and 44% male.



Number of years in existence:⁵ 43% of the social enterprises were established for more than 20 years.



Activities: the graphic across illustrates that the biggest category of primary activity is in the community infrastructure/ resource centre and childcare sectors. However, social enterprises typically engage in multiple activities.

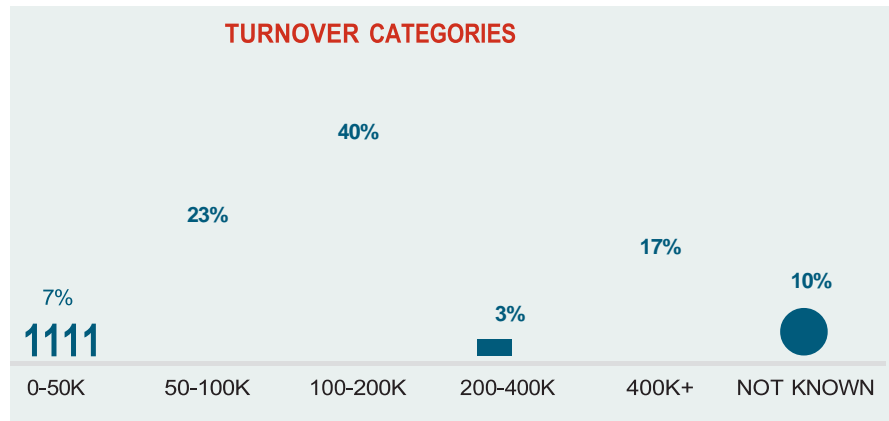
Number of employees: the 30 social enterprises employ 220 people (both full-time and part-time). 23% would be classed as small enterprises, with 77% as micro-enterprises (i.e., employing fewer than ten staff). 13% employ no staff.



⁴ Sources of information included returns to the Companies Registration Office, Charities Regulator and Community Service Programme data.

⁵ This is based on date of incorporation of legal structure, rather than the establishment of the group that formed the social enterprise.

Financial status: Almost six million euro in annual turnover was generated for 28 of the 30, with collective net assets of almost ten million.⁶ Over three quarters (79%) generated a surplus in their last financial year. The Community Services Programme⁷ (CSP) provides funding to 12 social enterprises in Inishowen. This funded 12 manager roles and 31 full time equivalent⁸ staff. Other income sources include the National Childcare Programmes,⁹ HSE funding, and Donegal County Council.



Location: social enterprises are located across the peninsula, with seven located in Bunrana, four in Muff, and three in Carndonagh. They are also located in Malin Head, Malin, Clonmany, Dunree, Greencastle, Manorcunningham/ Newtowncunningham, Carrowmenagh, Culdaff, and Glengad.

⁶ Data based on last available annual returns. Data is not available for two of the organisations.

⁷ The CSP provides a subsidy to employment (and is administered by Pobal on behalf of the Department of Rural and Community Development).

⁸ The actual number of jobs could be higher depending on whether some of the roles are employed on a part-time or full-time basis.

⁹ Community Childcare Subvention Programme (CCS) and Early Childhood Care and Education (ECCE)

3.1. Needs of social enterprises and support requirements

- **Staffing:** a lack of staff limits the development of new or emerging social enterprises (limited resources to pursue new social enterprise opportunities). For operational social enterprises, limited staffing resources means that management staff are over-burdened and are at risk of burnout. Pay and conditions of work that are less favourable than other sectors result in recruitment difficulties. Some social enterprises were also concerned with their ability to meet new legislative requirements (minimum wage, sick pay, etc) given limited reserves and trading potential.
- **Scaling social enterprise and new project development:** while there are large-scale and flagship social enterprises in Inishowen, in the main, there are barriers to new project development or scaling of existing ones. Those identified included: lack of staff for project development, limited start-up capital and finance to invest in new activities, lack of trading opportunities due to low population base. A collective or strategic approach to some social enterprise activities (particularly large-scale activities such as renewable energy) could be explored. This could involve the formation of a single entity which would acquire assets and develop commercial as well as non-commercial social enterprises to achieve sustainability.¹⁰ The strong network of ISEN could provide a starting point for exploring this potential.
- **Administrative and compliance challenges:** the requirements of compliance, governance and human resource management are significant for small organisations. This can impact on managers (risk of burnout) and on boards (disincentive to participate). Strong networking activity in Inishowen (ISEN) could present opportunities for collaboration for the delivery of corporate services. There are some social enterprises offering services in these areas.¹¹ Exploring potential models for collaborating to meet administrative and corporate-type services could form an action in the strategy. In the first instance, accessing a company secretary support function (on a collective basis) could support company requirements and good governance. This could also mitigate fears of potential board members around company compliance issues.¹²
- **Recognition:** social enterprises are the lifeblood of their community (as recognised during the Covid pandemic and in supporting the Ukrainian community) but are not adequately remunerated, or recognised for the work that they do. State agencies identify the contribution and benefits of social enterprises, but the trading or enterprise aspect of social enterprises is less prominent. There is a need for promotional and awareness- raising work with state agencies about how social enterprise could potentially add value to their work (e.g., through presentations of case studies and social procurement examples). Examples of tools which could progress and champion social enterprise are proposed (such as a Charter of Commitment, or a register of social enterprise opportunities).
- **Measuring social impact** was noted as important in demonstrating the contribution of social enterprises to their communities and to public policy objectives. A programme for measuring social impact of social enterprises in Inishowen could be developed under the strategy, possibly with third level institutions. A number of methodologies could be explored. In addition, regular

¹⁰ A similar approach was undertaken in Waterford by the community development project in Ballybeg with the support of Waterford Crystal in the mid 2000s (Local Economic and Development Company).

¹¹ **Milford and District Resource Centre** provides book-keeping and payroll support services. **Crann Support Group** provides shared services to community and voluntary groups in Meath, including accounts, HR support, governance, and management consultancy as well as other ancillary services. The **Voluntary Housing Services Company** provides organisational supports to small, approved housing bodies in Munster.

¹² Under company law, the only officer of a company required is a company secretary, and this role has responsibilities additional to those of directors. However, the company secretary is not required to be a director and some companies (and accountants) undertake this role on a professional basis, ensuring that company compliance is maintained.

mapping of social enterprises (e.g. size, staffing, turnover) would demonstrate the scale of the sector in the peninsula.

- **Close project support:** there is a need for tailored and bespoke technical supports which are more intensive than training or mentoring. This would require additional resources, but a programme of practical and intensive supports to approximately 4-5 social enterprises per annum in the form of planning, developmental support, funding applications, governance supports, and other technical supports (e.g. marketing, etc.) would benefit the sector in Inishowen. The specifics of the supports could be based on an assessment of need of ISEN members.

3.2. Opportunities for new social enterprise activities

- **Targeted employment:** the need was identified for Work Integration Social Enterprises (WISE) that would target young people and people with disabilities, based on models elsewhere (e.g., Trieste Press in Roscommon, Bluestack Special Needs Foundation's Cafe in Donegal town, and social farming models).¹³
- **A gap in home care services** for older people could present opportunities, and social enterprises have operated in this space in a number of county areas, including Roscommon (Roscommon Home Services RHS), Dublin (The Great Care Co-operative), Clare (Clare Care), and Limerick (Care Bright). This would align with the work of IDP, including a health care training programme. Graduates of this programme could potentially be offered a progression route to employment in such a social enterprise.
- **Climate action:** there is a potential for recycling and circular economy social enterprises, and *Climate Action and Social Enterprise* could be a specific strand to this strategy. The Community Benefit Fund¹⁴ could be explored as a potential funding support for social enterprises.
- **The role of central government** in supporting social enterprise activities in sustainability could be explored (for example, through a policy mapping exercise or consultations with central government).
- **Arts based social enterprise, festivals, tourism, and food:** there is a strong arts and creative infrastructure in Inishowen (Artlink) and integrating arts-based activities, festivals, and tourism initiatives into the work of existing social enterprises can add value to their work, reach a wider audience, and enhance their sustainability. These activities can also enhance the visitor experience (a key objective of the tourism development plan for Inishowen), contribute to social capital and wellbeing, economic development, and climate action objectives. Their role in diversifying income streams for existing social enterprise should be promoted through ideas generation, new networking opportunities, information and expertise sharing, drawing from relevant practice in other counties and countries. An arts-based social enterprise activity (including festivals), tourism and food production in Inishowen should be a specific strand of activity in the strategy. Co-operative models¹⁵ or social enterprises could engage with the craft sector to explore the potential for collective working to promote their produce to reach a wider audience. The same approach could be used with food producers through the promotion of markets.¹⁶

¹³ [Social Farming Ireland](#) (led by Leitrim Development Company) supports the development of a national Social Farming network in collaboration with Local Development Companies.

¹⁴ <https://www.gov.ie/pdf/?file=https://assets.gov.ie/140382/b5198da9-c6c7-4af2-bbb5-2b8e3c0d2468.pdf#page=null>

¹⁵ For example, Producer Co-operatives.

- **Infrastructure projects:** the restoration and repurposing of abandoned and derelict buildings for community use was noted as an opportunity for social enterprise activity. It was also noted that some vacant buildings in Inishowen have been earmarked for renovation by public bodies but remain derelict. Acquiring state-owned property is challenging, given the shortage of space in the country. However, consideration could be given to undertaking an audit of vacant public buildings and use this as a basis for advocating access to unused buildings by community organisations and social enterprises.

3.3. Strategic opportunities - partnerships

- **Corporate sector engagement:** The presence of the ISEN creates a good platform for the corporate sector to engage with the sector. A corporate sector engagement plan could be developed with the support of IDP and possibly the Local Enterprise Office and business networks (such as the local chambers of commerce). The strong cooperative sector in Inishowen was noted in the consultations, and cooperatives could be approached to engage with the social enterprise sector.
- Awareness-raising and acknowledgement of the sector could also be supported by a **Social Enterprise Awards Scheme**, which could be jointly supported by the business community and enterprise support agencies. It could be modelled on the Dublin City Social Enterprise Awards scheme or the Irish Local Development Network's social impact award both of which have a financial award.
- A specific strand of work targeting green and social procurement (and which could offer potential trading opportunities to social enterprises) should be considered with Donegal County Council.

3.4. Promotional strategy

- A communications and promotional strategy would be required to underpin all these actions. This strategy would promote awareness of the sector and its potential, among community, private and statutory sectors, and would incorporate many of the actions identified above.

¹⁶ [The Cottage Market Cavan](#) is a social enterprise based in Cavan town that provides a supportive route to market for small-scale growers, food producers, crafters and artists in County Cavan. Its mission is to improve the lives of the people living in County Cavan by building a local marketplace that reflects the skills and talents in our community and helps create local futures. Alongside its market activities, it delivers a Local Green Box service for food producers with four collection points in county Cavan. The [Open Food Network](#) (OFN) is a community-owned software platform that is built for selling food. It can be either a shopfront for individual enterprises or a community hub of farmers and other local producers working together. OFN is operating in nine countries throughout Ireland, with local producers using it to reach markets to sell their products and support their local food economies in these difficult times.

3.5. SWOT analysis

Strengths and challenges impacting on existing social enterprises	
Strength	Challenge
<ul style="list-style-type: none"> ▪ Presence of innovative and well - developed social enterprises in Inishowen ▪ Interconnectedness and collaboration across social enterprises and strong network (ISEN) ▪ Support of IDP for ISEN and social enterprise ▪ Support from external organisations (business innovation, third level) presents opportunities for alliances ▪ Strong craft, heritage, and arts sector ▪ Resilience of social enterprises (despite challenges) 	<ul style="list-style-type: none"> ▪ Geographic isolation of Inishowen and lack of connectivity (poor public transport infrastructure exacerbating) ▪ Inishowen is peripheral and disconnected from the State ▪ Limited recognition of the financial needs of social enterprises ▪ Financial and viability related - limited trading opportunities for some social enterprises - challenges in developing reserves. ▪ Limited resources to diversify and develop new social enterprise activities. ▪ Compliance issues - bureaucracy - same requirement regardless of org size
Opportunities and threats that may influence the future development of the sector	
Opportunity	Threat
<ul style="list-style-type: none"> ▪ Capacity to meet a range of needs (e.g. potential to play key role in Climate Action Plan and sustainability objectives) ▪ New social enterprise national policy (climate as a policy objective) ▪ Increased demand for social enterprises. ▪ Potential for learning from other areas and jurisdictions. ▪ Collaborations across the peninsula through various initiatives (e.g., Walking Festival) ▪ Capacity to respond to emerging needs - e.g. COVID, integration, migrants, Ukrainians, IPAs¹⁷, mental health. ▪ Increased emphasis on the importance of ESG¹⁸ reporting and CSR¹⁹ - potential corporate sector partnerships 	<ul style="list-style-type: none"> ▪ Labour market and staffing - uncompetitive terms and conditions for roles - risk of loss of staff to other sectors or burnout ▪ Limited access to volunteers for governance structures. ▪ Funding provided is not sufficient to cover costs of delivering professional service (labour, overheads, etc) ▪ Minimal funding for operational costs associated with start-up of social enterprise or development of new ones - threat to the development of new initiatives. ▪ The pace of rising costs (staff and overheads) not matched by funding programmes, resulting in weaker financial positions.

¹⁷ As of August 2023, Donegal hosted 1,194 IPAs in emergency accommodation (out of 22,700) which accounts for 5.3% of the State total.

¹⁸ Environmental, Social and Governance.

¹⁹ Corporate Social Responsibility

Strategic objectives and actions are aligned with the social enterprise national policy areas.

Building awareness of social enterprise

Develop a number of advocacy and awareness raising actions for social enterprises, first by identifying audiences and roles to target, key messages to deliver, and using clear examples of how audiences can interact with social enterprises (e.g. trading relationships and procurement).

Develop a 'Charter of Commitment to Social Enterprise' which could be used as a means of recruiting champions for the sector in key roles of influence (e.g. county councillors in Inishowen).

Undertake a series of actions to promote social procurement and engagement of social enterprises by state bodies, including Donegal County Council, as outlined above.

Work with youth groups (and schools) to connect with young people to promote social enterprise, using themes of interest to young people including sustainability, climate action. Consider undertaking a number of activities (promoting toolkits in schools and youth settings, Hackathons, etc).

Engage with the corporate sector around how social enterprises can contribute to their social and sustainability reporting obligations (and good practice).

Generate a menu of ways in which the corporate sector could support social enterprises.

Explore potential for Inishowen Social Enterprise Awards and approach bodies for support, e.g., Chambers of Commerce, Inishowen Credit Union, Inishowen Co-op, Donegal County Council.

Growing social enterprise

STRATEGIC OBJECTIVE – EXPLORE OPPORTUNITIES FOR NEW SOCIAL ENTERPRISE ACTIVITY

Explore the potential for social enterprises Work Integration Social Enterprises (WISEs) to employ groups distanced from the labour market including people with disabilities.

Explore opportunities for developing a home-care social enterprise for older people, to address gaps in service provision, and provide quality employment opportunities. Engage with the HSE around the need and identify practice from other counties that could be transferred to Inishowen.

Explore the potential for social enterprises to provide supports to sustain rural communities through collective or coordinated supports (e.g., supports to diversify activities such as social farming initiatives, establishment of food hubs to support local food producers, community markets for crafts people).

Consider organising a few interactive events on an annual basis to i) generate ideas for new social enterprise concepts, ii) identify how social enterprise can solve problems and meet needs (e.g. Hackathons), and iii) share learning with social enterprises in other jurisdictions or counties (online sessions).

STRATEGIC OBJECTIVE – DELIVERY OF SUPPORTS TO SOCIAL ENTERPRISES

Provide one-to-one tailored technical supports to social enterprises which are bespoke to their individual needs, through regular visits to social enterprise managers (in relation to management areas)

Develop generic templates in key policy areas for adaptation by social enterprises (e.g., GDPR, staff handbook, etc)

Explore the potential for access to company secretary services on a collective basis by ISEN to provide a governance support to boards.

Provide intensive and hands-on project support to 4-5 social enterprises per annum, following an assessment of needs, and dedicate time to support the development of plans, support around marketing, governance, funding, etc. This could include social enterprises at pre-start up stage, or social enterprises wishing to diversify into new trading areas or form new social enterprises without the time or resources to do so.

STRATEGIC OBJECTIVE – PILOT AND FLAGSHIP ACTIONS

Explore how a shared services or collaborative approach to operational and corporate services could be advanced in Inishowen through ISEN. Engage with SERI & other local development companies around outcomes and learning from any pilots undertaken.

Climate Action and other key themes

Develop a climate action social enterprise plan for Inishowen and engage with social enterprises in other counties around practice in key areas (e.g. biodiversity, community gardens, food social enterprises, circular economy) which could be pursued by existing social enterprises in Inishowen.

Adopt key themes of climate action and sustainability, arts-based and creative activities, and tourism, as identified in this strategy through focused supports, promotional activities, corporate sector engagement, advocacy, and learning from other areas and jurisdictions (including site visits) to maximise opportunities.

Develop a 'register of opportunities' for new social enterprise activities, based on policy, gaps, practice from elsewhere and based on the views of state agencies and others (using case studies to stimulate discussion).

Undertake policy and programme mapping exercise (including central government and the EU) to identify future opportunities for existing social enterprises (funding, pilots, etc).

Consider pursuing flagship or large-scale social enterprises in these strategic areas which would be jointly undertaken with other social enterprises and ISEN members, or as part of a social enterprise development function made up of ISEN members and others.

Identify the current and future need for space among social enterprises

Undertake an audit of publicly owned buildings that are currently not in use in Inishowen

Support the acquisition of unused buildings by social enterprises, in collaboration with public bodies²⁰

²⁰ Transfer of assets to community groups or social enterprises could add value to the work of public bodies, as they could leverage additional supports, such as LEADER funding and other sources which may not be available to public bodies.

Data collection and social impact measurement

Undertake an annual mapping exercise of social enterprises (size, turnover, employees, sector, location, quantitative data on outputs, contribution to SDGs) and use to highlight the impact and profile of the sector.

Use the data for advocacy and awareness-raising re: 'social value' in public procurement by state agencies.

Explore the potential for a social impact measurement pilot initiative, in collaboration with academic institutions²¹ and others²², in collaboration with ISEN.

Explore the potential to develop a social impact measurement toolkit for social enterprises with ISEN members

Implementation

Seek supports and resources to implement this strategy, through new partnerships,²³ state investment, and by exploring EU and cross-border/ all island funding opportunities and other proposals.

Explore the potential for a multi-stakeholder group to drive the delivery of the strategy including ISEN, IDP and others who will take a lead role in delivery of actions (public, private and education sectors).

²¹ For example, Ulster University or Atlantic Technological University

²² For example, the New Economics Foundation in the UK has developed a number of models and training programmes on social impact measurement, including Social Return on Investment (SROI) and others.

²³ For example, with corporate sector interests, SIFI, Enterprise Ireland and others.

Inishowen Development Partnership is a community-led local development company that has delivered rural development and social inclusion programmes and initiatives in the Inishowen peninsula since 1996.

IDP's core work is underpinned by the focus on the people, place and progress of Inishowen. It works with local groups, social enterprises and collaborative partners in Health & Well-being, Justice & Equality, Education & Lifelong learning, Children and Family services, Business and Employment and Youth and Community to ensure that the local needs and wants are facilitated and all have access to services and support on a par with the rest of the country. IDP's work includes job creation; education, skills, and training; the social economy and entrepreneurship; farm sustainability and rural development; to family support, social inclusion, and health & wellbeing. The organisation's underpinning principles aim to:

- Prioritise marginalised people within the most disadvantaged communities, targeting those furthest from access to education, training, and employment.
- Promote active and constructive engagement between the State and communities about the development and enactment of public policy priorities at local level.
- Foster integrative and coordinated work in communities by bringing together people, groups, agencies, voluntary and statutory bodies to make a positive difference to endemic or temporary social problems and issues.



The **Inishowen Social Enterprise Network (ISEN)** is one of Innovation, Strength, Engagement and Networking. The network, with members representing diverse enterprises involved in community resource centres; childcare provision; arts, heritage, and tourism; and environmental conservation, operates across Inishowen. ISEN members are governed by the communities they serve, are professionally run and are willing and able to deliver on a range of social and economic requirements. All are entrepreneurial, innovative, and impactful as they address significant societal challenges. ISEN members have been intrinsic to the development of this Inishowen Social Enterprise Strategy (2024-27) through group, and individual consultation opportunities.

5.1. Social enterprise strategy

In 2023, IDP commissioned Method Consultants to develop a strategy for social enterprise development on the peninsula. The terms of reference for the plan specified that the plan should include the following outcomes for the strategy:

- Reflect current good practice within social enterprise & align with new initiatives.
- Align with contemporary research pertaining to social enterprise.
- Reflect the collaborative needs, gaps and opportunities identified by ISEN members and support sustainability and growth of the social enterprise sector in Inishowen.
- Connect with national and European policy and relevant funding.

This plan was developed through the following methods:

- Local, national and EU policy review and research
- Two focus groups with the Inishowen Social Enterprise Network (ISEN)
- 22 Interviews with social enterprises, support organisations²⁴, academic institutions²⁵ and public bodies²⁶

²⁴ Including social finance providers, social enterprise support organisations in Ireland and Northern Ireland

²⁵ Atlantic Technological University

²⁶ Health Service Executive, Donegal County Council, Western Development Commission, Education and Training Board.

5.2. Inishowen

Inishowen is the largest peninsula on the island of Ireland. It is bordered to the north by the Atlantic Ocean, to the east by Lough Foyle, and to the west by Lough Swilly. It includes the most northerly point on the island (Malin Head).

In 2022, the peninsula had a population of 43,387 (Census 2022). This is based on the population of its 33 Electoral Divisions (EDs). This represents a population increase of 1,123 compared with 2016. This is an increase of 2.6%, lower than the rate of increase for the entire country (8%) in the same period. Each EDs population (2016-2022) are listed in Appendix 5.

Nine EDs have a population of over 1,500 people, and these are outlined in the table below. The area of Buncrana (urban and rural EDs) accounts for 17% of the Inishowen population.

ED	Pop
Buncrana Rural	4,039
Buncrana Urban	3,279
Carndonagh	2,519
Moville	2,293
Kilderry	2,151
Killea	1,802
Magheraboy	1,719
Fahan	1,634
Ballyliffin	1,529
Total	20,965
% of Inishowen population	48.3%

Other significant recent changes in population since 2016 (and since Census 2022 was completed) has been an increase in the population of Ukrainians (Beneficiaries of Temporary Protection) and International Protection Applicants (IPAs). Data indicates that in January 2024, the population of International Protection Applicants in Donegal was 1,679 (6% of the total in the country).²⁷The Ukrainian population (Beneficiaries of Temporary Protection) in Donegal numbers 7,006 in October 2023, with 1,095 in the towns of Carndonagh and Buncrana²⁸.

With the exception of the Greencastle ED on the north east of the peninsula (which has a deprivation classification of 'marginally above average'), all of the EDs are classed as either marginally below average (26 EDs) or disadvantaged (6 EDs) based on the HP Deprivation Index. This represents a marginal change since 2016: the EDs of Illies and Ballyliffin were classed as 'disadvantaged' in 2016 and are 'marginally below average' in 2022.

The HP Deprivation classification of the EDs is indicated on the map below (with the disadvantaged EDs in a deeper orange colour). The disadvantaged areas are located to the north and north west of the peninsula. They account for 13.6% of the population as outlined in the table and map below.

²⁷ <https://assets.gov.ie/280736/7967aa1e-278c-4214-af94-3cb8a8a2ed58.pdf>

²⁸ Other data for specific towns in the Inishowen area is not available.

Classification	No. EDs	Population	% of population
Extremely affluent	0	0	0
Very affluent	0	0	0
Affluent	0	0	0
Marginally Above Average	1	1,140	2.6%
Marginally Below Average	26	36,338	83.8%
Disadvantaged	6	5,909	13.6%
Very Disadvantaged	0	0	0
Extremely Disadvantaged	0	0	0

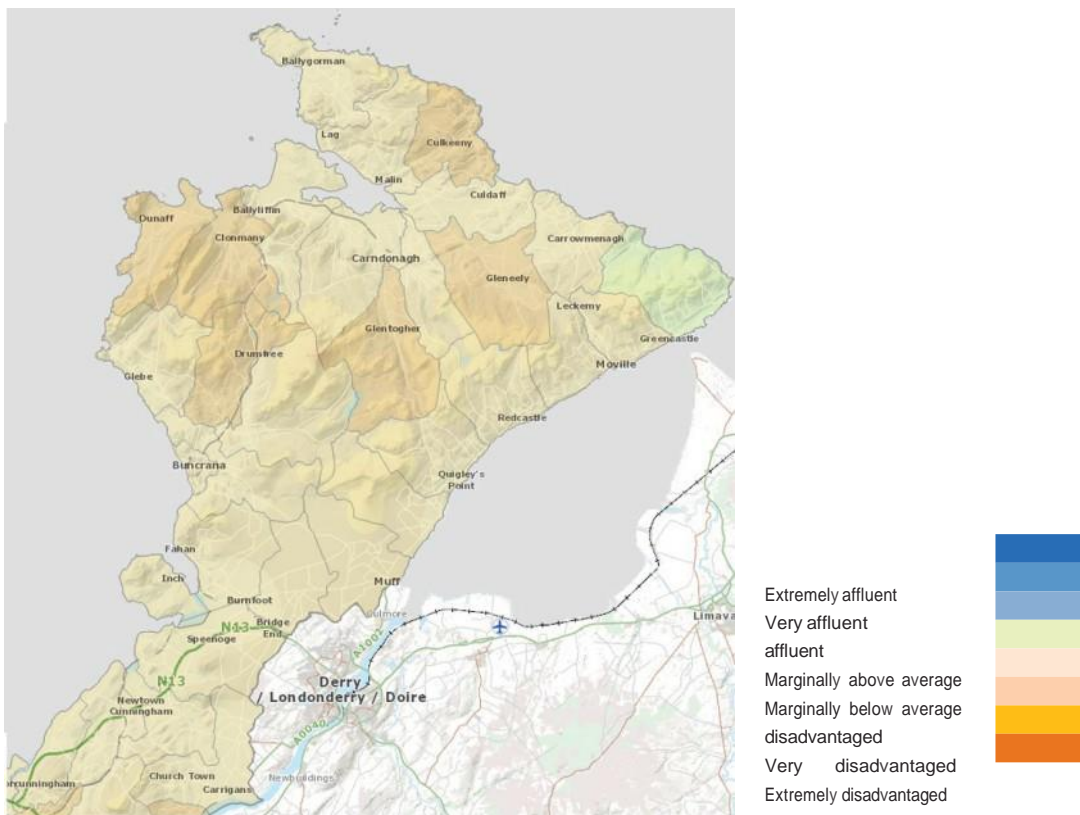


Figure 7 Map of Inishowen indicating Electoral Divisions and their HP Deprivation classification (Census 2022). Source: Pobal Maps

An analysis of the 'Small Areas' in Inishowen (the smallest unit of population produced by census data) indicates where pockets of disadvantage exist within these EDs. These are outlined in the map below.

This map indicates a total of six 'small areas' that are classed as 'very disadvantaged' and they are located in Moville, Carthage (2 small areas), Carndonagh (2 small areas) and Buncrana, accounting for 3% of the population of Inishowen.

ED in which small areas are located	Pop in small area(s)
Carthage	531
Carndonagh	512
Buncrana	199
Moville	164
Total pop in small areas	1,406
% of total population	3.2%

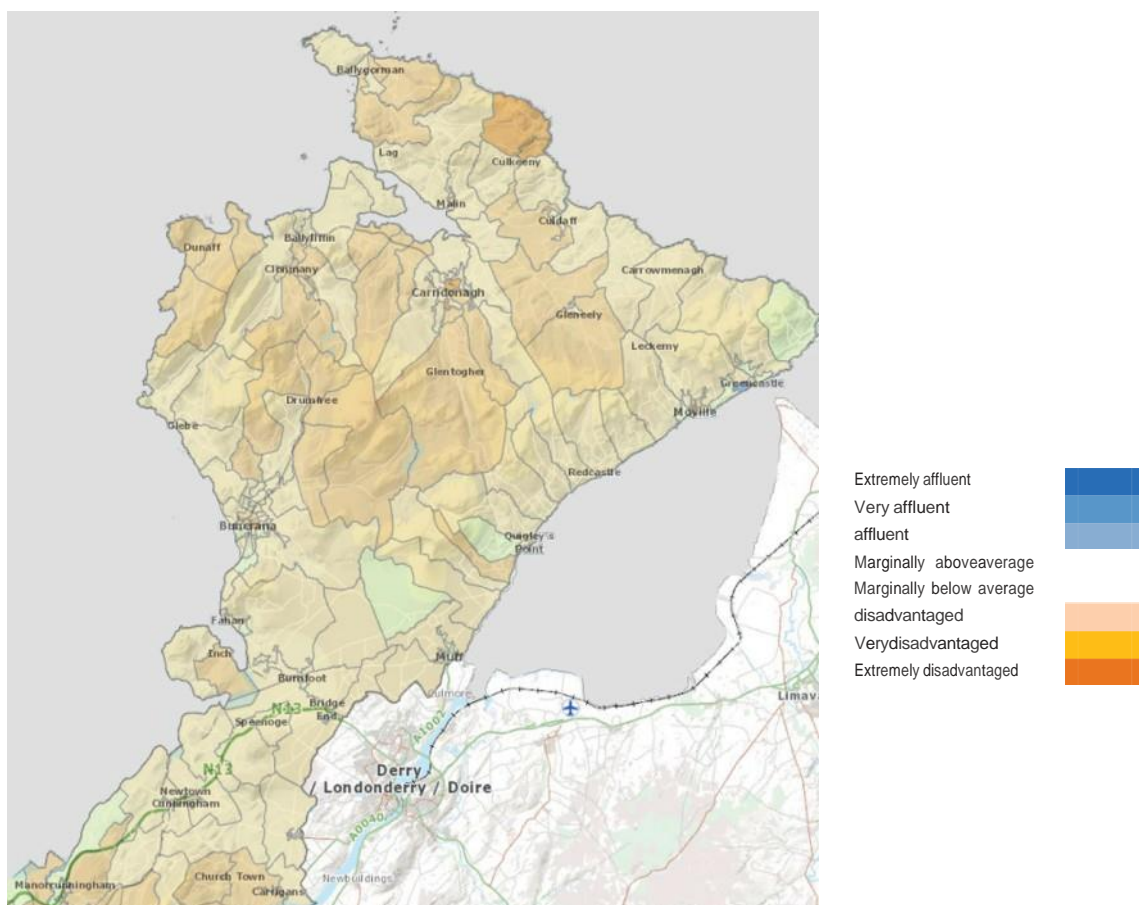


Figure 2 Map of Inishowen indicating Small Areas and their HP Deprivation classification (Census 2022). Source: Pobal/ Maps

Social enterprises are located in almost every community in the Republic of Ireland, generating employment, providing important services, and enhancing the capacity of communities to address other issues facing their neighbourhoods (Doyle, 2009). While they have been in receipt of various sources of state funding for many years, it is only since 2019 that a formal national policy for social enterprise has been established in Ireland.

6.1. Definitions

The National Social Enterprise Policy for Ireland 2019-2022 has used the following definition of social enterprise:

A Social Enterprise is an enterprise whose objective is to achieve a social, societal or environmental impact, rather than maximising profit for its owners or shareholders. It pursues its objectives by trading on an ongoing basis through the provision of goods and/or services, and by reinvesting surpluses into achieving social objectives. It is governed in a fully accountable and transparent manner and is independent of the public sector. If dissolved, it should transfer its assets to another organisation with a similar mission.

The national definition of social enterprise stated above is a broad and inclusive definition of the sector.

The European Commission's 2020 study on social enterprise (a map of [social enterprises and their em-systems in Europe](#)) noted that of the 28 countries studied, 20 have a national definition of social enterprise but there are variations and interpretations of social enterprise and there is no European-wide definition.

The European research network, EMES²⁹, has based its definition of social enterprise on four economic and five social criteria (Nyssens, 2006).

Economic Criteria	Social criteria
<ul style="list-style-type: none"> ▪ Continuous activity in the form of production and/or sale of goods and services: unlike traditional not-for-profit organisations, social enterprises do not normally undertake advocacy work; instead, they produce goods and services. ▪ A high level of autonomy: social enterprises are created voluntarily by groups of citizens and are governed by them. Public authorities or private companies have no direct or indirect control over them, even though grant funding may be provided by these organisations. ▪ A significant economic risk: the 	<ul style="list-style-type: none"> ▪ An explicit aim of community benefit: one of the principal aims of social enterprises is to serve the community or a specific group of people. ▪ Citizen initiative: social enterprises are the result of collective interaction involving people belonging to a community or to a group that shares a certain need or aim. ▪ Decision-making not based on capital ownership: this generally means the principle of 'one member, one vote', or at least a voting power not based on capital shares. Although capital owners in social enterprises can play an important role, decision-making rights are shared with other shareholders. ▪ Participatory character, involving those

²⁹ <https://emes.net/>

financial viability of social enterprises depends on the efforts of their members, who have the responsibility of ensuring financial resources are either secured or generated from trading activity, unlike most public institutions.

- A minimum number of paid workers are required, although, like traditional non-profit organisations, social enterprises may combine financial and non-financial resources, voluntary and paid work.

affected by the activity: the users of social enterprises' services are represented and participate in their structures. In many cases, one of the objectives is to strengthen democracy at local level through economic activity.

- Limited distribution of profit: social enterprises include organisations that totally prohibit profit distribution as well as organisations such as co-operatives, which may distribute their profit only to a limited degree, thus avoiding profit-maximising behaviour.

The EMES definition outlines key characteristics of social enterprises. First, the trading element highlights that social enterprise differs from traditional non-governmental organisations that are either engaged in advocacy or charity.

Second, that social enterprises must serve a community.

Third, social enterprises are started as a group of individuals belonging to a community, and that are independent of the State. However, their governance structures may include external expertise (involving the State or the private sector) with the sole motivation being the development of the social enterprise.

Fourth, social enterprises differ from private enterprises in that they are predominately membership structures with each member being allocated one vote, thus allowing communities to shape the future direction of the social enterprise and, in so doing, the social enterprise enhances democracy.

Fifth, unlike charities (which are based on a donor-recipient relationship) social enterprises should endeavour to promote service user involvement in all levels of its decision-making.

Finally, profit maximisation is limited (Defourny and Nyssens, 2010).

6.2. Social enterprise activities and objectives

While social enterprises can span a number of different objectives, the national policy specifies the following forms of social enterprise:

- Work Integration Social Enterprises (WISEs), which support disadvantaged people to prepare for, and participate in, the labour market.
- Enterprise Development social enterprises which support the creation of other enterprises (e.g. through the provision of office space and facilities).
- 'Deficient Demand' social enterprises which seek to meet a demand for goods and services within a community where there is insufficient demand for the operation of a regular market due to inherent economic and social disadvantage or low density of population.
- Environmental social enterprises which focus on environmental sustainability.
- Social enterprises contracted with the public sector to deliver public services in disadvantaged areas and communities.

6.3. The social enterprise policy context

A number of developments in recent years indicate a growing realisation at EU level of the need to recognise and support the role of social enterprise and the social economy. The EU's socio-economic strategy for the period 2010-2020³⁰, emphasised the importance of 'social innovation' in achieving the strategy's goals of creating growth and jobs, tackling climate change and energy dependence, and reducing poverty and social exclusion. In this context, social entrepreneurs and social enterprises are seen as 'key drivers' of social innovation. This section provides an overview of some key policy measures of relevance for social enterprises.

In October 2011, the European Commission issued a Communication entitled Social Business Initiative: Creating a favourable climate for social enterprises, key stakeholders in the social economy and innovation. The Communication stated:

Social enterprises contribute to smart growth by responding with social innovation to needs that have not yet been met; they create sustainable growth by taking into account their environmental impact and by their long-term vision; they are at the heart of inclusive growth due to their emphasis on people and social cohesion.

NATIONAL SOCIAL ENTERPRISE POLICY FOR IRELAND 2019-2022 AND SUCCESSOR POLICY

Under the Action Plan for Rural Development, the Government committed to developing a national policy on social enterprise. In 2019, the Department published its *National Social Enterprise Policy for Ireland 2019-2022*, the first national policy on the sector. The policy is part of a suite of policy initiatives which will complement the Department's *Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sector in Ireland 2019-2024* and the *National Volunteering Strategy 2022-2025*. The social enterprise policy is focused on three objectives:

- Building awareness of social enterprise
- Growing and strengthening social enterprise
- Achieving better policy alignment

There was a total of 26 measures under the above three objectives (some of the supports offered under the policy are outlined below). The national policy came to the end of its term in 2023, and the OECD was commissioned to carry out a review of the policy. In December 2023, the DRCD published a consultation briefing paper on the successor strategy (due in early 2024). This outlines five policy objectives in the new policy, namely:

1. Building Awareness of Social Enterprises
2. Growing Social Enterprise
3. Climate Action Contribution
4. National and International Engagement
5. Data Collection and Social Impact Measurement

WORKING TO CHANGE: SOCIAL ENTERPRISE AND EMPLOYMENT STRATEGY 2021-2023

The Probation Service and the Prison Service (IPS) launched Working to Change: Social Enterprise and Employment Strategy 2021-2023 in November 2020. The strategy aims to increase employment opportunities for people with criminal convictions. It includes €1.5 million additional funding for its KickStart fund to support social enterprise development and

³⁰ Europe 2020: A strategy for smart, sustainable and inclusive growth

employment measures. Under this strategy, the Department of Justice will introduce Socially Responsible Public Procurement clauses in contracts.³¹

OUR RURAL FUTURE: RURAL DEVELOPMENT POLICY 2021 - 2025

Our Rural Future: Rural Development Policy 2021-2025 provides a framework for the development of rural Ireland over the next five years. The policy contains a number of measures that specifically address the role of social enterprise in rural development. The measures include:

- Deliver a suite of new measures to support the development of social enterprises in rural areas to increase their social, economic, and environmental impact and contribute to job creation locally.
- Promoting the greater use of socially responsible public procurement contracts, where feasible, which will incentivise the engagement of social enterprises and circular economy organisations.
- Examining the establishment of a Community Ownership Fund to help community groups and social enterprises buy or takeover local community assets at risk of being lost to run as community businesses.

6.4. Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a collection of 17 interlinked global goals designed to be a 'blueprint to achieve a better and more sustainable future for all'. The SDGs were set in 2015 by the United Nations General Assembly and are intended to be achieved by 2030.³²

The SDGs have become an important tool for measuring economic, social, and environmental progress. In 2022, the Government (led by the Department of the Environment, Climate and Communications) published '[Ireland's Second National Implementation Plan for the Sustainable Development Goals 2022-2024](#)'. This sets out five strategic objectives and 51 actions, with 119 individual measures to increase Ireland's ambition and strengthen implementation structures to achieve the SDGs. These strategic objectives are:

- To embed the SDG framework into the work of Government Departments to achieve greater Policy Coherence for Sustainable Development (PCSD)³³
- To integrate the SDGs into Local Authority work to better support the localisation of the SDGs
- Greater partnerships for the Goals
- To further incorporate the principle of 'Leave No One Behind' into Ireland's Agenda 2030 implementation and reporting mechanisms.
- Strong reporting mechanisms

³¹ There is a dedicated website associated with the strategy <https://www.workingtochange.ie/>

³² United Nations (2015) Resolution adopted by the General Assembly on 25 September 2015, 'Transforming our world: the 2030 Agenda for Sustainable Development' (A/Res/70/1)

³³ Policy Coherence for Sustainable Development (PCSD) is defined by the OECD as an approach to integrate the dimensions of sustainable development throughout domestic and international policy-making. Its objectives in the context of the 2030 Agenda are to advance the integrated implementation of the 2030 Agenda by: (i) Fostering synergies and maximising benefits across economic, social, and environmental policy areas; (ii) Balancing domestic policy objectives with internationally recognised sustainable development goals; and (iii) Addressing the transboundary and long-term impacts of policies, including those likely to affect developing countries.

The Department of Environment, Climate and Communications has produced an SDG policy map, which cross-references relevant Government policies and practices to the SDGs. Included in this policy map is direct reference to social enterprise across a number of targets all within SDG 8 (decent work and economic development). According to the policy map:

Social enterprises ... are natural SDG champions as their core objectives are to achieve social, societal, or environmental impact. They operate right across society and the economy, inherently addressing one or more of the UN SDGs through the various activities of their business. The SDGs are mainstreamed into the National Social Enterprise Policy and implementation of the Policy is opening new opportunities for social enterprises to address social and environmental challenges, and hereby progress towards the SDGs. The policy should be seen as a framework for the achievement of the UN Sustainable Development Goals in Ireland. In addition, it reflects the Irish Government's commitment to facilitating the success of social enterprise in Ireland, as well as underpinning the Government's commitments to equality, human rights and social cohesion.³⁴

Ireland's performance in relation to specific SDGs varies. The '[dashboard](#)' graphic below indicates Ireland's trends in relation to the performance for the individual SDGs. The highlighted in red indicates major challenges, and Ireland experiences major challenges under SDG 12 (responsible consumption and production) and SDG 13 (Climate action) regarding waste production and CO2 emissions.

Social enterprises have the potential to contribute to the achievement of these as well as SDG 8 (Decent work and economic growth), and others.

Inishowen Development Partnership is the lead on the ChangeMakers programme, which is a partnership with Donegal ETB, Trócaire, Self Help Africa and Concern. Through this work ChangeMakers has supported a number of social enterprises in mapping out their work and links to the SDGs. Under its Sustainability Passport social enterprises are given guidance on what actions they can take to address various SDGs.



SDG Dashboard and Trends (Ireland). Source: [Sustainable Development Report 2022: From Crisis to Sustainable Development: the SDGs as Roadmap to 2030 and Beyond](#)

³⁴ Dept of Environment, Climate and Communications (2022) SDG Policy Map.

6.5. Waste policy and the circular economy

Ireland's *Waste Action Plan for a Circular-Economy-Ireland's National Waste Policy 2020-2025* (WAP) aims to shift the focus away from waste disposal towards creating a circular economy.

The plan outlines the contribution of the social enterprise sector to the achievement of other national plans and policies. It also reflects the level of ambition being shown across the EU through the European Green Deal which encompasses a range of actions supporting circularity and sustainability.

The plan sets out a range of aims and targets for the State and the measures by which these will be achieved, including increased regulation across various waste areas such as circular economy, municipal waste, consumer protection and citizen engagement, plastics and packaging, construction and demolition, textiles, green public procurement, and waste enforcement. It includes requirements that:

- Public bodies incorporate reuse policies into their asset management and procurement plans.
- Appropriate reception facilities are provided at civic amenity sites.
- Circular economy design principles will be promoted for the domestic furniture and mattress industry.
- Bulky waste will be banned from landfill.

While bicycles are not explicitly mentioned in the policy, they are categorised as bulky waste, and so are to be banned from landfill under the policy. Data on quantities of bicycles in landfill is not known as data is not collected on this waste stream in Ireland.

Ireland's policy framework includes commitments to examining the feasibility of introducing further Extended Producer Responsibility (EPR) arrangements for waste streams including bulky waste.

Within Inishowen a number of social enterprises are involved in the circular economy already, and there are opportunities for growth. Particularly, work has been developed within clothing and furniture upcycling/reuse, as well as initiatives promoting sewing/ repair of clothing, creating pallet furniture, and swap shops. (e.g., *Spraoi Siorai*).

Food waste and food poverty are two other areas in which social enterprises across the peninsula (e.g., *Clonmany Food Pantry*, *The Exchange Buncrana*) have taken a lead role supported by other programmes within IDP such as *Slaintecare Healthy Communities*, and *ChangeMakers*.

WHOLE OF GOVERNMENT CIRCULAR ECONOMY STRATEGY 2022-2023

Ireland's *Whole of Government Circular Economy Strategy 2022 - 2023* builds on the approach set out in the Waste Action Plan and codifies Ireland's strategic goal to be a circular economy leader among EU Member States by 2030. With a circularity rate of 1.8%, Ireland lags well behind the EU average of 12.8%.³⁵

The strategy sets out five objectives for the development of the circular economy:

- To provide a national policy framework for Ireland's transition to a circular economy and to promote public sector leadership in adopting circular policies and practices.

³⁵ Department of Environment, Climate and Communications (2021) *Whole of Government Circular Economy Strategy 2022 - 2023. Living fvlore, Using Less*. Dublin: Government of Ireland

- To support and implement measures that significantly reduce Ireland's circularity gap, so that Ireland's rate is above the EU average by 2030.
- To raise awareness amongst households, businesses, and individuals about the circular economy and how it can improve their lives.
- To support and promote increased investment in the circular economy in Ireland, with a view to delivering sustainable, regionally balanced economic growth and employment.
- To identify and address the economic, regulatory, and social barriers to Ireland's transition to a more circular economy.

The strategy is high level and sets out an overall policy approach (subsequent versions will adopt an action-plan format). It notes the potential to increase rates of repair and re-use within the economy, and states that the forthcoming *National Waste Management Plan* will provide for setting targets for both. Two of the pilot projects are included as case studies of good practice (The Rediscovery Centre and An Mheitheal Rothar).

CLIMATE ACTION PLAN (2019) AND RENEWABLE ENERGY SUPPORT SCHEME

Ireland is committed to a substantial low-carbon transformation of its economy and energy sector, including a reduction of GHG emissions in the energy sector by 80-95% relative to the 1990 level by 2050 (DCCA, 2015).

Ireland had the third-highest share of wind in electricity generation of all International Energy Agency (IEA) member countries in 2017 (IEA, 2019). Ireland's electricity system can accommodate up to 65% of instantaneous variable generation at any given time (IEA, 2019).

The **Climate Action Plan** was published in 2019 and contains commitments for action under several measures which provide opportunities for social enterprise development.

Table 2.2 Commitments for action under the Climate Action Plan	
Measure	Commitments
Electricity	<ul style="list-style-type: none"> ▪ A coherent support scheme for micro-generation (and sale of power to the grid). ▪ Establish opportunities for community participation in renewable energy generation as well as community gain arrangements. ▪ Streamline the consent system, the connection arrangements, and the funding supports for the new technologies on shore and offshore.
Buildings	<ul style="list-style-type: none"> ▪ Design policy to get circa 500,000 existing homes to upgrade to B2 Building Energy Rating (BER) and 400,000 to install heat pumps. ▪ Deliver two new district heating systems and implement a roadmap for delivering district heating potential. ▪ Increase attention to energy and carbon ratings in all aspects of managing property assets.
Citizen engagement	In the first quarter of 2020, the Department of Environment, Climate and Communications undertook a public consultation process on the next Renewable Electricity Support Scheme (RESS). This scheme would support the generation of 3,330 GWhrs of renewable electricity for the Irish market from a combination of onshore wind, solar, hydro, waste to energy, biomass combined heat and power (CHP), and biogas CHP. Senior civil servants hosted three public workshops to explain the new scheme and about how people can take part in this transition to renewable energy. Key points made included:

- The Citizen Investment Scheme -A new Government-backed investment scheme is proposed for every 'developer-led' renewable project. All citizens will have the opportunity to invest in 5% of all projects and will be guaranteed a return on their investment. Participation will extend to anyone who lives in the EU, although locals will always be prioritised, and there are minimum and maximum investment offers of €500 - €20,000 by any one person.
- The Community Benefit Fund will be a fund collected by all 'developer-led' renewable projects, at a rate of €2/MWh. A set of good practice principles for the funds has been developed by the Department of Communications and is available [here](#). A minimum of 40% of the funds shall be paid to not-for-profit community enterprises whose primary focus or aim is the promotion of initiatives towards the delivery of the UN Sustainable Development Goals, in particular Goals 4, 7, 11 and 13, including education, energy efficiency, sustainable energy, and climate action initiatives.

The RESS is designed to promote investment in renewable energy generation in Ireland. Ireland has set a target of 70% renewable electricity and an EU-wide renewable energy target of 32% by 2030. RESS auctions are held at frequent intervals throughout the lifetime of the scheme. SEAi offers support to existing Community Network members on their journey to bid in the Community category of RESS auctions. In February 2021 it was announced that Community-led projects seeking to apply to future RESS auctions, must be 100% owned by the community, as opposed to being majority owned as in previous auctions (SEAi, 2021).

CLIMATE ACTION PLAN 2023



Climate Action Plan 2023 (CAP23) is the second annual update to Ireland's Climate Action Plan 2019. The plan sets a roadmap for halving Ireland's emissions by 2030 and reach net zero no later than 2050. The plan includes measures relevant to this strategy, namely:

- CAP23 includes several references to promote active travel and reduced reliance on cars including promoting the use of bicycles (including push bikes, electric bikes (e-bikes), and cargo bikes) and shared mobility options as an alternative to car use among public sector employees and visitors, and the promotion of 'on demand' shared mobility services, including bike-share schemes. It notes the Department of Transport's policy initiatives, stating that it will continue 'to support access to e-bikes and e-cargo bikes, and will conduct additional research on the abatement potential of e-bikes as a viable alternative to private car use' (p.200).
- The strategy includes actions to expand the operation and availability of bike share schemes nationally, and to develop incentives to promote access or purchase of e-cargo and e-bikes as viable alternatives to private car use (p.208).
- In terms of circular economy actions, CAP23 refers to the publication of the second *Whole of Government Circular Economy Strategy*, and revision of *Green Tenders, An Action Plan on Green Public Procurement*.

- CAP23 also includes as an action 'Establish a Circular Economy Innovation Scheme, focusing on providing funding for a limited number of regional and/or national scale circular economy projects, with the capacity to significantly raise awareness of the circular economy and/or improve consumption patterns in relation to specific product categories or within specific sectors.' (Action CE/23/2, p.259)

DONEGAL CLIMATE ACTION PLAN (CAP)

The Climate Action Plan for Donegal has recently been finalised. In this document, social enterprises and community groups are recognised as having a key role in addressing and engaging communities in local actions.

Among the key strands of the DCC CAP are the following:

- Transport
- Built Environment
- Natural Environment and Green Infrastructure
- Communities Resilience
- Sustainability and Resource Management (Circular Economy)

There are elements across all these strands that could have a social enterprise development aspect to them.

In addition, there is a community climate action fund which was announced by Donegal County Council in December 2023. This Community Climate Action Programme (CCAP) is a new programme to support small and large, rural, and urban communities to take climate action at a local level (with funding provided in association with the Department of the Environment, Climate and Communications (DECC)). The objective of the CCAP is to build low carbon, sustainable communities, which will, in turn contribute to national climate and energy targets.

There are two strands of funding available (which is open to not-for profit groups):

- Strand 1: focuses on direct climate action building low carbon communities.
- Strand 1A: focuses on cross-border projects in partnership with communities and organisations in Northern Ireland.

The CCAP can fund 100% of all eligible costs for the project and there are three project sizes eligible: small scale projects (< €20,000), medium scale projects (€20,000 to €50,000) and large- scale projects (€51,000 to €100,000). Projects must deliver a direct positive impact on climate change by reducing greenhouse gas emissions and/or helping communities adapt to the consequences of climate change.

The 5 themes of the programme are:

- Theme 1: Community & Energy
- Theme 2: Sustainable Travel
- Theme 3: Food and waste
- Theme 4: Shopping and recycling
- Theme 5: Local climate and environmental action

There are several actions within the Climate Action Plan that social enterprises could connect into or potentially play a key role in developing. These include:

- Implement Green Public Procurement on Council projects.
- Prepare an overall Renewable Energy Strategy to support sustainable development of onshore wind and solar power within Donegal.

- Support local community-based renewable energy projects and new micro-generation and small-scale generation renewable energy projects.
- Prepare and begin to implement a Biodiversity Action Plan (including a Pollinator Plan) for the County to protect and enhance local biodiversity including climate-resilient measures.
- Work with local partners to develop Community Gardens in Donegal to support reducing greenhouse gases, improving food security, improving biodiversity, and adapting to climate change impact.
- Work with partners in the Public Participation Network (PPN) to enhance awareness and understanding of climate issues within the wider community sector.
- Continue to support arts and heritage within the County as a tool to support education and awareness on climate action.
- Support community sustainable waste management initiatives and circular economy initiatives e.g. re-use projects.

FOOD

The Government published a strategic plan, *Food Wise*, for the development of the agri-food sector which paves the way for 'sustainable growth'. Its objectives for the period 2015 to 2025 include:

- An increase in the value of agri-food exports by 85% to €19 billion
- An increase in the value added in the agri-food, fisheries, and wood products sectors by 70% to in excess of €13 billion
- An increase in the value of primary production by 65% to €10 billion

This could generate an additional 23,000 jobs over the lifetime of the strategy, while protecting biodiversity and reducing greenhouse gas emissions.

A Slaintecare Food and Nutrition programme has been developed by IDP's Community Food and Nutrition Worker, and the Inishowen Sustainable Energy Community's (SEC) action plan has identified a number of food-related measures (to enhance healthy and sustainable food provision and reducing food waste).

6.6. Health and well being

According to NESCI (2023), Wellbeing Frameworks (WBF) offer a potential means to address inequality by considering wellbeing³⁶. These establish national goals which are beyond economic (and take into account a range of economic, social and environmental factors impacting a country); they also develop well-being goals through public consultation, establish indicators for goals and report on these and other elements. NESCI argues that a WBF has a number of strengths for helping to identify and potentially address inequalities in Ireland.

6.7. Green Public Procurement and social considerations in the procurement process

Green Public Procurement (GPP) enables contracting authorities to choose goods, services or works with a reduced environmental impact. GPP has been on the European Commission's and the Irish Government's agenda for a number of years and is intended to stimulate demand for more sustainable goods and services. There are a number of initiatives in Ireland which endorse the use of GPP, including:

- The commitment in the *Programme for Government* published in June 2020, to mandate the inclusion of green criteria for all procurements using public funds within 36 months.

³⁶ NESCI (2023) Inequality and Well-Being Frameworks. Council report No. No.163 July 2023. Dublin: NESCI

- The Department of Public Expenditure and Reform's (DPER) [Circular 20/2019: Promoting the use of Environmental and Social Considerations in Public Procurement](#) which instructs Government Departments to consider the inclusion of green criteria in public procurement processes; to state how they intend to incorporate green considerations in their Corporate Procurement Plan; and to report on GPP in their annual reports. It also highlights the possibilities for departments to deliver wider social and environmental aims through public procurement. In relation to this it states:

Examples of social considerations include, but are not limited to, employment and training opportunities for disadvantaged groups, disability access, promoting social inclusion and social enterprises, and the protection of the environment and combating climate change. EU and national public procurement rules determine what and how such considerations can be successfully incorporated.³⁷

- The *EU Procurement Directive* (2014) as transposed into Irish regulations enables social considerations in the procurement process. Some measures are specifically relevant to social enterprises including the use of 'reserved contracts' for social enterprises (Article 77) for a period of three years.
- The Environment Protection Agency's (EPA) *Green Public Procurement - Guidance for the Public Sector* which focuses on how to implement GPP into public procurement processes and which sets out specific environmental criteria and guidance in relation to energy-related products, food and catering, heating, Information and Communication Technology (ICT), indoor cleaning, lighting, office buildings, paper and printing, textiles, and transport.

The Climate Action Plan 2019 assigned lead responsibility to the EPA for measuring and reporting Green Public Procurement implementation by Government Departments on an annual basis, starting with reference year 2020. Its latest report (2023) for the reference year of 2021 reported that only 24% of Government Department contracts in 2021 had used environmental criteria, and that environmental criteria measures were present in projects with a value of €54 million, approximately 10% of total spend.³⁸

6.8. The Public Sector Equality and Human Rights Duty

All public bodies in Ireland have responsibility to promote equality, prevent discrimination and protect the human rights of their employees, customers, service users and everyone affected by their policies and plans. This is a legal obligation, called the Public Sector Equality and Human Rights Duty and it originated in Section 42 of the *Human Rights and Equality Act 2014*.

The Public Sector Equality and Human Rights Duty can apply to all functions and actions of public bodies, including how their procurement processes can advance equality and human rights for groups experiencing social exclusion. Guidance and oversight of the public sector duty is led by the Irish Human Rights and Equality Commission (IHREC).

³⁷ DPER (2019) 'Circular 20/2019: Promoting the use of Environmental and Social Considerations in Public Procurement'.

³⁸ <https://www.epa.ie/publications/circular-economy/resources/EPA-Green-Public-Procurement-Gov-Depts-Report-2021.pdf>

6.9. Baseline study of social enterprises

The Department of Rural and Community Development commissioned a national baseline data on social enterprises in Ireland which was completed by Amarach research, Social Enterprise Republic of Ireland (SERI) and the Irish Local Development Network (ILDN). The findings show that:



- There are 4,335 social enterprises in Ireland, employing 84,382 people, or 3.7% of the Irish workforce.
- 74,824 volunteers work in social enterprises, including 30,324 board members.
- The total income of social enterprise was €2.34 billion in 2021, representing 0.63% of Ireland's GDP.
- 15% of the social enterprises in Ireland operate internationally as well as nationally.
- 57% are in urban areas and 43% are in rural areas.
- Social enterprises are typically microenterprises with 1 - 9 employees (57%) or small enterprises employing 10 - 49 (35%).
- 77% of social enterprises engage in more than one economic activity.
- 68% of social enterprises are concentrated in 4 sectors: childcare; community infrastructure and local development; health, youth services and social care; and heritage festivals, arts, and creative industry.
- Almost half of the workforce is between the ages of 31 and 50. Women represent 69% of the workforce across the sector, and 47% of the workforce is part-time.
- Most (64%) derive their income from a mix of trading goods/services and government grants.
- Three quarters of social enterprises are incorporated as a company limited by guarantee, and 88% are registered charities.
- Half of the surveyed social enterprises (49%) have been in operation for more than 20 years.
- Data from emergent social enterprises (established in the last four years) indicates they are especially relevant in sectors of activity such as training and work integration and environmental services.

6.10. Local policy context - Donegal Local Economic and Community Plan 2023-2029

The Local Economic and Community Plan (LECP) is being prepared by the Strategic Policy Committee (SPC) for Economic Development and Enterprise Support and Donegal Local Community Development Committee (LCDC) under the guidance of the Economic Development and Community Development Sections of Donegal County Council. A broad range of agencies were involved in the preparation of the strategy and will play a key role in implementation of actions as Lead or as implementing/ supporting partners.

The vision of the LECP is that County Donegal is climate resilient, healthy, socially inclusive, culturally diverse, connected, innovative and economically vibrant - offering an excellent quality of life for all its people.

The new LECP is currently being developed and is at final draft stage. Its draft high-level goals document acknowledges the role of social enterprises, referencing the strong policy context for social enterprise development.

The high-level goals in the draft LECP are:

- County Donegal is a climate-resilient society, with environmental sustainability being central to all our decisions and actions.

- Our communities are strong, resilient, active, healthy, connected, serviced, and empowered.
- County Donegal is a welcoming and accessible place, which is enriched by our unique culture, diversity, heritage, scenic amenities, and natural environment.
- County Donegal is a network of great communities with place-making, place-based identity and enabling infrastructure as key drivers.
- County Donegal is a competitive, innovative, and attractive location for investment, supporting quality employment.
- County Donegal is a place of opportunity for life-long learning, creativity, and innovation, driven by collaborative partnership.

6.11. Supports for social enterprises in Ireland

The Government and other parties already administer a range of programmes and strategies that specifically target social enterprise. They include those identified in the table below.

Table 2.3 Examples of supports for social enterprise	
Category	Example
SICAP	The Social Inclusion Community Activation Programme (SICAP) is a key intervention for disadvantaged communities, offering supports to individuals and local community groups. The SICAP programme to date has included provision for supporting social enterprise, under Goal 1. The new SICAP programme started in January 2024 and includes supports for social enterprise.
Staff & labour market supports	The Community Services Programme (CSP), which is administered by Pobal on behalf of the Department of Rural and Community Development. The aim of the CSP is to support community organisations to provide local social, economic, and environmental services. ³⁹ It is a dedicated support for social enterprises and provides employment grants to over 420 community organisations in Ireland. The CSP was reviewed in 2019-2020 and has recently introduced changes to the level of salary funding to projects, based on the financial circumstances of existing beneficiaries. A limited call for new projects was issued in 2023. Labour market programmes operated by the Department of Social Protection (DSP) offer part-time placements with community initiatives to those who are long-term unemployed or underemployed (farmers and fishermen/women) in rural areas. These are the Community Employment (CE) programme, (which also provides supervisor grants, materials grants, and training grants); Rural Social Scheme (RSS) and Tus (the latter two being implemented by local development companies).
LEADER funding and other capital	The Rural Development Programme (LEADER) provides a combination of capital supports, training, and other supports. LEADER funding is open to community groups interested in developing social enterprises, and it funds such initiatives in the areas of tourism, renewable energy, crafts and artisan food production, and services for hard-to-reach communities. Funding of up to 75% for capital projects and other supports (to a maximum level of €200,000, or where a community group has no economic activity €500,000), and training programmes are eligible. The new RDP programme will run until 2028.

³⁹ <https://www.pobal.ie/FundingProgrammes/CommunityServicesProgramme/Pages/CSP-FAQs.aspx>

Dormant Accounts Fund	The Dormant Accounts Fund (DAF) provides capital and other funding targeting specific groups, including people with disabilities, communities experiencing socio-economic disadvantage and those who are educationally disadvantaged. The 2023 DAF Plan (published in November 2022) has approved measures worth €54.5 million. €2.3 million is dedicated for social enterprises.
Community Finance Ireland and Rethink	In 2022, CFI and Rethink announced a proposed new 'hybrid' financial support for social enterprises, combining a 50% loan (repayable) finance and 50% non-repayable finance (with additional soft-supports available to recipients of the finance). The programme is delivered in collaboration between the DRCD, Rethink and Community Foundation Ireland.
Local Enterprise Offices (LEO)	LEOs can offer 'soft' supports in the form of training and mentoring to social enterprises. Regarding financial supports, these are available from LEOs for micro-enterprises operating in the manufacturing and internationally traded services sectors.
Supports for community energy production	The Sustainable Energy Authority of Ireland (SEAI) provides funding to community organisations to reduce the reliance of their communities on fossil fuels, as part of the Sustainable Energy Community programme. It is funding a network of over 130 communities around Ireland who are pursuing community energy production.

In addition to the above, there are sector specific funding programmes which are accessed by some social enterprises. For example, programmes for childcare are accessed by social enterprises as well as mainstream enterprises (for example, the Community Childcare Subvention (CCS) Programme targeting disadvantaged parents and parents in training, education or low-paid employment and the universal Early Childhood Care and Education Scheme (ECCE)), as well as various funding streams provided by the HSE and Tusla for service delivery.

6.12. Social enterprise networks

Below are some of the national networks operating in Ireland. A number focus on the membership's shared economic activity, others are area-based (e.g., Inishowen Social Enterprise Network) while others have a general and national remit:

- ISEN is a network of Inishowen Social Enterprises made up of community, voluntary and social enterprises from across Inishowen. IDP facilitates network meetings which take place approximately once every two weeks. ISEN members share knowledge and information around funding opportunities and projects and are proactive in voicing concerns around changes in funding models and challenges that the social enterprise sector faces. Collectively and supported by IDP, ISEN voices the challenges of the social enterprise sector.
- The Social Enterprise Republic of Ireland (SERI) was established in 2020 and is the newest network of stakeholders with a specific interest in social enterprise, formed to promote the concept of social enterprise in Ireland (www.socialenterprise.ie). While it is a multi-stakeholder forum, it includes a practitioner council, with membership of social enterprises.
- The Irish Social Enterprise Network aims to enhance the visibility of social enterprise in Ireland (www.socent.ie).
- The Community Recycling Network Ireland is the all-island representative community-based body for community-based re-use, recycling, and waste prevention organisations (www.cрни.ie).
- The National Association of Community Enterprise Centres (NACE()) is a network of 120 community enterprise centres in the Republic of Ireland. Its primary role is to support and develop the interests of community enterprise centres on a national basis. (www.enterprisecentres.ie)

Donegal has the second highest number of social enterprises in Ireland (after Leitrim) with 18.5 social enterprises per 10,000 inhabitants, according to the national baseline study on social enterprises.⁴⁰ From survey responses in the national social enterprise census, a baseline study has extrapolated data on the sector. This data is used for comparative purposes in this analysis of social enterprises in Inishowen.



For specific data on the sector in Inishowen, a list of 30 organisations was devised from the following sources, in order to capture some data on the members of the Inishowen Social Enterprise Network (ISEN) through IDP.

- Community Service Programme (CSP) funded organisations
- Organisations listed in the Western Development Commission (WDC) social enterprise map
- Community childcare services in Inishowen
- Housing associations based in Inishowen (members of The Council for Social Housing)

Note: this is a sample of the social enterprise sector in Inishowen.

The analysis of social enterprise activity is based on desk research of the sector, which includes the following sources:

- Company Registration Office (CRO) data including annual financial statements.
- Charities Register data.
- CSP data (allocations for 2023, published by Pobal)
- Materials produced by the Inishowen Development Partnership (IDP) including publicity and video profiles of the social enterprises.

Note: some of the information is incomplete as not all organisations produce the same detailed data in their returns (e.g., abridged accounts). Where information is not available through CRO returns, information has been sourced via the Charity Register.

⁴⁰ Amarach Research, SERI and ILDN (2023) *Social Enterprises in Ireland A Baseline Data Collection Exercise*. Dublin: DRCD

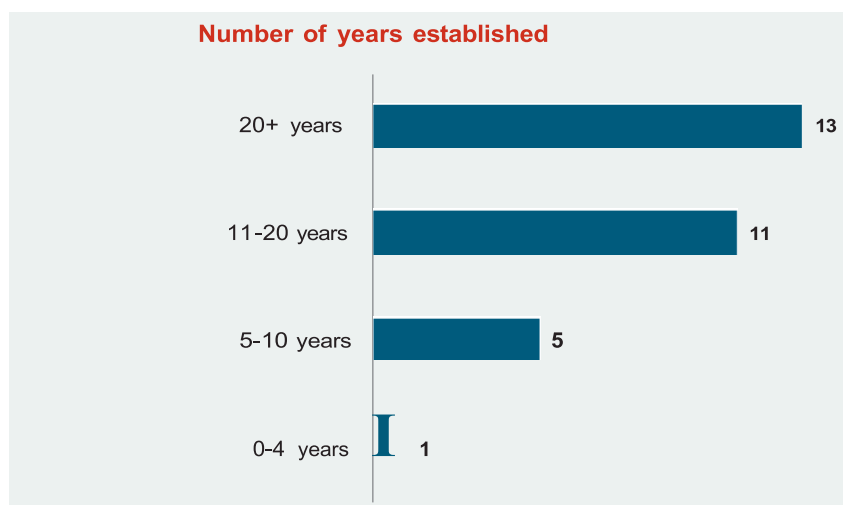
7.1. Form and governance

28 of the 30 social enterprises are incorporated using the legal form of Company Limited by Guarantee (two are co-operatives and registered as Industrial and Provident Societies). All but three of the 30 social enterprises are registered as charities.

The 28 social enterprises incorporated as CLG are governed by 152 directors (an average of 5 directors per social enterprise). The gender breakdown of the directors is 56% female, and 44% male.

7.2. Number of years in existence

The most recently established of the social enterprises was established within the last four years, and the most established is over 35 years old.⁴¹ 43% of the social enterprises are established for more than 20 years. This indicates a slightly more mature sector compared with the national baseline study, which established that 30% of social enterprises were formed in the last ten years. In Inishowen, the corresponding percentage is 20%.



⁴¹ This is based on date of incorporation of legal structure, rather than the establishment of the group that formed the social enterprise.

7.3. Activities

According to the national baseline study, 68% of social enterprises in Ireland are concentrated in four sectors: childcare, community infrastructure & local development, health, youth services & social care, and heritage festivals, arts & creative industry. This is consistent with the sector in Inishowen, and the categories used in the baseline exercise have been used to map the sector in Inishowen. However, it is important to stress that there is an overlap between many of the activities. For example, during the consultations, community centres made the point that they also provide a wide range of support services to their local communities, including food services, health and wellbeing activities to combat social isolation, and supports around community integration for example with new communities and Ukrainians.⁴²

The graphic below reflects the extent to which the categories as outlined in national baseline study, are also prevalent in Inishowen, with the single biggest category of primary activity in the community infrastructure/ resource centre and childcare sectors.

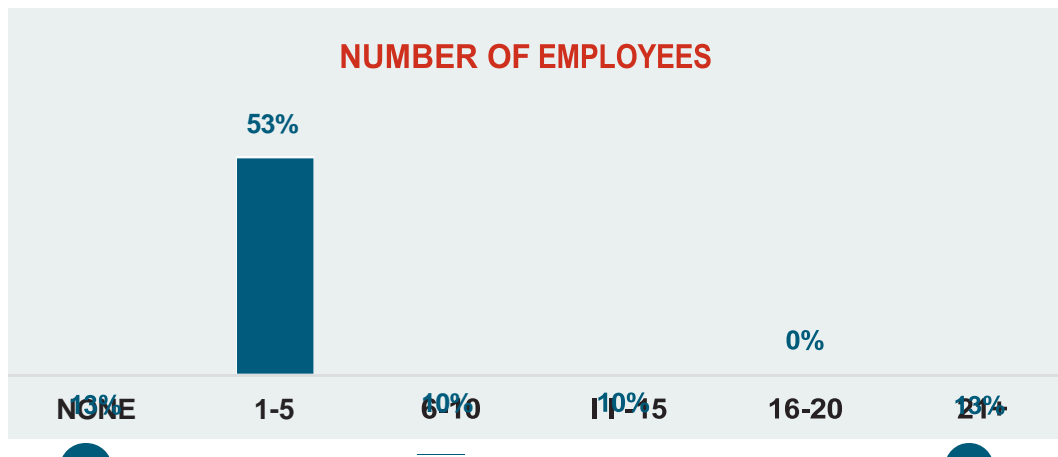


Figure 1 - Activities of social enterprises in Inishowen

⁴² This is consistent with the national baseline study which found that social enterprises citing community infrastructure and local development as their principal economic activity, declared the greatest number of multiple activities, averaging approximately five.

7.4. Number of employees

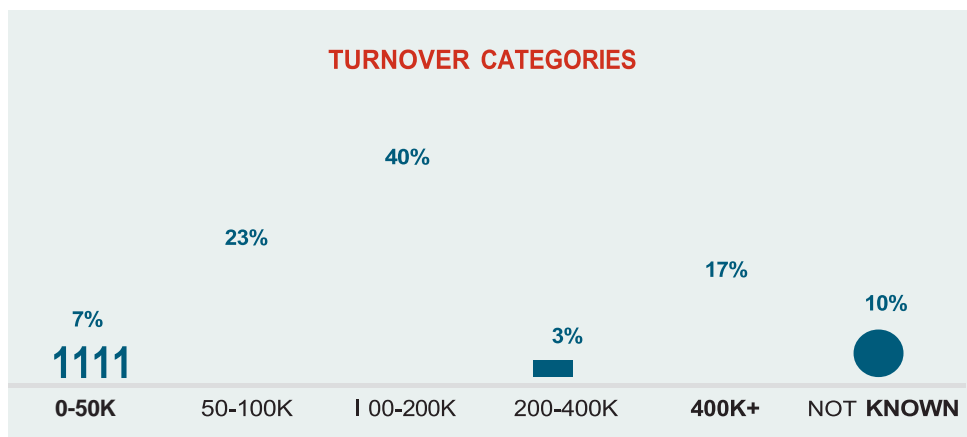
The analysis reveals that the 30 organisations employ 220 individuals (in both full-time and part-time capacities). The majority employ between one and five staff, but a significant number employ more than 21 people, as illustrated in the figure below. Overall, approximately 23% of the social enterprises would be classed as small enterprises, with the remaining 77% as micro-enterprises (i.e., employing less than ten staff members). A significant portion of the social enterprises employ no staff.



7.5. Financial status

Almost six million euro (€5,822,686) in annual turnover was generated collectively for 28 of the 30 social enterprises. The figure below outlines the general turnover ranges for these social enterprises - this indicates how wide ranging the sector is in terms of turnover size. The most prevalent turnover size was between €100,000-400,000 for 40% of social enterprises.

Data for 28 social enterprises indicates collective net assets of almost ten million (€9,926,944).⁴³ And of these over three quarters (79%) of social enterprises for which we have data generated a surplus in their last financial year.



Traded income is only available for 24 of the 28 social enterprises, and it amounted to €1,424,696 based on the most recent annual accounts. Traded income is not always reported in annual accounts and some organisations categorise income which is for the delivery of services as grants (for example, a service level agreement for the delivery of a service may be

⁴³ Data is not available for two of the organisations.

categorised as a grant or traded income). For this reason, calculations of traded income are not reliable, and so should only be taken as an indication: in this respect, traded income as a proportion of turnover averages at approximately 28%.

Community Services Programme

The Community Services Programme (CSP), which provides a subsidy to employment (and is administered by Pobal on behalf of the Department of Rural and Community Development), provides funding to 12 social enterprises in Inishowen. Funding committed for 2023 included provision for 12 manager roles and 31 full time equivalent⁴⁴ staffing positions, equating to €1,113,704. Taking the social enterprises that are funded by the CSP, traded income accounts for 35% of all turnover (based on nine social enterprises). And turnover for 10 of the CSP funded projects amounts to €2,277,590 (based on latest annual financial statements available).⁴⁵

Other sources of public income accessed by social enterprises include the National Childcare Programmes,⁴⁶ Health Service Executive (HSE) funding, and Donegal County Council.

7.6. Location of social enterprises

The social enterprises are distributed across the peninsula, outlined in the table below.

Area	No
Buncrana	7
Muff	4
Carndonagh	3
Malin Head	2
Malin	2
Clonmany	2
Dunree	2
Greencastle	2
Manorcunningham/ Newtowncunningham	2
Carrowmenagh	
Culdaff	
Glengad	

⁴⁴ The actual number of jobs could be higher depending on whether some of the roles are employed on a part-time or full-time basis.

⁴⁵ The importance of the CSP as a source of funding and the limited opportunities to increase trading income for some social enterprises was reflected in the concerns about the increase in minimum wage per hour (due in January 2024) by €1.40 (to €12.70 per hour). In December 2023, it was reported that the grant for CSP full time equivalent positions would increase to account for these increases.

⁴⁶ Community Childcare Subvention Programme (CCS) and Early Childhood Care and Education (ECCE)

An overview of some of the key themes arising in discussions is highlighted in this section, and some possible areas for discussion which could form the basis of recommendations and next steps.

8.1. Characteristics of Inishowen that impacts on activities

The characteristics of Inishowen were reflected in discussions. This included:

- The geographic nature of Inishowen, its physical isolation and in some regard, its isolation from mainstream services and agencies.
- The resilience of Inishowen and strong sense of identity and independence. This provides a strong basis for social enterprise and co-operative development, with a strong 'self-help' approach.
- The lack of a strong transport infrastructure was highlighted throughout the consultations, necessitating reliance on private transport. Combined with its geographic features, this reinforces isolation of Inishowen communities, as access to many services takes significant time.
- Change in demographics, in particular, the number of Ukrainian families who have located in Inishowen, and a number of International Protection Applicants.
- The Defective Concrete Blocks/Mica problem and its enduring impacts on the population: reference was made to the hidden harm which has been extensive, including mental and physical health impacts and the ongoing concerns of families and communities around finding alternative accommodation and the redress scheme and its limitations were noted.

8.2. Characteristics of social enterprises in Inishowen and opportunities

Social enterprises in Inishowen (as well as Donegal) are closely aligned to the 'deficient demand' typology, which meet gaps in service provision, and there is a significant portion of social enterprises involved in the delivery of a range of services from community centres and facilities. This is consistent with the relatively disadvantaged characteristics of the county, and many of the social enterprises are located in or provide services to areas with the largest populations, which are also the location of the

most disadvantaged areas in the peninsula (including Carndonagh and Buncrana).

For example, in 2022, 16 social enterprises in Inishowen were funded under the Community Services Programme (CSP). The majority (7) were funded under Strand 1 of the programme (community halls) and 4 were funded under strand 2 (services to disadvantaged communities). No projects were funded under the smaller Strand 3 of the programme (employment for targeted groups).

This indicates a limited number of Work Integration Social Enterprises (WISEs) operating in the area. This may relate to the rural nature of the area, as WISEs tend to be closer to more commercially oriented social enterprises (necessitated by the desire to create sustainable employment opportunities).

The consultations indicated needs of groups which could form the basis for new WISEs, including people with disabilities, and young people.



Young people

There have been some changes in youth work provision and infrastructure in Inishowen in recent years, with funding for approximately four youth workers (For6ige and the Aspire project). This means there are core staff based in Inishowen (rather than outreach youth services operating from Letterkenny). The Aspire service is a targeted intervention and therefore limited and does not service the entire youth population across the peninsula.

Consultations also indicated a need for support for young people in relation to employment (16-24 years) and how some of this could have a social enterprise context, for example, involvement in garage projects, bike repairs, cafe style models. The programme could work with projects to explore the potential for youth based social enterprises. There are a number of resources available to promote co-operatives (including the Society of Cooperative Studies in Ireland's Coop For Development schools resource, which highlights the role of cooperatives to achieve Sustainable Development Goals). The potential to engage with youth services to promote youth leadership and social enterprise could be explored through workshop activities and events, including Hackathon style problem-solving activities.

The need was identified for initiatives to support young people with disabilities into work, in the form of Work Integration Social Enterprises (WISEs), based on models elsewhere. For example, Trieste Press in Roscommon, Bluestack Special Needs Foundation's Cafe in Donegal Town. The role of social farming as an initiative to meet needs of people with disabilities was also noted. Local schools link into the social farming model but this could be expanded. Opportunities to develop social farming in Inishowen through a social enterprise approach could be explored as part of this strategy through engaging with Social Farming Ireland.⁴⁷

Care services

There is a gap in care services experienced throughout rural Ireland, including in Inishowen relating to the delivery of home care services. Social enterprises have operated in this space in a number of county areas, including Roscommon (Roscommon Home Services RHS⁴⁸), Dublin (The Great Care Co-operative), Clare (Clare Care), and Limerick (Care Bright), and they have provided an opportunity for quality employment for women in a sector which can be characterised by low wages and poor working conditions. Roscommon Home Services is a community cooperative and was established in 1996. It has been operating in Roscommon, Galway, and Mayo and has recently announced that it will operate in the areas of Sligo, Leitrim and Donegal. It is not known whether this includes the Inishowen area. If not, the opportunity to develop a community-based home care services could be explored with the HSE, drawing on experiences of models in existence, including worker cooperative models as well as community-based providers.

This would align with training initiatives of the IDP, including a recently developed health care training programme which could support the development of this model further. Graduates of this programme could potentially be offered a progression route to employment in such a social enterprise.

⁴⁷ [Social Farming Ireland](#) (led by Leitrim Development Company) supports the development of a national Social Farming network in collaboration with Local Development Companies, namely West Limerick Resources, Waterford Leader Partnership and South West Mayo Development Company where regional Social Farming development officers are based. According to its website, Social Farming Ireland delivered over 6,300 placement days to approximately 790 participants on 77 social farms throughout the country.

⁴⁸ <https://rhshomecare.ie/>

Climate action based social enterprises

The national baseline study indicated that emerging social enterprises in Ireland include a significant portion that focus on environmental sustainability. While this is broad area, environmental social enterprises in Inishowen are relatively under-represented in activities such as circular economy, or waste management initiatives.

Environmentally based social enterprises also have the potential to operate under public sector contracts or agreements, including those outlined in the appendices.

In terms of renewable energy, there are seven wind farms in Inishowen, according to the SEAi.⁴⁹ Most are located to the south-west and mid-west of the peninsula. These are all developer led schemes. The national Climate Action Plan sets out a Community Benefit Fund collected by all 'developer-led' renewable projects, at a rate of €2/MWh. A set of good practice principles for the funds has been developed by the Department of Communications and is available [here](#). A minimum of 40% of the funds are to be paid to not-for-profit community enterprises whose primary focus or aim is the promotion of initiatives towards the delivery of the UN Sustainable Development Goals, in particular Goals 4, 7, 11 and 13, including education, energy efficiency, sustainable energy and climate action initiatives. In addition, all developer-led schemes are required to offer local investment opportunities (individuals or groups). The strategy could explore the application of Community Benefit funds and to explore whether these could offer a direct funding opportunity for social enterprise activity in this area.

There are also five Sustainable Energy Communities (SECs) in Inishowen:

- Isle of Doagh Sustainable Community
- Buncrana GAA Green Club
- Inishowen SEC
- Moville SEC
- Greencastle Community Development

Donegal County Council is developing plans for an Energy Agency for Donegal, Derry City and Strabane, and all local authorities have recruited Climate Action Officers.

The strategy could explore the development of a number of sustainable social enterprises, to include exploring the potential for recycling and circular economy initiatives which could offer employment for marginalised groups. There are already plans by social enterprises to develop paint recycling and bike reuse and recycling initiatives, as well as innovative insulation initiatives (using sheep wool as a material). These and other initiatives such as social farming initiatives, as well as potentially larger, flagship social enterprises should form part of a climate action strand to the strategy and could avail of funding under Climate Action Innovation projects. The Sustainable Energy Communities (SEC)⁵⁰ in Inishowen could contribute or engage with a Climate Action and Social Enterprise strategy for the peninsula. Renewable energy should also be explored (see under flagship social enterprise activity, below).

⁴⁹ Meenkeeragh, Sarne Hill, Beam Hill, Drumlough Hill, Glackmore Hill, Crochahenny, Cool Wind farms.

⁵⁰ Work by the Inishowen SEC includes support to retrofit homes, evaluation of renewable electricity projects, Decarbonising Zone status for Carndonagh, and support for the ECO Carn Biodiversity Action Plan. Inishowen SEC launched its strategic plan in 2023 and has undertaken feasibility analysis for the development of a community-owned biogas plant in Inishowen.

The role of the state

While recognition and awareness were identified as barriers to social enterprise engagement with public sector bodies, it is worth noting that the Bryson Group (a large scale social enterprise operating in Northern Ireland across a number of areas) manages six recycling centres on behalf of Donegal County Council, and so formal trading relationships with the sector already exists.⁵¹

The role of central government in supporting social enterprise activities in sustainability could be explored (for example, through a policy mapping exercise or consultations with central government). It is noted for example, that the Department of Transport and DRCD is piloting a bicycle and e-bike reuse initiative for a number of social enterprises (administered by Pobal), the Department of Agriculture supports social farming⁵² and biodiversity initiatives, the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media is developing a new national policy framework for Culture, Creativity and Climate, and climate and sustainability actions apply across all government departments.

Arts based social enterprise, festivals, tourism and food

There is a strong arts and creative infrastructure in Inishowen (Artlink) which works closely with other social enterprises in the county. The consultations noted the rich cultural heritage of Inishowen, including music as well as the visual arts. Integrating arts-based activities into the work of existing social enterprises (including community facilities) can add value to their work, reach a wider audience within the community, and enhance the sustainability of social enterprises. For example, Clonmany Community Centre has a strong crafts dimension to its work, and Clonmany Fabrics, one of its social enterprise activities is believed to be one of Ireland's largest retail outlets for fabric, quilting and sewing accessories.

Festival-based social enterprises likewise can add value to social enterprises and attract investment into the community. ISEN has developed the Inishowen Walking Festival and Artlink has ambitious plans for initiatives, including the development of an arts festival in the county, and has completed a [feasibility](#) study on this.⁵³ There is a strong inter-relationship with tourism activities as arts-based activities can add value to the visitor experience, which is a key objective of the tourism development plan for Inishowen. For example, craft producers have provided visitor opportunities as part of their work. Co-operative models⁵⁴ or social enterprise could engage with the craft sector to explore ways of working collectively to promote their produce

⁵¹ The Bryson group delivers a range of services through its various departments, subsidiaries including Bryson Care, Bryson FutureSkills, Bryson Energy, Bryson Intercultural, Bryson LaganSports, and Bryson Recycling.

⁵² In relation to social farming initiatives, the opportunity to utilise this model on small farms in the peninsula was noted. Social Farming provides a range of opportunities for groups to benefit from taking part in farming activities. The farmer carries out ordinary farm activities alongside participants and adapts to their capacities, skills, and interests on the farm on a given day: it is the participant's needs and goals which are the key focus. Social farming can enhance wellbeing and is beneficial to a wide range of groups including those with disabilities and can provide a route to employment for groups. There are a wide range of farmers involved in Social Farming across Mayo, Roscommon, Leitrim and Galway. Some are small organic holdings, while others are large dairy farms. Social Farming may also provide income generation opportunities for small farmers.

⁵³ Artlink (2023) Inishowen Art Festival Feasibility Study.

⁵⁴ For example, Producer Co-operatives.

to reach a wider audience. The same approach could be used with food producers through the promotion of markets.⁵⁵

The role of arts in developing opportunities for communities, building social capital within communities, and providing supports to people of all ages is important. Its role in enhancing health and wellbeing and engaging with young people is also well established in policy terms.⁵⁶ Donegal County Council's Culture and Creativity Strategy was launched in November 2023.⁵⁷ Moreover, the role of the creative arts in raising awareness of climate change was recently the subject of an evaluation⁵⁸ of five Creative Climate Action Projects. The report found that the projects had a significant impact on audience members and participants in terms of increased awareness, positive engagement, and motivation to act in relation to climate change. The Creative Climate Action experiences were found to provide new ways of engaging and new spaces for connecting and communicating in relation to the environment and climate change. Over 90% of audiences and participants agreed or strongly agreed that the arts/ creative community has a role to play in addressing climate change and that artistic/ creative events can inspire people to take positive environmental action.⁵⁹

Arts-based social enterprise activity (including festivals), tourism and food production in Inishowen should be key themes in the social enterprise strategy. The contribution of these activities to social capital and wellbeing, economic development, and their role in diversifying income streams for existing social enterprise should be promoted among state agencies and other key stakeholders. Activities could include ideas generation and new networking opportunities, information and expertise sharing should be explored, to include consideration of relevant practice in other counties and countries (see appendices for examples of social enterprises in the Netherlands which are involved in some of these activities, some of which are characterised by multiple activities to achieve sustainability).

⁵⁵ [The Cottage Market Cavan](#) is a social enterprise based in Cavan town that provides a supportive route to market for small-scale growers, food producers, crafters and artists in County Cavan. Its mission is to improve the lives of the people living in County Cavan by building a local marketplace that reflects the skills and talents in our community and helps create local futures. Alongside its market activities, it delivers a Local Green Box service for food producers with four collection points in county Cavan. The [Open Food Network](#) (OFN) is a community-owned software platform that is built for selling food. It can be either a shopfront for individual enterprises or a community hub of farmers and other local producers working together. OFN is operating in nine countries throughout Ireland, with local producers using it to reach markets to sell their products and support their local food economies in these difficult times.

⁵⁶ For example, Creative Ireland is an all of government culture and wellbeing programme building around a number of themes. The Creative Youth Plan 2023-2027 intends to enable the creative potential of every child and young person aged 0-24 years through a series of expanded and new initiatives that will be delivered between 2023 and 2027. There are a number of social enterprises operating in the creative arts space, which include storytelling, creative media workshops and training opportunities (such as Gorm Media).

⁵⁷ Donegal County Council's Culture and Creativity Strategy 2023 -2027 is working towards the individual, collective and national wellbeing of citizens and communities in a creative, innovative and collaborative way.

⁵⁸ Nyhan, M. Revez, A, Mac Mahon, J, Burke, M, Hogan, P 2023. '[Creative \(-Change - Analysing the Impact of the Creative Climate Action Initiative on Climate Change Awareness, Engagement & Action in Ireland.](#)'

⁵⁹ Public consultations commenced in 2023 for the development of a new national policy framework for Culture, Creativity and Climate by the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media.

Community buildings

Infrastructure projects, including the restoration of abandoned and derelict buildings for community use, and repurposing of buildings under RRDF, Village Renewal and Town Centres was noted as an opportunity for social enterprise activity. There are existing partnerships between Donegal County Council and other organisations to this effect.

However, it was also noted there are vacant buildings in parts of the county which have been earmarked for renovation by public bodies (outside of the local authority) for a number of years, but which lay derelict. The challenge of securing state-owned businesses is significant, given the overall shortage of space throughout the country. However, given this need and the presence of vacant buildings, consideration could be given to undertaking an audit of vacant public buildings in Inishowen, and use this as a basis for advocating access to unused buildings by community organisations and social enterprises.

8.3. Needs of social enterprises and support requirements

Recognition and awareness among some funders

The point was made that social enterprises such as community centres and services are the lifeblood of their community but are not adequately remunerated for the work that they undertake, or recognised for the work that they do. The flexibility and ability of social enterprises to respond to a range of community needs, including during the COVID pandemic and in supporting the Ukrainian community was noted.

State agencies identify the contribution and benefits of social enterprises, but the trading or enterprise aspect of social enterprises is less prominent. Some have attributed this to a lack of awareness around how they can interact with social enterprises, and the potential for trading relationships in the form of procurement opportunities does not arise in discussions.

There is a need for specific awareness raising and promotional work with agencies about how social enterprise can specifically meet their needs and to outline what type of trading relationships can take place. This could focus on tangible and clear examples of how local authorities could interact with the sector. For example, discussion could take place about gaps that they have in service delivery, or emerging activities or practice areas that social enterprises could contribute to. These could relate to areas such as housing, parks (e.g., maintenance works, painting, landscaping), waste management (diversion from landfill, recycling, circular economy) and other activities (training and education regarding climate action). In these discussions, it would be important to include the potential for new as well as existing social enterprises and larger-flagship social enterprises, and to ensure a focus on trading and funding opportunities.

The appendices include examples of social enterprises that currently have trading relationships with state agencies. Many of these are in the circular economy sector, but they also include housing maintenance and clearance type activities, and many have been formed as Work Integration Social Enterprises, forming in spaces where there is a commercial opportunity based on gaps in service delivery in areas of benefit for local authorities.

In Northern Ireland, Social Enterprise Northern Ireland (SENI) has developed an approach to raising awareness with the local government sector and generating commitment to support social enterprise. This involves initial engagement with local elected representatives across councils around the importance of social enterprise and seeking their support in promoting the sector throughout council activities. It also engages with council officials who are asked to 'champion' social enterprises across departments.

This approach could be undertaken in Inishowen, with a specific 'ask' for elected representatives. A Charter of Commitment could be developed to which local elected representatives could be asked to sign up to. Arising from discussions, a 'register of

opportunities' could be developed which could lead to new social enterprises being developed, or new trading or funding relationships developed with local or central government.

To pursue this approach, consideration would need to be given to the key messages around social enterprise. It was observed in consultations that there is limited understanding (or expectation) about the enterprise element of social enterprise. Given that there can be ambiguities around social enterprise within the sector throughout the country, clear messages about the role of social enterprise and their contribution to state agencies in particular would be important.

Measuring and demonstrating social impact

Measuring social impact is a means of raising awareness of the sector as a whole and of the contribution of individual social enterprises to their communities as well as to public policy objectives. In the first instance, demonstrating the contribution of social enterprises as a whole to local communities in Inishowen should be straightforward and could be calculated in terms of income and turnover, numbers accessing services, activities social enterprises undertake, contribution to SDGs, employment offered etc.⁶⁰

Social enterprises expressed an interest in embarking on a programme of measuring social impact, which may be more complex. There have been a number of methodologies for measuring social impact developed over the decades, including social return on investment (SROI) which provides evidence of value for money, by calculating a 'return' in quantitative terms on the amount of funding initially invested. Other forms of outcome measurement include capturing destination data⁶¹ or Local Multiplier 3 (LM3).⁶²

A programme for measuring social impact to illustrate the contribution of social enterprises in Inishowen could be developed under the strategy. This could potentially be undertaken in collaboration with Atlantic Technological University, Ulster University, North West Regional College, Equal Ireland or other third level institutions, which engage in social entrepreneurship and social enterprise programmes. It could pilot an approach to social impact measurement and would need to support social enterprises to undertake this work (as the staffing resources of social enterprises are already stretched).

Separately, promoting social enterprise activities could also use social impact methodologies (such as LM3) to illustrate how local spending and procurement by state agencies could impact on the local community.

Staffing

There is a need for skilled staff, particularly at pre-start-up stage, to drive the operational aspects of the social enterprise. This can be a very demanding phase, resource-wise, and without staffing or supports in place to develop the social enterprise, achieving start-up and trading is very challenging. This limits the development of new or emerging social enterprises.

⁶⁰ It was noted in the consultations that the deskresearch undertaken as part of this strategy will be overtaken by events, where some social enterprises have been expanding their operations and employment levels in the county.

⁶¹ Destinations data is often used in an education context and generally includes any information collected on students' destinations post education (and may include institutions they later go on to attend, what courses and subjects they go on to study, and their subsequent employer).

⁶² LM3 (Local Multiplier 3) is a methodology that measures how their spending generates local economic impact and benefit to communities, and to identify where changes need to be made to improve that impact. The New Economics Foundation (NEF) originally used the model for use at the local level.

For operational social enterprises, compliance burden (highlighted below) coupled with limited resources for staffing, means that management staff of social enterprises are over-burdened, and focused on operational rather than strategic priorities, and are at risk of burnout.

In addition, the terms and conditions (including salary levels) offered to managers of social enterprises are typically poorer than those in the private or public sector, and usually do not include the same provisions for sick leave, pension contributions by employers, etc. This means that social enterprises can find it difficult to recruit staff with the required mix of skills to advance social enterprises, or that existing staff are not remunerated properly for their contribution, or they can be at a risk of losing staff. In addition, recent changes in legislation regarding minimum wage, sick leave entitlements, pension provisions and employer PRSI contributions will have financial implications for social enterprises, which causes significant concern for those in the sector, given the limited funding and reserves many have.

Considering limited resources, potential opportunities were identified which could enable peer to peer mentoring and support with established and experienced social enterprises matched with ones at an earlier developmental stage.

Scaling social enterprise and new project development

There are some large -scale and flagship social enterprises in Inishowen, but in the main, barriers to scaling social enterprises in the peninsula was noted. This arises from a number of issues:

- Limited start-up resources (project development, lack of staff to focus on new areas of activity)
- Limited start-up capital and finance to invest in new activities (it was noted by some social enterprises that their low funding base also limits capacity to develop financial reserves which is also a challenge)
- High risk of new enterprise potential, or risk aversion in some instances. If there is limited surpluses or reserves, new, potentially risky initiatives may not be developed.
- Lack of trading opportunities due to low population base

This could potentially mean that new social enterprise opportunities are not being explored if capacity is not available. A collective or strategic approach to some social enterprise activities (particularly large-scale activities such as renewable energy) could be to explore the potential for a social enterprise development company for Inishowen. This could involve the formation of a single entity which would acquire assets and develop commercial as well as non-commercial social enterprises in order to achieve sustainability.⁶³

Adopting a strategic approach might enable the entity to gain resources from public, private and philanthropic sources, and should seek to develop social enterprises in strategically important areas including green economy or renewable energy, shared services as well as other areas.

There are risks here, including entering into competition with existing social enterprises if a single structure is advanced. It must be carefully navigated, but the existence of a strong network of social enterprises in Inishowen could provide a starting point and oversight structure to consider opportunities for multiple new social enterprises to be accommodated within single structures.

⁶³ A similar approach was undertaken in Waterford by the community development project in Ballybeg with the support of Waterford Crystal in the mid 2000s (Local Economic and Development Company).

Some large-scale social enterprise activities may involve joint projects across a number of organisations or across ISEN as a whole, for example, in the area of renewable energy and other emerging sectors.⁶⁴

Administrative challenges and potential for collaboration

Most social enterprises are small-scale with limited (or in some cases, no staffing) and report challenges relating to governance, compliance, administration, human resource management and others.

Costs relating to governance, administration, management, and compliance can be fixed costs, therefore representing a disproportionate burden on smaller social enterprises. This can lead to impacts on managers (risk of burnout), impacts on boards (recruitment difficulties) and risk of lack of compliance for social enterprises. One of the areas highlighted in consultations was the need for ongoing Human Resource Management expertise, given the costly implications of poor HR practice.

The existence of a strong network of social enterprises in the form of ISEN could potentially present with opportunities to reduce this compliance and regulatory burden, through exploring means to collaborate for the delivery of corporate services. The consultation raised the potential for collaboration around administration requirements (e.g. shared services or other models) with some appetite among social enterprises. There are some social enterprises offering services in these areas.⁶⁵ There are also risks associated with collaborating around shared-service type initiatives, for example, loss of operational expertise, and there was a concern that some activities would not be suitable (e.g., funding applications given the competitive nature of funding). Exploring potential models for collaborating to meet administrative and corporate-type services could form an action in the strategy. For example, opportunities to gain support around meeting company and charity regulator compliance through accessing a company secretary support function (on a collective basis), to advise and support around good governance. This could mitigate fears of potential board members around company compliance issues.⁶⁶

⁶⁴ Udaras na Gaeltachta applied for (and was granted) planning permission by Donegal County Council for a solar farm development at Ard na Ceapairi, An Bun Beag, Co. Donegal. The project consists of a solar farm (approximately 14.1 hectares), comprising solar photovoltaic panels on ground mounted frames. The project is being developed in partnership with six community development organisations in Gaoth Dobhair. The photovoltaic farm will contribute to the local economy, serve as a valuable source of income for local development groups, reduce the carbon footprint and enable the adjacent Paire Ghn6 Ghaoth Dobhair (Gaoth Dobhair Business Park) to *move* away from fossil-fuel generated energy and towards sustainability and energy independence. This project was developed over a number of years, and a feasibility study was conducted in 2020, followed by an extensive public consultation process. The concept of a "Green Gaeltacht" which emphasizes the viability and sustainability of Gaeltacht communities, is identified as a strategic goal in Udaras na Gaeltachta's Strategy 2021-2025.

⁶⁵ **Crann Support Group** provides shared services to community and voluntary groups in Meath. Services provided include accounts, HR support. It also provides governance support and management consultancy as well as other ancillary services. It provides these services to community childcare providers. The **Voluntary Housing Services Company** Ltd formed to provide organisational supports to small, approved housing bodies in Munster, and to promote efficiency and effectiveness in voluntary housing organisations. Some credit unions have also collaborated in the delivery of shared services. **Milford and District Resource Centre** provides book-keeping and payroll support services.

⁶⁶ Under company law, the only officer of a company required is a company secretary, and this role has responsibilities additional to those of directors. However, the company secretary is not required to be a director and some companies (and accountants) undertake this role on a professional basis, ensuring that company compliance is maintained.

The need for support in these areas was reiterated in some of the consultations, where the need for bespoke, individual, and ongoing support around general management and project development issues arose. This relates to the need for a direct and intensive project support function as a support to social enterprises, in particular staff members or managers, which is discussed below.

Close project support

The need for tailored and bespoke technical support which is more intensive than training or mentoring was identified by social enterprises. This could be delivered in a few ways, and the consultations identified a need for all the below forms of support:

- Access to generic resources and supports. Including regular information (local and national policy, funding programmes, updates in employment legislation, etc) and templates for key policy areas which can be adapted to meet social enterprise needs.⁶⁷
- Access to one-to-one support or advice sessions, which would be tailored to the specific needs of social enterprises (HR, GDPR, governance compliance needs). These could be once-off supports provided in response to specific and individual needs of individual social enterprises.
- Development and technical support (for new social enterprises or existing ones wishing to establish or diversify activities) which would provide practical supports to social enterprises and community organisations considering the development of social enterprises. This type of support would tend to be ongoing and practice in its delivery (e.g. taking on specific tasks with staff and management, rather than providing advice). This is based on the needs as identified in some of the consultations where a lack of staff to undertake some key functions was noted.

It was proposed that as part of the new strategy, resources would be sought to provide this latter practical and intensive supports to approximately 4-5 social enterprises per annum that require additional supports in the form of planning, support in accessing resources and funding, governance supports, and other technical supports (e.g. marketing, governance etc.).

The specifics of the support could be based on an assessment of the needs of ISEN members. It would be offered for a minimum of one year, based on a plan and objectives for the support. It could coincide with other supports offered (e.g. training, mentoring) but the feature of the 'close project support' would be more intensive. This type of support is common in the cooperative sector (particularly worker cooperatives) as it is acknowledged that the needs and opportunities for cooperative development are not always matched by resources (time, skills, capacity) at local level to deliver on opportunities. It coincides with the principles of community development, including capacity building support offered based on the needs of groups, and "where they are at".

In addition, this type of support could also be offered for pre-start-up social enterprises (including support around concept development, feasibility, support around acquiring funding or brokerage around gaining support).

While this is resource intensive and would require a dedicated staff position to deliver the support, it could play an important role in identifying the needs for the social enterprise sector and contribute to the development of a model of support for social enterprises.

⁶⁷ For example, a suite of operational policies and procedures to include GDPR, Health and Safety, IT usage, staff handbooks, financial procedures, governance.

8.4. Strategic opportunities - partnerships

Corporate sector engagement

It was observed that there are a number of large engineering companies based in Inishowen which are supportive of community endeavours, and that there could be potential for a corporate engagement strategy for social enterprises that could provide benefits across the sector.

Moreover, the Corporate Sustainability Reporting Directive (CSRD) entered into force in January 2023, and it provides that large companies must report on sustainability. The new rules will be applied for the first time in the 2024 financial year, for reports published in 2025. This could provide an opportunity for social enterprises to support corporate sector organisations to meet this requirement.

It was suggested that there would need to be a clear 'ask' for engagement and requires that the corporate sector have adequate awareness of social enterprise. For example, the corporate sector could contribute business expertise, contribute to ideas generation for new enterprise activities, provide technical expertise (e.g. in corporate services), be a purchaser of social enterprise services (or could also inform the development of new social enterprises based on market opportunities) and could engage at sub-committee levels with social enterprises (without the need for full commitment of taking part in board structures).

The presence of ISEN creates a good platform for the corporate sector to engage with the sector beyond single social enterprises. An approach could be planned with the support of IDP and possibly brokered with the support of the Local Enterprise Office and business networks (such as the local chambers of commerce). The strong cooperative sector in Inishowen was noted in the consultations, and cooperatives could be approached to engage with the social enterprise sector. **As a first step, ISEN could explore the potential relationships that could be formed with the corporate sector and with networking organisations (for example, mentoring, technical support, etc), and develop a strategy for engagement.** The role of social enterprises as a potential support to the corporate sector in meeting their reporting obligations under the new EU Directive on Corporate Sustainability Reporting could be highlighted.⁶⁸

Awareness-raising and acknowledgement of the sector could also be supported by a **Social Enterprise Awards Scheme**, which could be jointly supported by the business community and enterprise support agencies, and which could be modelled on the Dublin City Social Enterprise Awards scheme or the Irish Local Development Network's social impact award (which was announced in late 2023)⁶⁹ both of which have a financial award.

⁶⁸ In January 2023, the Corporate Sustainability Reporting Directive (CSRD) entered into force. This provides that large companies, as well as listed SMEs, will be required to report on sustainability. Investors and other stakeholders have access to the information they need to assess the impact of companies on people and the environment and for investors to assess financial risks and opportunities arising from climate change and other sustainability issues. The first companies will have to apply the new rules for the first time in the 2024 financial year, for reports published in 2025.

⁶⁹ The scheme was established in 2015 through a collaboration between Dublin City Council, Inner City Enterprise (ICE) and the Local Enterprise Office (LEO) Dublin City, to provide grants to kick-start the creation and development of social enterprises in Dublin City. The awards are funded by Dublin City Council and the Department of Rural and Community Development and are managed by Inner City Enterprise.

Promoting procurement opportunities

Along with the awareness raising actions with Donegal County Council, a specific strand of work targeting green and social procurement should be considered. This could include:

- A survey of Donegal County Council senior staff across a range of divisions to explore the extent to which social enterprise is understood or relevant to the work of departments.⁷⁰ This survey should consider themes such as social value procurement and training needs.
- The case could be presented for social enterprise development in terms of the benefits that it can provide to state agencies (for example, in delivering services required by state agencies that would otherwise go unmet).
- A public sector procurement forum could be convened to identify the challenges and opportunities for social enterprises to engage in contractual arrangements with public bodies (or with the potential to do so).

Promotional strategy

Many of the actions above are designed to generate support for the development of the sector from key agencies and sectors.

A communications and promotional strategy would be required to underpin all these actions. This strategy would promote awareness of the sector and its potential, among community, private and statutory sectors, and would incorporate many of the actions identified above.

8.5. SWOT analysis

Strengths and challenges impacting on existing social enterprises	
Strength	Challenge
<ul style="list-style-type: none">▪ Presence of innovative and well developed social enterprises in Inishowen▪ Interconnectedness and collaboration across social enterprises and strong network (ISEN)▪ Support of IDP for ISEN and social enterprise▪ Support from external organisations (business innovation, third level) presents opportunities for alliances▪ Strong craft, heritage, and arts sector▪ Resilience of social enterprises (despite challenges)	<ul style="list-style-type: none">▪ Geographic isolation of Inishowen and lack of connectivity (poor public transport infrastructure exacerbating)▪ Inishowen is peripheral and disconnected from the State▪ Limited recognition of the financial needs of social enterprises▪ Financial and viability related - limited trading opportunities for some social enterprises - challenges in developing reserves.▪ Limited resources to diversify and develop new social enterprise activities.▪ Compliance issues - bureaucracy - same requirement regardless of org size

⁷⁰ This should include such topics as the areas of work that social enterprise could potentially play in delivery of work, gaps or shortages experienced in securing contractors, areas of unmet need and emerging policy areas (e.g. biodiversity, waste management) that could have a trading dimension. A survey exploring the extent to which social considerations in procurement forms part of the procurement process could also be included.

Opportunities and threats that may influence the future development of the sector	
Opportunity	Threat
<ul style="list-style-type: none"> Capacity to meet a range of needs (e.g. potential to play key role in objectives) 	<ul style="list-style-type: none"> Labour market and staffing - uncompetitive terms and conditions for roles - risk of loss of staff to other sectors or burnout Limited access to volunteers for governance structures. Funding provided is not sufficient to cover costs of delivering professional service (labour, overheads, etc) Minimal funding for operational costs associated with start up of social enterprise or development of new ones - threat to the development of new initiatives. The pace of rising costs (staff and overheads) not matched by funding programmes, resulting in weaker financial positions.
<ul style="list-style-type: none"> New social enterprise national policy (climate as a policy objective) Increased demand for social enterprises. Potential for learning from other areas and jurisdictions. Collaborations across the peninsula across a number of areas (e.g., Walking Festival) Capacity to respond to emerging needs - e.g. COVID, integration, migrants, Ukrainians, IPAs⁷¹. mental health Increased emphasis on the importance of ESG⁷² reporting and CSR⁷³. potential corporate sector partnerships 	

8.6. Strategy implementation

It is recommended that a multi-stakeholder group be formed which would drive the implementation of the strategy.

This would include the Inishowen Social Enterprise Network (ISEN), Inishowen Development Partnership (IDP) and social enterprise stakeholder interests and corporate sector interests to drive the implementation of this plan. Key organisations that contributed to the consultations could be approached for participation as they relate to some or all the actions in the strategy (see section on recommendations below).

This group could consider advancing some of the specific recommendations, including the development of collaborative structures to develop new large-scale or flagship social enterprises that are not in competition with the plans of existing organisations.

⁷¹ As of August 2023, Donegal hosted 1,194 IPAs in emergency accommodation (out of 22,700) which accounts for 5.3% of the State total.

⁷² Environmental, Social and Governance.

⁷³ Corporate Social Responsibility

The strategic plan below outlines the main actions that will be undertaken to achieve recommended strategic objectives, although it does not specify, when these will be undertaken. The strategic objectives are aligned to the five policy objectives set out in the draft social enterprise policy (2023-2027).

While the IDP has overall responsibility for the facilitation of the delivery of this plan, it is recommended that the actions are proofed against the needs of social enterprises, through the Inishowen Social Enterprise Network (ISEN). A subcommittee of ISEN and IDP could jointly form a steering group to oversee actions, and could invite relevant parties and stakeholders to participate, where these stakeholders undertake a role in leading out on the strategy.

9.1. Strategic objectives and actions

The strategic objectives are mapped against the five policy objectives as set out in the national social enterprise policy. These are:

- Building Awareness of Social Enterprises
- Growing Social Enterprise
- Climate Action
- National and International Engagement
- Data Collection and Social Impact Measurement

Building awareness of social enterprise

Actions	024	2025	2026
<ul style="list-style-type: none"> ▪ Consider developing a number of advocacy and awareness raising actions for social enterprises, first by identifying audiences and roles to target, key messages to deliver⁷⁴, and using clear examples of how audiences can interact with social enterprises (e.g. trading relationships and procurement). 	•	•	
<ul style="list-style-type: none"> ▪ Consider developing a 'Charter of Commitment to Social Enterprise' which could be used as a means of gaining champions for the sector in key roles of influence (e.g. county councillors in Inishowen). 	•	•	
<ul style="list-style-type: none"> ▪ Undertake a series of actions to promote social procurement and engagement of social enterprises by state bodies, including Donegal County Council, as outlined above. 	•	•	
<ul style="list-style-type: none"> ▪ Work with youth groups (and schools) to connect with young people to promote social enterprise, using themes of interest to young people including sustainability, climate action. Consider undertaking activities (promoting toolkits in schools and youth settings⁷⁵, Hackathons, etc). 	•	•	

⁷⁴ For example, a theme in the consultations was the limited awareness of the enterprise element of social enterprises, and a perception that they are conflated with voluntary activity with limited staffing, resulting in a limited recognition of the need for trading relationships and support.

<ul style="list-style-type: none"> Engage with the corporate sector around how social enterprises can contribute to their social and sustainability reporting obligations (and good practice). Generate a clear menu of ways in which corporate sector bodies could support social enterprises (including expertise in key areas). 	●	●	●
<ul style="list-style-type: none"> Explore the potential for an Inishowen Social Enterprise Awards programme and approach key bodies for potential support, including the Chambers of Commerce, Inishowen Credit Union, Inishowen Co-op, Donegal County Council.⁷⁶ 	●	●	

Growing social enterprise

Actions	2024	2025	2026
<ul style="list-style-type: none"> Explore the potential for social enterprises (WISEs) to employ groups distanced from the labour market including people with disabilities. 		●	●
<ul style="list-style-type: none"> Explore opportunities for developing a home-care social enterprise which would meet the needs of older people, address gaps in service provision, and which could provide quality employment opportunities. Engage with the HSE around the need and identify practice from other counties that could be transferred to Inishowen. 		●	
<ul style="list-style-type: none"> Explore the potential for social enterprises that could provide supports to sustain rural communities through collective or coordinated supports (e.g., supports to diversify activities such as social farming initiatives, establishment of food hubs to support local food producers, community markets for crafts people).⁷⁷ 	●	●	
<ul style="list-style-type: none"> Consider organising a few interactive events on an annual basis to i) generate ideas for new social enterprise concepts, ii) identify how social enterprise can solve problems and meet needs (e.g. Hackathons), and iii) share learning with social enterprises in other jurisdictions or counties (online sessions). 	●	●	

⁷⁵ For example, the Society of Cooperative Studies' School programme 'Cooperatives for Sustainability'.

⁷⁶ In Dublin, the social enterprise awards is sponsored by Dublin City Council and Local Enterprise Office.

⁷⁷ These could also operate as co-operative models. The model of the Open Food Network in Kildare could be explored.

Actions	024	025	026
<ul style="list-style-type: none"> Provide one-to-one tailored technical supports to social enterprises which are bespoke to their individual needs, through regular visits to social enterprise managers (in relation to management areas) 	•	•	•
<ul style="list-style-type: none"> Develop generic templates in key policy areas (which can be adapted by individual social enterprises), for example, GDPR, staff handbooks, etc. 	•	•	•
<ul style="list-style-type: none"> Explore the potential for access to company secretary services on a collective basis by ISEN to provide a governance support to boards. 	•	•	•

Actions	2024	2025	026
<ul style="list-style-type: none"> Provide intensive and hands-on project support to 4-5 social enterprises per annum, following an assessment of needs, and dedicate time in supporting the development of plans, support around marketing, governance, funding, etc. This could include social enterprises at pre-start up stage, or social enterprises wishing to diversify into new trading areas or form new social enterprises without the time or resources to do so. 	•	•	•

STRATEGIC OBJECTIVE – PILOT AND FLAGSHIP ACTIONS			
Actions	2024	2025	2026
<ul style="list-style-type: none"> Explore how a shared services or collaborative approach to operational and corporate services could be advanced in Inishowen through ISEN. Engage with SERI & other local development companies around outcomes and learning from any pilots undertaken. 	•	•	•

Climate Action and other key themes

Actions	024	2025	2026
<ul style="list-style-type: none"> Develop a climate action social enterprise plan for Inishowen and engage with social enterprises in other counties around practice in biodiversity and community gardens, food social enterprises, circular economy, training and education measures which could be pursued by existing social enterprises in Inishowen. 	•		
<ul style="list-style-type: none"> Adopt the themes of climate action and sustainability activities, arts-based and creative activities, and tourism in the strategy through focused supports, promotional activities, corporate sector engagement, advocacy, and learning from other areas and jurisdictions (including site visits) to maximise opportunities. 	•	•	
<ul style="list-style-type: none"> Develop a 'register of opportunities' for new social enterprise activities, based on policy, gaps in services, activities in other counties (and countries) and based on the views of public bodies and others and using the case studies in the appendices as examples to stimulate discussion. 		•	•
<ul style="list-style-type: none"> Undertake policy and programme mapping exercise (including central government⁷⁸ and the EU) to identify future opportunities for existing social enterprises (funding, pilots, etc). 		•	•
<ul style="list-style-type: none"> Consider pursuing flagship or large-scale social enterprises in these areas which would be jointly undertaken with other social enterprises and ISEN members, or as part of a social enterprise development function made up of ISEN members and others. 		•	•

Actions	2024	2025	2026
Identify the current and future need for space among social enterprises	•		
Undertake an audit of publicly owned buildings that are currently not in use in Inishowen		•	•
Support the acquisition of unused buildings by social enterprises, in collaboration with public bodies ⁷⁹		•	•

⁷⁸ Including Depts of Agriculture, Transport,

⁷⁹ Transfer of assets to community groups or social enterprises could add value to the work of public bodies, as they could leverage additional supports, such as LEADER funding and other sources which may not be available to public bodies.

Data collection and social impact measurement

Actions	2024	025	026
Undertake an annual mapping exercise of social enterprises in Inishowen (size, turnover, employees, sector, location, quantitative data on outputs, contribution to SDGs) and use to highlight impact and profile of the sector.	●	●	●
Use this data as part of an advocacy and awareness campaign around 'social value' in public procurement by state agencies.	●	■	■
Explore the potential for a social impact measurement pilot initiative, in collaboration with academic institutions ⁸⁰ and others ⁸¹ , in collaboration with ISEN.	■		
Explore the potential to develop a social impact measurement toolkit for social enterprises with ISEN members			●

Implementation

Actions	2024	2025	2026
Seek supports and resources to implement this strategy, by developing partnerships, ⁸² seeking state investment, and by exploring EU and cross-border / all island funding opportunities and other proposals.	●	●	●
Explore the potential for a multi-stakeholder group to drive the delivery of the strategy, including ISEN, IDP and public, private and education sector and enterprise development organisations who may take a key role in championing social enterprise or delivering some actions.	●	●	●

⁸⁰ For example, Ulster University or Atlantic Technological University

⁸¹ For example, the New Economics Foundation in the UK has developed a number of models and training programmes on social impact measurement, including Social Return on Investment (SROI) and others

⁸² For example, with corporate sector interests, SIFI, Enterprise Ireland and others.

Across Europe, local, regional and national governments work closely with social enterprises to deliver services and meet needs. This sometimes occurs through 'social procurement' measures. The Department of Public Expenditure and Reform has produced a guide on [Incorporating social considerations into Public Procurement](#) and has established a Social Considerations Advisory Group.⁸³ The appendix includes a summary of provisions in the EU Procurement Directive and Irish regulations.

The rationale for local authorities engaging with the sector is that the state can use its purchasing power to maximise social value, by seeking social outcomes in its tendering processes. Typically, the benefits can include targeted employment or training opportunities for people who are unemployed and experience labour market disadvantage (amongst others). The table below outlines examples of social enterprises in Ireland who are working closely with State and local authorities to address needs.

Table A.1 Examples of social enterprises that deliver services to State agencies		
Social enterprise	Clients	Services
Bounce Back Recycling (BBR)	Multiple local authorities	BBR provides mattress recycling services to local authorities across the midlands and the west. BBR collects mattresses (as well as end of life furniture) from civic amenity sites and at mattress amenity days (as well as from domestic and commercial clients). Mattress recycling supports the local authority to meet its requirements to reduce bulky waste in landfill. Mattress recycling is not commercially viable and BBR meets this gap in the market. Established in 2017 as a pilot initiative, BBR now employs 17 people and aims to develop a national brand in mattress reuse and recycling.
Clean Slate	Dublin City Council	Clean Slate provides light maintenance and void clearance and estate management work for Dublin City Council as well as housing associations and community organisations. The work takes place prior to contracting works in housing. It also manages communal space, grounds maintenance and grass-cutting, clearance of illegal dumping and deep cleaning. It meets a gap experienced which is a shortage of contractors to undertake this work.
Gteics	Udaras na Gaeltachta	Udaras have developed a strategy to deliver digital hubs throughout the Gaeltacht to support remote working. Udaras has delivered this strategy in collaboration with community co-operatives and organisations across the Gaeltacht. These organisations deliver the Gteic digital hubs as part of a wider campus of community centres and services, and so add value to the Gteic model.
Revive Paints Revolve Paint	Cork City Council	Revive Paints (a social enterprise initiative of Northside Community Enterprise) and Revolve (an initiative of Cycle Sense) collect paint from civic amenity sites in Cork, and then filter, remix, recolour and repackage the paint before selling it at reduced rates in the local community.
F2 Centre Arch Cafe We Make Good	New children's hospital	The board established a community benefit programme to ensure that the construction of the new children's hospital would deliver social gains

⁸³ Chaired by the Office of Government Procurement, members include Dept. of Justice and Equality, Dept. of Communications, Climate Action and Energy, Dept. of Transport, Tourism and Sport, Dept. of Health, Dept. of Education and Skills, Dept. of Employment Affairs and Social Protection, Dept. of Rural and Community Development, Schools Procurement Unit/JMB, Local Government Management Agency.

(National Paediatric Development Board)	to communities in the area ⁸⁴ . A Community Benefits Programme Manager was appointed to deliver a range of activities. In relation to social enterprise, the board has used 'reserved contracts' to support social enterprise and three tenders have been awarded: a cleaning contract to the F2 Centre, a catering contract to the Arch Cafe and a design contract to We Make Good and Palls (Limerick) to design bespoke frames to display artwork of children in two children's hospital sites. The use of the reserved contract measure was the first time these provisions were used in Ireland (under the 2014 Procurement Directive). ⁸⁵
Recycle IT (Clondalkin Community Recycling Initiative CLG)	Multiple Dublin local authorities Recycle IT collects and recycles Waste Electrical and Electronic Equipment (WEEE) equipment. It collects materials in association with SDCC in civic amenity sites, as well as providing a collection service to businesses and households. Established in 2002, it employs 20 people.
The Rediscovery Centre	Multiple Dublin local authorities The Rediscovery Centre is Ireland's national reuse and circular economy centre, and it provides a range of training and development supports in the area of reuse and recycling. It also undertakes recycling and reuse activities in the areas of textiles, bicycles, paint and is a supplier to local authorities under green procurement policies.

⁸⁴ Community benefit (also sometimes known as social value or social gain) is a strategic process aimed at ensuring that where a major capital infrastructure is being built the impact of this investment is maximised for the benefit of neighbouring communities - through the provision of jobs, education and training opportunities and supporting local business. The construction has put in place Community Benefit Clauses in its tendering and contracts, which provide for training and employment benefits in their contracts with third parties.

⁸⁵ O'Halloran, D (2020) Social Clauses in Public Procurement: The Irish Experience. Dublin: CAN

Social enterprises which are trading with local authorities are subject to public procurement rules as with any enterprise. However, as mentioned above, there have been provisions in the procurement rules that provide for 'social considerations' in the procurement process which are outlined below.

The EU Procurement Directives (2014) and Irish Regulations (S.I. 284, 2016) provide scope for contracting authorities to achieve social and environmental goals in certain circumstances:

- The Directive encourages the evaluation of bids based on quality, value for money as well as price. The criterion of the "most economically advantageous tender" (MEAT) in the award procedure enables public authorities to put more emphasis on quality, environmental considerations, social aspects, or innovation while still considering the price and life-cycle-costs of what is procured.
- A provision on reserved contracts in the directive (**Article 20**) enables contracting authorities to reserve the right to participate in tendering procedures to sheltered workshops and economic operators whose main aim is the social and professional integration of disabled or disadvantaged persons provided that at least 30% of the employees of those workshops, economic operators are disabled or disadvantaged workers
- In addition, reserved contracts for social services are provided for in the Directive. The basis for this is outlined below.

Articles 74-77 of the Procurement Directive deals with the procurement of social and other specific services (including social and cultural services). This includes public contracts for social services and other specific services whose value is equal to or greater than 950,000.

Article 77 concerns the use of 'reserved contracts' for these health, social and cultural services, and provides that contracting authorities may reserve the right for organisations (meeting the criteria outlined below) to participate in procedures for the award of these public contracts.

These criteria are:

(a) its objective is the pursuit of a public service mission linked to the delivery of the services being provided

(b) profits are reinvested with a view to achieving the organisation's objective. Where profits are distributed or redistributed, this should be based on participatory considerations⁸⁶.

(c) the structures of management or ownership of the organisation performing the contract are based on employee ownership or participatory principles, or require the active participation of employees, users or stakeholders; and

(d) the organisation has not been awarded a contract for the services concerned by the contracting authority concerned pursuant to this Article within the past three years.



The maximum duration of the 'reserved' contract cannot be longer than three years. However, at the end of the three-year period, the provider can take part in an open tender process for the delivery of the service.

In addition, contracting authorities, where feasible, can award contracts in the form of separate lots, to facilitate the participation in public procurement of civil society organisations, social economy enterprises, and SMEs (**Article 46**).

Examples of biodiversity focused social enterprises

Social enterprise	Services
Irish Seed Savers, Clare	Irish Seed Savers' mission is to conserve and distribute native varieties, and to empower people to do this in their own gardens, smallholdings or farms. It operates a 20 acre organic farm in Scariff, Co. Clare, home to the National Irish Heritage Apple Tree Collection. It also offers workshops and training programmes.
Wildacres	Wildacres is an Environmental Social Enterprise whose mission is to preserve and restore biodiversity and to help educate and inspire others to do the same. It generates its traded income through sale of its produce, tours, walks, workshops and courses.
Edible landscapes, Mayo	The Edible Landscapes Project (ELP) encourages communities of all kinds to implement simple, sustainable practices to create edible landscapes in their schools, communities and businesses. https://www.ediblelandscapeproject.ie/elp-impact

Social enterprise venue as part of a multiple activity community space

The iontas Centre in Castleblayney	<p>The iontas Centre in Castleblayney, Co Monaghan is a community and arts facility located in the centre of the town (since 2005). The centre is owned and managed by Castleblayney Arts and Community Development CLG. The space is a 34,000 ft² facility which includes space for a day care centre, Castleblayney library, purpose-built childcare facility, office space, cafe and training kitchen, training and conference space and a theatre and performance space. The performance space</p> <div style="display: flex; justify-content: space-around;">   </div> <p>includes a 308-seat performance space with a fully licensed bar and a performance rehearsal space which was added to the facility in 2009. The theatre space has a capacity of 308 fully upholstered seats, which can be configured as a 100 seat theatre (half auditorium).</p> <p>The theatre space is utilised by a wide range of performers and events, including community theatre, performance and musical events, comedians, singers, performers with a national profile, and also cinema activities in collaboration with access>CINEMA⁸⁷. On average, there are approx. 6-8 events each month (mostly at weekends).</p>
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⁸⁷ access>CINEMA is the resource organisation for regional cultural cinema exhibition in Ireland. It provides audiences throughout Ireland access to Irish, world and independent cinema, via a national network of non-profit and voluntary organisations. access>CINEMA is a CLG and registered charity. There are over 70 members throughout the country, including three in Donegal (Century Cinemas, Letterkenny, The Abbey Arts and Cultural Centre, Ballyshannon, and The Regional Cultural Centre, Letterkenny).

The Rorik Estate <https://www.landgoedrorik.nl/over-rorik> A self-sufficient restaurant, small-scale campsite, organic field, picking garden, vineyard and bird meadow are all contained within the Rorik Estate, which is located 30 KM outside Amsterdam. Operating according to sustainable principles, the initiative combines agriculture, nature, and recreation.

Accommodation onsite includes nine eco-lodges which can accommodate small and large groups as well as a campsite. 99% of the eco-lodges have been constructed from reclaimed and reused materials. The orchard maintains old varieties of apples as well as pears. Members of the public can subscribe to weekly deliveries and box schemes of fruit and vegetables. The produce from the orchard and organic farm is also used for three restaurants of Rorik (the largest of which is 200m² in size).

In addition to producing wine, the vineyard enables members of the public to produce their own wine, by renting 10 grape vines for a harvest season and learn everything it takes to grow the grape for making wine. The first harvest season after planting lasts 3 years, from planting in 2021 to the first harvest in 2023.

The estate can also be used for parties and events and festivals, and walking tours, workshops on working the land and sustainability can be provided. The diversification of activities is encapsulated in the approach of the project, which they refer to the project has having been 'transformed [from] an empty piece of land into a place where everything is possible.'

De Duintuin as a social enterprise which cultivates and grows organic fruit and vegetables (including heritage varieties of fruit and vegetables). It is located in Heemskerks dune area (30KM north west of Amsterdam close to the coast) on one hectare of land. It sells its produce as well as that of other organic producers. Led by two social entrepreneurs, it was formed in 2014 and works closely with volunteers who participate in its activities. There is a team of 20 people involved in all aspects the project. Some of those involved in the project are in recovery, reintegrating or just volunteering.

Its activities include cultivating the land, irrigation, harvesting, selling, and training. It aims to continue to expand its operations, and develop in new areas, including training programmes with schools and corporate bodies.

The Old Kitchen is based in the Netherlands and is a social enterprise and special apprenticeship company, which targets those who are distanced from the labour market, including those who are experience mental health issues and those with a learning disability. It combines volunteers, interns and trainees and employees/ supervisors in the delivery of catering and food services. In addition to a restaurant, it delivers catering services, and services organic, sustainable and locally responsible food and drinks. The Old Kitchen is committed to combining sustainable, tourist and agricultural entrepreneurship.

The project is a participant in TOAST(Tourism and Sustainability project) which is an Erasmus+ funded programme which aims to enable small Italian eco-agrotourism businesses to gain knowledge and experience in sustainable entrepreneurship, including through visits to Ireland and the Netherlands.

The **Sea House** is a social enterprise on the beach close to Bergen in the Netherlands and is an 80-bed former holiday venue for orphans. In 1959 it was purchased by a foundation and originally operated solely by volunteers. It was refurbished in the late 1990s and now operates as a fully accessible hotel with a range of onsite facilities for families and children (including play and sporting facilities). It also provides camping space for hikers and cyclists.

Electoral divisions, population and deprivation categories (Census 2022)

ED name	Pop 2022	Category based on HP deprivation index (2022)	Pop 2016	Pop change (2016-22)
Buncrana Rural	4,039	Marginally Below Average	3,396	643
Buncrana Urban	3,279	Marginally Below Average	3,836	-557
Carndonagh	2,519	Marginally Below Average	2,339	180
Moville	2,293	Marginally Below Average	2,366	-73
Kilderry	2,151	Marginally Below Average	2,089	62
Killea	1,802	Marginally Below Average	1,793	9
Magheraboy	1,719	Marginally Below Average	1,720	-1
Fahan	1,634	Marginally Below Average	1,697	-63
Ballyliffin	1,529	Marginally Below Average	1,381	148
Castleforward	1,345	Marginally Below Average	1,356	-11
Burt	1,333	Marginally Below Average	1,310	23
Birdstown	1,324	Marginally Below Average	1,312	12
Manorcunningham	1,314	Marginally Below Average	1,214	100
Straid	1,298	Disadvantaged	1,288	10
Glentogher	1,240	Disadvantaged	1,184	56
Greencastle	1,140	Marginally Above Average	1,016	124
Newtownunningham	1,028	Marginally Below Average	996	32
Culdaff	1,027	Marginally Below Average	935	92
Whitecastle	977	Marginally Below Average	1,001	-24
Redcastle	967	Marginally Below Average	935	32
Illies	945	Marginally Below Average	865	80
Carthage	917	Disadvantaged	886	31
Mintiaghs	890	Disadvantaged	866	24
Gleneely	859	Disadvantaged	827	32
Glenagannon	791	Marginally Below Average	730	61
Malin	770	Marginally Below Average	668	102
Desertegny	751	Marginally Below Average	713	38
Three Trees	724	Marginally Below Average	675	49
Dunaff	705	Disadvantaged	688	17
Castlecary	692	Marginally Below Average	705	-13
Ardmalin	673	Marginally Below Average	720	-47
Inch Island	396	Marginally Below Average	461	-65
Turmone	316	Marginally Below Average	296	20



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