



...An experience that shapes takes shape,

From local to European level, by way of Luxembourg

Document written and presented by
the Pactes Locaux
for LUX'09



PROGRAMME WORKSHOP 7 : Democratic Participation and anchoring the SE at Territorial Level

Pactes Locaux and CERGE, TER_RES, RCDEC, ENDA TM, CUF (Tourisme responsable/coopération décentralisée).

Fr/Eng/De

The basis of Workshop 7 will be the realities, resources and results of territorial experiments in the North and in the South. It aims to identify convergence between actors at all levels and jointly propose potential regulatory solutions, forms of organisation, co-operation and decision-making, at local, European and International levels.

April 23nd : Illustration and debate on the vision of the North :

How could we achieve a better organisation at territorial level, in terms of the space and time of human communities? This sequence will be introduced by a summary of the lessons learnt in the preparation for Lux'09. Ben Goerens (OPE Luxemburg). It will be moderated by Martine Theveniaut (Pactes Locaux, France)

Accompanying the evolutions in work and employment; using local resources and needs to build a bespoke response: the European experience of an Employers' group Resource Centre. France Joubert (France and Sigrid Wölfling Germany) CERGE.

Long-term investment in development by and for local communities: from collective entrepreneurship to the governmental action plan in Quebec. Yvon Poirier (RCDEC, Canada - Quebec)

April 24nd - Illustration and debate on the vision of the South :

How to successfully create the conditions of democratic governance to meet and control the challenges of the future?

Introduced in terms of progress and challenges of the preparation of Lux'09. Moderated by Alain Laurent. (TER_RES, France)

How citizens become a force for decentralisation that serves communities: the learning process of the Participatory budget. Nfally Badiane (ENDA TM, Senegal)

How to control and manage tourism through a territorial approach, by implementing a framework of public regulatory policies (Patricia Tamini, ONTB, Burkina Faso).

The Asian Experience (Ben Quinonès, CSRSME Asia).

April 25nd : Proposals:

How can we move our reflexions, proposals, experiments, support networks, solidarity-twinning approaches etc forward, on the basis of the comparison of our North/South exchange of views?

Introduced by a summary of the discussion of the previous two days. What ideas can we move forward in the context of Lux'09? And for the future?

Moderated by Jean-Claude Mairal (Regional Council of Auvergne, group for the promotion of responsible tourism and decentralised co-operation of Cités-Unies, France).

AN EXPERIENCE THAT SHAPES TAKES SHAPE

This document is the result of the collective project of preparing for the 4th Meeting of Globalisation of Solidarity around the theme of a workshop entitled "Democratic participation and territorial anchoring". The Lux'09 Forum is scheduled to take place from the 22nd-25th April 2009 in Luxemburg. The European Institute of Social and

Solidarity Economy (INESS) is in charge of organising the event. A working group, led by the Pactes Locaux prepared for the event in France and in Luxemburg with a European and global perspective.

5 regional meetings were held to prepare for the Forum. A report that capitalises these five regional meetings has been written, based on the initial framework document for Lux'09.

4 key questions:

1. What kind of economy was created by the action?
2. How did the action contribute to developing empowerment and responsibility in the solutions that were implemented?
3. What links did the action use or create to achieve breakthroughs?
4. What helped certain things to become sustainable and generate sustainable ways of doing things in any specific territory? What lessons were learnt that will help multiply future success?

5 Regional Meetings:

1. **Regional Meeting 1 : The collective project : Democratic participation and territorial anchoring for work and employment in Poitou-Charentes, Poitiers, 13th and 14th December 2007**
2. **Regional Meeting 2 : Responsible Tourism, a laboratory for increased solidarity, co-operation and culture in territorial economy. Auvergne, Clermont-Ferrand, Lempdes, 27th and 28th May 2008**
3. **Regional Meeting 3 : The Luxemburg model: "Objectif Plein Emploi", a local development and solidarity economy network, Luxemburg 18th and 19th June 2008**
4. **Regional Meeting 4 : How can active participation in collective projects of local and regional services in the Paris region contribute to social cohesion and the well-being of all? Île de France, Fontenay-sous-Bois, 18th - 19th November 2008**
5. **Regional Meeting 5 : Cities and their adjacent territories - bringing solidarity and economy together. Nord Pas de Calais, Saint-Omer, 9th-10th January 2009**

PART 1 : THE PROCESS

Creating a platform to help scale up – MARTINE THEVENIAUT

The European working platform created by the Pactes Locaux participated in the preparation of the Lux'09 Forum. The aim was to contribute by a horizontal vision : democratic participation and territorial anchoring for another economy. Between autumn 2007 and April 2009, the platform's approach was one of capitalisation in five regions in France and Luxemburg in order to foster public exchange with people and organisational structures. Each stage identified the solutions that had either been implemented or planned that correspond to the major territorial preoccupations : employment and territory, tourism and territory, third sector, regenerating an urban neighbourhood, urban/rural solidarity. Using the same reading template (part 2) and the same approach – illustrate, discuss and propose – the objective has been to extract the lessons learnt from the collective approaches presented and transpose them to the perspective of future bottom-up strategies for change, from Local and territorial to National , European and International levels.

The idea of working as a platform was an experiment aimed at testing the relevance and efficiency of an approach that could be disseminated at a later stage. The key characteristics of the experiment are :

- An up-front definition of working methodology, open to anyone willing to contribute actively
- A programme and an agenda to stay on track from launch to Lux'09
- Alternating the five regional meetings and intermediary national meetings to evaluate lessons learnt, integrate new initiatives and discuss fundamental issues such as the finalities and conditions of strategies for change
- The perspectives of a « post-Lux'09 » planned from the outset to feed into two objectives : a European proposal on one hand and a return to hands-on field work to implement progress.

The collective emergence of « territories as actors » has begun. The European working platform is committed to this approach, and is convinced by the findings of the regional meetings : *to transform public action and reconcile endogenous and exogenous economy, the best starting point is local reality and resources, rather than institutions. How can this be achieved ?*

The origins : These are often exchanges based on trust and the experience of those who have promoted territorial experiments.

The starting point : Using reality as the starting point enables a comparison and consolidation of lessons that can be learnt and includes specificities that provide added value.

The length: Successful territorial innovation does not remove all the challenges that have a long time-frame that spanning a generation, as demonstrated in the regional meetings.

The scale: To move from prototype to small-scale production, it is essential to foster dialogue between actors and theoreticians in order to invent the kind of future to which people aspire, and to include progress in a perspective and strategy for systemic change

The collective actor : Pooling « portfolios of contacts » enabled us to draw together people with different levels of responsibility and very varied centres of interest : innovative citizens, research scientists, elected representatives, business people, public dignitaries. Without compromising their ethics, their fervent wish to accompany change has enabled them to reach agreement on proposing ways and means to change.

The conditions: To move forward from a system of separate skills to a system of shared responsibilities and transform specific gains to a sustainable ways of doing things, means making active subsidiarity a reality, that is to say an approach that « empowers » ingeniousness more than it holds it back through restrictive logic.

The tools: Things like open public discussion to bring new questions into the forum of public space, negotiation, legislation that facilitates emerging trends, rolling out ideas when they preserve the innovation of procedures implemented, clear, transparent mandates and finally social experimentation at a scale that enables comparison, and the move to mainstreaming.

The small size of the platform made it easier to bring people together, as did the constant support provided by the FPH. The experimental process of converging interests was based on being helpful and making sense to all those involved. Just as with the new collective social actors, the key characteristics were the quality of the participation of members, the continuity in moderating the group, shared frameworks of reference, a rigorous and professional approach. There is no aim to become a structure, but rather to facilitate conditions that will bring people together based on shared values that can be translated into a far-reaching reality. The details of this will be worked out following Lux'09.

PART 2 : THE CONTENTS

Input from the five regional meetings: the facts and analyses on which the proposals are built -Alain Laurent

THE RESULTS, THE EFFECTS, THE EFFORTS: What kind of economy did the action generate ?

An approach that produced far more than market economy or public economy

« New economy » is a political project based on « town business ». It is value-based (people-centred, ends other than monetary gain, takes future generations' needs into account, a political vision of democracy etc.) and concerns market economy, public economy and mixed or plural economy called the « third sector ». There are genuine concrete products – jobs, financial turn-over, products, consumer goods etc – with more services produced than goods. But the true added value is found more in the collective intelligence and the strengthening of capacities in shared projects.

It is plural – plurality of people, of ways of doing things, of interests and issues – because the starting point is the multi-dimensional reality of people and territories. It therefore opens up approaches to create viable answers that can generally create leverage, new forms of organisation and differentiate space and time frames. And include the heavy issues of sustainable development and upholding of cultural, social and human diversity.

An approach that was meaningful thanks to joined-up thinking and singing from the same hymn-book

Investigation and the horizontal approach to needs, allow issues to be linked to each other, causes with actions, be they individual, project-based or collective. Removing barriers created an across-the-board approach; polyvalent answers lie at the heart of this new economy. The starting points were the social issues that are included, such as gender balance, social territorial dialogue, social justice, fair and sustainable management of resources (water, energy etc.) fair trading relationships at all levels, dialogue between cultures etc. Important tools such as Districts, (Pays) -the project- and Development Councils -the actors- made sense to one and all. This shared sense of meaning created relevance, coherence and efficiency.

THE WAY OF DOING THINGS: How did it empower action and people in the solutions that were implemented ?

A more responsible skills-based approach

The ability to act is born of that of identifying and becoming involved with multi-faceted possibilities to progress in roles, functions, practice and professions as well as interfaces, rules and co-ordination. To achieve all of this, individual and group skills need to be developed and to grow in projects that enable them to be transferred and disseminated. The priority is acquiring the requisite know-how to achieve collective « more » and « better », in other words, learning how to work together in a territorial approach.

A more endogenous approach thanks to the bottom-up logic and taking time-frames into account

These cycles of innovation are characterised by a triple movement, with a time-frame of at least ten years or even a generation.

- A bottom-up movement based on reality on the ground that learns how to create independent public space and discussion. Skills develop that help to analyse and take people's rhythm, agendas, and landmarks into account.
- A simultaneous top-down movement at territorial level decentralises and reformulates public policy, regulations as well as external aspects that may be voluntarily chosen or imposed. The actors in this new economy make the most of opportunities (such as a Green Paper) to adjust and increase their capacities.
- The final component connects the different time-frames, the long and the short, the intellectual capital, relationships and joint development and organisation to the urgent needs and procedures.

THE ORGANISATION : What co-operation between actors, what links between different levels of governance did the territorial dynamic successfully use ?

An approach that organises vertical strata (a layered cake) and horizontal (a mosaic)

The new economy operates on a case-by-case basis, invents and deals with all the vertical layers that are required, from people and systems of local action right through to international level. All these segments of co-operation need to be linked up to organise a response that can quickly become operational in a project or an organisation, but which also build the conditions for genuine participation in the world. To make it a better place. It also attempts to impact the decision-making process and vertical regulation by a horizontal approach at territorial level. This specific approach restructures social fabric, links branches to territories, invents joint responsibility, increases the relevance and creates more than lip-service to solidarity : it becomes a natural way of behaving, something that is self-evident.

LESSONS LEARNT: What enabled some dynamics to survive and give birth to a sustainable way of doing things ? What lessons have we learnt to roll out the practice in the future ?

A potential to clarify, mobilise, link and organise co-operation and partnerships.

The new economy generally speaking tries to clarify issues and the meaning of action. The initial situations, when analysed are always complex. Based on the problems, analysis breaks down the complexity to reveal the key issues. Open participation enables concerted discussion and the collective learning process to develop. The starting point is the expression of needs and expectations. They occur in an institutional, social, cultural, economic and

environmental context that must be taken into account and understood. Actions, just like the partnerships, need to be linked up, by commitment to a mutual game of reciprocity that includes a possibility for status and mandates to evolve (for example an municipal mandate for « housing and sustainable development of neighbourhoods »). The generic action of moderation is fundamental to guaranteeing a space for dialogue and active participation.

Short-term goals do not hinder the long-term vision that is necessary to create intellectual capital, trust and the conditions for change. This is why projects that have the requisite means and that are self- or co-funded over a long period of time – networks, collectives, platforms, councils etc. – are as important as public policies that regulate and support the approach and the projects themselves, that repair, implement and take avoiding action.

Finally the new economy is knowledge-based. Pedagogy and communication strategies and messages that are adapted to the different cultures in any given partnership enables people to appropriate things. This leads to creativity and innovation as well as to an increased ability to evaluate, become aware, be accountable and (re)motivate people. From this point of view, evaluation is not only a tool for proving what policies have achieved, but also a starting point for new forms of organisation and new ways of sharing. The tri-dimensional aspect of learning-understanding-acting (illustrating, discussing, proposing) is the fuel for a machine that helps increase credibility and therefore become a means to act. Public space and citizens' debate are the motor.

But it is difficult to maintain an ethical approach, to reconcile complexity and simplicity, accompany, share

The ability to « do business differently » has long been proved. But initiatives are still isolated, marginal, with weak linkage between projects, sometimes under-utilised, often insufficiently recognised.

The new economy takes on production and management of goods or joint capital – practice, knowledge, skills, culture etc. But shared basic values are not enough : all actors and partners do not sing from the same hymn book in an equally ethical and responsible way.

It is also possible to take complexity into account, particularly at territorial level. But this systemic skill is still lacking in theory and practice. This is also true of joint production of new multi-stakeholder governance and building solutions while setting aside one's status. The ability to moderate lies at the heart of multi-stakeholder partnerships and enriches discussion and solutions. This is the strength of the new economy. But it is also its weakness. Because it is still insufficiently recognised or supported financially or equipped to have an impact on global systems.

Just as with ethics, the monetary and non-monetary effort (voluntary work, time donated) is not homogeneous. Public authorities, and first and foremost territorial or local authorities, need to be involved as well as support, value, respect and guarantee both time and space for public discussion and jointly developed, collectively borne projects.

Partnerships, particularly at territorial level, require joined-up thinking, exchange, mutualisation, dialogue (civil, social, territorial) shared vision, sharing, co-operation and contracts. This also requires means, methodology, and allocating specific time. In short an accreditation that does not exist today. There is also a deficit in three major skills : a « science of interface and status » that urgently needs to be developed !

PART 3 : PROPOSALS

Actions that must be taken to break down barriers and increase the potential of the new economy

The proposals are the result of eighteen months of capitalisation carried out by the Pactes Locaux NGO, based on experience, projects and situations presented and analysed in France and in Luxemburg. Five regional meetings enabled several themes to be analysed from the territorial point of view – employment, tourism, local development, urban development, inter-territorial co-operation. This work involved over two hundred people, about fifteen contributions and the analysis of the actions and achievements of over thirty structures, entities or NGOs, institutions and private sector structures.

PUTTING THE ECONOMY BACK ON ITS FEET

1. **Starting from concrete reality, needs, aspirations and the resources of human inventiveness** rather than at institutional level, with power-based logic and fragmented, biased vision.
2. **Declaring that the new economy is one of shared responsibility** : *What is my responsibility within the economy, society and culture and nature ? And how can I create links between these fields and to my own life ?*

... BY APPLYING STRONG PRINCIPLES

1. **Building on a basis of shared values** – respect, sharing, justice, diversity – and **placing human beings at the centre** of the project (the policy) and the projects (the action).
2. **Gambling on collective intelligence** - a no-risk option; the added value is empowerment, creativity and innovation, the guarantee is exclusivity. These are also renewable resources.
3. **Adopting a holistic approach to link, include and showcase diversity**, thanks to social and cultural values of « working together » and a territorial approach that mixes consumption and production, transversal aspects, social justice, heritage, skills etc., and overall dynamics.
4. **Make the concept of active subsidiarity a way of life**, by grounding it in a mobilisation process, belonging to a project, co-operation and organisation that put the rules of the game up for discussion and by the same token the status and mandates of those involved.
5. **Develop a broad far-sighted vision**, because meeting immediate material and intellectual vital needs does not exclude thinking about endogenous human development, that is both shared and controlled.
6. **Develop policies based on what works** through rigorous analyses as to the conditions that enable new trends to emerge, to exist, to develop and be rolled out for projects that are all unique and that have all sorts of results and impacts.
7. **Include a communication policy, make things accessible and pedagogical** by finding ways of developing communication of accurate information that is broad and not reductive, adapted and accessible to everyone. Stakes need to be considered in long-term to allow for evolution.

...AND CREATE THE INDISPENSABLE CONDITIONS FOR THIS TO HAPPEN

1. **Build efficient networks by developing portfolios of alliances** to create and invest independent public spaces that make sense, and support the restructuring of democratic conditions.
2. **Create new social wealth** by sharing knowledge and values, building capacity, and using all possible means of action (fiscal and economic leverage, rules, practice, legislation, communication strategies, capacity building etc).

- Develop the skills of shared auditing of territories to a) negotiate agreements between territorial actors and at other levels, b) manage projects, c) understand the cycles of evaluation-capitalisation-build capacity-scaling up.
 - Develop « organisational field schools » by enriching academic training disciplines by action training through immersion in new economy projects.
3. **Promote a science of interface and status** to develop complementarities and change the nature of partnerships.
- Report on the reality of the essential change from « a collective of actors to a collective actor » by creating a Watch (Observatory) of commitments and conditions of implementation.
 - Develop tools for knowledge, experimenting, empowerment and dissemination of organisational invention (multi-stakeholder partnerships) that are based on a holistic approach to responsibility.
4. **Ensure the means for sustainable moderation and empowerment**, because partnership require means, methodology, specific time and need to adapt to contexts, objectives and have both *de facto* and *de jure* recognition.
- For public authorities : become involved, but also support, showcase, respect, guarantee means, space and time for moderation of public discussion and jointly developed projects that are collectively assumed.
5. **Create an evaluation culture** that re-establishes a balance between intellectual and material quality and that enables both tried and tested policies and participatory style, learning and joint development to exist.
- Help an evaluation process to develop specifically through jointly organised events (seminars, symposia) in order to create tools and new ways of working (the « good practice » indicators, and conditions mentioned above) that are useful to gauge and to judge facts, and evolutions in the merchant economy, by using tools such as CSR, new organisational and economic models and relationships in the territories in question.
6. **Consider Lux'09 as a springboard**, i.e. an opportunity to express ideas, but also to build formal and informal solidarity relationships.
- For the Pactes Locaux : put the conclusions up for public discussion, return to our territories, take first steps in solidarity twinning and continue building converging projects around the vision of a new economy and the learning approach that this involves.