



# MedRiSSE

Replicable Innovations of SSE in the provision of services and creation of decent jobs in the post Covid-19 crisis recovery

## MedRiSSE Replication Toolkit



**PIN**

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## ABOUT ARCO

**ARCO – Action Research for CO-Development** is a University centre founded in 2008 at PIN s.c.r.l., Prato (Italy). It offers research, qualified consulting, and training services in **social economy, local development, inclusive development, M&E and impact evaluation and circular innovation and sustainable commodities.**

ARCO relies on the expertise of a **multidisciplinary team** and operates both at **national** and **international** level.

ARCO also supports the **Yunus Social Business Centre University of Florence**, the first Italian centre accredited by the **Yunus Centre** in Dhaka (Bangladesh), founded by the Noble Peace Prize Laureate **Muhammad Yunus**.

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The logo for ARCO, featuring the word "arco" in a lowercase, rounded, yellow font.

RESEARCH  
THAT MAKES  
THE DIFFERENCE

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# Acronyms

- ACPP:** Asamblea de Cooperación por la Paz  
**ARCO:** Action Research for CO-development  
**CBO:** Civil-based organisation  
**CRTD-A:** Collective for Research and Training on Development - Action (Lebanon)  
**CSO:** Civil Society Organisation  
**ENI CBC Med:** European Neighbourhood Instrument - Cross-Border Cooperation Mediterranean Sea Basin Programme (2014-2020)  
**ENPI CBC Med:** European Neighbourhood and Partnership Instrument - Cross Border Cooperation Mediterranean Sea Basin Program (2007-2013)  
**ESO:** Entrepreneurial Support Organisation  
**EU:** European Union  
**GVA:** Generalitat Valenciana  
**IBP:** International Best Practice  
**IDEAS:** Iniciativas de Economía Alternativa y Solidaria  
**MENA:** Middle East and North Africa  
**MoU:** Memorandum of Understanding  
**MSB:** Mediterranean Sea Basin  
**NGO:** Non-Governmental Organisation  
**PA:** Public Administration  
**PARC:** Palestinian Agricultural Relief Committee (now Palestinian Development Association)  
**PPP:** Public-Private-Partnership  
**PSI:** Palestinian Standards Institute  
**RUWOMED:** Rural Women of the Mediterranean  
**SE:** Social Enterprise  
**SSE:** Social and Solidarity Economy



# 1.

# INTRODUCTION

## MedRISSE PROJECT

This Toolkit was developed by MedRISSE partner PIN S.c.r.l.- Didactic and Scientific Services for the University of Florence/ARCO – [Action Research for CO-development](#) - within the framework of the **European funded project MedRISSE** (*Replicable Innovations of SSE in the provision of services and creation of decent jobs in the post covid-19 crisis recovery*) under the **ENI CBC Mediterranean Sea Basin Programme 2014-2020**<sup>1</sup>. The 24-month project, launched in September 2021, is currently (at the time of writing) being implemented in **Spain, Palestine, Italy, Jordan, and Tunisia** by 8 partner organisations with a total budget of **1.1 million euros** (with 90% EU contribution).

The overall objective of MedRISSE is to develop a **Mediterranean scalability pathway for social innovations** that enable the co-production of public social services with local **Social and Solidarity Economy** (SSE) agents that have emerged from interactions between the government and the SSE involved in several ENI funded projects. The initiative aims to demonstrate **that co-production of public social services with SSE actors can provide low-cost, highly effective, and scalable solutions** to fight poverty and promote equality, social inclusion, and environmental sustainability. These innovations, in fact, represent successful and efficient practices for the achievement of the SDGs in general, and for the protection of the most vulnerable groups in the post Covid-19 economies in the Mediterranean Sea Basin (MSB). In the post pandemic era, it will be necessary to promote social inclusion and fight against poverty through cooperation, offering basic services in a different way, recovering, and creating decent employment through diverse and complementary organizational models of production. Many SSE are already responding to the COVID-19 pandemic in the fields of social and health protection, provision of food and prevention equipment, financial support, education and training, organization of community aid,

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<sup>1</sup> *The 2014-2020 ENI CBC Mediterranean Sea Basin Programme is a multilateral Cross-Border Cooperation (CBC) initiative funded by the European Neighbourhood Instrument (ENI). The Programme objective is to foster fair, equitable and sustainable economic, social and territorial development, which may advance cross-border integration and valorise participating countries' territories and values. The following 13 countries participate in the Programme: Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Lebanon, Malta, Palestine, Portugal, Spain, and Tunisia. The Managing Authority (MA) is the Autonomous Region of Sardinia (Italy). Official Programme languages. Official Programme languages are Arabic, English and French. For more information, please visit: [www.enicbcmmed.eu](http://www.enicbcmmed.eu). The European Union is made up of 27 Member States who have decided to gradually link together their know-how, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders.*

converting their production to face the emergency, re-localizing supply chains, and many more. However, the full potential of the SSE for the recovery stage will depend on **governments' willingness to co-design and co-implement** public policies and recovery measures within a **multi-stakeholder approach**, as well as civil society's capacity to act and mobilize resources.

In this respect, the **capitalization and dissemination of good practices** has the potential to inform and inspire similar experiences and solutions through a multiplicative global effect on local communities. It is against this backdrop that MedRiSSE project developed this *Replication Toolkit* on the learnings and capitalization of 5 EU funded projects, namely **MedTOWN, MoreThanAJob, MedUP!, IESS! and RUWOMED**.

### WHAT IS SOCIAL AND SOLIDARITY ECONOMY?

The concept of **Social and Solidarity Economy (SSE)** is at the core of the MedRiSSE project, as well as of the 5 EU funded projects it intends to capitalize, namely MedTOWN, MoreThanAJob, MedUP!, IESS! and RUWOMED. Debating over the SSE theoretical definition across numerous conceptual frameworks argued in literature falls out of the scope of this Toolkit. A general international agreement, however, has been consolidated over the proposed SSE definition by the ILO (International Labour Organisation):

*"The SSE encompasses enterprises, organizations and other entities that are engaged in economic, social, and environmental activities to serve the collective and/or general interest, which are based on the principles of voluntary cooperation and mutual aid, democratic and/or participatory governance, autonomy and independence, and the primacy of people and social purpose over capital in the distribution and use of surpluses and/or profits as well as assets.*

*SSE entities aspire to long-term viability and sustainability, and to the transition from the informal to the formal economy and operate in all sectors of the economy. They put into practice a set of values which are intrinsic to their functioning and consistent with care for people and planet, equality and fairness, interdependence, self-governance, transparency and accountability, and the attainment of decent work and livelihoods.*

*According to national circumstances, the SSE includes cooperatives, associations, mutual societies, foundations, social enterprises, self-help groups and other entities operating in accordance with the values and principles of the SSE."*

(Report IV on decent work and social and solidarity economy,  
International Labour Organization,  
110th session, 2022)

Another quite shared understanding of the SSE is defined by RIPESS<sup>2</sup> as follows:

*“The Social Solidarity Economy is an alternative to capitalism and other authoritarian, state- dominated economic systems. In SSE ordinary people play an active role in shaping all of the dimensions of human life: economic, social, cultural, political, and environmental.*

*SSE exists in all sectors of the economy production, finance, distribution, exchange, consumption and governance. It also aims to transform the social and economic system that includes public, private and third sectors.*

*SSE is not only about the poor, but strives to overcome inequalities, which includes all classes of society. SSE has the ability to take the best practices that exist in our present system (such as efficiency, use of technology and knowledge) and transform them to serve the welfare of the community based on different values and goals.*

*(...) SSE seeks systemic transformation that goes beyond superficial change in which the root oppressive structures and fundamental issues remain intact.”*

RIPESS, 2015

Global Vision for a Social Solidarity Economy:  
Convergences and Differences in Concepts, Definitions and Frameworks

## WHAT ARE SOCIAL INNOVATIONS?

Even the concept of **social innovation** finds no whatsoever agreed upon definition in literature. Conversely, there seem to be more consensus in considering social innovation as a positive way ahead toward a more **sustainable development model**, in contrast to the current western standard of living which is now widely considered obsolete and unmaintainable (Barry, 2012; Mulgan, 2006, 2007; Nicholls et al., 2015; Mulgan et al., 2011).

The “economic-management based approaches” frame social innovations as “strategies to optimize public expenditure” (Moulaert et al., 2017, 19) in response to the retreating welfare state. In contemporary research, this approach is being adopted by several European policy reports - such as Bureau of European Policy Advisors-BEPA (2010, 2014) and the European Commission (2013)- and headed by Mulgan and the Young Foundation. Social Innovation under this approach is understood as follows:

*“Social innovations are innovations that are social both in their ends and in their means. Specifically, we define social innovations as new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations. In other words, they are innovations that are both good for society and enhance society’s capacity to act”*

(Mulgan et al., 2011, 18).

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<sup>2</sup> RIPESS is a global network of continental networks committed to the promotion of Social Solidarity Economy:  
<https://www.ripest.org/?lang=en>.



## 1.Introduction

On a different note, “territorial development” approaches understand the concept of social innovation in a more political view, focusing on how social innovations transform territorial relations in ways that empower marginalized people and that better succeed in responding to their social needs (Lévesque et al.1996, Fontan et al. 2003, 2005, Moulaert et al. 2005, Moulaert and Sekia 2003, Moulaert and Nussbaumer 2005a, Gonzalez and Healey 2005). Moulaert, heading this stream of literature, defines social innovations as follows:

*“Social innovation is path-dependent and contextual. It refers to those changes in agendas, agency and institutions that lead to a better inclusion of excluded groups and individuals in various spheres of society at various spatial scales.*

*Social innovation is very strongly a matter of process innovation – i.e., changes in the dynamics of social relations, including power relations.*

*As social innovation is very much about social inclusion, it is also about countering or overcoming conservative forces that are eager to strengthen or preserve social exclusion situations.*

*Social innovation therefore explicitly refers to an ethical position of social justice. The latter is of course subject to a variety of interpretations and will in practice often be the outcome of social construction.”*

(Moulaert et al., 2005, 1978)

Somewhat in between the two streams, the OECD LEED Program (Local Employment and Economic Development) adopted a working definition of social innovation which “*can concern conceptual, process or product change, organizational change and changes in financing, and can deal with new relationships with stakeholders and territories*”<sup>3</sup>. More, social innovations are understood as being “*new answers to social problems*” by:

- *“Identifying and delivering new services that improve the quality of life of individuals and communities”.*
- *“Identifying and implementing new labour market integration processes, new competencies, new jobs, and new forms of participation, as diverse elements that each contribute to improving the position of individuals in the workforce”.*

Hence, “*Social innovation deals with improving the welfare of individuals and community through employment, consumption or participation, its expressed purpose being therefore to provide solutions for individual and community problems*”.

LEED Forum on Social Innovation – OECD

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<sup>3</sup> <https://www.oecd.org/fr/cfe/leed/forum-social-innovations.htm>

### WHAT DOES CO-PRODUCTION MEAN?

Finally, the third key concept at the core of MedRiSSE project is **co-production**, an approach which recognizes citizens and organisations a central role in the **design, implementation, and monitoring/assessment** of **public policies and services**. As for the latter, the concept disruptively redefines the relationship between social service users and service designers/providers. It encompasses but also surpasses the notion of citizens' involvement, entailing their **collaboration** and **partnership with public actors**. Co-production, therefore, is understood as:

“The process through which inputs used to provide a good or service are contributed by individuals who are not in the same organisations. [...] Co- production implies that citizens can play an active role in producing public goods and services of consequences for them”

(Ostrom, 1996).

**Public-private (non-profit)** forms of **collaboration** have been growing in recent years, both in size and in importance, in many countries. Private non-profit entities (i.e., Civil Society Organisations -CSOs, Non-Governmental Organisations -NGOs, associations, social enterprises) have been increasingly involved in the delivery of public social services with recognized positive contribution to society and communities, such as strengthened social capital and civic engagement, increased trust, social inclusion and mutual accountability.

Furthermore, more **advantages** are being recognized when non-profit organisations are involved in public social service delivery compared to, for example, for-profit entities. Benefits include the capacity of non-profit organisations to voice the interest of **vulnerable groups**. Also, non-profit organisations are closer to **communities' needs** and are better positioned to address their necessities. These entities are also a source of **social innovation** and can leverage additional **territorial resources** (MedTOWN Toolkit, 2021).

More on the concepts and practices of SSE, social innovations and co-production can be found in the 2021 MedTOWN Toolkit - The Phoenix Journey Training on Eco social Coproduction, accessible [here](#).

The following section (Section 2) clarifies the scope of this Replication Toolkit. Section 3 describes the overall methodology followed by ARCO researchers to elaborate the 5 Roadmaps which are presented in the final section of the Toolkit (Section 4).

## 2.

# SCOPE OF THE REPLICATION TOOLKIT

The **aim** of this Replication Toolkit is to build on the **learnings** and **capitalization** of 5 EU funded projects, namely MedTOWN, MoreThanAJob, MedUP!, IESS! and RUWOMED. In particular, for each project, good practices of **SSE, social innovation** and **co-production approach** were identified and thoroughly analysed and assessed. Hence, readers such as **policymakers, public servants, and SSE practitioners** can hereby find preliminary **guidance and resources** to consider **replicating** such initiatives in **other contexts and territories**.

**Core features** of each good practice were identified and analytically explained and structured in the form of **Roadmaps**, which intend to be a **practical and easy-to-read guide** for readers. Section 4 opens with more detailed instruction on how the Roadmaps are structured and their underlying rationale.

Indeed, this Toolkit wishes to **inspire readers to replicate such good practices in other territories**, even in the form of small-scale pilot experiences. However, in any replication experience, researchers strongly stress the importance of carefully (re)considering the **local and national contexts** in which replication may take place. In other words, an underlying and thorough understanding of the readers' contexts must be taken into consideration in order to tailor and adapt the processes and the suggestions reported in the Roadmaps.



# 3.

## METHODOLOGY

The methodological process followed by ARCO researchers to elaborate this Toolkit, including the 5 Replicability Roadmaps, consists of 5 key steps, namely:

1. **Literature review**
2. Elaboration of the **evaluation framework** and **data collection tools**
3. **Application** of the evaluation framework: data collection, triangulation and analysis
4. **Elaboration** of the 5 Roadmaps and Replication Toolkit
5. **Validation** and **finalisation**.

As a first step, ARCO researchers carried out a thorough **literature review** on existing replication and scalability assessment methods, tools and frameworks focusing on social innovations.

Building on the results of the literature review, an **evaluation framework** was elaborated in order to carry out the replicability assessment for each of the good practices of **MedTOWN**, **MoreThanAJob**, **MedUP!**, **IESS!** and **RUWOMED** projects. Moreover, the framework is grounded on a conceptual and interpretative framework based on the **Sustainable Human Development paradigm** and the **Capability Approach perspective** (Sen; 1985,1999) which frames the Social and Solidarity Economy with a territorial ecosystem perspective. Consistently with this approach, the framework also takes into account **contextual factors** to assess the good practices.

Following the evaluation framework, a **data collection form** was elaborated for partners to fill with key information on the good practices undergoing the assessment. The form mainly investigated on the following:

- **Core features** of the good practice: i.e., description of the practice, main targeted groups, relevance of the intervention, social innovativeness of the practice and form of multi-actor collaboration being promoted.
- The 4 **key phases of the process** enabling the experience of the good practice, starting from the triggering factors (Phase 0) to planning (Phase 1), implementation (Phase 2) and, finally, sustainability phase (Phase 3), identifying for each **key actors, resources, and activities**.
- The **main contextual determinants**, namely key “ingredients” and conditions that should be in place in a given context for the replicability of the good practice, spacing from multiple dimensions such as the social and cultural context, the political, institutional and legal frameworks, key actors and organisations, needed financial and human resources, networks and data, digitalisation, basic hard and soft infrastructures and governance framework.

- **Main risks** which may arise when replicating the good practices and respective good **mitigation strategies** that could be implemented in order to cope with and/or **prevent** such risks.

The elaborated Data collection Form included specific and detailed questions having the double purpose of, on the one hand, **collect key preliminary data** for the replicability assessment. On the other, such questions aimed at **helping MedRiSSE partners to identify** the good practices undergoing the replicability assessment (one per each of the 5 projects). Further, to support such selection and to ensure the chosen good practices could be suited for this type of assessment, ARCO researchers identified broad guiding criteria, namely that the practices were:

- **Successfully concluded** or at an advance stage where **positive results, outcomes and/or impact** could be detected (**effective and -potentially- impactful**).
- **Relevant** and **innovative**, in the sense that they provided new solutions to social/environmental demands (**social innovation potential**).
- (based on the above) Considered by partners as **good practices/successful interventions**.
- **Showcasing a good potential for replicability** (in the sense that, having generated positive results, partners had reason to assume that they were worth replicating and that successful results could be achieved should the intervention be replicate).
- Showcasing a good level of **prospective sustainability**, meaning that the interventions positively contributed to improving an enabling environment for net benefits of the intervention to be sustained over time (i.e., capacities strengthened at the individual, community, organisational or institutional level; improved ownership or political will; increased national and/or local financial or budgetary commitments; policy or strategy change; legislative and institutional reforms; improved processes for public consultation in development planning and/or public welfare services).

## Phase 0

### TRIGGERING FACTORS

Where does the idea come from?



## Phase 1

### PLANNING

Actors?  
Resources?  
Activities?



## Phase 2

### IMPLEMENTATION

Actors?  
Resources?  
Activities?



## Phase 3

### SUSTAINABILITY

Key measures for sustainability



On December 15th, 2021, ARCO researchers facilitated a project meeting to present the overall methodological process and timeline, the elaborated evaluation framework, and data collection form.

Moreover, partners were informed of the extent of their expected engagement throughout the overall process. In addition to the identification of the good practices, in fact, partners were also asked to fill the data collection forms, to submit all relevant and informative documents and secondary data, and to provide their availability and collaboration allowing ARCO researchers to collect primary data through interviews.

**Key informants** for each identified good practices were jointly identified by partners and the researchers: a total of **17 online semi-structured interviews** were carried out from May to December 2022 (Annex 1 provides a comprehensive list of all interviewed key informants).

Data and information collected via interviews, the data collection forms, and the project documents and outputs were attentively **triangulated** to carry out the assessment. Results were then structured as **Roadmaps** providing **general guidance to readers** (primarily policy makers, public servants, and SSE practitioners) potentially **interested in replicating or inspired to replicate** such models and initiatives.

Finally, the 5 Roadmaps underwent a **validation process** with each project partner, which eventually led to their **finalisation**.

The **5 Roadmaps** are an integral part of this Toolkit (Section 4), but were also graphically elaborated as separate documents aiming for a **wider use and dissemination** (single Roadmaps are accessible through the [MedRiSSE Wiki webpage](#))



## 4.

# ROADMAPS FOR REPLICABILITY

The **aim** of the 5 Roadmaps presented in this Toolkit is to provide **guidance and resources** for **policymakers, public servants, and SSE practitioners** in the Mediterranean **wishing to replicate similar social innovation and co-production models and initiatives**.

A total of **5 Roadmaps**, one for each good practice identified from **MedTOWN, MoreThanAJob, MedUP!, IESS!** and **RUWOMED** projects, were elaborated under the MedRiSSE project.

Each Roadmap was built upon the results of the **replicability assessment** carried out by MedRiSSE partner PIN S.c.r.l.- Didactic and Scientific Services for the University of Florence/ARCO – **Action Research for CO-development** - research centre (Italy). The assessment followed an *evaluation framework* elaborated by ARCO following a thorough literature review on replication and scalability methods on social innovations. Moreover, the framework was grounded on a conceptual and interpretative framework based on the **Sustainable Human Development paradigm** and **Capability Approach perspective** (Sen; 1985,1999) which frames the Social and Solidarity Economy with a territorial ecosystem perspective. The assessments were primarily based on the desk review of project documents and materials, as well as information and insights collected during the semi-structured interviews carried out with key informants of the good practices.

### HOW TO READ THE ROADMAPS?

The objective of the Roadmaps is to provide readers a **practical guidance to replicate the analysed good practices** (or similar initiatives) **in other contexts and territories**. However, the overall process as well as the identified key determinants, which are presented in these Roadmaps as important elements for a positive implementation of the good practices, should be always and carefully (re)considered in the **local and national contexts** in which replication may take place. In other words, an underlying and thorough understanding of the readers' contexts must be taken into consideration in order to tailor and adapt the processes and the suggestions here reported.

Each Roadmap is structured as follows:

- **Presentation of the good practice:** its origin and context, triggering factors and main objectives, its distinctive features, innovativeness and value-added.
- **Theory of change:** a schematic overview of how inputs, actions, outputs, outcomes and impacts of the good practices are related, in order to facilitate the planning and the implementation of similar practices in other contexts.
- **The process:** an overview of all the sequenced main phases which allowed the execution of the good practices, from the triggering factor(s) to planning, implementation and, finally, sustainability phase, identifying for each key actors, resources, and actions. Additionally, *Suggested Actions* and *Self-Assessment Questions* are also provided to assist readers when

considering the feasibility of the analysed experiences in their own context. The purpose is to offer supporting tools allowing to abstract key elements from the assessed good practices to be applied in other contexts.

- **Key determinants for replicability:** an outline of the **main contextual determinants** that emerged during the analysis when seeking to identify key “ingredients” and conditions that should be in place in a given context for the replicability of the analysed good practices. The purpose is to support readers in running a quick general screening of their own context to assess the preliminary feasibility of replicating the practices.
- **Drawbacks and risks:** a list of possible drawbacks and potential risks that may arise for future replications, accompanied by possible coping strategies for prevention and/or mitigation.
- **Final remarks:** a final overview of why the practices can be considered effective drivers for sustainable human development and the objectives that could be reached through their replication.

Finally, each roadmap closes with **contact information** for readers who might be interested in learning more about the practices.





# 4.1

## SETTING UP A SOCIAL AND SOLIDARITY MULTI-SERVICE TERRITORIAL SUPPORT CENTRE: CitESS MODEL

### EXECUTIVE SUMMARY

The Roadmap was elaborated within the framework of the ENI CBC Med MedRiSSE project (Replicable Innovations of SSE in the provision of services and creation of decent jobs in the post covid-19 crisis recovery) and it analyses the pilot experience of the CitESS pole established in the Tunisian Governorate of Mahdia under the EU funded IESS! project (2014-2018).

CitESS proves to be a positive model to foster an enabling, supporting, and synergistic territorial ecosystem for the development of the local Social and Solidarity Economy (SSE) and the promotion of public-private collaboration for the benefit of the community. The aim of the CitESS is to create a common and collaborative territorial platform which pools together and catalyses the available public, private and civil society actors, resources and initiatives to offer integrated and comprehensive support to entrepreneurs and SSE actors.

With a view to the potential replicability of the model, this Roadmap retraces and analyses the overall process, the key phases and respective main actors, resources, and actions, which led to the set-up of the Tunisian CitESS of Mahdia. Key determinants to replicate the model, as well as potential risks and respective mitigation measures, complete the overall assessment of CitESS model for those readers who might be interested or even considering embarking on a similar experience elsewhere.

In a nutshell, setting up the Tunisian CitESS of Mahdia required a first crucial phase focused on fostering a wide, multi-stakeholder, multi-level, and participatory consultation process. This preliminary process brought together all key stakeholders of the territory coming from the public, private, Academia, and civil society sectors at the common discussion table to co-decide the location of CitESS and to jointly identify its aim and main function. During the following stage of setting up the CitESS territorial pole, efforts were dedicated to enlarging the circle of engaged actors and organisations that

## 4.1 CitESS Model

could support the SSE in the territory. This entailed actively mapping, identifying, and connecting territorial SSE actors and organisation, organising networking and dissemination events, delivering trainings and workshops to strengthen entrepreneurial support services and to promote SSE principles. Finally, when the network was consolidated, a third stage focused on the formalisation of the CitESS Association, steered by a Governing Board which strategically includes key actors and organisations coming from the public, private, Academia and civil society sectors.

Indeed, the accumulated experience through the Tunisian CitESS of Mahdia could be capitalised to inspire its replication to other territories given its positive support to the SSE and the constructive promotion of public-private collaboration for the benefit of the community.

In addition to the necessary financial resources needed for the CitESS set-up and management, key contextual determinants for a positive replication of the model may be summarized as follows:

- Having on board key territorial actors and organisations coming from the public, private, Academia and civil society organisations that are playing or can play a crucial role for the local SSE development.
- Counting on individuals having the needed skills and propensity to engage in open dialogue, practice active listening, being flexible, open minded and adaptable, capable of long-term vision and truly motivated by SSE principles
- Relying on some degree of social capital allowing different actors to work together to effectively achieve a common purpose, building on mutual trust, collaboration, and respect for one another.
- Having existing basic public and private entrepreneurial support programs/services that CitESS can connect, leverage and put at the service of the SSE.
- Setting up an effective formalized governance structure ensuring a participatory and democratic functioning of the CitESS. This should entail a sound Governing Board which guarantees strong multi-sector linkages that can open doors to facilitate collaborations and unlock strategic networks.
- Having access to strategic networks that can allow CitESS to leverage needed private, public, Academia, or civil society resources to put in place successful and well-integrated SSE support programs.

To avoid governance risks when setting up a CitESS pole, it is recommended not to prematurely accelerate its legal formalization process. Conversely, it is better to work first on creating and developing the CitESS concept, acting, connecting and mobilizing actors and organisations, and then, when and if this works, cautiously steer towards formalization, opting for a legal form which can work well within the local culture.

Also, to avoid the risk of the pole being overly dependent on public funding and international cooperation Donors, provided that they are fundamental in a preliminary stage, it is fundamental to diversify funding, and to rely on a more viable and mixed economic model, for example, by offering direct support services for clients.

Finally, if not framed in a broader territorial strategy, a CitESS pole can risk being a top-down operation. Therefore, it is key to ensure that the overall process truly stems from the needs of the territorial key actors themselves, and that it serves a common vision of SSE really suiting the local context and its communities SSE practitioners, policymakers and local administrations searching for ways to improve the SSE in their own territories may consider replicating the CitESS model provided that key ingredients are in place and the process is well adapted to their specific context.

## 4.1.1

# THE GOOD PRACTICE

**CitESS** is a **multi-service virtual and/or physical territorial pole** aiming to create an enabling environment to support the development of the **Social and Solidarity Economy (SSE)** within a territory. More specifically, the pole facilitates an **open space for multi-stakeholder dialogue and collaboration between** key territorial actors for the **co-production of support services enabling the creation and development of SSE enterprises** for the benefit of the whole community.

The logic behind the model is that open dialogue and strategic collaboration among key multi-sector actors allows to **catalyse and leverage available territorial resources** to offer a higher quality, better integrated and more comprehensive support to local entrepreneurs. The idea of the territorial platform, therefore, is to offer a **one-stop shop** directly at the service of entrepreneurs which connects them to the system, service, network, or organisation that can meet their needs. CitESS pole, therefore, brings together all existing local public structures already supporting local entrepreneurship, “pressures” new or existing entrepreneurial projects towards SSE principles (social and environmental objectives), and hooks such initiatives with other key territorial players and initiatives such as Universities, CSOs, and existing social enterprises already engaged in the local SSE.

Moreover, by its own collaborative nature, the CitESS model aspires to expand and connect with other multi-service territorial clusters<sup>4</sup> in different regions to **facilitate further cooperation and sharing of best practices, experience, skills, and resources**.

The first experimentation of the CitESS model was carried out in Tunisia, a country which traditionally counts on a highly centralised administrative system and where the existing public structures supporting entrepreneurship (including SSE entrepreneurs) work in silos, each governed by separate Ministries following their own programs and strategies.

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<sup>4</sup> The recent example of the GECES report confirms the validity of this concept, theorized by iesMed after the 2013 MedESS: GECES report (December 2021). *The role of clusters and similar forms of business cooperation in fostering the development of social economy*. <https://op.europa.eu/en/publication-detail/-/publication/1ceb9a1d-6146-11ec-9c6c-01aa75ed71a1/language-en>.

#### 4.1.1 The Good Practice – CitESS Model

The **CitESS pilot** in the Tunisian Governorate of **Mahdia**<sup>5</sup> was set up within the framework of the 2014 EU **IESS! Project** - « IESS! Initiatives d'Emploi en Économie Sociale et Solidaire en Tunisie »<sup>6</sup>. However, the original concept of the CitESS model goes back to 2013 when it was theorised by **iesMed**<sup>7</sup> - a former European cooperative platform based in Barcelona (Spain) for the promotion of the SSE in the Mediterranean- following the MedESS Forum.

The pilot, hence, were set up in order to:

- Support all forms of individual social entrepreneurship and collective solidarity entrepreneurship.
- Support a territorial dynamic of SSE and raise territorial awareness on the SSE concept and culture, notably through awareness-raising activities, SSE training and advocacy, sharing of project ideas inspired by national or Mediterranean cases, organization of SSE events, etc.
- Play an active role in SSE advocacy at the level of the legal framework but also at the level of funding lines and opportunities.
- Detect promising sectors for the SSE and SSE investment opportunities / niches.

The main services offered by the CitESS pole to local SSE entrepreneurs and initiatives are the following:

- **Information** and **orientation** of entrepreneurs and SSE initiatives in order to support their access to legal support, existing training and coaching programmes, financing and SSE investment opportunities, networks, incubation spaces and other available support services that can respond to their needs.
- **Incubation, coaching** and **consultancy** for SSE entrepreneurs and actors.
- **Capacity building** and **training** for SSE support organisations (i.e., associations, Universities, vocational and incubation centres)
- Co-creation and implementation of **SSE projects and pilot initiatives**
- **Showcase for the promotion of the territorial SSE and its actors**, attracting potential investors, funders, customers, and supporters.

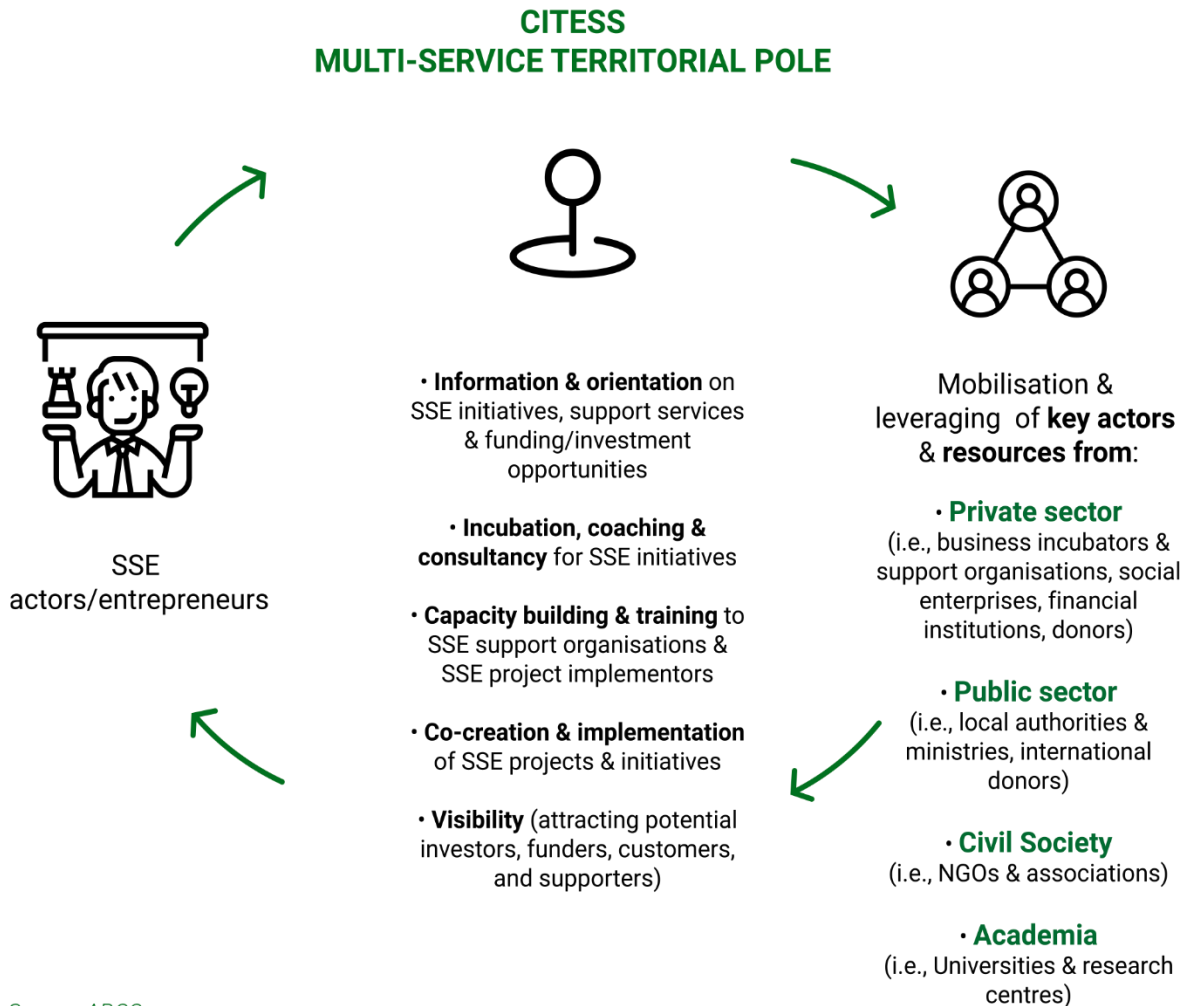
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<sup>5</sup> Within the framework of IESS! Project, a CitESS pilot was also set up in the Tunisian Governorate of Sidi Bouzid. However, for the scope of the assessment, only one pilot experience was analysed to inform this Roadmap.

<sup>6</sup> IESS! Project (ENPI/2014/344-995) was financed by the ENPI CBC "Mediterranean Sea Basin" 2007-2013 Programme and implemented in the Tunisian Governorates of Kasserine, Sidi Bouzid, Jendouba and Mahdia from October 2014 and May 2018.

<sup>7</sup> Created in Barcelona in September 2011, the year of the Jasmine Revolution and the "Arab Spring", the European cooperative iesMed, Innovation and Social Economy in the Mediterranean, was a leading group for the development of the SSE in the Mediterranean. In 2018, it joined the EU Commission's Group of Experts on Social Economy and Social Enterprises (GECES). The CitESS concept gives continuity to the MedESS 2013 event: 600 participants from 12 countries bordering the Mediterranean were mobilized in Tunis to collectively structure a Mediterranean dynamic of the SSE. The creation of interconnected territorial hubs of support for SSE entrepreneurs, "solidarity innovation clusters", was one of the priority projects identified by the participants. iesMed took up the challenge by designing the CitESS Med program in 2014.

actions.



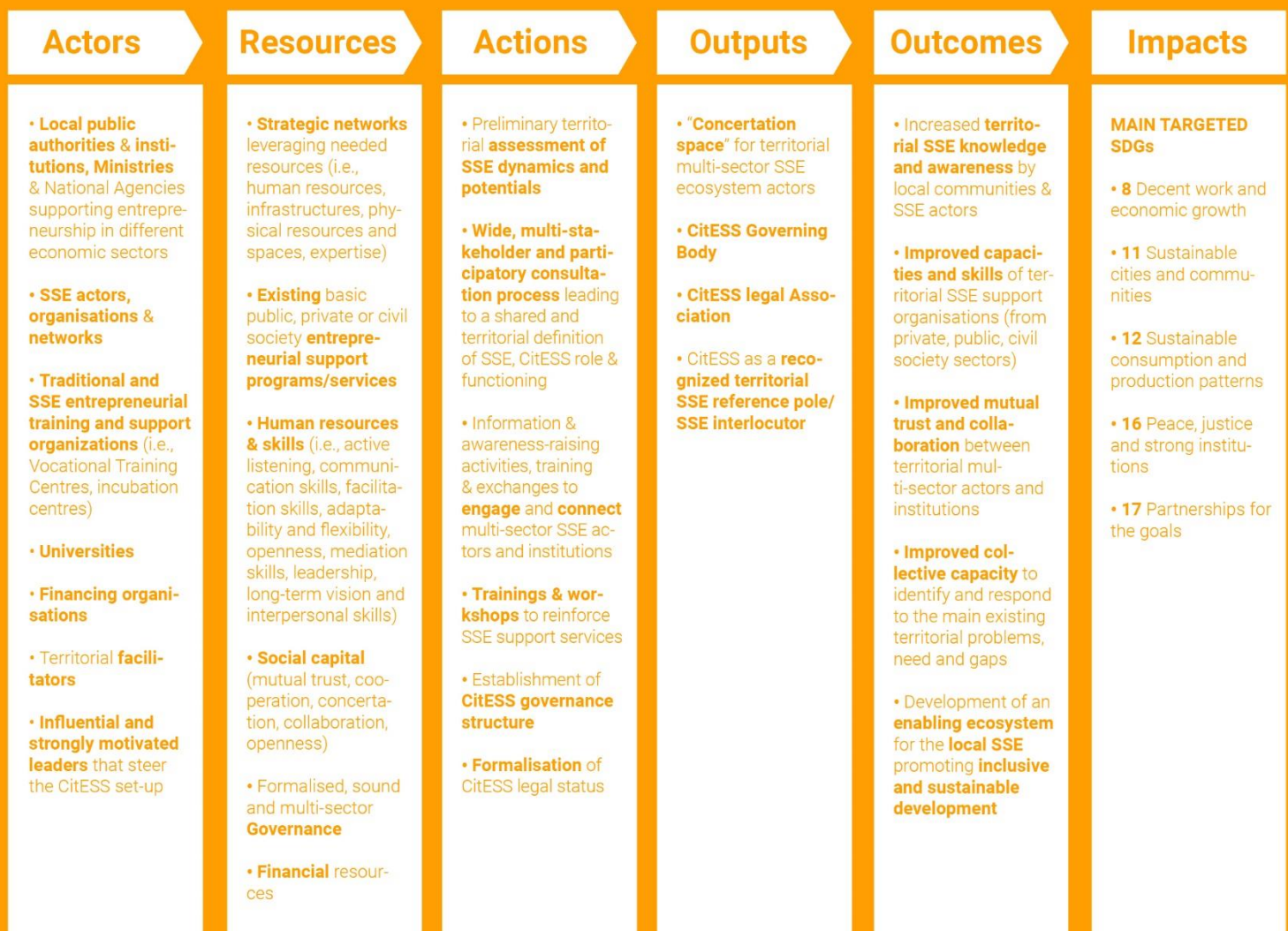
In the following sections, the Roadmap retraces and analyses the key phases, and respective main actors, resources, and actions, which led to the set-up of the CitESS pilot pole in the Tunisian Governorate of Mahdia. Key determinants to replicate the model, as well as potential risks and respective mitigation measures, complete the overall assessment of CitESS model for those readers who might be interested or even considering embarking on a similar experience elsewhere.

# 4.1.2

## THEORY OF CHANGE

### TRIGGERING ELEMENT

The Social and Solidarity Economy (SSE) is generally a diverse and very dispersed world, given the multiplication of actions and actors with similar purpose and operating in the same territory, region, or country. This calls for the strong need to create a common territorial SSE support platform which i) facilitates an open and multi-stakeholder dialogue, ii) pools together the available public and private actors, resources and support infrastructures of the SSE and iii) consolidates dynamics of territorial collaboration and mutual support in order to maximize the overall impact of SSE

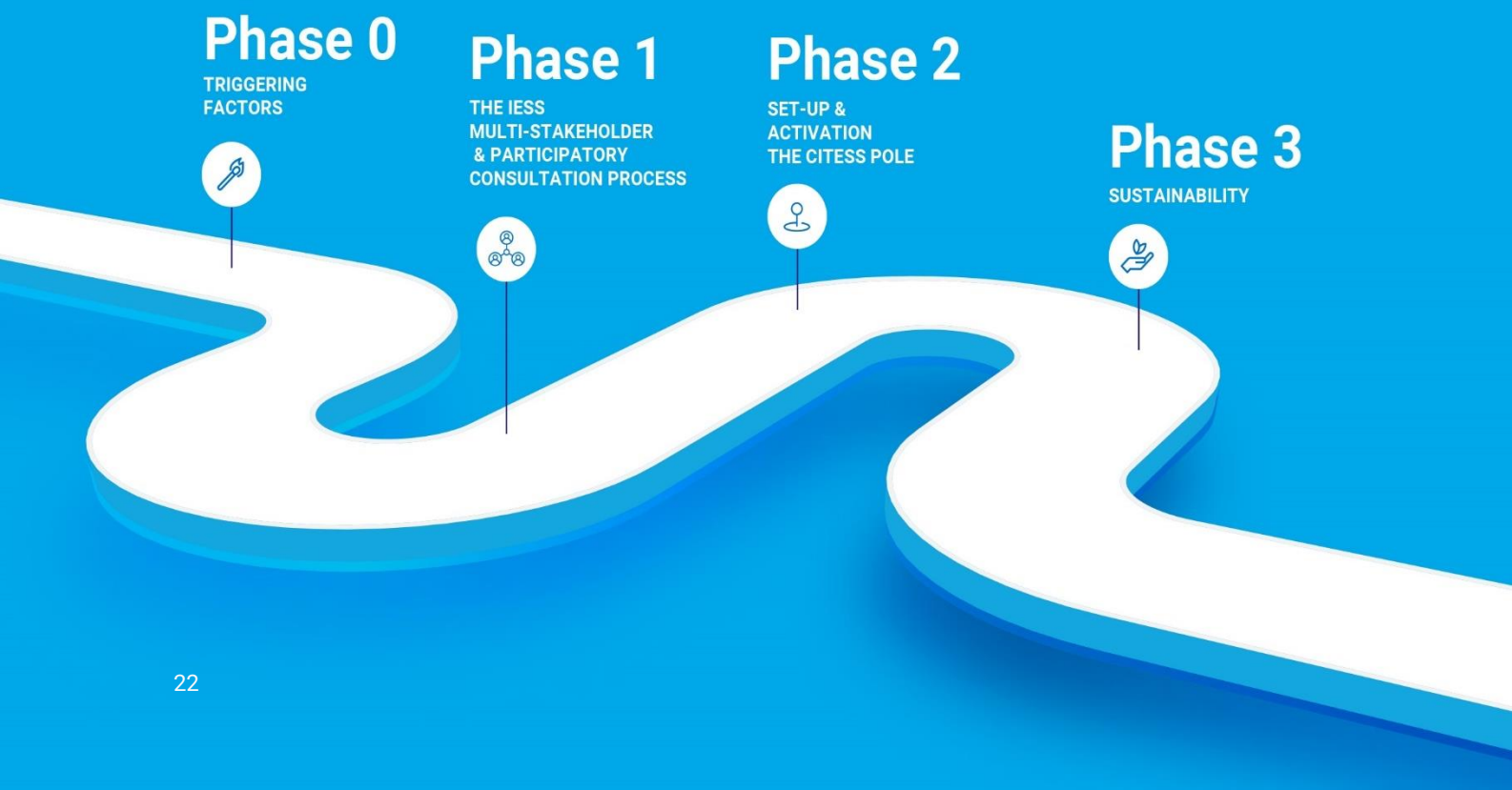


# 4.1.3

## THE PROCESS

For the purpose of this Roadmap, 4 key phases of the process enabling the CitESS Mahdia experience were identified and analysed, starting from the triggering factors (Phase 0) to planning (Phase 1), implementation (Phase 2) and, finally, sustainability phase (Phase 3), identifying for each key actors, resources, and activities.

In summary, in response to the need to create a mutual support hub pooling together the different and scattered actors and resources of the SSE, a **first crucial phase** focused on fostering a **wide, multi-stakeholder, multi-level and participatory territorial consultation process** which was carried out over a period of more than a year in the Tunisian Governorate of Mahdia. The objective was to bring together all territorial key stakeholders - public, private, Academia, and civil society actors - at the discussion table to co-decide the location of the pole and to identify what was the aim, the function and potential of the CitESS platform. A **second key phase** concerned the actual **activation** of the platform counting on the strong engagement of the **public actors** and **local SSE actors**. A **third phase** (currently ongoing) focuses on key measures driving **financial, institutional, and technical sustainability** of the pole.





## PHASE 0. TRIGGERING FACTORS

### Insights from the intervention

The SSE is generally a diverse and very dispersed world, given the multiplication of actions and actors with similar purpose and operating in the same territory, region, or country. This holds true particularly in Tunisia, a country which traditionally counts on a highly centralised administrative system and where the existing public structures supporting entrepreneurship and (potentially) SSE actors work in silos, each governed by separate Ministries following their own programs and strategies. This called for the strong need to create a common territorial SSE support platform which i) facilitates an open and multi-stakeholder dialogue, ii) pools together the available public and private actors, resources and support infrastructures of the SSE and iii) consolidates dynamics of territorial mutual support in order to maximize the overall impact of SSE actions. This need was indeed voiced by the actors participating to the 2013 Mediterranean MedESS Forum (see footnote 7) which identified the following priorities for the region:

- To create a favourable environment for the development of SSE in the territories in terms of enabling legal framework;
- To create a favourable environment for the development of SSE in terms of territorial support;
- To facilitate the financing of SSE;
- To promote a common conceptual SSE framework through training and capacity-building of the actors managing, regulating and supporting the SSE.

The CitESS model was hence theorised and later experimented in response to the need for a quality and integrated public-private SSE territorial support infrastructure favouring an enabling environment for the SSE development in a given territory. Moreover, the model also responds to the need for a publicly recognized interlocutor of the SSE sector in a given territory.

### Self-assessment questions

- Are there SSE actors and initiatives in your territory?
- Are there available public and/or private SSE support services and opportunities in your territory?
- Are SSE actors and public and private support organisations in your territory dispersed or well interconnected?
- Are SSE actors in your territory aware of the available support opportunities? Do they know where to turn to when needing support for the ideation, start-up, development, scaling-up and sustainability of their enterprises?
- Do potential investors, national or international funders, public or private institutions and organisations wishing to support SSE in your territory know whom or where to turn to in order to reach out to SSE actors?





**PHASE 1. PLANNING: FACILITATING A MULTI-STAKEHOLDER & PARTICIPATORY CONSULTATION PROCESS**

Insights from the intervention

Suggested actions

Self-assessment questions

**MAIN ACTORS**

• The following key actors were involved in a **wide, multi-stakeholder, multi-level and participatory territorial consultation process** which was carried out over a period of more than a year leading to the set-up of the CitESS pole:

• **Key actors from local public authorities and institutions** (i.e., Municipalities, Regional Council) supporting entrepreneurship in different economic sectors.

• **Key actors from Ministries and National agencies** supporting entrepreneurship in different economic sectors (i.e., ANETI – *Agence Nationale pour l'Emploi et le Travail Indépendant* under the Ministry of Employment; the Centres of Affaires under the Ministry of Industry; CRDAs - *Commissariat régional de développement Agricole* – under the Ministry of Agriculture)

• In general, focus on **key actors and organisations** (from different levels and sectors) **that are already** working on entrepreneurship and bring them at a **common discussion** table to develop the SSE: avoid duplication of efforts (actors doing the same things) and synergize and capitalize on the existing.

• A strong interest, involvement, and active participation of **key local public institution and local public authorities** that are supporting/can support entrepreneurship and the SSE is crucial if we want to concretise support to the SSE.

• A strong interest, involvement, and active participation of **key regional/national level institutions and authorities** (i.e., ministry-level actors, ministerial agencies) that are supporting/can support entrepreneurship and the SSE is crucial if we want to concretise support to the SSE.

• Who are the **key public, private and academia actors** in your territory that are or can be key to promoting an enabling SSE ecosystem? What do they do? In which sector and level of intervention do they work? Are they **aware** of the other actors of the ecosystem? Are they **connected** to each other? Do they **collaborate**? Can they be **gathered** at a common discussion table? Are they **willing to cooperate**?

• Which are the **key local institutions and local public authorities** in your territory that are supporting/can support entrepreneurship and the SSE? How can you effectively engage them and ensure their active participation to the discussion table?

• Which are the **key regional/national level institutions and authorities** in your context (i.e., ministry-level actors, ministerial agencies) that are supporting/can support entrepreneurship and the SSE? How can you effectively engage them and ensure their active participation to the discussion table?



**PHASE 1. PLANNING: FACILITATING A MULTI-STAKEHOLDER & PARTICIPATORY CONSULTATION PROCESS**

Insights from the intervention	Suggested actions	Self-assessment questions
<b>MAIN ACTORS</b>		
<ul style="list-style-type: none"> <li>• <b>Key local SSE actors</b> (i.e., cooperatives, social enterprises, CSOs, informal groups, NGOs) and <b>SSE Networks</b></li> <li>• <b>Key local private entrepreneurial training and support organizations</b> (Vocational Training Centres, incubation centres, etc.)</li> <li>• <b>Key Universities</b> and <b>research centres</b></li> </ul>	<ul style="list-style-type: none"> <li>• Make sure you involve <b>key local SSE actors</b> (i.e., cooperatives, social enterprises, CSOs, informal groups, NGOs) and <b>SSE networks</b> to make sure the building of the CitESS and the support to the local SSE is well rooted in the local community and to the territorial real needs.</li> <li>• Identify and engage key <b>local private SSE support organisations</b> that can provide first-hand information on the real needs of the community and the local SSE.</li> <li>• Engaging key <b>Universities</b> and <b>research centres</b> is fundamental when working on a cultural shift towards SSE.</li> </ul>	<ul style="list-style-type: none"> <li>• Which <b>key local SSE actors</b> (i.e., cooperatives, social enterprises, CSOs, informal groups, NGOs) and <b>SSE networks</b> should you actively involve in the preliminary consultation process? Which key actor can best inform you on the real needs of the community?</li> <li>• Are there available <b>local private SSE support organisations</b> in your territory? How can you effectively engage them to gather key information on the real needs of the community and the local SSE?</li> <li>• Which <b>key Universities</b> and <b>research centres</b> could you engage in the preliminary consultation process to support the discussion on the importance of promoting the SSE?</li> </ul>

<b>MAIN RESOURCES</b>		
<ul style="list-style-type: none"> <li>• This first consultation phase mainly consisted of roundtable discussions, meetings, and interviews with multi-sector and multi-level stakeholders. This step mostly drew from <b>human resources and personal skills and attitudes</b> of key individuals which were steering and participating to the wide and participatory consultation process: i.e., active listening, communication skills, facilitation skills, adaptability and flexibility, openness, mediation skills, leadership, long-term vision, and interpersonal skills. Most importantly, their <b>true motivation and willingness to collaborate and to make this experience work</b> was the ultimate success factor at this stage.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Human resources and personal skills and attitudes</b> of involved individuals are key to a successful, wide, and participatory consultation process. The latter builds on crucial human skills, such as <b>active listening, communication skills, facilitation skills, adaptability and flexibility, openness, mediation skills, leadership, long-term vision, and interpersonal skills</b>. Most importantly, individuals' <b>true motivation and willingness to collaborate and to make this experience work</b> is the ultimate success factor at this stage.</li> </ul>	<ul style="list-style-type: none"> <li>• Who are the right individuals in your territory to engage in a wide and participatory process for the set-up of a CitESS? Do they have the <b>necessary skills</b> to dialogue, collaborate and connect with other key stakeholders of the ecosystem?</li> </ul>



## PHASE 1. PLANNING: FACILITATING A MULTI-STAKEHOLDER &amp; PARTICIPATORY CONSULTATION PROCESS

Insights from the intervention	Suggested actions	Self-assessment questions
<ul style="list-style-type: none"><li>• The consultation process greatly benefitted from having an <b>influential, charismatic, and strongly motivated leader</b>, personally involved and highly committed to the CitESS setup and key to animate the discussion table.</li><li>• Another key resource (and outcome) during this phase was the (progressively created or strengthened) <b>social capital</b>, hence a set of shared values and attitudes which allowed all these different stakeholders to work together to effectively achieve a common purpose, building on <b>mutual trust, cooperation, concertation, collaboration, openness, respect for one another</b>.</li><li>• Finally, <b>IESS! project financial resources</b> (EU funds) supported the work done by the project team steering the overall consultation process.</li></ul>	<ul style="list-style-type: none"><li>• This is important to have <b>influential and strongly motivated leader</b> sitting at the discussion table that can steer the consultation process leading to the CitESS set-up. Better if not representing public administrations or institutions, these leaders must be personally involved and really interested in the process, highly committed, and sufficiently charismatic to animate the discussion table.</li><li>• <b>Social capital</b> is a crucial resource allowing stakeholders to work together to effectively achieve a common purpose, building on <b>mutual trust, cooperation, concertation, collaboration, openness, respect for one another</b>.</li><li>• <b>Financial resources</b> are needed to support the work to be carried out by the staff team to steer and facilitate the consultation process.</li></ul>	<ul style="list-style-type: none"><li>• Is there an <b>influential and strongly motivated person</b> that can take up the <b>leading role</b> throughout the consultation phase and the overall process of setting up the CitESS?</li><li>• Can your territory count on a certain level of <b>social capital</b> allowing these different key stakeholders to trust each other to work together to effectively achieve a common purpose?</li><li>• Can you intercept sufficient <b>financial resources</b> to support the work done by the staff team to steer and facilitate the consultation process?</li></ul>



## PHASE 1. PLANNING: FACILITATING A MULTI-STAKEHOLDER & PARTICIPATORY CONSULTATION PROCESS

Insights from the intervention

Suggested actions

Self-assessment questions

### MAIN ACTIVITIES

In order to set up the CitESS pole, a **wide, multi-stakeholder and participatory consultation process** was carried out over a period of more than a year through numerous **collective** and **bilateral meetings** and **exchanges** among engaged stakeholders. The following key actions were undertaken:

- **Preliminary studies** targeting the candidate host territories<sup>8</sup> for the CitESS and investigating the **dynamics of the SSE actors** (i.e., development and dynamism of the associative groupings); the existence or absence of **enabling SSE legal frameworks**; the **social needs and problems** (i.e., access to drinkable water, education, healthcare, cultural life); the **multi-actor dynamics and support organisations**; the **existing supply chains** which could be opportunities for the local SSE (i.e., craftsmanship, ecotourism).

- A **preliminary territorial assessment** should previously inform any feasibility consideration of setting up a CitESS in a given region. It is important to assess and consider the **dynamics of the SSE actors** of the territory (i.e., development and dynamism of the associative groupings); the existence or absence of **enabling legal frameworks**; the **social needs and problems** (i.e., access to drinkable water, education, healthcare, cultural life); the **multi-actor dynamics and support organisations**; the **existing supply chains** which could be opportunities for the local SSE.

- Can you access reliable **data and information** providing you with a comprehensive overview of the territory that could benefit from hosting the CitESS pole? What are the **dynamics of the SSE actors** of the territory? (i.e., development and dynamism of the associative groupings) Are there **enabling SSE legal frameworks** in place? What are the main territorial **social needs and problems**? (i.e., access to drinkable water, education, healthcare, cultural life) What are the **multi-actor dynamics** among SSE actors and support organisations? Which are the **existing supply chains** which could be opportunities for the local SSE?

<sup>8</sup> Within the framework of the lesMED! project, a preliminary participatory work with engaged stakeholders was carried out for the co-elaboration of an evaluation grid for the identification of the territories that would have hosted the CitESS poles. The evaluation grid was based on 3 families of criteria: territorial context (economic and social territorial context, existing support organisations and their activities, existing programs/projects, initiatives on SSE, civil society activism and the associative dynamics), territorial SSE potential and political will towards SSE. In addition, a cross-cutting dimension considered the job creation potential of the SSE. For this purpose, also a series of bilateral discussions were held with key players (i.e., Ministry of Employment, Ministry of Environment and Sustainable Development, Ministry of Industry, Ministry of Agriculture).



## PHASE 1. PLANNING: FACILITATING A MULTI-STAKEHOLDER &amp; PARTICIPATORY CONSULTATION PROCESS

Insights from the intervention

Insights from the intervention

Insights from the intervention

## MAIN ACTIVITIES

• Building and nurturing of the “**Concertation Space**” bringing together all territorial key stakeholders - public, private, Academia, and civil society actors - at the common discussion table through several meetings and exchanges. The Concertation Space constitutes the **embryonic informal stakeholder network of the CitESS** and continued to play a crucial role throughout the entire process of the pole set-up and functioning. Among other, the “**Concertation Space**”:

provided a **crucial dialogue and listening space**, allowing to acknowledge diverse realities and point of view of public and private entrepreneurship/SSE support service providers and that of the beneficiaries of these services.

• Favoured the co-identification of a **shared and territorial definition of SSE**<sup>9</sup>.

• Build the **embryonic informal stakeholder network of the CitESS** by bringing together all territorial key stakeholders - public, private, Academia, and civil society actors - at the common discussion table.

• Make sure you can promote a proper **dialogue and listening space** for the informal stakeholder network where all actors can acknowledge diverse realities and point of view concerning the SSE ecosystem in your territory.

• A delicate and essential step is the **common definition and sharing of the SSE framework together with local actors and which suits your territory**. If not framed in a **broader strategy of territorialization** starting from the key local SSE actors, a CitESS risks being a top-down operation. It is necessary to make sure that the pole serves the territorial context and that it is designed directly by the local actors themselves.

• Which is the best way to **bring together** all territorial key stakeholders - public, private, Academia, and civil society actors - in your context? How can you effectively engage them in an **informal stakeholder network** building the CitESS set-up?

• How can you promote a proper **dialogue and listening space** allowing to **acknowledge the different SSE ecosystem actors’ realities and point of view** and to promote **mutual understanding**?

• Can a **shared definition of SSE** suiting your territory be collectively identified and agreed upon among key ecosystem actors?

<sup>9</sup> The RIPESS definition was taken as a reference for the IESS! Project: <http://www.ripess.org/what-is-sse/what-is-social-solidarity-economy/?lang=en>



## PHASE 1. PLANNING: FACILITATING A MULTI-STAKEHOLDER &amp; PARTICIPATORY CONSULTATION PROCESS

Insights from the intervention

Insights from the intervention

Insights from the intervention

## MAIN ACTIVITIES

- |  |   |  |
|--|---|--|
| <ul style="list-style-type: none"> <li>• Ensured a <b>participatory decision-making process</b> concerning <b>where</b> the pole should be set up and the <b>aim</b>, the <b>function</b> and <b>potential</b> of the CitESS platform.</li> <li>• Created the necessary <b>trust climate</b> among stakeholders to set up the pole, and increased <b>collaboration</b>, willingness, and <b>openness to share information and resources</b> among actors.</li> <li>• <b>Broke silos</b>, built <b>trust</b>, and allowed <b>mutual knowledge</b> among key SSE ecosystem actors – who they are, what they do, the resources and networks they can deploy, share, and leverage.</li> <li>• Improved the collective capacity to identify the main existing <b>territorial problems, needs and gaps</b>.</li> </ul> | <ul style="list-style-type: none"> <li>• Drive collective debate and dialogue among key actors in order to agree over the <b>location, role and functioning of the CitESS</b>.</li> <li>• Create and foster a <b>climate of trust, openness, cooperation, and dialogue</b> among actors of a territory that are or can be key to the development of an enabling SSE ecosystem: ensure all actors acknowledge that <b>cooperation</b> is a <b>win-win situation</b> for all.</li> <li>• Work towards <b>breaking silos</b> and <b>building mutual knowledge</b> between key SSE ecosystem actors and their potential: who they are, what they do, the resources and networks they can deploy, leverage and share.</li> <li>• Promote dialogue between key public and private actors to improve the collective capacity to identify what are the main <b>territorial problems, needs and gaps</b>.</li> </ul> | <ul style="list-style-type: none"> <li>• Building on the results of the preliminary territorial assessment and on the mutual dialogue promoted through the informal stakeholder network, which location can really benefit from hosting the CitESS pole? What should be its main role and function?</li> <li>• Is there a climate <b>of trust, openness, cooperation, and dialogue</b> among actors of your territory that are or can be key to the development of an enabling SSE ecosystem? Can it be created or strengthened? Do the actors of your territory acknowledge that <b>cooperation</b> is a <b>win-win situation</b> for all? Can this perspective be promoted, understood, and adopted?</li> <li>• Do the (current and potential) SSE key actors of your territory know about each other, their activities, the resources and networks they can deploy, leverage and share? Can <b>mutual knowledge and networking</b> be fostered?</li> <li>• Is there a <b>common space for dialogue and reflexion</b> in order for key public and private actors to <b>collectively identify</b> what are the existing main problems, needs and gaps in your territory?</li> </ul> |
|--|---|--|



## PHASE 2. IMPLEMENTATION: SETTING-UP & ACTIVATING THE CITESS POLE

Insights from the intervention

Suggested actions

Self-assessment questions

### MAIN ACTORS

In addition to the key actors already engaged in the embryonic consultation phase (Phase 1), the **set-up and activation** of the CitESS pole (Phase 2) enlarged the circle of organisations and actors engaged in the platform.

- The public, private and civil society **territorial entrepreneurial support organisations** were the **main target** of this step, hence primary beneficiaries of the **training cycles** promoting and disseminating **SSE culture** and **improving their support skills and services**.

- Additionally, the work done to build/strengthen SSE territorial supply chains made it possible to consolidate strategic links with other key territorial actors, such as the **trade union structures**, in particular the Tunisian General Labour Union (UGTT), the Union of Farmers of Tunisia (SYNACRI), and the Tunisian Union of Agriculture and Fisheries (UTAP).

- Finally, the **IESS! Project staff team was an important facilitator** of this phase and key to ensuring a dynamic work and the proper implementation of the activities (i.e., trainings, meetings, facilitation of exchanges and promotion of tools and seminars) by encouraging the sharing of responsibility and participation of the various actors.

- Existing public, private and civil society **territorial entrepreneurial support organisations** are key targets when promoting and disseminating **SSE culture** and **improving SSE support infrastructure**.

- Map, identify and engage in the CitESS pole all strategic public and private - *for profit* and *non-profit*-actors to make sure the support to the local SSE is well rooted in the local community and to the territorial real needs.

- Hands-on, competent, and dynamic **facilitators** are key to ensuring the good implementation of the activities (i.e., trainings, meetings, facilitation of exchanges and promotion of tools and seminars) and to encouraging the sharing of responsibility and participation of the various actors

- Who are the **main public and private actors - *for profit* and *non-profit*** - that are working to support entrepreneurship in your territory and can be key to promoting an enabling SSE ecosystem? What do they do? In which sector and level of intervention do they work? Do they need support to strengthen their capacities? Can they be engaged in the CitESS?

- Which are other public and private - *for profit* and *non-profit*-actors that you can engage in the CitESS platform in order for it to pursue its purpose?

- Can you count on a **hands-on, competent, and dynamic team of facilitators** leading the networking process and coordinating all activities to set-up the CitESS? (i.e., trainings, meetings, facilitation of exchanges and promotion of tools and seminars)



## PHASE 2. IMPLEMENTATION: SETTING-UP & ACTIVATING THE CITESS POLE

Insights from the intervention

Suggested actions

Self-assessment questions

### MAIN RESOURCES

Key resources in the set-up phase mainly continue to be the same of the implementation phase, namely:

- **Human resources and personal skills and attitudes** of key individuals engaged in the CitESS set-up: i.e., active listening, communication skills, facilitation skills, adaptability and flexibility, openness, mediation skills, leadership, long-term vision, and interpersonal skills. Most importantly, their **true motivation and willingness to collaborate** and to make this experience work was the ultimate success factor also at this stage.

- **Social capital**, hence, a set of shared values and attitudes which allowed stakeholders to work together to effectively achieve a common purpose, building on **mutual trust, cooperation, concertation, collaboration, openness, respect for one another**.

- In addition, another crucial ingredient for the activation (and current functioning) of the CitESS pole are the **strategic and multi-sector networks** that the CitESS governing body (→ see Sustainability Phase) can mobilise to improve or create SSE support programs. Depending on the needed SSE support services or projects, in fact, such key networks allow CitESS (i.e., through Partnership Agreements) to leverage a vast array of **private and public resources** (i.e., human resources, infrastructures, physical resources and spaces, expertise).

- **Human resources and personal skills and attitudes** of involved individuals are key to the CitESS set-up process. The latter builds on crucial human skills, such as **active listening, communication skills, facilitation skills, adaptability and flexibility, openness, mediation skills, leadership, long-term vision, and interpersonal skills**. Most importantly, individuals' **true motivation and willingness to collaborate and to make this experience work** was the ultimate success factor also at this stage.

- **Social capital** is a crucial resource allowing stakeholders to work together to effectively achieve a common purpose, building on **mutual trust, cooperation, concertation, collaboration, openness, respect for one another**.

- **Strategic public and private networks** are key to leveraging **crucial resources** (i.e., human resources, infrastructures, physical resources and spaces, expertise) needed to improve or create SSE support services or projects. Hence, when formalising the CitESS governing body, make sure you can count on members who can leverage such strategic networks and resources.

- Who are the right individuals in your territory to engage in the set-up of a CitESS? Do they have the **necessary skills and incentives** to dialogue, collaborate and connect with other key stakeholders of the ecosystem?

- Can your territory count on a certain level of **social capital** allowing these stakeholders to work together to effectively achieve a common purpose?

- When formalising the CitESS governing body, can you secure the membership of key actors who can leverage **strategic networks and resources** to improve/create SSE support programs and services?





## PHASE 2. IMPLEMENTATION: SETTING-UP & ACTIVATING THE CITESS POLE

Insights from the intervention	Suggested actions	Self-assessment questions
<ul style="list-style-type: none"> <li>• Finally, the IESS! project financial resources (EU funds) continued to be important at this stage.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial resources are needed to carry out the information and awareness-raising activities, trainings to SSE support organisations and exchanges to engage and connect multi-sector SSE actors and institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Can you intercept sufficient financial resources to support the activation of the CitESS pole?</li> </ul>

### MAIN ACTIVITIES

Once identified the location of the CitESS platform, its aim and key function, the following stage focused on its set-up and activation. The key steps undertaken to set up the pole were the following:

- Mapping, mobilisation and “mise en réseau” of territorial SSE actors: identification of SSE support organisations/actors/ initiatives to be engaged in the CitESS and fostering of connection/networking among SSE actors.

- Promotion of a preliminary and informal structuring of the pole by co-elaborating a charter formalising CitESS values, principles, and commitments of involved public and private actors.

- Delivering of a cycle of trainings and workshops mainly for involved entrepreneurial support organisations to reinforce existing SSE support services and/or implement new missing services (identified according to the needs of the territory) in the fields of training, support, and funding for the SSE.

- Identify key SSE support organisations/actors/ initiatives in your territory to be engaged in the CitESS and foster connection/networking among these SSE actors.

- Promote a preliminary and informal structuring of the pole by co-elaborating a charter formalising CitESS values, principles, and commitments of involved public and private actors.

- Reinforce existing SSE support services and promote the implementation of new missing services through ad-hoc trainings and workshops.

- Which are the key SSE experiences and actors in your territory? How can they be connected?

- Could these actors benefit from a co-elaborated definition of a charter of principles formalising shared values, principles, and commitments within the CitESS?

- Could existing SSE support services benefit from capacity building and skill-strengthening support? Are there missing services they could offer? Should they be supported with ad-hoc trainings?



## PHASE 2. IMPLEMENTATION: SETTING-UP & ACTIVATING THE CITESS POLE

Insights from the intervention

Suggested actions

Self-assessment questions

### MAIN ACTIVITIES

- Facilitation of exchanges and promotion of tools and seminars for sharing existing experiences in the Mediterranean area of SSE support services and SSE business ideas as well as experiences of other Mediterranean SSE clusters in the process of being created/strengthened.

- Establishment of the CitESS governance structure and formalisation (→ see Sustainability Phase).

- Facilitate exchanges and promote the sharing of existing experiences of SSE support services, SSE business ideas as well as experiences of SSE clusters in other territories or abroad.

- Promote the establishment of the CitESS multi-actor (public-private) governance structure and formalise the network into a suitable legal form (→ see Sustainability Phase).

- Could your SSE ecosystem benefit from exchanges and sharing of other existing experiences concerning SSE support services, SSE business ideas as well as experiences of SSE clusters in other territories or abroad?

- What kind of governance structure could benefit the CitESS in your territory?
- Which available legal form in your territory could best reflect CitESS nature and values allowing for good and long-lasting governance?





## PHASE 3. SUSTAINABILITY: PROMOTING A SUSTAINABLE FUNCTIONING OF THE CITESS POLE

## Insights from the intervention

## Suggested actions

## Self-assessment questions

## a) FINANCIAL SUSTAINABILITY

• **Pursuing a mixed economic model to ensure greater financial sustainability of the pole:** the public local/national funding or international cooperation funding that CitESS Mahdia intercepts is put at the services of its territory. Hence, this allows a **strategic channelling and redistribution of resources** towards local SSE initiatives which, in turn, facilitates greater economic and social returns to the benefit of the community as a whole. However, this questions the essential aspect of the financial sustainability of the CitESS pole, which was voiced and debated since the initial consultation space (Phase 1). It was indeed remarked that **the pole should not rely only on public financing or international cooperation donors** (as it is mainly the case today). This shed light on the need for CitESS to develop and offer SSE support **services** which are attractive to clients (i.e., SSE actors, public or private actors) in order to secure a **self-financing** channel and therefore relying on a more viable economic model. Therefore, the long-term vision of the CitESS pole foresees a **mixed economic model**, which may include:

- Funds from **International cooperation Donors** (i.e., EU-funded projects).
- **Public financing** (i.e., Ministries).
- Targeted **partnerships** with the **private sector**.
- **Contributions** from the territorial actors on a principle of solidarity and mutualization.
- Progressive **invoicing of services**.

• Questioning the financial sustainability of the CitESS pole is crucial and should be voiced and debated since the initial consultation phase. It is **fundamental to diversify funding** and avoid depending on public financing or international cooperation donors. For this reason, a CitESS pole needs to rely on a more **viable and mixed economic model**. One solution is to **develop and offer SSE support services** which are attractive to clients (i.e., SSE actors, public or private actors) in order to secure a **self-financing** channel.

• How can you ensure financial sustainability of the CitESS in your territory? Is there a possibility to **diversify funding** and avoid relying only on public financing or international cooperation donors? Are there **SSE support services** that can be **attractive to SSE actors** in your territory and that can ensure a self-financing channel to support the CitESS? How can you ensure such services do not compete with existing ones?



## PHASE 3. SUSTAINABILITY: PROMOTING A SUSTAINABLE FUNCTIONING OF THE CITESS POLE

### Insights from the intervention

### Suggested actions

### Self-assessment questions

#### b) INSTITUTIONAL SUSTAINABILITY

• **Formalising and institutionalising the CitESS pole:** at the end of the overall process, a **CitESS association was created** to build a sustainable SSE dynamic in the territories and to ensure the participation and good governance of all the actors involved in the SSE initiatives in the Governorate of Mahdia. The association is governed by a **Board of Administration** (about 10 members) **gathering individuals coming from public institutions, Universities, civil society, SSE, and private sector.** This **diversity of the composition** of the Board of Administration is undoubtedly the **main richness** of the CitESS allowing for the **multi-stakeholder collaboration** to materialise into SSE support programs. In Tunisia members of an association may only be individuals (natural persons and not legal entities such as other organisations, associations, or institutions). Nevertheless, while the Board members do not *formally represent* the organisations they come from, they indeed allow for strong linkages which can easily open doors to facilitate collaborations, unlock strategic networks and leverage needed private or public resources.

• **Formalisation and Institutionalization**, if and when the time is ripe, are essential for sustainability. Firstly, set up an **effective governance** of the CitESS including all the key multi-sector territorial actors and stakeholders and guaranteeing an effective, yet inclusive, democratic, and participatory decision-making process and management. Secondly, **formalizing CitESS role, objectives, pursued values, and governance structure** is key to **ensuring lasting structures, strong participation, long-term functioning, and good governance of the pole.** Opt for a **legal form which best reflects CitESS nature and values** and allows for good and long-lasting governance (i.e., cooperative, association). Make sure such legal form allows to **involve key territorial actors** coming from the public, private, Academia and civil society sectors.

• What kind of autonomous **governance structure** could benefit the CitESS in your territory in order to guarantee an effective, yet inclusive, democratic, and participatory decision-making process and management?  
• Which available legal form in your territory could and best **reflect CitESS nature and values** allowing for good and long-lasting governance?

#### c) TECHNICAL SUSTAINABILITY

• **Strengthening existing entrepreneurial support structures:** The fact that CitESS opts to strengthen existing entrepreneurial support structures, especially public ones, is a way of ensuring that the new skills and capacities acquired are retained and applied in the long run.

• Work to **strengthen existing entrepreneurial support structures**, especially **public ones**, as a way of ensuring that the new skills acquired are retained by the territorial institutions.

• How can you **strengthen existing entrepreneurial support structures**, especially **public ones**, as a way of ensuring that the new skills acquired are retained by the territorial institutions?



## PHASE 3. SUSTAINABILITY: PROMOTING A SUSTAINABLE FUNCTIONING OF THE CITESS POLE

## Insights from the intervention

- **Building the territorial capacity to collaborate:** the connections and collaborations established among public-private stakeholders through CitESS, when proved successful, are most likely to be continued in the future. Additionally, the same collaborative approach may be replicated with other stakeholders in many other fields or sectors. In other words, CitESS model builds and promotes the **territorial collective capacity to collaborate** to achieve common goals for the benefit of the community.

**d) SOCIAL SUSTAINABILITY**

- **Rooting CitESS to the real needs of the territory and the community:** CitESS efforts to connect and dialogue with the territory and local actors, to map and identify true territorial needs and gaps allows for the pole to be well rooted in its own context and to address the community's social issues, instead of being a top-down process. This territorial approach is likely to ensure the relevance of such a platform in the long run.

## Suggested actions

- When **multi-actor and multi-sector collaborations** prove to be successful, actors are more likely to pursue and replicate a collaborative approach in the long run. Make sure you effectively support, foster and advocate successful multi-actor and multi-sector collaborations in your territory.

- Creating and fostering **strong and rooted links with the territory and with local actors and communities** is key to CitESS sustainability. For this reason, it is essential to map and address the community's real needs and issues, **focus on actors who are already existing and active in the territory, connect** them together and create **synergy** at different levels and sectors.

## Self-assessment questions

- Should **connections** and **collaborations** established among public-private stakeholders in your territory prove to be successful, how can you best ensure they will continue in the future? How can you ensure they have wide **visibility** to inspire other collaborations?

- How can you create and foster **strong and rooted links with your territory and with local actors and communities**?



# 4.1.4 KEY CONTEXTUAL DETERMINANTS FOR REPLICABILITY

The following table aims to inform readers of the **main contextual determinants** that emerged during the analysis when seeking to identify key “ingredients” and conditions that should be in place in a given context for the replicability of the CitESS model. The table should support readers in running a quick general screening of their own context to assess the preliminary feasibility of considering replicating the practice.



	Key determinants	Self-assessment questions
SOCIAL CONTEXT	<ul style="list-style-type: none"> <li>• <b>Social capital</b> is a crucial resource allowing public and private sector actors to work together to effectively achieve a common purpose, building on <b>mutual trust, cooperation, open dialogue, respect for one another.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Can your territory count on a certain level of <b>social capital</b> allowing key territorial stakeholders to work together to effectively achieve a common purpose?</li> </ul>
FINANCIAL RESOURCES	<ul style="list-style-type: none"> <li>• <b>Financial resources</b> are needed to set up and manage the CitESS. The model foresees a mixed economic model drawing resources from <b>public financing, funds from international cooperation donors</b> (i.e., EU Commission) as well as <b>invoicing of support services offered to SSE actors.</b> The public local/national funding or international cooperation funding that CitESS intercepts is put at the services of its territory. Hence this allows a strategic channelling and redistribution of resources towards local SSE initiatives which, in turn, facilitate greater economic and social returns to the benefit of the community as a whole.</li> </ul>	<ul style="list-style-type: none"> <li>• Are there financial resources coming from <b>public financing and international cooperation donors</b> that can be intercepted to set up and manage the CitESS, and channelled by the latter toward local SSE initiatives? Moreover, which missing SSE support services can be offered to SSE actors to also secure <b>CitESS self-financing income?</b></li> </ul>
HUMAN CAPITAL	<ul style="list-style-type: none"> <li>• <b>Human resources and personal skills</b> of engaged and truly motivated individuals are key to a successful, wide, and participatory CiteESS set-up and management. The latter builds on crucial human skills, such as <b>active listening, communication skills, facilitation skills, adaptability and flexibility, openness, mediation skills, leadership, long-term vision, and interpersonal skills.</b></li> <li>• <b>Influential and strongly motivated political leaders</b> that can steer the process leading to the CitESS set-up. Better if not representing public administrations or institutions, these leaders have to be personally involved and really interested in the process, highly committed, and sufficiently charismatic to animate the discussion table.</li> </ul>	<ul style="list-style-type: none"> <li>• Who are the right individuals in your territory to engage in a wide and participatory process for the set-up and management of a CitESS? Do they have the <b>necessary skills and motivation</b> to dialogue, collaborate and connect with other key stakeholders of the ecosystem?</li> <li>• Is there an <b>influential and strongly motivated political person</b> that can take up the <b>leading role</b> throughout the overall process of setting up the CitESS?</li> </ul>

## Key determinants

- **Local public authorities and institutions** (i.e., Municipalities) supporting entrepreneurship and the SSE in different economic sectors.
- **Ministries and National agencies** supporting entrepreneurship and the SSE in different economic sectors.
- Dynamic, skilled, and committed local **entrepreneurial support organisations** (public and private – *for-profit* and *non-profit*) such as vocational training centres and incubation centres.
- **Local SSE actors** (i.e., cooperatives, social enterprises, CSOs, informal groups, NGOs) and **SSE Networks** that can inform CitESS on the real needs of the community and could benefit from CitESS support.
- **Universities & research centres** that are committed to researching and supporting the SSE.
- **Financing organizations** (i.e., national or international public institutions, cooperation agencies, donors) supporting and promoting SSE.

## Self-assessment questions

- Who are the **main local public authorities and institutions** in your territory that are supporting/can support entrepreneurship and the SSE? Can they be engaged in a model like CitESS? Would they be willing to collaborate with the private sector, civil society actors and academia to strengthen/improve the territorial support to SSE initiatives?
- Which are the **key national level institutions and authorities** in your context (i.e., ministry-level actors, ministerial agencies) that are supporting/can support entrepreneurship and the SSE? Can they be engaged in a model like CitESS? Would they be willing to collaborate with the private sector, civil society actors and academia to strengthen/improve the territorial support to SSE initiatives?
- Who are the **main public and private actors** - *for profit* and *non-profit* (i.e., cooperatives, social enterprises, CSOs, informal groups, NGOs) - that are working to support entrepreneurship in your territory and can be key to promoting an enabling SSE ecosystem? What do they do? In which sector and level of intervention do they work? Do they need support to strengthen their capacities? Can they be engaged in the CitESS?
- Which **key local SSE actors** (i.e., cooperatives, social enterprises, CSOs, informal groups, NGOs) and **SSE networks** can best inform you on the real needs of the local community? Which **key local SSE actors** could benefit from CitESS support?
- Which **key local Universities and research centres** could you engage in the CitESS set-up and management to support the community's cultural shift towards the SSE?
- Which key national or international **financing organizations** (i.e., public institutions, cooperation agencies, donors) could you engage in the CitESS to support and promote SSE in your territory?

## ACTORS AND ORGANISATIONS



	Key determinants	Self-assessment questions
NETWORKS	<ul style="list-style-type: none"> <li>• Building <b>strong and strategic networks</b> is undoubtedly among the most fundamental resources that a CitESS model can count on. Engaging multi-sector and multi-level actors and organisations from the Public, private, Academia and civil society sectors allows CitESS to access their respective networks, therefore being able to <b>leverage, connect and catalyse all the needed resources</b> (i.e., human resources, infrastructures, physical resources and spaces, expertise) to support entrepreneurs and SSE initiatives in a given territory. Hence such strategic networks are key to setting up the CitESS platform facilitating the integration and co-production of support services.</li> </ul>	<ul style="list-style-type: none"> <li>• Which <b>strategic networks</b> do you need access to in order to leverage the needed resources (i.e., human resources, infrastructures, physical resources and spaces, expertise) to support entrepreneurs and SSE initiatives in your territory?</li> </ul>
BASIC HARD INFRASTRUCTURES	<ul style="list-style-type: none"> <li>• All key <b>economic hard infrastructures</b> needed by the SSE actors to be operative, such as the marketplace, transportation and communication infrastructures, power grid and water supply network, etc., allowing them to produce, purchase and exchange resources, products, and services.</li> </ul>	<ul style="list-style-type: none"> <li>• Can SSE actors in your context count on existing and functioning key <b>economic hard infrastructures</b> to be operative? (i.e., marketplace, transportation and communication infrastructures, power grid and water supply network)</li> </ul>
SOFT INFRASTRUCTURES (SERVICES)	<ul style="list-style-type: none"> <li>• Existing basic public, private or civil society <b>entrepreneurial support programs/services</b> should already be in place for CitESS model to be experimented in a given territory. By its own nature, CitESS primarily catalyses, connects, leverages, and improves <i>existing</i> resources and support programs for the local SSE, albeit it can promote also new services. In fact, while CitESS is not meant to be primarily a direct support service provider, it is indeed a platform facilitating the <i>integration</i> and <i>co-production</i> of support services as well as strategic <i>matchmaking</i> with actors in need for such services.</li> <li>• All <b>services</b> needed by the SSE actors to be <b>operative</b> in their market: i.e., commercial services, transport and export logistics, informatics, legal and technical support, research and development, patent and licencing, advertising.</li> </ul>	<ul style="list-style-type: none"> <li>• Are there basic public, private, or civil society <b>support programs/services for entrepreneurs</b> in your territory? Are they effective? Where do entrepreneurs in your territory turn to when needing support for the ideation, start-up, development, scaling-up and sustainability of their enterprises?</li> <li>• Which are the <b>key services</b> your SSE actors need to be <b>operative</b>? Are they available in your context? (i.e., commercial services, transport and export logistics, informatics, legal and technical support, research and development, patent and licencing, advertising)</li> </ul>

Key determinants

Self-assessment questions

GOVERNANCE  
FRAMEWORK

• It is necessary to set up an **effective formalized governance** where the **Governing Board** includes organisations and/or individuals coming from/representing **public institutions, Universities, civil society, SSE, and the private sector**. Such rich diversity of the Governing Board can ensure strong **multi-sector linkages** which can open doors to facilitate **collaborations**, unlock **strategic networks** and leverage needed private, Academia, public, or civil society resources to actually materialise successful SSE support programs. Moreover, the governance structure should guarantee an effective, yet inclusive, democratic, and participatory decision-making process and management of the CitESS.

- Which key public, private, Academia and civil society individuals/organisations could join the CitESS **Governing Board** in your territory? Can they facilitate collaborations, unlock strategic networks and leverage needed resources to put in place effective SSE support programs?
- What kind of **governance structure** could benefit the CitESS in your territory in order to guarantee an effective, yet inclusive, democratic, and participatory decision-making process and management?



## 4.1.5

# DRAWBACKS AND RISKS

### DRAWBACKS AND RISKS

*Main risks which may arise when replicating the intervention*

#### GOVERNANCE RISKS:

- Speeding up too fast the formalization process of the CitESS may hamper its governance and management if the proper grounds for effective cooperation are yet to be consolidated. In Tunisia where the associative culture is not strongly rooted, opting for the associative form for the CitESS was considered a premature and hazardous step. Prominent local actors took the lead of the overall IESS! initiative and, while on the one hand this guaranteed ownership and a positive boost to the process, on the other it created frictions when it came to concretize (i.e., electing the governance board) a participatory governance limiting the concentration of decisional power.

#### ECONOMIC DEPENDANCY:

- Up to date, the Tunisian CitESS heavily relies on international cooperation Donors. This may hamper the economic sustainability of the pole and increase its vulnerability in case of political changes.

### COPING STRATEGIES

*Good strategies that could be implemented in order to cope with and/or prevent these risks*

#### AVOID PREMATURE FORMALISATION:

- It is recommended not to prematurely accelerate the formalization of the CitESS. Conversely, it is recommended to work first on creating and developing the concept, act, connect and mobilize actors and organisations and then, when and if this works, cautiously steer towards formalization.

#### CHOOSE A SUITING LEGAL FORM AND MULTI-SECTOR GOVERNING BODY:

- To avoid governance risks, it is suggested to consolidate a multi-sector membership of the Governing Board and opt for a legal form which can work well within the existing local culture. Strong leaders are needed to steer and boost the CitESS set-up but can hamper the CitESS governance if reluctant to share the decision-making power.

#### DIVERSIFY FUNDING AND OPT FOR MIXED ECONOMIC MODEL:

- Ensuring the financial sustainability of the CitESS pole is crucial and should be considered and debated since the initial consultation process. It is **fundamental to diversify funding and avoid relying only on public financing and international cooperation Donors**. For this reason, a CitESS pole needs to rely on a more **viable and mixed economic model**. One solution is to **develop and offer support services** which are attractive to clients (i.e., SSE actors, public or private actors) in order to guarantee a **self-financing** channel. However, this depends also on the type of organization in which the CitESS is formalized.

**DRAWBACKS AND RISKS***Main risks which may arise when replicating the intervention***COPING STRATEGIES***Good strategies that could be implemented in order to cope with and/or prevent these risks***RISK OF A TOP-DOWN PROCESS:**

- If not framed in a **broader strategy of territorialization** stemming from the key territorial SSE actors, a CitESS risks being a top-down operation. It is necessary to work so that the pole fits into the territorial context and that it is designed directly by the territorial actors themselves.

**FAVOUR A COMMUNITY-OWNED CITESS MODEL:**

- It is crucial to properly frame the CitESS set-up in a **broader strategy of territorialization** stemming from the key territorial SSE actors. A delicate and essential step is facilitating stakeholders' agreement over a **common and owned definition of SSE and of a CitESS charter of principles** which suits the **territory**, its **context**, and its **communities**.





## 4.1.7 Useful contacts



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## 4.2

# MULTI-ACTOR AND MULTI-LEVEL COLLABORATION FOR SOCIAL ENTERPRISE

## IMPACT GROWTH:

# PAIR TO GROW – COACH TO GROW CAPACITY BUILDING STRATEGY

### EXECUTIVE SUMMARY

This Roadmap was elaborated within the framework of the **ENI CBC Med MedRiSSE project** (*Replicable Innovations of SSE in the provision of services and creation of decent jobs in the post covid-19 crisis recovery*) and it analyses the pilot experience of the **Pair to Grow - Coach to Grow** capacity building strategy designed and coordinated by Impact Hub Network and Oxfam Italy, and implemented under the European Union (EU) funded **MedUp! project** (*Promoting social entrepreneurship in the Mediterranean region*, 2018-2022. Ref: EuropeAid/155554/DH/ACT/Multi) in six MENA countries, namely Egypt, Morocco, Jordan, Lebanon, Tunisia, and Palestine.

Through a **triangulated support system** including targeted **Social Enterprises (SE)**, their “paired” **Social Enterprise Support Organisation (SESO)** and third-party **Coaches**, the capacity building strategy proves to be a **good Social and Solidarity Economy practice** when it comes to supporting SEs’ **business growth** and **scale-up** through **multi-actor** and **multi-level collaboration** and **partnerships**.

With a view to the potential **replicability** of the strategy, this Roadmap retraces and analyses the overall process, the key phases and respective main actors, resources, and actions, which allowed the implementation of the practice. Key determinants to replicate the strategy, as well as potential risks and respective mitigation measures, complete the overall assessment of **Pair to Grow - Coach to Grow** experience for those readers who might be interested or even considering embarking on a similar experience elsewhere.

In a nutshell, the **three-months capacity building support program** entailed a **first matching phase** where the social enterprises were “paired” with the most suitable SESOs, and the SE-SESO “pairs” were then assigned an international third-party **Coach**.

During a **second phase** of the program, once the three-party group was established, the SESOs provided tailored support to the SEs to design a medium/long-term growth plan. Throughout the process, SESOs were also supported through bilateral and tailored mentorship and guidance provided by the third-party Coaches. A **third phase** focuses on the **key sustainability measures** of the strategy which are likely to provide long-term positive results, such as the **large-scale Networking & Pitching event** concluding the support program and gathering public and private investors and key actors coming from the business sector, international cooperation donors, financial and philanthropy institutions.

Given its strong incentive for **multi-actor** and **multi-level collaboration** strengthening the **Social and Solidarity Economy**, the accumulated experience through the Pair to Grow - Coach to Grow capacity building strategy can be capitalised to export the model to other territories.

In addition to the necessary **financial resources** needed for the implementation of the capacity building strategy, **key contextual determinants** for a positive replication of the practice may be summarized as follows:

- Relying on a certain level of **entrepreneurial culture** favouring actors’ propensity to have a **collaborative attitude**, and an **open-minded** approach to **innovation** and **change**.
- Relying on a minimum level of **social capital** allowing actors from different ecosystem levels to work together to effectively achieve a common purpose, building on **mutual trust, collaboration, openness, and respect for one another**.
- Counting on the existence of a **basic legal framework** governing the marketplace, the economic actors, and their activities.
- Having on board **stable SEs**, strongly committed to their social goals, financially sustainable, and ready to move to the growth stage.
- Counting on **capable SESOs**, strongly committed to their social goals, competent in the specific **business sectors** of the targeted SEs and having **strategic networks** with key **multi-level and multi-sector** actors of the (social) entrepreneurship ecosystem that can be leveraged to support the growth of the SEs’ business and their social impact.
- Having access to **key social, environmental, and economic data** to conduct SEs’ business and market analysis and to elaborate the SEs’ growth plans.
- Relying on all key **economic hard infrastructures** and **services** needed by the SEs and SESOs to be operative and to be able to grow in their market.
- Relying on a minimum level of **digitalisation** and access to **digital infrastructure** should supported SEs belong to/aim to shift toward the **digital economy sector** or rely/plan to rely on the digital infrastructure for the production/delivery of their services.

When replicating the Pair to Grow - Coach to Grow capacity building strategy, some potential risks/challenges need to be accounted for, prevented, or mitigated. For examples, practitioners may find themselves confronted by the fact that SESOs may **lack true commitment** to support the achievement of SEs’ goals. In that case, it is key to i) ensure an effective **selection process** of SESOs participating to the



## 4.2 Pair to Grow – Coach to Grow capacity building strategy

capacity building programme, ii) carry out a **participatory** process when **matching** SE-SESO-third party teams, and (iii) follow a regular and effective **monitoring** system throughout the entire capacity-building programme. These actions are key also to avoid the potential **mismatch** between working teams (paired SE-SESO & third-party Coaches) in terms of, for example, collaboration, communication, human and/or professional compatibility (i.e., working methods and standards), business sector and pursued goals, among others. Another potential risk that may occur is SEs' "**non-readiness**" of their business development stage for the Pair to Grow - Coach to Grow capacity building strategy. Also in this case, effective SEs' **selection process** and regular **monitoring** can help avoid incurring in such challenge. Finally, third-party Coaches' "**interference**" in the SE-SESO support relationship may create some undesired dynamics within the work teams. In this case, setting clear **governance rules** within the SE-SESO "pairs" & third-party Coaches can be crucial to ensure fruitful working dynamics.

SSE practitioners, policymakers and local administrations searching for ways to contribute to the sustainable and inclusive development of their territories by means of supporting the local social entrepreneurship ecosystems may consider replicating the Pair to Grow-Coach to Grow capacity building strategy provided that key determinants are in place and the process is well adapted to their specific context.

## 4.2.1

# THE GOOD PRACTICE

The Pair to Grow-Coach to Grow capacity building strategy proves to be a good Social and Solidarity Economy practice when it comes to supporting Social Enterprises' business growth and scale-up through multi-actor and multi-level collaboration and partnerships.

Pair to Grow-Coach to Grow was the final capacity building action designed and coordinated by [Impact Hub Network](#) and [Oxfam Italy](#) during the last year of the EU-funded MedUP! project ("*Promoting social entrepreneurship in the Mediterranean region*", Ref: EuropeAid/155554/DH/ACT/Multi). The latter was led by Oxfam Italy and implemented by European and Southern Mediterranean partners in Morocco, Tunisia, Egypt, Jordan, Lebanon, Palestine, from March 2018 to August 2022<sup>10</sup>.

Capitalizing on the knowledge shared and the competences acquired by the project beneficiary Social Entrepreneurship Support Organizations (SESOs) in the previous three years of the project, the Pair to Grow-Coach to Grow capacity building strategy entailed a solid collaboration between beneficiary Social Enterprises (SEs) and SESOs in the design of SEs' business growth plans. Ultimately, the strategy aimed at empowering SESOs to drive the development of more enabling social entrepreneurship ecosystems.

In fact, the strategy builds on a crucial assumption that social enterprises greatly benefit from an enabling social entrepreneurship *ecosystem*, where key actors from different ecosystem *levels* (i.e., micro - SE level, meso - SESO level, macro- policy level) and even different sectors (public and private) work together achieving mutual benefits and social and economic returns for the community as a whole. The strategy also builds on a key learning which was consolidated through years of project implementation, namely that both SEs and SESOs benefit more from *tailored* and *one-to one* support service or program than from standardised group trainings.

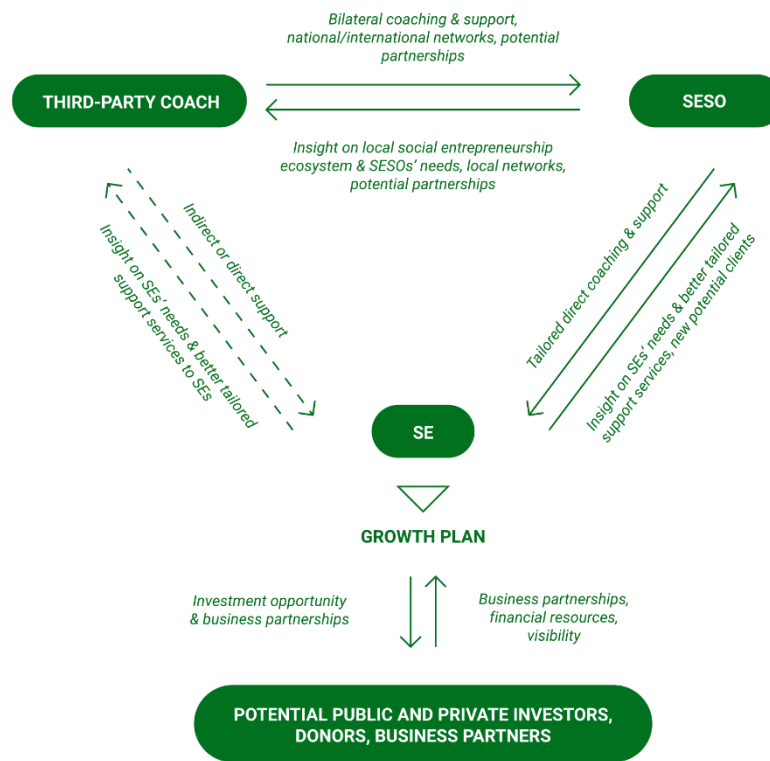
More specifically, the Pair to Grow-Coach to Grow capacity building strategy entailed an interrelated and triangulated support system which included a SE, a "paired" SESO and a third-party Coach (in the case of MedUp!, an international social entrepreneurship expert from Impact Hub partner), as summarised in the graph below.

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<sup>10</sup> For more information on the project, please refer to MedUp! webpage at <https://www.oxfamitalia.org/medup/>.

## 4.2.1 The good practice - Pair to Grow – Coach to Grow capacity building strategy

Overview of the Pair-To-Grow strategy



Source: ARCO

The **three-months support program** entailed a first **matching phase** where each social enterprise was “paired” with the most suitable SESO according to the SE’s business sector, social goal, business development stage, type of support service/s needed. The SE-SESO “pair” was then assigned a third-party International **Coach**. Once the three-party group was established, **each SESO provided tailored support to the SEs** to design a **medium/long-term business growth plan**. Throughout the process, each SESO was also supported through **bilateral** and **tailored mentorship** and guidance provided by the third-party Coaches. At the end of the support programme, the SEs presented their growth plans during a **large-scale regional Networking and Pitching event** gathering public and private investors, international cooperation donors, financial and philanthropy institutions, and key actors of the (social) entrepreneurship sector

Pair to Grow – Coach to Grow proved to be an **innovative practice** as it promoted a viable alternative to the usual unilateral and often standardised support programs for SEs financed by cooperation projects. Through its **multi-level approach** incentivising **first-hand action and collaboration** between national and international actors from **different social entrepreneurship ecosystem levels**, the strategy favours:

Increased financial/business and **soft skills** and **capacity** for **SEs** to identify and plan their impact growth strategy/ies.

Improved **SEs’** exposure and **visibility** to potential business partners, public and private investors, and funding institutions.

#### 4.2.1 The good practice - Pair to Grow – Coach to Grow capacity building strategy

Strengthened know-how and capacity for **SESOs** to provide **quality support services** for SEs.

Strengthened SESOs' **awareness** of their potential leading and strategic role as **drivers** of their SSE ecosystem development.

Created/ strengthened **connections** between **multi-level** and **multi-sector** actors orbiting or making up the social entrepreneurship ecosystems, both nationally and internationally.

**Ownership** and **mutual accountability** of the support process on the part of local ecosystem actors (the SESOs deliver the capacity building to SEs as opposed to project direct and separate support to SEs and SESOs).

The Pair to Grow – Coach to Grow pilot experience was successful and largely appreciated by both targeted actors (SEs and SESOs) and MedUP! project implementors. Moreover, it was piloted simultaneously in six different MENA countries, which can be considered as a positive indicator of **feasible replicability** in future interventions also in other contexts.

In the following sections, the Roadmap retraces and analyses the key phases, and respective main actors, resources, and actions, which led to the pilot implementation of the Pair to Grow – Coach to Grow capacity building strategy. Key determinants to replicate the practice, as well as potential risks and respective mitigation measures, complete the overall assessment of the strategy for those readers who might be interested or even considering embarking in a similar experience elsewhere.



# 4.2.2

## THEORY OF CHANGE

### TRIGGERING ELEMENT

In the MENA countries targeted by MedUP! project the social entrepreneurship ecosystems face common key gaps and challenges. Among others, SEs lack specific and tailored technical support services and face rooted challenges in accessing financial support. Moreover, the actors from the micro and meso levels of the social entrepreneurship ecosystems struggle to strengthen deeper connections which would mutually benefit their business and catalyse their social and economic impact. In response, the Pair to Grow - Coach to Grow strategy addressed the three above challenges by adopting a **multi-level approach** which incentivises **first-hand and tailored support and collaboration** between SEs and SESOs, as well as strategic connection with key ecosystem actors.



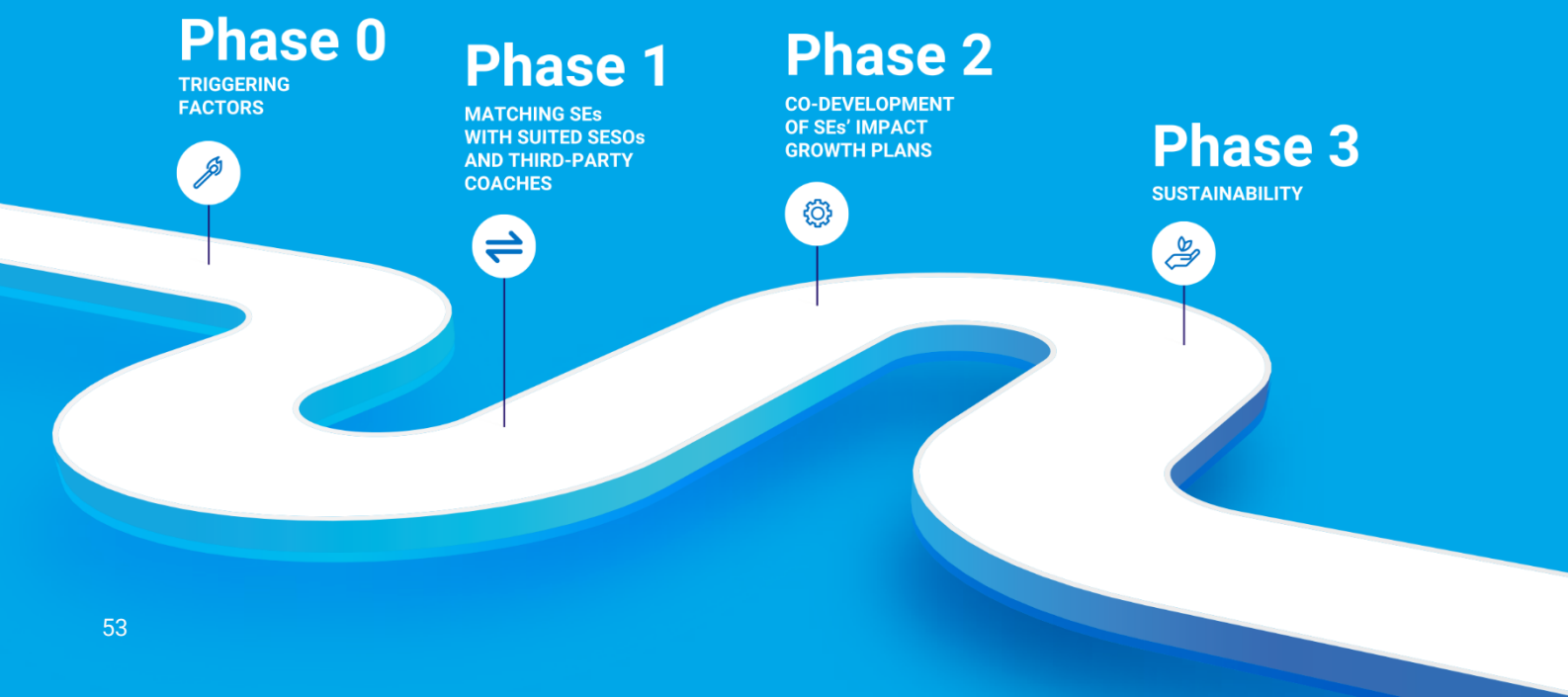
## 4.2.3 THE PROCESS

For the purpose of this Roadmap, 4 key phases of the process enabling the Pair to Grow – Coach to Grow experience were identified and analysed, starting from the triggering factors (Phase 0) to planning (Phase 1), implementation (Phase 2) and, finally, sustainability phase (Phase 3), identifying for each key actors, resources, and activities.

In summary, the Pair to Grow – Coach to Grow capacity building programme entailed a **first matching phase** where each social enterprise was “paired” with the most suitable SESO and the SE-SESO “pair” were then assigned a third-party **Coach**.

During a **second phase** of the programme, once the three-party groups were established, SESOs provided tailored support to the SEs over a defined period (approximately 3 months) to design a medium/long-term growth plan. Throughout the process, SESOs were also supported through bilateral and tailored mentorship and guidance provided by the third-party Coach.

A **third phase** focuses on the **key sustainability measures** of the strategy which are likely to provide long-term positive results.





## PHASE 0. TRIGGERING FACTORS

### Insights from the intervention

Four years and a half experience of MedUP! project consolidated an evidence-based understanding of the key gaps and challenges of the targeted MENA countries' social entrepreneurship ecosystems. Albeit their stage of development greatly varies from one country to another, common obstacles can be identified in the following, among others:

- Lack of **tailored technical support services specifically for SEs**, for all their **business development stages**, from ideation to growth phase.
- Loose (or absent) **connection and collaboration** (in business terms) between micro level (SEs) and meso level actors (support organisations such as business incubators, accelerators).
- SEs' challenging **access to finance**.

In response to the above and building on the learnings and challenges of the previous 3 years of MedUP! implementation, the Pair to Grow - Coach to Grow strategy piloted a cross-cutting programme connecting different levels of the project intervention (micro and meso levels) and different targeted beneficiaries (SEs and SESOs) addressing the three above challenges simultaneously. Adopting a **multi-level approach** which incentivises **first-hand and tailored support and collaboration** between SEs and SESOs, and connects key ecosystem actors, the strategy piloted an **innovative practice** promoting a viable alternative to the usual unilateral and often standardised support programs for SEs.

### Self-assessment questions

- Are there enterprises whose main objective is to achieve social impact (hereinafter **SEs**) in your territory?
- What are the main **challenges** that SEs face in your territory?
- Are there organisations in your territory offering **support programs/services** for entrepreneurs? And **specialised** support to SEs (hereinafter SESOs)? Are these organisations offering support for all **stages** of business development?
- Do SEs in your territory know where to turn to for support services? Are the latter appropriate to address the SEs' needs?
- Do SEs in your context have **access to funding opportunities?** (i.e., national or international donors, private or public investors, financial institutions)
- How would you assess the level of **interconnection** between (potential) key actors of the social entrepreneurship ecosystem in your territory? How would you assess its **stage of development?**





## PHASE 1. PLANNING: MATCHING SEs WITH SUITED SESOs AND THIRD-PARTY COACHES

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN ACTORS

In the first **matching phase** of the capacity building programme, the following key actors were involved:

- MedUp! **project staff** (both EU and MENA partners)

- Make sure your staff team has appropriate **skills** and **expertise** in social entrepreneurship, business development and impact growth, training skills to prepare the third-party coaches, capacities to plan and coordinate capacity building programs, communication, and facilitation skills to mediate between the SE-SESO “pairs”.

- Can you rely on a staff team having the appropriate **skills** and **expertise** to run the capacity building programme? Are they competent in social entrepreneurship, business development and impact growth? Do they have appropriate training expertise to prepare the third-party coaches for the capacity building programme? Do they have the capacity to plan and coordinate capacity building programs? Do they have the necessary communication and facilitation skills to mediate between the SE-SESO “pairs”?

- **6 International Coaches** selected from the European project partner Impact Hub Network.

- Select third-party coaches having the appropriate **skills** and **expertise** in social entrepreneurship, business development and impact growth. A solid knowledge of the local/national context is highly recommended. Additionally, make sure they are properly trained on how to deliver **effective coaching and mentoring** to oversee a capacity building programme targeting SEs. Ensure they have appropriate **communication and facilitation skills** to effectively mediate between the SE-SESO “pairs”.

- Can you count on third-party coaches having the appropriate **skills** and **expertise** in social entrepreneurship, business development and impact growth? Are they knowledgeable of the local/national context? Do they have needed **coaching and mentoring capacities** to oversee capacity building programs? Do they have appropriate **communication and facilitation skills** to mediate between the SE-SESO “pairs”?





## PHASE 1. PLANNING: MATCHING SEs WITH SUITED SESOs AND THIRD-PARTY COACHES

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN ACTORS

• 17 MedUP! **beneficiary SEs** selected according to the following criteria:

- SEs strongly pursuing **social goals**.
- SEs showcasing promising **financial sustainability**.
- SEs having successfully passed the start-up phase and having consolidated a certain degree of **stability**.
- SEs ready and wishing to move their business to the **growth** phase.
- SEs having a business model showcasing a promising **scalability** and **development** potential.
- SEs capable and keen on establishing new **connections** and **partnerships** for their growth stage.

• To make sure you **select SEs** which are well-aligned with and best suited and ready for the purpose of the capacity building programme, set **effective, strategic, and purpose-oriented criteria**.

The latter should include:

- Strong commitment to the pursuance of **social goals**.
- A certain degree of **financial stability**.
- **Stable** business development stage.
- Readiness and propensity to move to the business **growth stage**.
- Business model potential to **scale-up**.
- Readiness and propensity to establish new **connections** and **partnerships** for the growth stage.

• Which are the most **effective, strategic, and purpose-oriented criteria** that can allow you to select SEs which are well-aligned with and best suited and ready for the purpose of the capacity building programme?

- Are the candidate SEs strongly driven by **social goals**?
- Are they **financially sustainable**?
- Have the candidate SEs reached a confident and **stable** business development stage?
- Are they ready to and keen on moving forward to the **growth stage**?
- Do candidate SEs' business model have the **potential to scale-up**?
- Are they ready to and keen on consolidating strategic **connections** and **partnerships** for their business impact growth?



## PHASE 1. PLANNING: MATCHING SEs WITH SUITED SESOs AND THIRD-PARTY COACHES

## Insights from the intervention

## Suggested actions

## Self-assessment questions

## MAIN ACTORS

• 17 MedUP! **beneficiary SESOs** selected according to the following criteria:

- SESOs having showcased greater **engagement** in MedUP! activities in the previous years of the project, therefore truly committed to support the **Social and Solidarity Economy** and to help **social enterprises** to expand their business and social impact.
- SESOs having **good and strategic networks** and knowledgeable about national and international opportunities for SEs (i.e., national and international donors and funding mechanisms, financial institutions, private investors, other potential business partners, other business support organisations). (preferably) SESOs having **experience** in the **specific business sectors** of the selected SEs.

• To make sure you **select appropriate SESOs** to be paired with identified SEs to deliver the capacity building programme, set **effective, strategic, and purpose-oriented criteria**. The latter should include:

- Strong **mission** and **commitment** to support the **Social and Solidarity Economy** and to help **social enterprises** to expand their business and social impact.
- Having **consolidated and strategic networks** with key private and public actors that can be leveraged to support the SEs' business impact growth in your territory as well as abroad (i.e., national and international donors and funding mechanisms, financial institutions, private investors, other potential business partners, other business support organisations). (preferably) Having consolidated **experience** in the **specific business sectors** of the selected SEs.

- Which are the most **effective, strategic, and purpose-oriented criteria** that can allow you to **select appropriate SESOs** to be paired with identified SEs to deliver the capacity building programme?
- Are the candidate SESOs truly committed to the **Social and Solidarity Economy**? Are they driven by the aim to support **social enterprises** to expand their business and social impact?
- Can they leverage **consolidated and strategic networks** with key private and public actors to support the SEs' business impact growth in your territory as well as abroad? (i.e., national and international donors, financial institutions, private investors, other potential business partners, other business support organisations)
- Do candidate SESOs have consolidated **experience** the **specific business sectors** of the selected SEs?



## PHASE 1. PLANNING: MATCHING SEs WITH SUITED SESOs AND THIRD-PARTY COACHES

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN RESOURCES

In the first **matching phase**, the following key resources were deployed:

- **Human resources** entailing (for project staff and third-party coaches) appropriate **skills** and **expertise** in social entrepreneurship, business development and growth, capacities to plan and coordinate capacity building programs, communication and facilitation skills to mediate between the SE-SESO “pairs”.

- **Financial resources** coming from the MedUP! project funding which were necessary to cover both the project staff overseeing the capacity building program, as well as SESO’s coaching service to their paired SEs.

- Make sure your staff team and selected third-party coaches have the appropriate **skills** and **expertise** in social entrepreneurship, business development and impact growth, capacities to plan and coordinate capacity building programs, communication, and facilitation skills to mediate between the SE-SESO “pairs”.

- Make sure you can **intercept appropriate financial resources** to cover both the project staff and third-party coaches overseeing the capacity building program, as well as SESO’s coaching services to their paired SEs. The latter is crucial to drive **positive dynamics** in the local **social entrepreneurship ecosystem** where SESOs’ services should be recognised (and paid) for their marketable services (not charitable support to SEs).

- Do your staff team and selected third-party coaches have the appropriate **skills** and **expertise** for the capacity building programme? Are they competent in social entrepreneurship, business development and impact growth? Do they have the training expertise to prepare the third-party coaches for the capacity building programme? Do they have the capacity to plan and coordinate capacity building programs? Do they have the necessary communication and facilitation skills to mediate between the SE-SESO “pairs”?

- Can you intercept **appropriate financial resources** to cover the project staff and third-party coaches overseeing the capacity building program? Are SESOs in your territory (adequately) paid for the business support services they offer to SEs? Can you secure appropriate (compared to the market price in your context) financial resources to cover SESO’s delivery of the capacity building programme to their paired SEs?



## PHASE 1. PLANNING: MATCHING SEs WITH SUITED SESOs AND THIRD-PARTY COACHES

Self-assessment questions

Self-assessment questions

Self-assessment questions

## MAIN ACTIVITIES

In the first **matching phase**, the following key activities were undertaken:

- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"> <li>• <b>Selection of 16 SEs</b> according to the criteria listed previously.</li> <li>• <b>Selection of 16 SESOs</b> according to the criteria listed previously.</li> <li>• <b>Selected SEs</b> were “paired” with the most suitable <b>SESOs</b> (one SESO per each SE) according to the SE’s business sector, pursued social goal, business development stage, and degree of needed support to elaborate business impact growth plans.</li> <li>• MedUP! partner Impact Hub <b>identified</b> the 6 <b>International Coaches</b> assigned to mentor and coach the SESOs and to supervise the SESO-SE “pair” throughout the overall capacity building programme and the design of SEs’ growth plans.</li> </ul> | <ul style="list-style-type: none"> <li>• To make sure you <b>select enterprises</b> which are well-aligned with and best suited and ready for the purpose of the capacity building programme, set <b>effective, strategic, and purpose-oriented criteria</b>, as the ones suggested previously.</li> <li>• To make sure you <b>select appropriate SESOs</b> to be paired with identified SEs to deliver the capacity building programme, set <b>effective, strategic, and purpose-oriented criteria</b>, as the ones suggested previously.</li> <li>• Pair identified enterprises with the most suitable <b>SESOs</b> -one SESO per each SE- according to their business sector, pursued social goal, business development stage, and degree of needed support to elaborate business impact growth plans.</li> <li>• Select <b>third-party coaches</b> assigned to coach and mentor the SESOs and to supervise the SESO-SE “pair” throughout the overall capacity building programme and the design of SEs’ growth plans. Make sure they are appropriately skilled in social entrepreneurship, business development, and impact growth, appropriately knowledgeable of the local contexts, and having good communication and facilitation skills to effectively mediate between the SE-SESO “pairs”.</li> </ul> | <ul style="list-style-type: none"> <li>• Which are the most <b>effective, strategic, and purpose-oriented criteria</b> that can allow you to select the enterprises which are well-aligned with and best suited and ready for the purpose of the capacity building programme?</li> <li>• Which are the most <b>effective, strategic, and purpose-oriented criteria</b> that can allow you to <b>select appropriate SESOs</b> to be paired with identified enterprises to deliver the capacity building programme?</li> <li>• Which SESOs are best suited for each targeted SE according to their business sector, pursued social goal, business development stage, and degree of needed support to elaborate business impact growth plans?</li> <li>• Can you identify <b>third-party coaches</b> having the appropriate skills and expertise to coach and mentor the SESOs and to supervise the SESO-SE “pair” throughout the overall capacity building programme and design of SEs’ growth plans? Are they appropriately skilled in social entrepreneurship, business development and impact growth? Are they sufficiently knowledgeable of the local contexts? Do they have appropriate communication and</li> </ul> |
|---|---|---|



facilitation skills to mediate between the SE-SESO “pairs”

## PHASE 1. PLANNING: MATCHING SEs WITH SUITED SESOs AND THIRD-PARTY COACHES

Self-assessment questions

Self-assessment questions

Self-assessment questions

### MAIN ACTIVITIES

• MedUP! partner Impact Hub delivered an online **preliminary training to identified International Coaches** to prepare them for the coaching programme and to align them with the programme objective. In addition, key contents (and respective guiding questions) to be later identified through the SEs’ impact growth plans were defined.

• The SE-SESO “pair” were then assigned an **International Coach**.

• **SESOs** were **hired** by MedUP! project to deliver the capacity building programme to SEs, and to co-develop SEs’ impact growth plans.

• Ensure that **third-party coaches** are **preliminarily trained** to deliver and to oversee the capacity building programme, and to ensure they are well aligned with the programme objective. Make sure you define the key contents the SEs’ impact growth plans should include. Setting key guiding questions can be helpful to later guide SEs when elaborating their growth plans.

• Assign the most suitable **third-party coach** to each SE-SESO “pair”.

• **Hire identified SESOs** to deliver the capacity building programme to SEs upon payment of an agreed and suitable market price. This step is crucial to drive **positive dynamics** in the local social entrepreneurship **ecosystem** where SESOs’ services should be recognised (and paid for) their marketable services, (not charitable support to SEs).

• How can you ensure that selected **third-party coaches** are well aligned with the programme objective and well-prepared to deliver and to oversee the capacity building programme? Are they aligned on the key contents that the SEs’ impact growth plans should include? In this regard, can a **preliminary training** programme benefit third-party coaches?

• Who are the most suited **third-party coaches** for each SE-SESO “pair”?

• Can **signing a contract** with selected SESOs ensure their professional and effective delivery of the capacity building programme to SEs? What is the **average price** for a comparable business support programme in your context? Do you think it is an appropriate price to allow SESOs’ financial sustainability in the marketplace? Do you think it is an appropriate price to incentivise SESOs to start or to keep delivering support services to SEs? Can you offer them a fair market price or, if not existing in your context, a price which you assess as appropriate to drive positive dynamics in the social entrepreneurship ecosystem in your context?



## PHASE 2. IMPLEMENTATION: CO-DEVELOPMENT OF SEs' IMPACT GROWTH PLANS

Insights from the intervention

Suggested actions

Self-assessment questions

### MAIN ACTORS

The actors engaged in the second phase of the capacity building programme continue to be the same as in Phase 1, that is: MedUp! project staff, 6 International Coaches, 17 MedUP! beneficiary SEs and 17 MedUP! beneficiary SESOs.

### MAIN RESOURCES

In the second **phase** of the capacity building programme, the following key resources were leveraged:

#### • Human resources:

- |   |   |  |
|---|---|--|
| <ul style="list-style-type: none"> <li>- International coaches having appropriate <b>skills</b> and <b>technical expertise</b> in social entrepreneurship in the different contexts, business development and growth, <b>mentoring</b> and <b>coaching capacities</b> to oversee and support the capacity building program, <b>communication</b>, and <b>facilitation skills</b> to mediate between the SE-SESO "pairs".</li> <li>- Engaged SEs and SESOs having a <b>positive collaborative attitude</b>, <b>entrepreneurial mindset</b>, <b>open-minded</b> approach to <b>innovation</b> and <b>change</b>, a wise entrepreneurial <b>risk-loving</b> attitude, and being strongly committed to <b>social</b> and <b>environmental goals</b>.</li> </ul> | <ul style="list-style-type: none"> <li>• Make sure your selected third-party coaches have the appropriate <b>skills</b> and <b>technical expertise</b> in social entrepreneurship, business development and growth, <b>mentoring</b> and <b>coaching capacities</b> to oversee and support the capacity building program, <b>communication</b>, and <b>facilitation skills</b> to mediate between the SE-SESO "pairs".</li> <li>• Make sure your selected SEs and SESOs have a <b>positive collaborative attitude</b>, <b>entrepreneurial mindset</b>, <b>open-minded</b> approach to <b>innovation</b> and <b>change</b>, a wise entrepreneurial <b>risk-loving</b> attitude, and being strongly committed to <b>social</b> and <b>environmental goals</b>.</li> </ul> | <ul style="list-style-type: none"> <li>• Do your selected third-party coaches have the appropriate <b>skills</b> and <b>expertise</b> for the capacity building programme? Are they competent in social entrepreneurship, business development and impact growth? Do they have appropriate <b>mentoring</b> and <b>coaching capacities</b> to oversee and support the capacity building program? Do they have the necessary communication and facilitation skills to mediate between the SE-SESO "pairs"?</li> <li>• Do your selected SEs and SESOs have a <b>positive collaborative attitude</b>, <b>entrepreneurial mindset</b>, <b>open-minded</b> approach to <b>innovation</b> and <b>change</b>, a wise entrepreneurial <b>risk-loving</b> attitude? Are they strongly committed to <b>social</b> and <b>environmental goals</b>?</li> </ul> |
|---|---|--|



## PHASE 2. IMPLEMENTATION: CO-DEVELOPMENT OF SEs' IMPACT GROWTH PLANS

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN RESOURCES

• **Key data** on the targeted SEs' current **business activities, performance, and strategy** (i.e., business plan, governance model, inventory, financial reports, communication strategy, marketing plan, brand identity).

• **Key social, environmental, and economic data** needed to conduct SEs' business and market analysis to elaborate the SEs' growth plans.

• **Financial resources** coming from the MedUP! project funding which were necessary to cover the project staff and the International Coaches overseeing the capacity building program, as well as SESO's coaching service to their paired SEs.

• Make sure coaching SESOs have access to **key data** on the targeted SEs' current **business activities, performance, and strategy** (i.e., business plan, governance model, inventory, financial reports, communication strategy, marketing plan, brand identity).

• **Key social, environmental, and economic data** is needed to conduct SEs' business and market analysis. The latter is key to have solid and grounded basis for the assessment of the business and social impact scaling strategies and to elaborate the SEs' growth plans accordingly.

• Make sure you can **intercept appropriate financial resources** to cover both the project staff and third-party coaches overseeing the capacity building program, as well as SESO's coaching services to their paired SEs.

• Can targeted SEs provide their coaching SESOs with key data on their current **business activities, performance, and strategy?** (i.e., business plan, governance model, inventory, financial reports, communication strategy, marketing plan, brand identity)

• Can you access **social, environmental, and economic key data** to conduct SEs' business and market analysis? Is such data sufficient to run a comprehensive assessment of the SEs' business and social impact scaling strategies and to elaborate their growth plans?

• Can you intercept **appropriate financial resources** to cover the project staff and third-party coaches overseeing the capacity building program? Can you secure appropriate (compared to the market price in your context) financial resources to cover SESO's delivery of the capacity building programme to their paired SEs?



## PHASE 2. IMPLEMENTATION: CO-DEVELOPMENT OF SEs' IMPACT GROWTH PLANS

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN RESOURCES

• **Training resources:** MedUP! project provided supporting tools for the capacity building programme such as the **Impact Hub Toolkit: "Scaling and Replication: a way to grow your impact"**<sup>11</sup>, and the **Growth Plan template** (namely, a Power Point template presentation for SEs to fill, prepare, and showcase during the final Pitching & Networking event).

• **Monitoring tools:** MedUP! project provided **monitoring template materials**, namely *the Diary of Support of the SEs* and a *Coaching Diary*, that were regularly filled out by the actors after each SE-SESO and SESO-Coach working session throughout the entire process.

• Providing **common quality training resources** (i.e., toolkits, guidelines, slides, papers, relevant references) greatly benefit SEs and SESOs engaged in the capacity building programme as they can build on a **common solid knowledge base and reference** to which they can turn to at any point of the process. Additionally, providing **templates** for the foreseen **deliverable/s** of the capacity building programme helps aligning actors' expectation of the work to be done and its attended output/s.

• Providing **common and user-friendly monitoring tools and templates** to engaged actors greatly facilitates the monitoring of each session, exchange, and action of the capacity building programme so that all the undertaken steps of the process can be retraced for **analysis, capitalization, and** real-time and future **improvement**.

• Which **training resources** could benefit SEs and SESOs to deliver the Pair to Grow – Coach to Grow capacity building programme in your context? What kind of training material can provide a **common and solid knowledge base and reference** to which they can turn to at any point of the process, when needed?

• What kind of **common monitoring tools and templates** could be user-friendly and effective for engaged actors in your context? Which key information should you collect to effectively monitor each session, exchange, and action of the capacity building programme so that all the undertaken steps of the process can be retraced for **analysis, capitalization, and** real-time and future **improvement**?

<sup>11</sup> The 2021 MedUP! Toolkit is freely accessible on the Opportunities 4 MENA Youth knowledge platform: <https://o4my.org/wp-content/uploads/2021/12/A-way-to-grow-your-impact-MedUP-Toolkit.pdf> as well as on Impact Hub website: <https://www.impacthub.net/wp-content/uploads/2021/12/A-way-to-grow-your-impact-MedUP-Toolkit.pdf>.





## PHASE 2. IMPLEMENTATION: CO-DEVELOPMENT OF SEs' IMPACT GROWTH PLANS

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN RESOURCES

• **Digital infrastructure** (tech devices, internet service, and communication applications/software): Pair to Grow – Coach to Grow capacity building programme was entirely carried out **online**, so all communication exchanges and working sessions were held via online channels such as WhatsApp, e-mail, Zoom.

• If you are delivering the capacity building online, make sure all engaged actors have access to a proper **digital infrastructure**, including **internet service**, **tech devices** (computer, smartphones), and **online communication applications/software** (i.e., WhatsApp, e-mail, Zoom, Gmeet).

• If delivering the capacity building online, do all your engaged actors have access to a proper **digital infrastructure**? Do they have access to **internet service**? Do they have access to **tech devices** (computer, smartphones)? Are they confident in using **online communication applications/software** (i.e., WhatsApp, e-mail, Zoom, Gmeet)?

## MAIN ACTIVITIES

Once the SE-SESO “pairs” were formed and each assigned to an International Coach, and contracts with SESOs signed, the capacity building programme begun its **core implementation phase**. Key features of this stage were the following:

• An **introductory collective workshop** was organised for all SE-SESO “pairs” to present and launch the programme, to clarify its objectives, the timeframe, and the expected final outputs, as well as to explain the available supporting tools (i.e., Impact Hub Toolkit: “*Scaling and Replication: a way to grow your impact*”<sup>12</sup> and growth plan template) and key guidelines and instructions for the pairs’ work.

• Once all SE-SESO “pairs” are formed and assigned to their third-party Coaches, plan for an **introductory meeting** clarifying the capacity building programme objectives, timeframe, and final outputs. Also, it can be useful to explain how to make good use of all available supporting tools and materials (if any) during the programme, and to provide all necessary guidelines and detailed instructions. The sooner you provide extensive clarifications and detailed instructions to engaged actors, the greater the

• Once the planning phase is completed and “pairs” are formed, are you sure all actors are aligned on the programme objectives and the work to be done? Can engaged actors benefit from an **introductory** (online or in-person) **meeting** clarifying the objectives, the timeframe, and the expected final outputs of the capacity building programme? Can actors benefit from a clear presentation of available supporting tools and materials for the programme (if any)? What are the key guidelines and instructions that you can provide to ensure actors

<sup>12</sup> The 2021 MedUP! Toolkit is freely accessible on the Opportunities 4 MENA Youth knowledge platform: <https://o4my.org/wp-content/uploads/2021/12/A-way-to-grow-your-impact-MedUP-Toolkit.pdf> as well as on Impact Hub website: <https://www.impacthub.net/wp-content/uploads/2021/12/A-way-to-grow-your-impact-MedUP-Toolkit.pdf>.



chances of the capacity building programme successfully meeting its objectives.

successfully follow the programme and that objectives will be met?

## PHASE 2. IMPLEMENTATION: CO-DEVELOPMENT OF SEs' IMPACT GROWTH PLANS

Insights from the intervention

Suggested actions

Self-assessment questions

### MAIN ACTIVITIES

- Each SE-SESO pair **co-decided** how to organise the **logistics** of the overall capacity building programme given a **3-month period** deadline and based on SEs' needs and objectives.

This included, for example, co-establishing the preferred/available online **exchange and communication channel/s** (i.e., WhatsApp, e-mail), the **timing** and **frequency** of exchanges (programme agenda), the **basic working "rules"** (i.e., preferred attitudes and manners to communicate with each other, ask for support, provide constructive feedback).

- **Ownership** of the process is key to achieve the ultimate objective of the capacity building programme, namely, to empower SESOs to drive the development of more enabling social entrepreneurship ecosystem. Moreover, **tailored support programmes** have largely proved to be more effective for SEs. For these reasons, it is key to leave the SE-SESO pairs to **co-decide** on their own how to organise the **logistics** of the overall capacity building programme, given a set timeframe and clear deadline, and tailored on SEs' needs and objectives. This includes, for example, co-establishing the preferred/available **exchange venue/channel and communication tools** (i.e., if in-person, the venue, if online, the specific channel/s such as WhatsApp, Zoom or e-mails), the **timing** and **frequency** of exchanges (programme agenda), the **basic working "rules"** (i.e., preferred attitudes and manners to communicate with each other, ask for support, provide constructive feedback).

- How can you incentivise the **ownership** of the overall capacity building process on the part of SESOs? How can you ensure they provide tailored support to SEs?

Once clarified the objectives, the timeframe, the deadline, and the expected outputs of the programme, is leaving the SE-SESO pairs to autonomy **co-decide** the **logistics** of the overall process a good strategy, given your context? Can you leave them as much autonomy as possible to establish, for example, the preferred/available **exchange venue/channel and communication** tools, the **timing** and **frequency** of their exchanges (programme agenda), their **basic working "rules"** (i.e., preferred attitudes and manners to communicate with each other, ask for support, provide constructive feedback)?



## PHASE 2. IMPLEMENTATION: CO-DEVELOPMENT OF SES' IMPACT GROWTH PLANS

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN ACTIVITIES

• Each SESOs provided **tailored support** to their “paired” SE **to co-elaborate their impact growth plan**. In some cases, the International Coach was asked by the SESOs and the SEs to take part in their bilateral meetings to provide external inputs and further advice on the growth plans. To co-elaborate the impact growth plans, the SESO provided support to SEs to identify answers to the following **key questions**, among others:

- *Why do SEs wish to scale their impact goal? (Social objectives and business objectives)*
- *What is the core element/s of SEs' business model, programme, or organisational purpose that they would like to scale?*
- *Are SEs ready to scale and grow their impact?*
- *Do SEs have a clear understanding and specific information about the possible scaling strategies they could pursue? Which ones better suit their impact growth objective?*

• Let the SESOs begin to deliver their **tailored support** to their “paired” SE **to co-elaborate their impact growth plan**. Should the SE-SESO pair ask for it, third-party coaches may take part in their bilateral meetings to provide external inputs and further advice on the growth plans. To co-elaborate the impact growth plans, SESOs should support SEs in identifying answers to the following key questions, among others:

- *Why do SEs wish to scale their impact goal? (Social objectives and business objectives)*
- *What is the core element/s of SEs' business model, programme, or organisational purpose that they would like to scale?*
- *Are SEs ready to scale and grow their impact?*
- *Do SEs have a clear understanding and specific information about the possible scaling strategies they could pursue? Which ones better suit their impact growth objective?*

• Can the SESOs finally begin the tailored support to their “paired” SE and start working on their **impact growth plan**?

Can SESOs support their “paired” SEs in finding good answers to key questions when working on their impact growth plan?

Examples of strategic questions are the following:

- *Why do SEs wish to scale their impact goal? (Social objectives and business objectives)*
- *What is the core element/s of SEs' business model, programme, or organisational purpose that they would like to scale?*
- *Are SEs ready to scale and grow their impact?*
- *Do SEs have a clear understanding and specific information about the possible scaling strategies they could pursue? Which ones better suit their impact growth objective?*



## PHASE 2. IMPLEMENTATION: CO-DEVELOPMENT OF SES' IMPACT GROWTH PLANS

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN ACTIVITIES

• In parallel, each SESO benefitted, in turn, from the mentorship and guidance provided by the assigned **International Coach** (6 hours in total of **bilateral and tailored coaching**). As for the SESO-SE case, each coach-SESO pair **autonomously co-decided on the logistics** of the coaching and mentoring support (i.e., communication channels, frequency of exchanges).

• To facilitate an effective **monitoring** and **reporting** of the overall capacity building programme, as well as smooth communication among all the parties (SE-SESO-Coaches-project staff) a **Diary of Support of the SEs** and a **Coaching Diary** were regularly filled out by the actors after each SE-SESO and SESO-Coach working session throughout the entire **process**. Diaries helped keep track of key information, such as, for example:

- Name of the SESO/SE/Coach participating to the session.
- Date of the session.
- Length of the session.
- Contents/issues discussed.
- Outcomes of the session.
- Next steps/actions to be undertaken by each actor.

• Make sure each SESO benefits from **bilateral and tailored coaching** from their assigned **third-party coach** throughout the capacity building programme should they need guidance (i.e., further instructions, feedback on working materials, expert advice on their support programme). As for the SESO-SE case, allow each coach-SESO pair to **autonomously co-decide on the logistics** of the coaching and mentoring support (i.e., communication channels, frequency of exchanges).

• Delivering a capacity building programme is a **process** gradually developing over time. It is key to regularly **monitor** and keep **written record** of the **progress** of the overall process so that all undertaken steps can be retraced for **analysis**, real-time and future **improvement**, and **capitalization**. Effective monitoring benefits engaged actors during the process itself, as well as other parties overseeing and assessing the programme for, perhaps, future replication. Whether through the **diary tool** or **other monitoring systems**, for each session, exchange, and action of the support programme, make sure you keep record of key information, such as, for example:

- Name of the SESO/SE/Coach participating to the session/undertaking the action.
- Date of the session/action.
- Length of the session.
- Contents/issues discussed.

• How can **third-party coaches** best support SESOs' work? Would SESOs benefit from **bilateral and tailored guidance** (i.e., further instructions, feedback on working materials, expert advice on their support programme), if needed? Can you leave SESOs and coaches as much freedom as possible to **autonomously co-decide on the logistics** of the coaching and mentoring support? (i.e., communication channels, frequency of exchanges)

• How can you make sure you can retrace all undertaken steps of the capacity building programme for **analysis**, real-time and future **improvement**, and **capitalization**? How can you best structure a monitoring plan to regularly **monitor** and keep **written record** of the **progress** of the overall process? Can the diary tool regularly filled by SEs, SESOs and third-party coaches be an effective system? Which is the key information you should monitor and keep record of throughout the capacity building programme? For each session, exchange, and action of the support programme, can you keep record of key information, such as, for example:

- Name of the SESO/SE/Coach participating to the session/undertaking the action.
- Date of the session/action.
- Length of the session.
- Contents/issues discussed.
- Outcomes of the session/action.



#### 4.2.3 The Process – Pair to Grow – Coach to Grow capacity building strategy

- Outcomes of the session/action.
- Next steps/actions to be undertaken by each actor.
- Also, keeping track of **new contacts/partnerships** that SEs have established with promising actors during the process can be another example of useful progress indicator to monitor throughout the programme.
- Next steps/actions to be undertaken by each actor.
- New contacts/partnerships that SEs have established with promising actors during the process.





## PHASE 3. SUSTAINABILITY PHASE: FOSTERING CONCRETE BUSINESS OPPORTUNITIES FOR SES' SUSTAINABLE GROWTH

Insights from the intervention

Suggested actions

Self-assessment questions

## a) ECONOMIC &amp; SOCIAL SUSTAINABILITY

• **Supporting SEs' scaling and future growth strategies:** the elaboration of SEs' future growth plans is, at the same time, one of the objectives of the capacity building programme, one of its direct outputs, and an **intrinsic sustainability measure** of the strategy. In fact, the growth plans are expected to guide SEs' future growth both in terms of their **business objectives** (promising enduring **financial sustainability**) as well as in terms of their sustained and **greater social impact** (promising **social sustainability**).

• **Fostering SEs' concrete business opportunities through the Pitching & Networking event:** at the end of the three-month capacity building programme, all supported SEs presented (pitched) their Growth Plans in front of an international audience during a regional online **Pitching & Networking event** gathering investors, financial institutions, public institution representatives, business actors, representatives of international donors, project European and Southern Mediterranean partners from Morocco, Tunisia, Egypt, Jordan, Lebanon, Palestine, coaching SESOs and International Coaches, among others. The Pitching event was a well-thought ending stage of the capacity building programme to **promote visibility** of the SEs' business activities and their scaling scenarios, and to **foster concrete and strategic connections** with key actors which could offer **them financial support** and/or **opportunities for strategic business partnerships**.

## b) ECONOMIC &amp; SOCIAL SUSTAINABILITY

• Once SEs have reached an encouraging level of business and financial stability, it is time for them to expand their horizons and start exploring **scaling strategy to grow their impact**, both in terms of **business and social impact**. However, the growth stage can be a hazardous step for unexperienced SEs. Providing them **first-hand technical support** to identify their future options and plan their growth strategy is key to ensure their sustainability in the long run.

• Organising **large scale networking events** with key local and international **multi-level and multi-sector actors** can be a strategic ending stage of the capacity building programme and can create fruitful opportunities for SEs to seek and fasten business and funding opportunities. Moreover, having **SEs pitch their own growth plans in front of a wide audience** (and providing them resources and coaching to do so effectively) is a **relevant visibility tool** for them to be noticed by potential investors, donors, and business partners, which can turn into concrete **opportunities** for their impact growth.

## c) ECONOMIC &amp; SOCIAL SUSTAINABILITY

• Do SEs in your territory know where to turn to when seeking **technical support for their growth stage**? Are there specialised SESOs offering tailored coaching services to help them identify their future options and plan their growth strategy?

• Once SESOs have concluded their capacity building programme and supported SEs have successfully identified their growth plans, how can you actively help them find and fasten **concrete business and funding opportunities**? Can a final **Pitching & Networking event** be a good opportunity in your context to support them become visible to strategic key actors and to spark the interest of the latter? Who are the key actors in your context that could provide such opportunities for your SEs and that can be involved?



## PHASE 3. SUSTAINABILITY PHASE: FOSTERING CONCRETE BUSINESS OPPORTUNITIES FOR SES' SUSTAINABLE GROWTH

Insights from the intervention

Suggested actions

Self-assessment questions

## d) TECHNICAL SUSTAINABILITY

• **Learning by doing - Training, equipping and empowering actors to march on their own:** capacity building programmes have an intrinsic sustainable dimension, which is working on creating and/or strengthening skills and capacities of targeted actors which, if successful, are expected to be retained and applied in their present and future activities. In addition, the “**learning by doing**” approach promoted by the Pair to Grow – Coach to Grow strategy called both SEs and SESOs to move beyond the acquired theoretical knowledge and offered them a chance to learn from the experience of its concrete application. On the one hand, the capacity building programme **strengthened SEs’ capacities** to identify and pursue scalability strategies to grow their business and social impact. On the other, the programme **boosted SESOs’ coaching and mentoring capacities** and first-hand expertise to plan, organise and deliver tailored and higher-quality support services for their SE clients. Moreover, the **supporting tools and resources** delivered to SEs and SESOs are likely to remain useful and practical tools for them (and for other SE clients or SE peers) to work on scalability strategies and growth plans in the future.

## e) TECHNICAL SUSTAINABILITY

• To achieve sustainable positive outcomes of your support programme, it is key to **properly train, equip, and empower targeted actors** so that they can **retain** acquired knowledge and capacities and **apply** them in the future. In this respect, promoting a “**learning by doing**” approach supports real empowerment and sustainability. Make sure your capacity building programme truly **strengthens SEs’ capacities** to identify and pursue scalability strategies to grow their business and social impact. Also, ensure that the programme really **boosts SESOs’ coaching and mentoring capacities** and expertise to plan, organise and deliver tailored and higher-quality support services for their future SE clients. Provide SEs and SESOs key **supporting materials and resources** which can remain useful and practical tools for them (and for other SE clients or SE peers) to work on scalability strategies and growth plans in the future.

## f) TECHNICAL SUSTAINABILITY

• How can you ensure that targeted SEs and SESOs in your context **retain** and **apply** acquired knowledge and capacities in the future? How can you make sure **SEs’ capacities are really strengthened** to identify and pursue scalability strategies to grow their business and social impact? How can you really **boost SESOs’ coaching and mentoring capacities** and expertise to plan, organise and deliver tailored and higher-quality support services for their future SE clients? Which **supporting resources and practical tools** would really support SEs and SESOs to work on scalability strategies and growth plans in the future?



## PHASE 3. SUSTAINABILITY PHASE: FOSTERING CONCRETE BUSINESS OPPORTUNITIES FOR SES' SUSTAINABLE GROWTH

Insights from the intervention

Suggested actions

Self-assessment questions

## g) INSTITUTIONAL SUSTAINABILITY

• **Strengthening the social entrepreneurship ecosystem through the Pitching & Networking event:** the regional Pitching & Networking event also provided a strategic opportunity to gather a wide range of key actors from different sectors (private and public), different levels (micro, meso, and macro levels) and different countries (EU countries and southern Mediterranean countries). Participants had the opportunity to learn from SEs' real-life experiences, needs, growth potential, challenges, and success stories. This multi-level and multi-sector connection is key to **strengthen national and international enabling ecosystems for the development of social entrepreneurship in MENA region**. Moreover, participants gained insight on the Pair to Grow – Coach to Grow capacity building programme and could see first-hand the positive outcomes that **multi-level collaboration** (micro and meso levels in this case) can unlock for the Social and Solidarity Economy, when fostered and incentivised.

## a) INSTITUTIONAL SUSTAINABILITY

• **Connecting key actors together** is fundamental to strengthen an **enabling ecosystem** for SEs, whether at local, national, or even at international levels. Creating the proper occasion to foster such connection, such as a **networking & pitching event**, can unlock fruitful opportunities for all ecosystem actors, not only the SEs and SESOs you are supporting. Make sure to engage a wide range of **key actors from different sectors** (private and public), **different levels** (micro, meso, and macro levels) and **different countries**, if possible. Plan for a strategic way of making supported SEs **visible** and for participants to **learn** from SEs' real-life experiences, needs, growth potential, challenges, and success stories. Having SEs **pitch** their own growth plans in front of such wide audience can be an effective strategy to this end. Make sure key actors can see first-hand the positive outcomes that **multi-level collaboration** (i.e., micro and meso levels) can unlock for the Social and Solidarity Economy, when fostered and incentivised.

## a) INSTITUTIONAL SUSTAINABILITY

• To support building a long-term enabling support ecosystem for your targeted SEs and SESOs, what is the best way to foster **connection between key actors** in your territory? Can a large **networking and pitching event** be a good strategy to this end? Does your staff team have the means and capacity to put in place a final event concluding the capacity building programme that can provide a sound stage for the visibility of supported SEs? Which key private and public actor from your territory (or beyond) would you need to involve with a view to **strengthening an enabling ecosystem** for the development of social entrepreneurship in your context? How can you promote the **multi-level collaborative model** at the core of the Pair to Grow – Coach to Grow capacity building programme to encourage other actors to do the same?





## 4.2.4

# KEY CONTEXTUAL DETERMINANTS FOR REPLICABILITY

The following table aims to inform readers of the **main contextual determinants** that emerged during the analysis when seeking to identify key “ingredients” and conditions that should be in place in a given context for the replicability of the Pair to Grow-Coach to Grow capacity building strategy. The table should support readers in running a quick general screening of their own context to assess the preliminary feasibility of considering replicating the practice.



	Key determinants	Self-assessment questions
<b>SOCIAL CONTEXT PROGRAMME</b>	<ul style="list-style-type: none"> <li>• <b>Social capital</b> is a crucial resource allowing actors from different social entrepreneurship ecosystem levels (i.e., micro and meso levels) to work together to effectively achieve a common purpose, building on <b>mutual trust, collaboration, openness, and respect for one another.</b></li> </ul>	<ul style="list-style-type: none"> <li>• In your context, can you count on a certain level of <b>social capital</b> allowing actors from different social entrepreneurship ecosystem levels (i.e., micro and meso levels) to trust each other, to work together, and to effectively achieve a common purpose?</li> </ul>
<b>CULTURE</b>	<ul style="list-style-type: none"> <li>• A certain level of <b>entrepreneurial culture</b> is key to the feasibility of the Pair to Grow - Coach to Grow capacity building. This entails the actors' propensity to have <b>a collaborative attitude, open-minded approach to innovation and change, and a strong commitment to social and environmental goals.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Do potentially targeted actors in your context share, to some extent, an <b>entrepreneurial culture</b>? Do they have an <b>open-minded approach to innovation and change</b>? Do they share a strong commitment to <b>social and environmental goals</b>?</li> </ul>
<b>INSTITUTIONAL &amp; LEGAL FRAMEWORK</b>	<ul style="list-style-type: none"> <li>• <b>Basic legal framework</b> governing the marketplace, the economic actors, and their activities (i.e., labour rights, prices and access to the marketplace, production processes, environmental protection, market competition, product quality standards, transparency and consumers' protection, exports).</li> </ul>	<ul style="list-style-type: none"> <li>• Is there a <b>basic legal framework</b> in your country governing the marketplace, the economic actors, and their activities? (i.e., labour rights, prices and access to the marketplace, production processes, environmental protection, market competition, product quality standards, transparency and consumers' protection, exports).</li> </ul>
<b>FINANCIAL RESOURCES</b>	<ul style="list-style-type: none"> <li>• <b>Financial resources</b> are indeed needed to cover third-party coaches overseeing the capacity building program, as well as SESO's coaching services to their paired SEs. The latter is crucial to drive <b>positive dynamics</b> in the local social entrepreneurship <b>ecosystem</b> where SESOs' services should be recognised (and paid) for their marketable services (not charitable support to SEs).</li> </ul>	<ul style="list-style-type: none"> <li>• Can you intercept <b>appropriate financial resources</b> to cover third-party coaches overseeing the capacity building program? Are SESOs in your territory (adequately) paid for the business support services they offer to SEs? Can you secure appropriate (compared to the market price in your context) financial resources to cover SESO's delivery of the capacity building programme to their paired SEs?</li> </ul>
<b>HUMAN CAPITAL</b>	<ul style="list-style-type: none"> <li>• Actors from the SEs and SESOs targeted by the Pair to Grow - Coach to Grow capacity building programme <b>need to have an entrepreneurial mindset, propensity to have a collaborative attitude, open-minded approach to innovation and change, a wise entrepreneurial risk-loving attitude, and a strong commitment to social and environmental goals.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Do potentially targeted actors in your context share an <b>entrepreneurial mindset</b>? Do they have an <b>open-minded approach to innovation and change</b>? Do they have a wise entrepreneurial <b>risk-loving</b> attitude? Do they share a strong commitment to <b>social and environmental goals</b>?</li> </ul>

	Key determinants	Self-assessment questions
<p><b>ACTORS AND ORGANISATIONS</b></p>	<ul style="list-style-type: none"> <li>• Third-party coaches need to have appropriate <b>skills</b> and <b>technical expertise</b> in social entrepreneurship, business development and growth, <b>mentoring</b> and <b>coaching capacities</b> to oversee and support the capacity building program, <b>communication</b>, and <b>facilitation skills</b> to mediate between the SE-SESO “pairs”.</li> </ul>	<ul style="list-style-type: none"> <li>• Can you engage third-party coaches having the appropriate <b>skills</b> and <b>expertise</b> for the capacity building programme? Are they competent in social entrepreneurship, business development and impact growth? Do they have appropriate <b>mentoring</b> and <b>coaching capacities</b> to oversee and support the capacity building program? Do they have the necessary communication and facilitation skills to mediate between the SE-SESO “pairs”?</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>SEs</b> selected for the capacity building programme should have the following key features:                             <ul style="list-style-type: none"> <li>- Strong commitment to the pursuance of <b>social goals</b>.</li> <li>- A certain degree of <b>financial sustainability</b>.</li> <li>- <b>Stable</b> business development stage.</li> <li>- <b>Readiness</b> and <b>propensity</b> to move to the business growth stage.</li> <li>- Business model <b>potential to scale-up</b>.</li> <li>- Readiness and propensity to establish <b>connections</b> and <b>partnerships</b> for the growth stage.</li> </ul> </li> <li>• <b>SESOs</b> selected for the capacity building programme should have the following key features:                             <ul style="list-style-type: none"> <li>- Strong <b>mission</b> and <b>commitment</b> to support the <b>Social and Solidarity Economy</b> and, to support enterprises to expand their business and social impact.</li> <li>- <b>Consolidated and strategic networks</b> with key private and public actors that can be leveraged to support the growth of the enterprises’ business and their social impact in your territory as well as abroad (i.e., national and international donors and funding mechanisms, financial institutions, private investors, other potential business partners, other business support organisations).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Are there promising SEs strongly driven by <b>social goals</b> in your context?</li> <li>• Are they <b>financially sustainable</b>?</li> <li>• Have they reached a <b>stable</b> business development stage?</li> <li>• Are they ready to and keen on moving forward to the business <b>growth stage</b>?</li> <li>• Does their business model have the potential to scale-up?</li> <li>• Are they ready to and keen on consolidating strategic <b>connections</b> and <b>partnerships</b> for their business impact growth?</li> <li>• Are there promising SESOs in your territory that are truly committed to the <b>Social and Solidarity Economy</b>? Are there SESOs aiming to support <b>social enterprises</b> to expand their business and social impact? Are there promising traditional Entrepreneurship Support Organisations (ESOs) that can potentially be interested in supporting Social Enterprises and “converted” to the Social and Solidarity Economy?</li> <li>• Can (S)ESOs leverage <b>consolidated and strategic networks</b> with key private and public actors to support the SEs’ business impact growth in your territory as well as abroad? (i.e., national and international donors, financial institutions, private investors, other potential business partners, other business support organisations)</li> <li>• Do they have consolidated <b>experience</b> in the <b>specific business sectors</b> of the SEs which will be targeted by the capacity building programme?</li> </ul>

Key determinants	Self-assessment questions
<p>Having consolidated <b>experience</b> in the <b>specific business sectors</b> of the targeted enterprises undergoing the capacity building programme.</p> <ul style="list-style-type: none"> <li>• <b>Third party coaches</b> selected for the capacity building programme need to have the appropriate <b>skills</b> and <b>expertise</b> in social entrepreneurship, business development and impact growth. They should have the proper expertise to deliver effective <b>coaching</b> and <b>mentoring</b> to oversee a capacity building programme. They should also have appropriate <b>communication and facilitation skills</b> to effectively mediate between the SE-SESO “pairs”.</li> <li>• <b>Staff team</b> overseeing the overall planning and coordination of the capacity building programme, including final Pitching &amp; Networking event. The staff team needs to have appropriate <b>skills</b> and <b>expertise</b> in social entrepreneurship, business development and impact growth, training skills to prepare the third-party coaches, communication, accountability, facilitation skills to mediate between the SE-SESO “pairs”. Moreover, the staff team needs to have access to strategic networks to engage key national and international actors for the final Pitching &amp; Networking event.</li> <li>• Key local and international <b>multi-level and multi-sector actors</b> which can create fruitful opportunities for SEs to seek and fasten business and funding opportunities (i.e., investors, financial institutions, public institution representatives, business actors, representatives of international donors, other SEs and SESOs).</li> </ul>	<ul style="list-style-type: none"> <li>• Can you count on <b>third-party coaches</b> having the appropriate <b>skills</b> and <b>expertise</b> in social entrepreneurship, business development and impact growth? Do they have proper <b>coaching and mentoring capacities</b> to oversee capacity building programs? Do they have appropriate <b>communication and facilitation skills</b> to mediate between the SE-SESO “pairs”?</li> <li>• Can you rely on a <b>staff team</b> having the appropriate <b>skills</b> and <b>expertise</b> to oversee the overall planning and coordination of the capacity building programme, including the final Pitching &amp; Networking event? Are they competent in social entrepreneurship, business development and impact growth? Do they have appropriate training expertise to prepare the third-party coaches for the capacity building programme? Do they have the necessary communication, accountability and facilitation skills to mediate between the SE-SESO “pairs”? Can they leverage strategic networks to engage key national and international actors for the final event?</li> <li>• Who are the key <b>multi-level and multi-sector actors</b> in your context that can provide concrete business and funding opportunities for the supported SEs? (i.e., investors, financial institutions, public institution representatives, business actors, national and international donors, other SEs and SESOs).</li> </ul>

	Key determinants	Self-assessment questions
NETWORKS	<ul style="list-style-type: none"> <li>• Having access to <b>strategic national and/or international networks</b> allowing your staff team to reach out to <b>key actors</b> of the national and international (social) entrepreneurship ecosystem is key for the final stage of the Pair to Grow - Coach to Grow capacity building programme. The final Pitching &amp; Networking event can be really successful only if it manages to provide a sound stage for the <b>visibility</b> of supported SEs and to favour concrete <b>opportunities</b> for them to fasten <b>funding support</b> and/or <b>business partnerships</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• Can you leverage <b>strategic national and/or international networks</b> which can allow you to reach out to <b>key actors</b> of the national and international (social) entrepreneurship ecosystem? Can they favour concrete opportunities for supported SEs to fasten funding support and/or business partnerships?</li> </ul>
DATA	<ul style="list-style-type: none"> <li>• <b>Key data</b> on the targeted SEs' current <b>business activities, performance</b> (including potential impact), and <b>strategy</b> (i.e., business plan, organigramme, governance model, financial reports, communication strategy, marketing plan, brand identity).</li> <li>• <b>Key social, environmental, and economic data</b> is needed to conduct SEs' business and market analysis. The latter is key to have solid and grounded bases for the assessment of the business and social impact scaling strategies and to elaborate the SEs' growth plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Can targeted SEs provide key data on their current <b>business activities, performance, and strategy?</b> (i.e., business plan, organigramme, governance model, financial reports, communication strategy, marketing plan, brand identity)</li> <li>• Can you access <b>social, environmental, and economic key data</b> to conduct SEs' business and market analysis, a comprehensive assessment of the business and social impact scaling strategies and to elaborate the SEs' growth plans?</li> </ul>
DIGITALISATION	<ul style="list-style-type: none"> <li>• A certain degree of contextual <b>digitalisation</b> and access to <b>digital infrastructure</b> is needed if supported SEs belong to/aim to shift toward the <b>digital economy sector</b> or rely/plan to rely on the digital infrastructure for the production/delivery of their services.</li> <li>• Should the capacity building programme be delivered <b>online</b>, SEs, SESOs and third-party coaches need to have a minimum level of <b>digital literacy</b>, as well as access to <b>internet service, digital devices</b> (i.e., smartphones, computers) and <b>communication applications/software</b> (i.e., WhatsApp, e-mail, Zoom, Gmeet).</li> </ul>	<ul style="list-style-type: none"> <li>• Do targeted SEs for the capacity building programme belong to or wish to shift towards the <b>digital economy sector</b>? Do they rely/plan to rely on the <b>digital infrastructure</b> for the production/delivery of their services? What is the <b>level of digitalisation</b> and development of the <b>digital infrastructure</b> in your context?</li> <li>• If delivering the Capacity building <b>online</b>, do all your engaged actors have a minimum level of <b>digital literacy</b>? Do they access to a proper <b>digital infrastructure</b>? Do they have access to <b>internet service</b> and needed <b>tech devices</b> (computer, smartphones)? Are they confident in using <b>online communication applications/software</b> (i.e., WhatsApp, e-mail, Zoom, Gmeet)?</li> </ul>

	Key determinants	Self-assessment questions
<b>BASIC HARD INFRASTRUCTURES</b>	<ul style="list-style-type: none"> <li>• All key <b>economic hard infrastructures</b> needed by the SEs and SESOs to be operative and to be able to grow, such as the marketplace, transportation, communication, and export infrastructure, power grid, water supply network, etc., allowing SEs and SESOs to produce, purchase and exchange resources, products, and services.</li> </ul>	<ul style="list-style-type: none"> <li>• Can SEs and SESOs in your context count on existing and functioning key <b>economic hard infrastructures</b> to be operative and to grow? (i.e., marketplace, transportation, communication, and export infrastructure, power grid, water supply network)</li> </ul>
<b>SOFT INFRASTRUCTURES (SERVICES)</b>	<ul style="list-style-type: none"> <li>• All <b>services</b> needed by the SEs and SESOs to be <b>operative</b> and able to <b>grow</b> in their market: i.e., commercial services, transport and export logistics, informatics, legal and technical support, research and development, patent and licencing, advertising.</li> </ul>	<ul style="list-style-type: none"> <li>• Which are the <b>key services</b> your targeted SEs and SESOs need to be <b>operative</b> and to <b>grow</b>? Are they available in your context? (i.e., commercial services, transport and export logistics, informatics, legal and technical support, research and development, patent and licencing, advertising)</li> </ul>
<b>GOVERNANCE FRAMEWORK</b>	<ul style="list-style-type: none"> <li>• The Pair to Grow – Coach to Grow capacity building programme builds on a specific governance architecture fostering <b>SESOs’ empowerment</b> and <b>ownership</b> of the coaching process. Hence, while the strategy indeed envisages the support of a third-party coach, <b>SESOs</b> are the ones <b>in charge</b> of planning, coordinating, and delivering their coaching programme to their paired SEs to support them elaborating their growth strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• How can you ensure the capacity building programme really promotes <b>SESOs’ empowerment</b> and <b>ownership</b> of the coaching process? Can you ensure a governance architecture leaving as much autonomy as possible to targeted SESOs, when planning, coordinating, and delivering their coaching programme to their paired SEs?</li> </ul>



## 4.2.5

# DRAWBACKS AND RISKS

DRAWBACKS AND RISKS	COPING STRATEGIES
<p><i>Main risks which may arise when replicating the intervention</i></p>	<p><i>Good strategies that could be implemented in order to cope with and/or prevent these risks</i></p>
<p><b>LACKING SESOs' TRUE CAPACITY &amp; COMMITMENT TO SUPPORT THE ACHIEVEMENT OF SEs' GOALS</b></p> <ul style="list-style-type: none"> <li>One of the core features of the Pair to Grow – Coach to Grow capacity building programme strategy is to leave great <b>autonomy</b> and <b>responsibility</b> to the SESO-SE pairs in the delivery of the coaching programme and co-elaboration of the SEs' impact growth plans. While this, indeed, strengthens SESOs' expertise and ownership of the support process, on the other, it inevitably exposes the strategy to the potential risk of <b>SESOs not being really committed</b> or <b>adequately skilled</b> to deliver quality coaching for the elaboration of effective SEs' impact growth plans. This may occur for different reasons, such as SESOs not having proper technical skills and capacities for the task, for example, or in case of SESOs being more interested in the <b>remuneration</b> of their services, than in the actual <b>success</b> of the coaching programme and in the impact growth of their supported SEs. Another reason may be that SESOs simply do not work well with their <b>paired SE</b> in terms of, for example, business sector and pursued goals, collaboration, communication, human and/or professional compatibility (i.e., working methods and standards).</li> </ul>	<p><b>ENSURING AN EFFECTIVE SELECTION PROCESS OF TARGETED SESOs'</b></p> <ul style="list-style-type: none"> <li>While it is impossible to have ex-ante 100% guarantees of actors' goodwill, quality performance and true alignment with the pursued objectives, giving importance and dedicating efforts to an <b>effective selection process</b> can be a good mitigation measure to minimise the risk of lacking engagement on the part of SESOs. Set <b>effective, strategic, and purpose-oriented criteria</b>. The latter should include i) strong <b>mission</b> and <b>commitment</b> to support <b>social enterprises</b> to expand their business and social impact, ii) having <b>consolidated and strategic networks</b> with key private and public actors that can be leveraged to support the SEs' business impact growth and, iii) having consolidated <b>experience and advanced skills</b> in the <b>specific business sectors</b> of their paired SEs. In addition, conduct <b>background research</b> and <b>due diligence</b> on candidate SESOs assessing their prior coaching activities, clients' satisfaction with their services, level of commitment to previous similar programmes, projects and any other potentially useful evidence of their work ethic and performance. Moreover, include an <b>interview phase</b> in the selection process to thoroughly assess SESOs' commitment to the principles of the Social and Solidarity Economy and the alignment with the values and specific goals pursued by the capacity building programme.</li> </ul> <p><b>ENSURING A PARTICIPATORY MATCHING PHASE</b></p> <ul style="list-style-type: none"> <li>After attentive background research, due diligence, and scrupulous selection of candidate SEs, SESOs and third-party coaches against effective set criteria, <b>opening the matching choice to actors themselves</b> can be a promising mitigation measure to ensure fruitful working teams and successful capacity building coaching programmes that are really able to respond to SEs' needs.</li> </ul>

<p><b>DRAWBACKS AND RISKS</b> <i>Main risks which may arise when replicating the intervention</i></p>	<p><b>COPING STRATEGIES</b> <i>Good strategies that could be implemented in order to cope with and/or prevent these risks</i></p>
<p><b>MISMATCH OF SE, SESO, AND THIRD-PARTY COACH TEAMS</b></p> <ul style="list-style-type: none"> <li>Indeed, matched SESO-SE “pairs” or SESO-SE-third-party teams can turn out to be not so compatible after all. It may happen that actors simply do not work well with each other in terms of, for example, collaboration, communication, human and/or professional compatibility (i.e., working methods and standards), business sector and pursued goals, among others. While there can be a variety of comprehensible reasons for this risk to occur, this <b>mismatch</b> can seriously <b>jeopardise</b> the overall capacity building strategy, therefore needs to be accounted for and minimised as much as possible.</li> </ul>	<p><b>MONITORING THE CAPACITY BUILDING PROGRAMME</b> Finally, while safeguarding SESO-SE pair autonomy, following a <b>regular monitoring system</b> of the overall capacity building programme may support actors’ commitment, disincentivise misalignment of goals, allow the staff team to timely intercept signals, should this risk arise, and to promptly respond with corrective measures.</p>
<p><b>SEs’ NON-READINESS FOR THE GROWTH STEP &amp; OVER-RELIANCE ON EXTERNAL SUPPORT</b></p> <ul style="list-style-type: none"> <li>SEs may turn out to be over-reliant, “passive” or <b>not truly receptive</b> to the technical guidance given by their paired SESO and <b>fail to venture their growth strategy</b> once on their own. This may occur when SEs undergoing the capacity building programme <b>lack solid business models</b> and have <b>not yet achieved financial and business stability</b>.</li> </ul>	<p><b>ENSURING A PARTICIPATORY MATCHING PHASE</b></p> <ul style="list-style-type: none"> <li>After attentive background research, due diligence, and scrupulous selection of candidate SEs, SESOs and third-party coaches against effective set criteria, <b>opening the matching choice to actors themselves</b> can be a promising mitigation measure to ensure fruitful working teams and successful capacity building coaching programmes that are really able to respond to SEs’ needs.</li> </ul> <p><b>MONITORING THE CAPACITY BUILDING PROGRAMME</b></p> <ul style="list-style-type: none"> <li>Also, while safeguarding SESO-SE pair autonomy, following a <b>regular monitoring system</b> of the overall capacity building programme may support actors’ commitment, disincentivise misalignment of goals, allow the staff team to timely intercept signals, should this risk arise, and to promptly respond with corrective measures.</li> </ul>
	<p><b>ENSURING AN EFFECTIVE SELECTION PROCESS OF TARGETED SEs</b></p> <ul style="list-style-type: none"> <li>In the preliminary phase, make sure you <b>select SEs</b> showcasing a good level of <b>financial sustainability</b>; having achieved a <b>stable</b> business development stage; showcasing readiness and propensity to move to the business <b>growth stage</b>; having a business model with promising scale-up potential, and showcasing readiness and propensity to establish new <b>connections</b> and <b>partnerships</b> for the growth stage.</li> </ul> <p><b>MONITORING THE CAPACITY BUILDING PROGRAMME</b></p> <ul style="list-style-type: none"> <li>Also, while safeguarding SESO-SE pair autonomy, following a <b>regular monitoring system</b> of the overall capacity building programme may support actors’ commitment, disincentivise misalignment of goals, allow the staff team to timely intercept signals, should this risk arise, and to promptly respond with corrective measures.</li> </ul>



#### DRAWBACKS AND RISKS

*Main risks which may arise when replicating the intervention*

##### **THIRD-PARTY COACH “INTERFERENCE” IN THE SE-SESO PAIR**

- Should the third-party coach directly intervene in the SE-SESO pair to offer both technical support and advice, there can be a risk of **undermining SEs’ trust in their paired SESO**, the latter being perceived as inadequate or not properly qualified for the coaching support. Another correlated risk can be that SEs receive **conflicting technical advice** on their business growth strategy from their paired SESO and third-party coach.

#### COPING STRATEGIES

*Good strategies that could be implemented in order to cope with and/or prevent these risks*

##### **SETTING CLEAR GOVERNANCE ROLES WITHIN THE CAPACITY BUILDING TEAMS**

- To avoid such potential risk, **set clear governance architecture** within the SE-SESO-third party coach teams. Against this backdrop, it is advisable to **leave SESOs the clear leading role** of their coaching programme to their paired SEs and to have third-party coaches overseeing SESOs work and delivering bilateral and tailored support only to SESOs, when asked for.



## 4.2.6

# FINAL REMARKS

The SSE has long demonstrated its ability to promote more **sustainable and inclusive development** by creating **quality jobs** that generate **positive social and environmental impacts**. However, social enterprises often face market and ecosystem challenges hindering their possibility to develop and grow. In MedUP! project targeted MENA countries<sup>13</sup>, for example, the social entrepreneurship ecosystems face common key gaps and barriers. Among others, SEs lack tailored technical support services and face rooted challenges in accessing financial resources. Moreover, the actors from the micro (SEs) and meso (SESOs) levels of the social entrepreneurship ecosystems struggle to strengthen deeper connections and collaboration which would mutually benefit their business and broaden their social and economic impact potential.

In response, the Pair to Grow - Coach to Grow strategy aims to **strengthen SEs' capacities** to identify **scaling strategies** and to **grow their impact** through a **multi-level approach** which incentivises **tailored support and collaboration** between SEs and SESOs, as well as **strategic connection** with other key ecosystem actors.

Hence, resulting **positive returns** of this capacity building strategy go beyond targeted SEs and SESOs' strengthened skills and empowerment. Broader outcomes include having key actors from different social entrepreneurship ecosystem levels (micro and meso levels in this case) acknowledging **how to effectively work together for their mutual benefits**, as well as for the benefit of the wider community. Against this backdrop, the Pair to Grow - Coach to Grow capacity building strategy directly incentivises and promotes **multi-level** and **multi-actor synergies** which catalyse the development of the Social and Solidarity Economy.

Indeed, the strategy could also be pushed forward to achieve even broader outcomes if including a strong **public sector** component. In this case, the strategy could entail a **preliminary need assessment phase** where key local needs are jointly identified with local authorities. Then, an **additional criterion** to select the SEs undergoing the capacity building strategy could be their potential to tackle the identified local needs. The latter should be accurately assessed and showcased in their impact growth strategy elaborated with the SESO and third-party coach support throughout the capacity building strategy. At the end of the programme, the final Pitching event could be specifically aimed at connecting the **engaged local authorities** with the most promising SEs. At that point, instruments such as **Public- Private- Partnerships (PPPs)**, could allow leveraging public funding to support SEs' activities tackling local social, economic, and environmental issues. To this end, an additional key determinant to pilot such a

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<sup>13</sup> MedUP! Targeted MENA countries are Egypt, Lebanon, Jordan, Palestine, Tunisia, and Morocco.



## 4.2.7 USEFUL CONTACTS



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## 4.3

# INCENTIVE SCHEME FOR PUBLIC-PRIVATE CO-PRODUCTION OF SSE SUPPORT SERVICES: MORETHANAJOB SUBGRANT MECHANISM

### EXECUTIVE SUMMARY

The Roadmap was elaborated within the framework of the ENI CBC Med **MedRiSSE project** (*Replicable Innovations of SSE in the provision of services and creation of decent jobs in the post covid-19 crisis recovery*) and it analyses the experience of the subgrant system which was designed and implemented within the European funded **MoreThanAJob project** (*“Reinforcing Social and Solidarity Economy for the unemployed, uneducated and refugees”*; 2019-2023) in **Spain, Palestine, Italy, Jordan, and Tunisia**.

The MoreThanAJob **subgrant mechanism** proves to be a **good practice** when it comes to materialising a way to bring **Social and Solidarity Economy (SSE) actors** and **public institutions** to **work together** for the provision of support services for unemployed people. In practice, the subgrant provides funding to cooperation projects carried out by SSE actors together with Public Administrations to improve support services for vulnerable groups, such as the uneducated and newly arrived migrants and refugees, therefore increasing their opportunities of **social and labour inclusion**. In coherence with this purpose, the call for subgrants addressed **SSE actors** in the five partner countries and exclusively targeted projects foreseeing the **collaboration with a Public Administration**. Moreover, the subgrant design required this collaboration to be formalised with the signature of at least a **Memorandum of Understanding** between awarded SSE actor and the identified public body during the project lifetime.

With a view to the potential **replicability** of the model, this Roadmap retraces and analyses the overall process, the key phases and respective main actors, resources, and actions that were necessary for the MoreThanAJob subgrant design and implementation. Key determinants to replicate the practice, as well as potential risks and respective mitigation measures, complete the overall assessment of MoreThanAJob **subgrant mechanism** for those readers who might be interested or even considering embarking on a similar experience elsewhere

In a nutshell, setting up the MoreThanAJob subgrant scheme required a **first background and preliminary process** which mainly consisted of building a **theoretical Framework of social schemes** drawing from **desk and evidence-based research** on the national and international best practices and success stories concerning public-private co-production of support services. This step also included a **wide awareness-raising stakeholder consultation process** with key Public Administrations and SSE actors in all partner countries who also benefitted from a **large-scale training programme** on SSE principles and identified <sup>82</sup>best practices. Following the elaborated theoretical Framework of social schemes, a **second stage** was dedicated to the **design and implementation** of the MoreThanAJob subgrant mechanism. A **third phase** of the process focuses on the **key sustainability measures** (currently effective, at the time of writing) of the scheme which are likely to provide long-term positive results.

Indeed, the accumulated experience through the MoreThanAJob subgrant scheme could be capitalised to inspire the replication of the model in other contexts given its **positive support to the SSE** and the **constructive promotion of public-private collaboration** for the benefit of the community.

In addition to the necessary financial resources needed for the design and implementation of the subgrant scheme, **key contextual determinants** for a positive replication of the practice may be summarized as follows:

- Having on board **key public actors, institutions** and **Public Administrations** which can play a role in addressing unemployment and related key social issues - especially for the vulnerable groups - and that are (potentially) willing to engage in collaborations with SSE sector actors.
- Counting on **key SSE actors and organisations** offering (or planning to offer) support services for social and labour inclusion - especially for the vulnerable groups.
- Counting on **private sector actors and institutions** facilitating strong linkages with the business sector.
- Relying on a minimum level of **social capital** allowing stakeholders to collaborate to effectively achieve a common purpose, building on mutual trust, cooperation, openness, respect for one another.
- Having access to **strategic networks** with key Public Administrations and SSE actors addressing unemployment and related key social issues.
- Including **Universities and research centres** which can provide solid theoretical grounds and scientific solidity to the preliminary SSE research activities.
- Having access to up-to-date and quality **data, studies, and research** on socio-economic issues and the stage of development of the local, national, and international SSE sector.
- Having on board individuals with strong **theoretical and empirical SSE background knowledge** and **expertise** and **key skills** such as communication, facilitation, and training skills.

To avoid the potential risk of subgrantees not (or poorly) meeting the subgrant objectives, which might occur if replicating the MoreThanAJob subgrant scheme, it is crucial to set up and follow an **effective selection criteria**. It is suggested to require, for example, **verifiable prior experience** of applicant SSE actors in the support projects they are proposing. Moreover, during the interview phase of the subgrantees' selection process, it is advisable to thoroughly **investigate the social purpose of applicants**, whether they are truly committed to meet the social goals and to really make a difference for their target groups. Another challenge that actors may face if replicating the MoreThanAJob subgrant scheme is some degree of structural and/or cultural **mistrust** between public institutions and SSE actors which may hamper the effectiveness of co-production processes. To mitigate such risk, it is key to plan for **effective**

**preliminary awareness-raising** activities, such as SSE training, literature and evidence-based research on public-private co-production processes, and participatory dialogue with multi-sector and multi-level public and private key territorial stakeholders.

## 4.3.1

# THE GOOD PRACTICE

The **sub-grant scheme** which was developed and piloted within the framework of the European funded **MoreThanAJob project** (*“Reinforcing Social and Solidarity Economy for the unemployed, uneducated and refugees”*) proves to be a good practice when it comes to materialising a way to bring **Social and Solidarity Economy (SSE) actors** and **public institutions** to work together for the provision of support services for unemployed people, especially vulnerable groups, such as the uneducated and newly arrived migrants and refugees.

MoreThanAJob - started in September **2019** and expected to conclude in March **2023** - falls under the **EU ENI CBC Med** programme priority A.3: *“Promotion of social inclusion and fight against poverty (Promote economic and social development)”*. The project, which gathers a consortium of seven partner organisations from **Palestine, Jordan, Lebanon, Italy, and Greece**, aims at promoting **social inclusion** of vulnerable unemployed individuals through **socially innovative best practices** entailing more effective **collaboration between SSE actors and Public Administrations**. More specifically, MoreThanAJob pursues the following 3 main objectives:

- Enhancing the access to **employment and education systems for vulnerable groups** as, for instance, uneducated and refugees who do not possess formal proofs of qualifications and skills.
- Designing and adopting a framework of new social pilot schemes, based on international best practices, which can **assist the SSE actors** working in the field of employment and facilitate their interaction with relevant **Public Administrations**; and
- Developing a **virtual multilingual interactive space (portal)** to enrich the **interaction** between these SSE actors and Public Administrations.

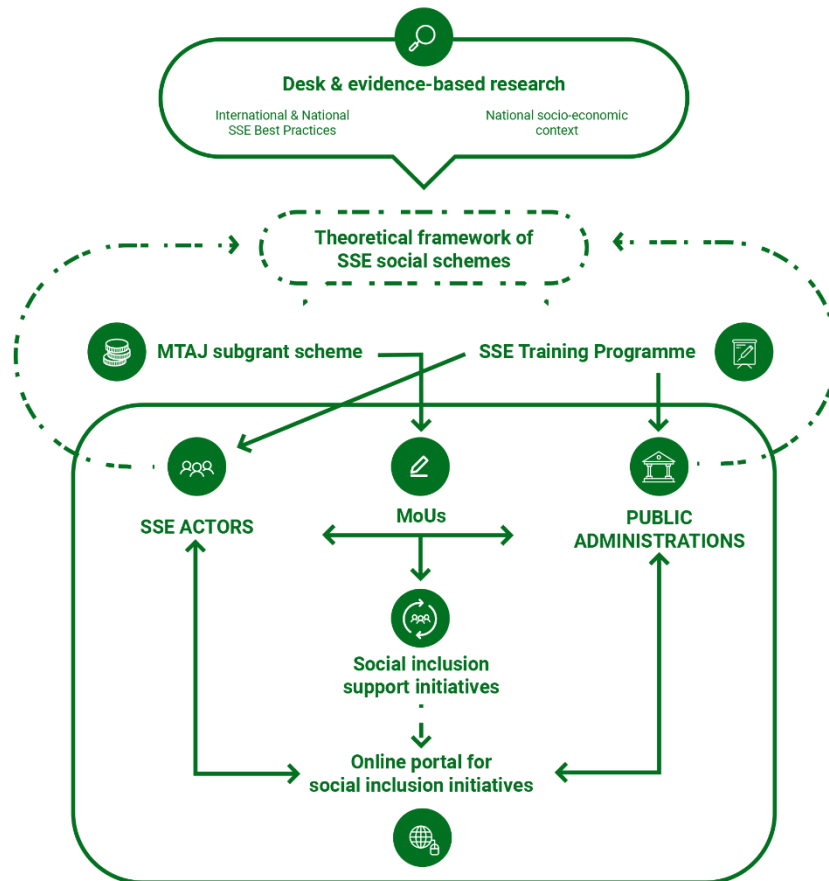
The current crisis caused by the Covid-19 global pandemic has showed the importance of the role of the SSE sector in supporting the delivery of social services to tackle unemployment especially for vulnerable social groups and people at risk of marginalization. For this reason, the **promotion of effective collaboration between SSE actors and Public Administrations** remains the ultimate goal of the MoreThanAJob project.

Against this backdrop, the relevance of the MoreThanAJob **subgrant scheme** goes beyond the injection of 200.000,00 euros to SSE actors in partner regions. In fact, it lays its innovative feature in a **preliminary learning process** which informed the subgrant design and shaped its key features. The latter builds on a **theoretical framework of social schemes** which was elaborated following a thorough **country-specific context analysis** and a **cross-study of international SSE best practices** and **national success stories** which have succeeded in contributing to poverty reduction through socially innovative practices. The framework also draws from an **intensive and wide collective concertation process**, dialogue and mutual



exchange with partner organisations, hundreds of SSE actors, and Public Administration officials from all partner countries.

### OVERVIEW OF MTAJ SUBGRANT SCHEME



SOURCE: ARCO

In particular, the following **social pilot schemes** were selected drawing from the identified **5 international best practices** (IBPs) underlying the MoreThanAJob framework:

- **IBP1:** worker-owned homecare cooperative (Cooperative Home Care Associates in the US)
- **IBP2:** Integrated community-based waste-picking system (Amanecer de los cartoneros cooperative in Argentina)
- **IBP3:** “Accreditation for prior learning” (APL) for migrants and refugees without proof of formal, informal, or non-formal qualifications (certificate of experience in Netherlands)
- **IBP4:** Market integration by language education (Language training for refugees) Adult Migrant English Program (AMEP) – Australia
- **IBP5:** Bridging programmes to support competency-based assessment for uneducated & refugees (Australia and Canada)

### 4.3.1 The Good Practice - MoreThanAJob subgrant mechanism

Hence, the Framework presents the analysis of these IBPs, highlighting for each (i) the underlying pilot social schemes, (ii) the targeted communities, (iii) the implementing partners, (iv) the key activities / processes, (v) the expected results, (vi) the inclusiveness indicators and (vii) the relevant policy areas.

More broadly, the **MoreThanAJob framework for new social pilot schemes** targets SSE actors, Public Administration officials, project consortium members, policy makers and academic researchers, aiming to provide an **SSE social scheme guideline** as well as a **policy advocacy, capacity development** and **social audit** tool. As such the Framework:

- provides **guidance and inspiration for innovative social inclusion initiatives to SSE actors** working in the field of unemployment and education, especially for the most vulnerable groups.
- **informs Public Administration officials** in charge of implementing improved social inclusion policies.
- benefits partner organisations in developing **capacity building programmes** for SSE actors and Public Administration officials.
- provides **insights and evidence to policy makers** advocating for policy improvement in the field of social inclusion
- provides academic researchers with a **tool for social audit on Public Administrations' performance** in applying social and economic inclusion approaches.

The elaborated framework **informed the design of the MoreThanAJob subgrant scheme** which, in fact, **financed cooperation projects following similar practices carried out by SSE actors together with Public Administrations to improve support services for vulnerable groups**, therefore increasing their opportunities of **social and labour inclusion**.

In coherence with this purpose, the call for subgrants addressed **SSE actors** in the five partner countries and exclusively targeted projects foreseeing the **collaboration with a Public Administration**. This collaboration had to be formalised with the signature of at least a **Memorandum of Understanding** with the identified public body during the project lifetime. Moreover, subgrant proposals had to present the best workplans for the implementation of support services schemes based on the 5 IBPs underlying the MoreThanAJob framework.

Overall, **10 proposals** were selected and financed in the 5 project countries and are currently (at the time of writing) concluding the implementation phase.

To promote the sustainability of such collaboration practices between SSE and public stakeholders an **online portal**<sup>14</sup> was set up through constant cooperation between project partners. The portal aims to provide a **window for citizens**, particularly vulnerable ones, to know about and benefit from existing social and labour inclusion support **services and opportunities** across all project countries. The portal aims to expand in terms of number and typology of membership, as well as opportunities and services to be provided.

This Roadmaps retraces and analyses the key phases, and respective main actors, resources, and actions, which led to the design and implementation of the MoreThanAJob subgrant scheme. Key determinants to replicate the model, as well as potential risks and respective mitigation measures,

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<sup>14</sup> [www.joinmorethanajob.org](http://www.joinmorethanajob.org)

#### 4.3.1 The Good Practice - MoreThanAJob subgrant mechanism

complete the overall assessment of MoreThanAJob subgrant scheme for those readers who might be interested or even considering embarking on a similar experience elsewhere.

## 4.3.2

# THEORY OF CHANGE

### TRIGGERING ELEMENT

Concrete collaboration processes between Social and Solidarity (SSE) and public actors still struggle to materialise. The MoreThanAJob subgrant mechanism responds with an incentivising subgrant scheme aiming to break the silos between SSE actors and Public Administration (PA) to **better co-design and co-deliver social services for unemployed people**, especially those belonging to vulnerable social groups (i.e. unducated, migrants and refugees).



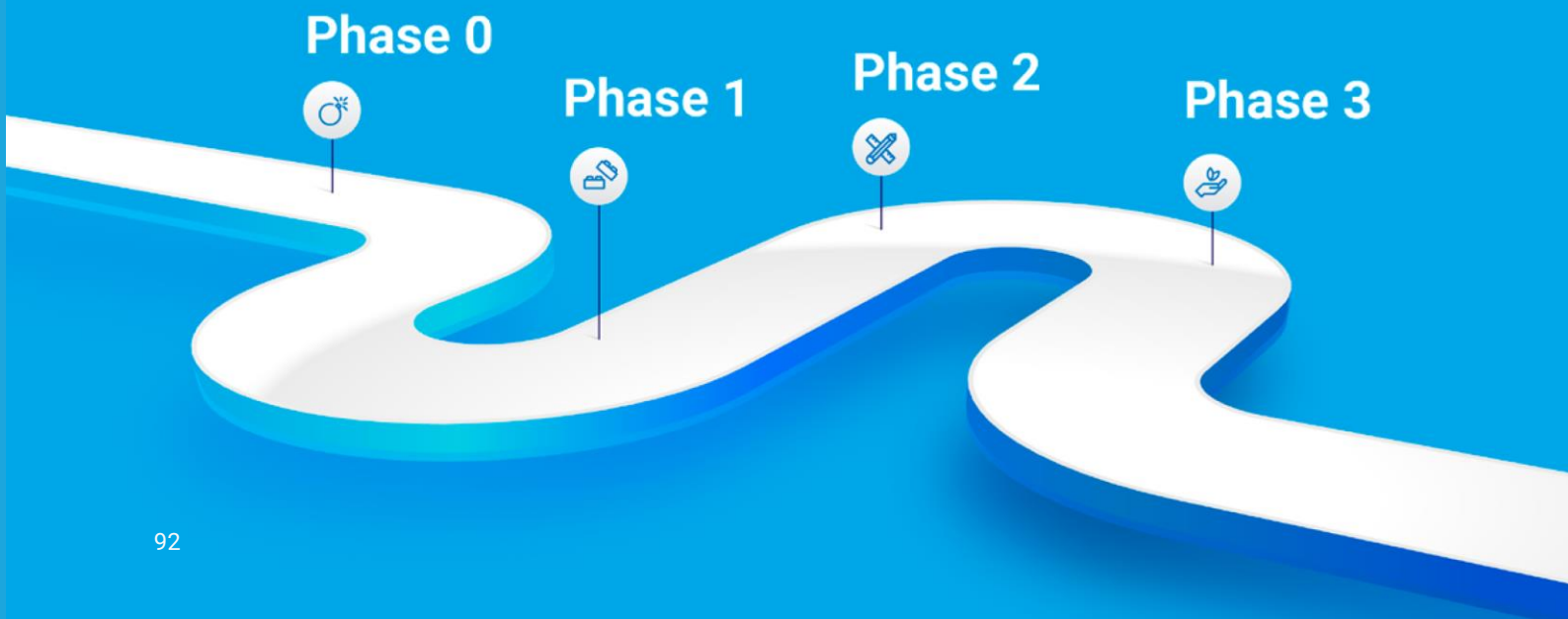
## 4.3.3 THE PROCESS

For the purpose of this Roadmap, 4 key phases of the process enabling the MoreThanAJob subgrant experience were identified and analysed, starting from the triggering factors (Phase 0) to planning (Phase 1), implementation (Phase 2) and, finally, sustainability phase (Phase 3), identifying for each key actors, resources, and activities.

In summary, a **first background and preliminary process** underlined the subgrant design which mainly consisted of building a **theoretical Framework of social schemes** drawing from **desk and evidence-based research** on the national and international best practices and success stories concerning public-private co-production of support services. This step also included a **wide awareness-raising stakeholder consultation process** with key Public Administrations and SSE actors in all partner countries who also benefitted from a **large-scale training programme** on SSE principles and identified best practices.

Following the elaborated theoretical Framework of social schemes, a **second stage** was dedicated to the **design and implementation** of the MoreThanAJob subgrant mechanism which entailed the signing of MoUs between Public Administrations and awarded SSE actors.

A **third phase** focuses on the **key sustainability measures** of the scheme (currently effective, at the time of writing) which are likely to provide long-term positive results.





## PHASE 0. TRIGGERING FACTORS

### Insights from the intervention

The MoreThanAJob project subgrant mechanism is an incentive scheme aiming to break the silos between SSE actors and PAs to **better co-design and co-deliver support services tackling unemployment**, especially for people belonging to vulnerable social groups (i.e. unducated, migrants and refugees). In fact, the relevant SSE sector support in the delivery of social services to better reach people at risk of marginalization has become more and more evident, especially in light of the current crisis caused by the Covid19 global pandemic.

Yet, **concrete collaboration processes** between SSE and public actors still struggle to materialise as stakeholders lack knowledge and awareness of theroetical and empirical evidence of the benefits of such cooperation, as well as awareness, knowledge and connection of/with key actors.

### Self-assessment questions

- Is **unemployment**, especially for individuals belonging to vulnerable social groups (i.e. unducated, migrants and refugees) a relevant issue in your territory?
- How is the issue of unemployment, especially for individuals belonging to vulnerable social groups, addressed in your territory? Who delivers (if any) **support services** to address unemployment in your territory? Are there **tailored** support services addressing unemployment for individuals belonging to vulnerable social groups in your territory?
- What is the role of **local PAs** in addressing the issue of unemployment in your territory? Are there public support services addressing the issue? Are they effective?
- Are there **SSE actors** in your territory that are working to tackle unemployment, especially for individuals belonging to vulnerable social groups?
- Are these SSE actors and (if any) PAs working in silos or **cooperating** for the delivery of such support services? Are PAs aware of these SSE actors and their work? Are there common grounds for incentivising mutual support, complementarity and collaboration between SSE actors and PAs to improve the delivery of support services to better tackle unemployment, especially for individuals belonging to vulnerable social groups?



**PHASE 1. PLANNING: BUILDING ON BEST PRACTICES AND PREPARING THE GROUND FOR PUBLIC-PRIVATE COLLABORATION**

Insights from the intervention

Suggested actions

Self-assessment questions

**MAIN ACTORS**

This first preliminary phase mainly involved the following key actors:

- **Public actors and institutions**, such as ministry-level officials (i.e., Ministry of Labour, Ministry of Social Development, Ministry of Education, Ministry of Women's affairs) and local PAs.

- **SSE actors and organisations**, mainly local organisations working in the field of employment, and key social issues such as welfare, social inclusion, education, immigration (i.e., NGOs, cooperatives, mutual benefit societies, associations, foundations, social enterprises).

- **Private sector actors and institutions**, such as the Chambers of Commerce.

- Engage **key public actors and institutions** which can play a strategic role in addressing unemployment and key social issues (i.e., welfare, social inclusion, education, immigration).

- Engage key **SSE actors and organisations** working in the field of employment and key social issues such as welfare, social inclusion, education, immigration (i.e., NGOs, cooperatives, mutual benefit societies, associations, foundations, and social enterprises).

- Having on board **private sector actors and institutions**, such as the Chambers of Commerce, allows for strong linkages with the business sector which is crucial when working on employment and job insertion.

- Who are the key **public actors and institutions** which can play a strategic role in addressing unemployment and key social issues (i.e., welfare, education, immigration, social inclusion) in your territory? How are they currently tackling these socio-economic issues? Which public support services do they deliver? Are they aware of key principles and approaches of the SSE? Are they aware of the benefits of collaboration with SSE actors for the delivery of support services? Are they willing to collaborate with SSE actors?

- Who are the key **SSE actors and organisations** addressing unemployment in your territory? Which support services do they deliver? How can they be engaged? Are they aware of the benefits of collaboration with PAs for the delivery of support services? Are they willing to collaborate with PAs?

- Who are the key **private sector actors and institutions** in your territory which can allow access to/strong linkages with the business sector to tackle unemployment?

**PHASE 1. PLANNING: BUILDING ON BEST PRACTICES AND PREPARING THE GROUND FOR PUBLIC-PRIVATE COLLABORATION**

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Self-assessment questions

**MAIN ACTORS**

• **SSE experts/trainers, business consultancy, training and vocational centres** who delivered the SSE training activities to targeted public actors and SSE actors.

• **Universities and research centres** that provided solid theoretical grounds and scientific solidity to the research activities to map, identify and analyse the national social and economic needs, trends, and contexts, as well as the development of the international and national SSE sector.

• **Project staff** – actors ranging from universities and research centres, private sector institutions (i.e., Chambers of Commerce), business consultancy organisations, and vocational centres across the 5 project partner countries, namely Palestine, Jordan, Lebanon, Italy, and Greece.

• **Specialized and qualified SSE experts, business consultancy, training, and vocational centres**, whether within the staff team or hired as external service providers, are key to ensure strong technical knowledge and expertise when delivering training activities in the SSE sector.

• It is key to count on the collaboration of **universities and research centres** which can provide solid theoretical grounds and scientific solidity to the research activities (i.e., literature review, desk research and evidence-based research) to map, identify and analyse the national social and economic needs, trends, and contexts, as well as the development of the international and national SSE sector.

• Rely on a **staff team** that can ensure **qualified and complimentary expertise** on SSE sector.

• Are there **qualified SSE experts, business consultants, training and vocational centres** in your territory which can provide strong technical knowledge and expertise to deliver training activities in the SEE sector?

• Who are the **key research centres and universities** in your territory studying national social and economic issues (i.e., migration, unemployment, social exclusion) as well as the *state of the art* and development of the international and national SSE sector?

• Can you rely on a **staff team** that can ensure **qualified and complimentary expertise** on SSE sector?





## PHASE 1. PLANNING: BUILDING ON BEST PRACTICES AND PREPARING THE GROUND FOR PUBLIC-PRIVATE COLLABORATION

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### MAIN RESOURCES

- **Human resources** (project staff) having **strong theoretical and empirical background, knowledge and expertise** on socio-economic issues, the SSE sector and local welfare schemes to carry out research and training activities, as well as **solid communication, facilitation, and training skills** to carry out meetings and consultations.

- Up-to-date and quality **data, studies** and **research** on socio-economic issues and the SSE sector.

- **Training materials** (i.e., Power Point slides, videos) used both for the Training-of-Trainers course as well as the training programme delivered to PAs and SSE actors in project partner countries. The training materials mainly focused on principles and approaches of the SSE, the application of the MoreThanAJob framework of social schemes built on the IBPs, and on the fields of employment, education, refugees, and migrant support.

- **Financial resources** to support research and facilitation activities carried out by the project staff.

- It is key to have on board **project staff** having **strong theoretical and empirical background, knowledge and expertise** on socio-economic issues, the SSE sector and local welfare schemes, as well as **solid communication, facilitation, and training skills**.

- Rely on up-to-date and quality **data, studies** and **research** on socio-economic issues and the SSE sector.

- Elaborate effective **training materials** (i.e., Power Point slides, videos) which can be easily accessible, reused and disseminated by targeted public actors and SSE actors. The latter should facilitate the learning and awareness-raising of, among others, principles and approaches of the SSE, existing national and international best practices on social innovation and public-private co-production processes, and updated key contextual data and information in the fields of employment, education, refugees, and migrant support.

- Secure appropriate **financial resources** to support research, training, communication, and facilitation activities needed to set up the subgrant scheme.

- Can you count on a staff team having **strong theoretical and empirical background, knowledge and expertise** on socio-economic issues, SSE sector and local welfare schemes, as well as solid communication, facilitation, and training skills?

- Can you rely on up-to-date and quality **data, studies** and **research** on socio-economic issues and SSE sector covering your territory?

- Can you elaborate/access **training materials** on SSE principles and best practices that are effective, appropriate, easily accessible, reusable, and shareable by targeted public actors and SSE actors?

- Can you intercept appropriate **financial resources** to support the preliminary research and facilitation activities needed to set up the subgrant scheme?



## PHASE 1. PLANNING: BUILDING ON BEST PRACTICES AND PREPARING THE GROUND FOR PUBLIC-PRIVATE COLLABORATION

Insights from the intervention

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### MAIN ACTIVITIES

This first preliminary phase was carried out over a one-year period and mainly consisted of four key actions, namely i) research, ii) stakeholder consultation, iii) elaboration of the framework of social schemes and IV) training.

#### ii) **Research:**

- The project team conducted a thorough **literature review** on existing **SSE international best practices** (IBPs) concerning innovative social pilot schemes for the delivery of public-private support services tackling unemployment.

- Each project partner organisation carried out **desk research** to collect up-to-date data on the **national socio-economic context** of each project partner country assessing key dimensions such as economic growth, unemployment, quality of education, social cohesion, labour protection, livelihood, and refugees' integration.

- Each project partner organisation carried out **evidence-based research** about efficient implementation of best practices which led to identifying 10 "**national success stories**", namely interventions which have succeeded in contributing to poverty reduction through social inclusion in the field of employment, education, and immigration.

- Analyse (if present) or carry out (if not available) a thorough and up-to-date **literature review** on existing **SSE international best practices** to learn about innovative social pilot schemes for the delivery of public-private support services tackling unemployment especially for the most vulnerable social groups.

- Analyse (if present) or collect (if not available) up-to-date data on your **country socio-economic context** assessing key dimensions such as economic growth, unemployment, quality of education, social cohesion, labour protection, and refugees' integration.

- Analyse (if present) or map (if not available) **success stories/interventions** which have proved to be effective **in your country** in contributing to fight poverty and unemployment.

- Are you aware of existing **SSE international best practices** to learn about innovative social pilot schemes for the delivery of public-private support services for vulnerable groups?

- What is the **current socio-economic context** in your country in terms of economic growth, unemployment, quality of education, social cohesion, labour protection, and refugees' integration?

- Are there **successful experiences/interventions which have proved to be effective in your country** in contributing to fight poverty and unemployment? What can be learnt from these experiences in terms of what works and what doesn't in your country context?



## PHASE 1. PLANNING: BUILDING ON BEST PRACTICES AND PREPARING THE GROUND FOR PUBLIC-PRIVATE COLLABORATION

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### MAIN ACTIVITIES

#### ii. Stakeholder consultation and engagement:

• Collected research findings, data, and evidence about efficient implementation of best practices and success stories were presented and **extensively discussed in meetings with partners and public and private stakeholders** across all project countries. Hundreds of SSE actors, government (i.e., Ministry-level actors) and PA officials participated in the discussions. This early-stage **wide stakeholder consultation and engagement** was crucial to raise awareness on SSE and to **prepare the ground for public-private collaboration** which was later concretised through the subgrant scheme.

• Foster **extensive and participatory dialogue with multi-sector and multi-level key stakeholders** in your territory (i.e., SSE actors and PA officials) to present and discuss collected research findings, data, and evidence about efficient implementation of SSE best practices and success stories. If wishing to foster effective public-private collaboration practices, targeted local actors need to be engaged since the preliminary phases of the process. This supports greater commitment and ownership on the part of local actors, greater alignment and adaptation to the local context and greater chances of the future subgrant-funded collaboration practices to be successful.

• Who are the **key public and private stakeholders** in your territory which can be consulted and engaged to foster a fruitful, collective, and participatory dialogue and exchange on SSE experiences and best practices? How can they be successfully engaged in a participatory and dynamic discussion on SSE practices? Could they benefit from acknowledging existing **SSE international and national best practices** concerning innovative social pilot schemes for the delivery of public-private support services for vulnerable groups?

#### iii) MoreThanAJob framework of social schemes:

• Drawing from the previous activities, key **inclusion indicators**<sup>15</sup> were elaborated to **select**, in a participatory manner, **the 5 SSE IBPs** that could work for the project countries. Subsequently, the **MoreThanAJob Framework of social schemes** was elaborated presenting the analysis of the selected IBPs. Additionally, **Guidelines for the pilot implementation** were also delivered to support the country context adaptation of the IBPs.

• Co-define a **conceptual framework grounded both in theory and empirical evidence** according to what worked and what can work in your context (international and national SSE best practices). The framework can then guide, inspire, and incentivise SSE actors and PAs in your territory to implement collaborative strategies for social innovation schemes. Moreover, it can inform **policy advocacy** as well as **capacity development** for SSE actors.

• Could a solid **framework grounded both in theory and empirical evidence** on international and national SSE best practices guide, inspire, and incentivise SSE actors and PAs in your territory to implement collaborative strategies for social innovation schemes? Could it be useful to inform **policy advocacy** and **capacity development** for SSE actors?

<sup>15</sup> The 4 chosen indicators to select the IBPs were the following: (i) Non-discrimination (targeting both refugees and host community members), (ii) Equality/equity (providing equal opportunities for employment and education), (iii) Vulnerability driven (targeting the most deprived communities), (iv) Self-sufficiency (in term of social well-being, cohesion, and integration).



## PHASE 1. PLANNING: BUILDING ON BEST PRACTICES AND PREPARING THE GROUND FOR PUBLIC-PRIVATE COLLABORATION

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### MAIN ACTIVITIES

#### iv) SSE Training:

• Through a **Training-of-Trainers (ToT)** approach, an intensive **training programme** was delivered in all project countries engaging in training workshops and seminars projects staff, and hundreds of SSE actors and public institutions. As a first and fundamental step to **foster collaboration between PAs and SSE actors**, these trainings prepared the ground to **raise the communities' awareness on key principles and approaches of the SSE**, getting them familiar with the concept, the mindset, as well as the application of the MoreThanAJob Framework on social schemes. Additionally, the trainings covered key issues in the field of employment, education, support to refugees and migrants, among others. The trainings also provided the opportunity for participants to learn more about the existing social services offered by PAs and SSE, and, for all participants to have a space for **interaction, mutual knowledge, exchange, and networking**.

• Delivering a comprehensive **training programme** through a Training-of-Trainers approach can be an effective strategy to raise the awareness of targeted SSE actors and PAs on key principles and approaches of the SSE. Moreover, trainings can offer the opportunity to create a space for interaction, mutual knowledge, exchange, and networking between PAs and SSE actors, which is a key step to foster public-private collaboration. Make sure such trainings cover key principles and best practices of the SSE, as well as key contextual social issues such as employment, education, immigration, among others so that it is clear how the first can successfully address and tackle the latter.

• Can a structured cycle of **trainings**, through a **Training-of-Trainers approach**, be an effective and feasible strategy in your territory to raise **SSE actors and PAs'** awareness on key principles and approaches of the SSE? Can it be useful to create a space for **interaction, mutual knowledge, exchange, and networking** among SSE actors and PAs? Can it be a good strategy to prepare the grounds for **effective public-private collaboration** to tackle unemployment?



**PHASE 2. IMPLEMENTATION: DESIGNING AND APPLYING A SUBGRANT SCHEME FOR PUBLIC-PRIVATE COLLABORATION**

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**MAIN ACTORS**

Actors targeted by the project subgrant scheme (Phase 2) were mainly the same who benefitted from the trainings in Phase 1, namely **public actors and institutions** (i.e., PAs and ministry-level officials), and **SSE actors and organisations** working in the field of employment and social inclusion (i.e., NGOs, cooperatives, mutual benefit societies, associations, foundations, non-profit and social enterprises; for-profit entity could also participate to the subgrant, provided that their participation was strictly on a non-profit basis). Additionally, the **project staff and collaborators** were key to set up, implement and monitor the subgrant mechanism in each of the 5 project countries.

**MAIN RESOURCES**

- A **total dedicated budget** of 200.000,00 euros available for awarded subgrants in the 5 partner countries.

- **Human resources** (project staff) with **management and financial skills** to design, implement and monitor the subgrant scheme and with **organizational, communication and facilitation skills** to secure effective and targeted **territorial outreach activities** when disseminating the call for subgrants

- Secure a **consistent budget for the incentive scheme** (i.e., subgrant mechanism) which is proportionate to i) the target number of initiatives to support, ii) the type and size of targeted organisations, iii) the type and scale of targeted services to support, and iv) management cost of the staff overseeing the subgrant design, implementation, and reporting.

- Engage **appropriate** (in number) **and qualified human resources** to design, implement and monitor the incentive scheme (i.e., the subgrant scheme), as well as **strong organizational, communication and facilitation skills** to carry out **targeted territorial outreach activities** to effectively disseminate the incentive scheme (i.e., the call for subgrants).

- Can you secure a **budget for the incentive scheme** (i.e., subgrant mechanism) which is appropriate for i) the target number of initiatives you envisage to support, ii) the type and size of organisations you foresee targeting, iii) the type and scale of targeted services you aim to promote and iv) management cost of the staff overseeing the subgrant design, implementation, and reporting?

- Can you rely on a **staff team** having **appropriate** (in number) **and qualified human resources** to design, implement and monitor the incentive scheme (i.e., the subgrant scheme), as well as strong **organizational, communication and facilitation skills** to carry out **targeted territorial outreach activities** to effectively disseminate the incentive scheme (i.e., the call for subgrants)?



## PHASE 2. IMPLEMENTATION: DESIGNING AND APPLYING A SUBGRANT SCHEME FOR PUBLIC-PRIVATE COLLABORATION

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## MAIN RESOURCES

• **Financial support** to cover the cost of human resources as well as the outreach and dissemination activities (workshops, seminars, field visits and public meetings) needed for the implementation of the subgrant scheme.

• **Networks with key PAs and SSE actors** addressing unemployment and related key social issues (i.e., welfare, social inclusion, education, immigration, etc.)- especially for the vulnerable groups, to encourage their engagement in the subgrant scheme.

• Online and offline **communication channels** (i.e., social media) to disseminate the call for subgrants and reach out to the targeted audience.

• Secure **appropriate financial support** to cover the cost of human resources and outreach and dissemination activities (workshops, seminars, field visits and public meetings) needed for the implementation of the incentive scheme.

• Leverage **territorial networks with key PAs and SSE actors** working on employment and related key social issues (i.e., welfare, social inclusion, education, immigration, etc.) - especially for the vulnerable groups to encourage their engagement in the incentive mechanism.

• Make **strategic use of appropriate online and offline communication channels** to properly disseminate the incentive mechanism (i.e., the subgrant) and reach out to the targeted audience.

• Can you secure **appropriate financial support** to cover the cost of human resources and outreach and dissemination activities (workshops, seminars, field visits and public meetings) needed for the implementation of the incentive scheme?

• Can you leverage **strategic territorial networks** with key PAs and SSE actors/organisations addressing unemployment and related key social issues - especially for the vulnerable groups - to reach out to potential targets to be engaged in the incentive mechanism (i.e., the call for subgrants)?

• Which online and offline **communication channels** can be most effective and strategic to disseminate the incentive mechanism (i.e., the call for subgrants) and reach out to the targeted audience?

## MAIN ACTIVITIES

Activities carried in Phase 1, particularly the MoreThanAJob Framework of social schemes, were key to later **design and implement the subgrant scheme to incentivise and finance similar social schemes** in the 5 project countries. Key activities in this phase were the following:



• **Design** of the MoreThanAJob subgrant scheme:

**Objective & scope:** the overall aim of MoreThanAJob subgrant was to finance cooperation projects among SSE actors and PAs to **improve social services for vulnerable groups** to increase their opportunities of **social and labour inclusion**.<sup>16</sup>

• **Eligible applicants:** The call for subgrants was exclusively **addressed to SSE actors** in partner countries having the specific feature of producing goods, services and knowledge while **pursuing both economic and social aims and fostering solidarity** – i.e., NGOs, cooperatives, mutual benefit societies, associations, foundations, non-profit and social enterprises; for-profit entity could also participate, provided that their participation was strictly on a non-profit basis.

• Make sure the **incentive mechanism** (i.e., subgrant scheme) you are designing truly (and exclusively) addresses actions and projects in line with the pursued aim, namely improving **public-private co-production of support services for social and labour inclusion** of targeted social groups. **Clear objectives and scope** of the incentive mechanism should be stated to ensure **alignment** with your overall aim.

• By setting clear **eligibility criteria**, make sure the incentive mechanism clearly **targets the type of SSE actors** you are aiming to support.

• Are there any **incentive schemes for public-private co-production services/projects** in your territory, such as **support and/or funding opportunities**? When designing an incentive mechanism (i.e., subgrant scheme) in your territory to improve **public-private co-production of SSE support services**, how can you make sure you target actions and projects that are truly aligned with this aim?

• What type of SSE actors do you wish to target with the incentive mechanism? Which **eligibility criteria** can ensure your incentive mechanism best targets the **type of SSE actors** you are aiming to support?

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<sup>16</sup> The proposals submitted under the MoreThanAJob subgrant call had to focus on the following main themes: family and income support; health and counselling services; education and training; career guidance and employment support; culture and participation.



- **Conditionalities:** The call was restricted to initiatives foreseeing the **collaboration with PAs**. Moreover, as a mandatory requirement, the collaboration with a PA had to be formalised, during the project's lifetime, with **the signature of at least one MoU with an involved public institution**.

- To incentivise **public-private co-production services** for **social and labour inclusion** of targeted social groups you need to set up a **mechanism** which concretely incentivises and formalises concrete collaboration between SSE actors and PAs. You may opt for a **subgrant scheme conditioning financial support** for applicants (SSE actors) to their **formal collaboration with PAs** in the implementation of support services. Make sure the incentive scheme is **appealing** (i.e., funding) and **accessible to SSE actors**, in terms of **cost-benefits** for them to deliver their support services. Also, make sure the collaboration with SSE actors is **appealing to PAs** in terms of cost-benefits (i.e., public savings in the long run) and social return for the community.

- What kind of **incentives/ conditions** could work in your territory to encourage SSE actors to **collaborate** with PAs? (i.e., funding, resources, strategic support, visibility, partnerships). Could a subgrant scheme conditioning financial support to formalised collaboration with PAs work as an incentive? And, in turn, can collaborative practices with SSE actors be **appealing** for PAs in your territory? How can you make sure they are?



**PHASE 2. IMPLEMENTATION: DESIGNING AND APPLYING A SUBGRANT SCHEME FOR PUBLIC-PRIVATE COLLABORATION**

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Suggested actions

Self-assessment questions

**MAIN ACTIVITIES**

• Before and during the subgrant call, **numerous and targeted outreach activities** were carried out by the project team in all partner countries to **secure an effective dissemination of the call for subgrants**. Hence, many workshops, seminars, field visits and public meetings with public institutions, NGOs, SSEs actors and other grassroots organization were organised with the following objectives:

- **Raise awareness:** clarify the concept of SSE best practices, the benefits of collaboration between SSE actors and PAs and, hence, the logic behind the MoUs.
- **Bridge the existing gap among the public-private (SSE) sectors:** targeted organisations, actors and institutions who had benefitted from the trainings in Phase 1 were brought together again in workshops and seminars to actively foster connections, getting to know about each other, the services they provide, and potential areas for cooperation.
- **Encourage SSE actors to apply for the call for subgrant:** many targeted field visits were organized to many SSE organizations to explain the idea behind the subgrant, to

• Carry out **numerous and targeted territorial outreach activities** to encourage SSEs actors to seize the opportunity offered by the incentive mechanism (i.e., a call for subgrants). In this respect, workshops, seminars, field visits and public meetings with public institutions, SSEs actors and other grassroots organization can be good strategies. If not properly and strategically **disseminated**, the incentive mechanism may fail to reach the targeted groups and, hence, to achieve its goal. Conversely, SSE actors need to be directly engaged to **encourage their application** to the incentive mechanism. Moreover, both SSE and public actors need to be properly targeted by **awareness-raising actions** clarifying the concept of SSE best practices, and the benefits of public-private collaboration. Also, dissemination and targeted outreach activities also offer the opportunity for **public-private connection and mutual exchange**.

• What kind of **outreach and engagement strategies** could work to incentivise PAs in your territory to formalise collaboration with SSE actors for the provision of SSE support services? How can you ensure targeted public and private actors in your territory are **aware** of the opportunity offered by the incentive mechanism? How can you facilitate their **access** to the incentive mechanism? How can you make sure they **understand** the benefits of SSE practices and public-private collaboration? How can you **encourage** SSE actors to apply? Which disseminating activities could support **public-private connection and mutual exchange**?



clarify the application process and to encourage their application.

## PHASE 2. IMPLEMENTATION: DESIGNING AND APPLYING A SUBGRANT SCHEME FOR PUBLIC-PRIVATE COLLABORATION

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### MAIN ACTIVITIES

- Moreover, to concretely **support collaborative matchmaking with public actors**, applicants who submitted their proposals were then invited to another round of workshops where they could present their project proposals to participating PAs and public officials. This offered visibility and fruitful interaction space for SSE actors and PAs to better assess potential for collaborations.
- Once applications were thoroughly evaluated and subgrantees were awarded, **MoUs** were successfully signed primarily with **Ministry-level officials** in all partner countries with the support and facilitation of the project staff. Depending on the type of social service provided by the awarded organisations, **collaboration with public actors took different forms**, such as, for example: releasing ministerial certificates, providing public spaces/equipped spaces to deliver social services/trainings, linking SSE organisations with public vocational centres/institutions or public programs, subcontracting public services. Such

- Actively **foster interaction/matchmaking opportunities between SSE actors and PAs** for them to get to know each other and the services they provide and to assess the potential for collaboration.
- Make sure you find the **appropriate formal agreement form**, balancing **commitment** and **flexibility**, to formalise collaboration between PAs and SSE actors.

- How can you **foster real interaction spaces/opportunities for SSE actors and PA officials** to meet, exchange and concretely assess their potential for collaboration?
- Which **agreement form** balancing commitment and flexibility can better formalise collaboration between PAs and SSE actors in your territory?  
Are there PAs in your territory that would be **willing** to concretise/formalise collaboration with SSE actors for the provision of support services tackling unemployment for vulnerable groups? And SSE actors willing to do the same with PAs?



collaborations greatly supported subgrantees in the delivery of their services.

#### 4.3.3 The Process - MoreThanAJob subgrant mechanism



## PHASE 3. SUSTAINABILITY: FOSTERING SUSTAINABLE PUBLIC-PRIVATE COLLABORATION

### Insights from the intervention

The following key features of the MoreThanAJob subgrant scheme can be considered promising measures to ensure the **sustainability of the practice** in the future:

#### INSTITUTIONAL SUSTAINABILITY:

- **Formalising collaborations through MoUs:** conditioning the subgrant financial support to establishing **formal agreement of the collaboration between SSE actors and public bodies** (MoUs) not only supports the achievement of the subgrant purpose, but also **improves the likeliness of a medium-to-long term cooperation** between these actors, even beyond the intervention timeframe. Albeit not binding the parties into legal nor financial obligations, **MoUs** nevertheless **publicly formalise the expression of good will for cooperation**. Should MoUs provide evidence of benefits for both parties, the latter are more likely to continue collaborating in the future as well as testing the same collaborative approach with other actors/organisations, therefore driving a sort of **collaborative multiplier effect**.

### Suggested actions

#### INSTITUTIONAL SUSTAINABILITY:

- Set up an **incentive mechanism** to foster, support and **formalise** collaboration between SSE actors and PAs to deliver support services tackling unemployment for vulnerable groups.

Choose an **appropriate agreement form**, balancing **commitment** and **flexibility**, to formalise collaboration between PAs and SSE actors and to improve the **likeliness of a medium-to-long term cooperation** between these actors.

### Self-assessment questions

#### INSTITUTIONAL SUSTAINABILITY:

- What kind of **incentives** or **conditions** would be necessary to encourage PAs in your territory to formalise collaborations with SSE actors for the provision of support services for vulnerable groups? And for SSE actors to engage with PAs? Could a subgrant scheme conditioning financial support to formalised collaboration with PAs work as an incentive?

Which **agreement form** can better formalise collaboration between PAs and SSE actors in your territory and which balances **commitment** and **flexibility** for the parties?



## PHASE 3. SUSTAINABILITY: FOSTERING SUSTAINABLE PUBLIC-PRIVATE COLLABORATION

### Insights from the intervention

- Fostering public-private collaboration through an online portal: another key strategy for sustainability was the set-up of an online portal<sup>17</sup> designed as a tool to:
  - Provide a simple and complete overview for citizens, particularly vulnerable ones, of the existing social and labour inclusion support services and opportunities across all project countries.
  - Promote collaboration and co-design processes between SSE and public stakeholders for the development of new or improved services for job insertion and social inclusion of vulnerable groups.

### Insights from the intervention

- Set-up an effective **virtual space** (i.e., an online portal) fostering and facilitating **information sharing, connection, networking and collaboration** between SSE actors and public institutions as well as easier access for citizens, especially the vulnerable ones, to the services they need. Identify a **portal facilitator** to keep the portal engaging, active and dynamic by supporting SSE actors and PAs in the registration phase and in the upload of content, as well as in reaching out to stakeholders to encourage them to join the portal.

### Insights from the intervention

- Can a **virtual space** (i.e., an online portal) foster and facilitate **information sharing, connection, networking and collaboration** between SSE actors and public institutions in your territory? Can it facilitate **citizens' easier access** to the services they need, especially for the vulnerable groups? Which actor is best suited in your territory to become a **facilitator** of this virtual space for it to be functional, dynamic, and engaging?

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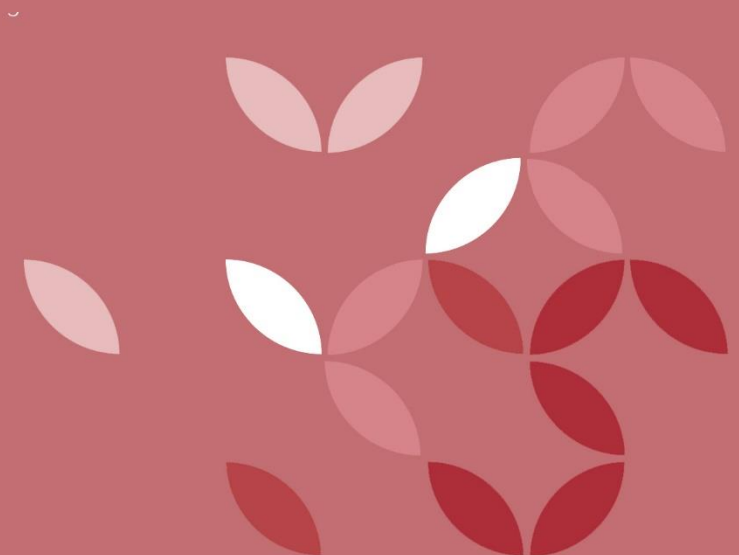
<sup>17</sup> [www.joinmorethanajob.org](http://www.joinmorethanajob.org)



## 4.3.4

# KEY CONTEXTUAL DETERMINANTS FOR REPLICABILITY

The following table aims to inform readers of the **main contextual determinants** that emerged during the analysis when seeking to identify key “ingredients” and conditions that should be in place in a given context for the replicability of the MoreThanAJob subgrant scheme. The table should support readers in running a quick general screening of their own context to assess the preliminary feasibility of considering replicating the practice.



	Key determinants	Self-assessment questions
<b>SOCIAL CONTEXT</b>	<ul style="list-style-type: none"> <li>• <b>Social capital</b> is a crucial resource allowing stakeholders to collaborate to effectively achieve a common purpose, building on <b>mutual trust, cooperation, openness, respect for one another</b>, hence feeding the propensity to collaborate between SSE and public sector actors.</li> </ul>	<ul style="list-style-type: none"> <li>• Can your territory count on a minimum level of <b>social capital</b> allowing key public and SSE sector actors to work together to effectively achieve a common purpose?</li> </ul>
<b>FINANCIAL RESOURCES</b>	<ul style="list-style-type: none"> <li>• Appropriate <b>financial resources</b> to support research, training, communication, and dissemination activities (workshops, seminars, field visits and public meetings).</li> <li>• <b>Consistent budget for the incentive scheme</b> (i.e., subgrant mechanism) which is proportionate to i) the target number of initiatives to support, ii) the type and size of targeted organisations, iii) the type and scale of targeted services to support.</li> <li>• Staff team having <b>strong theoretical and empirical background, knowledge and expertise</b> on socio-economic issues, the SSE sector and local welfare schemes.</li> </ul>	<ul style="list-style-type: none"> <li>• Can you intercept appropriate <b>financial resources</b> to support the research, training, communication, and dissemination activities?</li> <li>• Can you secure a <b>consistent budget for the incentive scheme</b> (i.e., subgrant mechanism) which is appropriate for i) the target number of initiatives you envisage to support, ii) the type and size of organisations you foresee targeting, iii) the type and scale of targeted services you aim to promote, and iv) the management cost of the staff overseeing the subgrant design, implementation, and reporting?</li> <li>• Can you count on a staff team having <b>strong theoretical and empirical background, knowledge and expertise</b> on socio-economic issues, SSE sector and local welfare schemes?</li> </ul>
<b>HUMAN CAPITAL</b>	<ul style="list-style-type: none"> <li>• <b>Appropriate</b> (in number) and <b>qualified human resources</b> to design, implement and monitor the incentive scheme (i.e., the subgrant scheme).</li> <li>• Suited <b>human resources</b> having <b>strong organizational, communication and facilitation skills</b> to carry out <b>networking and targeted territorial outreach activities</b> to effectively disseminate the incentive scheme (i.e., the call for subgrants) and to engage relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Can you rely on a <b>staff team</b> having <b>appropriate</b> (in number) and <b>qualified human resources</b> to design, implement and monitor the incentive scheme (i.e., the subgrant scheme)?</li> <li>• Can you count on a staff team having strong <b>organizational, communication and facilitation skills</b> to carry out <b>targeted territorial outreach activities</b> to effectively disseminate the incentive scheme (i.e., the call for subgrants)?</li> </ul>

	Key determinants	Self-assessment questions
<p><b>ACTORS AND ORGANISATIONS</b></p>	<ul style="list-style-type: none"> <li>• <b>Key public actors, institutions and PAs</b> which can play a role in addressing unemployment and related key social issues (i.e., welfare, social inclusion, education, immigration, etc.) - especially for the vulnerable groups - and that are (potentially) willing to engage in collaborations with SSE sector actors.</li> <li>• <b>Key SSE actors and organisations offering</b> (or planning to offer) <b>support services for social and labour inclusion</b> - especially for the vulnerable groups - and that are (potentially) willing to engage in collaborations with PAs (i.e., NGOs, cooperatives, mutual benefit societies, associations, foundations, non-profit and social enterprises; for-profit entity provided that their participation to incentive mechanism is strictly on a non-profit basis).</li> <li>• <b>Universities and research centres</b> which can provide solid theoretical grounds and scientific solidity to the research activities (i.e., literature review, desk research and evidence-based research) to map, identify and analyse the national social and economic needs, trends, and contexts, as well as the development of the international and national SSE sector.</li> <li>• <b>Private sector actors and institutions</b>, such as Chambers of Commerce, allowing for strong linkages with the business sector to effectively work on employment and job insertion.</li> <li>• <b>Staff</b> having a <b>solid background</b> and <b>expertise on local welfare schemes</b> and available support services, as well as extensive knowledge on the local <b>social needs and issues</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• Who are the key <b>public actors, institutions and PAs</b> in your territory which can play a strategic role in addressing unemployment and related key social issues (i.e., welfare, education, immigration, social inclusion, etc.) especially for the vulnerable groups? Are they willing to collaborate with SSE sector actors?</li> <li>• Who are the key <b>SSE actors and organisations</b> in your territory addressing unemployment and key social issues (i.e., welfare, social inclusion, education, immigration, etc.), especially for the vulnerable groups? Are they willing to collaborate with local PAs?</li> <li>• Who are the <b>key research centres and Universities</b> in your territory studying national social and economic issues (i.e., migration, unemployment, social exclusion) as well as the <i>state of the art</i> and development of the international and national SSE sector?</li> <li>• Who are the key <b>private sector actors and institutions</b> in your territory which can allow access to/strong linkages with the business sector to tackle unemployment?</li> <li>• Can you count on skilled <b>staff</b> having a <b>solid background</b> and <b>expertise on local welfare schemes</b> and available support services, as well as extensive knowledge on the <b>local social needs and issues</b>?</li> </ul>



#### 4.3.4 Key contextual determinants for replicability - MoreThanAJob subgrant mechanism

<b>NETWORKS</b>	<ul style="list-style-type: none"><li>• <b>Networks with key PAs and SSE actors</b> addressing unemployment and related key social issues (i.e., welfare, social inclusion, education, immigration, etc.)- especially for the vulnerable groups - to reach out to potential targets to be engaged in the incentive mechanism (i.e., the call for subgrants).</li></ul>	<ul style="list-style-type: none"><li>• Can you leverage <b>strategic territorial networks</b> with key PAs and SSE actors addressing unemployment and related key social issues - especially for the vulnerable groups - to reach out to potential targets to be engaged in the incentive mechanism (i.e., the call for subgrants)?</li></ul>
<b>DATA</b>	<ul style="list-style-type: none"><li>• Up-to-date and quality <b>data, studies, and research</b> on socio-economic issues and on the stage of development of the SSE sector, internationally, nationally as well as at the local level.</li></ul>	<ul style="list-style-type: none"><li>• Can you rely on up-to-date and quality <b>data, studies and research</b> on socio-economic issues and SSE sector covering your territory?</li></ul>

## 4.3.5

# DRAWBACKS AND RISKS

### DRAWBACKS AND RISKS

*The main risks which may arise when replicating the intervention*

#### LACK OF MUTUAL TRUST BETWEEN SSE ACTORS AND PAs:

- Some degree of rooted **mistrust** between public institutions and SSE sector actors is to be expected and may result in mutual **reluctancy** to engage in public-private (SSE) collaborations. Such mistrust and resistance can largely depend on **lack of awareness** on theoretical and empirical evidence of the benefits of such cooperation, as well as **lack of knowledge and connection** of/with public-private (SSE) actors delivering social services. Failing to address such rooted tendencies may hamper the success of co-production processes between public-private (SSE) actors, as the incentive behind the collaborative scheme on its own (whether financial or in other forms) may not be sufficient.

### COPING STRATEGIES

*The best strategies that could be implemented to cope with and/or prevent these risks*

#### NETWORKING, AWARENESS-RAISING & MATCHMAKING ACTIVITIES:

- To overcome rooted mistrust and resistance between actors from different sectors (public and SSE sector), it is crucial to dedicate much effort in actively **bridging this gap** by:
  - Fostering **extensive and participatory dialogue with multi-sector and multi-level SSE key stakeholders** in your territory to present and discuss research findings, data, and evidence about efficient implementation of SSE best practices.
  - Elaborating a sound **conceptual framework grounded both in theory and empirical evidence** according to what worked internationally and nationally and what can work in your territorial context that can guide, inspire, and incentivise SSE actors and PAs to implement collaborative strategies for social pilot schemes.
  - Delivering a **training programme** through a Training-of-Trainers approach to foster collaboration between PAs and SSE actors, raise the communities' awareness on key principles and approaches of the SSE, and create a space for interaction, mutual knowledge, exchange, and networking.
  - Organising and promoting strategic **workshops, seminars & matchmaking initiatives** to create fruitful opportunities for mutual dialogue and exchange to identify areas and channels for potential collaborations between PAs and SSE actors.

## DRAWBACKS AND RISKS

*The main risks which may arise when replicating the intervention*

## COPING STRATEGIES

*The best strategies that could be implemented to cope with and/or prevent these risks*

### RISK OF MODEST PERFORMANCE BY AWARDED SUBGRANTEES

- There may be a risk of modest outcomes concerning the services delivered by awarded subgrantees (i.e., training sessions to vulnerable groups) if awarded subgrantees (SSE actors) simply act as service providers. Instead, it is key that they go beyond responding to basic needs and focus on **well-rounded support** to bring about **transformative social change** for beneficiaries. This means, for example, providing empowering tools to target groups: i.e., support them in an entrepreneurial project having true income-generation and job-creation potential.

### EFFECTIVE SUBGRANT SELECTION PROCESS

- When implementing a subgrant scheme to incentivise public-private collaboration, establishing **effective selection criteria** is crucial to mitigate the risk of subgrantees not (or poorly) meeting the subgrant objectives. It is suggested to require, for example, **verifiable prior experience** of applicant SSE actors in the support projects they are proposing. During the interview phase of the selection process, thoroughly **investigate the social purpose of applicants**, whether they are truly committed to meet the social goals and to really make a difference for their target groups.





## 4.3.7

# USEFUL CONTACTS

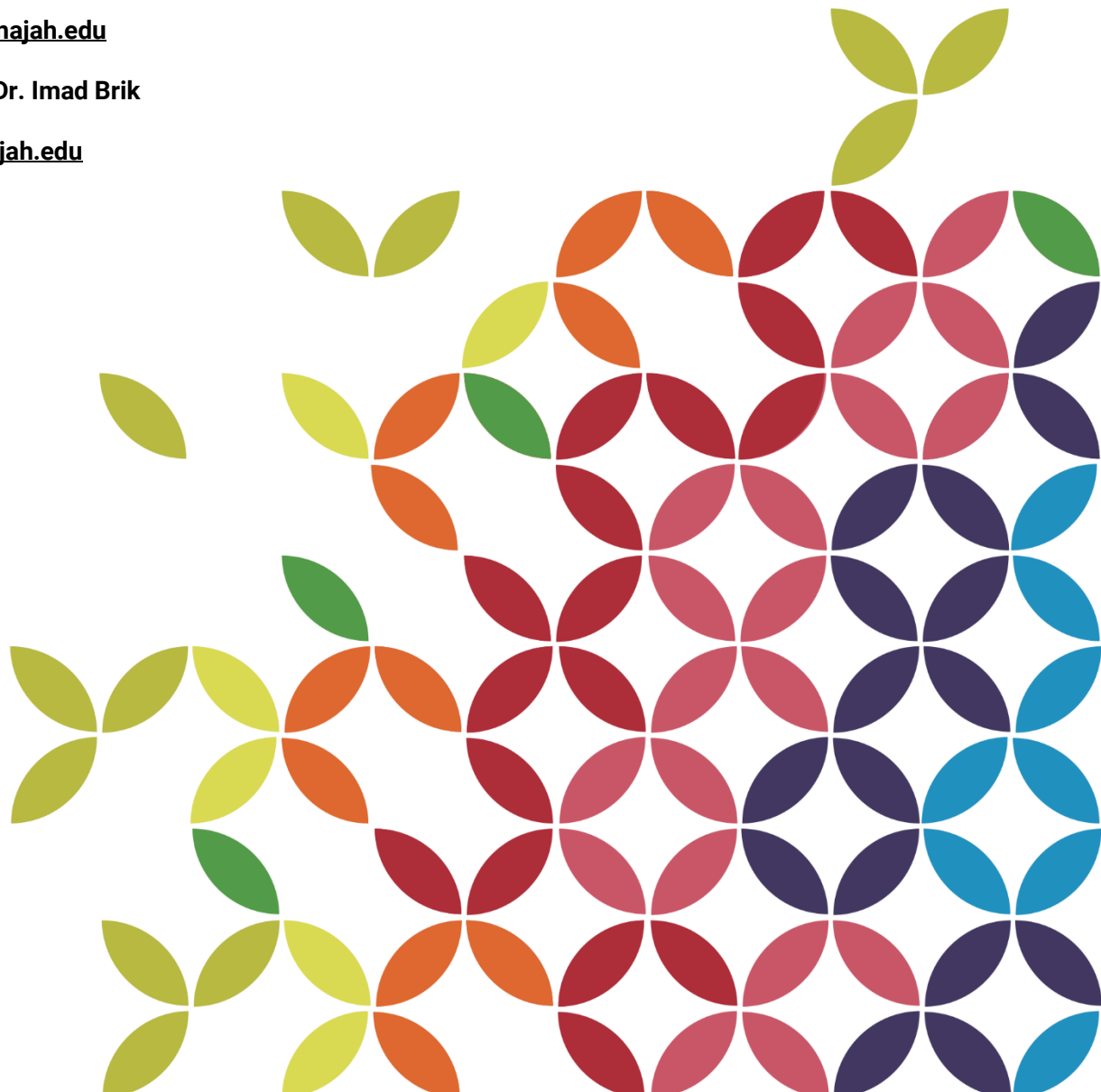


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## 4.4

# CONSUME PALESTINE STRATEGY: PUBLIC-PRIVATE COLLABORATION FOR COMPREHENSIVE SUPPORT TO RURAL VALUE CHAINS AND WOMEN EMPOWERMENT

### EXECUTIVE SUMMARY

The Roadmap was elaborated within the framework of the ENI CBC Med **MedRiSSE project** (*Replicable Innovations of SSE in the provision of services and creation of decent jobs in the post covid-19 crisis recovery*) and it analyses the pilot experience of the **Consume Palestine strategy** which has been put in practice since 2012 in Gaza and the West Bank mainly under four key cooperation projects, starting from the ENPI CMC Med **RUWOMED** project (2012-2016).

The Consume Palestine strategy can be considered a **positive model of Social and Solidarity Economy practice**. The latter provides an **integrated** (drawing from public and private support and resources) and **comprehensive** (intervening on both supply and demand side) support to boost **rural value chains**, acting through the **social and economic empowerment of vulnerable social groups'** (in the specific case of this experience, targeted vulnerable women). As a core element, the strategy drew from continuous and close **collaboration** both with the **public sector**, in particular key Palestinian governmental actors presiding over the cooperative sector (i.e., ministry-level actors, local authorities), as well as with **other key multi-sector actors** such as **private actors** (i.e., trade and export agents, marketing firms), **universities** and **civil society organisations** (i.e., women's associations, fair-trade NGOs).

With a view to the potential **replicability** of the Consume Palestine strategy, this Roadmap retraces and analyses the overall process, the key phases and respective main actors, resources, and actions, which allowed the implementation of the practice. Key determinants to replicate the strategy, as well as potential risks and respective mitigation measures, complete the overall assessment of the Consume Palestine experience for those readers who might be interested or even considering embarking on a similar experience elsewhere.

In a nutshell, a **preliminary need assessment phase** of the Consume Palestine strategy mainly focused on deepening the understanding of the challenges and opportunities of the **Palestinian cooperative**

**sector**, especially the cooperatives operating in the rural value chains and in particular the women's rural production and consumer cooperatives. A **second stage** of the strategy entailed supply-side as well as a demand-side support interventions. As for the first, a **well-rounded capacity building program** for targeted women, coupled with first-hand **marketing and branding** support, were part of the **"soft"-type support** aiming to **increase production quality and business capacities**. As for the **"hard" support**, targeted cooperatives were accompanied through every step of the **formalisation process**, including legal registration, product compliancy with legal requirements, attaining of registered labels, and quality certifications (i.e., organic certification). Additionally, the strategy also entailed the registration of the **Consume Palestine Seal (Uroq Seal)**, the **provision of needed production inputs** for targeted cooperatives (i.e., machinery, quality equipment), as well as **strategic support to export** targeted rural products to the Spanish markets. As for the **demand-side support**, the **Consume Palestine awareness Campaign** was carried out to enhance the image of Palestinian rural products as high-quality products and to raise consumers' awareness of the importance of purchasing Palestinian rural products. Against this backdrop, the Consume Palestine Campaign closely linked with raising consumers' awareness and solidarity with the Palestinian cause. A **third phase** of the process focuses on the **key sustainability measures** (currently effective, at the time of writing) of the Consume Palestine strategy which are likely to provide long-term positive results.

Indeed, the accumulated experience through the Consume Palestine strategy could be capitalised to inspire the replication of the model in other territories given its **positive support to the SSE** and the **constructive promotion of public-private collaboration** for the benefit of the community.

In addition to the necessary **financial resources** needed for the implementation of the strategy, **key contextual determinants** for a positive replication of the practice may be summarized as follows:

- Relying on minimum **social conditions and norms** allowing the support strategy to reach out to, engage, and mobilize **rural economic actors** (i.e., consumer/producer cooperatives/groups, farmers, artisans), and their **families and communities**, especially if targeting individuals from vulnerable social groups.
- Relying on the support from **key national and international civil society organisations**, such as NGOs, labour unions, producers/consumers' associations, which can facilitate reaching out to and engaging rural actors in the support activities, leverage needed resources and networks, and support their access to the local and international marketplace.
- Counting on the **political endorsement and technical support** from key **governmental actors** (i.e., **ministry-level actors and institutions, local authorities**).
- Having a basic **legal framework** governing the marketplace, the economic actors, and their activities (i.e., labour rights, prices and access to the marketplace, production processes, environmental protection, market competition, product quality standards, transparency and consumers' protection, exports).
- Engaging with key **national and international private sector actors**, such as fair-trade and export agents, and marketing firms, which can allow rural actors to access the local and international marketplace.
- Having access to the **national and international marketplace** to sell supported rural products (i.e., local fairs and stores, supermarkets).

#### 4.4 Consume Palestine Strategy

- Counting on having key **economic hard and soft infrastructures** in place needed by targeted rural economic actors to be operative in their market, hence, to produce, purchase and exchange resources, products, and services (i.e., local fairs and stores, supermarkets, market exhibitions, transportation and export infrastructures, power grid, water supply network, commercial services, transport and export logistics, legal and technical support).
- Relying on a staff team/collaborators/external service providers having **appropriate expertise, capacities, and skills** to oversee and provide the overall support strategy and activities, as well as proper **competences, sensibility, and cultural intelligence** needed to effectively engage and empower targeted vulnerable social groups.

When replicating the Consume Palestine strategy, some **potential risks/challenges** need to be accounted for, prevented, or mitigated. Firstly, to avoid the potential risk of running up against **complex bureaucratic procedures and legal compliancy requirements** when supporting rural economic actors accessing the formal market, it is advisable to **closely collaborate with key governmental actors** since the very beginning of the support strategy. In this regard, actively supporting the legal registration of a product Seal can greatly support rural actors in uplifting their image and market placement, especially those actors lacking the means to register their own labels. Additionally, carrying out parallel **policy advocacy actions** may also favour a push toward more enabling legal frameworks for the rural economic actors. Moreover, **logistical difficulties** may challenge the **export** of rural products, especially in unstable and challenging political contexts. Against this backdrop, it is key to secure **strategic partnerships** with **national or international organisations** that can help overcome exporting barriers. Finally, when dealing with **rural communities** where **rooted conservative social** norms, traditions, and practices (i.e., patriarchal social structures, “traditional” agricultural practices) are often in force, challenges such as **social resistance** or **mistrust** should be expected and considered. Such social challenges require thorough **understanding, dedicated and context-sensitive planning**, as well as dedicated **awareness-raising activities** targeting the overall **rural communities**.

SSE practitioners, policymakers and local administrations searching for ways to contribute to the sustainable and inclusive development of their territories may consider replicating the Consume Palestine strategy provided that key determinants are in place and the process is well adapted to their specific context.



### 4.4.1

## THE GOOD PRACTICE

The **Consume Palestine strategy** proves to be a **good Social and Solidarity Economy practice** when it comes to providing an **integrated** (drawing from public and private support and resources) and **comprehensive** (intervening on both supply and demand side) support to boost **rural value chains**, acting through the **social and economic empowerment of vulnerable social groups** (targeted vulnerable women, in this case).

The strategy traces its origins from the learnings of the ENPI CBC Med **RUWOMED project**<sup>18</sup> (*Rural Women of the Mediterranean*) implemented by Asamblea de Cooperación por la Paz (ACPP), Palestinian Agricultural Relief Committee (PARC -now Palestinian Development Association), and Collective for Research and Training on Development - Action (CRTD-A) in Spain, Palestine, and Lebanon, from November 2012 to December 2016. The project aimed at developing and strengthening viable and sustainable economic activities among Palestinian and Lebanese women in rural areas through capacity building programs, input support and the local and international promotion of their products.

The same objective continued to be pursued in Palestine by other programmes, including the project **“Sustainable, Equitable, and Fair: Consume Local, Consume Palestine”**, an almost 1 million EUR initiative funded by the Generalitat Valenciana (GVA) and implemented in Palestine by ACPP, and local partners such as PARC, through different project editions<sup>19</sup> starting from June 2018. The initiative aimed at supporting the socio-economic empowerment of Palestinian rural women in four target locations in the West Bank and strengthening the value chain of Palestinian rural products with sustainability and responsible consumption criteria.

Therefore, starting from 2012, the Consume Palestine strategy took shape building on the activities and **learnings** of the continuous succession of these cooperation projects.

More specifically, the strategy supports Palestinian **rural value chains** by strengthening both the supply and demand sides, as illustrated in the figure below.

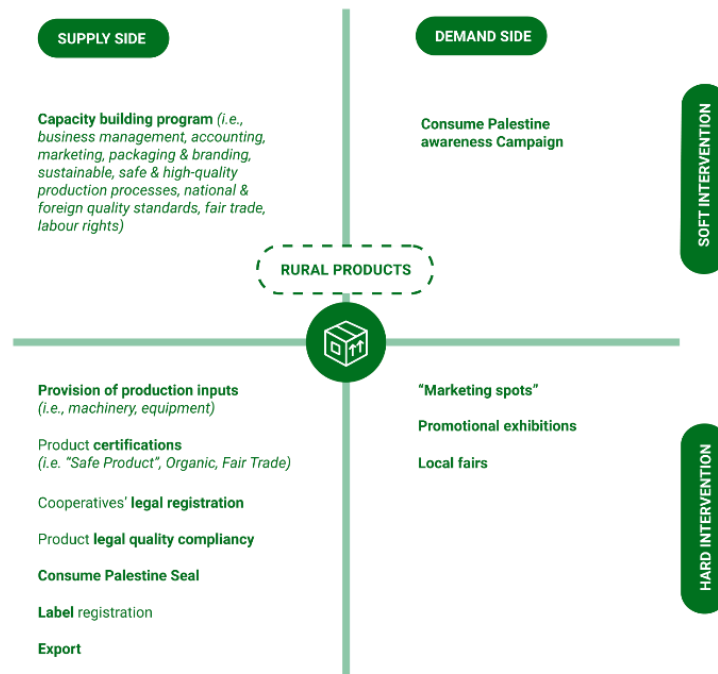
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<sup>18</sup> RUWOMED project full title: “*Supporting and connecting rural women’s traditional know how within the Mediterranean Sea Basin through the promotion of fair products to enhance their economic and social future and to participate towards the achievement of a harmonious development for a good neighbourhood in the region*”. ENPI CBC Med was the multilateral cross-border cooperation “Mediterranean Sea Basin Programme” part of the European Neighbourhood Policy and of its financing instrument (ENPI) for the 2007-2013 period, which included the European Union and partner countries regions placed along the shores of the Mediterranean Sea.

<sup>19</sup> The main project editions who carried out the Consume Palestine strategy were GVA17, in Jenin (from January 2018 to January 2020 - almost 400.000 EUR), GVA18, in Tulkarm, Nablus, and Ramallah (from July 2019 to January 2021- almost 350.000 EUR), and GVA19, in Hebron, and Bethlehem (from December 2020 to May 2022 - almost 200.000 EUR).

## OVERVIEW OF THE CONSUME PALESTINE STRATEGY

Overview of the Consume Palestine strategy



Source: ARCO

SOURCE: ARCO

As for the **supply side**, the strategy envisaged a **well-rounded capacity building program** for women working in the targeted cooperatives to improve their skills and competences in business management, accounting, marketing, and branding (including better labelling and packaging strategies). Moreover, women acquired needed skills to ensure sustainable, safe, and high-quality production (quality management systems), as well as new knowledge on foreign quality standards, fair trade, and labour rights. Representatives of the Palestinian women cooperative groups also benefitted from **learning visits** to their cooperative peers in the other countries (i.e., the trip to Valentian Community in Spain during GVA17 project) which is a good approach to establish direct contacts with interested importing companies and to participate in a fair trade.

Furthermore, nowadays targeted Palestinian cooperatives can also benefit from the use of the **officially registered seal** ("Uroq Seal") and **logo** identifying and promoting the good quality of "Palestinian made" rural products<sup>20</sup>.

<sup>20</sup> The "Uroq Seal", released in October 2022, was the successful result of a long process carried out by PARC and ACPP. The latter managed to obtain the legal registration of the Seal from the Ministry of National Economy after an 11-months long procedure. The Uroq Seal logo was previously elaborated by means of an award contest among university students - in coherence with an awareness-raising perspective of the strategy. In addition to contributing to the promotion of the Palestinian rural products, the Seal also benefits Palestinian small cooperatives and producers that are less likely to register their own label due to burdensome and costly procedures and requirements. PARC will manage the Seal for the

#### 4.4 The Good Practice -Consume Palestine Strategy

Additionally, the Strategy entailed a first-hand support to guide cooperatives in obtaining their **legal registration** and to ensure the **compliance** of their products with **national quality requirements**. Cooperatives were also supported through the demanding process of attaining formal registration of their own **labels** and **certifications** (i.e., the “Safer Product Certificate”, the organic certification, Fair Trade certification, or any other specific certification released by the Palestinian Standards Institute - PSI).

As for the **demand side**, the Strategy promoted the “**Consume Palestine**” **awareness Campaigns**<sup>21</sup>. The latter positively contributed to enhance the image of Palestinian rural products as high-quality products and to raise consumers’ awareness of the importance of purchasing Palestinian rural products as means to support and protect small rural producers, especially the women, and the overall local economy. Moreover, the Campaign successfully **promoted the Consume Palestine Seal** (“Uroq Seal”) which is now considered the major tool to brand Palestinian quality rural products. Against this backdrop, the Consume Palestine Campaign also contributed to raising consumers’ awareness and solidarity with the Palestinian cause (locally and abroad).

As a core element, the strategy drew from a **continuous and close collaboration with the public sector**, in particular key Palestinian governmental actors presiding over the cooperative sector (i.e., the Work Cooperative Agency, ministry-level actors, PSI, local authorities). Since the first need assessment phase carried out under the RUWOMED project, the project staff established solid connections with governmental actors who provided **key technical advice** and information to better understand the **cooperative legal framework, legal requirements and regulations** disciplining cooperative products’ quality and hygiene standards, as well as procedures concerning product seals and certifications. Moreover, these governmental actors were consulted to consider their take on the needs, challenges, and opportunities of the cooperative sector in Palestine. Local authorities were also fundamental to reach out to key CBOs and, ultimately, to women from all backgrounds (i.e., coming from urban, rural and/or disadvantaged contexts) to engage them in the activities. In this respect, **local authorities’ support and endorsement** was strategic to overcome resistance of small rural communities and conservative environments and to make people understand the importance of seizing such support opportunities. Furthermore, backing from governmental actors (i.e., Palestine Standards Institution - PSI) was crucial when it came to support women’s cooperatives to obtain **legal registration**, to improve the **quality** and **compliance** of their products with all the **legal requirements** and to help them navigate through the mandatory and burdensome procedures required to obtain certifications and to access the formal marketplace.

The Consume Palestine strategy draws its strength also from collaborating with other **key multi-sector actors**. Close relationships were established with the **local Universities** which provided, among other resources, labs for the quality analysis of the cooperatives’ products. Also, **private actors**, such as trade and export agents, marketing firms, Chamber of Commerce, as well as **civil society organisations**, such

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next 7 years, therefore deciding upon granting its use to local rural producers conditional to receiving support to ensure the good quality and branding of their products.

<sup>21</sup> For each of the subsequent edition of the Consume Palestine initiative, an awareness Campaign was planned and delivered, continuously building on the learnings from the previous experiences.

as Fair-Trade NGOs and CSOs, were all fundamental to improve the cooperatives' access to the marketplace.

In the following sections, the Roadmap retraces and analyses the key phases, and respective main actors, resources, and actions, which led to the set-up and implementation of the Consume Palestine strategy. Key determinants to replicate the model, as well as potential risks and respective mitigation measures, complete the overall assessment of strategy for those readers who might be interested or even considering embarking on a similar experience elsewhere.

# 4.4.2

## THEORY OF CHANGE

### TRIGGERING ELEMENT

**Palestinian rural products** are greatly challenged by the **competitive advantage** of international products, especially Israeli products. The case is worsened by the unstable Palestinian political context, and a widespread perception of Palestinian products being lower quality compared to the Israeli, Jordanian, European or Egyptian ones, which also negatively couples with generally low marketing skills and capacities by Palestinian rural cooperatives. Moreover, socially rooted **gender inequality dynamics** undermine women's agency to participate in and to contribute to Palestinian cooperatives' activities, as well as to benefit from their economic returns.



## 4.4.3

# THE PROCESS

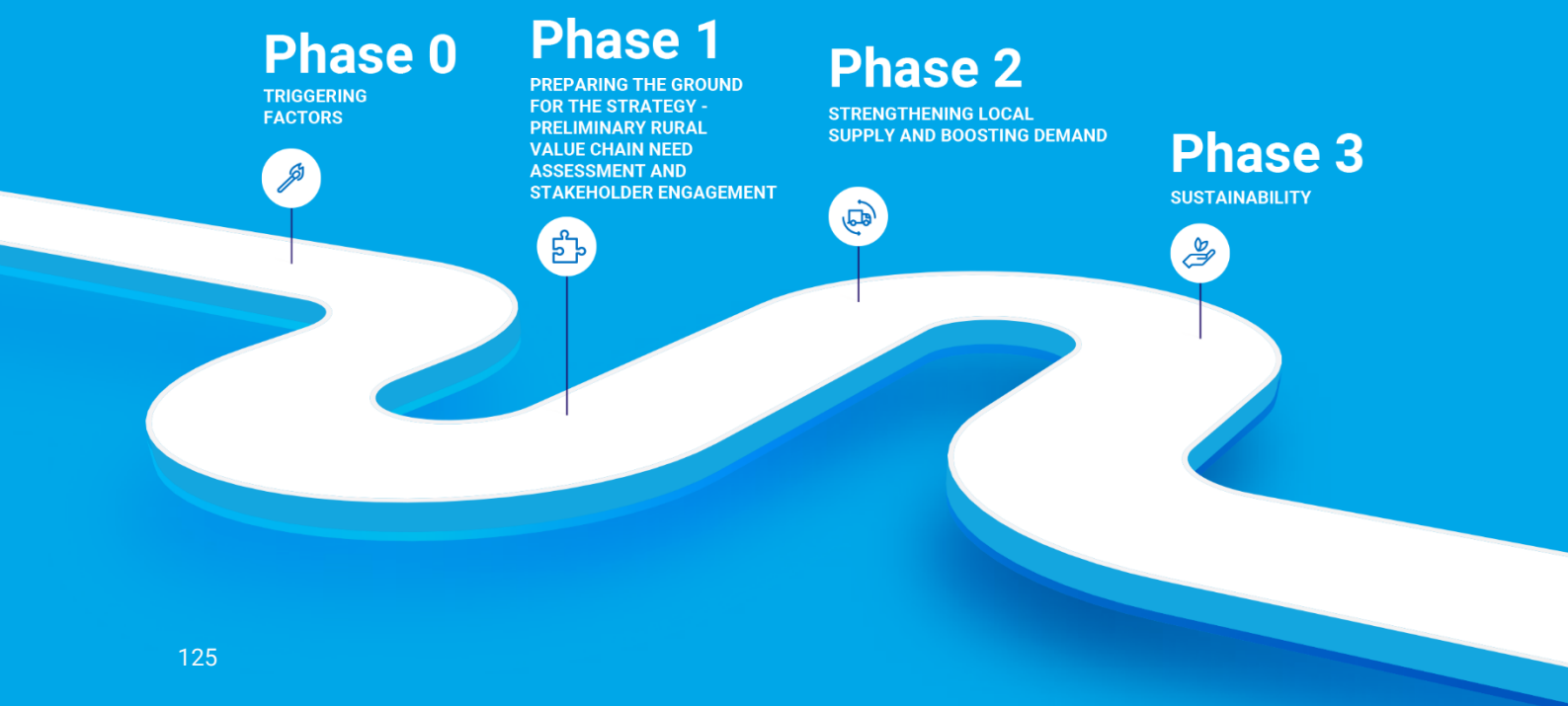
For the purpose of this Roadmap, 4 key phases of the process enabling the Consume Palestine experience were identified and analysed, starting from the triggering factors (Phase 0) to planning (Phase 1), implementation (Phase 2) and, finally, sustainability phase (Phase 3), identifying for each key actors, resources, and activities.

In summary, in response to the **competitive disadvantage** that Palestinian rural products face with national and international products, as well as to **gender inequality dynamics** undermining women's involvement within the activities of Palestinian cooperatives, the Consume Palestine support strategy responded with a comprehensive support to targeted **rural value chains**.

A **first phase** of the strategy focused on deepening the **understanding** of the opportunities and challenges of the cooperative sector in Palestine, especially women's rural production and consumer cooperatives.

This preliminary phase allowed to **plan** the strategies which were **implemented** in a **second phase** of the process, which focused both on **strengthening** the **supply capacity** of the targeted rural value chains as well as on **boosting demand** for Palestinian rural products.

A **third phase** focuses on the **key sustainability measures** (currently effective, at the time of writing) of the strategy which are likely to provide long-term positive results.





## PHASE 0. TRIGGERING FACTORS

### Insights from the intervention

**Palestinian rural products** are greatly challenged by the **competitive disadvantage** with international products, especially **Israeli products**. The latter, in fact, affect the Palestinian market dynamics, as they benefit from relevant national subsidies which allow Israeli producers to sell at lower prices, therefore gaining competitive advantage.

In addition to the highly unstable Palestinian political context, there is a **widespread perception of Palestinian products being lower quality** compared to the Israeli, Jordanian, European or Egyptian ones.

The scenario is worsened by the generally **low marketing skills and capacities** by Palestinian rural cooperatives.

Moreover, **women's agency** to participate in and to contribute to Palestinian cooperatives' activities, as well as to benefit from their economic returns is quite **limited**, mainly due to rooted, traditional and **patriarchal cultural and social norms and distribution of gender roles** undermining gender equality in the country.

All these factors called for an **integrated** (drawing from public and private support and resources) and **comprehensive** (acting on both supply and demand side) support to uplift and strengthen the Palestinian rural value chains, acting through women's socio-economic empowerment.

### Self-assessment questions

- Which are the **local rural value chains** that can and need to be supported in your territory? What are the key needs, gaps, challenges, and barriers they face?
- Are local rural producers threatened by more competitive national or foreign goods? Do they have the means, skills, and capacities to **compete** with national and foreign goods?
- Do local rural products satisfy consumers' and legal **quality standards**?
- Are there certain **social groups** which face greater challenges in terms of access, participation, and representation in local rural value chains? (i.e., women, people with disabilities, individuals from disadvantaged contexts)





## PHASE 1. PLANNING: PREPARING THE GROUND FOR THE STRATEGY - PRELIMINARY RURAL VALUE CHAIN NEED ASSESSMENT AND STAKEHOLDER ENGAGEMENT

Insights from the intervention

Suggested actions

Self-assessment questions

### MAIN ACTORS

The first **planning phase** of the Consume Palestine strategy mainly focused on deepening the understanding of the **Palestinian cooperative sector**, specifically the cooperatives operating in the **rural value chains** and, in particular, **women's rural production and consumer cooperatives**.

Therefore, the following key actors were involved:

- Targeted Palestinian **women consumer and production cooperatives/ groups/associations**.

- Key Palestinian **ministry-level actors**, such as the Work Cooperative Agency and representatives of the Ministry of Labour, the Ministry of National Economy, the Ministry of Women Affairs, and the Ministry of Agriculture.

- When assessing a local rural value chain, make sure to have **consumers and producers' first-hand view** on their needs, challenges, and barriers they perceive as most relevant. This is particularly crucial should you aim to focus on more vulnerable social groups (i.e., rural communities, women, people with disabilities, individuals from disadvantaged contexts).

- Engage **key ministry-level actors** to properly understand the legal framework which governs the value chains you intend to support and to consider the governmental perspective on the overall sector.

- Can you reach out to **consumers and producers** of the value chain you intend to support in order to consider their **first-hand view** on their needs, challenges, and barriers they perceive as most relevant?

- Can you engage **key ministry-level actors** to properly understand the legal framework which governs the value chains you intend to support and to consider the governmental perspective on the overall sector?





• Key Palestinian **local governmental authorities** which were fundamental, among other things, to reach out to key CBOs in rural communities and, ultimately, to vulnerable women coming from rural contexts, to engage them in the activities.

• Among other key advantages, **local authorities' support** and **endorsement** can be strategic to overcome resistance when working in small rural communities and conservative environments and to make people understand the importance of seizing support opportunities.

• Can you count on key **local authorities' support**? Can their endorsement help you to reach out to key value chain actors, especially if coming from rural communities and conservative environments?

## PHASE 1. PLANNING: PREPARING THE GROUND FOR THE STRATEGY - PRELIMINARY RURAL VALUE CHAIN NEED ASSESSMENT AND STAKEHOLDER ENGAGEMENT

Insights from the intervention

Suggested actions

Self-assessment questions

### MAIN ACTORS

• **Key private sector actors**, such as fair-trade and export agents, marketing firms, the Chamber of Commerce and Industry.

• Connect with **key private sector actors**, such as fair-trade and export agents, marketing firms, Chambers of Commerce and Industry, to assess and consider the market potential of the value chain you intend to support, both nationally and internationally.

• Which **key private sector actors**, such as fair-trade and export agents, marketing firms, Chambers of Commerce and Industry, can help you to assess and consider the market potential of the value chain you intend to support, both nationally and internationally?

• **Key civil society actors and NGOs**, such as CSOs and labour unions, which, in this preliminary phase, helped to assess cooperatives' barriers and potential to access the local and international marketplace (i.e., women's associations, the Coalition of Rural Development Associations - CORDA, the Youth Development Association, the Rural Women Development Society, the Palestinian Farmers Union, the Palestinian Society for Consumer Protection, IDEAS - Iniciativas de Economía Alternativa y Solidaria).

• Engage **key civil society actors and NGOs**, such as CSOs and labour unions, which, in this preliminary phase, can help you to assess the value chain barriers and potentials to access the formal local and international marketplace.

• Which **key civil society actors and NGOs**, such as CSOs and labour unions, can help you to assess the value chain barriers and potential to access the local and international marketplace?



- **Project staff**, carrying out the need assessment, the field visits to the women's cooperatives, the meetings with stakeholders from public, private and civil society sectors, as well as planning the Consume Palestine awareness Campaign strategy.

- Make sure you can count on project staff having **appropriate skills and expertise** in research, data collection, and analysis, as well as core communication skills to elaborate an awareness campaign strategy.

- Can you count on a staff team having needed **skills, expertise, and know-how** to collect necessary data, as well as core communication skills and expertise to elaborate an awareness campaign strategy?

## PHASE 1. PLANNING: PREPARING THE GROUND FOR THE STRATEGY - PRELIMINARY RURAL VALUE CHAIN NEED ASSESSMENT AND STAKEHOLDER ENGAGEMENT

Insights from the intervention

Suggested actions

Self-assessment questions

### MAIN RESOURCES

In this first preliminary need assessment phase, the key resources used can be summarised as follows:

- **Financial resources** coming from different international cooperation donors (Project funding).

- To carry out an accurate preliminary work underlying the value chain support strategy, **appropriate financial resources** need to be secured to carry out a thorough need assessment, insightful market studies and an effective awareness campaign strategy.

- Can you secure needed **financial resources** to carry out a thorough need assessments including field visits, stakeholder meetings, market studies and a detailed awareness campaign strategy?

- **Strategic networks** with CSOs, governmental and private actors.

- Relying on good **networks** with CSOs, governmental and private actors is strategic to reach out to key informants, stakeholders, beneficiaries of the local value chain you intend to support.

- Can you leverage **strategic networks** with CSOs, governmental, and private actors to reach out to key informants/stakeholders of the local value chain you intend to support?



• **Data and information** collected concerning the Palestinian cooperative sector (legal framework and barriers, market opportunities and challenges), with particular attention to rural communities and vulnerable women.

• It is key to rely on **up-to-date and quality data and information** on the specific sector you intend to support, including relevant insights on the applicable legal framework and related barriers, potential market trends, opportunities, and challenges.

• Can you rely on **up-to-date and quality data and information** on the specific economic sector you intend to support, including relevant insights on the applicable legal framework and related barriers, potential market trends, opportunities, and challenges?

**PHASE 1. PLANNING: PREPARING THE GROUND FOR THE STRATEGY - PRELIMINARY RURAL VALUE CHAIN NEED ASSESSMENT AND STAKEHOLDER ENGAGEMENT**

Insights from the intervention

Suggested actions

Self-assessment questions

**MAIN RESOURCES**

• **Human capital:** facilitation and research skills, expertise, and know-how to collect necessary data through meetings, field visits and desk work; core communication skills and expertise to elaborate an awareness campaign strategy.

• Make sure you can count on project staff having **appropriate skills and expertise** in research, data collection, and analysis, as well as core communication skills to elaborate an awareness campaign strategy.

•Can you count on a staff team having needed **skills, expertise, and know-how** to collect necessary data, as well as core communication skills and expertise to elaborate an awareness campaign strategy?

**MAIN ACTIVITIES**

The first **planning phase** of the Consume Palestine strategy mainly focused on deepening the understanding of the **Palestinian cooperative sector**, specifically the cooperatives operating in the **rural value chains** and, in particular, **women's rural production and consumer cooperatives**. Therefore, the following key activities were carried out:



- A thorough **need assessment** of the targeted production and consumer **women’s cooperatives**, mainly through meetings and field visits to vulnerable and marginalised rural women and Palestinian rural women cooperatives.

- A well-rounded strategy to uplift a local rural value chain, especially if involving individuals belonging to vulnerable social contexts, should be anticipated by a **thorough need assessment** of directly and indirectly targeted economic actors through in-person meetings and field visits.

- Do you have an **accurate understanding** of the **local value chains** which can and need to be supported in your territory? Who are the key actors of the value chains? What are the key needs, gaps, challenges, and barriers they face?

PHASE 1. PLANNING: PREPARING THE GROUND FOR THE STRATEGY - PRELIMINARY RURAL VALUE CHAIN NEED ASSESSMENT AND STAKEHOLDER ENGAGEMENT

Insights from the intervention

Suggested actions

Self-assessment questions

MAIN ACTIVITIES

- Meetings with **key Palestinian governmental actors** in the cooperative sectors (i.e., the Work Cooperative Agency, ministry-level actors, local authorities) who provided **key technical advice** and information to better understand the Palestinian **cooperative legal framework**, the **legal requirements and regulations** concerning quality and hygiene standards and certifications for cooperative products as well as the legal procedures to follow when registering seals. Moreover, these governmental actors were consulted to consider their take on the needs, challenges, and opportunities of the cooperative sector in Palestine. **Local authorities** were also fundamental to reach out to key CBOs (i.e., women’s associations) and, ultimately, to vulnerable rural women to engage them in the activities.

- **Engage and connect key governmental actors** from the very planning phase of the support strategy. The latter are fundamental to better understand the legal and institutional framework which governs the value chain you intend to support, allowing you to clearly identify the opportunities, barriers, and challenges. Moreover, it is key to have **political endorsement and support** to the planned activities to effectively reach out to the targeted beneficiaries. **Local authorities**, for example, may be strategic to overcome resistance when working in small rural communities and conservative environments and to make people understand the importance of seizing such support opportunities.

- How can you engage **key governmental actors** that can deepen your understanding of the legal and institutional framework governing the value chains you wish to support? What is their point of view on the needs and challenges faced by the sector? Can they support you in reaching out challenging targets, such as economic actors from rural and conservative communities?
- Can these governmental actors facilitate connections with **key CSOs** (i.e., women’s and consumers’ associations) that can help you reaching out to targeted economic actors, especially if belonging to vulnerable social groups?



- Meetings with other **key informants and stakeholders**, such as **private actors**, like fair-trade and export agents, marketing firms, Chamber of Commerce, as well as **CSOs**, such as Fair-Trade NGOs, to assess cooperatives' potential access to the national and international marketplace.

- When assessing the possible strategies to support a local value chain it is key to **open dialogue with key stakeholders and informants ranging from different sectors**, such as key **private sector** actors (i.e., fair-trade and export agents, marketing firms), and **CSOs**, which may help to assess the accessibility of your local products to the national and international marketplace.

#### 4.4.3.The Process - Consume Palestine Strategy

- Who are the **key informants and stakeholders** in your territory that can help you assess the potential access of your local rural products to the national and international marketplace? (i.e., **private actors**, like fair-trade and export agents, marketing firms, or **civil society organisations**, such as Fair-Trade NGOs)



## PHASE 1. PLANNING: PREPARING THE GROUND FOR THE STRATEGY - PRELIMINARY RURAL VALUE CHAIN NEED ASSESSMENT AND STAKEHOLDER ENGAGEMENT

Insights from the intervention

Suggested actions

Self-assessment questions

### MAIN ACTIVITIES

- |   |   |  |
|---|---|--|
| <ul style="list-style-type: none"><li>• Thorough <b>market study</b> to map the potential of the Palestinian rural products in the Spanish markets, as well as the mandatory exporting procedures, regulations, and potential barriers.</li><li>• Attentive planning of the <b>Consume Palestine awareness Campaign strategy</b>.</li></ul> | <ul style="list-style-type: none"><li>• To better assess and map the market placement potential of your local products in <b>national</b> and/or <b>foreign markets</b>, carry out an accurate market which should also allow you to attentively identify existing regulations, exporting procedures, legal barriers, and requirements.</li><li>• When planning an awareness campaign strategy to boost demand for your local rural products, it is key to promote an <b>effective and clear message</b> targeting the <b>right audience</b> and choosing <b>proper tools and channels</b> (audience-centred approach).</li></ul> | <ul style="list-style-type: none"><li>• In which <b>national</b> and <b>foreign markets</b> could your local rural products potentially be sold? Which are the existing regulations, exporting procedures, legal barriers, and requirements?</li><li>• Can a public <b>awareness campaign</b> be a useful strategy in your territory to enhance the image of your local rural products as high-quality goods? Can it work to raise consumers' awareness of the importance of "purchasing local" as means to support and protect small rural producers, especially the most vulnerable? Which key features should the <b>Campaign strategy</b> have to be successful in your territory? Which key message should the Campaign promote? Which is the <b>right target audience</b> for the Campaign? Which are the <b>proper tools and channels</b> for each targeted audience?</li></ul> |
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## PHASE 2. IMPLEMENTATION: STRENGTHENING LOCAL SUPPLY AND BOOSTING DEMAND

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN ACTORS

During this phase, the following key actors were engaged:

- Targeted Palestinian **women consumer and production cooperatives/ groups/associations**.
- Targeted women's **families and rural communities**, traditionally **conservative** and **patriarchal**, were also informed and involved in the support activities. Facilitating open dialogue and striving to effectively communicate the opportunity of the support for the women and, consequently, for the overall community, was crucial to achieve their consent and "endorsement", allowing women to participate to the capacity building program and other support activities.
- **Women's local associations**, among other key CSOs, were also strategic as they provided the premises for the capacity building program and support activities, moral and logistical support to targeted women, as well as access to key local and rural networks.

- Target and address **key producers** of the rural value chain you intend to support to engage them in the capacity building program and overall support activities strengthening the supply side.
- If you are addressing **vulnerable economic actors** of the value chain, such as women coming from rural and conservative areas, make sure you properly engage and dialogue also with their **families and communities** to avoid their possible "resistance" toward the support activities and actors.
- When addressing rural communities, engage **key local CSOs** which can leverage key resources and networks, as well as facilitate reaching out to key targeted actors.

- Who are the **key producers** of the rural value chain you intend to support? How can you engage them in the capacity building program and overall support activities?
- Are you addressing **vulnerable economic actors**, such as women coming from rural and conservative areas? Can engaging their **families and communities** be a good strategy in your context to prevent any possible "resistance" toward the support activities and actors?
- Which are the **key local CSOs** in your territory which can leverage key resources and networks, as well as facilitate reaching out to the targeted economic actors?



## PHASE 2. IMPLEMENTATION: STRENGTHENING LOCAL SUPPLY AND BOOSTING DEMAND

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN ACTORS

- **Specialized private training providers** for the delivery of the capacity building program for targeted women.

- **Spanish local producers and cooperatives** involved in the learning exchange visits with targeted Palestinian women.

- **Palestinian Universities** who provided, among others, the laboratories for the quality analysis of the cooperatives' products. In addition, university students were engaged in the award competition for the design of the Uroq Seal logo and were identified as one of the targets of the Consume Palestine awareness Campaigns.

- Choose **competent and highly skilled trainers** to provide capacity building programs. When targeting vulnerable groups, make sure trainers have proper experience, competences, sensibility, and cultural intelligence to effectively engage and empower trainees.

- Have your beneficiary economic actors meet with their peers in different cities, regions, or countries to learn from **exchanging experiences** and to foster **strategic networking** and **connection opportunities**.

- Engage and collaborate with **local universities** which can leverage useful resources and support (i.e., laboratories for quality analysis of the supported products of the rural value chain).

- Can you count on **competent and highly skilled trainers** to provide capacity building programs? Do they have appropriate experience, competences, sensibility, and cultural intelligence to effectively engage and empower vulnerable trainees?

- Which peers in different cities, regions, or countries can you put your supported actors in contact with, to learn from **exchanging experiences** and to foster **strategic networking** and **connection opportunities**?

- Can collaborations with **local universities** in your territory leverage useful resources and support? (i.e., quality analysis of the supported rural products)





- **Governmental actors** involved in the support activities, such as, among others, the Uroq Seal registration, the formal registration of the targeted cooperatives, the release of labels and certifications, and in the Consume Palestine awareness Campaign (i.e., Palestinian Work Cooperative Agency, the Ministry of Labour, the Ministry of National Economy, the Ministry of Agriculture, the Palestinian Standards Institution, local authorities – governorates and local councils).

- Make sure you engage and foster collaboration with **key governmental actors** which can concretise (and facilitate) your support to the targeted rural value chain (i.e., support you in reaching out to targeted rural actors, in granting authorisations to formally register the cooperatives, their local seal, labels, or certifications).

- Can you engage **key governmental actors** in your territory which can concretise (and facilitate) your support to the targeted value chain? (i.e., support in reaching out to targeted rural actors, grant authorisations to formally register the cooperatives, the local seal, labels, or certifications).

## PHASE 2. IMPLEMENTATION: STRENGTHENING LOCAL SUPPLY AND BOOSTING DEMAND

### Insights from the intervention

### Suggested actions

### Self-assessment questions

#### MAIN ACTORS

- Local and international **CSOs** and **private sector actors** supporting, among others, the cooperatives' marketing and access to national and Spanish fairs, exhibitions, and markets (i.e., IDEAS Fair Trade NGO, the Union of Cooperative Associations for Saving and Credit – UCASC, the Rural Women's Development Society – RWDS, consumers' associations, the Palestinian Chambers of Commerce, private marketing companies, Al Reef private trade company).

- **Specialised media agency** supporting the delivery of the Consume Palestine awareness Campaign.

- When working with a comprehensive approach to support a rural value chain it is key to **foster collaborations with key local and international stakeholders** such as key **private sector actors** (i.e., fair-trade and export agents, marketing firms), and **CSOs** which may support the access to the local and international marketplace.

- Make sure the awareness campaign is handled by **skilled, fully dedicated, and experienced experts** (i.e., media agencies).

- Which are the **key local and international stakeholders** such as key **private sector actors** (i.e., fair-trade and export agents, marketing firms) and **CSOs** which may help the access to the local and international marketplace?

- Can you count on **skilled, fully dedicated, and experienced experts** (i.e., media agencies) to deliver an effective awareness campaign for the supported rural products?



• **Project staff** providing and overseeing the support activities.

• Ensure a **competent, hands-on, and skilled staff team** that can oversee and provide the overall support strategy and activities.

• Can you count on **competent, hands-on, and skilled staff team** that can oversee and provide the overall support strategy and activities in your territory?

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### MAIN RESOURCES

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In this second stage of the Consume Palestine strategy, the key resources used can be summarised as follows:

• **Financial resources** coming from different international cooperation donors (Project funding).

• To carry out a well-rounded value chain support strategy, **appropriate financial resources** need to be secured to carry out, among others, key actions such as the capacity building program, the provision of needed equipment and machinery for producers, the awareness campaign strategy, as well as to cover needed human resources overseeing and providing the support strategy and activities.

• Can you secure needed **financial resources** to carry out, among others, key actions such as the capacity building program, the provision of needed equipment and machinery for producers, the awareness campaign strategy, as well as to cover needed human resources overseeing and providing the support strategy and activities?



## PHASE 2. IMPLEMENTATION: STRENGTHENING LOCAL SUPPLY AND BOOSTING DEMAND

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN RESOURCES

• **Human resources: appropriate expertise and skills** to oversee and provide the support strategy and activities, to provide capacity building programs, to deliver an effective awareness raising campaign, to engage with stakeholders, among other tasks. Moreover, dealing with targeting vulnerable groups, proper experience, competences, sensibility, and cultural intelligence are needed to effectively engage and empower targeted actors.

• **Strategic networks** with CSOs, governmental and private sector actors, and Universities which, in turn, leveraged needed resources for the support strategy (i.e., premises for the capacity building programs, university laboratories for the products' quality analysis, governmental approvals/authorisations, logistics and moral support to involve targeted women, partnerships with national and international trade organisations).

• Palestinian and Spanish **marketplace** (i.e., local fairs and exhibitions) to promote and sell Palestinian rural products.

• Make sure you can count on a staff team/collaborators/external service providers having **appropriate expertise and skills** to oversee and provide the overall support strategy and activities, to provide capacity building programs, to deliver an effective awareness raising campaign, and to properly engage with stakeholders. Moreover, when dealing with vulnerable groups, proper experience, competences, sensibility, and cultural intelligence are needed to effectively engage and empower targeted actors.

• Relying on **strategic networks** with CSOs, governmental and private actors, and universities is strategic to leverage, in turn, needed resources for the support strategy (i.e., premises for the capacity building programs, university laboratories for the products' quality analysis, governmental approvals/authorisations, logistics and moral support to involve targeted women, partnerships with national and international trade organisations).

• Make sure you identify the proper **local, regional, national, or international marketplace** to promote and sell targeted rural products.

• Can you count on a staff team/collaborators/external service providers having **appropriate expertise and skills** to oversee and provide the overall support strategy and activities, to provide capacity building programs, to deliver an effective awareness raising campaign, and to properly engage with stakeholders? Do they have the proper experience, competences, sensibility, and cultural intelligence to deal with targeted vulnerable actors?

• Can you leverage **strategic networks** with CSOs, governmental and private actors which, in turn, can leverage needed resources for the support strategy? (i.e., premises for the capacity building programs, university laboratories for the products' quality analysis, governmental approvals/authorisations, logistics and moral support to involve targeted actors, partnerships with national and international trade organisations).

• Which is the proper **local, regional, national, or international marketplace** to promote and sell targeted rural products?



• **E-commerce platform** used by NGO IDEAS to market Palestinian rural products in the Spanish market.

• Should you envisage an exporting component of the rural value chain support strategy, identify **strategic trade channels** such as e-commerce platforms, or international fairs and exhibitions.

• Should you envisage an exporting component of the rural value chain support strategy, which are the most **strategic trade channels** available in your context? (i.e., e-commerce platforms, international fairs, and exhibitions).

## PHASE 2. IMPLEMENTATION: STRENGTHENING LOCAL SUPPLY AND BOOSTING DEMAND

Insights from the intervention

Suggested actions

Self-assessment questions

### MAIN RESOURCES

• **Transportation infrastructure and logistics** allowing targeted Palestinian rural products to reach the local marketplace and the Spanish markets (export infrastructure).

• For both national and international marketplace, make sure the needed **transportation infrastructure and logistics** is in place for your local rural products to reach local fairs and foreign markets.

• For both national and international marketplace, is there a proper **transportation infrastructure and logistics** in place in your context allowing your local rural products to reach local fairs and foreign markets?

• **Channels and tools** used for the Consume Palestine Campaign:

- **Offline communication tools** (i.e., leaflets, posters, brochures) used during the Consume Palestine Campaign.
- **Online communication channels:** social media (i.e., Facebook) used during the Consume Palestine Campaign.
- **Radio and television** channels used during the Consume Palestine Campaign.

• Choose the **most suited tools, channels, and strategies** to effectively deliver the awareness campaign: i.e., online and offline communication tools, radio, and television spots.

• Which are the **most suited and available tools, channels, and strategies** to effectively deliver the awareness campaign in your territory? (i.e., online and offline communication tools, radio, and television spots)



## PHASE 2. IMPLEMENTATION: STRENGTHENING LOCAL SUPPLY AND BOOSTING DEMAND

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN ACTIVITIES

The Consume Palestine strategy aims to uplift the rural value chains by working comprehensively both on empowering women to **strengthen** the **supply** of Palestinian rural products, as well as on public awareness to **boost their demand**. Moreover, **public-private collaboration** is key to implement the strategy. In this second stage, therefore, the following key actions were undertaken:

**SUPPLY SIDE** (soft intervention)

- Delivery of the **capacity building programme** for women cooperatives focusing on improving their skills and competences in business management, accounting, marketing, and branding (including better labelling and packaging strategies), sustainable, safe, and high-quality production (quality management systems), foreign quality standards, fair trade, and labour rights, among others.

- **Learning exchange visit** to Valentia for targeted women to exchange with their Spanish peers.

**SUPPLY SIDE** (soft intervention)

- To strengthen the supply side of the rural value chain you intend to support, start by providing **well-rounded and tailored capacity building programs** for targeted rural producers. Enable them to achieve/strengthen their knowledge and skills in business management, marketing and branding, quality standards and quality management systems, sustainable production practices, labour rights, and fair trade, among others.

- **Exchange visits** with peers in different cities, regions, or countries can also be enriching and learning experiences, as well as strategic networking and connection opportunities.

**SUPPLY SIDE** (soft intervention)

- Which key **skills and knowledge** are your targeted local rural producers missing/needing? Do they have the skills to properly manage their business activities and financial resources? Are they able to carry out an effective marketing strategy and to build a solid brand identity? Are they knowledgeable in quality standards and quality management systems? Are they aware of sustainable and safe production practices? Are they conscious of their labour rights and the concept of fair trade? Could they benefit from a **tailored and well-rounded capacity building program**?

- Could they benefit from **learning exchange visits** with their peers in different cities, regions, or countries?

**SUPPLY SIDE** (hard intervention)

- Registration and management of Palestinian Seal (“**Uroq Seal**”) and logo which identifies and promotes the good quality of rural “Palestinian made” products.<sup>22</sup>

**SUPPLY SIDE** (hard intervention)

- In addition to contributing to the promotion of the local rural products, registering a **local, regional, or national Seal** (and logo) may particularly benefit small cooperatives and producers that are less likely to register their own label due to generally burdensome and costly procedures and requirements.

**SUPPLY SIDE** (hard intervention)

- Could the products of your targeted local rural value chain benefit from using a **registered local, regional, or national Seal** (and logo) promoting their quality and image among consumers?

## PHASE 2. IMPLEMENTATION: STRENGTHENING LOCAL SUPPLY AND BOOSTING DEMAND

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN ACTIVITIES

• First-hand support to guide cooperatives in **formalising as legal entities** (including registering their own **label**, for some) and to ensure the **compliance** of their products with **legal quality requirements** and to attain **quality certifications**. Additionally, **close support** to cooperatives undergoing the demanding process of attaining formal registration of their own **labels** and **certifications** (i.e., the “Safer Product Certificate”, the organic certification, Fair Trade certification, the export certification, or any other specific certification released by the Palestinian Standards Institute - PSI).

• To access formal markets, economic activities and their products/services need to go through mandatory legal steps. However, for economic activities to obtain **formal registration**, and for their products/services to comply with legal **quality requirements**, or attain **quality certifications**, **complex and costly procedures** are generally required. These steps may constitute harsh barriers particularly for small-scale economic actors coming from rural or disadvantaged areas, or belonging to vulnerable social groups (i.e., women, people with disabilities, migrants). In these cases, the latter can greatly benefit from **first-hand support and close**

• Can the economic actors of your targeted rural value chain benefit from having **access to formal national or international markets**? If yes, is the process of **legalisation/formalisation accessible** to your rural economic actors, especially those belonging to vulnerable social groups? Could they benefit from a **first-hand support and close guidance** to navigate through bureaucracy practices to obtain formal registration? Which are the legal **quality requirements** for products and services to be sold in your national market? Are there **official quality certifications** guaranteeing quality standards? Could your rural value chains

<sup>22</sup> See footnote 20.



- Provision of needed **quality equipment** for women cooperatives (i.e., agricultural inputs, handicraft tools, food processing and conservation machinery)
- **Strategic partnerships** with key trade actors (i.e., Fair-trade NGOs IDEAS) to support the local market placement of women's rural products as well as their **export** to Spain.
- Should your budget allow, **provide quality equipment** to your targeted rural producers in order for them to increase or improve production/sales (i.e., agricultural inputs, handicraft tools, food processing and conservation machinery)
- When working with a comprehensive approach to support a rural value chain it is key to **foster collaborations and partnerships with key trade actors**, such as **private sector** organisations (i.e., fair-trade and export agents) and **CSOs** which may help your rural products to access the local and international marketplace.
- Do your producers have the means to purchase **quality equipment** to increase or improve their production/sales? (i.e., agricultural inputs, handicraft tools, food processing and conservation machinery)
- Which **key partnerships/collaborations** can you foster between your supported value chain actors and **key trade actors**, such as key **private sector** organisations (i.e., fair-trade and export agents) and **CSOs**, which may help your rural products to access the local and international marketplace?



## PHASE 2. IMPLEMENTATION: STRENGTHENING LOCAL SUPPLY AND BOOSTING DEMAND

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN ACTIVITIES

**DEMAND SIDE** (soft intervention)

- (Since 2016) Delivery of the **Consume Palestine awareness campaigns** to enhance the image of Palestinian rural products as high-quality products and to raise consumers' awareness of the importance of purchasing Palestinian rural products. Moreover, the Consume Palestine Campaigns closely linked with raising consumers' awareness and solidarity with the **Palestinian cause**. The Campaigns, which were constantly branded with the Uroq Seal, targeted, among others, citizens, consumers, private companies, supermarkets and restaurants, institutional actors and organisations, main Palestinian interest groups, activists, Universities, as well as rural producers
- Targeted and first-hand **engagement of key actors and organisations** (i.e., governmental actors, key trade agents, activists, successful social media influencers, Universities, key Palestinian interest groups, rural producers).

**DEMAND SIDE** (soft intervention)

- Deliver the **awareness campaigns** to enhance the image of your rural products as high-quality products and to raise consumers' awareness of the importance of purchasing local rural products to uphold and protect rural producers and support the local rural economy. Promote an **effective and clear message** targeting the **right audience** and choosing **proper tools and channels** (audience-centred approach).
- Engage in the Campaign **key actors and organisations** (i.e., governmental actors, key trade agents, activists, successful social media influencers, Universities, key interest groups, rural producers).

**DEMAND SIDE** (soft intervention)

- Which **key features** should the Campaign have to be successful in your territory? Which **key messages** should the Campaign promote in your territory? Which is the **right target audience** for the Campaign in your context? Which are the **proper tools and channels** (both offline and online) for each targeted audience in your context?
- Which **key actors and organisations** should you actively engage to support the Campaign in your context? (i.e., governmental actors, key trade agents, activists, successful social media influencers, Universities, key interest groups, rural producers)





## PHASE 2. IMPLEMENTATION: STRENGTHENING LOCAL SUPPLY AND BOOSTING DEMAND

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN ACTIVITIES

<ul style="list-style-type: none"><li>• Production and dissemination of <b>video</b> and <b>audio footage</b> (i.e., interviews to rural women producers).</li><li>• <b>Media coverage</b> (TV and radio) through strategic partnerships with broadcasting companies (i.e., (Watan Agency, Raya FM, Ajyal, Al-Fajr Radio and Television).</li><li>• <b>Social Media</b> advertising and dissemination, supported using the hashtag <i>#ConsumeLocal_ConsumePalestine</i> and consolidating key partnerships with successful Palestinian <b>influencers</b>.</li><li>• Distribution and dissemination of <b>visibility materials and posters</b> (i.e., pamphlets, posters).</li><li>• Setting of “<b>marketing spots</b>” to promote and sell supported “Consume Palestine” labelled products in strategic selling points, such as dedicated shelves in targeted supermarkets.</li></ul>	<ul style="list-style-type: none"><li>• Produce and disseminate effective <b>video</b> and <b>audio footage</b> (i.e., interviews to rural producers).</li><li>• Plan for an effective <b>media coverage</b> (TV and radio) of the Campaign through <b>strategic partnerships</b> with broadcasting companies.</li><li>• If delivering a <b>social media</b> campaign, choose the <b>appropriate channels</b>, make good use of <b>effective hashtags</b>, and engage <b>successful local influencers</b>.</li><li>• Distribution and dissemination of <b>visibility materials and posters</b> (i.e., pamphlets, posters) can be useful for certain targets and contexts.</li><li>• Strategic “<b>marketing spots</b>”, such as dedicated shelves in targeted supermarkets can be an effective strategy to promote and sell rural products.</li></ul>	<ul style="list-style-type: none"><li>• What kind of <b>video and audio footage</b> could best promote your rural products and foster the community’s engagement to support your local economy?</li><li>• If planning a media coverage (i.e., TV and radio) which <b>key broadcasting companies</b> should you partner with in your territory?</li><li>• If planning a <b>social media campaign</b>, which effective <b>hashtag</b> would work? Are there successful <b>local influencers</b> you can engage to support your Campaign?</li><li>• Can <b>visibility materials and posters</b> (i.e., pamphlets, posters) be useful to reach out to your targets and contexts?</li><li>• Can organising strategic “<b>marketing spots</b>”, such as dedicated shelves in targeted supermarkets, be an effective strategy to promote and sell rural products in your context?</li></ul>
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## PHASE 2. IMPLEMENTATION: STRENGTHENING LOCAL SUPPLY AND BOOSTING DEMAND

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN ACTIVITIES

- **Meetings and trainings** to cooperatives, including producers other than the ones supported by the projects and wishing to join the Campaign, to improve the packaging and labelling of their products in preparation for the exhibitions and local fairs.

- Organisation of **promotional exhibitions** in targeted malls and shopping centres to promote and sell Palestinian rural products labelled with the Uroq Seal.

- Organisation of **local fairs** in different rural villages to promote and sell Palestinian rural products labelled with the Uroq Seal.

- When organising a **promotional exhibition** or **local fairs** to promote the rural products, plan for **preliminary trainings** to participating producers/cooperatives to improve the **packaging** and labelling of their products.

- When organising a **promotional exhibition** or **local fairs** to market your rural products, choose the **most appropriate and strategic timing** (i.e., in Islamic countries, the beginning of Ramadan is a good timing as people shop in large quantities for

- When organising **local fairs** to promote rural products, opting for **local fairs in multiple areas** may unlock more advantages compared to major shopping malls and supermarkets in city centres, where competition is stronger. Moreover, **avoiding long distance transportation** benefits the conservation of the **quality** of rural products and reduces transportation **costs** for rural producers.

- Should you plan for **promotional exhibition** or **local fairs** to promote the rural products, are participating producers prepared to showcase their products with effective and **quality packaging and labelling**? If not, could they benefit from **preliminary training and support** in this regard?

- Should you plan for **promotional exhibition** or **local fairs**, which is the most **strategic time** of the year/month to do so, in your context?

- Should you plan for **local fairs** in your territory, which are the most strategic areas to do so? Can they be easily reached by your supported local producers without incurring in relevant **costs**? Can their rural products “safely” reach the location in terms of conservation and **quality**?



## PHASE 3. SUSTAINABILITY: ENSURING SUSTAINABLE SUPPORT TO RURAL VALUE CHAINS

## Insights from the intervention

## Suggested actions

## Self-assessment questions

The Consume Palestine comprehensive strategy is well oriented towards **sustainability**. The following actions can be identified as **key measures** that were put in place to promote the **sustainability** of the support strategy for the targeted Palestinian rural value chains:

**a) SOCIAL SUSTAINABILITY**

- **Fostering women empowerment:** the Consume Palestine strategy **directly targeted rural women** with the precise aim to provide them with the opportunity, means and skills to contribute to their empowerment, hence increasing their **decision-making power** and uplifting their **social roles** within their families and communities. In this respect, the tailored capacity building program, the dedicated efforts to open dialogue with women's families and communities, the collaboration with women's associations, among others, are all **dedicated actions** of the strategy to work through (and away from) **unequal gender role distribution** and **gender inequality dynamics/culture**.

- Working to uplift a rural value chain gives you a unique opportunity to **target and empower (potentially) involved economic actors belonging to vulnerable social groups** (i.e., women, people with disabilities, people with disadvantaged backgrounds). To achieve positive long-term social inclusion effects, make sure you provide them the needed means and skills to contribute to their own empowerment, hence increasing their **decision-making power** and uplifting their **social roles** within their families and communities.

- How can you really **empower vulnerable economic actors** of the targeted rural value chains within the framework of the overall support strategy, in your context? How can you support their **social inclusion**? How can you increase their **decision-making power** and uplift their **social roles** within their families and communities?



## PHASE 3. SUSTAINABILITY: ENSURING SUSTAINABLE SUPPORT TO RURAL VALUE CHAINS

Insights from the intervention

Suggested actions

Self-assessment questions

## b) ECONOMIC SUSTAINABILITY

• **Working on increasing skills & competences:** the well-rounded capacity building program allowed beneficiary Palestinian women to acquire skills, among others, in business and financial management, marketing, branding, sustainable, safe & high-quality production. Targeted women are expected to **retain acquired skills and competences** and to apply them in their future daily economic activities. Hence, these skills are likely to allow them to keep increasing their sales and incomes in the future. Moreover, they can transfer acquired knowledge and skills to their peers, therefore driving a future positive multiplier effect.

• **Fostering strategic national and international business partnerships:** beneficiary women's cooperatives were encouraged to formalise business partnerships with strategic actors (i.e., Al Reef private trade company and IDEAS trade NGO) to **increase their market reach** both nationally and internationally. Such business connections and agreements are most likely to endure with **positive medium to long-term effects on their business**.

• **Capacity building programs** are good measures to ensure sustainability of value chain support strategies as beneficiaries are expected to **retain acquired skills and competences** and to apply them in their daily economic activities. Moreover, beneficiaries might transfer acquired knowledge and skills to their peers, driving a future positive multiplier effect.

• Encouraging beneficiary economic actors to formalise business **partnerships with strategic national and international actors** (i.e., trade companies) is a good strategy to **increase their market reach** both nationally and internationally. Such connections and agreements are most likely to endure with positive **medium to long-term effects on their business**.

• Which key **skills and knowledge** are your targeted local rural producers missing/need? Do they have the skills to properly manage their business activities and financial resources? Are they able to carry out an effective marketing strategy and to build a solid brand identity? Could they benefit from a **tailored and well-rounded capacity building program**? How can you support their ability to apply acquired skills and competences in their future daily economic activities?

• Which **key partnerships/collaborations** can you foster between your supported value chain actors and **key trade actors**, such as key **private sector** organisations (i.e., fair-trade and export agents, marketing firms) and **CSOs**, which may help your local rural products to access the local and international marketplace?



## PHASE 3. SUSTAINABILITY: ENSURING SUSTAINABLE SUPPORT TO RURAL VALUE CHAINS

## Insights from the intervention

• **Promoting rural products through a registered Seal:** obtaining the registration of the Uroq Seal ensures a **long-term marketing strategy** to promote Palestinian rural value chains. It is meant to give **continuity** to the strategy efforts in terms of identity, visibility, and image-uplifting of Palestinian rural products. In addition, it particularly benefits small cooperatives and producers that are less likely to register their own label due to generally burdensome and costly procedures and requirements.

• **Guaranteeing (and certifying) product quality:** the dynamic support given to targeted women's cooperatives to raise the quality of their production processes, as well as to help them comply with national quality requirements and to attain quality certifications, is likely to ensure **medium to long-term advantages** for them as it improved the **image** and **market positioning** of their products as "quality products".

## Suggested actions

• Having an **officially registered Seal** can be a **good and long-term marketing strategy** when promoting rural value chains. It gives **continuity** to the strategy efforts in terms of identity, visibility, and image-uplifting of local rural products. In addition, registering a Seal (and logo) may particularly benefit small-scale rural producers that are less likely to register their own label due to generally burdensome and costly procedures and requirements.

• Actively supporting rural economic actors to raise the quality of their production processes and helping them to **comply with national quality requirements** and quality **certifications**, is likely to ensure **medium to long-term advantages** for them as it improves the **image** and **market positioning** of their products as "quality products".

## Self-assessment questions

• Could the products of your targeted local rural value chain benefit from using a **registered local, regional, or national Seal** (and logo) promoting their quality and image among consumers?

• Could your targeted rural value chain benefit from a first-hand support to comply with national **quality requirements** and quality **certifications**? Could this improve the image and **market positioning** of their products as "quality products"?



## PHASE 3. SUSTAINABILITY: ENSURING SUSTAINABLE SUPPORT TO RURAL VALUE CHAINS

Insights from the intervention

Suggested actions

Self-assessment questions

## c) INSTITUTIONAL SUSTAINABILITY

• **Supporting cooperatives' legal formalisation:** the strategy accompanied targeted cooperatives through their formal registration process. In Palestine, the latter entails being formally **recognized** by the Cooperative Work Agency, therefore benefitting from its **funds and services**. Moreover, formalisation for Palestinian cooperatives means operating under an **official and legal framework** which can **protects their rights** and promote **good procedures** and **cooperative principles** (i.e., transparency, democracy, open membership, environmental protection). Finally, having more cooperatives leaving the informal economy and accessing the formal market benefits the whole cooperative sector. This, in fact, allows governments and public institutions to have a better understanding of the actors involved, which is a first useful step to improve the governing legal framework.

• Rural value chains often entail **informal economic activities**. Usually, rural economic actors face severe barriers and obstacles to access the formal economy. In context where **formal registration** can unlock advantages and benefits for rural economic actors, especially if vulnerable individuals or groups, accompanying them every step of the way can be a good support strategy. Finally, having more economic actors leaving the informal economy and accessing the formal market can benefit the whole cooperative sector, as it allows governments and public institutions to have a better understanding of the economic actors, which is a first useful step to improve the governing legal framework.

• Can your rural value chains benefit from having **access to formal national or international markets**? If yes, is the process of **legalisation/formalisation accessible** to your rural economic actors, especially if belonging to vulnerable social groups? Could the economic activities of your targeted rural value chain benefit from a first-hand support to go through the process of obtaining formal registration?



- **Guaranteeing (and certifying) product quality:** the dynamic support given to targeted women's cooperatives to raise the quality of their production processes, as well as to help them comply with national quality requirements and to attain labels and certifications, is likely to ensure **medium to long-term advantages** for the community at large as it allows greater **governmental control** over the **safety and quality** of the local products/services (especially concerning food and agriculture).

- Actively supporting rural economic actors to raise the **quality of their production processes**, helping them to comply with **national quality requirements** and to attain **labels** and **certifications**, is likely to ensure **medium to long-term advantages** for the community at large as it allows greater **governmental control** over the **safety and quality** of the local products/services (especially concerning food and agriculture).

#### 4.4.3. The Process - Consume Palestine Strategy

- Could your communities benefit from greater governmental **control** over the **safety** and **quality** of the local products/services? Are there legal **quality requirements** for products and services sold in your national market? Are there **official quality certifications** guaranteeing quality standards? Could your rural value chains benefit from such certifications? How can you support them in attaining official quality standard and quality certifications?



## PHASE 3. SUSTAINABILITY: ENSURING SUSTAINABLE SUPPORT TO RURAL VALUE CHAINS

## Insights from the intervention

• **Advocacy efforts to encourage policy change and enabling legal frameworks:** Starring from GVA-17 project, a parallel policy work has been carried out by project implementors to actively encourage an improvement of the Palestinian legal framework to become more enabling for cooperatives' development. Against this backdrop, from September 2020 to June 2022, project implementors organised a series of high-level conferences and intensive meetings to discuss opportunities and challenges of the Palestinian cooperative sector and to foster key actors' agreement on proper recommendations for corrective and incentive policy measures. The overall process engaged local and international partners and key institutions of the cooperative work sector which formed a Committee driving the work of the conference and delivering key conference outcomes and recommendations to engaged Palestinian decision-makers (i.e., the Ministry of Labour, the Cooperative Work Authority, the Ministry of Finance). Such recommendations were then formalised in a MoU which was concluded with the decision-makers at the end of the process. Potential policy effects of such

## Suggested actions

• Working with an integrated approach to uplift rural value chains by means of women economic empowerment enables a deep and well-rounded understanding of the barriers and challenges that targeted actors face, including those deriving from legislative gaps or which can be solved by an improvement of the legal framework. Through these types of interventions, the valuable information gathered on the ground with rural producers, coupled with established networks with key public and private actors working in the related sectors, gives you a relevant asset to be invested in **policy work**. Try to bring key actors at a common discussion table (i.e., a series of high-level conferences) in order to discuss opportunities and challenges of the sector you are targeting and to foster key actors' agreement on **proper and concrete recommendations** for corrective and incentive **policy measures**.

## Self-assessment questions

• Is the **legal framework** governing your country economic sectors enabling for your local rural value chains? Which key barriers and challenges are the rural economic actors in your context facing? Are some deriving from legislative gaps in your context? Can some be solved/improved by improving the legal framework? Which key **advocacy initiatives** could work in your context to encourage such **policy change**? How can you effectively engage policy-level actors for this purpose?





agreement need time to unfold and cannot be assessed at the time of writing.

### PHASE 3. SUSTAINABILITY: ENSURING SUSTAINABLE SUPPORT TO RURAL VALUE CHAINS

Insights from the intervention

Suggested actions

Self-assessment questions

#### d) ENVIRONMENTAL SUSTAINABILITY

• **Guaranteeing (and certifying) product quality:** the dynamic support given to targeted women's cooperatives to raise the quality and sustainability of their production processes, as well as to help them comply with national quality requirements and to attain labels and certifications, is likely to ensure **medium to long-term advantages** for the community at large ensuring more sustainable and environmental-friendly production and consumption practices and, ultimately, healthier communities and environments.

• Actively supporting rural economic actors to raise the **quality** and **sustainability** of their production processes, as well as to help them comply with **national quality requirements** and to attain **labels** and **certifications**, is likely to ensure **medium to long-term advantages** for the community at large. The latter can entail more sustainable and environmental-friendly production and consumption practices and, ultimately, healthier communities and environments.

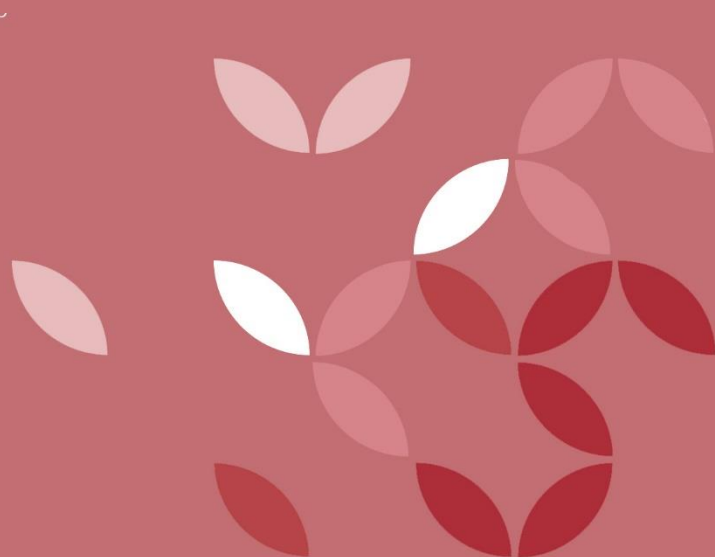
• How can you actively support your rural economic actors to ensure **healthier, more sustainable, and environmental-friendly** production and consumption practices?



## 4.4.4

# KEY CONTEXTUAL DETERMINANTS FOR REPLICABILITY

The following table aims to inform readers of the **main contextual determinants** that emerged during the analysis when seeking to identify key “ingredients” and conditions that should be in place in a given context for the replicability of the Consume Palestine value chain support strategy. The table should support readers in running a quick general screening of their own context to assess the preliminary feasibility of considering replicating the practice.



	Key determinants	Self-assessment questions
<b>SOCIAL CONTEXT</b>	<ul style="list-style-type: none"> <li>• Minimum <b>social conditions and norms</b> allowing the support strategy to reach out to and engage with rural communities and actors, especially if targeting individuals from vulnerable social groups (i.e., possibility to have women participate to capacity building programs and to engage in/own economic activities)</li> </ul>	<ul style="list-style-type: none"> <li>• Are there minimum <b>social conditions and norms</b> in your rural contexts allowing a similar support strategy, especially involving individuals from vulnerable social groups? (i.e., do women in your rural communities have the possibility to participate in capacity building activities? Can they engage in economic activities? Is a preliminary awareness-raising component necessary to this respect?)</li> </ul>
<b>POLITICAL FRAMEWORK</b>	<ul style="list-style-type: none"> <li>• <b>Political support</b> from governmental actors, especially from local authorities, allowing to implement the support strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Can you count on some degree of <b>political support</b> from governmental actors in your context, especially from local authorities, allowing to implement the support strategy?</li> </ul>
<b>INSTITUTIONAL &amp; LEGAL FRAMEWORK</b>	<ul style="list-style-type: none"> <li>• <b>Basic legal framework</b> governing the marketplace, the economic actors, and their activities (i.e., labour rights, prices and access to the marketplace, production processes, environmental protection, market competition, product quality standards, transparency and consumers' protection, exports).</li> </ul>	<ul style="list-style-type: none"> <li>• Is there a <b>basic legal framework</b> in your country governing the marketplace, economic actors, and their activities? (i.e., labour rights, prices and access to the marketplace, production processes, environmental protection, market competition, product quality standards, transparency and consumers' protection, exports).</li> </ul>
<b>FINANCIAL RESOURCES</b>	<ul style="list-style-type: none"> <li>• <b>Financial resources</b> coming from different international cooperation donors (Project funding).</li> </ul>	<ul style="list-style-type: none"> <li>• Can you secure needed <b>financial resources</b> to carry out the overall support strategy and activities?</li> </ul>
<b>HUMAN CAPITAL</b>	<ul style="list-style-type: none"> <li>• <b>Key expertise and skills</b> to oversee and provide the support strategy and activities (i.e., to provide capacity building programs, to deliver an effective awareness raising campaign, to engage with key stakeholders). Moreover, when dealing with vulnerable groups, proper <b>experience, competences, sensibility, and cultural intelligence</b> are needed to effectively engage and empower targeted actors.</li> </ul>	<ul style="list-style-type: none"> <li>• Can you count on a staff team/collaborators/external service providers having <b>appropriate expertise, capacities, and skills</b> to oversee and provide the support strategy and activities (i.e., to provide capacity building programs, to deliver an effective awareness raising campaign, to engage with key stakeholders)? Do they have proper <b>experience, competences, sensibility, and cultural intelligence</b> to effectively engage and empower targeted vulnerable actors?</li> </ul>

**ACTORS AND ORGANISATIONS**

Key determinants	Self-assessment questions
<ul style="list-style-type: none"> <li>• <b>Targeted local rural (vulnerable) economic actors</b> (i.e., consumer/producer cooperatives/groups, farmers, artisans)</li>   <li>• <b>Families and communities</b> of the targeted local rural (vulnerable) economic actors</li>   <li>• <b>Key ministry-level actors and institutions</b> governing the targeted social-economic sectors, including key public institutions issuing national quality standards and quality certifications.</li>   <li>• <b>Key local governmental authorities</b> which can facilitate reaching out to and engaging targeted rural communities and vulnerable social groups.</li>   <li>• <b>Key national and international private sector actors</b> such as fair-trade and export agents, marketing firms, which can support rural actors' access to the local and international marketplace.</li>   <li>• <b>Key national and international civil society organisations</b>, such as NGOs, labour unions, producers/consumers' associations, which can facilitate reaching out to and engaging rural actors in the support activities, leverage needed resources and networks, and support their access to the local and international marketplace.</li> </ul>	<ul style="list-style-type: none"> <li>• Who are the key <b>economic actors</b> of the value chain you intend to support? Can you reach out to them and engage them in the support strategy? Do they belong to vulnerable social groups?</li>   <li>• If targeting <b>vulnerable economic actors</b>, such as women coming from rural and conservative areas, can engaging their <b>families and communities</b> be a good strategy in your context to prevent any possible "resistance" toward the support activities?</li>   <li>• Which are the <b>key ministry-level actors and institutions</b> governing the targeted social-economic sectors in your country? Which are the key public institutions issuing national quality standards and quality certifications? Can you engage them in your support strategy?</li>   <li>• Can you count on key <b>local authorities' support</b> and endorsement to reach out to key value chain actors, especially if coming from rural communities and conservative environments?</li>   <li>• Which key <b>national and international private sector actors</b> could support your targeted rural actors' access to the local and international marketplace?</li>   <li>• Which key <b>national and international civil society organisations</b> can facilitate reaching out to and engaging your targeted rural actors in the support activities? Can they help you leverage needed resources and networks? Can they support rural actors' access to the local and international marketplace?</li> </ul>

- **Palestinian and Spanish consumers/clients** targeted by the Consume Palestine awareness campaign and purchasing supported rural products.
- **Project staff** providing and overseeing the overall support strategy.

- Who are the **potential consumers/clients** of the supported rural products in your territory and/or abroad?
- Can you count on **competent, hands-on, and skilled staff team** that can oversee and provide the overall support strategy and activities in your territory?

	Key determinants	Self-assessment questions
<b>NETWORKS</b>	<ul style="list-style-type: none"> <li>• <b>Strategic networks</b> with key actors (i.e., CSOs, governmental and private sector actors, Universities) which, in turn, can leverage needed resources for the support strategy (i.e., premises for the capacity building programs, university laboratories for the products' quality analysis, governmental approvals/authorisations, logistics and moral support to involve targeted women, partnerships with private or NGO national and international trade organisations).</li> </ul>	<ul style="list-style-type: none"> <li>• Can you leverage <b>strategic networks with</b> key actors (i.e., CSOs, governmental and private actors, Universities) which, in turn, can leverage needed resources for the support strategy? (i.e., premises for the capacity building programs, university laboratories for the products' quality analysis, governmental approvals/authorisations, logistics and moral support to involve targeted women, partnerships national and international trade organisations).</li> </ul>
<b>BASIC HARD INFRASTRUCTURES</b>	<ul style="list-style-type: none"> <li>• All key <b>economic hard infrastructures</b> needed by local rural economic actors to be operative, hence, to produce, purchase and exchange resources, products, and services (i.e., local fairs and stores, supermarkets, market exhibitions, transportation and export infrastructure, power grid, water supply network).</li> </ul>	<ul style="list-style-type: none"> <li>• Can local rural economic actors in your context count on <b>existing and functioning basic economic hard infrastructures</b> to be operative, hence, to produce, purchase and exchange resources, products, and services? (i.e., power grid, water supply network, local fairs and stores, supermarkets, market exhibitions, transportation and export infrastructure allowing your local rural products to be transported locally/to reach foreign markets).</li> </ul>
<b>SOFT INFRASTRUCTURES (SERVICES)</b>	<ul style="list-style-type: none"> <li>• All <b>services</b> needed by the rural economic actors to be <b>operative</b> in their market: i.e., commercial services, transport and export logistics, legal and technical support, research and development, advertising.</li> </ul>	<ul style="list-style-type: none"> <li>• Which are the <b>key services</b> your targeted rural economic actors need to be <b>operative</b>? (i.e., commercial services, transport and export logistics, legal and technical support, research and development, advertising). Are they available in your context?</li> </ul>



## 4.4.5

# DRAWBACKS AND RISKS

### DRAWBACKS AND RISKS

*Main risks which may arise when replicating the intervention*

#### DEALING WITH LEGAL COMPLIANCE AND COMPLEX BUREAUCRACY:

• The Consume Palestine strategy entails a first-hand support for rural producers to help them **access the formal market**. The project staff accompanied rural producers through the **complex formalisation process** to register their economic activities as legal entities (cooperatives), and, for some, to also register their own labels. This also entailed making sure the rural products were compliant with in force **quality requirements and standards**, hence undergoing long and numerous quality analysis and conformity tests to attain legal authorisations and quality certificates. Additionally, the overall and demanding process to register the **Uroq seal** through the Ministry of National Economy took more than 11 months to complete.

### COPING STRATEGIES

*Good strategies that could be implemented in order to cope with and/or prevent these risks*

#### COLLABORATE WITH KEY GOVERNAMENTAL ACTORS:

• The Consume Palestine strategy concretely supports the shift of rural value chains from an undervalued and informal economic sector to **competitive formal national and international markets**. This necessarily entails **dealing and complying with legal frameworks** which is often an unsurpassable barrier for most rural producers lacking the knowledge, the means, and the support to get by complex and bureaucratic legal procedures and requirements. The Consume Palestine strategy successfully managed to overcome such “disabling” legal frameworks mainly through **strategic and close collaboration with governmental actors**. Since the very first planning phase of the strategy, the project staff reached out to key governmental ministry-level actors who provided **key technical advice and information** to better understand the **cooperative legal framework**, the **legal requirements and regulations** concerning cooperative products’ quality and hygiene standards as well as food seals and certifications procedures. Later, the project staff **worked closely with key actors**, i.e., the Palestinian Standards Institute (PSI) and local universities, to actively support the quality screening and certification process of the supported rural products.

**DRAWBACKS AND RISKS**

*Main risks which may arise when replicating the intervention*

**COPING STRATEGIES**

*Good strategies that could be implemented in order to cope with and/or prevent these risks*

**EXPORT BARRIERS FOR PALESTINIAN RURAL PRODUCTS:**

• The Consume Palestine strategy had to face considerable obstacles to allow the export of supported rural products to the Spanish marketplace. In addition to the harsh challenges caused by the Covid-19 pandemic context, this was largely due to the **unstable and challenging political Palestinian context**, especially in the targeted critical areas of Gaza and West Bank. Palestinian products can be exported only through Israeli ports and this entail undergoing numerous checks and time-consuming procedures. The **logistical difficulties** in allowing rural products out of these areas are reflected in extra transportation costs which raise the prices of the rural goods, therefore hindering their competitive advantage. Additionally, exporting to the Spanish market requires numerous checks in terms of quality assurance and safety,

**SEAL REGISTRATION**

• The Consume Palestine strategy strived to obtain the **legal registration of the Uroq seal** which can be easily used by rural producers (provided they comply with basic quality and marketing requirements by PARC), especially those lacking the means to register their own label, to uplift their image and market placement.

**ADVOCATE FOR POLICY CHANGE:**

• Finally, the Consume Palestine strategy also entails a **policy advocacy component** (→ see Sustainability Phase) to actively push for a policy change in favour of more enabling legal frameworks for the cooperative sector and rural economic actors

**OVERCOMING EXPORT BARRIERS THROUGH STRATEGIC INTERNATIONAL PARTNERSHIPS:**

• The Consume Palestine strategy responded to logistical exporting barriers through **successful partnerships** with exporting companies, such as the Spanish fair trade NGO IDEAS - Iniciativas de Economía Alternativa y Solidaria- which allowed the export of Palestinian rural products and their placement in the Spanish markets, fair trade exhibitions, and e-commerce platform. Moreover, these partnerships were also key to overcome specific exporting challenges such as the required quality tests which did not find equipped laboratories in Palestine. In this case, some product samples were sent to Italian laboratories for quality testing.

needed certifications, among others, and some specific tests could not be carried out in any Palestinian laboratory.

#### DRAWBACKS AND RISKS

*Main risks which may arise when replicating the intervention*

##### CHALLENGING PATRIARCHAL SOCIAL NORMS:

- Consume Palestine support strategy primarily targeted **women from rural communities**. This entailed some challenges when trying to engage beneficiary women in the activities (i.e., capacity building program sessions) due to **rooted patriarchal social norms** in force within the women's families and rural communities. The latter, as an example, were reluctant to "allow" beneficiary women to leave their households to attend meetings with other male participants. Unequal gender role distribution, in fact, undermined the communities' understanding of the opportunity offered by the Consume Palestine support strategy. As entrenched conservative social norms relegate women's role exclusively as caregivers within their household, the project staff had to deploy considerable efforts to make targeted rural communities understand the broader positive returns and social impact of promoting women's economic empowerment and supporting them in having a key role within rural value chains.

##### CHANGE-AVERSE CONSERVATIVE RURAL MINDESET:

- The Consume Palestine strategy first-hand support to improve the quality of the rural production process faced considerable **resistance** from targeted actors. The latter, in fact, were reluctant to change their **consolidated and rooted agricultural production techniques and processes**, such as the heavy use of chemicals. It was challenging for the project teams to convince beneficiaries to **change such habits and mindset** in favour of a safer and

#### COPING STRATEGIES

*Good strategies that could be implemented in order to cope with and/or prevent these risks*

##### WORKING AROUND PATRIARCHAL SOCIAL NORMS:

- Dealing with rural communities where **patriarchal social norms** are widely rooted and collectively endured requires **dedicated** and **context-sensitive planning** and **activities**. Firstly, it is important to thoroughly **understand** the underlying gender social norms and gender role distribution within the targeted community and households. Then, it is key to plan the support activities (i.e., capacity building program) accordingly, therefore considering all existing barriers faced by beneficiaries and working *around* any possible cultural resistance, for example: hiring female trainers, having separate meetings for male and female participants, envisaging transportation services for women to avoid unsafe commuting to the training venue. Extra efforts should be dedicated to **raise the rural communities' awareness** of the **positive social and economic impact** potential of **empowering women** and supporting them having a **key role** within the rural value chains.

##### PATIENT AND DEDICATED AWARENESS-RAISING EFFORTS TO OVERCOME CONSERVATIVE RURAL MINDESET:

- Intervening to modify **traditional production processes** of rural value chains often entails confronting **consolidated mindset** which is **hard to change**. This holds particularly true when promoting healthier, environmental-friendly, and higher-quality production processes as returns are not immediately visible in the short run, nor exclusive for producers. It takes **time** and **dedicated efforts** to **make rural communities understand the wider and longer-term**



higher-quality agricultural production and understanding of the wider and longer-term advantages. In few cases, in fact, some women refused to abandon the use of chemicals in their agricultural production.

**advantages** of today's changes, and that returns for the overall community entail advantages for the entire rural value chain and, ultimately, for producers themselves. In this respect, strategies such as the Consume Palestine, need **patience** and continuous and dedicated **awareness-raising actions** to allow mindset to change.





## 4.4.7 USEFUL CONTACTS



### **Agricultural Development Association (PARC)**

*(previously "Palestinian Agricultural Relief Committees - PARC)*

**Website:** <http://www.pal-arc.org/>

#### **Contact persons:**

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### **Asamblea de Cooperación por la Paz (ACPP)**

**Website:** <https://www.acpp.com/>

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## 4.5

# PILOTING SOCIALLY INNOVATIVE PUBLIC WELFARE PROGRAMMES: MEDTOWN LOCAL DIGITAL COMPLEMENTARY CURRENCY

### EXECUTIVE SUMMARY

The Roadmap was elaborated within the framework of the ENI CBC Med MedRiSSE project (Replicable Innovations of SSE in the provision of services and creation of decent jobs in the post covid-19 crisis recovery) and it analyses the experience of a local complementary currency initiative in Cerro Amate District (Seville, Spain) which was piloted within the European funded MedTOWN project (“Co-producing social policies with SSE actors to fight poverty, inequality and social exclusion”; 2019-2023) implemented in Spain, Greece, Palestine, Jordan, Tunisia, and Portugal.

The elaborated local and digital complementary currency model proves to be a significant socially innovative practice to deliver and improve local public services (municipal cash assistance programmes for low-income citizens, in this case) through a public-private co-production approach. Albeit its implementation was eventually suspended due to external and unpredictable political factors, the experience remarkably marked a sound and disruptive innovation of traditional public welfare schemes, as well as traditional monetary and financial systems. Moreover, it was the first public led local currency relying on electronic money under Spanish and EU legal frameworks.

In brief, the local complementary currency scheme elaborated by the Spanish NGO Asamblea de Cooperación por la Paz - ACPP (MedTOWN lead beneficiary) operates through a digital payment solution using electronic money and a technological system based on open-source software, a web platform and an App. The public expenditure destined to the municipal cash assistance programme was planned to be delivered to public subsidies recipients in the form of electronic money which could purchase goods and services in local shops and businesses of the Cerro Amate district adhering to the initiative.

Moreover, the model works best the higher the recirculation of the electronic money within the local circuit to which any private citizen, organization or enterprise of the community can voluntarily participate. Therefore, the model has the potential to generate much broader direct and indirect advantages for the local community as a whole. The potential social and environmental impacts that this model can generate encompass the promotion of responsible consumption and production practices within the local economy, the enhancement of the local consumption and consequent reduction of the carbon footprint, local job creation, strengthening of the community social cohesion and social inclusion, increase of the community's wellbeing and quality of life, as well as the improvement of local public administration through digitalisation and more cost-effective and evidence-based public policies, to name a few.

With a view to the potential replicability of the model, this Roadmap retraces and analyses the overall process, the key phases and respective main actors, resources, and actions that were necessary for the Cerro Amate local complementary currency initiative. Key determinants to replicate the practice, as well as potential risks and respective mitigation measures, complete the overall assessment of the initiative for those readers who might be interested or even considering embarking on a similar experience elsewhere.

In a nutshell, setting up the Cerro Amate local complementary currency required a first and fundamental planning phase which entailed key actions to study and assess the feasibility of the local complementary currency scheme in the targeted neighbourhood. The in-depth and comprehensive analysis also allowed to co-design the functioning model of the complementary currency scheme, including its business model, the choice of the proper technological infrastructure, and its governance mechanism. Another core planning component focused on elaborating effective strategies for the local community outreach and engagement. In the following implementation phase (Phase 2) these strategies were put in practice in order to progressively consolidate the user network of the local complementary currency to kick start the initiative. A third phase of the process focuses on the key sustainability measures of the model which can potentially provide long-term positive results.

Indeed, the accumulated experience through this digital complementary currency scheme could be capitalised to inspire the replication of the model in other contexts. Indeed, the initiative showcases a high potential for replication, scaling-up and adaptability to different contexts and social and economic realities, as well as a variety of different and specific social and environmental aims to be pursued.

The key contextual determinants for a positive replication of this initiative may be summarized as follows:

- Counting on a local community having some degree of openness to innovation, instead of a conservative culture, a minimum level of social capital and mutual trust, and a relatively stable social and political context where there are no particularly severe and untrenched social conflicts, severe poverty and unemployment levels, nor fired political opposition.

#### 4.5 MedTOWN local digital complementary currency

- Counting on the motivated engagement of a local public authority (i.e., municipality) as leading entity and owner of the initiative with solid political will and leadership, a promoting SSE agent, a skilled technological operator (i.e., IT company), competent experts in financial regulatory frameworks, public law, and monetary economics, actors of the local commercial sector (i.e., local shops and business), recipients of the local public cash assistance programme, local SSE actors, civil society actors, CBOs (i.e., neighbourhood associations, networks and associations, grassroot organisations), and the local community citizens.
- Having an institutional setting where i) a system is in place for public welfare services foreseeing cash assistance programmes which are not over-pressured by high demand; ii) the state legislation grants jurisdiction and autonomy to local and regional administrations (decentralised public administrative system, iii) there are legal and transparent, fair and democratic tools and processes to formalise collaborations between public administrations and SSE actors, and iv) the local public administrative "machine" operates in proper conditions to innovate (and not overwhelmed with complex and traditional bureaucratic procedures, nor pressured by tight legal scrutiny).
- Counting on available public funding devoted to local public welfare expenditure and autonomously managed by the local authority, as well as needed additional financial resources (i.e., international donors, national private donors, fundraising efforts).
- Relying on engaged, open-minded, motivated and competent operational staff, within the local public administration, the promoting SSE actor, as well as the currency network users.
- Having strategic access to key networks with the local community, particularly with community organisations and SSE actors, as well as local economic actors and their associations.
- Having the needed digital infrastructure at the core of the local currency model: the currency software integrated with the web platform and the App, technological devices available/accessible both to end-users (i.e., smartphone, tablet) and public administrators/supervisors (i.e., computers), as well as access to internet service.
- Ensuring a governance model where the local authority holds the driving, leading, decision-making and supervisory role, and that also includes some forms of concertation and participation with/on the part of local actors (i.e., institutional actors, SSE actors, economic actors, academia) and representatives of the different local currency user categories (i.e., local shops and shop associations, public subsidies recipients, individual users).

When replicating the initiative, potential challenges and drawbacks may occur and need to be considered.

Firstly, when dealing with generally conservative local bureaucratic systems (i.e., local public administrations) it is key to ensure local governments' real willingness and commitment to the initiative, their proper resources and capacities to implement it, as well as the possibility to opt for a participatory governance of the local currency project. Moreover, providing comparative legal analysis and solid real-life impact evidence can also be a good mitigation strategy in this respect.

In contexts where the initiative could be confronted by political scrutiny and opposition, it is recommended to create a “safe space” to experiment such a social innovation model. This means avoiding contexts with high political instability and fierce political opposition, severe and untrenched social conflicts, social unrest, severe poverty and unemployment levels. Also, dedicated efforts need to be tailored to grow a broad political consensus to support the initiative within the local public administration as well as the local community through constant transparency, effective communication and community participation. Also, intercepting additional sources of funding (other than the local public funds) can give more flexibility and space for potential errors or unsuccessful implementations which could fuel the community discontent. At the same time, however, this alternative solution could undermine the local ownership of the complementary currency scheme and its future sustainability. Hence, hybridizing funding resources may mitigate such drawbacks, offering better guarantees, and more reliability. This means opting for a balanced mix of public and private funding as well as a certain amount of self-financing that the operativity of the local currency network itself can provide (i.e., applying a fee for transactions made by system users, such as certain categories of local businesses).

Also, actors wishing to test complementary currency schemes and digital payment solutions often find themselves either operating in a legal vacuum or challenged by regulatory frameworks that hinder such kind of social innovation. Nevertheless, in any case it is essential to operate under existing regulation, even if suboptimal for the complementary currency system. This means that it is necessary to explore what the existing regulations allow, and to find legal ways to experiment the local complementary currency initiative. At the same time, this gives implementors a good opportunity to promote policy change towards more enabling legal frameworks allowing such social innovation schemes.

SSE practitioners, policymakers and local administrations searching for ways to contribute to the sustainable and inclusive development of their territories may consider replicating the local complementary currency model provided that key determinants are in place and the process is well adapted to their specific context.

### 4.5.1

## THE GOOD PRACTICE

The MedTOWN local complementary currency scheme experimented in Cerro-Amate district of Seville municipality (Spain) is an inspiring Social and Solidarity Economy practice supporting the public-private co-production of socially innovative solutions to facilitate and improve the social impact of public expenditure.

The local complementary currency scheme was implemented within the framework of the MedTOWN project (“Co-producing social policies with SSE actors to fight poverty, inequality and social exclusion”) financed by the European Union through the European Neighbourhood Instrument for cross-border cooperation under the Mediterranean Basin Programme 2014-2020 (ENI CBC Med). The project, which started in September 2019 and is expected to conclude in September 2023, is led by the Spanish NGO Asamblea de Cooperación por la Paz (ACPP) with a total budget of EUR 3.4 million (86.5% of the programme’s contribution) and gathers a consortium of 9 partner organisations from Spain, Greece, Palestine, Jordan, Tunisia, and Portugal.

MedTOWN is a social innovation project that aims to support the role and the capacities of SSE actors in addressing social and environmental goals and in fighting poverty, inequality, and social exclusion. Against this backdrop, the project supports research and experimentation of co-production models entailing the use of legal public complementary digital currencies for the provision of social services and financial aid to the most vulnerable groups in the project partner countries. Such models aim to increase the socio-economic impact and effectiveness of public policies and the transparency of public expenditures at the local level.

The local complementary currency scheme analysed by this Roadmap was elaborated and implemented by ACPP in Cerro-Amate district of Seville municipality (Spain) as a socially innovative practice to deliver financial aid by the community social services. Tracing back its origins, the scheme was actually an improved replication of another local complementary currency initiative which started in 2013 in the nearby town of San Juan de Aznalfarache, an intervention funded by the Regional Government of Andalusia and also led by ACPP. Later in 2017, the Seville City Council funded a feasibility study for the implementation of a new local complementary currency scheme in Cerro-Amate district and the 2019 MedTOWN project came as a good opportunity to finally implement the initiative. The latter had already successfully concluded the planning phase when Seville City Council brought the implementation stage to a halt. This was due to the perceived risks posed by the unexpected political turmoil that hit the neighbouring government of San Juan de Aznalfarache regarding its own local currency initiative. In spite of this, the social innovations in both local settings have found ways to be replicated in contexts far from the protracted political impasse caused by the disruption in San Juan de Aznalfarache. This can largely be credited to the MedTOWN project team’s ability to transform the undesired results of the social



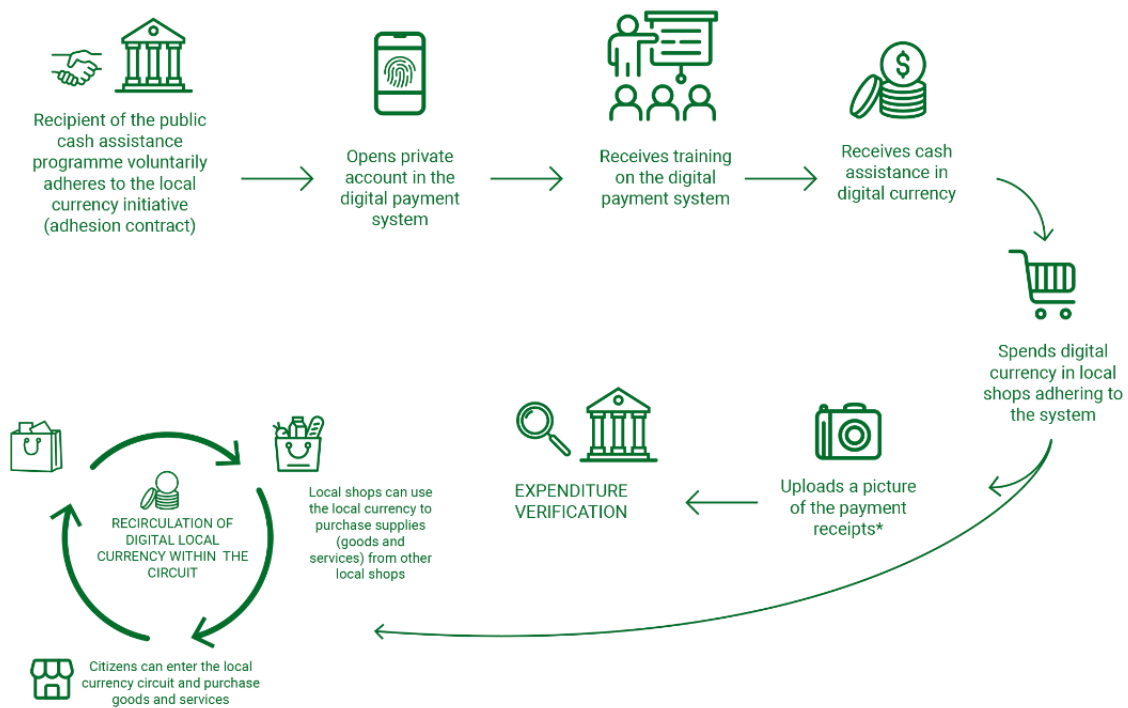
#### 4.5.1 The Good Practice - MedTOWN local digital complementary currency

experimentation in Seville into policy-relevant learning that helped identify the key drivers for successful replication of the social innovations nurtured in Seville.

The local complementary currency scheme elaborated by ACPP pilots an innovative practice as it entails a digital payment solution using electronic money and a technological system based on open-source software, a web platform and App. Moreover, the initiative is public led (in this case by the Seville City Council), and it operates legally under the Spanish and EU legal frameworks.

The following scheme briefly explains how the system works for the targeted public-aid recipients..

*Schematic overview of the local complementary currency system*



*\* Local shops are required to do the same*

*Source: ARCO*

In sum, beneficiaries receive cash assistance from the municipality in the form of electronic money, instead of euros, which can be used only in shops accepting this type of payments by prior agreement. Hence, the community social services request the beneficiaries of the public subsidies (voluntarily

adhering to the initiative) to open their personal accounts in the complementary digital currency system through the web platform (also accessible through their personal devices with the App). Once trained on the use of the system and formally agreeing to its regulations (by signature of user contracts), the system enters the owed amount of local currency into the account of each beneficiary user (digital wallets). At this point, public aid recipients can immediately start making purchases in the local shops adhering to the initiative, whereas the traditional system requires a longer and more complex cash handout procedure. After each purchase, the system App requires both customers and local shops to upload a picture of the payment receipt, allowing social workers to easily carry out the expenditure verification. This allows not only a relevant simplification of the procedure for the social workers, but also for public aid recipients. In fact, while the latter would usually opt for single and larger purchases to ease the verification procedure, the digital solution allows them to make more and smaller purchases which better match their daily spending needs.

The currency model elaborated by ACPD foresees a partner Electronic Money Provider acting as a bank and managing the payment transactions. Hence, the model (and also the desirable option, for future replications), entails of the operation of the technological system of the local currency based on a double circuit: the system managed by the currency operator (web platform and App), which is the one that interacts with the local authority and users; and the system that integrates with the electronic money circuit, managed by the Electronic Money Provider which guarantees parity with the official currency (hereinafter "euros") at all times (one euro being equivalent to one local currency unit, and vice-versa). In the local currency circuit, accounts always reflect the balances that, according to the Electronic Money Provider, users have in their electronic money account.

In brief, the system works as follows:

- The city council orders the payment in euros of the approved expenditure foreseen by the cash assistance programme. The total amount, with the breakdown of the nominative indication that must be paid to each beneficiary, is entered into an Electronic Money Provider deposit account.
- The Electronic Money Provider blocks the euros in the deposit account using a secure and automated computer procedure and communicates with the currency operator (web platform and App) so that this operator generates the same amount of local currency as euros deposited in the account (acting as guarantee).
- Once the same amount of local currency as euros has been generated, the currency operator, within the same computerized procedure, enters the corresponding amount of local currency into the account of each beneficiary user.
- At this point, the beneficiaries receive from the operator the amount in local currency that the city council has paid in euros and that the Electronic Money Provider keeps in its deposit account: they can now use it to acquire goods and services within the network of companies and shops in the circuit.
- Through a computerized procedure, companies in the network can request at any time from the local currency operator the conversion of all or part of the balance they have in their local currency account.
- In this case, using the same computer procedure, the currency operator contacts the Electronic Money Provider and informs it of the conversion request.

#### 4.5.1 The Good Practice - MedTOWN local digital complementary currency

- The Electronic Money Provider unlocks from its deposit account the amount that the currency operator has computerized, deposits the euros into the banking account of the applicant, and destroys the same amount of local currency.

Such a model would easily allow to open the complementary currency circuit to all other users of the community, should they wish to participate to the initiative, apart from public subsidies recipients. The idea behind the model is, in fact, that the greater the mass of electronic money recirculating in the complementary currency circuit, the greater the benefits on the local economy. Indeed, in other similar complementary currency initiatives, such as the Grama local currency currently used in Santa Coloma de Gramanet Municipality (Spain), the Local Multiplier Index (LM3 Index ) raised from 2 points to almost 11 once the local currency was deployed. Studies conducted by the UTE Re-economia in collaboration with the Department of Trade, Fairs and Market Discipline of the City Council of Santa Coloma University indicated that such result was mainly observed in job creation within local small and medium-sized enterprises, the reduction of the carbon footprint, the strengthening of the community sense of belonging and social cohesion, and the improvement of the local commercial trade, among others.

Indeed, the elaborated complementary currency scheme proves to be a relevant social innovation and pioneering practice as the public administration recognises a local payment system based on SSE values and secured by public-private agreements. Also, this model is the first public led local currency relying on electronic money under EU regulations. Moreover, its governance model responds to the SSE vision of public-private co-production (by an NGO and a local authority) introducing an innovative approach for social service delivery.

Albeit the experience was suspended due to external and unexpected events, a significant outcome has been the innovation of public-private relations with the local municipality and the quick adaptation of the local businesses and the wider community to the values of the SSE.

Therefore, this model entails a disruptive innovation of traditional public welfare schemes and financial systems and the promotion of the cultural shift towards SSE practices and social innovation. In addition, should the initiative had been managed to be fully implemented, a significant contribution in terms of social and economic impact on the local community was expected, in particular:

- Enhancement of local consumption and use of local resources (development of the local economy).
- Creation of new jobs in the local economy.
- Digitalisation and improvement of the efficiency of the delivery, management, auditing and reporting of public cash assistance programmes.
- Digitalisation and improvement of the local socio-economic data collection, monitoring and assessment allowing more accurate public decision-making and policy planning.
- Increased community social cohesion and social inclusion.
- Increased community wellbeing and quality of life.
- Reduction of carbon footprint.

In the following sections, the Roadmap retraces and analyses the key phases, and respective main actors, resources, and actions encompassing the set-up of the local currency scheme. Key determinants to replicate the model, as well as potential risks and respective mitigation measures, complete the overall assessment for those readers who might be interested or even considering embarking in a similar experience elsewhere.

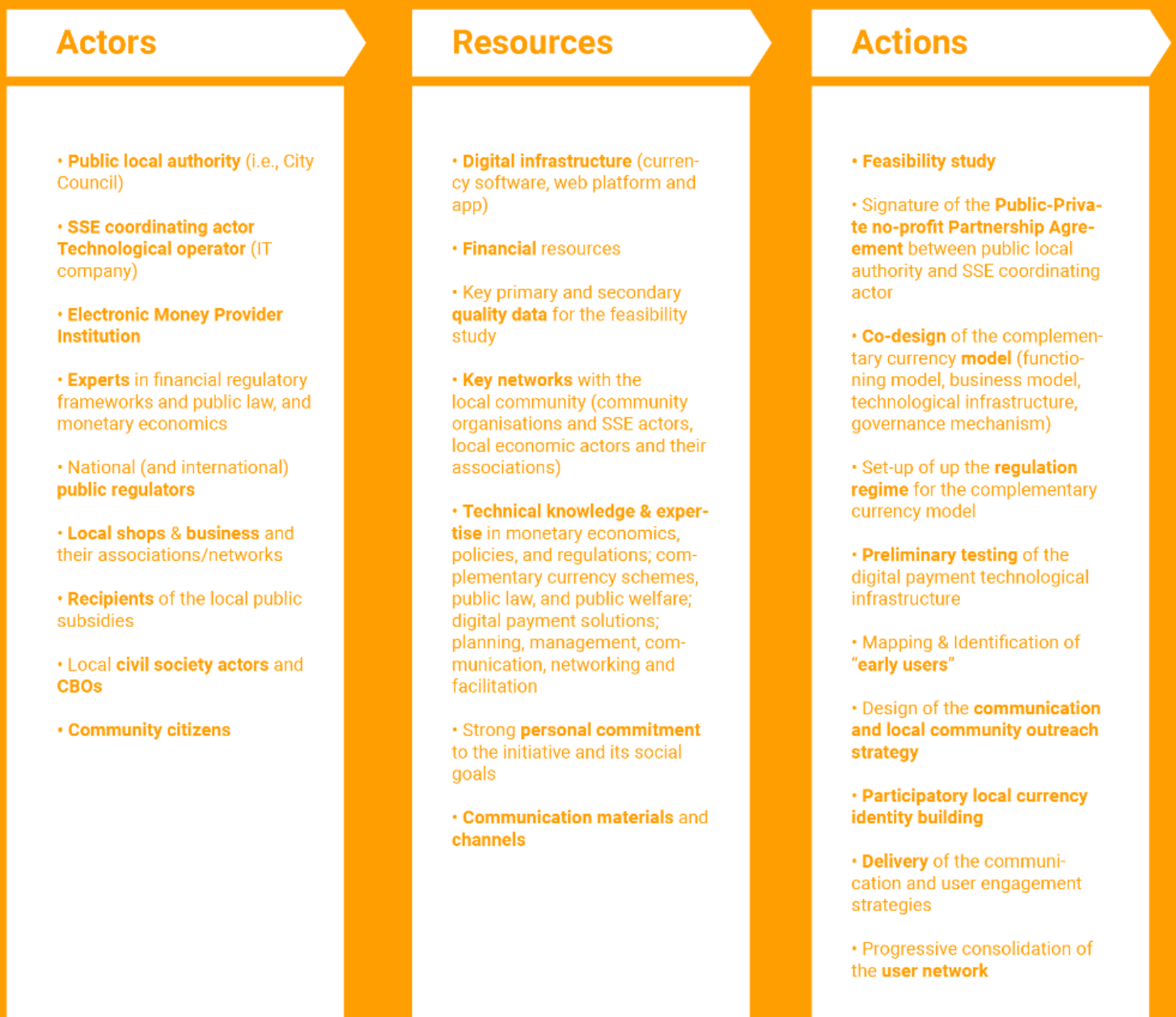


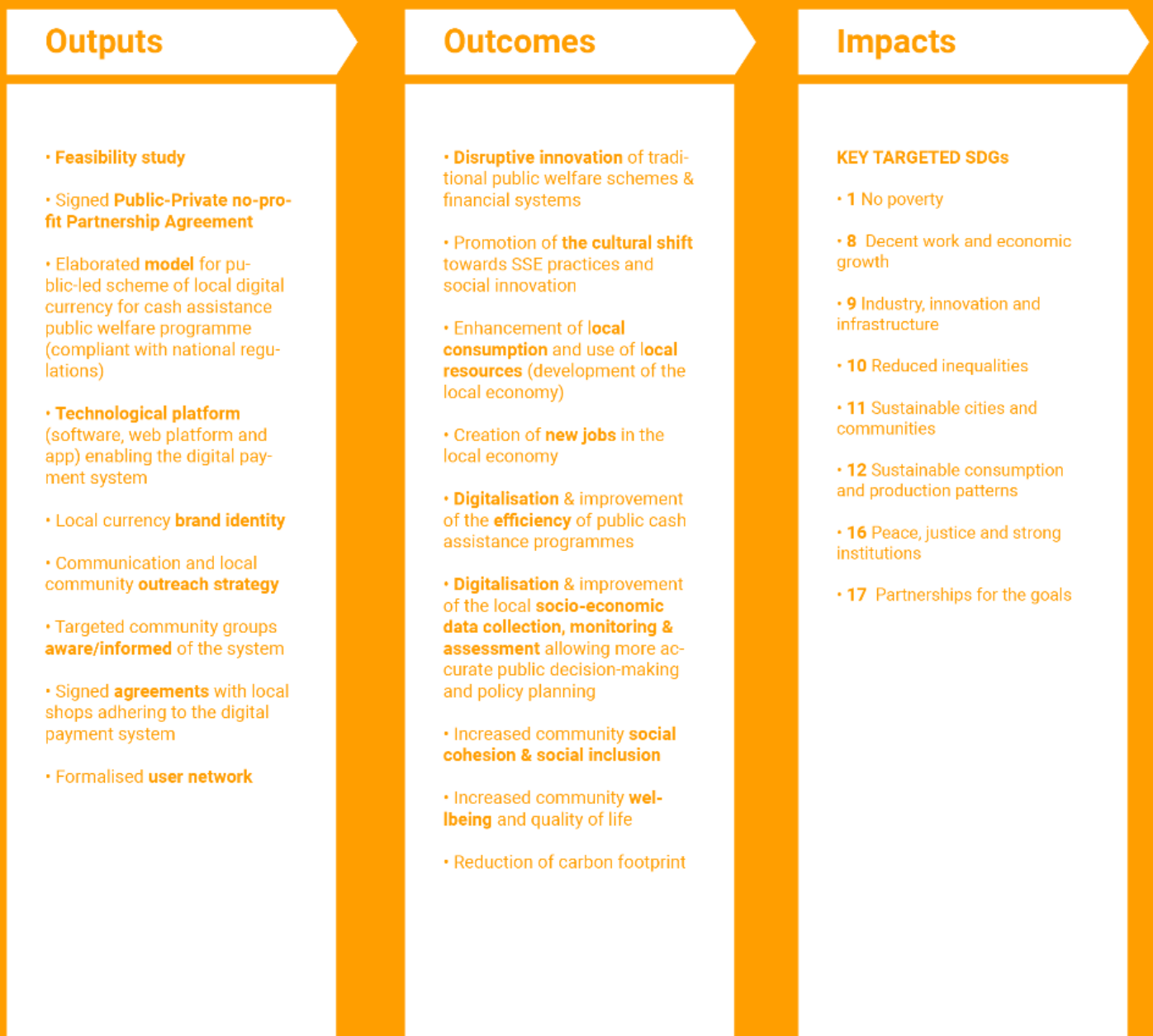
## 4.5.2

# THEORY OF CHANGE

### TRIGGERING ELEMENT

The city of Seville, capital of Andalusia, counts 6 of the 15 poorest districts in Spain . In 2019, the EU funded MedTOWN project came as the proper opportunity for the municipality to transform a planned municipal social innovation initiative into a pionnering pilot project. The latter entailed a public-private co-production model of municipal public spending strategy to tackle poverty, improve the local economy and the local public welfare system through a digital complementary currency scheme





## Outputs

- **Feasibility study**
- Signed **Public-Private no-profit Partnership Agreement**
- Elaborated **model** for public-led scheme of local digital currency for cash assistance public welfare programme (compliant with national regulations)
- **Technological platform** (software, web platform and app) enabling the digital payment system
- Local currency **brand identity**
- Communication and local community **outreach strategy**
- Targeted community groups **aware/informed** of the system
- Signed **agreements** with local shops adhering to the digital payment system
- Formalised **user network**

## Outcomes

- **Disruptive innovation** of traditional public welfare schemes & financial systems
- Promotion of **the cultural shift** towards SSE practices and social innovation
- Enhancement of **local consumption** and use of **local resources** (development of the local economy)
- Creation of **new jobs** in the local economy
- **Digitalisation** & improvement of the **efficiency** of public cash assistance programmes
- **Digitalisation** & improvement of the local **socio-economic data collection, monitoring & assessment** allowing more accurate public decision-making and policy planning
- Increased community **social cohesion & social inclusion**
- Increased community **wellbeing** and quality of life
- Reduction of carbon footprint

## Impacts

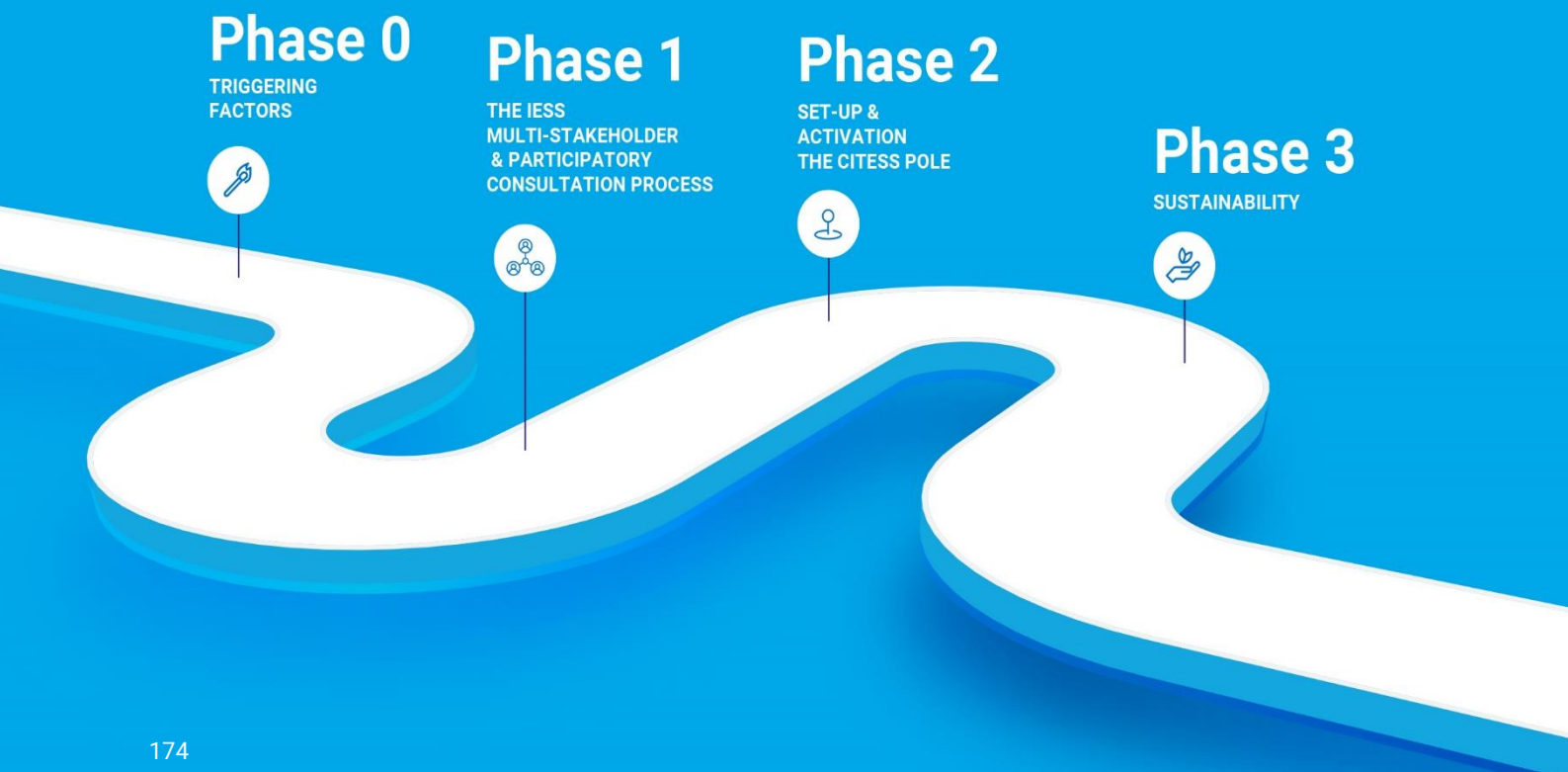
- KEY TARGETED SDGs**
- **1** No poverty
  - **8** Decent work and economic growth
  - **9** Industry, innovation and infrastructure
  - **10** Reduced inequalities
  - **11** Sustainable cities and communities
  - **12** Sustainable consumption and production patterns
  - **16** Peace, justice and strong institutions
  - **17** Partnerships for the goals

## 4.5.3

# THE PROCESS

For the purpose of this Roadmap, 4 key phases of the process enabling the Cerro Amate complementary currency experience were identified and analysed, starting from the triggering factors (Phase 0) to planning (Phase 1), implementation (Phase 2) and, finally, sustainability phase (Phase 3), identifying for each key actors, resources, and activities.

In summary, a first and crucial planning phase (Phase 1) entailed key actions to study and assess the feasibility of the local complementary currency scheme in the targeted neighbourhood. The in-depth and comprehensive analysis also allowed to co-design the functioning model of the complementary currency scheme, including its business model, the choice of the proper technological infrastructure, and its governance mechanism. Another core planning component focused on elaborating effective strategies for the local community outreach and engagement. In the following implementation phase (Phase 2) these strategies were put in practice in order to progressively consolidate the user network of the local complementary currency to kick start the initiative. Finally, a third phase focuses on key measures driving the financial, social, economic, institutional and technical sustainability of the local complementary currency scheme..





## PHASE 0. TRIGGERING FACTORS

## Insights from the intervention

Sevilla city, capital of Andalusia, is the fourth most populated city in the country. It also counts **6 of the 15 poorest districts in Spain**. With the settling of the new progressive city government in 2015, a new Social Innovation and Employment Directorate (*Dirección de Innovación Social y Empleo*) was established for the first time in the history of the city administration. Seville was also the first city in the world to approve a Strategic Social Innovation Plan (*Plan Director de Innovación Social*). One of the key and pioneering projects of the Plan included the implementation of a **complementary currency** in one of the most disadvantaged neighbourhoods, a social innovation initiative to tackle poverty, improve the local economy and the local public welfare system through a **co-production model of municipal public spending strategy** with agents of the local SSE and citizens. An initiative that, from the very beginning, had to face problems with the procedures and bureaucracy of the municipality, despite the favourable political will. In 2019, the EU funded MedTOWN project came as the proper opportunity to transform the initiative into a pioneering pilot project offering, among others, the means, the funding, and a fruitful network of relationships with other projects and cities.

## Self-assessment questions

- What are the key **social and economic issues** in your local context? (i.e., city, district, neighbourhood)
- Which are the **most vulnerable social groups** (i.e. people living in extreme poverty, unemployed, unducated, migrants and refugees) in your local context?
- How are these social/economic issues addressed in your territory? Who delivers (if any) **support services** to address such issues in your territory?
- What is the role of the **local public administrations** in addressing such issues in your local context? Are **there public support services/welfare systems** addressing such issues? Are they effective?
- Is the government of your local territory (i.e., City Council), keen on promoting and experimenting **innovative social innovation schemes** to address such social/economic issues?
- Are there any **local or international opportunities** which may allow turning such political willingness into a pioneering pilot project?







## PHASE 1. PLANNING: BUILDING THE LOCAL COMPLEMENTARY CURRENCY MODEL

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN ACTORS

<ul style="list-style-type: none"> <li>• <b>Local public authority:</b> Seville City Council and municipal departments overseeing the cash assistance programme</li> </ul>	<ul style="list-style-type: none"> <li>• Local complementary currency schemes of this kind are meant to be strongly <b>public led</b>; therefore, you need to ensure the <b>local authority</b> is keen and <b>willing</b> to experiment an innovative complementary currency scheme to deliver its public cash assistance programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Is the <b>government</b> of your local territory (i.e., City Council), keen on promoting and experimenting an innovative complementary currency scheme to deliver a public cash assistance programme? Is there the <b>political will</b> to test such a social innovation?</li> </ul>
<ul style="list-style-type: none"> <li>• <b>A promoting SSE agent:</b> ACPD NGO coordinating the overall process</li> </ul>	<ul style="list-style-type: none"> <li>• Local authorities need the push and back up from <b>SSE actors driving social innovations</b>. Ensure the local authority has a <b>motivated SSE partner organisation</b> promoting and supporting the local complementary currency set-up and implementation process.</li> </ul>	<ul style="list-style-type: none"> <li>• Is there a suitable <b>SSE promoting organisation</b> in your local context that can drive such a <b>social innovation</b> process and support the local authority throughout the local complementary currency set-up and implementation?</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Technological operator</b> (IT company): Tier1, a Spanish IT company specialised in retail technology</li> </ul>	<ul style="list-style-type: none"> <li>• An <b>expert technological operator</b> needs to be engaged from the very start. When working on the functioning model of the local currency, you need to know which technological platforms you can set up for the operation of the local currency, what are the necessary resources and costs, pros and cons of different technologies, what are the feasible operative solutions of the model.</li> </ul>	<ul style="list-style-type: none"> <li>• Which <b>IT company</b> can you engage to set up the local currency scheme?</li> <li>• Does it have sufficient expertise in <b>digital payment solutions and technological infrastructure</b>?</li> </ul>



## PHASE 1. PLANNING: BUILDING THE LOCAL COMPLEMENTARY CURRENCY MODEL

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## MAIN ACTORS

• **Experts in financial regulatory frameworks, public law, and economics monetary.**

• **National and international public regulators** (Bank of Spain, EU institutions)

• **Actors of the local commercial sector:** local shops and business and business associations/networks, local artisans' associations

• Those wishing to test complementary currencies entailing conversion into electronic money often find themselves operating in **regulatory "gaps"**. To make sure you operate in compliance with your national regulatory framework, make sure to consult **with legal and economic experts** which can help you **find legal grounds** for your initiative.

• To play even more safe, directly consult with **public regulators** to make sure your local currency scheme operates legally in your context.

• Identify key **actors of the local commercial sector** (i.e., local shops and business and business associations/networks, local artisans' associations) that can provide you with crucial data and information when conducting the feasibility analysis of the complementary currency initiative. Ideally these actors may also turn out to be early users of the local currency scheme once launched: make sure you properly engage and commit them to the goals of the initiative. Including them also in the participatory process to choose the local

• Which **highly skilled experts** can provide you with quality advice and guidance in finding **legal grounds** for your local currency initiative and to make sure it complies with your **legal framework**?

• Which **public regulators** in your context can you consult to make sure your local currency scheme operates legally?

• Which **key actors of your local commercial sector** (local shops and businesses) could provide you with crucial data and information when conducting the feasibility analysis of the complementary currency initiative? Could they potentially be **early users** of the local currency scheme?

• Which key **local businesses and shops** in your context can you engage when it comes to launching the participatory naming process of your local currency? (→ Phase 1: Main activities)



currency name can be a good engaging example, in this respect.

## PHASE 1. PLANNING: BUILDING THE LOCAL COMPLEMENTARY CURRENCY MODEL

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### MAIN ACTORS

• **Local SSE actors, civil society actors and CBOs** (i.e., neighbourhood associations, networks and associations, grassroots organisations)

• Identify key **local SSE actors, civil society actors and CBOs** (i.e., neighbourhood associations, networks and associations, grassroots organisations) that can provide you with crucial data and information when conducting the feasibility analysis of the complementary currency initiative. As per the local businesses, ideally these actors may also turn out to be early users of the local currency scheme once launched: make sure you properly engage and commit them to the goals of the initiative. Including them also in the participatory process to choose the local currency name can be a good engaging example, in this respect.

• Which key **local SSE actors, civil society actors and CBOs** in your context could provide you with crucial data and information when conducting the feasibility analysis of the complementary currency initiative?  
• Which key **local society actors and CBOs** in your context can you engage when it comes to launching the participatory naming process of your local currency? (→ Phase 1: Main activities)

• **Local community citizens** participating to the local currency naming process

• Preliminary engagement strategies can be deployed since the very planning phase. When building the “community identity” of the local currency, for example, you can already start to reach out to the local community to consult with citizens inviting them to co-decide, for example, the local currency name.

• Can you manage to reach out to and engage the local community since the very planning phase? Could you launch, for example, a participatory process to collectively decide a name of your local currency? (→ Phase 1: Main activities) Can you think of other effective engaging strategies?



## PHASE 1. PLANNING: BUILDING THE LOCAL COMPLEMENTARY CURRENCY MODEL

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### MAIN RESOURCES

In the first **planning phase**, the following key resources were deployed:

- **Financial resources** coming from the Seville City Council (for the 2017 feasibility study) and the EU MedTOWN project (for the implementation of the pilot complementary currency scheme)
- **Financial resources** coming from the Seville City Council (for the 2017 feasibility study) and the EU MedTOWN project (for the implementation of the pilot complementary currency scheme)

• In general, funding the planning and implementation of a complementary currency project with **local public financial resources** provides a powerful argument to demonstrate the **commitment** of the local authority to the local currency project. At the same time, however, other sources of funding, such as international cooperation funds, may allow more flexibility and less stringent public scrutiny when it comes to experiment social innovative schemes for public welfare programmes (→ Section 6: Risks).

• Which **financial resources** can you intercept to carry out a thorough feasibility study and eventually the planning and implementation of the complementary currency scheme in your local context? Are **local public funds** available? What about other funding opportunities, such as **international cooperation donors, private non-profit donors**, supporting your same goals?



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## MAIN RESOURCES

• Key **human resources** including:

- Technical knowledge and expertise in **monetary economics, policies and regulations.**
- Technical knowledge and expertise in **complementary currency schemes.**
- Technical knowledge and expertise in **public law and public welfare.**
- Technical knowledge and expertise in **IT services, tools, and digital payment solutions.**
- Strong skills and capacities in **planning** and project **management, communication, networking** and **facilitation.**
- **Strong personal commitment** to the initiative and its **social goals.**

• Key **networks** with the local community, particularly with **community organisations** and **SSE actors**, as well as **local economic actors** and their **associations.**

• When carrying out the planning phase of a local complementary currency scheme, make sure you can count on a **highly skilled team of experts** having **strong and technical knowledge and expertise** in **monetary economics, policies and regulations, complementary currency schemes, public law and welfare, IT services, tools, and digital payment solutions.** Moreover, make sure your operational team has strong skills and capacities in **planning** and project **management, communication, networking** and **facilitation**, as well as **determined personal commitment** to the initiative and its **social goals.**

• Local complementary currency schemes of this sort, by their own nature, are meant to be inherently **rooted in the local community**: such schemes are created for and sustained by the local community itself. In fact, such schemes are set up in response to the needs of the community and are sustained by the community users. Since the very planning

• In your local context, can you count on a **highly skilled team of experts** to carry out the planning phase of the complementary currency pilot scheme? Can you count on expert advice and knowledge in **monetary economics, policies and regulations, complementary currency schemes, public law and welfare, IT services, tools, and digital payment solutions?**

• In your local context, can you count on an operational team having strong skills and capacities in **planning** and project **management, communication, networking** and **facilitation**, as well as **determined personal commitment** to the initiative and its **social goals?**

• Which **key networks with your local community** should you leverage for the planning phase of the local currency scheme?

Who are the key **community organisations** and **SSE actors** that can allow you to really understand the needs of your community? Who are the key **local economic actors** and their



## PHASE 1. PLANNING: BUILDING THE LOCAL COMPLEMENTARY CURRENCY MODEL

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## MAIN RESOURCES

<p>• <b>Key primary and secondary quality data</b> to be analysed in the <b>feasibility study</b>, including, among others:</p> <ul style="list-style-type: none"> <li>○ All key data necessary for a thorough <b>social-economic assessment</b> of the local community (i.e., local market trends and dynamics, demographics, social context and issues, the local SSE and associative fabric, local public cash assistance welfare programmes)</li> <li>○ Solid real-life <b>evidence</b> on the social and economic impact and learnings of/from <b>previously tested social currency experimentations</b> (locally and internationally)</li> </ul>	<p>phase, therefore, it is key to leverage <b>strategic networks</b> with the local community, particularly with <b>community organisations</b> and <b>SSE actors</b>, as well as <b>local economic actors</b> and their <b>associations</b>. This will allow you to target the <b>real community needs</b>, and to come up with a local currency model carefully <b>tailored to its local context</b>, and with more <b>likeliness of success and sustainability</b>.</p> <p>• Make sure you can intercept, or collect, if not available, all necessary <b>data</b> to carry out the <b>feasibility analysis</b> for the local complementary currency. The latter should include a thorough <b>social-economic assessment</b> of the local community (i.e., local market trends and dynamics, demographics, social context and issues, the local SSE and associative fabric, local public cash assistance welfare programmes). Make sure you can also access solid evidence on the social and economic impact and learnings of/from previously tested social currency experimentations, both locally and abroad.</p>	<p><b>associations</b> that can give you an accurate overview of your local economy features and dynamics? Can these networks also facilitate intercepting “early users of the system”? Can they be strategic also to ensure early community engagement already in the local currency identity building? (→ Phase 1: Main Activities)</p> <p>• Can you access all necessary and quality <b>data</b> to run a thorough feasibility analysis for your local complementary currency scheme applied to a public spending strategy (public cash assistance programme)? If not, can you manage to <b>collect</b> the needed data? Who are the <b>key informants</b> from the local <b>public</b> and <b>private</b> sectors, in your local community? Which <b>data collection methods and tools</b> are best suited according to each type of targeted key informant, type of data to be collected, and your local context?</p>
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## PHASE 1. PLANNING: BUILDING THE LOCAL COMPLEMENTARY CURRENCY MODEL

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## MAIN RESOURCES

• **Digital infrastructure** at the core of the local currency functioning model, including:

- The **currency software integrated into the web platform and the app and allowing the exchange transactions**: one of the most relevant resources for the operation and the management of the system, the medium on which the scheme pivots. In this experience, an **open-source technology** was used for the currency software.
- The **web platform** in which all the information related to the set of actors in the system and the interactions that these actors carry out with the currency is stored and managed (i.e., transactions, payments). This platform allows the Public Administration to carry out the administration and management functions of the project in a comprehensive and autonomous manner. Also, it allows users to make payments in local currency.
- The **App**, a software application designed so that users of the system can access the

• The **digital infrastructure** is a core and pivoting element for the operational management of the local currency, therefore, choosing the right technological means becomes a key decision for the success or failure of the initiative. Hence, it is essential to opt for a technological foundation that allows the effective circulation and management of the local currency, and smooth adaptability and integration to/ with the city council's systems. Therefore, make sure you set up:

- A well-functioning **currency software** (integrated with the web platform and app) allowing all exchange transactions in the system. You can opt for open-source technologies or other types (in these cases, you will also need to purchase the software license).
- An effective **web platform** allowing, among other key functionalities, smooth monitoring and management of the system by the Public Administration.
- A user-friendly **App**, allowing users to access the local currency system from their mobile

• Which is the most suitable and more effective **digital infrastructure** that you can set up for your local currency system? Will it allow the proper functioning of the system? Will it allow the local currency scheme to reach its intended goals?

• Which **software** best serves your local currency model? Is it free? If not, is the software license cost coverable with the business model you foresaw for the scheme?

• Which **web platform** best serves your local currency model? Will it allow an efficient



local currency system from one or several mobile devices (i.e., tablets, smartphones). The app allows users, among other functionalities, to make payments, view their account information, review transaction history.

devices (i.e., tablets, smartphones). Note that the local currency app is the tool that users use the most when interacting with the scheme, because it is the key medium to make payments in local currency. It is also the instrument that identifies the local currency with something tangible, therefore its design must inherently integrate with the local currency **identity** (→ Phase 1, Main activities).

management of the local currency scheme by the public administration?  
• Which **App** best serves your local currency model? Is it user-friendly? Will it allow an appropriate use of the local currency by its users? Does it well reflect the local currency **identity**?

## PHASE 1. PLANNING: BUILDING THE LOCAL COMPLEMENTARY CURRENCY MODEL

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### MAIN ACTIVITIES

During the planning phase, the following key activities were undertaken to set the ground for the set-up of the complementary currency system in Cerro Amate district:

• **Feasibility analysis** which thoroughly assessed the key **social and economic features** of the territory (i.e., social context and issues, the local SSE and associative fabric, local trade dynamics and features), other complementary currency project initiatives, as well as the **technical, legal, social, technological, and economic feasibility of**

• As complementary currency schemes, albeit successfully operating in some contexts, are still **ground-breaking mechanisms**, a first and crucial step needs to be dedicated to an accurate **feasibility analysis** in the targeted implementation area. Among many and important reason for this, a comprehensive and detailed feasibility analysis

• Is a local complementary currency scheme applied to a public spending strategy (public cash assistance programme) technically, legally, socially, technologically, and economically **feasible** in your local context?  
• Which is the most suitable and applicable **model** of complementary currency scheme in your territory





**the complementary currency scheme** in the targeted territory. The study used secondary available and official data and information, as well as primary data collected through surveys and interviews to key public and private informants (i.e., local associations and business representatives), informative days and workshops with local business, among others. Key **objectives** of the feasibility analysis were the following:

- Analyse the territory in terms of the **socioeconomic reality and dynamics**, its networks, and relationships, to identify goals, as well as facilitating and blocking elements to be considered for development and implementation of the complementary currency scheme.
- Identify the most **suitable model** of complementary currency, its functioning characteristics and technical, legal, procedural, governance, economic, social, and technological requirements, its targeted beneficiaries and potential users.

allows you to set up the proper complementary currency **model**, increase the probabilities of its **success** and prevent or mitigate potential **risks** (i.e., legal violations, social/political/institutional resistance, waste or improper use of public spending). Moreover, a proper feasibility analysis allows you to preliminarily **identify and engage** (in data collection activities, at this stage) the potential key and early users of the system (i.e., cash assistance programme beneficiaries and local shops).

to pursue your goal? Which are its **key actors**? What are the necessary **resources**?

- What is the **regulatory framework** in which you can set up the scheme?
- Who are the **beneficiaries** of the public cash assistance programme? How much **public funding** is being channelled for this purpose? How and at what conditions is it accessible to beneficiaries?
- What is the beneficiaries' **socio-economic reality**? What is the **destination** of the subsidies they receive? (i.e., amounts spent, main sectors in which the money is spent, main products and services acquired, number of transactions made, the proportion of expenditure made locally and "outside" the local territory)
- Are these **products and services** available in the **local territory**? Who are (or could be) the local shops and businesses providing them?
- Who are (or could be) the **local suppliers** of these local businesses?



## PHASE 1. PLANNING: BUILDING THE LOCAL COMPLEMENTARY CURRENCY MODEL

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## MAIN ACTIVITIES

• **Public-Private no-profit Partnership Agreement** signed between Seville City Council and ACPP, MedTOWN project lead beneficiary. This agreement allowed the channelling of EU funds for the pilot complementary currency scheme and kick-started the public-private collaboration, key to the overall process.

• **Co-design** of the **functioning model** and **governance** of the complementary currency scheme:

- Development of the **functioning model** (in compliance with the national institutional and legal framework) which identifies actors and solutions allowing the conversion of the public funding into complementary currency, its channelling to targeted beneficiaries, its recirculation through the network of local business and suppliers, its conversion back to euros, as well as its access on the part of external users (other than recipients of the public cash assistance programme).

• Formalise the public-private **collaboration** through a **legal instrument** allowing sufficient flexibility to test a social innovation scheme.

• There are different possible **complementary currency models** that have been tested worldwide and among which you can choose (or be inspired from, if deciding to come up with a new one), *conditional to the regulatory framework in force in the local context you work in*. Make sure you:

- Develop the scheme **functioning model** identifying who **manages** the system, who are the involved **actors**, their **roles** and key **solutions** which make the scheme work (effective access, use and recirculation of the complementary currency) and which allow you to pursue the desired goals (social impact).

• Which **legal instrument** in your local context could allow a private (SSE actor) entity to **collaborate** with a local public institution (i.e., municipality) to experiment a complementary currency scheme applied to a public spending strategy? Does it allow sufficient flexibility to test such a socially innovative scheme?

• What **type of complementary currency model** (complying with your local institutional and legal framework) would best suit your local context and allow you to pursue your goals?

• How does the **system work**? (i.e., how is the public funding channelled into the complementary currency system? How does it recirculate? How can external users access the system?)

• Who are the involved **actors**? (i.e., local authority, public aid recipients, social workers, local shops and businesses)



- As for the scheme **business model** which should guarantee the **financial sustainability** of the complementary currency system, in this experience it was ACPD coordinating the overall process through MedTOWN funds.
- Development of a **technological infrastructure** necessary for the operativity of the complementary currency (**digital payment solution**) in compliance with the national institutional and legal framework. The model used an **open-source technology** for the set-up of the complementary currency web platform and App.
- Identification of the **governance mechanism** (in compliance with national institutional and legal framework): the experience allowed the experimentation of a governance model responding to a **vision of co-production**, hence including a non-profit private entity (ACPD NGO) and a local authority (Seville City Council) for the implementation of an innovative approach to a cash assistance public welfare system.
- Come up with a **sustainable business model** covering the **functioning and management costs** of the scheme (i.e., mixed model including public funding and private funding through currency usage fees → Phase 3: Sustainability)
- Find a **technological infrastructure** allowing the digital payment (i.e., software, web platform and app) that best suits the identified functioning and business model of the complementary currency scheme, as well as the regulatory framework in force in your local context. This step is key for the operational management of the complementary currency and to ensure the smooth integration, and adaptation to the public institution (i.e., systems used by the municipality).
- Opt for an **efficient governance model** complying with the regulatory framework in your local context and, at a later and more mature stage, foreseeing participation from representatives of users “categories” in your local context (i.e., local business and shops, business associations) → Phase 3: Sustainability
  - What is the **role** of each involved **actor** within the complementary currency scheme? (i.e., what is the role of the municipality? Who manages the overall system? Who monitors and verifies its functioning?)
  - How is the **users’ experience** designed? (i.e., how is the electronic money charged in their accounts? How and where can they spend it? How is the convertibility between electronic currency and official currency managed?)
  - What are the **set-up and running costs** of the scheme? (i.e., IT service provider, management and monitoring costs, monetary transaction costs, technological infrastructure costs - such as the cost of the technological software licencing, if not open source, or the web platform and app set-up and maintenance costs)
  - How can you **cover the running costs** of the complementary currency scheme? Can you think of a **sustainable business model** where, for example, in addition to public funding, local businesses or external users (individuals other than public aid recipients) pay a usage fee?
  - Which **governance model**, in compliance with the regulatory framework in your local context, would allow a good management of the complementary currency scheme? Once the system is consolidated and sufficiently mature, could you think of including user category representatives in the decision-making process?



## PHASE 1. PLANNING: BUILDING THE LOCAL COMPLEMENTARY CURRENCY MODEL

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### MAIN ACTIVITIES

• Setting up the **regulation regime** of the elaborated complementary currency model: with the support of legal experts and through consultations with public national and EU regulators, ACPP supported the Seville City Council to regulate the overall system and to update legal procedures so that the model could **operate within the national and EU legal frameworks**. Moreover, ACPP provided draft user contracts, personal data processing contracts, as well as support to the elaboration of the **operating Regulation** of the system which disciplined, among other key aspects, rights and obligations of all involved actors of the scheme (i.e., public authority, end users, local shops, social workers).

• The **regulation regime** of the complementary currency system must detail all the aspects that guarantee the local authority a full intervention with respect to the monitoring, control, and security of the system. Key instruments are **adhesion contracts for the users**, as well as the **operating Regulation**. Among other aspects, the latter must include:

- The **scope** and **purpose** of the system, as well as its inspiring **principles**.
- The involved **actors** and their assigned **functions**.
- The **rights** and **obligations** of all involved actors.
- The **functioning** of the overall system.
- The **governance** of the system.
- The **sanctioning regime**.

- Which **regulation regime** of the complementary currency system could ensure its proper functioning and guarantee its operativity, in compliance with the legal framework in force in your local context? Can it guarantee the local authority a full intervention with respect to the monitoring, control, and security of the system?
- Which **binding legal instruments** are available in your local context to ensure users' rights are guaranteed and obligations enforced? (i.e., adhesion contracts signed by users)
- What is the **scope, purpose** and inspiring **principles** of the complementary currency scheme?
- What are the involved **actors** and their assigned functions within the system?
- What are the **rights and obligations** of all actors involved in the scheme?
- What is the **functioning** of the overall system?
- How does the **governance** work within the system?
- What is the **sanctioning regime**?



## PHASE 1. PLANNING: BUILDING THE LOCAL COMPLEMENTARY CURRENCY MODEL

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## MAIN ACTIVITIES

• **Preliminary testing**: once the technological infrastructure was developed (software, web platform and App), multiple rounds of **usability tests** of the technological tools were carried out involving a few local businesses and test users – among key stakeholders- making real payments. The process helped improving the usability and functionality of the wallet app, for example by helping detect errors and redundancies. This first round of engagement with test users served also as a preliminary **recruitment**.

• **Mapping & Identification of “early users”**: the data collected through the **feasibility analysis** provided crucial information to identify the key local shops and businesses to be targeted and engaged in the local currency system from its very start. In this respect, it was fundamental to know the **main destinations of the public subsidies** and the **key spending needs and features of the public aid recipients**.

• Make sure you adequately **test the technological infrastructure** before launching the scheme. Run multiple rounds of **usability tests** of the technological tools with potential future users belonging to the local commercial sector (i.e., a limited number of key local businesses). The latter can also help you strategically anticipate **the recruitment phase** by securing a first restricted and committed group of “early-users” of the system.

• To **identify the local shops and businesses** that should be part of the first group of users of the currency, carefully analyse and make strategic use of the data collected during the feasibility analysis. Knowing what the **destinations** of the public subsidies recipients are (average amounts spent, main sectors in which they are spent, main **products and services** acquired), their **socio-economic reality** and their **needs**, allows you to map and identify a first group of users (shops and local businesses and their suppliers) forming a basic and essential structure for the operation (and recirculation) of the complementary currency circuit. It is essential that public spending

• Is your elaborated technological infrastructure (i.e., software, web platform and App) functioning properly? Who can you engage to run **usability tests** (which might also be potential “early-users” of the system)? Have you carried out sufficient preliminary testing before considering it ready for launch?

• What is the **economic and social reality** of the public subsidies recipients?  
 • What re the **destinations** of the subsidies they receive? (i.e., amounts spent, main sectors in which the money is spent, main products and services acquired, average number of transactions made)  
 • Are these **products and services** available in the **local territory**? Who are (or could be) the local shops and business providing them?  
 • Who are (or could be) the **local suppliers** of these local businesses?



effectively reaches the companies in the circuit, and that these companies circulate it internally.

## PHASE 1. PLANNING: BUILDING THE LOCAL COMPLEMENTARY CURRENCY MODEL

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### MAIN ACTIVITIES

• Design of **the communication and local community outreach strategy**: a detailed strategy was planned to inform the local community of the initiative and to reach out to and engage early users of the local complementary currency scheme.

• Define **what** to communicate, to **whom**, **why** and **how**.

- **WHAT**: identify **key messages** explaining the **core values** and **goals** of the complementary currency system, as well as the **key functioning** of the system.
- **WHY**: convey a proper communication to, among others, 1) make sure the purpose of the initiative is well and easily understood, and to avoid possible risks (i.e., misunderstanding of the purpose, political “manipulation”, possible social resistance and prejudices); 2) engage targeted users and targeted public aid recipients in the system, 3) foster the local community solidarity and their sense of belonging to the local currency, 4) *at a later stage*, encourage the entry for users (more shops, business and all individual citizens) who can and want to participate in the local currency project of their city.

- What are the **key messages** of the complementary currency project to be conveyed?
- What is the **main purpose** and **goal** of the project?
- What are its **core values**?
- How can you best explain the **key features** of the complementary currency project?
- What **possible misinterpretations** on the part of the local community you want to make sure to avoid?
- Who do you need to make sure is **aware** of the initiative?
- Who do you want to **engage** as user of the complementary currency system? Which **target groups** do you need to engage first? And secondly? And lastly?
- What is the best strategy to reach out to and ensure the **participation of early users** of the local currency?
- What is the best strategy to reach out to and ensure the participation of **public aid recipients** in the local currency system?



- **TO WHOM:** communicate to 1) targeted and potential users of the system 2) public aid recipients 3) overall local community (public and private entities, citizens).
  - **HOW:** define your **communication, outreach & user engagement strategies** (channels, tools, activities) according to your targets and purpose (i.e., mass public awareness campaign, workshops, public meetings, incentive mechanisms for users to join the local currency system, such as promotions in local currency)
- Participatory local currency **identity building:** an important phase was dedicated to building the local currency **visual identity**, its **core values** and **vision**. Moreover, a participatory process was promoted to collectively come up with the local currency **name** to foster the **community sense of belonging** and to ease its **community acceptance**.
  - Since the brain remembers **visual impacts** much more easily than the contents, the fact of associating the name of the currency with **colours** and **images** representative of the local reality helps to reinforce the feeling of belonging to the community project. The **process of creating the name of the currency** is a **key identity element** that directly affects the **perception** that users have of the project. Both the **participative process** to choose the name of the currency, as well as the design of this same process and the whole series of activities that are carried out around this action, must start from the will of collaboration of the actors involved, present and future. The name resulting from the participation process becomes key for the currency to be accepted and for it to be used more fluidly.
  - What is the best strategy to foster the **local community sense of belonging and solidarity** with the local currency?
    - What is the best strategy/**incentive mechanism** to enlarge the group of the local currency users?
    - How can you best **reach** each target group, for each purpose? Which **strategies** can you use? Which are the most effective **activities, channels and tools** that can be used?
  - What are the **core values** of the local complementary currency initiative?
    - What is the **vision**?
    - Which **brand identity elements** (i.e., colour, image, logo, icon, font) best convey such vision?
    - How can you include the community in the decision-making process of the local currency **name**?
    - How can you ensure your **community sense of belonging and solidarity** to the local complementary currency initiative? How can you secure **community acceptance**?



**PHASE 2. IMPLEMENTATION: GIVING LIFE TO THE LOCAL COMPLEMENTARY CURRENCY**

Insights from the intervention

Suggested actions

Self-assessment questions

**MAIN ACTORS**

Key actors of the implementation phase have already been highlighted in Phase 1, namely: the local public authority (Sevilla City Council), the SSE actor overseeing the pilot (ACPP), the IT provider, the CBOs and SSE actors/associations, the local business and shops and their associations, the local community citizens.

Moreover, the implementation phase planned to engage an *additional* and key target group, namely:

- the **recipients of the local public subsidies** (the beneficiaries of the cash assistance programme) voluntarily adhering to the pilot initiative.

- When the time is ripe (→ Phase 2: Key activities) efforts can be directed to **involve the individuals receiving subsidies**, as channelers of the public expenditure into the local currency circuit.

- Who are the community **individuals receiving subsidies** in your local context? How can you engage them in the local currency system and encourage them to participate in the initiative?





## PHASE 2. IMPLEMENTATION: GIVING LIFE TO THE LOCAL COMPLEMENTARY CURRENCY

Insights from the intervention

Suggested actions

Self-assessment questions

### MAIN RESOURCES

Key resources in the implementation phase have already been highlighted in Phase 1, namely: **financial resources** from the EU funded MedTOWN project, key **human resources**, key **networks** with the local community (particularly with **community organisations** and **SSE actors**, as well as **local economic actors** and their **associations**), and the **digital infrastructure** at the core of the local currency functioning (currency software, web platform and App).

In the implementation phase, additional resources deployed were the following:

**communication materials** produced and disseminated (i.e., stickers, posters in local shops and public areas) as well as the **social media channels** used for the social media campaign.

To deliver the planned communication, outreach & engagement activities, make sure to use effective **communication tools, materials** and **channels** (i.e., media, social media platforms)

Which **communication materials** and **channels** are best suited and most strategic in your context to support your communication and engagement strategies?



## PHASE 2. IMPLEMENTATION: GIVING LIFE TO THE LOCAL COMPLEMENTARY CURRENCY

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN ACTIVITIES

- Delivery of the **communication and user engagement strategies**: many activities were carried out in this phase, such as **open town meetings** specifically targeting potentially interested parties (i.e., neighbourhood associations, civil society groups, local businesses and business associations), **in-person visits** to targeted businesses, **social media campaign**, and dissemination of **communication materials** (i.e., stickers, posters in local shops and public areas)

- **Gradually building the network of users**: around 30 local businesses in Cerro Amate district were successfully engaged in the local currency scheme and provided their formal participation to the initiative by signing the **adhesion contracts**. At this point, however, the implementation of the local currency was unfortunately suspended due to external political factors which unsettled the ongoing local currency initiative in the nearby town of San Juan de Aznalfarache.

- Start delivering the planned **communication, outreach and engagement activities**. Take good advantage of the **local networks, channels, and resources** you can leverage to support your communication and engagement strategies. Should your strategy struggle to reach your goals, be **proactive** and ready to **change** and improve your tactic.

- Firstly, begin to build the network of companies that must be part of the **first group of users** of the local currency (all users must **formalise** their adherence to the project by signing **contracts** with the municipality). Mind that **the intervention cannot begin until a sufficiently numerous, diverse and accurate offer of products and services is guaranteed to respond to the needs of the public subsidies recipients**.

- When the commercial network can be considered sufficient, diverse and motivated, efforts can be directed to **involve** (and train) the **individuals receiving**

- Which local **networks, channels, and resources** can you leverage to support your **communication and engagement strategies** in your local context?
- Are your planned communication and user engagement strategies proving to be **effective**? Are you successfully reaching out to your target groups? How is the local community reacting? Do your strategies need corrective measures?

- Which local shops and businesses have you identified as the **first targeted group of users** of the local complementary currency?
- Are they willing to **formally adhere** to the initiative? (i.e., signature of **adhesion contracts**)
- Does this engaged primary group of users allow you to secure, within the local currency circuit, a sufficiently **numerous, diverse and accurate offer of products and services** which satisfy the **public subsidies recipients' needs**?
- Have you managed to engage a sufficient number of **individuals receiving subsidies**



## PHASE 2. IMPLEMENTATION: GIVING LIFE TO THE LOCAL COMPLEMENTARY CURRENCY

Insights from the intervention

Suggested actions

Self-assessment questions

## MAIN ACTIVITIES

**subsidies**, as channelers of public expenditure towards the interior of the circuit of the currency.

• Following this step, proceed to the **gradual incorporation of the rest of the potential participants to the local currency initiative**, namely the **citizens of the locality** (→ Sustainability).

Although this group of users can join the process at any time, it is recommended to carry out **proactive recruitment actions** when the use of the currency is well **consolidated** and **naturalized** among a consistent group of local businesses and local shops.

• The phase of building the network of users of a local currency becomes **complete** when an **organic functioning dynamic** is reached in which the participants **naturalize** the use of the currency. It cannot be stated, however, that there is a deadline for completing each stage. A local currency project is a **living, dynamic initiative** that must be modulated at the same pace as the changing reality that affects all sectors of a territory.

which are willing to participate to the local currency initiative? Do they **formally adhere** to the initiative? (i.e., signature of adhesion **contracts**)

• Is the use of the currency being sufficiently **consolidated** and **naturalized** among the first groups of users? (local business and subsidies recipients)

• Is the time ripe to open the local currency scheme to a **wider network** of committed individuals in your community?





### PHASE 3. SUSTAINABILITY: ENSURING A FUNCTIONAL, IMPACTFUL AND SUSTAINABLE COMPLEMENTARY CURRENCY SYSTEM

#### Suggested actions

#### Self-assessment questions

#### FINANCIAL SUSTAINABILITY

• **Ensuring a sustainable business model of the local currency scheme:** although the aim, purpose and values are social and solidarity-based, a local currency project remains a **financial and monetary project**. Therefore, it requires precise management and a **financial viability plan** that ensures its **sustainability**. In general, the financial resources for the planning and implementation of a complementary currency project with **local public funds** provides a powerful argument to demonstrate the commitment of the local authority to the local currency project. However, **additional resources** can be secured from various sources of funding, including subsidies from supra-municipal entities or international cooperation donors, but also a certain amount **of self-financing** that the operativity of the local currency network itself can provide. This **hybridization of resources** offers better guarantees and more reliability. For example, a local currency could foresee one or more of the following self-financing mechanisms:

- applying an **exchange rate** to the exchange of the local currency for the conventional one (i.e., euros).
- applying an **entrance fee** to the network of businesses and companies that use the local currency.
- applying a **fee for transactions** made by local currency users (or certain categories of users).

- What are the **set-up and running costs** of the complementary currency scheme? (i.e., IT service provider, management and monitoring costs, monetary transaction costs, technological infrastructure costs – i.e., the cost of the technological software licencing, if not open source, or the web platform and app set-up and maintenance costs)
- How can you **cover the running costs** of the complementary currency scheme?
- Can you think of a **sustainable business model** entailing **self-financing mechanisms**?
- Is applying an **exchange rate** to the local currency feasible in your context?
- What about applying an **entrance or transaction fee** to the network of businesses and companies that use the local currency?



## PHASE 3. SUSTAINABILITY: ENSURING A FUNCTIONAL, IMPACTFUL AND SUSTAINABLE COMPLEMENTARY CURRENCY SYSTEM

## Suggested actions

## Self-assessment questions

## SOCIAL &amp; ECONOMIC SUSTAINABILITY

• **Enlarging (when the time is ripe) the network of users & increasing the local currency recirculation:** a local complementary currency project is a living, dynamic initiative. Widening the adoption of these instruments **can turn an aid programme into a programme of economic revival**, since local complementary currencies amplify the economic impact of a subsidy given to citizens, promoting its use in the local commerce and encouraging **recirculation in the local economy** itself, which **increases the multiplier effect** of public spending. Therefore, using municipal e-money payment methods to activate local commerce and to ensure that local public aid not only covers the basic needs of the population, but also **multiplies the economic impact of public spending** thanks to the recirculation of money in the local economic circuit. It is therefore advisable to foster the **gradual incorporation of a wider group of users within the local currency circuit** (the community citizens). It is also recommended, however, to move to this step only when the use of the currency has been consolidated and naturalized among the local commercial network and subsidies recipients. There are many different strategies and channels to facilitate/regulate entry for local users, according to the purpose, principles, and social goals of the local currency, for example:

- Business people voluntarily deciding to collect part of their salary in local currency.
- Employees who work in shops and companies receiving local currency voluntarily requesting the collection of part of their salary in local currency.
- Discount campaigns, sales or offers carried out by businesses and companies in certain periods of the year where the buyer pays in full for the

- Is the use of the currency being sufficiently **consolidated** and **naturalized** among the first groups of users? (Local business and subsidies recipients)
- Can you move on to open the access to the local currency circuit to a **wider network** of committed individuals in your community?
- Which **strategies** or **channels** would be more effective and appropriate in your local context to **open/regulate the access** to the local currency scheme to a wider network of committed individuals in your community?
- Could you envisage a model allowing **businessmen** to voluntarily collect part of their **salary** in local currency?
- Could you envisage a model allowing **employees** who work in shops and companies receiving local currency to voluntarily request the collection of part of their **salary** in local currency?
- Could you envisage a model where local shops use **discount campaign, sales or offers** in local currency to incentivise citizens' entry in the circuit?
- Could you envisage a model where **individuals** can **freely exchange** official currency with local currency directly through the currency App?
- Could you envisage a model where **discounts** that the **municipality** offers to certain groups or individuals (i.e., age, employment status, number of people who make up the family unit) for **public services** are converted into local currency?
- Can you envisage a model where the **municipality** awards people for carrying out **initiatives that benefit the community** through **bonuses** in local currency?
- Can you envision your **municipality** developing **social public procurement** award criteria and performance conditions that include **accepting local**



### PHASE 3. SUSTAINABILITY: ENSURING A FUNCTIONAL, IMPACTFUL AND SUSTAINABLE COMPLEMENTARY CURRENCY SYSTEM

#### Suggested actions

- product or service offered, and the merchant pays, in local currency, the amount of the discount to the buyer's account.
- A voluntary and individual request to exchange official currency for local currency made by a person autonomously through the IT application, the *e-wallet* that manages the currency.
- Converting discounts that the municipality offers to certain groups or individuals (i.e., age, employment status, number of people who make up the family unit) for public services into local currency (the discount is applied once the beneficiary user has paid, in advance, the totality of the service in euros, then the amount of the discount is returned to the person in local currency)
- Rewarding through local currency bonuses people who, not only individually, but also collectively, develop actions or take initiatives that benefit the community (i.e., actions for the use of municipal waste, reduction of energy expenditure from fossil materials, use of homemade composters)
- Engaging in socially responsible public procurement by, among others, awarding work, supply and service contracts to companies and professionals that might accept local currency as part of the payment for the service, in line with consideration 2 of the preamble to the EU Directive 24/2014<sup>23</sup>, on Public Procurement, by which public expenditure has to be more efficient, and to enable in particular SMEs to participate in public procurement in support of shared social goals

#### Self-assessment questions

**complementary currency** as part of the payment for services, without any obligation, so companies are encouraged to include it in their tenders as part of their **social responsibility**?

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<sup>23</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014L0024>



## PHASE 3. SUSTAINABILITY: ENSURING A FUNCTIONAL, IMPACTFUL AND SUSTAINABLE COMPLEMENTARY CURRENCY SYSTEM

## Suggested actions

## Self-assessment questions

***INSTITUTIONAL SUSTAINABILITY***

• **Ensuring participatory governance of the local currency system:** there can be many types of governance models for a local complementary currency model. In this specific scheme which channels public subsidies into the local currency circuit, the **local authority** obviously has and should have the **driving, leading, decision-making and supervisory role**. Nevertheless, when the local currency scheme reaches a sufficiently mature phase, it is advisable to a governance model **allowing forms of community participation**, such as creating a dedicated body having an **advisory role** and where different local currency user categories can be **represented** (i.e., local shops and shop associations, public subsidies recipients, individual users). Among other advantages, a participatory governance could help maintain and strengthen the **trust** of users towards the local authority leading the initiative and toward the initiative itself. Moreover, it can facilitate the **growth** of the local users' network, **update** and **develop** tools and processes, allow the sharing of **feedback** from the local currency experience as well as **reflections** on the evolutionary design of the currency, its system and its objectives.

- Which **governance model** could allow some form of **users' participation/representation** in the decision-making process of the local currency scheme?
- Could you envisage a model including a **dedicated body** having an **advisory role** and where different local currency user categories can be **represented?** (i.e., local shops and shop associations, public subsidies recipients, individual users)



## PHASE 3. SUSTAINABILITY: ENSURING A FUNCTIONAL, IMPACTFUL AND SUSTAINABLE COMPLEMENTARY CURRENCY SYSTEM

### Suggested actions

### Self-assessment questions

#### **TECHNICAL, INSTITUTIONAL & SOCIAL SUSTAINABILITY**

- **Measuring & monitoring the local currency performance and impact.** This is crucial for many reasons such as, among others:
  - **Tracing public expenditure** channelled through the local currency and collecting data linked to the life cycle and destination of public resources injected into the local currency network. Indeed, being able to collect accurate data and evidence facilitates the making of sound policy/administrative decisions and optimizes the management of public resources.
  - Monitoring and assessing **the proper functioning** of the system, and, if necessary, allowing prompt **corrective measures**.
  - **Measuring the outcomes and social impact** of the local currency initiative.
  - Building strong **effectiveness and impact evidence** encouraging **public authorities** to continue supporting the initiative/replicate the initiative elsewhere.
  - Providing strong **effectiveness and impact evidence** for **policy change** in favour of more **enabling legal frameworks** for complementary currencies.
- How many **times** a local currency unit is **exchanged** in a given time frame?
  - *(At all times, and for each exchange process)* What is the **provenance** and **destination** of each exchange process? What is the **amount** exchanged? What is the **public expenditure group** to which it belongs?
  - *(At all times, and for each unit of local currency)* What is the **destination**? Who **owns** it? (sector of membership - i.e., private individual, company, public subsidy recipient) Where does it come from? (i.e., public subsidy, commercial exchange)
  - *(At all times)* How much is the **amount** of local complementary currency in the circuit? (i.e., by type of expenditure, by user category, by users' sector provenance)
  - *(At all times)* How many are the **local currency users**? (i.e., by type of expenditure, by type of users)
  - *(At all times)* How much is the **amount** of local complementary currency in the hands of **beneficiaries** of the public subsidies? (i.e., by type of expenditure, by category of beneficiary)
  - How many **times** a local currency unit is **exchanged** from the time it was created (subsidy payment to the beneficiary) until it was destroyed (exchanged back to euros)? (**Local Multiplier Index** – LM3<sup>24</sup>)

<sup>24</sup> See footnote 3.





#### 4.5.3 The Process - MedTOWN local digital complementary currency

Providing **strong effectiveness and impact evidence** for the **wider community** - the more evidence on the advantages, the greater the number of the users of the system, the higher the **recirculation** of the local currency and, in turn, the greater the **social and the economic advantages** for the community at large.

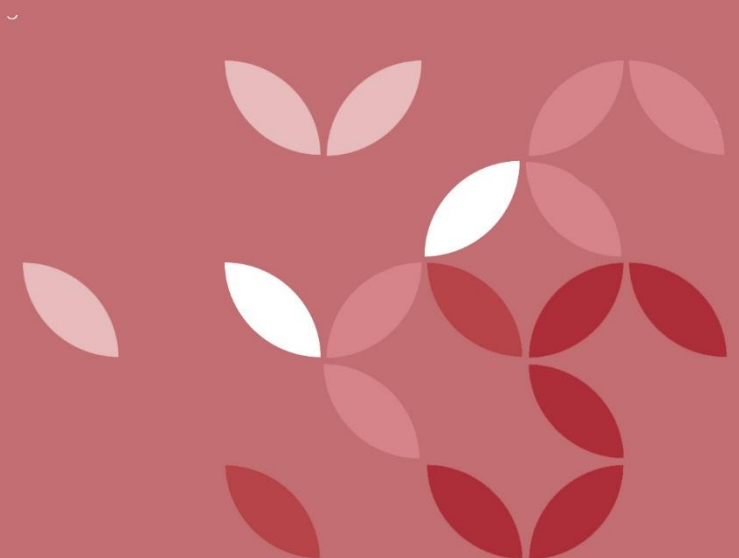
- How many **work hours** are **saved** for the social workers involved in the local currency scheme? (i.e., due to reduced transitions of the public cash assistance programme)
- How many **new local jobs** have been created as a direct and indirect effect of the local currency scheme?
- Has there been an increase of the **revenue** of local shops adhering to the local currency scheme?
- Has the **feeling of belonging to the community** increased as an effect of the local currency scheme?
- Do public subsidies recipients feel more **socially included** in their local community as an effect of the local currency scheme?



## 4.5.4

# KEY CONTEXTUAL DETERMINANTS FOR REPLICABILITY

The following table aims to inform readers of the **main contextual determinants** that emerged during the analysis when seeking to identify key “ingredients” and conditions that should be in place in a given context for the replicability of the Cerro Amate local complementary currency scheme. The table should support readers in running a quick general screening of their own context to assess the preliminary feasibility of considering replicating the practice.



	Key determinants	Self-assessment questions
<b>CULTURE</b>	<ul style="list-style-type: none"> <li>• Some degree of <b>openness to innovation</b>, instead of a conservative culture, is indeed needed both from public officials and public administration staff/technicians, as well as from local businesses and shops, public subsidies recipients and the local community at large.</li> </ul>	<ul style="list-style-type: none"> <li>• Is there a minimum degree of <b>openness to innovation</b> on the part of <b>public officials and public administration staff/technicians</b>, in your local context? Or, instead, risk averse, resistant, and hostile attitudes could prevail towards ground-breaking welfare schemes?</li> <li>• Are <b>local shops and businesses</b> in your local context culturally well-disposed and open to such innovative projects?</li> <li>• Are <b>public subsidies recipients</b> and the <b>local community</b> at large culturally receptive to such kind of ground-breaking social innovation?</li> </ul>
<b>SOCIAL CONTEXT</b>	<ul style="list-style-type: none"> <li>• A local complementary currency scheme is an innovative tool for social transformation that, like any other currency, is based on <b>trust</b>, both in the instrument itself as well as in the community that use it and benefits from it. For this reason, there is a strong need for a significant amount of <b>social capital</b> and <b>mutual trust</b> in the local context where the initiative is meant to be piloted. Such <b>collaborative willingness</b> and <b>climate</b> need to be shared, first of all, among the promoting SSE agent and the leading local authority (i.e., the municipality). Same holds true also for all the other actors engaged in the local currency initiative, namely the local businesses and shops, the public subsidies recipients, and the local community at large.</li> </ul>	<ul style="list-style-type: none"> <li>• Is there some degree of <b>mutual trust, social capital</b> and <b>collaborative climate</b> in your local context?</li> <li>• Is there a prior <b>collaborative history</b> among <b>private</b> and <b>public actors</b> in your local context?</li> </ul>

	Key determinants	Self-assessment questions
	<ul style="list-style-type: none"> <li>• For those contexts where a local complementary currency scheme represents a ground-breaking pilot initiative for the local public administration, the initiative has greater chances of success in "<b>safer environments</b>", meaning social contexts where there are no particularly severe and untrenched social conflicts, and social unrest, severe poverty and unemployment, or high pressure on public social services with limited welfare budgets (→ Section Risks)</li> </ul>	<ul style="list-style-type: none"> <li>• Is there a certain level of <b>social stability</b> in your local context? Or are there severe and untrenched social conflicts and significant level of social unrest?</li> <li>• Are local public social services pressured by high levels of poverty and unemployment in your context?</li> </ul>
<b>POLITICAL FRAMEWORK</b>	<ul style="list-style-type: none"> <li>• It is necessary to count on a <b>solid political will and leadership</b> to test and promote such socially innovative schemes on the part of the local authority.</li> <li>• Moreover, for those contexts where a local complementary currency scheme represents a ground-breaking pilot initiative for the local government, the initiative has greater chances of success in territories having a certain <b>political stability</b> and not severely under pressure from relevant <b>political opposition</b> (→ Section Risks).</li> </ul>	<ul style="list-style-type: none"> <li>• Does your <b>local government</b> have the <b>political will and leadership</b> to test and promote a local complementary currency scheme to innovate its welfare programmes?</li> <li>• Is your local <b>political context stable</b> enough to test such an innovative welfare programme? Could the <b>political opposition</b> challenge the implementation of the complementary currency initiative?</li> </ul>
<b>INSTITUTIONAL &amp; LEGAL FRAMEWORK</b>	<ul style="list-style-type: none"> <li>• For this particular local complementary currency scheme, there is a need for an institutional setting where a system is in place for <b>public welfare services</b> foreseeing <b>cash assistance programmes</b> (either conditional to participating in specific support programs/vocational training, or any other legal condition established by the local government, or unconditional). Also, possibly such public social service systems should not be severely over-pressured by high demand.</li> </ul>	<ul style="list-style-type: none"> <li>• Is there a <b>public welfare system</b> entailing <b>cash assistance programmes</b> in your local context?</li> <li>• Are local public social services pressured by high levels of poverty and unemployment in your context?</li> </ul>

Key determinants	Self-assessment questions
<ul style="list-style-type: none"> <li>• The use of local currencies as local payment services to improve the impact of public spending by administrations usually takes place at the <b>local level</b>. Therefore, there is a need for a state legislation granting jurisdiction and autonomy to local and regional administrations (<b>decentralised public administrative system</b>) to adapt the processes and specific actions (i.e., public procurement, electronic money regulation, welfare programmes) in their territorial area within the framework of the general legislation.</li> <li>• The implementation of local complementary currency schemes needs institutional settings where there are legal and transparent, fair and democratic tools and processes to <b>formalise collaborations between public administrations and SSE actors</b> (i.e., NGO). Such institutional settings should foresee tendering procedures allowing <b>public-private co-production</b> not for profit aims (i.e., large infrastructural projects or services) but for <b>social aims</b> (SSE principles). Although there are different legal formulas that may enable this possibility, the optimal regulation would allow for public</li> <li>• The <b>local public administrative "machine"</b> needs to be operating in <b>proper conditions to innovate</b> (including digitalisation). This means being not overwhelmed with complex and traditional bureaucratic procedures, nor pressured by tight legal scrutiny as innovations need some margin for errors.</li> </ul>	<ul style="list-style-type: none"> <li>• Is there a <b>decentralised public administrative system</b> in your local context which grants sufficient jurisdiction and autonomy to local and regional administrations allowing them to pilot local complementary currency initiatives?</li> <li>• Are there legal and transparent, fair and democratic tools and processes to <b>formalise collaborations between public administrations and SSE actors</b> (i.e., NGO) in your local context?</li> <li>• Which are the <b>legal formulas</b> in your context that would allow such formalisation?</li> <li>• How is the <b>local public administration "machine"</b> operating in your local context?</li> <li>• Does it operate in suitable conditions allowing <b>innovative and digitalised procedures</b> or is it burdened by <b>complex and traditional bureaucracy</b>?</li> <li>• Is there some <b>margin for errors</b> allowed for your local public administration to experiment innovative welfare schemes or does it operate under <b>tight legal scrutiny</b>?</li> </ul>

	Key determinants	Self-assessment questions
<b>FINANCIAL RESOURCES</b>	<ul style="list-style-type: none"> <li>• Available <b>public funding devoted to local public welfare services foreseeing cash assistance programmes</b> and autonomously managed by the local authority (i.e., municipality). Part of this public expenditure is channelled to subsidies recipients through the local complementary currency system.</li> <li>• <b>Additional financial resources</b> (better if other than from municipal budgets, such as international donors, national private donors, fundraising efforts, etc. → Section Risks). Apart from the cash assistance public resources, funding is needed also to cover all preliminary and complementary activities and costs to plan and implement the local complementary currency scheme, such as human resources coordinating and managing the overall process, feasibility studies and research, communication and community outreach planning and delivery, external partnering services (i.e., IT provider, legal and economic experts), cost of digital platform set-up, management and maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>• Does your local authority allocate some public funding for <b>local welfare services foreseeing cash assistance programmes</b>? Can part of this public expenditure be channelled to subsidies recipients through the local complementary currency system?</li> <li>• Are there <b>funding opportunities</b>, other than local public funds, that you can intercept to plan, set up and implement the local complementary currency scheme in your local context? (i.e., international donors, national private donors, fundraising efforts)</li> </ul>
<b>HUMAN CAPITAL</b>	<ul style="list-style-type: none"> <li>• Engaged <b>public officials and public administration technicians/staff</b> need to have an <b>open learning</b> and <b>open-minded approach</b> to social innovation, solid <b>willingness</b> and <b>commitment</b> to <b>innovate</b> and to <b>collaborate</b> with SSE actors, needed <b>technical, legal</b> and <b>digital skills</b> and <b>capacities</b> to implement the local complementary currency scheme for the targeted public welfare services.</li> <li>• The implementing <b>SSE actor</b> overseeing the process needs to have strong <b>governance and management skills</b>, being capable of <b>adapting</b> the social innovation scheme to the <b>local context</b>, having a good <b>understanding</b> of the <b>social, cultural, and</b></li> </ul>	<ul style="list-style-type: none"> <li>• Do <b>public officials</b> and <b>public administration technicians/staff</b> in your local context have an <b>open learning</b> and <b>open-minded approach</b> to social innovations? Are they <b>willing</b> to <b>innovate</b> and to <b>collaborate</b> with SSE actors?</li> <li>• Do they have sufficient <b>technical, legal</b> and <b>digital skills</b> and <b>capacities</b> to implement a local complementary currency scheme?</li> <li>• Is there a suited <b>SSE actor</b> in your local context having strong <b>governance and management skills</b> to promote and oversee the local currency planning and implementation process? Does it have proper <b>communication and engagement capacities</b>?</li> </ul>

**economic conditions**, as well as good **communication and engagement capacities**.

- Overall, the **operative team** coordinating and managing the planning and implementation processes needs to have key **human resources** including:
  - Technical knowledge and expertise in **monetary economics, policies and regulations**.
  - Technical knowledge and expertise in **complementary currency schemes**.
  - Technical knowledge and expertise in **public law and public welfare**.
  - Technical knowledge and expertise in **IT services, tools, and digital payment solutions**.
  - Strong skills and capacities in **planning and project management, communication, networking and facilitation**.
  - **Strong personal commitment** to the initiative and its **social goals**.
- Local complementary currency **end-users** (i.e., local shops and businesses, public subsidies recipients and community citizens) need to have an **open-minded approach to trust and participate** in the local currency initiative, sufficient degree of **willingness** and **personal commitment** to the project and to adhere to its rules and

• Does it have the proper capacities to **adapt** the social innovation scheme to the **local context**? Does it have a good **understanding** of the **social, cultural, and economic conditions**?

• In your local context, can you count on a **highly skilled team of experts** for the planning and implementation of the local complementary currency scheme? Can you count on expert advice and knowledge in **monetary economics, policies and regulations, complementary currency schemes, public law and welfare, IT services, tools, and digital payment solutions**?

• In your local context, can you count on an **operational team** having strong skills and capacities in **planning and project management, communication, networking and facilitation**, as well as **determined personal commitment** to the initiative and its **social goals**?

• Do local shops and business in your local context have an **open-minded approach to trust and participate** in the local currency initiative? Could they have sufficient degree of **willingness** and **personal commitment** to the project and to adhere to its rules and functioning?

**ACTORS AND ORGANISATIONS**

Key determinants	Self-assessment questions
<p>functioning. End-users also need some <b>minimum level of digital literacy and skills</b> to be able to make digital payments.</p>	<ul style="list-style-type: none"> <li>• Do local shops and business have a <b>minimum level of digital literacy and skills</b> to make digital payments? What about <b>public subsidies recipients</b> in your territory? And the <b>citizens</b> of your local community?</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Local public authority</b> (i.e., municipality) as <b>leading entity</b> and <b>owner</b> of the local complementary currency scheme applied to the targeted local public welfare programme. Within the operational local currency scheme, the local authority <b>approves the public expenditure</b> that must be paid to each beneficiary, in electronic money, through the local currency scheme, verifies expenditures and ensures legal compliance of the overall scheme and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Is the <b>government</b> of your local territory (i.e., City Council), keen on promoting and experimenting an innovative complementary currency scheme to deliver a public cash assistance programme? Is there a political will to test such a social innovation?</li> </ul>
<ul style="list-style-type: none"> <li>• <b>SSE actors</b> (i.e., NGOs) as main partner of the local government that support the overall planning, regulation, and implementation process, and, within the operational local currency scheme, act as <b>intermediary</b> between the granting authority (i.e., the municipality) and the public subsidies recipients (receiving the funds for subsequent delivery, distribution and management of the subsidies to the beneficiaries, acting in the name and on behalf of the granting body).</li> </ul>	<ul style="list-style-type: none"> <li>• Are there suitable <b>SSE organisations</b> in your local context that can drive such a <b>social innovation</b> process and support the local authority throughout the local complementary currency set-up and implementation?</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Technological operator</b> (IT company) responsible for providing the technological platform that allows the circulation of the local currency and ensures its operational availability.</li> </ul>	<ul style="list-style-type: none"> <li>• Which <b>IT company</b> can you engage to set up the local currency scheme?</li> <li>• Does it have sufficient expertise in <b>digital payment solutions</b>?</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Experts in financial regulatory frameworks</b> and <b>public law</b>, and <b>monetary economics</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• Which <b>highly skilled experts</b> can provide you with quality advice and guidance in finding <b>legal grounds</b> for your local currency initiative and to make your it complies with your <b>legal framework</b>?</li> </ul>



Key determinants	Self-assessment questions
<ul style="list-style-type: none"> <li>• <b>Actors of the local commercial sector:</b> local shops and business (primarily those that, collectively, can provide a sufficiently numerous, diverse and accurate offer of products and services to respond to the needs of the public subsidies recipients)</li>   <li>• <b>Recipients of the local public cash assistance programme</b> voluntarily adhering to the pilot initiative.</li>   <li>• <b>Local SSE actors, civil society actors and CBOs</b> (i.e., neighbourhood associations, networks and associations, grassroot organisations)</li>   <li>• <b>Local community citizens</b></li> </ul>	<ul style="list-style-type: none"> <li>• Which <b>key actors of your local commercial sector</b> (local shops and businesses) could provide you with crucial data and information when conducting the feasibility analysis of the complementary currency initiative?</li> <li>• Which local shops and business can you engage as <b>first targeted group of users</b> of your local complementary currency? Would they be willing to <b>formally adhere</b> to the initiative? (i.e., signature of adhesion <b>contracts</b>) Would this primary group of users allow you to secure a sufficiently <b>numerous, diverse and accurate offer of products and services</b> which</li> <li>• Who are the <b>individuals receiving subsidies</b>? How can you engage them in the local currency system and encourage them to participate?</li> <li>• Which key <b>local SSE actors, civil society actors and CBOs</b> in your context could provide you with crucial data and information when conducting the feasibility analysis of the complementary currency initiative?</li> <li>• Which key <b>local SSE actors, civil society actors and CBOs</b> in your context can you engage in the local currency scheme to help you reach out to potential users?</li> <li>• Can you manage to reach out to and engage the <b>local community</b> since the very planning phase of the initiative? How can you encourage citizens' participation to the local currency scheme (once the use of the currency has been sufficiently consolidated and naturalized among the first groups of users)?</li> </ul>

**NETWORKS**

• Key **networks** with the local community, particularly with **community organisations** and **SSE actors**, as well as **local economic actors** and their **associations**.

- Which **key networks with your local community** should you leverage for the planning and implementation of the local currency scheme?
- Who are they key **community organisations** and **SSE actors** that can allow you to really understand the needs of your community? Who are the key **local economic actors** and their **associations** that can give you an accurate overview of your local economy features and dynamics?
- Can they be strategic to ensure early community engagement already in the local currency identity building?
- Can these networks also facilitate intercepting and engaging the users of the system?

**DATA**

• **Key primary and secondary quality data** to be analysed in the **feasibility study**, including, among others:

- All key data necessary for a thorough **social-economic assessment** of the local community (i.e., local market trends and dynamics, demographics, social context and issues, the local SSE and associative fabric, local public cash assistance welfare programmes)
- Solid-peer reviewed **evidence** on the social and economic impact and learnings of/from **previously tested social currency experimentations** (locally and internationally)

- Can you access all necessary and quality **data** to run a thorough feasibility analysis for your local complementary currency scheme applied to a public spending strategy (i.e., public cash assistance programme)?
- If not, can you manage to **collect** the needed data?
- Who are the **key informants** from the local **public** and **private** sectors, in your local community?
- Which **data collection methods and tools** are best suited according to each type of targeted key informant, type of data to be collected, and your local context?

**DIGITALISATION**

Key determinants	Self-assessment questions
<ul style="list-style-type: none"> <li>• <b>Digital infrastructure</b> at the core of the local currency functioning model, includes:                             <ul style="list-style-type: none"> <li>- The <b>currency software integrated into the web platform and the app and allowing the exchange transactions:</b> this is one of the most relevant resources for the operation and the management of the system, the medium on which the scheme pivots (in this experience, an <b>open-source technology</b> was used for the currency software).</li> <li>- The <b>web platform</b>, in which all the information related to the set of actors in the system and the interactions that these actors carry out with the currency is stored and managed (i.e., transactions, payments). This platform allows the Public Administration to carry out the administration and management functions of the project in a comprehensive and autonomous manner. Also, it allows users to make payments in local currency.</li> <li>- The <b>App</b>, a software application designed so that users of the system can access the local currency system from one or several mobile devices (i.e., tablets, smartphones). The app allows users, among other functionalities, to make payments, view their account information, review transaction history.</li> </ul> </li> <li>• Moreover, end-users (i.e., local shops and public subsidies recipients) need to be endowed with a <b>basic level of digital skills</b> to use the local currency digital system and tools. Same applies</li> </ul>	<ul style="list-style-type: none"> <li>• Which is the most suitable and more effective <b>digital infrastructure</b> that you can set up for your local currency system? Will it allow the proper functioning of the system? Will it allow the local currency scheme to reach its intended goals?</li> <li>• Which <b>software</b> best serves your local currency model? Is it free? If not, is the software license cost coverable with the business model you foresaw for the scheme?</li> <li>• Which <b>web platform</b> best serves your local currency model? Will it allow an efficient management of the local currency scheme by the public administration? Will it allow an appropriate use of the local currency by its end-users? Is it largely accessible to all targeted end-users of the local currency?</li> <li>• Which <b>App</b> best serves your local currency model? Is it user-friendly? Will it allow an appropriate use of the local currency by its end-users? Does it well reflect the local currency <b>identity</b>?</li> <li>• Are <b>end-users</b> (i.e., local shops and public subsidies recipients) endowed with a <b>basic level of digital skills</b> needed to use the scheme digital system and tools digital system and tools? (i.e., App)</li> <li>• What about the <b>public administration staff/officials</b> managing and monitoring the local currency platform and overall system?</li> </ul>

for the public administration staff/officials managing and monitoring the local currency platform and overall system.

• Finally, **technological devices** need to be available/accessible both to end-users (i.e., smartphones, tablets) and public administrators/supervisors (i.e., computers), as well as easy **access to internet service** (albeit low-tech solutions are also available: see Section Risks - "Designing simple & accessible technological solutions").

• Are needed **technological devices** (i.e., smartphones, tablets, computers) largely and easily accessible/available to all targeted end-users of the local currency in your context? And to public administrators/staff? Is **internet service** largely available to all end-users and administrators of the local currency scheme?

	Key determinants	Self-assessment questions
<b>BASIC HARD INFRASTRUCTURES</b>	<ul style="list-style-type: none"> <li>• All <b>key economic hard infrastructures</b> needed by local economic actors (local business &amp; shops) to be operative, hence, to produce, purchase and exchange resources, products, and services (i.e., stores, transportation and communication infrastructures, power grid and water supply network)</li> </ul>	<ul style="list-style-type: none"> <li>• Can local economic actors in your context count on existing and functioning <b>key economic hard infrastructures</b> to be operative in the local economy? (i.e., stores, transportation and communication infrastructures, power grid and water supply network)</li> </ul>
<b>SOFT INFRASTRUCTURES (SERVICES)</b>	<ul style="list-style-type: none"> <li>• All services needed by the local economic actors to be operative in their market: i.e., commercial services, transport logistics, legal and technical support, advertising.</li> </ul>	<ul style="list-style-type: none"> <li>• Which are the <b>key services</b> your local economic actors need to be <b>operative</b> in the local economy? Are they available in your context? (i.e., commercial services, transport logistics, legal and technical support, advertising)</li> </ul>
<b>GOVERNANCE FRAMEWORK</b>	<ul style="list-style-type: none"> <li>• The use, governance and management of the local complementary currency system needs to be disciplined by a <b>regulatory framework</b> built to guarantee its functioning (i.e., rules and obligations that regulate access and use of the currency)</li> <li>• The intervention can be developed through different models of governance, depending on a variety of factors, including the national and local legal frameworks, and the rules related to public procurement or stipulations regarding the role of SSE actors. The optimal model entails having the local authority</li> </ul>	<ul style="list-style-type: none"> <li>• Which <b>regulation regime</b> of the complementary currency system could ensure its proper functioning and guarantee its operativity, in compliance with the legal framework in force in your local context? Can it guarantee the local authority a full intervention with respect to the monitoring, control, and security of the system?</li> <li>• Which <b>governance model</b> for the local complementary currency scheme would be feasible in your context, given all contextual factors? (i.e., national and local legal frameworks, public procurement rules, SSE regulatory framework)</li> </ul>

holding the **driving, leading, decision-making and supervisory role**. Additionally, the model should include some forms of **concertation and participation**, along with conventional forms of government, with/on the part of **local actors** (i.e., institutional actors, SSE actors, economic actors, academia) and **representatives** of the different local currency **user categories** (i.e., local shops and shop associations, public subsidies recipients, individual users).

- Which governance model could grant some degree of **participatory and collective decision-making**, allowing **co-elaboration and concertation with local actors**? (i.e., institutional actors, SSE actors, economic actors, academia)
- Which **governance model** could allow some degree of **users' participation/representation** in the decision-making process of the local currency scheme?



## 4.5.5

# DRAWBACKS AND RISKS

### DRAWBACKS AND RISKS

Main risks which may arise when replicating the intervention

### COPING STRATEGIES

Good strategies that could be implemented in order to cope with and/or prevent these risks

#### DEALING WITH CONSERVATIVE LOCAL BUREAUCRATIC SYSTEMS:

• Ground-breaking innovation such as public-led local complementary currency schemes may run up against **hostile and/or conservative local bureaucratic systems** that can put the initiative under strain. Local public administrators and public auditors generally tend to be **risk-averse and reluctant** to divert traditional procedures and modus operandi toward new innovative schemes that often navigate in regulatory vacuums or require adjusting to relatively new legislation. This is the case, for example, of switching from traditional public procurement processes to alternatives such as preliminary formal agreements with private non-profit actors (i.e., Public Private Non-Profit Partnerships - PPNPP). Moreover, often due to **bureaucratic and complex practices and procedures**, local public administration offices and

#### ENSURING REAL WILLINGNESS, PROPER RESOURCES & CAPACITIES OF LOCAL GOVERNMENTS:

• Before embarking in a local public-led complementary currency initiative, it is crucial to assess whether the overall local public administration “machine” is truly onboard, willing to collaborate and to allow the initiative to function. This entails ensuring that there is **a true political willingness** on the part of the government officials as well as from the staff in the various public offices and departments involved in the initiative. Moreover, **proper resources** need to be allocated in order to overcome bureaucratic hurdles and obstacles, as well as staff trained with **proper technical capacities and expertise**. Also, **transversality** and **cross-sectoral approaches and modus operandi** need to be favoured and promoted, breaking with the sectorial logic which often governs public administrations. For this reason, the lead of the initiative should be firmly held by the head of the local government authority (i.e., the City Council) and not by a specific public office/department, in order to ensure a **systemic approach, efficient coordination, and open dialogue** across the different areas and components of the local administration.

#### OPTING FOR A PARTICIPATORY GOVERNANCE:

• The local complementary scheme can be developed through **different models of governance**, depending on a variety of factors, including the national and local legal frameworks, and the rules related to public procurement or stipulations in force regarding the role of SSE actors. In governance models where the local authority holds the **driving, leading, decision-making and supervisory role** of

**DRAWBACKS AND RISKS**

Main risks which may arise when replicating the intervention

departments **work in silos** and **lack systemic coordination** across the different areas.

Hence, it is not unusual to have to deal with public administrators and officials who **oppose**, rather than favour, the demanding process of adapting/developing/adjusting to the regulatory framework allowing the experimentation of social innovations of this kind (Phase 1. Planning).

**CONFRONTING POLITICAL SCRUTINY AND OPPOSITION:**

• Also, ground-breaking innovation such as public-led local complementary currency schemes are inevitably exposed to **political factors, scrutiny and opposition**. This means that the willingness of the

**COPING STRATEGIES**

Good strategies that could be implemented in order to cope with and/or prevent these risks

the local currency initiative, it is advisable to open some space to include **participation and concertation with other local actors** (i.e., institutional actors, SSE actors, economic actors, academia) and even **representatives** of the different local currency **user categories** (i.e., local shops and shop associations, public subsidies recipients, individual users). This is key to guarantee **transparency** and **accountability** to the local currency initiative.

**PROVIDING COMPARATIVE LEGAL ANALYSIS AND SOLID REAL-LIFE IMPACT EVIDENCE:**

• As local complementary currency schemes usually navigate in regulatory vacuums and local administrations are generally **risk-averse and reluctant** to divert traditional procedures and modus operandi, providing accurate legal analysis and real-life complementary currency case studies can offer powerful arguments to overcome resistance and fears. In the case of MedTOWN experience, for example, **a sound comparative study** on existing national and regional legal and regulatory frameworks of complementary currencies and public contracts identified barriers and opportunities of institutions, policies and norms to apply innovative public schemes. Additionally, the feasibility analysis explored available **evidence** on the **social and economic impact** of local complementary currency schemes implemented internationally.

**CREATING A “SAFE SPACE” FOR EXPERIMENTATION:**

• Firstly, local complementary currency initiatives generally have greater chances of success in territories having a certain local **political stability** and not severely under pressure from relevant **political opposition** against the local government in force.

## DRAWBACKS AND RISKS

Main risks which may arise when replicating the intervention

local authority to commit to the local currency experiment can be influenced by whether the pilot initiative could favour or not the political agenda of the local government in force. Also, the initiative can be targeted or even impeached by political opposition, as it was the case of the San Juan de Aznalfarache town which compromised, in turn, the implementation of the local currency pilot in Cerro Amate. Furthermore, when implementing local currency pilots within the context (and funding) of international cooperation projects, it may happen that the **project timeframe** does not match the **timing of local political dynamics** which generally require longer processes to build proper trust, connections, compromises and adjustments.

## COPING STRATEGIES

Good strategies that could be implemented in order to cope with and/or prevent these risks

- Secondly, the initiative has greater chances of success in "**safer environments**", meaning social contexts where there are no particularly severe and untrenched **social conflicts**, and **social unrest**, severe **poverty** and **unemployment**, or high **pressure** on public social services with limited welfare budgets. For the sake of the feasibility of the pilot initiative, therefore, it is wiser to opt for local currency schemes addressing less controversial social issues if the latter are particularly severe and potentially fuelling strong political opposition and social unrest in the local community. This is advisable for pilot initiatives, even though the social impact of local currency initiatives would be greater the more severe the social issues they try to solve.
- Especially for those contexts where a local complementary currency scheme represents a ground-breaking pilot initiative for the local government, dedicated efforts need to be tailored to **grow a broad political consensus** to support the initiative within the local administration as well as the local community. In this regard, **transparency, effective communication** and **community participation** throughout the overall process (since the planning phase) are key to reach the targeted goals. When structuring the communication and community strategy, it is important to choose **key messages** clearly explaining the **core values and goals** of the complementary currency system, as well as the **key functioning** of the system. Conveying a **proper communication** helps making sure the purpose of the initiative is well and easily understood by the local community, and avoiding possible oppositions due to, for example, misinterpretation of the purpose, political "manipulation", possible prejudices and social resistance. It is also key to choose **effective communication and engagement channels, tools, activities** (i.e., mass public awareness campaign, workshops, public meetings) **tailored** to each **target group** in order to i) foster the local community solidarity and their **sense of belonging** to the local currency; ii) encourage the **entry** in the circuit for



new users who can and want to participate in the local currency project of their city, as well as iii) to promote the overall community **cultural shift** towards **SSE principles**.

- Moreover, as public funds and programmes are subject to higher **public scrutiny**, it is wise to place the local complementary currency initiative in a “safe space” allowing for some margin of error (that all innovations require). In this way, if the scheme turns out to be unsuccessful, this can mitigate/avoid the discontent of the community, or the erosion of the social consensus toward the initiative which might compromise its feasibility and any new replication attempts in the future. In this respect, it is advisable to clearly frame the initiative as a “pilot project”, a “trial initiative”, an innovative and pioneering “experiment”. To add solid arguments reinforcing this idea, it is advisable to **intercept additional sources of funding** (other than the local public funds) such as, for example, **project-based funding** by international cooperation donors, or public municipal or supra-municipal **funds already allocated to public innovation programmes**.

#### **DEALING WITH RIGID REGULATORY FRAMEWORKS:**

- As complementary currency schemes, albeit successfully operating in some contexts, are still **ground-breaking mechanisms**, actors wishing to test them often find themselves challenged by **regulatory frameworks that hinder such kind of social innovation** as well as by **public actors reluctant** to approach existing bodies of law with a **progressive interpretation**. In MedTOWN experience, the relatively new EU regulation and, subsequently, the Spanish national one, has never been explored before by local governments, in spite of the fact that there are.

#### **FINDING EXISTING LEGAL GROUNDS TO THE COMPLEMENTARY CURRENCY INITIATIVE:**

- To test public-led local complementary currency initiatives, it is essential to **operate under existing regulation**, even if suboptimal for the complementary currency system. Hence efforts need to be dedicated to encouraging and actively supporting governmental actors to **explore what the existing regulations allow**, and to **find legal ways** to experiment the local complementary currency initiative (also **sandbox legislations** can be a temporary solution to overcome legal vacuums). Against this backdrop, highly skilled **legal advice** from experts and public regulators is needed, as well as thorough **legal comparative analysis** on existing national and international legal and regulatory frameworks of complementary currencies.

**DRAWBACKS AND RISKS**

Main risks which may arise when replicating the intervention

provisions that specifically enable them to issue electronic money or rely on the services of third-party electronic money institutions.

**ACKNOWLEDGING SSE ACTORS POTENTIAL WEAKNESSES:**

- Risks might not only arise from the public side as, indeed, **SSE actors** are not exempt from potential challenges. Some of the risks associated with **SSE actors**, for example, can be related to weak managerial practices and/or funding structure, a potential disparity in their organisational cultures and differing political views, differences with their level of democratic governance, or transparency practices or even the potential conflict between their role as collaborators with the public sector versus their role in democratic societies as CSOs “controlling” the action of the state institutions.

**COPING STRATEGIES**

Good strategies that could be implemented in order to cope with and/or prevent these risks

**SUPPORTING POLICY CHANGE ENABLING SOCIAL INNOVATIONS:**

- In parallel, dedicated actions need to be carried out to **promote policy change towards more enabling legal frameworks** allowing social innovation schemes.

**PROMOTING CHANGE WITHIN SSE ORGANISATIONS:**

- SSE organisations should aim at **developing the social competencies needed to impulse innovation** and improving skills required to collaborate with different interest groups and networks. It is advisable for SSE actors, for example, to expand their horizon by exploring **new forms of collaborative work** with different kind of stakeholders, **new strategies and partnerships** to secure needed resources, **new approaches** to access **technologies** for their management. Moreover, SSE organisations could experiment **changes in their organizational structure** and **management approach**, as well as in their **relationship** with donors and partners, allowing the implementation of new strategies for collaborative work with **public and private entities**.

**DRAWBACKS AND RISKS**

Main risks which may arise when replicating the intervention

**COPING STRATEGIES**

Good strategies that could be implemented in order to cope with and/or prevent these risks

**RISK OF PURE PROFITEERING FROM THE PRIVATE SECTOR ACTORS:**

- On their part, **for-profit sector actors** engaged in a local currency initiative (i.e., local shops and businesses) might have varying levels of understanding of the underlying social challenges, as well as of levels of commitment with which they pursue specific social objectives compared to pure profiteering.

**DEALING WITH DIGITAL DIVIDE:**

- As the **technological infrastructure** is at the core of this model of digital complementary currency scheme entailing electronic money, challenges may arise if replicating the initiative in local context where there is a significant **digital divide**. The latter means that there is a gap between demographics and/or locations that have **digital skills and access to information and communications technology (ICT)**, such as internet and technological devices, and those that don't. This situation could apply both to certain categories of local currency end-users (i.e., vulnerable groups such as elderly population receiving public subsidies) as well as to public administrators/supervisors of the local currency system (i.e., municipal staff overlooking the local currency system). Regardless of the type of users

**OPTING FOR SSE ACTORS:**

- To avoid such potential drawback, it is advisable to **avoid altogether engaging in partnerships with pure profit-oriented organisations** and, instead, explore alliances with **enterprises belonging to the SSE** which inherently bring value to local economies and societies by fostering inclusiveness, resilience and sustainability.

**DESIGNING SIMPLE & ACCESSIBLE TECHNOLOGICAL SOLUTIONS:**

- Assessing whether there is a condition of digital divide in a local context needs to be taken into careful consideration since the very **feasibility study** (Phase 1. Planning). If this is the case, when **designing the local complementary currency model**, it is crucial to opt for a **technological infrastructure** and alternative solutions favouring **simplicity** and **accessibility** as key drivers. There can be many viable options to overcome digital divide situations such as, for example, cards with printed-on QR codes that can be used as an alternative to mobile phones or similar substitutes to address contexts with low or inexistant internet service.

challenged by the digital divide (i.e., end-users or administrators), or the type of digital divide (whether it concerns access/availability to ICT or the needed digital skills to use it), this issue is critical and may jeopardise the overall local currency system.

#### DRAWBACKS AND RISKS

Main risks which may arise when replicating the intervention

#### COPING STRATEGIES

Good strategies that could be implemented in order to cope with and/or prevent these risks

#### FUNDING TRADE-OFFS:

• On one hand, using **public funds** to set up a local complementary currency scheme provides a powerful argument to demonstrate the **commitment of the local authority** to the local currency project. Also, it favours **local ownership** of the process and, if successful, **sustainability** of the initiative. On the other hand, however, public funds are subject to higher **public scrutiny**. Hence, if the scheme turns out to be unsuccessful, this could fuel the discontent of the community, erode the social consensus of the initiative and, therefore, compromise its feasibility (and any new attempts in the future). A solution to this can be **intercepting other sources of funding**, such as, for example, project-based funding by international cooperation donors. However, there is a possible drawback also to this alternative solution as it can undermine the

#### HYBRIDIZING FUNDING RESOURCES:

• **Hybridizing funding resources may mitigate such drawbacks**, offering better guarantees, and more reliability. This means opting for a **balanced mix** of municipal, supra-municipal (i.e., national ministry), and international public funding (i.e., international cooperation donors like the European Commission), as well as private funding (i.e., donations by private foundations, fundraising by the local community citizens and private actors). Additionally, explore the possibilities of **self-financing channels** that the operativity of the local currency network itself can provide. Examples of self-financing mechanisms could foresee one of the following:

- applying an **exchange rate** to the exchange of the local currency for the conventional one.
- applying an **entrance fee** to the network of businesses and companies that use the local currency.
- applying a **fee for transactions** made by system users.

#### FOSTERING STRATEGIC ALLIANCES & COLLABORATIONS WITH LOCAL SSE ACTORS

• When relying mainly on non-local public funding, such as international cooperation project-based funding, a mitigation strategy to ensure local ownership could be to **foster alliances and collaborations with key local SSE actors**, particularly large NGOs or foundations. Hence, if pilots turn out to be

#### 4.5.5. Drawback and risks- MedTOWN local digital complementary currency

local ownership of the local currency scheme and its future sustainability.

successful, once the project is concluded such actors can be first drivers of replication and scaling up. Also, a larger NGO providing the funding and bringing in the prestige associated to international cooperation funds (i.e., EU funds) could have more leverage capacity when local public institutions might hesitate, which can help overcome difficult situation such as the one faced by MedTOWN in Seville.





## 4.5.7

# USEFUL CONTACTS



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# Annex 1

## Interviewed key informants

	KEY INFORMANT	POSITION	ORGANISATION	INTERVIEW DATE
IESS:	Rodéric Egal	General Manager	Former lesMed! (now Planet'ESS) (Catalogna)	28.07.2022
	Asma Mansour	Co-Founder	TCSE (Tunisia)	02.09.22
	Hela Sfaihi	President of CitESS Mahdia	Professor at Institut Supérieur des Etudes Technologiques (ISET) Mahdia (Tunisia)	15.09.22
MEDTOWN	Jose Ruibérriz	Social & Solidarity Economy Director	ACPP (Catalogna)	02.08.2022 05.12.2022
	David Pino	Director of Innovation	Seville City Council	16.09.2022
MEDUPI:	Marina Sarli	EU Programs Lead & EU Cluster Coordinator	Impact Hub Network	20.07.22
	Krystel Khalil	Programs Director	Berytech (Lebanon)	02.08.22

MORETHANAJOB	Bissan Abuhawash	Project and Public Relations Coordinator	Agribusiness Accelerator (Palestine)	01.08.22
	Eloise Stancioff	Coach	Impact Hub Network	03.08.22
	Samah Saleh	Assistant Professor Department of Social Work	An-Najah University (Palestine)	17.05.22 03.08.22 06.10.22
	Imad Ibrik	Director of the Center for Grants and International Projects	An-Najah University (Palestine)	17.05.22
	Fadia Hashaika	EU-Projects Coordinator Assistance	An-Najah University (Palestine)	17.05.22
	Dima Nasser	Gender Unit Coordinator	Nabuls Chamber of Commerce	29.08.22
RUWOMED (CONSUME PALESTINE)	Ibán T. Ortega Rivero	MedRiSSE Project Manager	ACPP	30.06.22 19.07.22 22.09.22
	Naseh Shahen	Project Coordinator	Palestinian Development Association - formerly PARC (Palestine)	01.09.22
	Tamador Akel	Project Coordinator	Palestinian Development Association - formerly PARC (Palestine)	01.09.22 12.10.22
	Leith Sarsour	Project Coordinator	Palestinian Development Association - formerly PARC (Palestine)	01.09.22
	Noor Zaghari	Project Coordinator	Palestinian Development Association - formerly PARC (Palestine)	12.10.22
	Kirsten Ruiberriz	RUWOMED Project Manager	Formerly ACPP	22.09.22





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