

of excellences 2015

# REVES YEARBOOK

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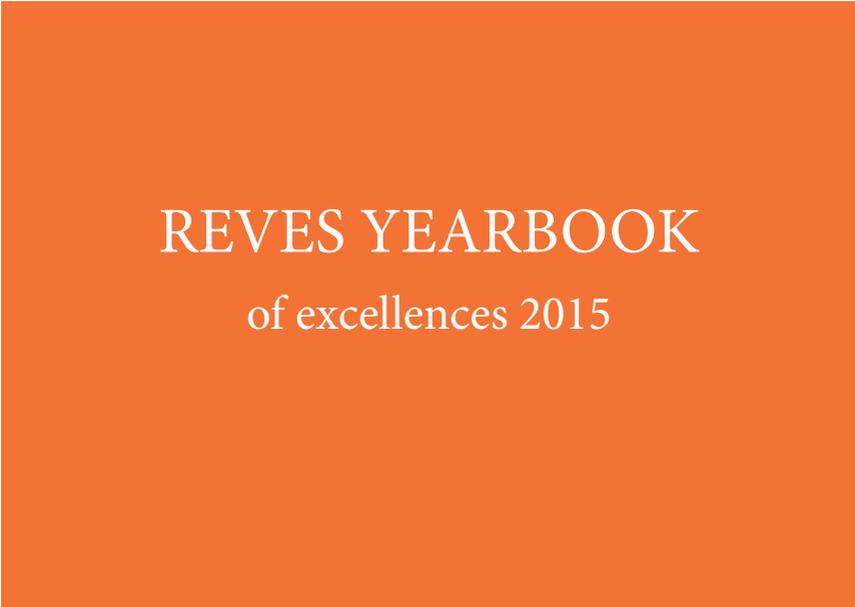


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The most interesting examples of partnerships between  
public authorities and social and solidarity economy





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## REVES – The European Network for Cities and Regions working with the Social Economy

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REVES is a unique European network. Created in 1996, it brings together local authorities and social economy organisations from 17 EU Member States. REVES members act together in order to promote social and solidarity economy, for a fairer, inclusive, participative and responsible society. In this context, partnership between local authorities and social economy is considered a driving force to build sustainable local communities and contribute, at the same time, to strengthen solidarity and responsible citizenship also at EU level.

REVES activities are based on 3 pillars:

1. Promotion/Exchange of good (and bad) practice/Training  
The objective here is to make the social economy and related partnerships more visible, to promote exchange of knowledge and know-how between the members and to contribute to capacity-building of public authorities and social economy in different fields (examples for current topics: Community-Led Local Development and use of European Structural and Investment Funds, Public Procurement, Youth, Integration of Migrants, Social Franchising, etc.). This happens through the organisation of meetings, seminars, conferences, training sessions and through project development.
2. Experimentation/Joint project development  
This pillar contains specifically activities in member cities and regions. During the years, REVES has been developing an activity of research and innovation aimed at providing member territories with new methodologies for governance and partnership at local level. Among the outcomes of this work figure a methodology called Territorial Social Responsibility (TSR), a methodology facilitating pooling of public and private financing for the social economy, or instruments allowing for a linkage between investments in energy efficiency/energy savings and social action.
3. Dialogue with European and national policy-makers  
Another priority of the REVES network is to create bridges between the local,

national and European level. Information goes in two directions: EU policy-makers and other European players are made aware of good practices, but also of challenges faced by social economy and local/regional authorities working with the social economy. On the other hand, REVES members are informed on the state of the art regarding EU policies and European initiatives. They are involved in policy-work and dialogue with different bodies. REVES participates in different structured dialogue meetings with the European Commission and is part of the ESIF-SD expert group. It also contributes to the work of the Social Economy Intergroup of the European Parliament. REVES is recognised by the Committee of the Regions. Moreover, it holds the vice-presidency of Social Economy Europe. The network works closely also with other players such as the European Economic and Social Committee, the OECD LEED programme or the ILO.

In this context, REVES succeeded in placing the question of partnership between local/regional authorities and social economy on the European political agenda.

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## Introduction

by REVES Co-President Felice Scalvini, City of Brescia (IT)

In these times of overall uncertainty, public authorities are in search of reference points on which to base choices for the future. Probably, a unique polar star for that, to which everybody could refer, does not exist. Nevertheless, the objectives for 2030, fixed by the United Nations, can offer valuable and useful terms of reference. The idea of sustainable development, in its different aspects, allows orientating choices and policies towards a generalised human development.

Public authorities cannot act alone. They have to find a way to integrate themselves with all cultural, social and economic bodies, according to shared visions and perspectives. Particular attention should be devoted to those bodies characterised by a common good orientation and bearing a shared vision for the future. For this reason, the world of social economy, in its different forms, is a natural partner of reference, from which to receive stimulation and proposals in order to start initiatives that are in line with a sustainable development approach.

REVES represents the concrete expression of such a vision and the Yearbook is an evidence of this. The publication contains different experiences of partnerships between local authorities and social economy organisations - all devoted to the common good of their communities.

I trust that knowledge of these experiences can provoke a snow-ball effect, making many other players aware of the opportunities and leading to the development of new experiences.

By REVES Co-President Jan Olsson, Coompanion (SE)

The partnership between social economy and local and regional authorities, based on citizens' participation and entrepreneurship, is more than ever needed in the crises-ridden Europe of today. This is a major conclusion you can draw from reading the examples presented in this REVES Yearbook of good practice. It should spur the partners to create "socially responsible territories", a suggestion of REVES since long.

The social economy is necessary if the Europe 2020 strategy to achieve Smart,

Inclusive and Sustainable Growth shall succeed. Many of the examples show that social economy enterprises are intelligent and creative and bring forward social innovation. As social economy focuses on people, participation and partnership social innovation is a natural feature of the sector.

The examples also show the great efforts that the social economy is undertaking to create an inclusive labour market by organising training and jobs for young persons, migrants, disabled and disadvantaged groups. It comes out clear that the enterprise models applied are based on empowerment and decent jobs. We could just hope that these models are disseminated and replicated all over Europe. For this to be done, networking is necessary.

Social economy enterprises are contributing to sustainability. As examples show they are also active in regeneration and reuse of resources. They contribute to create “green jobs”.

The examples in the Yearbook will serve to formulate and implement the REVES strategy and actions. The Yearbook is in itself part of the exchange of experience, which is one of our priority activities. It also helps in finding new partners for new initiatives and projects that are being set up. And, certainly, the examples will be of help in our policy work and related efforts to influence policymakers and authorities both at European and at other territorial levels.

## Foreword

by Erdmuthé Klaer-Morselli, REVES Deputy Secretary-General

REVES Partnership between local/regional authorities and social economy goes far beyond public procurement relationships. An increasing number of local and regional governments recognize the added value of a more participatory way of day-to-day policy-making. They co-design and co-implement policies and initiatives in a number of fields in partnership with social economy and civil society in general. EU cohesion policy, with the regulations for the European Structural and Investment Funds 2014-2020 and a specific European Code of Conduct for Partnership, takes a similar direction.

The objective of the REVES Excellence Awards is to give greater visibility to this diversity of partnerships between social economy and local/regional authorities and to their great potential when it comes to generating innovative solutions to the challenges society currently has to tackle. It is precious potential to trigger change from the bottom with an impact that might go far beyond the borders of a city or a region.

Due to the large success of the REVES Excellence Award 2013 and requests by REVES members and non-members, a decision was taken to organize the Award on a regular, biannual basis.

For the second edition in 2015, supported by the Social Cooperative CSC (IT) and DIESIS (BE), REVES had received 31 eligible applications.

They cover a broad variety of topics reaching from youth entrepreneurship over housing, re-use and care services to networks for local community enterprises, to name just a few. Not an easy task for the jury composed of REVES co-presidents Jan Olsson and Felice Scalvini, Jens Nilsson (MEP), Roberto Di Meglio (ILO), Antonella Noya (OECD), Emmanuel Verny (CEGES/Social Economy Europe) and Ariane Rodert (EESC). A number of applicants also took the occasion to present their applications during a public conference and award ceremony hosted by the Committee of the Regions in Brussels on 5 June 2015.

This REVES Yearbook includes all eligible applications – irrespective of the fact whether or not they won or received a special mention. Hereby, REVES would like to pay tribute to all these initiatives that are testimonials of active

citizenship and participatory governance as well as a proof that change is possible.

We hope the publication will inspire future initiatives or simply encourage the huge number of other interesting partnerships that exist all over Europe to make themselves known, get connected – and take part in the REVES Excellence Award 2017!

A call for good practices for the REVES Excellence Award 2017 will be launched in the end of 2016.

## Partnerships at local level

## Hopways, Paris, France

### Introduction

Hopways.com is a platform for parents in the same neighbourhood wishing to share their availability and their means of transport to accompany their children to school and to extra-curricular activities.

It pursues specific social and environmental objectives.

Children are not autonomous in their movements and if adults are not able to accompany them, they do not always have the occasion to take part in the activities available for them.

Through Hopways.com, parents have the possibility to share duties and organise themselves when it comes to accompanying children to their activities. Children, in turn, are able to access the cultural and sports offer of their choice, even when their parents' agenda would not allow for it.

The platform also contributes to strengthening the social bonds of a neighbourhood as parents have, in fact, the opportunity to get to know and to meet each other around the extra-school life of their children.

Cultural and sports facilities, schools, as well as nurseries, are listed and geo-localised on the site Hopways.com. In this way, parents can see at a glance which are the activities for children accessible around their home, and know whether parents of their neighbourhood are available to share the accompaniment of children to these activities.

Concretely, the overall benefits for all can be summarized as follows:

1. less time spent accompanying children to activities, more quality time with them;
2. more activities available for and used by children;
3. fewer cars travelling with one child, i.e. reduction of congestion around the location of the activities, and safer streets;
4. better information on the activities and places on offer.

Hopways is supported by the Paris City Council and the Ministry of the City, Youth and Sports. The project seeks to implement this model for shared accompaniment in all French and European cities.

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## Mamas Retro, Göteborg, Sweden

### Introduction

The social enterprise Mamas Retro is a second-hand shop in Gothenburg, Sweden, specialised in children's wear, remake and reuse. The shop strikes customers by its original colourful interior design and window display. The successful social enterprise was initiated in 2011 by forum SKILL, an NGO and resource organisation aiming at promoting human rights. The idea was to encourage entrepreneurship among unemployed women and transgender persons with intellectual or neuropsychiatric disabilities, and to challenge the stereotype image of entrepreneurs.

### Description of the initiative

The key words for describing Mamas Retro are empowerment and participation. It is the co-workers who run the shop, jointly make the decisions, decide on their work hours etc. Mamas Retro is the result of the co-workers skills, experience, interests and creativity based on a vision of a socially and environmentally sustainable society.

The business idea of Mamas Retro comprises both sale of products to customers in the shop, production and sale of training materials and workshops. Job training at Mamas Retro is also procured by the local employment agency and the municipal departments for social welfare in order to support persons with disabilities who wish to enter or re-enter the work market. Today, Mamas Retro is an established enterprise that shows that women with disabilities may well start-up and run a successful business.

### Financing

It is important to secure a broad financing in order for new projects to develop and become sustainable. Mamas Retro started out as a project initiative financed by the city of Gothenburg, the government fund Allmänna Arvsfonden and the Public Health committee of Region Västra Götaland. Donors and private sponsors have also contributed to the establishment of

Mamas Retro. A broad cooperation with the private and public sector as well as with non-profit organisations increases chances of an inclusive society based on human rights. In order to reduce unemployment the private, public and social sectors have to cooperate and assume a joint responsibility.

### Facts and Figures

In 2011 Mamas Retro was awarded the Social Corporate Responsibility prize of Western Sweden for its innovative business idea which combines traditional business with participation and development enabling women to enter working life. The prize money enabled 16 co-workers at Mamas Retro to visit social enterprises in Italy. For many of the co-workers it was their first time travelling abroad.

Besides the collective goal of running the shop, individual plans and coaching are tools used to empower the individual co-workers and their capacities. Most co-workers work part time at Mamas Retro, but they all work 100 % of their capacity.

It takes both know-how and training to start-up and run a business. In cooperation with adult education providers the co-workers focussed on social entrepreneurship, project planning and the start-up of their own NGO – Mamas Retro. During the course, the participants were divided into two groups, depending on their capacity. Both groups received training in business planning, market analysis and marketing. They also received practical training in various fields, such as textile, word press, digital printing, massage and wellbeing as well as driver's licence theory.

Mamas' Retro has two golden rules that are crucial for creating a positive welcoming atmosphere that supports the co-workers' wellbeing and empowerment. The first rule is: "We don't talk about illness and disease. We don't wish to weigh each other down." Instead, focus is on the co-workers' strengths and common goal: to run and develop Mamas Retro together. The second golden rule is to not talk badly about anyone: "We don't talk behind the back of anyone." When co-workers feel welcome and accepted their capacities and creativity start to bloom.

Since the start the co-workers at Mamas Retro host study visits from near and far. They take part in many fairs and conferences every year. They also hold lectures and workshops about the concept and methods of Mamas Retro.

### Future and Perspectives

The success factors of Mamas Retro are now being further developed in the recently opened Mamas Retro store in Gårdsten, one of the most segregated suburbs in Gothenburg. In the new store, with 15 co-workers who speak as many languages, integration and language training is a natural part of the daily work, combined with environmental concern, participation, empowerment and wellbeing.

To date, two Mamas Retro stores have opened in Gothenburg. Now a Mamas Retro social franchising manual has been developed and is available for use in order to promote establishment of the business idea and empowering concept in other regions in Sweden or abroad.

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### Cadore social cooperative: Social economic marketing, territorial business and welfare in the mountain area, Belluno, Italy

#### Introduction

The fragmentation of the mountain area and the difficulties that most people are still facing due to the crisis period may sound like a death sentence for all the mountain communities. However, Cadore SCS - with a strong network composed of several local entities - is the example that proves that it is possible to transform challenges of these areas into opportunities.

#### Description of the initiative

The cooperative Cadore was founded in 2008 and started its activity on 1 July of the same year. Since that day the mission of the cooperative has been to "create and invent jobs" in the Cadore area, situated in the Province of Belluno.

The idea was born after the terrible crisis that made most of the eyewear factories close, and this brought a lot of problems to the Cadore valley, leaving many families without an income.

All the area is now suffering from a strong emigration. One of the missions of the Cooperative is in fact to make the area more liveable, and react against the phenomenon of migration from the mountains to the urban areas.

Currently the social cooperative deals with all sorts of disadvantaged people, giving them the opportunity to live peacefully.

Cadore SCS operates in several sectors. There are two core businesses which the cooperative deals with: global services (cleaning, sanitizing) and environmental maintenance and land management. In addition, the cooperative is trying to develop some projects in the tourism sector. It is currently working on implementing a social and sustainable tourism system (the reason for which, in 2011, the cooperative became part of the European Brand LE MAT that aims to create a network between European social entrepreneurs). These developments are emblematic for the “glo-cal” dimension of the cooperative: acting locally but at the same time creating a large network around Europe.

The cooperative is basically an enterprise, because it lives thanks to the profits of the activities implemented. It differs from a normal enterprise in as far as:

- a) the main mission is to develop the local community and the territory,
- b) the income from the activities of the cooperative is not the purpose but the way to realise new projects.

In seven years the utopian idea of creating a social cooperative in the local area has been transformed into a real social enterprise.

This was made possible thanks to a strong network of different types of partners which makes the project an important result of work of the whole community.

### Facts and Figures

Year by year the role of the cooperative in the community has become more and more important. Since 2008, the objective has been to implement a new welfare model, despite the absence of resources from the public sector.

On one hand, the cooperative creates jobs allowing people to earn a living and to help the territory. On the other hand, weaker categories of persons are given the opportunity to re-enter the labour market with dignity.

All this has been achieved due to the capacity of the cooperative to be competitive whilst being, at the same time, a social enterprise capable of creating a strong and important network between different public and private

partners.

Cadore SCS is currently one of the most relevant social entities of the Cadore Valley. In fact, in 2014, the annual turnover of the cooperative reached with over 2 900 000 € a consistent level. This allowed for the investment of the surplus in material and immaterial capital which is essential when it comes to making the cooperative grow bigger and stronger every year.

In the year 2014, 199 people were employed by Cadore SCS. Most of them are disadvantaged people.

As already said, the project of the cooperative involves several partners of the local community. The team is made up of different types of bodies. Some are public institutional partners, others are important network partners; but there is also a well-built collaboration with other social entities.

Important value to the project and the social-health service it provides has been given by the service for work integration ULSS1 and the employment center.

### Future and Perspectives

The political strategy of the cooperative at present is to improve what it is already doing, to give the opportunity to benefit from what Cadore scs offers to a larger number of people. At the same time the idea is to find new ways of sustainable social-business. The research of innovative projects is central when it comes to developing opportunities to grow and looking for new fields where Cadore SCS can operate with success.

One of the achievements to reach in the near future is to implement the ability of the entity to participate in European funding opportunities, also because the three key words of the strategy EUROPE 2020 sound like the summary of the activities implemented by the cooperative: give to the community and to the territory the opportunity to promote and benefit from SMART, SUSTAINABLE and INCLUSIVE growth.

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## Social Teahouse, Varna Municipality, Bulgaria

### Introduction

In the end of 2014, Varna from Bulgaria won the title of European Youth Capital 2017.

It was the third attempt of the city to win the title.

The initiatives undertaken throughout the last four years led to a great number of positive changes in the civil society sector, especially in the youth field. They strengthened cooperation between the municipality and youth organizations. Due to an increasing number of projects focused on youth empowerment and youth participation, young people became more motivated, acquired the capacity and were provided the space and the opportunity to participate in and influence decisions which directly affect their lives.

### Description of the initiative

Varna municipality made urban development through youth participation a top priority and proved that it is ready to invest resources, time and effort for sustainable youth development far beyond a year-long youth programme, because it has become increasingly important. The municipality is highly motivated to give young people the center stage for an entire year through a well-designed European Youth Capital programme. At the same time it is prepared to build the foundations of a sustainable youth sector.

Since Varna's main topic in the Youth Capital is social innovation and social entrepreneurship, the municipality was pleased to learn that, only days after the city had been elected European Youth Capital 2017, a team of young people made it to the finals of Reach For Change - a competition for social innovators and start ups. The team idea for a Social Teahouse was selected from among 212 ideas. Social TeaHouse, a social enterprise, aims to provide young people coming from a complicated social and family background with opportunities for independent lifestyle. The Teahouse is intended to become an alternative social space where young people with distance to the labor market will be provided with their first job.

Varna Municipality is an active partner of this initiative not only because

it will bring a positive social change in the lives of marginalized youth, but also because we believe that local social enterprises can be the answer we are searching for NEETs and youth unemployment.

As a youth capital Varna has the responsibility to encourage young people to take risks and to be entrepreneurs. In the Teahouse the municipality of Varna sees an opportunity for fostering youth entrepreneurship, creativity and social innovation.

Also, it should be highlighted that the team of the initiative consists of young female game-changers. Encouraging young girls in the field of start-ups and social enterprises can bring many positive outcomes.

So far the municipality, the local government and the team of the Social TeaHouse had several meetings for finding the best and most comfortable place for the TeaHouse in order to establish an efficient partnership. The Social TeaHouse will open in Varna in the end of 2015 and will employ, on a part-time basis, 10 NEETs (not in education, employment or training) with background from orphanages and other social institutions and 4 other persons (also youngsters).

The Social TeaHouse is a showcase and just one of the many good examples for youth work and youth entrepreneurship in Varna. Though there are many big and large scale projects running in Varna, the Municipality tries to encourage grass root youth work. Small scale, short-term activities are designed to show easy access to best practices which enable the development of young people and demonstrate the potential of youth participation and activism in an accessible, relevant and understandable way. At European level, this focus gives a good starting point for networking of organizations and social entrepreneurs running projects at various scale: good practices are "imported" to Varna. The adapted, reinvented, extended models are then "exported" back to Europe providing a general scale impact within the European community in general and the European youth community in particular.

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## Academy of Life for young people with disabilities, Konin, Poland

**Introduction**

Konin has over 30 years of experience in active rehabilitation (methodology of doctor Piotr Janaszek) continued and developed by the Konin NGOs with the support of public administration. Konin is a partner in the programme Academy for Life, the first Polish system that helps young people with disabilities (age 18-25) to become independent.

**Description of the initiative**

Social cooperatives which employ people previously excluded from jobs are being established in cooperation with the City of Konin. A new edition of the synchronized strategies for city development is being worked out involving organisations composed of or working with people with disabilities.

Konin is seen as an innovative point on the Polish map when it comes to solutions related to rehabilitation and creation of appropriate conditions for the disabled. The Centre for Non- Governmental Organizations established by the city together with non-governmental partners is a flagship in that process. It includes social cooperatives, the headquarters of the organization, the Academy of Life (training apartments for the disabled) and a hostel run by persons with disabilities.

This Centre is now considered a model and the policy developed by public authorities in Konin is followed with interest by other cities such as Poznań, Wrocław, Polkowice, Jelenia Góra, Piła, Głogów and Leszno. In 2015, a series of study visits for government employees and organizations dealing with persons with disabilities from these cities is planned. In addition, in 2014, a study visit of persons with disabilities from Belarus organized by the School of Leaders was organised in the headquarters of Konin's Centre for Non-Governmental Organizations (CNGO) and the best Polish solutions for persons with disabilities were presented. In September and October 2014 meetings presenting the solutions of CNGO were organised for guests from Herne (Germany) and Henin-Beaumont (France). In the autumn of 2013 and 2014, the model project of CNGO was awarded with the Equal Opportunities Local Government price.

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## TORINO SOCIAL INNOVATION (TSI), Torino, Italy

**Introduction**

The 2008 financial crisis and the global economic recession have impacted the City of Turin, producing in the metropolitan area relevant job losses. This led to the increase of the unemployment rate, in particular among young people. Moreover, the austerity measures delayed growth, due to expenditure constraints and financial limitations even at a local level.

**Description of the initiative**

Accepting the challenge proposed by the European Commission initiative "Smart Cities & Communities", the Municipality of Turin decided to follow a path to become an "intelligent city", able to improve citizens' quality of life. For Turin it is more than a simple administrative project, it represents a cultural shift. During the last year, in order to follow this path, Turin has defined the Strategic Plan "SMILE – Smart Mobility, Inclusion, Life&Health and Energy" to identify priorities and key actions in the smart city domains, also including the field of social innovation. Indeed, the City has a long tradition in the social sector: half of the total of social enterprises in the Piedmont Region is located in Turin, and in Turin there is a palpable vitality of partners, both public and private, profit and nonprofit, that operate in the social sector. Thus, Turin appeared as a place with a high concentration of initiatives, partners, and competences that provided the preconditions for the experimentation of new social innovation models in favour of youngsters.

In order to better understand and verify the local social needs, the Municipality organized several meetings with the population. It used the results of a national call on the topic of social innovation launched by the Italian Ministry of Education, University and Research, to survey how many start-uppers from Turin had participated, how many had won, and which ideas they had proposed, in which fields. From this study, it emerged that out of the 40 winning projects, 12 had been proposed by start-uppers

coming from Turin, and that people had applied because of the lack of job opportunities and because of their sensitivity for local societal needs. This survey, as well as data about local welfare, revealed that the most pressing challenge for Turin was the high rate of juvenile unemployment and that social entrepreneurship and self-employment could be a way to face this challenge. Thus, the Municipality launched a vast public program entitled “Torino Social Innovation” (TSI). TSI aims to address social needs in different fields (such as education, employment, mobility, health, inclusion), and to create a blended value for the society, both social and economic, through sustaining young social entrepreneurs, their creativity, their digital competences, and their perception for social improvements.

TSI has four specific purposes: fostering the culture and the awareness of social innovation, supporting the development of creative communities, sustaining new forms of sharing economy, simplifying the development of business projects for an economy that is more dynamic, inclusive and sustainable.

TSI's objectives have been operationalized through the realization of two major actions. The first one is the public tender “FaciliTO Giovani e Innovazione Sociale”. The Municipality published this call in January 2014 and launched a dedicated open desk in order to receive socially innovative ideas presented by proponents that aspire to become social entrepreneurs or have just launched their social startup. “FaciliTo Giovani e Innovazione Sociale” offers several facilities to these start-uppers: information, technical mentoring, and financial support. The start-uppers that can benefit from these services are proponents of innovative ideas with blended aims, both social and economic, aspiring entrepreneurs, spin-offs or enterprises with no more than 4 years of life, operating in Turin. Ideas belonging to different fields such as education, quality of life, mobility, social inclusion, health are permitted.

The second action, started during 2013, is the opening of the Centre of Open Innovation. In the perspective of the development of an open platform where public and private organizations act in partnership and jointly innovate, the City of Turin has launched another public call with the aim of restructuring an old industrial building of 1400 square meters and realize a Centre of Open Innovation. Specifically, the space is designated for the following: generating innovative ideas through new and multidisciplinary approaches that favour the contamination of social and technological know-how; aggregating creative communities that are open and collaborative; accelerating the development of innovative and sustainable entrepreneurial projects. Finally, the Municipality, in order to spread the culture of social innovation, periodically plans meetings, workshops and events where experts can present their social innovative

projects, initiatives and experiences and where the Municipality presents the opportunities in the city for who wants to enter this field.

The objectives of TSI were thus enlarged beyond the focus on unemployment, in order to adopt a more systemic vision and, as a consequence, with the aim of creating a fertile ecosystem composed by those local partners that were working on the topic of social innovation, in favour of young creative social start-uppers.

TSI has been developed with the co-participation of more than 30 partners that, together, form a sort of “open platform”, which represents the real added value of this public policy. The term “open” is crucial, since this platform groups all those local partners that work on the themes of social innovation. They can deliberately join the platform, for free, without any fee. Each new partner signs a letter of intent, where he declares why he is joining the platform and what he would like to do in this platform in partnership with the Municipality. This open platform works as a one-stop-shop. It means that young start-uppers that want to develop a project of social innovation or, more in general, who want to implement an idea in this field, have a unique point of contact to which they can ask services, supports and the facilities they need. Indeed, the open platform supports the start-uppers from the beginning until the financing phase. Partners of TSI are organized according to a two-layer structure. The first level actors are formally engaged with the Municipality and constantly support the start-uppers with technical and managerial coaching. Among them figure the Incubator of the Polytechnic of Turin, the Incubator of the University of Turin, the Province of Turin with its office “MIP-Mettersi in proprio”, and the external private consulting company Codex.

All the other partners are engaged only with a letter of intent and they supply their services only when the start-uppers require them, or when partners show interests for a specific project and propose to contact start-uppers.

TSI partners are divided into six areas of intervention, according to the services that they supply: business coaching, testing and prototyping, training and counseling, monitoring, spaces, financial support.

Ancillary services can be several. To give an example: Ufficio Pio provides grants for the testing phase, Fondazione Michelin offers grants for each job position created by social entrepreneurs.

Finally, Sharing Torino provides social housing services at reduced prices. The partners actually involved are: Città di Torino/ Camera di commercio di Torino/ Compagnia di San Paolo/ Confocooperative Torino/ CSP – Innovazione nelle

ICT/ Econocom/ Environment Park/ Fablab Torino/ Fondazione FITS! per l'Innovazione nel Terzo Settore/ Fondazione Michelin Sviluppo/ Fondazione Torino Wireless/ ICN Italian Crowdfunding Network/ Istituto Superiore Mario Boella/ Legacoop Piemonte/ Oltre Venture/ Provincia di Torino/ Reseau Entreprendre Piemonte/ Sharing Torino/ SNODI/ SocialFare/ Talent Garden Torino/ Telecom Italia/ The Doers/ Toolbox Coworking/ TOP-IX/ Ufficio Pio/ YES4TO/ I3P Incubatore Politecnico di Torino/ 2i3T Incubatore Università di Torino.

### Facts and Figures

The most relevant innovative features of TSI are two. First, it is one of the first local policies in Italy directly addressed to young social innovators. The second crucial innovative feature consists in the fact that the Municipality of Turin supplies this public service in partnership with a network of 30 partners, through the model of an open platform, using a participatory governance approach. This integration and complementarity of competences and know-how is fundamental. Indeed, this approach allows the integration of the facilities provided by the Municipality with other services supplied by other partners, in order to leverage public resources and multiply the benefits for young proponents. Finally, the model of the open platform that groups all the competences and services in a one-shop-point is useful for the start-uppers, that can access all the available services on the territory through one point of contact. Since now, more than 30 organizations have joined the open platform of TSI. 147 start-uppers have presented their ideas. 32 have received coaching support, while 21 have also been funded, for a total amount of 1.186.287,44 €.

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## WIN - Welfare d'iniziativa, Empoli, Italy

### Description of the initiative

The WIN project presents itself as a laboratory of social welfare aimed at addressing situations of marginality, poverty and social exclusion in the area

Empolese-Valdelsa.

This is achieved through an alliance between the public and private, profit and non-profit sectors, specifically between the consortium "Co&SO" Empoli (with the organizations affiliated to it, associations, cooperatives etc ...) and the Union of Municipalities of the Empolese-Valdelsa, the employment centers, trade unions, professional associations, the Local Health Authority ASL11, public assistance associations, the Caritas, representatives of dioceses belonging to the district Empolese Valdelsa and the brotherhood Misericordia of the territory.

This alliance created a new network offering a diversified range of answers to the problems that the WIN project aims to address.

The structure of the network foresees:

- the establishment of a "steering committee" which features both strategic and operational levels;
- the establishment and coordination of 11 regional tables, one for each municipality of the Empoli-Valdelsa;
- the identification of sensitive cases in the territory of the Union of Municipalities of the Empoli-Valdelsa, through the contribution by the members of the network, participating at the aforementioned tables;
- an enabling network of territorial synergies;
- the activation of "customised projects" for the transition from dependency to autonomy of the persons selected;
- the activation of guidance paths and training;
- the launching of internships, work placements, business creation and/or development of new areas in existing businesses;
- a personalized tutoring, monitoring and overall assessment of individual trajectories.

The project aims to overcome a model of "assisted welfare", with an operating mode that promotes the achievement of the autonomy of the person finding herself/himself in care.

The initiative also has the objective to develop actions to combat old and new forms of poverty, overcoming the logic of monetary donations, through policies of prevention and the support of the autonomy and employment of persons.

WIN aims to deal with all the situations and conditions that, acting in synergy, determinate the fall of individuals and families in situations of poverty and

social disadvantage:

1. lack of work and related absence of income,
2. lack of resources, both financial and in terms of knowledge and know-how.

The project had primarily an impact on those people and families that find themselves in situations of poverty and social distress, and that are in need of retraining, work, economic support and accompaniment towards full autonomy. By the recovery of these individuals and their re-integration into the community, the whole fabric of the society will reap a profit.

In fact, people who manage to get out of marginality can offer themselves a contribution to the common good, while at the same time allowing to release resources, previously reserved to the assistance of those who were in a state of need, to be used for the benefit of the whole community.

### Facts and Figures

Annual targets:

- 170 contacts made in total through regular regional meetings,
- Diagnosis of 160 cases by regular regional meetings,
- 150 job transitions.

More in detail:

- 10 projects of business creation and / or development of new areas of existing businesses,
- 32 cases of re-insertion in training courses / education,
- 62 non-curricular projects of re-insertion (internships funded by municipalities),
- 10 recruitments for temporary positions in social cooperatives and / or for-profit enterprises,
- 18 recruitments through the project "GiovaniSi",
- 18 cases of activation of care pathways in collaboration with the social service of the ASL 11, aimed at re-employment (internships funded by ASL 11).

A total of 150 projects is to be implemented.

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## Développement des initiatives porteuses de valeurs sociale et environnementale et de partenariat dans le domaine des activités de collecte, recyclage et réemploi, Strasbourg, France

### Description of the initiative

Strasbourg Eurométropole encourages the development of promising initiatives of social and environmental value and partnership in the field of collection, recycling and reuse.

It has qualified these activities as Service of General Economic Interest (SGEI) in order to organize the collection of waste textiles, clothes and footwear (TLC) in member municipalities of Eurométropole Strasbourg by contracting the Public Service Obligations (PSOs) through conventions.

This is the final result of a multi-stakeholder group reflection in line with the local waste prevention plan (PLPD) which took place in the regulatory context of extended producer responsibility, and also a result of a study comparing needs and local supply (thus taking into consideration activities in the clothes industry, work integration activities, other activities fostering solidarity and the offer of the market).

In this context, Eurometropole Strasbourg divided its territory into 10 geographical zones and federated municipalities around the aforementioned issues. It promoted closer relationships between the different stakeholders (collectors, municipalities, charitable actors and work integration structures). The SGEI takes account of the questions and needs of the parties by integrating the three social, environmental and partnership challenges in the collection, recycling and reuse of waste.

## Tremplin vers l'emploi durable des jeunes, Strasbourg, France

### Introduction

Persons aged 15-24 years are the group that is most affected by unemployment. In the municipality of Strasbourg 29.1% of them are

unemployed. In the suburbs youth unemployment reaches even more than 41%. The youth unemployment rate, coupled with a general lack of significant professional experience, puts youngsters in a situation of failure when trying to obtain a job. Young people suffer in a disproportionate way from tensions in the labor market. They are deprived of meaningful work experience. Young “in-active” (15-30 years) need, like other job seekers, primarily professional contacts and networks, synonyms of proximity, but also confidence to overcome the lack of professional experience. .

#### Description of the initiative

Strasbourg Eurometropole encourages the employing structures (public and private) to participate in the collective effort of integration of 16-30 years by offering paid short-term activities. This is to enable young people to gain work experience.

In this context, the Eurometropole set up a system of multi-stakeholder support and “engineering” that facilitates the link between young people and employers.

This system allows for:

- the identification of young people,
- the accompaniment of young people throughout their activities in the host structure (mediation with the employer, recovery of self-confidence, development of the potential of the person, development and valorisation of skills and knowledge ...).

Participating structures commit to welcome young people aged 16 to 30 years, to provide paid work and to support them in exploring possibilities for sustainable employment.

To achieve all this, a territorial partnership has been established together with employers/employment-creating structures, training institutions and economic actors in general.

Conseil de l'économie sociale et solidaire (ESS), Strasbourg, France

#### The Description of the initiative

The City of Strasbourg, Strasbourg Eurométropole and the Regional Chamber

of the Social and Solidarity-based economy (CRESS) are experimenting since 2010 a Council of the Social and Solidarity-based Economy, a joint body built with local actors.

The objectives of this Council that were identified by communities and stakeholders in the Social and Solidarity-based economy sector (SSE) are to:

- facilitate dialogue between practitioners and the City of Strasbourg and Eurométropole;
- co-build the policy for the development of the SSE through the mutual sharing of knowledge and practices.

The SSE Council meets on a voluntary basis in the framework of:

- a plenary which is convened twice a year;
- thematic exchange workshops, more operational, which are organised at an earlier date and prepare recommendations or proposed actions for the attention of the plenary.

The SSE Council brings together various participants: SSE ‘field’ operators (cooperatives, associations, integration enterprises, social entrepreneurs ... and federations of the sector), elected delegates from the City of Strasbourg, the Eurométropole and Mayors of the municipalities of Eurometropole, the Board of the Regional Chamber of Social economy of Alsace (CRESS), public partners of the territory (State, Alsace, Caisse des Dépôts et Consignations from lower-Rhin).

It deals with various themes identified in plenary by vote or consent:

- the place of SSE in public policy;
- collective initiatives and experimentation launched by citizens;
- public procurement as a lever for sustainable development;
- SSE and business creation;
- real estate business;
- House of SSE;
- Social Innovation;
- Urban Policy.

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## Crèche Méli-Mélo, Lille, France

### Introduction

Today in France, nurseries are generally either private or public. In recent years, almost exclusively inter-company crèches and private micro-nurseries have been created.

Private micro-nurseries base their activities solely on funding from families in search of a way to ensure childcare for their offspring and they do not have specific local roots. Their cost makes access possible to a small number of parents only, neglecting the social aspect and limiting local roots of the initiative. Inter-company crèches, in turn, are established for employees of companies. They are not accessible to unemployed parents.

In Lille, in the neighbourhood of Bois-Blancs, Méli-Mélo proves that the establishment of a private structure that combines local roots, shared governance, non-profit orientation and welcoming for all is possible.

### Description of the initiative

The Cooperative Nursery Méli-Mélo is both private and public. It is based on collective and transparent governance. Created in form of a SCIC (cooperative of collective interest), its members include the Colline-Accep association, the “maison de quartier”, three Cigales clubs (clubs of private investors in initiatives responding to local needs), the URSCOP, the city of Lille and a local resident, Sabine LAVOPIERRE, who - on behalf of all the partners - has been building up this project since 2013.

### Facts and Figures

In terms of governance, the establishment of Méli-Mélo is an innovative experiment, based on a public/private partnership, while fostering a cooperative and democratic approach ensuring a balance of power between actors and an adherence to basic values such as :

- the primacy of the human person, democracy, solidarity;
- social, economic and cultural integration;
- a multi-stakeholder approach the purpose of which is the priority of collective interest over individual interests;

- transparency and legitimacy of power;
- indivisible reserves allowing for the company's independence and solidarity transmission between generations of co-operators;
- the right to creativity and initiative.

As regards its social project, the nursery promotes the links to the territory and has local roots, takes into account the particularities of the area which it is located in, responds to needs, such as the request for employment of accredited childcare staff and makes the nursery accessible for all families. The structure is open to the neighbourhood and aims to promote meetings between families and between professionals in early childhood.

Located 31 rue Winston Churchill in Lomme, Méli-Mélo has a peculiarity: the social mix.

It welcomes 24 children (from two and a half months until four years):

- 10 places are funded by the City of Lille for residents;
- 2 places are granted to children with a handicap and funded by the MGEN (Mutuelle General of Education);
- 1 place is funded by the Fondation de France, for families where parents find themselves in work integration and/or job search;
- 12 places are reserved for area businesses wishing to put them at the disposal of their employees.

The projects of the nursery are intended to contribute to:

- awakening, socialization and education of children;
- social diversity, including care for children of employees and parents seeking employment;
- sustainable local development and consolidation of what exists;
- support for employment and employability of parents, especially women;
- hosting of disabled children.

For this, services offered to different beneficiaries/users are diversified. Some children, whose parents work, are hosted 5 days/week.

Others come on an ad-hoc basis or after an emergency in the family.

Parents do not just drop their children, they get involved, if they wish, in the functioning of the nursery by activities or hotlines. Various committees have been set up, such as “garden”, “bricolage” (handicraft), “activities / entertainment”, “decoration” ... The “parent coffees” are offered on a regular basis and they contribute to strengthening solidarity.

The nursery occupies the bright ground floor of a new building, near EuraTechnologies (business park around information technology and communication, on the territory of an old mill, open since 2009). An exchange with the architect allowed for a functional layout of the premises with a few spaces to encourage exchange between parents and professionals, but also between children of different ages.

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## Sceaux Valley®: a new model for local well-being, Sceaux, France

### Introduction

According to Michel Serres, current times are not a period of crisis, but an extraordinary period of change. Limits might be a source of opportunities.

The city of Sceaux made this statement its own motto. Local authorities and private actors find themselves currently in a financial situation that requires inventiveness and creativity.

The city of Sceaux decided to face this challenge and use changes at international level to elaborate innovative solutions that respond to the needs of its territory and the citizens living on this territory. Provided that difficulties are shared and discussed jointly, relevant and efficient responses are, for the city, those collective responses that have been found in the framework of a process of cooperation between public and private actors.

### Description of the initiative

For the abovementioned reasons, the city of Sceaux established Sceaux Valley TM – a model for ecosystemic territorial development that draws on the imagination of the local population, on the 10 000 students, local academics and researchers and on a number of other partners that contribute to develop and implement creative solutions for the local well-being.

The city establishes partnerships with a number of key actors of the social and solidarity economy that have been selected following tight criteria related to the quality of their know-how with which they are able to feed

the process of developing social innovation at local level. These partnerships that are coordinated and moderated by the city form an ecosystem that has the objective to promote citizen initiatives that respond to the needs of a territory and that contribute to a good living together. At each stage of the realisation of a project or an initiative the city, as a “moderator”, offers the structure in charge opportunities to meet relevant actors of high quality, the partners of the city. These very clearly identified partners will then directly be in contact with the project/initiative and provide it with their support, know-how and expertise, be it in terms of information, training, advice, office space, incubation or finance. By establishing these relationships between different initiatives and leaders within the social economy, the city strives to facilitate the realisation of projects, their dissemination and the maximisation of their social impact at local level.

In a nutshell, Sceaux Valley® aims to create a real ecosystem in which the city is able, on one hand, to identify local needs, but also, on the other, to stimulate and facilitate the construction and implementation of innovative solutions. Thanks to the partnerships established by the city, an initiative will thus have the possibility:

- to find inspiration within a dynamic local community by means of the digital collaborative platform Up Sceaux developed by Groupe SOS, a European leader within the social and solidarity economy, or
- to rethink a project using the online software MySBM Sceaux developed by Bluenove, leader of the Open Innovation,
- or to be trained and receive advice by l'Atelier Ile-de-France, a regional support agency for social enterprises.

The initiative will also be able to benefit from an interest-free loan (prêt d'honneur) or a bank guarantee provided by Hauts-de-Seine-Initiatives, member of France Active (first fund for local development in France). It has the possibility to apply for financing from La Banque Postale, the leading financial partner for Social and Solidarity Economy in France, or for sources generated by participatory financing platforms such as KissKissBankBank, European leader in the domain of crowdfunding. Furthermore, the initiative will have the opportunity to use the offices of Sceaux Smart (also a coworking initiative at the city of Sceaux) which came into being as one of the results of the participatory co-construction of policies with local citizens.

This innovative vision of the local authority which is perceived as an entity in charge of mobilising collective intelligence for the general interest and this based on dynamics creating synergies and shared social value, promotes and

shapes the concept of “manager of territorial innovation”.

### Future and Perspectives

Created in partnership with groupe SOS, the platform Up Sceaux (launched in June 2015) will be a major instrument for the “management” of the ecosystem Sceaux Valley®. It will facilitate the creation of links and networks between different initiatives having a social utility for the territory. Moreover, the platform will be a source of inspiration by spreading information on actions and initiatives that have already been realised. Finally, it will provide an opportunity to everybody to get involved in initiatives creating shared values to the benefit of the local well-being.

Up Sceaux will allow for a better identification and communication of different instruments and solutions for projects developed at local level and provide the latter with a platform for exchange. Drawing on the know-how and the technology developed by the international social network Up Campus, Up Sceaux makes digital tools serve innovation at local level.

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## A Voluntary Public Agreement for EU migrants, Gothenburg, Sweden

### Introduction

In September 2012 an agreement was signed between the City of Gothenburg and the social economy. The purpose of the agreement is to create a sustainable city through strengthening the interaction between the public sector and the social economy. Furthermore, the aim is to enable the social economy to play a major role in the development of welfare in the city.

In the spirit of this agreement a Voluntary Public Agreement for EU migrants who are temporarily staying in Gothenburg has been developed. This agreement is a financial model that lies in-between public procurement and organisational grants. It can be used for services that are not available on the open market and that do not need to be procured in accordance with EU procurement regulation. Both parties in the agreement must contribute resources to the partnership. These can be financial, voluntary time or of

other kinds. A Voluntary Public Agreement enables both parties to fulfill both purpose and aim. The model was initially created by Forum for Social work in Sweden and is currently used in many other Swedish cities.

### Description of the initiative

The particular Voluntary Public Agreement described in this application is about different ways to support EU migrants who are temporarily staying in Gothenburg. The original agreement was signed in November 2013 and has since been developed and renewed several times. The current agreement is valid until December 2016.

Partners contributing in different ways to the various activities are the public sector, in particular the City of Gothenburg/Administration for Allocation of Social Welfare, as well as social economy organisations (Bräcke Diakoni, Göteborgs Kyrkliga Stadsmission, Göteborgs Räddningsmission and the Salvation Army). All the organisations are non-profit, non-political and work from a human rights perspective.

The target group are EU migrants who are temporarily staying in Gothenburg. The majority support themselves by begging and collecting empty bottles. Trafficking and prostitution are also prevalent in the group. The parties have agreed on a humanitarian approach for the agreement. The actions in this agreement should also create pre-conditions for a better life situation for the target group.

Among the basic values shared in the partnership figure the respect for the two partners’ different conditions, openness and dialogue, which are characterized by mutual trust, responsiveness and understanding. The agreement is based on continuity, transparency and acceptance of criticism. The agreement should also secure a gentle and respectful management of the public funds that enable the Voluntary Public Agreement.

As part of the Voluntary Public Agreement Bräcke Diakoni offers beds in a shelter. Göteborgs Kyrkliga Stadsmission runs an information centre, the purpose of which is to offer information and assistance, in order to help EU migrants taking decisions about their own situation of life based on relevant and correct information about the Swedish society and their own conditions and possibilities. The City of Gothenburg and Göteborgs Kyrkliga Stadsmission are working together in social field work to identify and assist

those who are most in need. The Salvation Army runs a day centre where EU migrants are offered hot beverages and simple meals at low cost. At the day centre there are showers and washing facilities. Göteborgs Rådningssmission runs a pre-school and a meeting place for the target group.

It is the unique collaboration between the public sector and the social economy in developing these services that is a new way of working. The public sector has chosen not to procure the services and organisations have not received grants. Instead, the partnership has developed the concept together. This way, the social economy can remain independent while working in close partnership with the City.

The City of Gothenburg (Committee for Allocation of social welfare) pays a fixed maximum amount to fund the partnership. The organisations are financing most of their overhead costs and some other costs relating to redecorating venues.

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## Sopot Model of Social Economy, Sopot, Poland

### Description of the initiative

The Sopot Model of Social Economy (SMSE) is based on local partnership between public institutions, NGOs and local companies with the aim to solve local social problems. The creation of SMSE began in September 2012 when the Social Economy Local Agreement was signed by the Mayor of Sopot and the following NGOs: Caritas Gdansk, Association “On the expression road” (Stowarzyszenie Na Drodze Ekspresji), Association “Friendly Sopot” (Stowarzyszenie „Przyjazny Sopot”), St. Brother Albert Aid Society (Towarzystwo Pomocy im. Św. Brata Alberta Koło Gdańskie), and Foundation of Sustainable Development and Professional Activation of Disabled (Fundacja Zrównoważonego Rozwoju i Aktywności Zawodowej Osób Niepełnosprawnych „Zadba”). The goal of the partnership was to

develop social economy activities in Sopot. It aimed at social and professional reintegration of socially excluded inhabitants. As a main result, the “Kooperacja” - Social Cooperative was established and the foundations for the Sopot Social Entrepreneurship Incubator were set.

In April 2015 the construction of the Sopot Incubator of Social Entrepreneurship (SIPS) was completed and the building was released for use. It was built in a former paper mill in Grodowy Park (on land belonging to the city). The historic building had been in use from the mid-seventeenth to the early twentieth century, then fell into disrepair.

The project of SIPS was set up in cooperation between the City of Sopot and various non-governmental organizations: Caritas Gdansk, St. Brother Albert Aid Society, Sopot International Rotary Club. The reconstruction of the historic mill has been entrusted to the municipal company “AQUA Sopot”. Unemployed persons were involved in creation of SIPS from the very beginning. AQUA Sopot, in cooperation with the Municipal Social Welfare Centre in Sopot and the District Labour Office in Gdynia, has established social construction brigades composed of eight long-term unemployed and homeless persons. After finishing the construction of the incubator, these eight persons were permanently employed by the company. In addition, seven workers employed by the cooperative “Kooperacja” were involved in the construction of the incubator.

### Facts and Figures

Thanks to being employed by “AQUA-Sopot”, the unemployed were sent to courses and professional trainings. As a result, they gained new skills, which they used in the construction of the Sopot Incubator of Social Entrepreneurship and which increased their chances of returning to the labor market. The cooperation between the Company “AQUA-Sopot”, the Social Welfare Center and the District Labour Office brought tangible benefits at various levels. Firstly, the cooperation allowed for far-reaching financial savings on each side. Through employment of its own workers, the Company “AQUA-Sopot” decreased the costs of various projects and investments. This brought the company to the decision of incorporating the construction brigade in the company once the construction of SIPS was finished. Secondly, the Social Welfare Center did not have to pay benefits anymore to those who found employment and obtained a stable source of income. Thus, the savings were available to be used for other needy people. Additionally, according to the Polish law, all mandatory taxes and charges were applied for the employees’ salaries, some of which fed into the Sopot city budget.

The total amount of the investment was 3 060 000 PLN. One part was funded by the government program of financial support from the Subsidy Fund for social housing, sheltered housing, shelters, and houses for the homeless (280 756 PLN). Sopot International Rotary Club funded 80 000 PLN for the purchase of equipment. The remaining part was financed by the Company "AQUA-Sopot". For the next three years, the company will not have to pay the dividends (profits made by the company) to the City, which is an innovative method of settlement of the investment and of cooperation with the City.

As a result of the activities undertaken in the incubator, the unemployed will gain new qualifications and will become an independent and active part of the community.

Partnership within the Sopot Model of Social Economy is constantly developing and is based on the idea of "socially responsible territory". It is created by the citizens, organizations and city institutions to make better use of Sopot's natural resources as well as other resources, including the cultural and human capital. In the process of participatory management, services are designed to improve quality of life in the region by increasing social cohesion, sustainable development, economic efficiency and activation of citizens.

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### Local development project around the three concepts of animation/training/insertion, Lathus, France

CPA Lathus is an association (according to law 1901) adhering to the popular education movement. It has been working on a local development project for over 30 years.

Today, the association counts 130 employees and operates with a budget of 4.8 million €. It owns all the buildings. The association runs a reception and accommodation centre with 200 beds, as well as a restaurant with 300 seats. It operates all year round and receives different kinds of public (children, teens, adults with disabilities, ...) for trips around themes such as 'sports', 'nature', 'environment', 'educational farm'. Furthermore, it develops a specific axis to accommodate business seminars.

The association leads an investment policy complying with HQE and BBC standards. The association owns also the European Ecolabel. Each investment is built on the basis of a cash flow generated by the activities of the association (30%), on public funds (60%) and on private partnerships (sponsorship, mutual etc. - 10%).

The association is part of the social and solidarity economy.

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### D.O.P. - Darzo Opportunità Permanente, Darzo di Storo, Italy

#### Introduction

Darzo is the name of a small village of 750 inhabitants, located in the territory administered by the Autonomous Province of Trento, a few kilometres from the province of Brescia, in Lombardy, which is going through a crucial period of transition.

The mining of barite that for over a century had characterized the economy and social relations of the community and neighbouring countries, marking the transition from an economy purely agro-forestry-pastoral to an industrial and post-industrial, is gone forever lost. The three major mining companies that had provided work for decades to generations of men and women, who had created new skills, knowledge and abilities, have closed their doors.

#### Description of the initiative

Darzo Opportunity Permanent (PDO) is a bottom-up project matured in recent months at the turn of 2014 and 2015. It aims to revive the local community, thereby increasing quality of life and generating new jobs.

It is a strategic action plan, shared and developed following an innovative participatory approach.

Sponsored by the Association of social promotion Mine and the Pro Loco of Darzo, the project has played a key role in mobilising all the associations of

the area (including the Alpine Group and the sport clubs) as well as the main local public actors (municipalities, bodies managing collective property etc.)

The population has been involved at a later stage (as, first of all, the objective was to bring together all the different associations).

### Future and Perspectives

The project is in its early stages but in fact aims to become an example of social and economic innovation, focusing on the broad range of resources available that make the wealth of the territory and the local community: intangible (mining history and memory), natural (the mountains), economic (new and old production activities), social (relations, people from young to old), cultural (culture of yesterday and today).

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## Cité de l'Autre Economie, Dijon, France

### Description of the Initiative

The idea behind the creation of La Cité de l'Autre Economie (literally: "City of the Other Economy") comes from the willingness of a number of public and private players to create a commercial space promoting responsible production and consumption, social cohesion and environmental protection. The initiative was promoted by an association whose moral founders are Bourgogne Active, Caisse des dépôts de Bourgogne, CRESS Bourgogne, ENVIE Dijon, Epicerie sociale et solidaire de Dijon, Groupe ID'ées, La Bécane à Jules, Les Docks numériques, la Mutualité Bourguignonne, UR SCOOP.

The project intends to work on a plural economy approach linking social and solidarity economy, circular economy, functional economy, collaborative economy, etc., also with a strong environmental dimension (e.g. construction of ecologic buildings and vertical urban farms, promotion of soft mobility, etc.).

The "Cité de l'Autre Economie" is supposed to be physically and socially accessible for all. The project includes thus a "policy of the adapted price"

to help disadvantaged persons, it promotes a solidarity-based approach regarding space costs, etc..

More specifically, the initiative has the following objectives:

- mobilise tools, resources and partnerships to support the creation and maintenance of the Cité de l'Autre Economie of Dijon;
- raise, support, accompany and help consolidate projects in the field of the other economy;
- complement various initiatives and promote their involvement in a community;
- promote the development and the expansion of mutual and cooperative actions of the other economy;
- promote citizen approaches through participatory forms of organisation and training;
- propose training, expertise, evaluation missions in the field of a different economy and social (economy) entrepreneurship;
- involve the initiative in various national and international networks.

### Facts and Figures

The Cité de l'Autre Economie will be built on the following resources and actors:

- an ambitious and innovative building project within the eco-district, sustained by the community;
- investors (banks, institutions, private actors, etc.);
- institutions and communities, which are active in the field of SSE development, circular and functional economy and which have an interest to support the project;
- many other actors (producers and users) involved in this initiative to promote a different way of consumption and an alternative approach to economy;
- several research labs, associated to support the process of evaluation and the production of tools;
- European networks and partnerships.

The initiative also foresees the development of E-Commerce in order to reinforce the activities of many actors and exchange at European level.

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## Partnerships at regional level

### Pronto Badante, Tuscany Region, Italy

#### Introduction

The population of the Region of Tuscany amounts to 3.750,511 inhabitants. Approximately 916.000 are well over 65 with 26% of them living alone. In the reality of welfare services seniors and families with elderly people who are in a difficult situation and in need of assistance do not find a one-stop counselling service, but a number of services provided by a variety of subjects.

#### Description of the initiative

“Pronto badante” is a project launched by the Tuscany Region that aims to support families facing the first difficulties caused by the aging of a family member.

The action, promoting direct home intervention, provides a single point of reference to which to turn to for information about the social care paths in the area and financial support aimed at establishing a relationship with a carer. Calling a toll-free number a family with a senior cohabitant or an elder living alone can receive information, guidance, mentoring and, within 48 hours, the home visit of a qualified operator.

To be eligible for the service, beneficiaries have to be over 65, resident in one of the municipalities covered by the service, for the first time seeking for help. More over they should neither be already covered by a customized assistance project offered by local services, nor have a contract with local family assistance services.

The Pronto Badante initiative started on 16.03.2015, running on a trial basis for one year in 5 districts (43 municipalities), covering the capital city of Florence and its province. This area was chosen taking into account the increasing need of the urban area of interventions aimed at strengthening social cohesion.

Pronto Badante, thanks to tight cooperation between the Tuscany Region, organizations of the Third Sector (social cooperatives, voluntary associations) and the National System of Public Services (SDS-Society of Health, ASL-Local Health Authorities, Municipalities), was able to create a brand new service. For the first time is the institutional body (the region), in partnership with

the Third Sector (voluntary associations, social cooperatives, charitable institutions etc.), which conveys information about local services directly to the home of people in need.

### Facts and Figures

After contacting the toll free number 800 593 388 (active from Monday to Friday, from 8:00 to 18:00, and on Saturday from 8:00 to 13:00) and after evaluation of the real need, an authorized operator will visit the elder at his/her home within 48 hours.

If, according to the operator, the elder fulfills all the conditions for eligibility, the Tuscany Region will provide a voucher of a value of € 300, including social security and insurance, in order to activate a first service relationship with a carer on a regular or occasional basis. The organization of the service allows for the voucher to be delivered immediately. The accompaniment is complemented with an ongoing mentoring for the family and the caregiver.

The Region has activated cooperation with INPS (National Institute of Social Security) that has developed, in this context, a new procedure for the electronic acquisition of the voucher, to be used to pay for the work of a carer to cover the basic needs of the elder.

Tuscany Region has allocated 1,4 million EUR for the acquisition of vouchers to revive a sector - home care - with strong presence of undeclared work and to foster regular employment relationships in the family support field.

To ensure the effectiveness of the service a comprehensive communication campaign was realized by using the press, radio, web and social networks, billboards in strategic places such as hospitals and public transport networks. Every general practitioner received a briefing about the initiative.

The first available data demonstrate a good take-up, both in terms of use of the free hotline and in terms of cases taken in charge, as well as satisfaction expressed by the final beneficiaries.

In the first month of activation (data for the period 16/03-14/04) 1513 calls were received – meaning a weekly average of 352 calls. Approximately 260 home visits took place and 110 persons were provided with a voucher.

An additional added value: Even if a person and his/her reported case does not fulfil the requirements for the provision of the voucher, making contact with the hotline is an opportunity for a family or elder to get in touch with territorial networks of volunteering and territorial social services.

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## LABORIOSAMENTE, Province of Ravenna, Italy

### Description of the initiative

LABORIOSAMENTE is an agency created by a partnership between the municipality of Ravenna, the social services of Ravenna, Cervia and Russi (ASP) and the consortium Fare Comunità.

Its objectives are:

- care / maintenance of civic commons;
- promotion / enhancement / coordination of volunteering.

The starting assumption is that people do not only have needs, but also capacities, and that it is possible to make these capabilities available to the community. This way, solutions to general interest-related problems can be found, together with public authorities, and active citizenship can be promoted. In this context, Laboriosamente is also a laboratory of new ideas of subsidiarity which organizes and promotes special days of civic maintenance (to take concrete actions against processes of degradation) and new initiatives of socialization (to disseminate public spirit and the culture of commons).

Laboriosamente targets:

- volunteers willing to perform work of public utility;
- citizens invited by the social and health services to be useful for the community, in order to meet the needs of socialization or refund what they received as social assistance;
- people forced to engage in reparative sanctions;
- associations, clubs, social cooperatives, citizens' committees and other companies which operate in the municipality of Ravenna and which seek volunteers to carry out their activities.

Concretely, an information desk was established at the offices of the Municipality of Ravenna. It is open every Monday from 9:00 to 13:00. The clerk there, next to registering new members and providing information, has

the task of matching the offer of volunteering (citizens who are candidates as volunteers) with demands (associations of the territory that need volunteers for the realization of their initiatives).

In addition, a back office has been opened and is in charge of managing paper and computer databases, as well as of communicating (by phone, sms and e-mail) with the volunteers and associations. Reports on the work done, planned events and research of volunteers is communicated through some dedicated channels (Facebook page, Twitter profile and a blog on Wordpress), through press conferences, on paper and online journals or during special events. Laboriosamente also organizes directly voluntary activities. To give just one example: Three days of civic maintenance (last Saturday of September, October and November 2014) have been organised and have seen volunteers involved in cleaning and maintaining some degraded areas of the city of Ravenna.

The following partners contribute to the realisation of Laboriosamente:

- a) The Municipality of Ravenna provides the physical space and the necessary equipment (telephone, computers, printers, system sms) for the opening and operation of the information desk, whilst also providing funding for the project. It handled relations with the representatives of the different local associations and was involved in the management of “traditional” communication (press conferences and press releases).
- b) ASP Ravenna, Cervia and Russi (social services) participated in coordination meetings and engaged in mobilising people with a disadvantage/disability to engage in voluntary activities.
- c) Fare Comunità (social economy) organizes and manages the information desk, oversees the online communications and realizes constantly blogs and social networks updates. Finally, the organisation made a short video report that describes the project “Laboriously”.
- d) Fondazione del Monte di Bologna e Ravenna has provided an economic contribution to the realization of the project.

### Facts and Figures

On 31 December 2014 “Laboriosamente” counted 158 members (99 males and 59 females) that were resident or domiciled in the Municipality of Ravenna. Concerning the number of active volunteers: 53 volunteers (28 males and 25 females) were activated for the various associations that had made requests. In total, “Laboriously” has received 37 requests for volunteers by one public institution, 11 associations, two foundations, one parish and three social cooperatives.

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### Distretto Integrato di Economia Sociale – Area Marche Nord/ Fano, Italy

#### Description of the initiative

Distretto Integrato di Economia Sociale – Area Marche Nord (Integrated Social Economy District – Area Marche Nord) includes associations, trade union organizations, social enterprises, profit SMEs, trade associations, various actors within university and scientific research, local entities and citizens. It represents an innovative work space thought for experimenting new governance models on a local level and promoting public policies based on social economy and sustainable future.

Concretely, DIES-MN has two objectives: Firstly, it disseminates the model of social economy within local institutions and among citizens. Secondly, it promotes the development of policies oriented towards sustainability, the creation of territorial value and local communities. The investment in sustainable and solidarity local development models aims at producing an improvement in life standards and social cohesion in local communities.

In order to realise its objectives, DIES-MN promotes cultural activities, research, training, information, communication and project activities aiming to strengthen general wellbeing, the ecosystem and the promotion of human and civil rights. It facilitates the launch of stable networks and partnerships among institutional and non-institutional actors and therewith cooperative and collaborative approaches between different realities of a territory.

The District stands as a mediator, an area of debate and synthesis, an instrument for local communities willing to launch a public policy approach based on the following ideas: sustainability, participation, equality, redistribution of resources and opportunities.

The most important project sectors are the following: social, sustainable and accessible tourism; social policies and innovation; public health policies; public policies evaluation; socio-economic research; social agriculture and green economy; art, cultural and landscape heritage; wellness, sports; cultural events; corporate social responsibility; innovative technologies connected to the quality of life.

DIES-MN works in “Marche Nord” in Italy, which is situated close to the Province of Pesaro and Urbino. It is a territory counting more than 60 local entities, almost 400,000 inhabitants, hundreds of associations and social enterprises, and companies interested in establishing a healthier relationship with the environment and its community. Furthermore, DIES is organised in sub-districts, created to open a straight dialogue between groups and local entities, throughout the establishment of CLLD (Community Led Local Development).

The District is involved in activities both at a local and European level. DIES-MN sets out from the territory, emphasizing history, environment, culture, and social relations in order to reach Europe, through direct participation to important European meetings, membership in international social economy networks, participation in project activities and through a constant dialogue with the EU Institutions.

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## LAN SARRERAN, Region of Navarra, Spain

### Introduction

Lan Sarreran is a Project of the Ilundain Foundation. The latter started its activities 30 years ago. The social situation was hard for young people, unemployment rates and drug abuse were very high. The Since, the Foundation had to work on and adapt to new challenges.

Nowadays it can rely on vocational training schools and it is focused on integrating youngsters into the labour market. In professional schools, next to the transmission of technical know-how also practical training is offered to young people, which gives them an idea of how the world of work really looks like.

The Foundation offers vocational training in the field of carpentry, renovation of buildings and gardening in the framework of workshop schools, basic training centres and social work-integration centres. It coordinates activities with the Public Employment Agency, the Basic Social Services and other social organisations which work on social inclusion.

After having passed their training process, some of the youngsters - who have been in the foundation - are still on high risk of exclusion; therefore, the Foundation offers them, and also other young people who could be at risk, another project, focused on work inclusion.

### Description of the initiative

The LAN SARRERAN project seeks to promote social inclusion and labour market integration for people at risk of social exclusion. These persons are identified by the Ilundain Foundation or other associations.

Inclusion is seen as the challenge of their educational process, because it provides personal independence, avoiding exclusion and in some cases, the institutionalization.

Young people must be prepared and enterprises must know they are prepared. Lan Sarreran tries to put these two in contact, because they do not only need technical training. For young people at risk of social exclusion, getting prepared becomes more difficult, and sometimes they have to face an additional challenge, when they have to show that they can work and get a positive feedback.

The work of Lan Sarreran is developed in the following fields:

- Inclusion and career counselling/ Customized Inclusion/Training Programme: Personal attention is useful to know the person's needs and to know what strengths and abilities he/she can offer. For this reason, Lan Sarreran know each person with whom they work, and they can meet the enterprises needs with their personal needs and features. Each person has his/her own story, capabilities, character and needs, and the Foundation tries to work with him/her in order to find a way to achieve his/her objectives.

- Enterprises network: Lan Sarreran put a big effort on finding enterprises, and they take care of the relationship with them. The project is in contact with different enterprises, both large and small-sized enterprises, located in the region. It seeks to promote loyalty and social responsibility. Cooperation agreements are signed. Lan Sarreran visit enterprises yearly, invite them to their awards and special days, such as the environment day celebration. They also send enterprises a monthly newsletter. Moreover, prepared youngsters who can answer the enterprise's needs are presented to the latter and accompaniment is offered.

The Foundation asks the enterprises to provide those youngsters with the same conditions that are given to any other worker and this without applying any favouritism because they are trained by the Foundation. They also take care of gender issues, and always offer the enterprises the opportunity to

employ both women and men, even when an enterprise has preferences.

- Hiring people of the programme when an enterprise entrust them with some work. The Lan Sarreran Project offers the opportunity to find a job, training, and personal accompaniment. Young people are at risk of social exclusion, and they do not have so many opportunities to find the right support. Work is not only a way to earn money; it gives also another very significant thing, which is a place in the community, and a sense of self-value. Having somebody to walk with towards the world of work can make the difference between exclusion and inclusion.

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### Strategic partnership with CSO/SE in the development and implementation of social economy programs, Cakovec, Croatia

#### Introduction

Currently, the County of Medjimurje is finalizing its County Development Strategy for the period 2015-2020. During the analysis of the current situation in the region, a working group composed of representatives of public and private profit and non-profit organisations/initiatives identified more than 30 important problems/threats in fields such as of economy, civil society, welfare, health, etc. The most relevant in the context of social economy development are:

- insufficient support for the development of social economy/social entrepreneurship;
- a significant number of persons from the Roma minority who live on welfare subsidies and have serious problems in finding work due both to extremely low work skills and the high level of discrimination;
- a lack of strategic commitment to the sustainable development of the County;
- the low level of cooperation between local agricultural producers resulting in a lack of organized appearance on the market.

Drawing on the results of the analysis, the working group defined several strategic goals and measures that are in line with the social economy

development in the county. To give just some examples:

1. Measures defined under the strategic objective "Growth and economic development":
  - improvement of the business environment and promotion of a positive business climate;
  - encouragement of innovation and development of products and services with a higher added value;
  - development and implementation of strategic social economy projects;
  - enhancement of the competitiveness of the agricultural sector and introduction of a quality brand of the County of Međimurje.
2. Measures defined under the strategic objective "society benefit":
  - promotion of employment, education and lifelong learning;
  - strengthening of the social inclusion of vulnerable groups;
  - enhancement of the role of civil society.

Through cooperation with civil society organisations and other social economy actors (especially with the ACT Group, the first Croatian social economy consortium based and working in the region for more than 10 years), County of Medimurje developed several strategic (social economy-based) initiatives for the period 2015-2020, namely:

- a Community centre;
- an initiative focusing on agricultural/societal revitalization of Medjimurje county;
- a regional re-use centre;
- a cluster of organic producers of Medjimurje county;
- the regional foundation for civil society and local community development;
- a centre for training, rehabilitation and employment of disabled persons with reduced work capacity;
- an eco-social agriculture education centre.

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## Escuela de Empresas Estrategias, Region of Andalusia, Spain

### Description of the Initiative

The Escuela de Empresas Estrategias (Enterprises School Strategies, from now on Estrategias) was created in 1996 by FAECTA with the support of the Regional Government of Andalusia, through its Area of Economy, Innovation, Science and Employment. It is therefore the result of a private-public partnership between a private organisation focused on social economy, in particular workers cooperative enterprises (FAECTA) and the public administration.

Estrategias aims at facilitating the creation, development and consolidation of entrepreneurial projects by offering the following services:

- assistance, tutoring and monitoring for entrepreneurial projects;
- training programme;
- networking and contacts with other enterprises and organisations;
- enterprise incubator, providing office space and resources for business start-up;
- assistance to enterprise consolidation;
- financial services and information.

In particular, Estrategias aims at promoting innovative projects that generate employment at urban level focusing on social economy and collective entrepreneurship led by women and young people with university education.

### Facts and Figures

Some of the key features that characterise Estrategias as a referent model for social economy stimulation and social innovation are the following:

A special node integrated in a powerful network: Estrategias is integrated in a regional network that includes 251 Centres for Enterprise Development (CADE), which are managed by the public Foundation Andalucía Empeñe in order to support entrepreneurs and to promote the creation and consolidation of enterprises and employment in the region.

Localisation and territory-based approach: Estrategias is the first urban enterprise school, located in the centre of the city of Seville. It becomes thus a key actor within the neighbourhood and the city.

Its premises of 200m<sup>2</sup> include 2 technical areas and 4 nest offices.

Strategic and conceptual foundations:

Work and development of Estrategias is based on the following new conceptual paradigms:

- From an individual to a collective approach;
- From competition to cooperation;
- From property to use;
- From a focus on money to a focus on work;
- New governance approaches based on public-private partnership;
- From a mechanistic approach to systemic approach;
- An innovative methodology, based on coaching and on collaboration - for example with the Social Economy School through its training programme FIDES Empeñe (Creation and development of collective entrepreneurship projects).

Promoting social innovation: Since its creation, Estrategias has been able to adapt to the needs of society and youth developing an on-going innovation strategy in response to the current situation with a particular focus on social innovation through the following axes of action:

- Recovery of enterprises by workers through social economy formula;
- Transformation of associations into cooperative enterprises;
- Alliance between local stakeholders and social economy;
- Hybrid new cooperative enterprises;
- The peaceful revolution by citizens;
- Promoting the new cooperative formula introduced by the Regional Law on cooperative societies of 2011 and its recently approved Regulation of 2014 which is facilitating social innovation in the region, such as mixed cooperatives, entrepreneurial promotion of cooperatives, non-profit cooperative, public services cooperative and groups of cooperatives etc.

Drawing on an ecosystem based on people, the following resources are provided/activated:

- Social capital and relationships as key and strategic elements;
- Cooperation between networks of cooperative enterprises;
- Cross-generational support;

- Solidarity and common support network between cooperatives, citizens and communities;
- Participation and leadership of the associative and cooperative movement through federations of social economy enterprises;
- Networking development.

Results and impacts: Since 1996, Estrategias has had a great impact in terms of promotion of the social economy, cultural change, employment creation and consolidation. From 1996 to 2014, a total of 773 enterprises and 2.867 jobs have been created thanks to the support and tutoring received by the School. In particular, 254 social economy enterprises have been created and these concentrate 76,6% of the total employment created. Moreover, 60% of entrepreneurs are women, 50% are less than 35 years old and 60% have a university degree. It is also important to recognize that 82% of social economy enterprises created have survived and have been consolidated. Also, 42 cooperative enterprises created have been recognized and awarded by key social economy institutions at the regional, national and international level.

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## The Phoenix Project, Cork County, Ireland

### Introduction

In 2013, Cork County Council estimated that an additional 73,035 homes are needed to deal with growing housing demand and that 14% would have to be social housing, where rents were based on the household's ability to pay. But due to recession, the Council housing budget has been slashed, and no new Council housing is being built. The only alternative source of social housing is privately rented homes. This housing crisis is today exacerbated nationally by mortgage arrears, with 83,251 private residential mortgages in arrears of over three months, many of these in arrears of over two years. The Central Bank (Irish Times 03.04.15) estimates that around 30,904 of these cases are likely to involve "potential loss of ownership". These are likely to be the most

vulnerable households, the unemployed or disabled, who are dependent on welfare or whose incomes are very low, who can neither restructure nor become insolvent.

### Description of the initiative

Carbery Housing Association (CHA) is an association of local people, coming together to develop and provide housing and associated amenities, for a range of households that were excluded from the housing market, on the basis of partnership with local authorities and community organisations, and aiming at a high level of energy efficiency and sustainability. CHA currently manages properties secured on long-term leases from private owners and rented to families nominated by the local authority from their housing list, at means-tested "council-equivalent" rents. CHA has applied and been approved as an Approved Housing Body (AHB) for the Government's Mortgages to Rents Initiative, where owner-occupiers who are unable to repay their mortgages can opt for mortgages being transferred to an AHB, on the understanding that they will remain in their homes as permanent tenants of the Association. CHA is currently negotiating the purchase of 20 properties in Cork City and County under this programme.

### Future and Perspectives

CHA is working with the Housing Agency on the transfer of mortgages for 20 properties in Cork where residents are unable to pay mortgages, to help keep residents in their homes. The association inspected and made offers on 7 properties, with the remaining 13 pending inspection. These 20 properties house around 70 people of all ages. CHA has recently secured a loan offer from AIB and confirmation of subsidy support from the Housing Agency to purchase the first 7. Once the properties are purchased CHA will enter into permanent tenancy agreements with the residents, who will pay a monthly means-tested council equivalent rent, or around 125-200 EUR p/m. Residents will also be invited to become members of the Association, and to participate fully in the work of the Association, suggesting improvements to properties and other community initiatives that could be undertaken by CHA. In the terms of the Mortgages to Rents Initiative, Local Authorities will pay CHA a "Payment and Availability" fee of 92% of the market rent for each property housing nominated families, and this fee will allow to CHA to pay for the loan undertaken for purchase. However, there is a balance of funding that CHA must secure.

### Facts and Figures

CHA has worked to develop and implement community-based and sustainable social housing in County Cork since 2001. After a difficult initial period, where the association put forward a number of building proposals that were not supported, CHA secured properties on long-term leases from private owners in 2010. These properties were then let to families on permanent tenancies at council-equivalent rents. The County Council agreed to pay a fee of 80% of the market rent for each property, which allowed CHA to pay the long-term lease rental. CHA has carried out improvements, including energy retrofits, to these properties, installing solid fuel stoves to supplement existing heating. In 2013 the association registered an interest with the Housing Agency in the Mortgages to Rents Initiative, and undertook the purchase of properties in Cork City and County, where owner-occupants are unable to pay or restructure their mortgages and cannot become insolvent. To date, CHA has been allocated 20 properties for negotiation with banks and residents. The association has surveyed and is ready to proceed on 7 of these, and has recently received loan approval from AIB bank and subsidy approval (CALF) from the Housing Agency. However, CHA has to raise 50,000 EUR in own funding before proceeding.

Clients are single persons, couples or single parents, disabled, unemployed or pensioners deemed in priority housing need by the local authority, not adequately or securely housed and having no other housing available. They are mostly in receipt of welfare or having low incomes. Alternately they are occupying a property they have purchased with a mortgage, own no other properties and are more than 90 days in arrears and unable to restructure their loan or become insolvent. Once nominated, they are interviewed by members of the CHA Executive Committee, who explains to them how CHA operates and how they can become involved in its work. CHAs will hold regular meeting and training events for new tenants, where the Committee explains in more detail the activities that CHA can undertake to improve their environment, quality of life, enterprise and employment, and how tenants can participate in these activities.

For most low or middle incomes families in Ireland owner-occupation has been the only sensible housing option. Private rental has been at best a “necessary evil” expensive on resources and leaving nothing to show for the considerable investment at the end of the tenure. Social housing, at only 5% of the overall stock, has been a marginal and socially undesirable option, only available to those who can demonstrate social disadvantage. The low level of social housing built to date, and the speed at which it is sold off,

reflects the residual nature of this sector. The results of this mind-set and the policies behind have become visible today, where this preferred option has failed many thousands of hard working families, who are frustrated in their pursuit of this dream by the cruel unpredictability of the market. The Community Mortgages to Rents proposal is an attempt and probably the best these families will have of rebuilding a new and more sustainable alternative.

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## Partnerships at national level

### Local Community Enterprise Support Network, Lithuania

#### Introduction

In Lithuania community entrepreneurship is still a concept in development. More than 100 community enterprises have been identified across Lithuania. However, some regions seem to be less entrepreneurial than others.

Two participants of the young professionals programme (YPP) “Create for Lithuania” partnered with the Anykščiai District Municipality Administration in an attempt to find a way to improve local community entrepreneurship there.

They have had a number of interviews with local communities and found that many of them would like to start a community enterprise, the goal of which is to solve local social problems and earn additional income for common activities. Yet, people in rural areas lack ideas and practical help. Nevertheless, overall 40% of all communities considered starting a community enterprise.

#### Description of the initiative

Seeing this potential, Anykščiai Business Information Centre and YPP participants came up with the idea to create a Local Community Enterprise Support Network - in the hope that it will help creating self-sustainable communities and that it will be a platform for collaboration.

This Network connects local communities with local businessmen, artists and social entrepreneurs who are ready to help them with their community enterprise ideas and offer partnership opportunities. Anykščiai Business Information Centre will coordinate the Network and facilitate conversations between stakeholders. Any local community can now contact Anykščiai Business Information Centre with their request and get professional advice or find a business partner to collaborate with.

#### Facts and Figures

More than 15 business people and artists expressed an interest in joining the Network. Local communities have welcomed the initiative. There are 2 new partnerships being formed right now between newly started community

enterprises and Network members. One local textiles businessman will order sewing services from a community. Another local businesswoman will sell woolen objects made by a village women community at her flower shop.

A Support Network opening event and a creative workshop have also been organized for local communities. On that occasion, they had the opportunity to meet and talk to Network members, namely five other entrepreneurial communities from various other regions in Lithuania, to find out about the concept of a community enterprise in greater detail, as well as about community enterprise taxation, applicable food regulations and financing opportunities. The event attracted more than 150 participants from Anykščiai District Municipality and other areas all over Lithuania.

According to more recent survey results, 70% of communities consider starting a community enterprise now and all 100% think positively of the Local Community Enterprise Support Network.

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## METIS® (Mobilisation et Engagement des Territoires pour l'Impact Sociétal), France

### Introduction

KOEO is a social economy actor created in 2009, certified as solidarity-based enterprise (Enterprise Solidaire) and dedicated to the operational deployment of programmes of skill-sharing patronage among enterprises, collaborators, and general interest structures. Partnered with more than 2,000 associations in France, KOEO has already supported more than 50 enterprises with the help of some digital tools, and a consultancy structure dedicated to them.

Today, KOEO wishes to reinforce the territorial network of skill-sharing patronage, and launch the METIS® grant (Mobilisation et Engagement des Territoires pour l'Impact Sociétal - Mobilisation and commitment of territories for the societal impact), a new initiative involving public and private partners in which local communities are at the centre of a policy of support for the local general interest.

### Description of the initiative

The project started in a context with less resources for general interest initiatives, where:

- ° a decrease of subventions allocated to local organizations makes proximity structures of general interest more fragile, jeopardising not only the quality of their results towards citizens, but also the sustainability of social relationships;
- ° new challenges in the territory (ex.: Grand Paris) necessitate a review of some financial measures and to the development of innovative ones to cope with a complex budget equation (decrease in the general operating grant, increase in the equalisation, etc.).

All this led to the creation of a new instrument: a mixed and participatory subsidy. To partially compensate for the decline in financial resources allocated to associations by municipalities, the subsidy METIS® proposed by KOEO is structured in an original way composed of a) classic financial support as well as b) complementary support through competences/expertise (professional or personal competences) thanks to skill-sharing patronage offered by local enterprises and their employees.

The “skill-sharing patronage” component of this measure will add a pre-quantified and pre-qualified expertise gift (precise number of hours + types of competences) offered by staff from local partnership enterprises established in the respective community.

Expertise examples: communication/marketing; accountancy/management/finance plan; IT/web; HR/organization; etc.

From an operational point of view, the credit of provided hours of expertise and their functional type are proposed to local associations receiving the subsidy through an extranet dedicated to the wellbeing of the community, which is led by KOEO:

- ° the enterprise will “donate” expertise provided by staff willing to volunteer;
- ° the local association chooses how to use its allocated time credit and expertise type.

The implementation of the extranet is financed by partner enterprises, and it is therefore free for municipalities and local associations. This flexible measure, independent from the budget plan, can be implemented throughout the year.

### Facts and Figures

The benefits of the METIS® measure are multi-fold and provide solutions to different type of actors and challenges:

- ° communities innovate – from a social point of view – in the support of general interest initiatives, and stimulate operational partnerships between

the profit and non-profit sector:

- the support of municipalities is not only financial, because it adds a “know-how” human aspect, strengthening social relationships;
- the municipality becomes a reference which proposes solutions easily replicable in other communities/municipalities;
- the municipality can – depending on the development of the budget and with the increase of partner enterprises – limit and rationalize the purely financial aspect of the budget;
- associations who need to find both some alternative resources to cope with the steady decrease in public subventions and increase their professional development;
- enterprises seeking to strengthen their local impact through concrete, operational and coherent answers with their CSR strategies (Corporate Social Responsibility) and HR, allowing staff to find a meaning in their professional career, involving them actively in solidarity-based actions.

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## Financité Microsavings Project, Belgium

### Introduction

To deal with poor budget skills and life accidents, the Financité Microsavings project aims to incite vulnerable groups to exercise proactive management regarding foreseeable expenses, while building and cultivating the savings habit to protect them from unexpected events. Concretely, the project promotes micro-savings as an innovative tool to prevent overindebtedness via a local public and private partnership in Belgium.

### Description of the initiative

In 2011-13, Financité has developed a pilot project around micro-saving groups. This tool allows vulnerable groups to save thanks to a combination of financial education sessions and matched savings.

Results from this project were very positive. Its external assessment shows positive and lasting impacts on savings and budget management behaviour:

- 7 months after the program, 25% beneficiaries save more often than before the program (vs. 15% in the control group);
- almost half of recipients saved regularly (7 months or more) during the program;
- beneficiaries adopt more formalized and forward-looking budget management habits.

Other positive aspects include a more cautious attitude when confronted to a credit offer as well as increased self-confidence regarding financial matters and community-bond at a local level.

The two program components - the collective training sessions and the financial incentive to save - act in synergy: beneficiaries that save frequently also attend the trainings. The social aspect and the financial interest are mutually reinforcing motivation factors.

Given these positive results and the potentially huge market since no actor is present in Belgium, the opportunity is to promote micro-savings among vulnerable groups to prevent over-indebtedness. The project submitted to the REVES EXCELLENCE AWARD is the scaling-up of this micro-savings program to reach 20 savings groups, which means 200 to 300 vulnerable people.

The project aim is to promote micro-saving among vulnerable people to prevent over-indebtedness via a local public-private partnership.

Its main objectives are to:

- reach vulnerable publics through the local antennas of public authorities;
- anticipate vulnerable people's over-indebtedness problems by setting up micro-savings groups;
- associate big companies and local public authorities to an innovative, inclusive and far-reaching social project against overindebtedness;
- facilitate qualitative reporting on arrears and unpaid invoices causes;
- raise awareness on the importance of microsavings among vulnerable groups.

The expected social impact is based on the following:

- stimulate vulnerable groups to better face unexpected events;
- build the habit to save more regularly;
- acquire better budget management skills.

Other beneficial effects expected are that beneficiaries:

- increase their self-confidence regarding banking products;

- develop a community-bond and a social inclusion feeling at a local level via training;
- grow their self-esteem and thus promote their integration into society and the labor market.

Finally, an overall positive impact is to create a transversal solution via a local private-public partnership to fight over-indebtedness.

### Project details

On an annual basis, the participants will be incited to follow financial education sessions and save on a regular basis. The money saved would then be matched as an extra incentive.

The financial education sessions are designed as follow (examples):

- savings (personal savings goals, motivations and challenges, tips and tricks);
- budget management (serious game on a monthly budget management);
- easy credit dangers (various credits explained, video to show inadequate credit offers);
- overindebtedness (causes and consequences, short film animation);
- from individual to collective savings (advantages to save individually or in a group);
- conclusion (saving results, future plans and project qualitative assessment).

The project details (target group and entry conditions, financial incentive, duration, minimum compulsory elements for the participants) are currently being decided conjointly.

Assessments will be done twice a year. Consortium partners will meet four times a year for follow-ups and adjustments. Participants will be followed in a proactive way (SMS advice counselling, definition with each participant of personal objectives and follow-up along the project). A communication and media strategic plan will be designed to ensure optimum action visibility. A private energy operator and local public partners (CPAS – Center for Public Social Action) have agreed to participate and concrete terms are being discussed. Réseau Financité plans to secure the local public-private partnership in the second quarter of 2015 to start the micro-savings action in October 2015.

## MA VILLE JE T'AIDE, France

### Introduction

Small associative structures lack the human and financial resources to promote their actions and suffer from a lack of visibility. The aging image of volunteering maintains the myth that only the retired population can provide their time. Associations struggle thus transforming a first voluntary trial into regular engagement.

As for citizens who have never given their time, 48% of them say that this is due to a lack of time to give to others, given their calendar requirements (employees, students, etc.), and 32% say they have no knowledge of possible activities close to their home. They are also in demand of more flexibility, so not to be “enlisted” in a binding structure.

Yet, 40% of the French give their time, which means a 27% increase in the number of volunteers in three years in France - between 2010 and 2013 - with + 32% for the population aged 15-35.

Volunteering does not know the crisis, but the links between structures and individuals remain complicated.

### Description of the initiative

MA VILLE JE T'AIDE (“My city I help you”) is a web platform aiming to create a bridge between small local associative structures and citizens that do not necessarily know when and how to help.

A catalyst for solidarity actions, the idea is to facilitate the engagement of all! The principle is simple: associations propose their solidarity actions requiring volunteers through a call for volunteers and citizens can go tag on this basis, filtering possibilities depending on their availability, their interests and skills. With one click, the user visualizes the projects in need. Bringing together a community via the digital force, MA VILLE JE T'AIDE also innovates with a new form of generosity. “Click Rate” is the opportunity to take part in actions of e-solidarity: in thirty seconds, the user can support online a cause/an action.

Concretely, the achievements include both technical innovation and improvement in the social sector, and in particular:

- A website with an innovative web design and attractive features that allows for and encourages action. A location-based platform creating a bridge between associations and volunteers (the solidarity community);
- A tool for associations: an online service, intuitive and easy to use for posting calls for volunteers, events, presentations of associations and create “communication tool kits” (for example links to cover pages of Facebook connected to the image of a project or a cause);
- A supportive community: stimulate and develop civic engagement, particularly through social networks and events.

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### Redes Colaborativas – Produção, Emprego e Desenvolvimento Local, Portugal

#### Description of the initiative

Redes Colaborativas – Produção, Emprego e Desenvolvimento Local (Collaborative Networks – Production, Employment and Local Development) are a group of platforms in different areas of Portugal aiming to raise visibility of the work of people, communities and organizations involved in entrepreneurship processes or in the promotion of employment solutions at local level. The platform acts also as a communication interface and a tool for the exchange of experiences and knowledge both in the areas where the initiatives take place and on an interlocal basis. So far the programme team and the social network attached to this experience already promoted several initiatives. They spread a lot of information for organizations working on the different topics and a number of good local employment practices, thereby inspiring new entrepreneurs wishing to invest in self-employment and/or micro-activities to become involved in these collaborative processes.

The networks bring together local producers of goods and services working together on innovation, creation, production, sales and communication between organisations and people living in a given area. These community strategies serve to facilitate and improve business, generate income and

employment, make better use of local resources and promote cooperation between people and organizations to contribute to the welfare and development of the local economy.

Specific target groups are producers who want to expand their businesses as well as associations, cooperatives and municipalities wishing to support the development of local economy.

They all accept to incorporate elements and/or services of other producers and/or service providers in the creation, production, sale and/or disclosure of their own products and/or services. This way COLLABORATIVE NETWORKS work almost like a “brand seal” for products and services from a territory where local agents cooperate to develop their business and therewith promote the development of that same territory.

Producers may also collaborate with computer technicians or with marketing, graphic or advertising experts in fields such as tourism, catering, culture, distribution, etc.

Collaborative networks act as aggregator elements of cooperation practices between local producers and agents who contribute together to local development. Inter-cooperation between people and different sectors of the local economy is in fact highly important. Working in this manner, travel agents and/or local hotels, for instance, can help local producers to show/sell their products, just by setting up artisanal production routes and encouraging their customers to visit them. The junction of different products in a collaborative way, in turn, may generate new products, such as salt, cheese, bread, olives or olive oil flavoured with herbs, dried fruit with honey, and other products arising from such practices.

Local authorities, local development associations, cooperatives of producers and other organizations can easily support the creation of collaborative networks for production and local employment. This can be done by organizing regular fairs of crafts or family farm products as well as seasonable fairs (Christmas, Summer, etc). Another good way to support these initiatives is providing and creating spaces in local markets, giving preference to local products when purchasing products, setting up spaces for the sale of local products in tourist offices, opening sites for exhibitions of local products, lowering costs and bureaucracy, mediating the relations between local production and public administration and regularly reporting on business

opportunities.

The model of COLLABORATIVE NETWORKS - PRODUCTION, EMPLOYMENT AND LOCAL DEVELOPMENT promotes a process of collaboration between local producers and agents, which contributes to the development of new models of production and marketing of products and services. Focusing on the logic of mutual aid and cooperation, it contributes to the well-being of people and communities, to the development of local economies and therefore to the sustainable development of territories.

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## JEUN'ESS, France

### Description of the initiative

Created as a brand new public/private partnership by Avise, the programme Jeun'ESS aims to better explain social and solidarity based economy (in French ESS) to young people and motivate the latter to become closely involved in this sector.

The programme was launched on 30 June 2011. Its actions are designed for the long term and are structured around three main objectives:

1. Promote the knowledge about social and solidarity economy (SSE) among young people:

- Creating a partnership with the CSA Institute for a quantitative and qualitative study on the perception of SSE among 16-30 year old persons.
- Elaboration of awareness-raising materials: launch of "Jeun'ESS toolkit" offering reference and mutualising awareness-raising supports on SSE targeting young people; editing and distribution of "Travailler dans le bon sens" (Moving/Working in the right direction), dedicated to the topic 'young people and SSE', in partnership with the magazine Interdépendances; production and distribution of the educational video: "Tu connais l'ESS?" (Do you know SSE?).

- Production and animation of Say Yess, an online magazine dedicated to

young people : This website puts forward some real initiatives and encourages young people to take action - through articles, videos, surveys, opinions, competitions, infographics, etc. Launched in June 2013, it is currently visited by 30.000 readers each month, and by 15.000 facebook fans.

- An experiment carried out by young people in a popular educational movement aiming to create some educational and animation tools in order to raise awareness in rural areas.

2. Support and value the initiatives of the young people:

- Support 20 young social entrepreneurs. These Jeun'ESS winners have been selected during a call for proposals launched in 2011 by Jeun'ESS.

- Distribution of case descriptions and practical information on the creation of activities and calls for proposals inventory on Say Yess.

3. Encourage youth integration in the SSE Structures

- Valuing and actuation of case studies on youth employment in the SSE sector.

- Organisation of Forums Emploi Jeun'ESS (Employment Forums Jeun'ESS). The 2nd edition, held on 5 June 2014 gathered 4,000 young people and 30 recruiters around 600 vacant positions.

- Creation of tools for structures active in professional integration and orientation in order to raise awareness among young people for employment opportunities in the SSE sector, and implementing the guide "L'économie sociale et solidaire recrute" (Recruiting in the SSE).

The Jeun'ESS programme is promoted by Avise within a partnership including the French Government (DGCS, the French Directorate-General for social cohesion), Caisse des Dépôts and other six enterprises and social economy foundations (Fondation Crédit Coopératif, Fondation d'Entreprise AG2R La Mondiale, Fondation Groupe Chèque Déjeuner, Fondation Macif, MAIF, and MGEN).

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## Fabrique à initiatives, France

### Description of the initiative

Fabrique à initiatives (the Initiative Factory) identifies non-satisfied social needs in a given territory and increases the opportunities for the market or the activities which may lead to the creation of social enterprises. Created in 2009 thanks by Avise, and realised in coordination with other national partners, the project works today in 8 territories.

With regard to enterprise creation, resources and supporting mechanisms have the same logic: a project and a project leader, feasibility study of the project, verification of “man/project” adequacy, support to the creator. This approach is coherent and generally effective.

However, when talking about social entrepreneurship, the actors of the territory are mostly those who have to identify needs, opportunities of the “market” or new services that need to be started. And the observations made by these actors are sometimes the same: if some needs and opportunities arise regularly, which can be a starting point for viable and lasting socio-economic initiatives and social enterprises, in the end they are mostly “missed opportunities”.

When it comes to creating and supporting entrepreneurial projects, with the support of local resources and competencies, the “Fabrique à initiatives” applies a 4 step-approach: 1) Identify socio-economic needs and opportunities in the territory; 2) Check the relevance of an answer in form of a social enterprise; 3) Identify and qualify a project leader; 4) Support until the creation of the social enterprise.

National partners of the Fabrique’s network are the following: the French Government (DGCS, the French Directorate-General for Social Cohesion), the Caisse des Dépôts, France Active, Réseau Entreprendre, Fondation Macif, and CNCRES.

Avise is the network facilitator.

#### Facts and Figures

To date, there are 8 operating “Fabriques” that led hitherto to the creation of 53 social enterprises and 130 jobs. An amount of 48 projects are currently in the study phase, and more than 500 ideas or projects have been approved by the “Fabriques”.

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## Partnerships at European level

## Sponsorship Class Action/Coordinating EVS projects, Kokkola, Finland

### Description of the initiative

#### 1. Nature School - Sponsorship Class Action

Nature School is one of the departments of Youth Centre Villa Elba, a social economy organisation. Nature School programs include outdoor education, special focus in team building activities and Sponsorship Class Action for children. One of the key objectives of the Nature School is to educate children from local schools and nurseries about the importance of protecting the environment and to promote the values of sustainable development on both regional and national scale. The goals are to offer positive experiences in nature, increase interest in environmental protection among children and to take responsibility for the environment and other people. Nature School was opened in July 1992 and it is Finland's oldest nature school.

One program included in the Nature School is Sponsorship Class Action, which is a cornerstone of the Nature School. Sponsorship Class Action enables long-term environmental organization for classes. Classes from third to fifth grade can apply for sponsorship and activities are free of charge for schools. Class Sponsor activity is funded by the City of Kokkola Education Center and the Environment Department.

Sponsorship classes are school classes which have frequent nature school days throughout one academic year. The type of lessons the nature school carries out is determined by the curriculum of each individual class and school. The sponsored class dates are taken from everyday life. As a result of this the students are in an environment where learning and teaching methods differ slightly. At Sponsorship Class Action the days consist of different modules inspired by the changing seasons. The modules are covered during field trips by the students' own observations, experiences and through games and plays. The days include also pre-tasks and home works. Since the Sponsorship Class Action is executed in an environment that differs from the children's everyday life and the learning methods differ from the ordinary, the children's learning

experiences are also significant.

One of the aims is to support teachers to implement environmental education with useful methods. Another aim is to develop a closer relationship between children and nature, through positive experiences, and to promote the values of sustainable development. The children also develop classroom skills with each other and gain a better relationship with nature and the natural literacy. Feedback from teachers has been positive and the children's cooperation skills and classroom life has improved.

#### 2. Coordinating EVS projects

Youth Centre Villa Elba is a coordinating organization for several European Voluntary Service (EVS) projects in Finland. An EVS project is a partnership between two or more promoting organizations. These organizations are responsible for recruiting volunteers for their project. Volunteers participate in EVS through a Sending Organization in the country where they live and a Receiving Organization that receives and hosts them during their period of service.

Youth Centre Villa Elba is responsible of searching for suitable volunteers that would care for the administration and the support of the projects. Youth Centre Villa Elba has a long professional experience of organizing various youth activities, especially for young people with fewer opportunities. Villa Elba works in several international networks and has a long and good cooperation working together with partners from Europe, Mediterranean countries, Southern-east countries, Caucasus, South America and Canada. International activities succeed only as a result of valuable and reliable cooperation and, to build this up, you have to know your partners and have mutual understanding among them.

Since the year 2000 Youth Centre Villa Elba has operated as a coordinating organization for EVS programs. Finland is a popular country among volunteers but unfortunately there are not that many hosting projects. The goal for Villa Elba is to find as many hosting projects for young people as possible, and therewith to increase the number of the volunteers in Finland. The hosting projects are often located in small rural towns and having a volunteer in a small municipality brings multiculturalism to places where it does not normally occur. This brings positive experiences to local young people, workplace staff and the local community. Generally speaking, language skills get better, attitudes change and interest towards other cultures

increases. International volunteering increases tolerance, equality and the fight against racism. Working with volunteers helps the local young people expanding their worldview and developing an interest in learning more about other cultures. Meeting a volunteer can also make local young people get excited about international activities and volunteer programs. Especially in small and medium-sized towns, receiving an international volunteer is seen as significant.

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## Les Invités au Festin, Besançon, France

### Introduction

The association “The Guests at the Feast” (IAF) is an acknowledged “Solidarity Company” (Entreprise Solidaire). It received in 2002, by the foundation of Crédit Coopérative, the 2nd national prize for social economy initiatives. Its founder and president Marie-Noëlle Besançon was awarded in 2006 by Ashoka, an international organization that identifies and supports innovative social entrepreneurs. Since March 2015, the IAF and IAF network are also winners of the Grand Presidential Site “France is committed.” The concept of citizen psychiatry of IAF is recognized for its proven innovation. The model showed that taking initiatives for those with mental suffering as a citizens’ duty allows for a decrease of hospitalizations, the reduction of medication and therefore helps achieving significant community health savings. In response to a very important need in terms of structures for and monitoring of those affected by mental illness and their families, it is necessary and useful to move towards a change of scale and to swarm this concept both at national and European level.

### Description of the initiative

Festin network (network IAF) was founded in 2007 with a mission to trace the missing path between psychiatry, social and society, thereby disseminating across borders the of concept IAF citizen psychiatry.

Currently, 14 associations in France and Belgium are attached to IAF network steering committees and four are on a network route, including nine living

spaces, one school, one educational farm, and five self-help groups (GEM). Seven day-care centres and six housing facilities are under construction so that 120 housing spaces will be available between 2016 and 2017.

A wider opening to Europe is currently underway and is part of the overall strategy of scaling of the structure aiming to identify and involve various European partners (Belgium being already a member of the IAF network).

The overall objective of this project is to create a European dynamic of shared engineering on alternative mental health care to improve the psycho-social inclusion of people with mental health problems. This overall objective breaks down into various specific objectives:

- to create a European network of innovative alternatives in mental health;
- to create a European platform for exchange of good practices of inclusion (using different communication tools);
- to create, out of these good practices, a model adaptable to different European territories, thereby taking into account the specificity of each country involved;
- to communicate: informing and raising awareness on mental health in Europe in order to de-stigmatize people with mental disorders.

The project is in line with the guidelines and the Europe 2020 strategy. The identified partners (from Catalonia, Italy, Greece, Belgium, ...) all have expertise in terms of psycho-social rehabilitation of people with mental health problems.

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## Annex: Table summarizing presented experiences

Country	Title	Key words	Type of partnership
Partnerships at local level			
FR	Hopways	Shaping of new models of social welfare/ Culture and education	C – PA
SE	Mamas retro	Shaping of new models of social welfare/ Integration of disadvantaged groups into the labour market and society	C – PA – PE - SE S
IT	Cadore social cooperative : Social economic marketing, territorial business and welfare in the mountain area	Shaping of new models of social welfare/ Development of local communities and territory/ Employment of disadvantaged groups/ Promotion of sustainable social business	SE – C – PE - Others
BG	Social Teahouse in the frame of Varna European Youth Capital 2017	Shaping of new policies of empowerment and participation with and for youth	SE – PA - C
PL	Academy of Life for young people with disabilities	Shaping new policies with and for youth/ Empowerment and employment of young people with disabilities	SE – PA - Others
IT	Torino Social Innovation (TSI)	Shaping new policies with and for youth/ Promotion and development of social entrepreneurship/ Social innovation	PA – SE – U - Others
IT	WIN - Welfare d'iniziativa	Shaping of new models of local welfare/ Promotion of the autonomy and employment of disadvantaged persons	SE – PE – PA - Others

Country	Title	Key words	Type of partnership
FR	Développement des initiatives porteuses de valeurs sociale et environnementale et de partenariat dans le domaine des activités de collecte, recyclage et réemploi	Shaping of new models of local welfare/ Promotion of sustainable management of human and environmental resources	SE – PA - Others
FR	Tremplin vers l'emploi durable des jeunes	Shaping new policies with and for youth/ Integration of young people in the sustainable labour market	PA - PE
FR	Conseil de l'économie sociale et solidaire (ESS)	Shaping of new models of social welfare/ Promotion and development of the Social and Solidarity-based economy	PA – SE - Others
FR	Creche Méli-Mélo	Shaping of new models of local welfare/ Solidarity-based childcare systems/Fostering active (European) citizenship and fight against discrimination, racism and homophobia	SE – PA - C
FR	Sceaux Valley: un nouveau modèle de bien-être local	Shaping of new models of local welfare/ Development of social innovation	SE - PA – C – U – Others - B
SE	Public-Private Partnership for EU migrants who are temporarily staying in Gothenburg	Promotion of welfare in the city through the development of the social economy/ Assistance and empowerment of migrants	SE-PA
PL	Social Cooperative Poznanianka	Employment and housing of indebted and other disadvantaged persons	SE-PA

Country	Title	Key words	Type of partnership
PL	SOPOT Model of Social Economy (SMSE)	E Shaping of new models of local welfare/ Development of the social economy/ Social and professional reintegration of socially excluded inhabitants	SE-PA-PE
FR	Lahus: Local development project around the three concepts of animation/ training/ insertion	Financial engineering to support sustainable community development	SE-PA-PE
IT	D.O.P. – Darzo Opportunità Permanente	Promotion and development of local community through an innovative participatory approach/ Employment	SE-PA-C
FR	Cité de l'Autre Economie	Promotion and development of innovative ways of production and consumption for environmental protection/ Social integration and cohesion	SE – PE – PA – B – Others
IE	Phoenix Project	Shaping of new models of local welfare/ Promotion and development of community-based and sustainable social housing	SE-PA
Partnerships at regional level			
IT	Pronto Badante	Shaping of new models of social welfare/ Care for the elderly	PA – SE - Others
IT	LABORIOSAMENTE – Idee e azioni di pubblica utilità	Fostering active (European) citizenship, fight against discrimination, racism and homophobia	SE-PA-B-TU

Country	Title	Key words	Type of partnership
IT	Social Distretto Integrato di Economia Sociale – Area Marche Nord (DIES-MN)	Shaping of new models of social welfare/ Promotion and development of the social economy and sustainability/ Integrated development of local communities and territory	SE-PA-CS
ES	Lan Serreran	Shaping new policies with and for youth/ Promotion of social and labour inclusion	SE - PE
HR	Strategic partnership with CSO/SE in development and implementation of social economy programs	Development of the social economy/ Social inclusion of vulnerable groups/ Agricultural revitalization	SE – PE – PA - CS
ES	Escuela de Empresas Estrategias	Shaping of new models of local welfare/ Development of social entrepreneurship/ Promotion of social innovation	SE – PA - C
Partnerships at national level			
LT	Local Community Enterprise Support Network	Shaping of new models of social welfare/ Promotion and development of social economy/ Integrated development of local communities	CS – SE – PE - Others
FR	SUBVENTION METIS : Mobilisation et Engagement des Territoires pour l'Impact Sociétal	Shaping of new models of local welfare/ Skill sharing patronage	SE – PE – PA – C
BE	Financité Microsavings Project	Financial engineering to support sustainable community-development among vulnerable groups	SE - PE – PA – C

Country	Title	Key words	Type of partnership
FR	Ma ville je t'aide	Fostering active (European) citizenship and fight against discrimination, racism and homophobia/ Promotion of e-solidarity actions	SE - C
PT	Redes Colaborativas – Produção, Emprego e Desenvolvimento Local	Shaping of new models of local welfare/ Promotion and development of the local entrepreneurship/ Contribution to welfare and development of local economy	SE – PA – PE – C - Others
FR	JEUN'ESS	Shaping new policies with and for youth/ Promotion of solidarity based economy among young people	SE – PA - B
FR	Fabriques à initiatives	Shaping new models of local welfare/ Development of social entrepreneurship	SE – PA - B
<b>Partnerships at European level</b>			
FI	Sponsorship Class Action Coordinating EVS projects	Fostering active (European) citizenship, fight against discrimination, racism and homophobia/ Promotion of values of sustainable development	SE – CS - PA
FR	Les Invités au Festin	Supporting innovative social entrepreneurship/ Psycho-social inclusion of people with mental health problems	SE – C - Others

 = REVES award winner  
 = Special mention

B=Banks  
C=Citizens  
CS=Civil Society  
CU=Cultural organisations/Artists  
PA=Public authority  
PE=Private Enterprise (not belonging to the social economy)  
SE=Social and  
Solidarity Economy  
TU=Trade Union  
U=University and other educational establishments