

REVES Annual Report 2021



Ana Umbelino, vice-mayor of Torres Vedras and REVES President

New REVES board

A new REVES board has taken office on 1 October 2021.

It is chaired by Ana Umbelino, vice-mayor at the city of Torres Vedras (PT) who takes over REVES presidency from Jan Olsson, Coompanion Gothenburg.

REVES board members represent local®ional authorities, on one hand, and social economy organisations, on the other.

With the election of their co-presidents and board members from 7 EU Member States (Belgium, Germany, Italy, Poland, Portugal, Spain, Sweden), REVES members also send a clear sign for diversity and equal opportunities: Out of 14 board members, 9 are female. Moreover, different generations join forces.

The REVES president and board will be in charge of leading and supervising the implementation of a new multiannual programme (accompanying social and green transition of territories) which is currently being elaborated in its details through a series of meetings between the REVES co-presidents, the REVES secretariat and (board) members.

You will find the list of REVES board members here.



Participation in European Commission Expert Groups and Structured Dialogue

REVES is represented by its president Ana Umbelino in GECES, the European Commission Expert Group on Social Economy and Social Enterprise. Two other REVES member regions (County Örebro Region and Region Östergötland) are part of the expert group as well.

GECES meetings, which take place approximately three times a year, represent a platform for exchange on current and future EU policies and initiatives that are of relevance for the social economy. In this context, the group discussed amongst others an evaluation of the results of the Social Business Initiative and expectations regarding the Social Economy Action plan (published on 9 December 2021), but also topics such as public procurement, state aid, the New Bauhaus Initiative and others. Also, a specific sub-group for interested GECES members on social economy clusters was set up. Ana Umbelino acted as one of three rapporteurs on the topic. A first report was published in December 2021 at the official EU publication portal.

EU Cohesion Policy is the focus of the "Dialogue with CPR partners 2021-2027" of which the REVES secretariat is part and which is the continuation of the former "ESIF-SD expert group". The expert group provides an opportunity for biannual exchange with DG REGIO and other DGs involved in the implementation of Cohesion Policy funds, such as DG Employment, DG Agriculture and Fisheries and others. Members are informed and have the possibility to comment on relevant ongoing or planned European policy initiatives, evaluate past programmes and policies and report on the implementation of EU Cohesion Policy Funds, including the partnership principles, at local and regional level. The involvement in this expert group has allowed REVES to provide timely information to its members on topics such as the upcoming European Community of Practice on Partnership or the Open Data Portal on Cohesion Policy Funds, but also to signal to the European Commission and its country desks shortcomings in the implementation of the funds and of the partnership principle.

Throughout this new programming period (2021-2027), which has just started, REVES will closely follow policy initiatives at European level, whilst at the same time paying attention to related projects, potential and obstacles at local/regional level.

REVES also continues to take part in the **Structured Dialogue with civil society organized on a regular basis by DG Employment.**



European Social Economy Action Plan/European Social Economy Summit

Together with partners such as AEIDL, Social Economy Europe, Eurodiaconia, la Coop des Communs (FR), Smart (BE) and several REVES members, REVES used the occasion of the **European Social Economy Summit (EUSES)**, held online on 26 and 27 May 2021, to mobilise policy-makers, practitioners and academics on some key topics related to the development of the social economy. In this framework, the network (co-)organized workshops on the ESF, socially responsible public procurement and the role of platform cooperatives in the context of recovery.

The European Social Economy Summit was considered a main source of inspiration and input for the Social Economy Action Plan which was finally published on 9 December 2021. REVES took part in a number of meetings and events organized in the drafting phase of the plan. Moreover, the network published and circulated a position paper which was elaborated in cooperation with members and to which reference is made in the Commission staff working documents which accompany the Action Plan. REVES also provided comments and input for the outlook opinion of the Committee of the Regions on the social economy action plan, which was published in July 2021. Rapporteur of the opinion was Mikel Irujo Amezaga, now Minister for Economic Affairs of Navarra region (a REVES member).

Together with its members REVES is now drafting its position on the Social Economy Action Plan, including contributions to the questions and proposals raised in the <u>Commission Staff Working Document on the transition pathway</u> and a related <u>survey</u>.



REVES joins the European Pact for Skills

In 2021 REVES joined the European Pact for Skills. The network hopes to make its members benefit from knowledge and measures generated and applied in this context, but will also contribute with competences and tools developed in the framework of diverse European and local projects, including the new SWEET initiative.

Following the publication of the New Industrial Strategy for Europe in 2020 which identified 14 industrial eco-systems, including the "Proximity and social economy" ecosystem, the Commission, the European Commission launched the <u>Pact for Skills</u>.

The latter has the objective to improve skills development *in and for* the different industrial eco-systems in order to improve the capacity of Europe's economy to adapt to the different type of ongoing transitions (digital, green, ...) and related skills needs.

REVES is a signatory of the Pact for Skills. As such, the network takes actively part in a focus group and partnership on social and proximity economy, co-led by Social Economy Europe, which is composed of approximately 40 social economy organisations. The objective of the group is to discuss and identify common objectives, commitments and key performance indicators for the upskilling and re-skilling of social economy employees and entrepreneurs. The Proximity and Social Economy Partnership will be launched officially in February 2022 during the European Social Economy Conference in Strasburg (FR).

REVES will bring in the competences of its members and results of diverse European initiatives in which the network has been involved as a leader or partner, including projects such as COOPCAMP.

Important input will also be generated by the SWEET initiative, a transnational project implemented under the Erasmus+ programme, which will set off in February 2022 and develop tools enabling social economy operators to achieve a better balance between economic sustainability, on one hand, and environmental and social aspects, on the other.

Members will be informed and consulted on all future developments.



REVES: Continuous work on a conducive (legal) ecosystem for the social economy

Also in 2021 REVES continued its work on a conducive (legal) eco-system for the social and solidarity economy. Legal frameworks stood at the centre of an internal REVES working group composed of several REVES member regions and cities. The working group met several times in-between October 2020 and January 2021 to exchange on existing legal frameworks and current developments with specific focus on topics such as the definition of the social economy; statistics; methods and instruments for dialogue and cooperation between public authorities and the social economy; financial support; etc.

This work found continuation in a series of moments of international exchange realized in the framework of the "Legal Ecosystems for Social Economy- Peer Learning Partnership" (PL4SE – PLP), co-led by the Spanish Federation of Cooperatives CEPES and REVES aisbl, with partners representing amongst others governments and/or social economy platforms from Brazil, Canada, Mexico, South Korea, U.S.A. and India, but also DIESIS, Social Economy Europe and CIRIEC international.

The PL4SE project aimed to support the development of favourable legal ecosystems by:

- 1. improving mutual learning concerning the legal frameworks to the Social Economy as a whole;
- 2. identifying the common principles of the legal frameworks of Social Economy entities (cooperatives, mutuals, associations, foundations, social enterprises, etc);
- 3. exchanging practices on the mainstreaming of social economy in key socioeconomic policies at national, subnational and international levels.

The initiative was realized in the context of the OECD Global Action on "Promoting Social and Solidarity Economy Ecosystems" financed by the European Union's Foreign Partnership Instrument whose main objective is to share knowledge and promote learning to support the social economy.

Papers will be published shortly. Links will be available on the REVES website and here: https://www.cepes.es/web/SECCION-1-LegalEcosystems-InternationalConsortium

Legal framework-related questions, but also other aspects fostering a favourable eco-system and support for the development of the social economy were also discussed in the context of the RESET (Regions for Social Economy Business Development) project, which ran from February to November 2021. Several webinars and virtual study visits brought together lead partner Accio, the business support agency of Catalonia region, REVES, Region Östergötland (SE) and Pobal (IR) to analyse policies and practices from Catalonia, Sweden and Ireland, but also other EU Member States together with social economy organisations, policy-makers and academics. The initiative was supported by the Social Economy Missions initiative of the European Commission and the COSME programme. The European Commission will publish main results shortly.



Public Procurement

Even though public procurement is considered by many REVES members as only one way to establish relations or even partnerships between public authorities and social economy, it is an omnipresent reality with all its opportunities and limitations for both players. REVES is sollicitated on a regular basis by local and European organisations and authorities on this topic. In 2021 the network continued to contribute as a partner to different European and local initiatives, including training of civil servants and social economy.

"COSPRO" - a programme of exchanges on the topic of social economy participation in public procurement — was developed in the framework of the European Social Economy Regions initiative, which is supported by the COSME programme of the European Commission. The operation, led by the City of Bergamo (IT), involved a partnership composed of the City of Torres Vedras (PT), the City of Ödense (DK), the City of Östersund (SE), the City of Cadiz (ES), the City of Gabrovo (BG) and REVES.

During three exchange sessions and subsequent webinars organised by REVES, the partnership focussed on three different aspects: 1. The use of social economy-friendly public procurement procedures in the field of welfare services, starting from the experience of Bergamo; 2. The development of a collaborative approach to procuring services for the community, other than welfare services, with input based on the experience of Torres Vedras; 3. The development of social and employment clauses in public procurement, taking practices in Ödense as a point of departure for discussions. Through exchange of experiences and discussion, the partnership elaborated a series of recommendations aimed at fostering the involvement of local social economy in public procurement. These recommendations will soon be available on the REVES website.

During the **European Social Economy Summit Mannheim**, held online in May 2021, REVES coorganised and co-chaired, together with AEIDL, a session on how to ease the participation of social economy in procuring goods and services, with a special focus on the local and regional level. Speakers from Caritas Europe, Diakonie Deutschland and City of Brescia (REVES member) presented different approaches to the alternative use of public procurement which foster cooperation among social economy players and between social economy players and public authorities. At the occasion, the **European Commission** introduced the **new edition of its guide "Buying social"**, aimed at helping contracting authorities to take into account social considerations in public procurement procedures"

During 2021, upon request of REVES member COSME, a social economy consortium based in Friuli Venezia Giulia (IT), REVES managed the second year of a training involving local and regional authorities, as well as social economy organisations, on the effective use of public procurement procedures, namely in welfare services. The learning experience was coordinated by a team composed of a legal advisor, a sociologist, and a political scientist. The operation allowed to create a stronger connection between the EU directives and the related national legislation, which helped deepening some issues and clearing some doubts on the appropriateness of using public procurement procedures for welfare services. This contributed to launching a reflection on situations in which public procurement procedures are appropriate (and needed) and others in which they are not.

The results of this experience are due to be published on the REVES website during the first months of 2022.

REVES also took the opportunity to point to the role of public procurement-in the framework of other initiatives on a variety of topics, such as gender equality and related policies. In the context of the MASP initiative, for instance, the network produced a <u>video podcast</u> in which promoters of the European WeBuySocialEU project were interviewed on possibilities to promote work-life balance and women employment through public procurement.



Picture: Laxå municipality

Culture

Cultural planning has become, in recent years, mainly in urban areas an increasingly used instrument for urban regeneration and other processes. It facilitates creative and cross-professional rethinking of local development strategies and policies, but also and above all a *reach-out to* and *involvement of* local communities in this kind of processes.

The Covid-19 crisis reinforced calls to reconsider the role of cultural actors — many of them belonging to the social economy or working in close cooperation with the latter - as an important catalyst of participation, cooperation and change in different fields.

REVES members around Region Örebro County (SE) would like to explore the potential of cultural planning and possibilities for its use also and in particular in rural areas further. In this context, REVES and Region Örebro County (SE) organized, in October 2021, a webinar which shed a closer light on the concept of cultural planning and related practices in urban and rural areas. Participants - among them organizations and initiatives from Ireland, Great Britain, Portugal, Bulgaria, Croatia, Turkey, Romania, Belgium, Germany and Sweden – also had the occasion to develop concrete perspectives for cooperation on the topic in the near future.

Stay tuned for news on follow-up initiatives!

The importance of culture for local development was also among the focus themes of the conference" Social Economy: the challenge of cooperation in contemporary times" which was organized by the city of Torres Vedras in November 2021 in the framework of the European

Social Economy Capital 2021/European Social Economy Regions Initiative and which included contributions by REVES.					



Photo: fdcmessina.org

Urban Regeneration

More than a simple platform for transnational exchange, REVES is used by its members as a pool of knowledge and methodologies as well as a vehicle for dissemination, just as in the case of the urban regeneration initiatives "Capacity" and "Oltre La Strada" ("Across the Road").

Main objective of the Capacity initiative was to give inhabitants living in the barrack settlements of Fondo Saccà, a disadvantaged neighbourhood in the city of Messina (IT), the opportunity to become (again) protagonists of their own life.

Referring to Amartya Sen's capability approach, the project developed a set of interconnected actions which aim to create alternatives in the principal areas of human functioning: housing, work, social relations and knowledge. It also integrated elements linked to security and environment. The second, crucial pillar of the initiative was the continuous accompaniment by social workers and social mediators in order to provide families/persons with all information they need to make choices and to feel supported in situations they might never have known before.

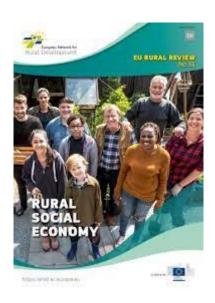
After five years, a district of barracks has been transformed into a compound of sustainable buildings and a new approach to social housing based on the ownership of the house and empowerment instead of life-long assistance has been introduced. Capacity constitutes a virtuous example of using public funding as a multiplier of inclusion. The project was funded on the basis of an initiative of the Presidency of the Council of the Italian Republic (DPCM 25/05/2016).

You will find more information <u>here</u>.

In the framework of the initiative "Oltre La Strada", the city of Brescia (IT) and a number of local actors used the <u>Territorial Social Responsibility (TSR)</u> methodology developed by REVES to review initiatives aiming to revive a disadvantaged neighbourhood in Brescia. The latter has been facing a number of challenges following the closing of a nearby industrial zone. social economy and public operators, parishes and other private players active in the zone reviewed

their activities based on a preceding definition of values and principles shared by the different groups in the local community.

You will find more information on the "Oltre La Strada" project and its outcome here.



Rural Development

Ways to better mobilise the potential of the social economy to revive rural areas were the focus of several REVES activities also in 2021. REVES staff and members sought to further enrich and share the pool of knowledge and know-how accumulated within the network on the topic 'rural development' with the REVES annual conference devoted to "Participatory co-design of development strategies in rural and peripheral areas", a series of webinars around the promotion of organic agriculture and short supply chains, a seminar on cultural planning in rural areas and the contribution to a special social economy edition of the EU Rural Review.

The online conference "Opportunities and challenges of participatory co-design of development strategies in rural and peripheral areas", held on 16 April 2021, aimed to shed a stronger light on the potential for a revival of rural areas through community action, participation and cooperation in particular between social economy and municipalities. Particular attention was paid to the role of the cultural and creative sector as a driver for participation and innovation, but also to main challenges promising initiatives are confronted with. Practice examples from social economy organisations and local/regional governments from Ireland, France, Poland, Romania, Sweden, Portugal , Slovenia, Italy and Spain, but also discussions with EU policy-makers such as MEP Nieklas Nienaβ (DE) or Laurent de Mercey (European Commission/DG REGIO) fed the discussion. The conference was part of a series of online events co-organised by REVES and CEFEC, in collaboration with Dafne – Donors and Foundations Networks in Europe and ECFI (European Community Foundation Initiative).

Also, REVES had been invited by project leader CIMAC (PT) to join the "SoECLose – Social Economy as a Driver for Short Supply Chains" initiative together with la Drôme region in France and the Almeria Provincial Council (ES). The SoECLose initiative offered another opportunity for a more intense exchange with practitioners, policy-makers and academics on rural development-related questions. A specific focus here lay on the role of the social

economy and public policies in strengthening rural communities also and in particular through the promotion of short supply chains and organic agriculture. REVES was in charge of organizing, for project partners and their local stakeholders, three webinars. The latter were an occasion to *share information on* and *make visible* successful initiatives in REVES member cities and regions such as the feasibility study regarding the application of the <u>Regionalwert AG model</u> (citizens' share company) in the Region of Östergötland (SE), community cooperatives in Italy or the Torres Vedras school canteen programme, but also to get in touch with other initiatives such as cooperative projects of young farmers and producers in Belgium, or the Libera Terra initiative which promotes social-economy-related models for the use of land confiscated from mafia. SoECLose has been supported by the Social Economy Missions Initiative of the European Commission and the COSME programme. Extracts of the webinars can be viewed on the REVES youtube channel.

Cultural planning in rural areas stood at the centre of a webinar organized in October 2021 by REVES and Region Örebro County (SE). Participants - among them organizations and initiatives from Ireland, Great Britain, Portugal, Bulgaria, Croatia, Turkey, Romania, Belgium, Germany and Sweden – had the occasion to get to know more in detail practices from Sweden, Ireland, Portugal and Great Britain as well as to develop concrete perspectives for cooperation on the topic in the near future.



Internationalisation/International cooperation

To which extent is internationalisation a topic and priority for social economy organisations? Why do social economy organisations internationalise their activities and which forms might this take? What are the benefits for organisations, but also the (local) communities they are rooted in? Which are the obstacles and how can public policies support social economy activities at international level?

These questions and many more were discussed in the framework of the SILK project, led by DIESIS, in which REVES and several of its members took part.

SILK - Social Solidarity Economy International Learning and Knowledge Community of Peers – has been realized in the framework of the OECD global action call funded by the European Union's Foreign Partnership Instrument. The consortium, led by DIESIS, included social economy platforms, experts, public authorities and networks such as REVES aisbl from European Member States, Canada, USA, Mexico, South Korea, Brazil and India.

REVES has been in charge of drafting a final policy brief which encourages policy-makers and stakeholders to consider the specific character of internationalization processes within the social economy, including the specific economic model, the specific attention of social and solidarity economy to the satisfaction of needs of (and avoidance of risks for) communities on both ends of the internationalization flow, but also the intangible value generated by internationalization activities of the social economy. Each recommendation is accompanied by concrete practice examples from different continents.

The policy brief, but also all other material produced in the framework of SILK (including background papers, case studies, etc.) can be found here.





Education: COOPCAMP training package on cooperative entrepreneurship

REVES, together with its members Coompanion, Sol.Co Camunia, Cadore cooperative sociale (represented by Confcooperative Belluno e Treviso), Agora cooperative sociale, COSM consortium (represented by Legacoop FVG), <u>UCOMUR, Parsec</u> as well as Ucoerm, Concertes and Università di Roma Tor Vergata, gladly presents COOPCAMP, a training package on cooperative entrepreneurship for pupils of secondary school. The package was developed and tested in cooperation with training experts, cooperative enterprises, 73 schools and approximately 500 pupils from 5 EU Member States. It combines online gamification elements and experiental learning with more traditional learning and teaching methods.

Please find more information in the attached brochure and visit www.coopcamptool.eu.

/www.coopcamptool.eu



Picture: urbike.be

Digitalisation

REVES continued, also in 2021, its work also on digital transition, with a specific, though not exclusive, focus on platform cooperatives.

This was done in particular in the framework of the Co-Communs group (an informal working group composed of organisations such as Smart, Coop des Communs, Dimmons Research Group Barcelona).

After the publication, in 2020, of a <u>position paper</u>, supported at European and international level by organizations such as the International Cooperative Alliance or Social Economy Europe, the Co-Communs group organized the webinar "Platform cooperatives and their fundamental role in the context of recovery - Towards a people and planet-oriented digital transition in Europe" which was held in the framework of the European Social Economy Summit Mannheim (EUSES). This workshop explored platform cooperatives as a critical lever to foster resilience and cooperation in and between European territories. It investigated four main challenges for the dissemination of alternative platforms, based on the experience of four main field actors:

- How do platform cooperatives ensure good working conditions to platform workers? The example of Urbike (Logistics, Belgium)
- How do platform cooperatives ensure that the data produced by the activities benefits the territories where they belong? The example of Mobicoop (Car-pooling, France)
- How do platform cooperatives ensure that the economic value generated by the activities benefits all local stakeholders? The example of Fairbnb (Tourism, Italy)
- How can open source technologies provide easily scalable solutions for local resilience ? The example of the Open Food Network

On invitation by Smart, REVES also took the floor during a EUSES workshop "Technology, Solidarity and Social Rights. The potential of cooperative models for the platform economy".

Moreover, Co-Communs, including REVES, are part of a recently created larger working group on platform cooperativism, which includes organisations from a variety of EU Member States such as Germany, Poland and the Netherlands.



Migration/Integration

Possibilities to enhance the integration of young migrants through (self-)entrepreneurship stood at the centre of the EXPRESS Europe initiative, led by REVES member Coompanion Göteborg and implemented in partnership with REVES, other REVES members and a French region.

The partners of the project, co-financed under the Erasmus+ programme of the European Union, brought together, analysed and discussed approximately 50 good practices which are available on the EXPRESS Europe website.

During an online LTTA, organized on 8 and 9 September 2021 by REVES aisbl, EXPRESS partners and their local networks (local authorities, social economy, entrepreneurship support organisations, civil society and academics from 6 EU Member States) deepened their exchange on key elements for successful support services dedicated to migrants/refugees willing to become entrepreneurs. More concretely, participants were given the possibility to:

- learn and discuss more in depth about local/national and European practices;
- take a specific insight into practices from Belgium;
- receive inputs from EU-level experts;
- encounter EU policy-makers to better situate their own actions at local level in a European policy perspective.

An extensive report of the online LTTA can be found on the EXPRESS Europe website, as well.

In 2021, REVES also maintained contacts and exchange with other European and local initiatives in the field of migration and integration – among them, for example, <u>Le Monde des Possibles (BE)</u> and the <u>European Union Migrant Net initiative</u> which will shortly issue awareness-raising guidelines on "The inclusion of people of foreign origin through the social and solidarity economy in European cities", with particular attention to local and regional governments and administration. REVES had contributed – with examples on actions taken by cities/regions for the integration on migrants as well as recommendations - to a European conference organized by the European Union Migrant Net initiative in 2020.



"Master Parenting in Work and Life (MASP)" is the title of a European project, led by the city of Milano, which was concluded in March 2021 – amongst others with an international dissemination event organized by REVES aisbl on 26 March 2021.

MASP aimed to change the perspective of balance between work and private life moving towards a work-life synergy concept, to encourage a more equal share of care responsibilities between women and men and to stimulate higher women participation in the labour market.

Have a look at the <u>project website</u> to discover main project outputs, such as:

- the initial research report, including a collection of best practices for the promotion of worklife balance and (women) employment by public authorities and enterprises (including examples of the social economy);
- Lifeed Master a unique online training programme for employees that are or have become new parents;
- a new public service concept and methodology for the accompaniment of unemployed women, including a digital platform enabling (unemployed) women to identify, strengthen and make value transversal skills acquired through parenthood and in other contexts of life;
- Support and awareness-raising material (incl. toolkits, audiovisual material, etc.) targeting employers, public authorities, but also parents;
- Thematic interviews with additional reflections and/or a presentation of innovative practices to promote equal opportunities, women employment and work-life balance (with topics such as gender-responsive public procurement; new approaches to co-housing and the 'caring community', etc.);
- MASP event reports, and much more.

REVES also conducted a number of interviews with practitioners, researchers and policy-makers. These videos/podcasts approached the topics "work-life balance", women employment and equal opportunities and related practices from very different — and sometimes neglected - angles (administrative culture, time management, importance of the surrounding community and living environment, situation and needs of the most vulnerable, etc. ...). You will find the interviews on the MASP project website or here.



This project has received financial support from the European Union Programme for Employment and Social Innovation "EaSI" (2014-2020).



Early childhood, children's rights and welfare: the EIDI initiative

Ecologia Integrale per i diritti dell'infanzia (Integral Ecology for Children's Rights), a project financed by the "Impresa sociale con i bambini" and implemented in REVES member territories of Brescia and Messina (IT), is a complex project that has been underway for some years now.

The "1000 days theory" is a fundamental premise of the project which involves different type of social economy organisations, public authorities, civil society, researchers and pediatricians. But what exactly is it about?

The first 1,000 days of a child's life, from the first day of pregnancy to the age of two, are an extremely important phase for the development of a child. This contrasts with the widespread desire to classify and compartmentalise phenomena (characteristic of modern scientific thinking), which has separated pregnancy, birth and subsequent development up to ageing, linking those to separate skills and knowledge and influencing the way welfare services were and are organised.

All biological systems of living beings are characterised by an innate plasticity which reaches its peak during the early stages of life - an aptitude to modify the functionality of its organs in order to adapt adequately to a changing environment. In the case of a newborn baby, the first environment to adapt to is its mother, who carries it in her womb during pregnancy and therewith provides a safe space in which to develop. The mother's sensory, emotional, environmental and nutritional experiences or, in a broader sense, her lifestyle, continually give the foetus and later the newborn signals having an impact on its development.

The aim of the "Integral Ecology for Children's Rights" initiative is therefore to understand how a good quality of life can be achieved for mother and child during the first 1000 days of life of the latter. Focusing on the earliest stages of an individual's development, where disease prevention is most effective, an innovative and personalised model of care is being developed through the integration of personalised education and training activities and the development of clinical-molecular assessment programmes for the individual. It also includes a reshaping of welfare services including housing or labour market integration. The approach is innovative and original, with a holistic view of the bio-psycho-socio-economic determinants of chronic diseases. It also represents a blueprint for change in the management of public health and well-being.

For more information: $\underline{\text{https://percorsiconibambini.it/ecointegrale/2019/10/29/la-teoria-dei-1000-giorni/2019/10/29/la$

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