



Alliances with SSE for Employment and Education

E-learning course material

MedRiSSE project

**Replicable Innovations of SSE in the provision of services
& creation of decent jobs in the post covid-19 crisis recovery**



Table of Contents

0. Introduction	3
1. Public-private collaboration and SSE	3
2. Practical Implementation Method	3
2.1. Key elements of the process	3
2.2. Phase 0. Triggering factors	6
2.3. Phase 1. Building on best practices and preparing the ground	7
2.4. Phase 2. Implementation: designing and applying a subgrant scheme	12
2.5. Phase 3. Sustainability: fostering sustainable public-private collaboration	17
3. Key contextual determinants	17
3.1. Social context	17
3.2. Financial resources	18
3.3. Human capital	18
3.4. Actors and organisations	19
3.5. Networks	20
3.6. Data	21
4. Drawbacks and risks	21
4.1. Lack of mutual trust between SSE actors and PAs	21
4.2. Modest performance by awarded subgrantees	22
5. Case studies: alliances with SSE for employment and education in practice	23
6. Further reading & Sources	28

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Introduction

The Social and Solidarity Economy (SSE) has proven to be an effective model in the **creation of decent employment and educational processes** for professional development in different contexts in both high- and low-income countries. Building on the learnings obtained from the processes of creating alliances with SSE actors is key to fostering public-private collaboration strategies capable of transforming our societies.

This course presents a **practical implementation method** with key learnings and suggestions for the development of the different phases of an alliances-building process with the SSE for employment and education, considering the key contextual **determinants**, the possible **risks** and the **strategies** to face these risks.



1. Public-private collaboration and SSE

The promotion of effective cooperation processes between Social and Solidarity Economy (SSE) actors and the public administration has emerged as a main need given the current global eco-social challenges, especially in the post Covid19 pandemic context, which has highlighted the importance of the role of the private sector in supporting the delivery of social services in order to better reach people at risk of marginalization and the most vulnerable. In this respect, co-production of public goods with SSE actors can provide with **low-cost, highly effective, and scalable solutions** to fight poverty and promote equality, social inclusion, and environmental sustainability.

We are currently facing the challenge of fostering 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 providing solutions** in the fields of social and health protection, provision of food and prevention equipment, financial support,



education and training, re-localizing supply chains, and many more. However, the full potential of the SSE will depend on **government's willingness to co-design and co-implement public policies** within a multi-stakeholder approach, as well as civil society's capacity to act and mobilize resources.

In this sense, the role of the public economy in supporting employment and education in both high-income and developing countries is key. Designing and implementing effective public policies that respond to today's challenges requires to avoid a reductionist approach and to assume that we are operating in complex systems. That involves exploring ways of collaboration with the actors who are already doing important work in fields like the inclusion of vulnerable social groups, gender equality, environmental sustainability... as is the case of the SSE initiatives.

2. Practical Implementation Method

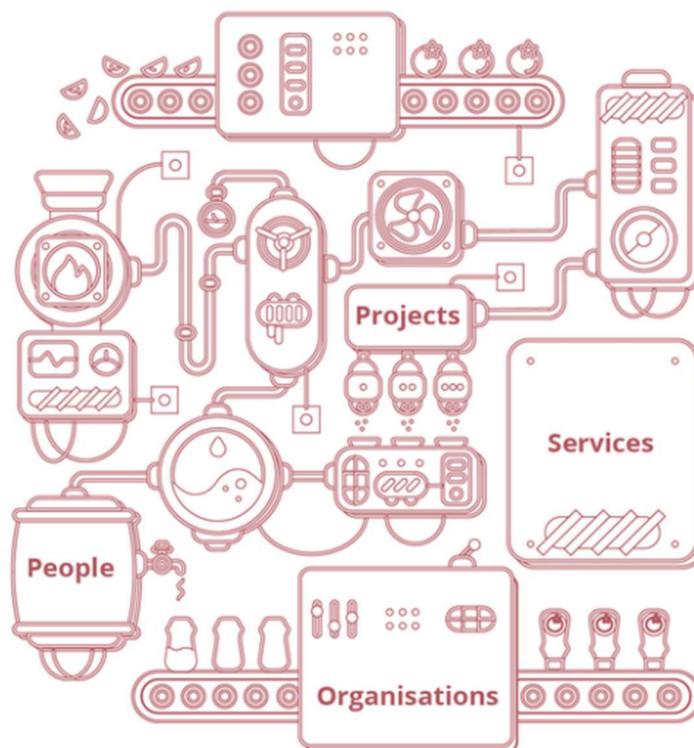
2.1. Key elements of the process

The main challenge in the design and implementation of the alliance-building process with the SSE is **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. uneducated, migrants and refugees).



Concrete collaboration processes between SSE and public actors still struggle to materialise as **stakeholders lack knowledge and awareness** of theoretical and empirical evidence of the benefits of such cooperation, as well as awareness, knowledge, and connection of/with key actors. However, this module will present some **guidelines** that can serve as a reference for designing and implementing an alliance-building process with SSEs. This process will need to be **adapted and implemented differently** in each context, using the **incentive mechanism** considered most appropriate in each case, although the development of a subgrant incentive mechanism may be suggested.





The key triggering elements of the process:

Type	Elements
<p>Actors</p>	<ul style="list-style-type: none"> • Key public institutions addressing unemployment and related social issues • Key SSE actors and organisations offering or planning to offer support services for social and labour inclusion, especially for vulnerable groups • Universities and research centres • Private sector actors and institutions • Business consultancy, training and vocational centres • Experienced, qualified and knowledgeable staff
<p>Resources</p>	<ul style="list-style-type: none"> • Human Resources & skills <ul style="list-style-type: none"> ○ Background and expertise on welfare schemes and social services ○ Knowledge of local social needs and issue ○ Skills to design, implement and monitor incentive schemes ○ Organizational communication and facilitation skills • Social capital: mutual trust, cooperation, openness • Financial resources to support research, training communication, dissemination activities + consistent budget for the incentive scheme • Up-to-date data/studies/research on socio-economic issues and SSE sector • Key networks with key PAs and SSE actors



Type	Elements
Actions	<ul style="list-style-type: none"> • Preliminary research on (inter-)national best practices on public-private co-production of social services & analysis of local socio-economic context • Wide awareness-raising stakeholder consultation with SSE actors/PAs • Elaborating theoretical framework of social schemes and guidelines for its implementation • Planning & Delivery of SSE training programme for PAs and SSE actors through Training-of-Trainers (ToT) approach • Design of the subgrant scheme & launch of the call for subgrants • Dissemination & matchmaking events between SSE actors and PAs • Select of subgrantees + sign Memorandum of Understanding (MoU) • Support subgrant implementation and monitoring • Set-up online SSE portal
Outputs	<ul style="list-style-type: none"> • Research findings on national and international best practices on public-private co-production of social services & local socio-economic context • SSE training programmes and materials • Trained public and SSE actors on SSE principles and best practices • Set-up of an incentive scheme for PAs/SSE organisations collaboration • Signed MoUs between PAs and SSE actors involved in subgrants • Delivery of cooperation projects by awarded SSE actors (subgrantees) • Online SSE portal
Outcomes	<ul style="list-style-type: none"> • Increased knowledge and awareness by local communities, PAs & SSE actors on principles & practices of SSEs and in employment and education • Increased connections, trust and collaborative attitudes of SSE actors/PAs • Improved collaborative public-private practices of SSE • Main outcomes for sub-projects beneficiaries (i.e. increased women's economic empowerment, marketable skills & employment opportunities)
Impacts (MAIN TARGETED SDGs: Sustainable Devt. Goals)	<ul style="list-style-type: none"> • 3 Good health & wellbeing • 4 Quality education • 8 Decent work an economic growth • 10 Reduced inequalities • 16 Peace, justice and strong institutions • 17 Partnerships for the goals



2.2. PHASE 0. Triggering factors



Self-assessment questions

1. Are unemployment and education **relevant issues** in your territory?¹
2. How are these issues **addressed** in your territory? **Who** delivers (if any) **support services**? Are there any **tailored** support services?
3. What is the role of **local PAs**² in addressing these issues? Are there any public support services & are they **effective**?
4. Are there **SSE actors** working to tackle these issues?
5. Are these SSE actors and (if any) PAs **working cooperating** for the delivery of such support services? Are PAs aware of these SSE actors and their work? Are there any **common grounds** for incentivising mutual support, complementarity and collaboration between them to improve the delivery of support services?

2.3. PHASE 1. Building on best practices and preparing the ground for public-private collaboration

In this section, you will see a list of suggested actions followed by self-assessment questions, for each of the phases and each of the key triggering elements of the process (actors, resources, and activities).



Methodology

In order to benefit fully from this learning material, which is quite practical in nature, please feel free to use the self-assessment questions found throughout the course as an aid to perform your own methodical study and project planning for implementation. Taking notes of your answers to these questions can prove very useful.

¹ Please note that all self-assessment questions are relative specifically to unemployment and education in your territory, especially for individuals belonging to vulnerable social groups (i.e. uneducated, migrants and refugees)

² Public Administrations



Main actors

Suggested Actions regarding Main actors

- ✓ Engage **key public actors and institutions** that can play a strategic role in addressing unemployment, education and key social issues (i.e., welfare, social inclusion, immigration).
- ✓ Engage key **SSE actors and organisations** working in this field (NGOs cooperatives, mutual benefit societies, associations, foundations and social enterprises).
- ✓ Having **private sector actors and institutions** on board (e.g. Chambers of Commerce) for strong linkages with the business sector (crucial when working on employment and job insertion).
- ✓ **Specialized and qualified SSE experts, business consultancy, training and vocational centres**, within your team or external service providers to deliver training in SSE sector.
- ✓ Collaboration of **universities and research centres** to 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 social and economic needs, trends, and contexts, and the development of the (inter-)national SSE sector.
- ✓ **Staff team** that can ensure **qualified** and **complimentary expertise** on SSE sector.



Self-assessment questions

1. Who are the relevant **key public actors/institutions**? Which public support services do they deliver? Are they aware & willing to collaborate with SSE actors?
2. Who are the key **SSE actors and organisations** addressing these issues? Which support services do they deliver? How can they be engaged? Are they aware & willing to collaborate with PAs?
3. Who are the key **private sector actors and institutions** that can allow access to/strong linkages with the business sector to tackle unemployment?
4. Are there **qualified SSE experts, business consultants, training and vocational**



centres with strong technical knowledge and expertise?

5. Who are the **key research centres and universities** studying issues & the SSE sector? Do you have **staff** to ensure **qualified** and **complimentary expertise** on SSE sector?

Main resources

Suggested Actions regarding Main resources

- ✓ **Project staff** with **theoretical and empirical background, knowledge and expertise** on socio-economic issues, the SSE sector & local welfare schemes, plus **communication, facilitation & training skills**.
- ✓ Rely on quality **data, studies** and **research** on socio- economic issues and the SSE sector.
- ✓ Elaborate effective **training materials** (i.e, PowerPoint, videos) to be easily accessible, reused and disseminated by targeted public actors and SSE actors. They should cover principles and approaches of SSE, existing (inter-)national best practices on social innovation and public-private co-production processes, and key contextual data and info on employment, education, refugees and migrant support.
- ✓ Secure appropriate **financial resources** for research, training communication, and facilitation to set up the subgrant scheme.



Self-assessment questions

1. 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?
2. Can you rely on up-to-date and quality **data, studies** and **research** on socio- economic issues and SSE sector covering your territory?
3. Can you elaborate/access training materials on SSE principles and best practices that are effective, appropriate, easily accessible, reusable, and shareable?
4. Can you intercept appropriate **financial resources** to support the preliminary research and facilitation activities needed to set up the subgrant scheme?



Main activities

Suggested Actions regarding Main activities

- ✓ Analyse (if present) or carry out (if not available) a **literature review** on existing **SSE international best practices** to learn about innovative social pilot schemes.
- ✓ Analyse (if present) or collect (if not available) 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 or map **success stories & interventions** which have proved to be effective.
- ✓ Foster **extensive and participatory dialogue with multi-sector and multilevel key stakeholders** (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. This is to engage targeted actors from preliminary phases in order to foster public-private collaboration practice.
- ✓ This supports greater commitment and ownership from local actors, greater alignment and adaptation to local context and greater chances of the future subgrant-funded collaboration practices to be successful.
- ✓ 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 to implement collaborative strategies for social innovation schemes. Moreover, it can inform **policy advocacy** as well as **capacity development** for SSE actors.
- ✓ Delivering a comprehensive **training programme** via a Training-of-Trainers (ToT) approach can be effective to raise awareness of targeted actors on key SSE principles.
 - Trainings can create a **space for interaction**, exchange, and networking between actors: 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.





Self-assessment questions

1. Are there existing **SSE international best practices** on innovative social pilot schemes for delivery of public-private support services for vulnerable groups?
2. What is your **socio-economic context**: economic growth, unemployment, education, social cohesion, labour protection, refugees' integration?
3. 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?
4. Who are the **key public and private stakeholders** that can be consulted and engaged to foster a fruitful, collective, and participatory dialogue and exchange on SSE experiences and best practices?
 - a. How can they be successfully engaged in a participatory and dynamic discussion on SSE practices?
 - b. 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?
5. 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?
6. 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?
 - a. Can it be useful to create a space for **interaction, mutual knowledge, exchange, and networking** among SSE actors and PAs?
 - b. Can it be a good strategy to prepare the grounds for **effective public-private collaboration** to tackle unemployment?



Main resources

Suggested Actions regarding Main resources

- ✓ Secure a **consistent budget for the incentive scheme** (i.e., subgrant mechanism) which is proportionate to:
 - the target number of initiatives to support
 - the type and size of targeted organisations
 - the type and scale of targeted services to support
 - 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. subgrant scheme), plus **strong organizational, communication and facilitation skills** to carry out **targeted territorial outreach activities** to effectively disseminate the incentive scheme (i.e. call for subgrants).
- ✓ 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, education and related key social issues to encourage their engagement in the incentive mechanism.
- ✓ Make **strategic use of appropriate online and offline communication channels** to properly disseminate the incentive mechanism and reach out to the targeted audience.

2.4. PHASE 2. Implementation: designing and applying a subgrant scheme for public-private collaboration

Main actors

The actors to be targeted in Phase 2 will be mainly the same as those who benefited from the training in Phase 1. In addition, project staff and collaborators are key to set up, implement and monitor the grant mechanism.





Self-assessment questions

1. Can you secure a **budget for the incentive scheme** (i.e. subgrant mechanism) which is appropriate for:
 - a. the target number of initiatives you envisage to support,
 - b. the type and size of organisations you foresee targeting,
 - c. the type and scale of targeted services you aim to promote,
 - d. management cost of the staff overseeing the subgrant design, implementation, and reporting?
2. 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)?
3. Can you secure **appropriate financial support** to cover the cost of human resources and outreach and dissemination activities (workshops, seminars, field visits, public meetings) needed for the implementation of the incentive scheme?
4. Can you leverage **strategic territorial networks** with key PAs and SSE actors to reach out to potential targets to be engaged in the incentive mechanism (i.e. call for subgrants)?
5. 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

Suggested Actions regarding Main activities

- ✓ 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: 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.
- ✓ 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, for example:
 - A **subgrant scheme conditioning financial support** for applicants (SSE actors) to their **formal collaboration with PAs** in the implementation of support services.
 - Incentive scheme **appealing** (i.e. funding) and **accessible** to SSE actors, in terms of **cost-benefits** to deliver their support services, and appealing **to PAs** (i.e. public savings in the long run) and social return for the community.
- ✓ Carry out **numerous and targeted territorial outreach activities** to encourage SSE actors to seize the opportunity of the incentive mechanism (i.e. call for subgrants):
 - Workshops, seminars, field visits and public meetings with public institutions, SSE 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 (its goal). Conversely, SSE actors need to be directly engaged to **encourage their application** to the incentive mechanism.
 - Both SSE and public actors need **awareness-raising actions** clarifying the idea of SSE best practices and benefits of public-private collaboration.
 - Dissemination and targeted outreach activities also offer the opportunity for **public-private connection and mutual exchange**.
- ✓ 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 them.



Self-assessment questions

1. 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?

2. 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?
3. 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).
 - a. Could a subgrant scheme conditioning financial support to formalised **collaboration** with PAs work as an incentive?
 - b. In turn, can collaborative practices with SSE actors be **appealing** for PAs in your territory?
 - c. How can you make sure they are?
4. 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?
 - a. How can you ensure targeted public and private actors in your territory are **aware** of (and facilitate their access to) the opportunity offered by the incentive mechanism?
 - b. How can you make sure they **understand** the benefits of SSE practices and public- private collaboration?
 - c. How can you **encourage** SSE actors to apply?
 - d. Which disseminating activities could support **public-private connection and mutual exchange**?
5. How can you **foster real interaction spaces/opportunities for SSE actors and PA officials** to meet, exchange and concretely assess their potential for collaboration?
6. 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?



2.5. PHASE 3. Sustainability: fostering sustainable public-private collaboration

Institutional stability

Suggested Actions for Institutional stability

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



Self-assessment questions

1. What kind of **incentives** or **conditions** would encourage PAs 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?
2. Which **agreement form** can better formalise collaboration between PAs and SSE actors and which balances **commitment** and **flexibility** for the parties?
3. Can a **virtual space** (i.e. 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? Which actor is best suited in your territory to become a **facilitator** of this virtual space for it to be functional, dynamic, and engaging?



3. Key contextual determinants

A proper analysis of the main contextual determinants is essential in order to adapt the process we have explained to different local realities. The following are some of the elements that can be useful to assess the preliminary feasibility of considering replication of the practice.

3.1. Social context



Key determinants

- **Social capital** is a crucial resource allowing stakeholders to collaborate to effectively achieve a common purpose, building on **mutual trust, cooperation, openness, respect for one another**, hence feeding the propensity to collaborate between SSE and public sector actors.



Self-assessment questions

1. *Can your territory count on a minimum level of **social capital** allowing key public and SSE sector actors to work together to effectively achieve a common purpose?*

3.2. Financial resources



Key determinants

- Appropriate **financial resources** to support research, training, communication, and dissemination activities (workshops, seminars, field visits and public meetings).
- **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.





Self-assessment questions

1. Can you intercept appropriate **financial resources** to support the research, training, communication, and dissemination activities?
2. Can you secure a consistent **budget for the incentive scheme** (i.e. subgrant mechanism) which is appropriate for:
 - a. the target number of initiatives you envisage to support,
 - b. the type and size of organisations you foresee targeting,
 - c. the type and scale of targeted services you aim to promote,
 - d. the management cost of the staff overseeing the subgrant design, implementation, and reporting?

3.3. Human capital



Key determinants

- Staff team having **theoretical and empirical background, knowledge and expertise** on socio-economic issues, the SSE sector and local welfare schemes.
- **Appropriate** (in number) and **qualified human resources** to design, implement and monitor the incentive scheme (i.e., the subgrant scheme).
- Suited **human resources** having **strong organizational, communication and facilitation skills** to carry out **networking and targeted territorial outreach activities** to effectively disseminate the incentive scheme (ie, the call for subgrants) and to engage relevant stakeholders.



Self-assessment questions

1. Do you have a staff team with strong **theoretical & empirical background, knowledge & expertise** on socio-economic issues, SSE sector, local welfare schemes?
2. 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)?



3. Can you count on a staff team having 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)?

3.4. Actors and organisations



Key determinants

- **Key public actors, institutions and PAs** 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.
- **Key SSE actors and organisations offering (or planning to offer) support services for social and labour inclusion** -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).
- **Universities and research** centres which can provide theoretical grounds and scientific solidity to research (i.e. literature review, desk research and evidence-based research) to map and analyse national social and economic needs, trends, contexts, as well as the development of the international and national SSE sector.
- **Private sector actors and institutions** such as Chambers of Commerce, allowing for strong linkages with the business sector to effectively work on employment and job insertion.
- **Staff** having a **solid background** and **expertise** on **local welfare schemes** and available support services as well as extensive knowledge on the **local social needs and issues**.





Self-assessment questions

1. Who are the key **public actors, institutions and PAs** in your territory which can play a strategic role in addressing unemployment and related key social issues (Le, welfare, education, immigration, social inclusion, etc.) especially for the vulnerable groups? Are they willing to collaborate with SSE sector actors?
2. Who are the key **SSE actors and organisations** in your territory addressing unemployment and key social issues (ie, welfare, social inclusion, education, immigration, etc.), especially for the vulnerable groups? Are they willing to collaborate with local PAs?
3. Who are the **key research centres and Universities** in your territory studying national social and economic issues (ie, migration, unemployment, social exclusion) as well as the state of the art and development of the international and national SSE sector?
4. 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?
5. Can you count on skilled **staff** having a **solid background** and **expertise** on local **welfare schemes** and available support services, as well as extensive knowledge on the **local social needs and issues**?

3.5. Networks



Key determinants

- **Networks with key PAs and SSE actors** addressing unemployment and related key social issues to reach out to potential targets to be engaged in the incentive mechanism (i.e., the call for subgrants).



Self-assessment question

1. Can you leverage **strategic territorial networks** 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)?



3.6. Data



Key determinants

- Quality **data, studies, and research** on socio-economic issues and on the stage of development of SSE internationally, nationally as well as at the local level.



Self-assessment questions

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

4. Drawbacks and risks

Some of the main risks which may arise during the process, as well as some recommended strategies to mitigate them, are as follows:

4.1. 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 resistance can largely depend on **lack of awareness** on theoretical and empirical evidence of the benefits of such cooperation, and the **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 strategy: Networking, Awareness-raising & Matchmaking

To overcome rooted mistrust and resistance between actors from public and SSE sectors, 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 contest 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.

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4.2. 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.



Coping strategy: 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.



5. Case studies: alliances with SSE for employment and education in practice



The MoreThanAJob subgrant mechanism



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 Administrations (PAs) 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. 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 PAs**. More specifically, MoreThanAJob pursues the following 3 main objectives:

1. 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.
2. 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.



3. Developing a virtual multilingual interactive space (portal) to enrich the interaction between these SSE.

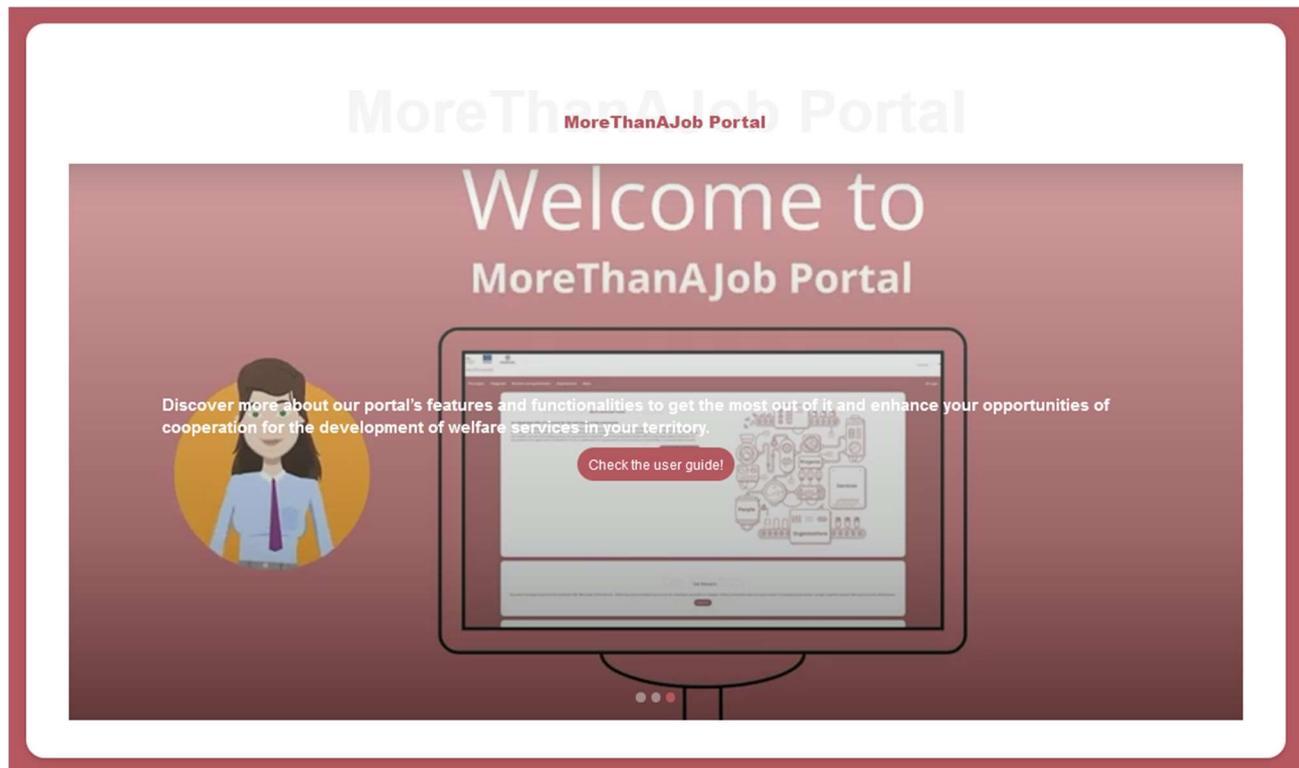
The crisis caused by the Covid-19 global pandemic has showed the importance of the role of the SSE sector in supporting the delivery of social services to tackle unemployment and education, especially for vulnerable social groups and people at risk of marginalization. For this reason, the promotion of 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.

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 International Best Practices (IBPS) underlying the MoreThanAJob framework.





MoreThanAJob [online portal](#)

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** was set up through constant cooperation between project partners.

- ✓ The portal provides 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.
- ✓ Additionally, the portal provides access to documents, publications, dissemination materials, news, communication tools, training material, policy briefs and videos produced throughout MoreThanAJob implementation. All project partners currently collaborate to keep the portal engaging, active and dynamic by providing first-hand support to SSE actors and PAs in the registration phase and in the upload of informative content, as well as by reaching out to stakeholders to invite them to join the portal.





MoreThanAJob project: highlights, innovation and challenges

Watch [MoreThanAJob project highlights](#) (4 mins)



RUWOMED and the Consume Palestine Strategy



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** (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.



Consume Palestine poster for the Biocultura event in Spain

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 starting from June 2018. The project 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 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 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.

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**.

As for the **demand side**, the Strategy promoted the **"Consume Palestine" awareness Campaigns**. 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 as Fair-Trade NGOs and CSOs, were all fundamental to improve the cooperatives' access to the marketplace.



RUWOMED Palestine PARC 2012 2015

Watch [RUWOMED Palestine](#) (4 mins)





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