



Building community Resilience
and sustainable Development
through social economy

Deliverable

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<i>List of Abbreviations</i>

Acronyms	Meaning
WISEs	Work Integration of Social Enterprises
SRPP	Socially Responsible Public procurement



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1. Introduction

1.1. About the project

The COVID-19 pandemic has contributed to the increase of already-existing economic and social challenges in all regions and urban communities. It has exacerbated pre-existing inequalities, having a strong unequal socio-economic impact that is likely to be worse for discriminated or vulnerable groups. The project engages a transnational consortium of local public administrations, social economy organisations and stakeholders targeting internal urban contexts that are currently facing social, economic and health challenges as consequences of COVID-19.

The aim of the project is to increase the capacity of local public administrations, social economy organisations and civil society to foster social change and boost the conditions for the social economy to fulfil its potential to contribute to a resilient, inclusive, and sustainable community growth.

1.2. Objectives

The goal of the BREED project is to co-develop regenerated community business models, strategies and plans based on social economy, public-private governance, and multi-stakeholders' engagement to strengthen the capacity and resilience of local public administrations, social organisations and civil society. In order to achieve this objective, the project proposes a compendium of guidelines for the development of local social action plans. This compendium of guidelines is specifically addressed to regional and local authorities, and also to any private sector organisation wishing to implement measures, initiatives, and actions with the aim to contribute to a more sustainable, resilient and inclusive society. It will support the promotion and the development of social economy and its organisations such as social enterprises, Work Integration of Social Enterprises (WISEs)¹, etc.

Therefore, in this document, various and different measures and actions will be listed and explained to stimulate the social economy in European communities with a view to finding alternatives to the various challenges and achieve the objective defined at the outset. Indeed, this document will guide the different actors from public and private sectors to work together and to adopt such initiatives in order to reach a more equal, inclusive and resilient society.

¹ Work integration social enterprises – WISEs are defined by three identifying pillars: they are enterprises whose main objective is the social and professional integration of disadvantaged people; they are at the core of the economic system, by developing their own business and present a strong pedagogical dimension.



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This list of actions to be undertaken by the two sectors responds to the challenges and needs identified in report D2.1 Data collection & analysis for preliminary reference context analysis. Indeed, a number of challenges have been jointly identified by the public and private sectors which are known as: bureaucracy, lack of knowledge about the social economy with a lack of working opportunities in this domain, lack of partnership development and networking, lack of human resources and financial resources especially coming from public funding and lack of the use of socially responsible public procurement. As a result, a number of needs emerge from the identification of these challenges. This document will then respond to these challenges and needs by offering a list of measures and initiatives to be undertaken. In fact, both sectors can play a key role to promote and develop social economy. Depending on their activities and their competences, they can generate a positive impact in their communities in different fields, such as social farming, social housing, social entrepreneurship, sport, education, green and digital inclusion.

2. Recommended actions

Actions, measures and initiatives for the creation and development of social action plans are listed according to these 5 following elements: networking and partnership development, human resources, public support, awareness raising and finally sustainability.

2.1. Networking and partnership development

Social economy actors and local authorities emphasise the importance of networking and partnership among public and private sectors but also between various stakeholders in the private sector. In order to reach it, some crucial actions need to be adopted at local and regional levels:

- **Mapping of social economy actors** to identify existing and potential stakeholders (e.g., entrepreneurs, non-profit organisations, etc.) active on the territories in order to facilitate the communication between them and develop cooperation. It will allow to reach out representatives of social economy actors by sector of intervention and geographical affiliation. The mapping can be done through a creation of online platform such as a database. If a database is already used by public administrations, this one needs to be updated according to new criteria relevant for social economy, such as social objectives, environmental goals, work integration of vulnerable groups, etc.
- **Creation and organisation of local groups** according to the sector of activity and geographical affiliation to facilitate dialogue between private sector and also between public and private sectors. Through these



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sessions, stakeholders will be able to better connect, to exchange their knowledge, to build common understanding on their needs and difficulties, and find out initiatives and solutions. These sessions will also support the creation of long-term relationship. A specific calendar can be drawn up by involving both sectors to propose dates with a particular theme (e.g., social farming, social housing) for each session about social economy.

- **Organisation of mutual events** to develop and reinforce partnership and capacity building and to present good practices. Most associations at local and regional levels need to develop and increase their visibility. By presenting their actions, stakeholders from both sectors will facilitate the cooperation and the dissemination of their activities and outcomes.
- **Signature of Deed of commitments** can enable a long-term cooperation between stakeholders from public and private structures. It will allow for a more formal engagement by explaining a series of actions the private/public body is committing to undertake to contribute to a more sustainable, inclusive, and resilient community.

2.2. Human resources

Human resources are a significant factor in the internal and external functioning of any organisation/business as they play an important role, in particular in the participation of various actions and operations within the structure. Thus, human relationships, linked to mutual trust among stakeholders, and skills development are the two main points mentioned by representatives of the two sectors.

- **Strengthening the trust between public and private sectors** by mutual learning activities such as workshops, brainstorming sessions, or the co-design of some initiatives. An open call can be published by municipalities to request the support of non-profit organisations, sectors, social economy entities and civil society organisations, to jointly agree on and/or implement activities.
- **Providing specific trainings to improve competences of staff members** working in the public and private sectors to reinforce the skills development (e.g., digital skills, soft skills, technical skills). A need assessment in each community can be realised through a collaboration between the public and private sector to identify and understand the skills needed. Therefore, public authorities, with the support of the private sector, can gather data to acknowledge skills gaps and needs,



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through a survey/questionnaire, addressing specific target groups. Then, a public calendar or a website could be used to actively involve various stakeholders (e.g., associations and public authorities), who can propose topics for trainings with several options for dates in order to ensure that several organisations can benefit from this opportunity.

2.3. Public support

The support from local and regional authorities can be financial, legal and/or administrative. Social economy actors face challenges when it comes to receiving financial support from public authorities and sometimes the needs are not well addressed. Therefore, improving the access to public funding is a necessity to ensure the development of the social economy at local level.

- **Direct financial support through grants** dedicated to social economy actors and activities. Each year, the municipality can publish a call for social economy actors to submit a project to increase the local development through the promotion of the business-to-business (B2B) market between mainstream businesses/public authorities and social economy entities, diversity management and social inclusion, skills development (e.g., up-skilling and re-skilling), etc.
- **Use of socially responsible public procurement (SRPP)² and reserved contracts** to offer the possibilities to social economy entities to actively participate in the market by offering services, goods, and products. Indeed, municipalities, through the use of public procurement, could emphasise the importance of social and environmental criteria in order to push sustainable purchase. By including social clauses in public procurement, municipalities would support the employment and employability of disadvantaged persons, as highlighted in the [Buy social guide](#), published by the European Commission in 2021. When it comes to the reserved contracts, municipalities can ensure specific contracts to social economy entities to provide the goods, services, and products. Reserved contracts offer concrete funding opportunities as they support work integration of vulnerable groups and the achievement of the

² SRPP is the inclusion of social and environmental clauses in public contracts and/or tenders in order to achieve positive social outcomes. It aims to address the impact on society of the goods, services and works purchased by the public sector. It also promotes employment opportunities and social inclusion by providing opportunities to social economy actors.

<https://op.europa.eu/en/publication-detail/-/publication/69fc6007-a970-11ea-bb7a-01aa75ed71a1>



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sustainable development goals. Good examples may be found in the [ENSIE database on reserved markets](#).

- **Implementation of participatory budget** for initiatives and projects related to social economy. Local and regional authorities can propose the participatory budget initiative to the communities. Therefore, they define a specific budget on an annual basis and enable citizens and organisations to participate in proposing and selecting projects for the local development based on social economy principles and objectives. In this way, the participatory budget will co-design local initiatives and it will be managed by an independent jury including entrepreneurs, social economy actors, employees working in the municipality, citizens, etc.
- **Creation of local funding contact points** to improve the dissemination of various funding opportunities at local and regional levels targeting non-profit organisations, social economy entities, etc. This public service would help the private sector to better understand and identify the different funding programmes. However, it is essential to ensure that this service is enough visible and accessible to stakeholders and civil society so that it is useful for the general interest. This may be done by an announcement in the public authority's newsletter or in newspapers, or on the radio, by flyers, or at a public event attended by various stakeholders.
- **Facilitate the bureaucratic procedure to access the funds** through a decrease of the administration burden. Public authorities can offer support to candidates' agencies to simplify bureaucratic procedures. By supporting private sector entities, the municipality will provide clear information, make the funds accessible and digestible.
- **Facilitate payments to implement projects** by offering pre-financing measures at the beginning of the project implementation, given that often social economy actors, being non-profit organisations, have not enough financial resources to cover costs to kick-off project activities and this situation creates difficulties for the expected impact set up.

2.4. Awareness raising

There is a specific need to spread out the social economy at local and regional level, to give more visibility to it and to create more opportunities in order to change the mentality of businesses and communities. The promotion of social



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economy can be put in place through a wide range of awareness-raising activities organised jointly and/or separately by the two sectors.

- **Promotion of successful stories and good practices** at local, regional, national, and sometimes international levels. This can be done differently and can take various forms (e.g., small scale video stories, communication campaigns) with the participation of a wide variety of stakeholders involved in different sectors of activity in order to reach a fairly broad and varied audience. Therefore, successful stories and good practices can be promoted during public events, in the municipalities' magazines/newspapers, municipalities' social media, on the radio, etc.
- **Development of social economy ambassadors** for the promotion of social economy in their own communities. Basically, in close collaboration, the private and public sectors could develop this action by creating a team of volunteers with the aim of spreading out the knowledge about social economy at local and regional level. Each volunteer should be trained to transfer this knowledge to the public during some specific events, local markets, festivals, etc.
- **Creation of social economy labels** to directly identify and recognise social economy actors. A label would be an opportunity for these structures, as it would enable them to gain recognition for their work and actions undertaken and to increase their visibility. Through this initiative, stakeholders and the general public can distinguish entities that successfully combine economic activity with social commitment to obtain a positive impact and to achieve a more sustainable, resilient, and inclusive community.
- **Organisation of local and regional social missions** to ensure a certain continuity in the project on a small scale to meet the expectations of the communities in a concrete way. These social missions can have a specific theme and involve private and public sector representatives for a one day-study visit or project presentations, exchange of good practices, brainstorming sessions, workshops, etc.

2.5. Sustainability

It is essential to provide the necessary tools and opportunities to develop social economy entities and to ensure that they can further develop their businesses and as consequences their territories and communities.

- **Increase the number of social economy actors** by informing the general public about social economy and social business models. Public



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sessions and trainings on social entrepreneurship, diversity management, etc. can be proposed for those interested, while maintaining a focus on youth in order to tackle the problem of an ageing population and the movement of young people from rural to urban areas. These sessions and trainings can be tailored to communities' needs and by taking into account the existing partnership between municipalities, universities, and/or training centres.

- **Development of a monitoring system** to ensure sustainability of social economy actors and achievement of their goals. Municipalities can cooperate with experts on social economy and business at local and regional level to offer monitoring systems where mentors and mentees can meet. This will help to better identify the objectives and an online calendar with deadlines and meetings can be offered to help social economy actors to reach the targets and indicators.
- **Organisation of social economy trade fairs** where social economy entities, public authorities and for-profit organisations will be gathered. These fairs will allow social economy actors to show their products, goods, and services, to foster transactional partnerships and increase sustainable purchase. These fairs can be combined with a public event with the aim to reach a wide audience and to standardise social economy in people's minds and in practice.
- **Creation of an online catalogue of products, goods and services** provided by social economy entities to public administration, public and for-profit organisations. The use of digital tools will support the increase of more socially and environmentally responsible sales. This online catalogue can be created by public administrations and through the numerous exchanges and meetings, they can update it according to the sector of activity and the geographical area.

3. Conclusion

“The compendium of guidelines for the development of the social action plans” provides a common framework to develop social actions plan in each community context and a basis for the development of WP3 “Development of social economy local action plans with the cooperation of social economy actors and stakeholders (public and private) in all target local communities”. This guideline is a useful tool describing a series of initiatives aiming at enhancing



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public-private governance and multi-stakeholders' engagement through the establishment of strong cooperation among public administrations, social, cultural, environmental cooperatives, SMEs, and stakeholders in each target local community. Indeed, it proposes a multitude of actions to be adopted for social action plans, by taking into account several aspects such as networking and partnership development, human resources, public support, awareness raising and sustainability.

Finally, each local community will develop its own local social action plan on the basis of this compendium of guidelines considering features of local contexts, issues, needs and challenges. The social action plans will be an instrument for local authorities, social economy entities and other stakeholders to establish a clear common vision, objectives, strategies with the aim to support measures to boost social economy. Therefore, this partnership between private and public sectors' representatives will enable local social economy ecosystems to foster a more resilient, inclusive, green, and sustainable development in the target communities of the BREED project.



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