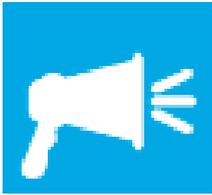


# Key Is Social Sustainability

## A Guide of Sustainable practices

DEMOCRACY



COOPERATION



QUALITY OF WORK



ENVIRONMENT

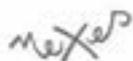
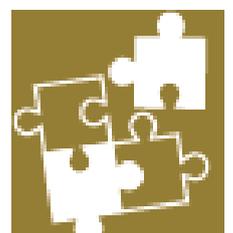


### Join the of SSE

RELATIONS AND EMOTIONS



COHERENCE



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# A. Introduction

## 1. The KISS journey

In most countries of the European Union, Social and Solidarity Economy (SSE) is seen as an alternative response to the financial crisis, rising unemployment and social inequality.

In some, it has become synonymous with citizens and civil society (sometimes even local and national governments) acting to influence their environment and promote social transformation.

When in 2014 we started this journey, promoting **ISSE Community works!**, an Erasmus+ Strategic Partnership, we realized that the term SSE has a broad meaning and includes many Social and Solidarity Economy initiatives, within which are a wide variety of practices and structures from, NGO's to social cooperatives.

With ISSE we 'took a picture' of the state of the art and focused on competences and tools to develop them. You are welcome to make use of the **Research**, the **Portfolio of competences**, the **Training Manual** and the **ISSE game** (you can find these intellectual products in other languages on the project web).

During the 2 years development of ISSE, we realized that we should focus more on the strategies to strengthen the sustainability of SSE initiatives.

One of the major challenges faced by associations, cooperatives and other initiatives of the SSE, as well as those young social entrepreneurs, is to ensure sustainability to their initiatives. The lack of sustainability - economic, but also social, environmental, of labour conditions and political - makes them more vulnerable, in terms of developing a coherent eco-political project.

For this reason, with a partnership enriched by new comers from the educational and the public sector, we decided to promote a new Strategic Partnership project: '**KISS: the Key Is Social Sustainability**'.

KISS is the experiment of 9 partners from 4 countries (France, Italy, Greece and Spain) that aims to contribute promoting the sustainability of the initiatives of Social and Solidarity Economy among its current actors and those young people who want to enter the sector.

Our goal is to explore the dimensions of social sustainability through the exchange of experiences, to bring - with this booklet - a taste of successful experiences; and to work on a model/tool of SDP (Sustainable Development Plan): this is the contribution of the KISS journey that, as Odysseus' trip, continues and it's full of concrete gifts are on the way to Ithaca.

## 2. Sustainability in SSE (Social Solidarity Economy)

Based on different official definitions, we consider social sustainability in SSE as the ability of the organizations to develop processes and structures, which not only meet the needs of its current members but also support the ability of future generations to maintain a healthy community.

This means we should create sustainable, successful places and moments that promote wellbeing, but firstly understand what people need from the places they live and work.

According to Amartya Sen, social sustainability consists of 6 main dimensions: Equity, Diversity, Interconnected social cohesions, Quality of life, Democracy-Governance and Maturity.

## 3. Why we prepared this booklet

In order to leave a long-lasting impact, we thought it is advisable to start knitting the web of our main mission from the very beginning and compile a comprehensive list of good practices shared by the organizations and participants of this project, that will allow us to shed a light, providing some clarity and directions towards the successful initiatives that exist.

The sustainability of SSE initiatives is necessary, if we want to prove that there is an alternative way of working, participating and creating an economy that is based on the respect of all beings and the environment.

Through this booklet, we would like to share with the world all the results of the study visits that took place in Barcelona, Saint-Etienne, Athens and Turin. We would like to go more in depth and present in an open source way, what are the strengths, challenges and opportunities related to the sustainability of 36 initiatives by presenting those that we consider as good practices.

As a good practice, we understand any decision, process, idea or philosophy behind each organization that successfully accomplishes to be implemented in one or more fields of sustainability (economic, social, environmental, political and/or workplace conditions).

Regarding sustainability itself, and by accepting that this is a broad concept with an organic and changing nature, we can start by paraphrasing a famous statement: sustainability is the core harmony that allows us to meet the needs of the present, without compromising the ability of future generations to meet their own needs.

In that sense, we broaden the definition by adding the concepts of solidarity and the growing need to nurture new and fairer economics, that do not disregard anyone, acknowledging everyone as a fundamental part of the whole and not as pieces of gear subjected to the whimsical needs of a ruling economy disengaged from its social aspects.

This booklet will give to its readers the opportunity to be informed about the different ecosystems of SSE and read about those good examples, so that they will get to know their background and - why not - be inspired to join SSE by creating or be part of SSE projects.

#### 4. How to consult this booklet

Along the KISS project, the partner organizations and the participants made use of a specific list of elements that, according to KISS partners, can describe more in detail what sustainability means for the everyday work of an SSE initiative.

These sustainability features, translated into hashtags, are a non-exhaustive list and their initial role was to serve as food for thought for the participants of the Study visits, in order to analyze and reflect on the visited initiatives on more concrete terms. While preparing the content of this booklet, the Hashtags were used to identify concrete practices or approaches that the initiatives successfully implement and help them to be more sustainable. Therefore each initiative has been assigned with one or more Sustainability Hashtags.

For the scope of this booklet, the Hashtags are meant to be used as search key words in order to identify those practices or initiatives that have something interesting and useful to share about a specific aspect. Please feel free to choose the hashtag you want to explore, copy it and paste it in the search field of your pdf reader, to find out which initiatives are particularly successful on that aspect.

If you are interested in receiving more detailed information, you are welcome to directly address the SSE initiative through the contact details provided here.

You can also look according to the venue, if you would like to explore initiatives that are located in a specific town. In the next chapter you will find the list of all the hashtags you can use to consult this booklet.

## 5. KISS search hashtags

<b>#actlocal</b>	The initiative actively engages with the local community when planning and implementing its activities, and seeks to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, public authorities.
<b>#actorsofchange</b>	As a result of its work, the initiative contributes to the transformation of society and supports the development of new actors of change, either collective or individuals.
<b>#athens</b>	All initiatives based and active in and around Athens.
<b>#barcelona</b>	All initiatives based and active in and around Barcelona.
<b>#benchmarking</b>	Good practices of the initiative are shared with external partners, and the initiative itself builds its projects/work on successful practices already implemented by others.
<b>#CooperationOutOfTheBox</b>	The initiative consciously looks for cooperation and networking with diverse groups, institutions or individuals, that also operate outside the usual SSE network.
<b>#criticalthinking</b>	The initiative looks at society with a critical perspective, also when planning its interventions, activities and partnerships.
<b>#economicsustainability</b>	The initiative implements practices and measures that guarantee a good balance and coherence among: basic values, aims of the initiative itself, methods used in developing projects/activity, financial means and resources.
<b>#GlocalVision</b>	While priority might be in achieving local impact, the initiative is able to place itself within the global context of social movements and SSE.
<b>#HappyAtWork</b>	The workers/members of the initiative have their labor rights fully guaranteed; the work is structured in a way that allows them to achieve a good balance between personal and professional life; everyday working environment is pleasant.
<b>#innovation</b>	Space and time for devising innovative and creative approaches/tools, are foreseen in the strategic planning & working schedule.
<b>#lifelonglearning</b>	The learning needs of the workers/members and the development of their competences, are addressed by the initiative.
<b>#PassOnTheExpertise</b>	There is transmission of knowledge, competences & expertise from older to newer generations of activists/workers within the initiative.
<b>#PromoteTheChange</b>	The initiative actively promotes practices, projects and groups that bring a substantial positive change in society, and that are a source of inspiration and empowerment.
<b>#recognition</b>	Wider society (not usually related to SSE) and public institutions recognize the value and social contribution of the initiative, and the initiative consciously looks for such recognition.
<b>#saintetienne</b>	All initiatives based and active in and around St. Etienne.
<b>#selfreliability</b>	The initiative relies on its own resources and mode of functioning, in order to continue its work on the long term.
<b>#socialinclusion</b>	The initiative implements measures and practices that make it more likely for diverse individuals to get involved, be included and actively participate in the activities and/or management of the initiative.
<b>#strategyplan</b>	Strategic planning is well understood and valued by the initiative, resources and time are invested for such process, the plan is implemented when preparing new activities and it is re-assessed.
<b>#Turin</b>	All initiatives based and active in and around Turin.

## B. Good Practices from the Study Visits

### 1. Athens, 12-17 March 2018 - SSEeds growing in Athens

#### 1.1 Introduction

For the last 10 years the SSE ecosystem flourished in Athens and it is true that the social, political and financial crisis played a role. Citizens and especially young people looked for alternatives related to their life and work opportunities. Their struggles -social and financial- are connected with their choice to start an SSE project.

The protests, the square movements and the assemblies of citizens were the spots where the first seeds of SSE were thrown. That is why the majority of the SSE initiatives have a strong social and political background. In Athens, the majority of the initiatives are self managed, self funded and in solidarity with each other. They are not dependent on the funds of the state or any other institution. So, it is clear that the ecosystem in Athens is completely different and unique, as it is based in Solidarity, Commitment and Passion for Change.

Our goal was to show this unique ecosystem and combine the visits to the initiatives with Testimonies of events and neighborhoods of Athens that played an important role or inspired the booming of SSE.

We wanted to show that state's funds are not 100% needed and that projects can be autonomous and sustainable. We wanted to show that this road is a difficult road that needs patience, passion and huge amounts of creativity and solidarity but it is ethical, free, independent and very close to our values.



## Good examples of SSE in Athens

### 1.1 European Village (A KISS partner)



Website: <http://www.european-village.org/>

Hashtags:

**#athens, #actorsofchange, #criticalthinking, #PromoteTheChange, #socialinclusion, #lifelonglearning, #GlocalVision**

#### **Non Profit Organization**

Established in Athens in 2006, European Village is a non-profit volunteer-run organization focused towards supporting people to gain the skills and confidence to thrive.

European Village aims to offer young people in Athens a space of connection and is based on a philosophy of active learning, community empowerment and engagement. As a dynamic social centre, with a track record of working with young people for over a decade, European Village has played a leading role in the transformation and regeneration of Plato's Academy, one of Athens's most disadvantaged and neglected lower socio-economic neighborhoods.

#### **Success points**

**Actors of change:** As a result of their work, they contribute to the transformation of society and support the development of new actors of change, either collective or individuals.

**Social inclusion:** They implement measures and practices that make it more likely for diverse individuals to get involved and actively participate in the activities and/or management of your initiative.

**Critical thinking:** They look at society with a critical perspective, also when planning their interventions, activities and partnerships.

**Lifelong learning:** The learning needs of its members and the development of their competences are properly addressed as part of their internal functioning and work.

**Promote the change:** They actively promote practices, projects and groups that bring a substantial positive change in society and that are a source of inspiration and empowerment.

**Glocal vision:** While priority might be in achieving local impact, they also clearly place their self within the global context of social movements and SSE.

#### **Social responsibility**

European Village is a self managed and self funded organization that is based in Plato's Academy, one of the poorest and multi cultural areas of Athens.

It is one of the most influential and recognized initiative that promotes SSE in Greece through actions, events, festivals and discussions that are organized by its members.

Moreover, European Village played an important role regarding the positive transformation of the neighborhood that is based. It is considered as a hub of SSE and the transition Movement.

Many of its members were trained or gained skills that were important for their professional development. European Village is a place of solidarity and very often organizes events to support Immigrants, Refugees, Unemployed people and the LGBTQ Community.

Finally, through the European and EVS programs gives opportunities to young people to travel, learn and experience an alternative way of life and work.

## **Environmental responsibility**

European Village supports the environment by:

- Selling and promoting good quality organic products by small local producers
- Organizing events to promote and talk about environmental issues
- Promoting recycling, Up cycling and Reuse of materials and goods
- Minimizing the use of plastic glasses, bags and straws

## **Quality of work/job**

In order to finance the project, the coffee shop of Plato's Academy was created.

There, many events are happening, food and drinks are served and this is how the organization is able to pay for its expenses (rent, bills, and equipment).

All the members of the organization are volunteers.

The members of the organization are all free to participate and organize events. All the ideas, as long as they are in line with the philosophy of the space can be organized by the members.

European Village is an open space for creativity, solidarity, art and community events, so the family and friendly atmosphere is always there to help members participate and enjoy the journey of their participation.

The members have always free food, drinks and a space to create and have fun with friends.

## **Democracy and transparency**

All the members are equal and participate in the assemblies of the organization.

The decision making is a collective process. Every member has one vote, but they always prefer to reach consensus and voting takes place only when consensus is impossible.

All the members can change roles and positions in the organization and are always informed about finances through the member's email list and the assemblies.

## **The visitor's opinion**

European Village is an association of young activists that was created to generate transformation projects for the neighborhood of Plato's Academy.

Nowadays, the organization has a broader scope, as it also generates new initiatives (Nomadic Kitchen, Cooperative Coffee shop) and participates as a partner in many European projects.

European Village is a very interesting project as it is self funded and supports the struggles of the neighborhood like the fight against the plans of the company Black Rock to build a Mall next to the Plato's Academy Park. Moreover, since 2012, European Village co-organizes the Festival for Solidarity and Cooperative Economy, a grassroots festival with free entrance that promotes SSE.

For all the above, we believe that is an important and recognized actor of SSE in Athens.

## 1.2 Citizens in Action (A KISS partner)

Website: [www.citizensinaction.gr](http://www.citizensinaction.gr)



Hashtags:

**#athens, #actorsofchange, #socialinclusion, #criticalthinking, #GlocalVision**

### NGO (Non-governmental organization)

Citizens in Action is a team of volunteers, formally established as an Athens-based NGO, that is active all around Greece.

The main aim is to involve young people/citizens in the life of local, national, global community, in the belief that this is the foundation of a democratic, open, vibrant society. Through international exchanges taking the form of voluntary, educational or artistic activities, C.i.A. promotes people's participation to defend and define their quality of life, by protecting the human life and the environment.

C.i.A. is active in two formal international platforms and cooperates with other NGOs and groups of citizens in Greece and abroad, in the spirit of mutual support and empowerment.

### Success points

**Actors of change:** As a result of their work, they contribute to the transformation of society and support the development of new actors of change, either collective or individuals.

**Social inclusion:** They implement measures and practices that make it more likely for diverse individuals to get involved and actively participate in the activities and/or management of their initiative.

**Critical thinking:** They look at society with a critical perspective, also when planning their interventions, activities and partnerships.

**Glocal vision:** While priority might be in achieving local impact, they also clearly place their self within the global context of social movements and SSE.

### Social responsibility

They strongly believe that those voices having less power in the public space and less chances to grow, through cross border contacts, should be given priority in all their activities. They have seen that diversity in groups is what brings the most remarkable learning outcomes in people, so they always place social inclusion as a core value in their activities. On one side, this approach switches the focus more on the quality than on the quantity of the services they provide (they acknowledge that diversity and inclusion require time). On the other side, quality is what brings longer-term impact on the people they act with, and allows them as a team to analyze and improve their concrete practices.

### Environmental responsibility

Most of their activities involve a very high footprint for international travels: thanks to the work done by one of their international platforms, they provide their international participants with tools and info to plan their journey with more eco-friendly means of transportation, and they implement at least basic measures in the activities they host, like consuming local products, avoiding single-use plastic etc. ([www.alliance-network.eu/environmental-sustainability-tools](http://www.alliance-network.eu/environmental-sustainability-tools)).



### **Quality of work/job**

They care about each other within and outside their roles in C.i.A.



The past 14 years and the change they have triggered in many individuals and communities so far, have been possible thanks to this internal strength. The team has changed and whoever new has entered, it has been BECAUSE of this common ground. They are volunteers and the tasks are hard to keep up with, but there is a high quality of human relations within this working environment, and this has been an essential sustainability factor.



### **The visitor's opinion:**

Citizens in Action is a NGO that focuses on giving opportunities to young people to travel and learn about Volunteering and Solidarity.



They have organized many volunteering work camps all over Greece and visited villages and communities that needed help.



As they are aware that not everyone can afford the subscription fees for the work camps (knowing that work camp volunteers also have to pay for their own transportation to the camp), they try to find ways to cut these fees for some volunteers.

All the members of CiA are also volunteers and know each other really well.



Their work relationships rely on "friendship and trust".

## 1.3 Efsyn the Journalists' Journal



Website: [www.efsyn.gr](http://www.efsyn.gr)

Hashtags:

**#athens, #selfreliability, #HappyAtWork, #actlocal, #recognition, #criticalthinking**

### Cooperative

Editing Printed Newspaper – Website and other media projects.

Efsyn, The Journalists' Journal is a daily Greek newspaper. Its launch began in November 2012 by a group of former employees of Eleftherotypia, after they were fired.

The newspaper operates as a cooperative. All newspaper workers receive equal pay. As for its political position, it has been classified as a “radical leftist” newspaper. Monday to Friday it sells around 6,500-8,000 newspapers all over Greece and is the fourth Greek newspaper in sales. On Saturday it sells 16,000-20,000 sheets and is in the second place.

### Success points

**Self-reliability:** They rely on their own resources and mode of functioning, in order to continue their work on the long term.

**Happy at work:** The workers/members of their initiative have their labor rights fully guaranteed; the work is structured in a way that allows them to achieve a good balance between personal and professional life; everyday working environment is pleasant.

**Act local:** They actively engage with the local community when planning and implementing their activities, and they seek to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, and public authorities.

**Recognition:** Wider society (not usually related to SSE) and public institutions recognize the value and social contribution of their organization/cooperative, and they consciously look for such recognition.

**Critical thinking:** They look at society with a critical perspective, also when planning their interventions, activities and partnerships.

### Social responsibility

As journalists, they consider that their social responsibility is to engage with social groups giving them voice to report on stories untold by the mainstream corporate media. Ordinary citizens recognize them as part of them and not of the power system and they trust them by giving them information and data.

### Environmental responsibility

They recycle paper and ink and they try to waste as less electricity as possible. They also promote environmental issues in their special section on ecology and write articles by presenting all relevant initiatives.

### Democracy and transparency

They are a worker's cooperative. They have one share-one vote and all the important decisions are taken by their assembly. Their heads of departments and their direction team are elected and can be revoked.

Democracy and participation are essential ingredients of their everyday work. Everyone's opinion counts, nobody censures anybody. Instead of competition they rely on collaboration and sharing.

**The visitor's opinion:**

It is a big cooperative made by professional journalists that share the same values and goals. It has around 120 members.

The main aim is to provide independent information to their readers. There is a special edition printed in Arabic and English language, in order to guarantee accessibility of information to refugees and immigrants.

Year by year, they built strong relationships with their readers something that is proven by the support and feedback they get.

They print on recycled paper but they haven't assessed/measured their environmental impact yet.

They are proud to work in an independent and self-managed organization.

Despite of the fact that they elect a board, they make decisions in a democratic way and they all receive the same wages, but this sometimes seems to be a little bit unfair as they are not all working the same amount of hours per week.

In order to guarantee their independence, they didn't take any money from banks or investors.

Their income is a result of sales and advertisement.

Although many independent newspapers exist in other European countries, this is probably the most inspiring example of how a cooperative can be so influential, have a great social impact and consist of so many members.

## 1.4 VIOME



**Website:** <http://www.viomecoop.com/>

**Hashtags:**

**#athens, #selfreliability,  
#benchmarking, #PromoteTheChange,  
#PassOnTheExpertise, #actlocal,  
#actorsofchange, #recognition,  
#socialinclusion, #GlocalVision**

### **Cooperative**

The workers at the Vio.Me. Factory in Thessaloniki, Greece have quickly grown into a symbol of self-management internationally. After going on strike and occupying their factory, on February 12, 2013 they re-opened the factory and started production under worker's control.

They produce natural and ecological soaps-detergents and in a smaller scale adhesive for tiles and other constructive materials.

For many, the factory represents a new potential way forward for unemployed workers in Greece – seizing the means of production, running factories without bosses, producing only goods that are needed, and distributing them through solidarity networks.

They are managing the factory:

- With participation, in the control of the production and distribution, both by the workers and the society.
- With control of all economic management through and by the assemblies.
- With full equality in decision-making, since each of the workers has only one vote.
- With equal pay for equal work time.
- With the orientation of production to social and environmental needs and not to the accumulation of profits.

### **Success points**

**Self-reliability:** They rely on their own resources and mode of functioning, in order to continue their work on the long term.

**Lifelong learning:** The learning needs of the workers and the development of their competences are properly addressed as part of their internal functioning and work.

**Benchmarking:** Good practices developed within their team are shared with external partners, and they build their projects/work on successful practices already implemented by others. Promote the change: They actively promote practices, projects and groups that bring a substantial positive change in society and that are a source of inspiration and empowerment. Pass on the expertise: There is transmission of knowledge, competences & expertise from older to newer generations of activists/workers within the organization.

**Act local:** They actively engage with the local community when planning and implementing their activities, and they seek to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, and public authorities.

**Actors of change:** As a result of their work, they contribute to the transformation of society and support the development of new actors of change, either collective or individuals.

**Recognition:** Wider society (not usually related to SSE) and public institutions recognize the value and social contribution of their organization/cooperative, and they consciously look for such recognition.

**Social inclusion:** They implement measures and practices that make it more likely for diverse individuals

to get involved and actively participate in the activities and/or management of their initiative.

**Global vision:** While priority might be in achieving local impact, they also clearly place themselves within the global context of social movements and SSE.

### **Social responsibility**

Viome's example proves that workers can occupy and continue working in factories especially when their rights are violated or not respected. This example can inspire workers of the world and have a positive impact on society. The initiative wants to inspire others and share knowledge and practices in a global level.

The products of Viome are sold through a solidarity network in Greece and also they are also exported in Solidarity places and cooperatives in Europe.

### **Environmental responsibility**

They produce ecological (100% biodegradable) and natural products.

### **Quality of work/job**

Working schedule and specific jobs are categorized and put in order/timetable by the assembly of workers. This means that they all decide together how and how many hours they spend in every shift concerning production etc.

### **Democracy and transparency**

Open assemblies to public. One big nationwide assembly of VIOME workers and supporters every year with presentation of various aspects of VIOME's plans, difficulties, economical situation etc. Smaller assemblies take place every week for organizing work and events.

### **The visitor's opinion:**

Viome is one of the best examples on how Solidarity, participation and direct democracy can work and help an initiative to grow.

Networks of solidarity were both national and international (ex. exchange of capacities with Argentinean occupied factories).

They managed to build a relationship of trust and active involvement with the consumers-supporters related to the promotion of the products and in assessing the product's quality.

Although the salaries of the workers are equal and cannot be more than 500 euro per month, as they cannot afford to be higher, the workers are really satisfied and work hard for making the project more sustainable financially. Recently, they developed an online selling platform: <http://www.viomecoop.com/> and open a shop in Athens to increase their income opportunities.

They also offer their space for cultural and social activities, also including minorities such as refugees.

## 1.5 The Other Human



**Website:**

<http://oallosanthropos.blogspot.com/>

**Hashtags:**

**#athens, #benchmarking,  
#PromoteTheChange, #actlocal,  
#actorsofchange, #recognition,  
#socialinclusion, #GlocalVision**

### **Citizen's Initiative - No legal form**

The idea of Social Kitchen "The Other Human" began in 2011, when Konstantinos Polychronopoulos noticed in the public food markets of Athens, people of various ages, nationalities, and social levels rummaging through rubbish to find food they otherwise couldn't afford to buy.

The first obvious response was to cook food at home and distribute it in the public market places.

He also asked each food stall merchant to volunteer one item from their food bench so he could continue the next day.

When more people were inspired and joined the project, they decided to cook on site for people and to eat the cooked food together. This way they could all come together and break through any shame or embarrassment, which might be an issue for anyone.

The idea of Social Kitchen "The Other Human" is an action of solidarity and a manifestation of love towards our fellowmen, with the hope to awaken consciousness and inspire others to do similar actions all over the world.

These actions are not philanthropic or charity.

We cook "live", we eat together and we live together.

### **Success points**

**Benchmarking:** Good practices developed within their team are shared with external partners, and they build their projects/work on successful practices already implemented by others.

**Promote the change:** They actively promote practices, projects and groups that bring a substantial positive change in society and that are a source of inspiration and empowerment.

**Act local:** They actively engage with the local community when planning and implementing their activities, and they seek to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, and public authorities.

**Actors of change:** As a result of their work, they contribute to the transformation of society and support the development of new actors of change, either collective or individuals.

**Recognition:** Wider society (not usually related to SSE) and public institutions recognize the value and social contribution of their organization/cooperative, and they consciously look for such recognition.

**Social inclusion:** They implement measures and practices that make it more likely for diverse individuals to get involved and actively participate in the activities and/or management of their initiative.

**Glocal vision:** While priority might be in achieving local impact, they also clearly place themselves within the global context of social movements and SSE.

### **Social responsibility**

Since 2011, the kitchen helped many unemployed people and participated in many actions of solidarity towards social movements, the immigrants and refugees in Athens, in the island of Lesbos and in many other Greek cities.

Only in Athens the social kitchen prepares 3000 portions of food every day.

It is a project that promotes participation, social inclusion and solidarity for all.

### **Environmental responsibility**

The kitchen actively participates in the NO FOOD WASTE Movement and collects ingredients-products from restaurants, bakeries and other shops.

### **Quality of work/job**

Many social kitchens of the Other Human were created all over Greece and members of the initiative seem to enjoy their participation as they feel part of a community and enjoy preparing and eating food together.

### **The visitor's opinion:**

The other human is a social kitchen, a collective project where all people cook and eat together at the street. It started in Athens but at the moment the idea is spread to other Greek cities and also abroad. It raises awareness related to access to food, participation, inclusion and respect. The social kitchen, only in Athens, serves 3000 meals per day, so we are impressed by the social impact of the project. All the members are volunteers and they don't accept funds from the state or any other institution. They accept donations in products or money only by individuals or companies. So, the sustainability is based on participation and donations.

We were also impressed by the fact that the social kitchen underlines the importance of solidarity not as an act of charity but as an act that is based in equality, respect, community, responsibility, collaboration and participation.

The project seems to have inspired and helped many people that used to face serious difficulties in their lives to be empowered and stand strongly in their feet.

Finally is very impressive the huge work that the social kitchen has done in the island of Lesbos for refugees where the crisis was at its pick.

## 1.7 Fairspot



**Website:** <https://use.fair-coin.org/listings/fairspot-athens/>

**Hashtags:**

**#athens, #socialinclusion, #GlocalVision,  
#criticalthinking, #lifelonglearning,  
#CooperationOutOfTheBox**

### **Non-profit organization**

Fairspot Athens is a local Node of FairCoop.

FairCoop is an open global cooperative that organizes itself through the Internet outside the boundaries and controls of nation-states. FairCoop aims to issue an alternative global economic system based on cooperation, ethic, solidarity, north-south redistribution and justice in economic relations.

FairCoop understands that the transformation to a fairer monetary system is a key element for their goals. That's why, FairCoop supports Faircoin as the cryptocurrency to base upon their actions of resource redistribution and to build a new global economic system.

The role of a Local Node is to connect local initiatives, groups and people to the ecosystem. This is a bidirectional relation that supports and realizes FairCoop's goals in local communities while returning important feedback.

It is a mutual aid network built to expand our economic system at the global level, through building local trust and supporting real economic activity.

### **Success points**

**Lifelong learning:** The learning needs of the workers/members and the development of their competences, are properly addressed as part of their internal functioning and work.

**Cooperation out of the box:** They consciously look for cooperation and networking with diverse groups, institutions or individuals that also operate outside the usual SSE network.

**Social inclusion:** They implement measures and practices that make it more likely for diverse individuals to get involved and actively participate in the activities and/or management of the initiative.

**Critical thinking:** They look at society with a critical perspective, also when planning their interventions, activities and partnerships.

**Glocal vision:** While priority might be in achieving local impact, they also clearly place themselves within the global context of social movements and SSE.

### **Social responsibility**

FairCoop believes that there is a need for a deep and comprehensive transformation of all parts of society, including its values and structure.

The new, self-managed society is based on autonomy and the abolition of all forms of domination: the state, capitalism, patriarchy and all other forms that affect human relationships and the natural environment. Conscious and strategic actions are needed to compost the obsolescent structures and recover those values and qualities that enable people to live a life in community.

They see a new economic system as the most promising entry point for the collective change. This will give to people the opportunity to finally exit the vicious circle of capitalistic enslavement and its side effects, to find space for new ideas without boundaries and make possible the switch to a healthy life in balance with nature.

### **Environmental responsibility**

They approach and monitor only small producers and organic products. They avoid mass production and support movements against environmental disasters (known as investments) i.e. rivers, gold mining. Their blockchain (the way of producing faircoin) runs with Proof of Cooperation, it is not competent and it consumes 30W at the moment.

### **Quality of work/job**

Everybody is encouraged to participate with their individual skills and ideas, and take proactive responsibilities, thus helping the movement grow.

Based on FairCoop's innovative collaborative working tool, participants can either volunteer their hours or claim remuneration in Faircoin to cover their needs. In this way they reward those who are bringing real value with their work into FairCoop, and the value distribution is done in a fair and decentralized way.

### **Democracy and transparency**

Capitalist modernity depends on the nation-state system, which in turn depends on a patriarchal and hierarchical collective mindset, deeply forged over centuries of humans oppressing humans. For the first time in history a combination of political awareness, weakness of the capitalist economy, and P2P cryptographic technology allows us to present serious and realistic alternatives to the current governing models. A global cooperative financial system gives us free and fair markets, which is a huge step forward. If this is combined with an unbreakable set of ethical values based on freedom and democratic decision-making protocols, it starts to become a visible reality.

FairCoop uses internet safe platforms for its monthly global assembly and every local node organizes its own local assemblies.

### **The visitor's opinion:**

FairSpot is one of the nodes of FairCoop network.

Faircoop wants to create a new global economic system based on cooperation, solidarity and justice in our economic relations.

Opened in 2017 in Exarcheia, FairSpot is the physical space:

- To buy Fair coins (digital currency)

- To buy very good quality products using Faircoin (a fair crypto currency)

- It also a meeting point for the assembly of the project.

What we liked is the fact that anyone from anywhere can participate in FairCoop or create a group and open a local Fairspot node with the purpose to be part of this alternative economic ecosystem. It seems that Crypto currencies are the new tools for financial transactions so it is really interesting to try to learn more about them.

## 1.8 Syn Allois



Website: <https://synallois.org/>

### Hashtags:

#athens, #selfreliability,  
#PromoteTheChange,  
#economicsustainability, #HappyAtWork,  
#actorsofchange, #CooperationOutOfTheBox,  
#recognition, #criticalthinking, #GlocalVision

### Cooperative

Syn Allois is a workers' cooperative. Its main activity is fair and solidarity trade.

Their main partners are the coffee cooperatives of the Zapatista movement in Chiapas, Mexico, but they also import other fair trade products from the Global South via other organizations in Europe.

They also cooperate with local cooperatives and producers, whose products are sold directly to the public through their shop in Athens.

Besides everyday work, they are active in networking with other SSE initiatives in Greece and raising awareness of fair trade and alternative economic practices in general.

### Success points

**Self-reliability:** They rely on their own resources and mode of functioning, in order to continue their work on the long term.

**Promote the change:** They actively promote practices, projects and groups that bring a substantial positive change in society and that are a source of inspiration and empowerment.

**Economic sustainability:** They implement practices and measures that guarantee a good balance and coherence among: basic values, aims of the initiative itself, methods used in developing projects/activity, financial means and resources.

**Happy at work:** The workers/members of their initiative have their labor rights fully guaranteed; the work is structured in a way that allows them to achieve a good balance between personal and professional life; everyday working environment is pleasant.

**Actors of change:** As a result of their work, they contribute to the transformation of society and support the development of new actors of change, either collective or individuals.

**Cooperation out of the box:** They consciously look for cooperation and networking with diverse groups, institutions or individuals that also operate outside the usual SSE network.

**Recognition:** Wider society (not usually related to SSE) and public institutions recognize the value and social contribution of the cooperative, and they consciously look for such recognition.

**Critical thinking:** They look at society with a critical perspective, also when planning their interventions, activities and partnerships.

**Glocal vision:** While priority might be in achieving local impact, they also clearly place themselves within the global context of social movements and SSE.

### Social responsibility

Being a part, even a small one, of the global fair and solidarity trade network, they contribute to the empowerment of communities in the global South, that have been marginalized by the processes of neoliberal globalization. Supporting small-scale local farmers, producers and cooperatives also aims at strengthening local development in a way that is more equitable and people-centered. Their whole approach, including their internal functioning as a horizontal workers' cooperative, is one that promotes

an economy that serves the needs of the people and not profit-making. This is the cornerstone that provides a sense of purpose to their work.

### **Environmental responsibility**

They give great emphasis in distributing products that have been cultivated using agroecological methods or produced with environmentally friendly ingredients and processes, which is one of the main guidelines of fair and solidarity trade. While cooperating with local producers and cooperatives, they require information about the methods of cultivation/production, so that even if the product is not organically produced, they can be assured that there are minimum effects on the environment. They recycle/reuse as much as they can in their workplace and raise awareness of a whole range of environmental issues.

### **Quality of work/job**

Their approach of self-management has many benefits in terms of the quality of their work. Despite the many challenges that they face, having no boss means that they collectively set the terms of their work, depending on the needs, capabilities and interests of everyone. The sense of common ownership and “freedom” in the workplace provides a big boost to their commitment to the project, but can also increase the difficulty in managing tensions amongst them and find the balance between the collective and the individual aspect in the workplace.

### **Democracy and transparency**

The main tool they have regarding the democratic organization of their work is their weekly assembly. Being a small cooperative, of just five workers-members, they can discuss and decide on all the issues that arise in everyday work and plan collectively for the development of their coop. Despite a certain degree of specialization, this means that all the information is available to everyone while addressing an issue and making a decision. They strive to achieve consensus in their decision making process: this takes a lot of effort and can be tiring, but it helps create a more cohesive team.

### **The visitor's opinion:**

The target groups of the initiative are: conscious consumers and small-responsible producers in the Global South and Greece.

It is a Fair Trade shop that sells imported and national products, mainly healthy food, home and body care products. It is a cooperative created by 5 people in 2011.

Relationships are based on trust and ethics with suppliers and with the network of other initiatives and fair trade shops.

Example of a good practice: coffee producers are paid in advance in order to cover their producing expenses and not to lean on predatory loans.

All the products sold are environmentally friendly.

Decision making is based on consensus and they organize a weekly assembly.

Their income is completely based on selling their goods.

The start-up capital was provided by the members of the cooperative. They relied also on solidarity loans, which were provided by other people that believed in the project.

The main goal of the experience is to build solidarity relationships: they are one of the reference points of SSE in Athens.

They are also committed to offer a space for cultural and educational activities in their shop

## 1.9 Lacandona



Website: <http://lacandona.gr>

Hashtags:

**#athens, #selfreliability,  
#economicsustainability, #HappyAtWork,  
#CooperationOutOfTheBox, #criticalthinking**

### **Private company that functions like a cooperative**

The Fair-Trade shop and Café, Lacandona, opened in 2011 with the aim to support small producers and cooperatives from Greece and all over the world.

Lacandona is a work collective of four women, that operates through collective work and non hierarchical collaboration, based on the principles of solidarity, equality and mutual trust.

### **Success points**

**Self-reliability:** They rely on their own resources and mode of functioning, in order to continue their work on the long term.

**Economic sustainability:** They implement practices and measures that guarantee a good balance and coherence among: basic values, aims of the initiative itself, methods used in developing projects/activity, financial means and resources.

**Happy at work:** The workers/members of their initiative have their labor rights fully guaranteed; the work is structured in a way that allows them to achieve a good balance between personal and professional life; everyday working environment is pleasant.

**Cooperation out of the box:** They consciously look for cooperation and networking with diverse groups, institutions or individuals that also operate outside the usual SSE network.

**Critical thinking:** They look at society with a critical perspective, also when planning their interventions, activities and partnerships.

### **Social responsibility**

They try to support political and social movements, through hosting solidarity events to raise awareness and provide economical support for different social groups (refugees, political prisoners etc). Their products are of great quality from cooperatives and small producers.

### **Environmental responsibility**

Even though they believe in the importance of environmental sustainability, they don't have a specific practice to share at this moment.

### **Quality of work/job**

They make decisions all together and they always take into consideration the needs of each member of the team. They all believe that their working conditions are the best that they have ever had in their professional lives.

## **Democracy and transparency**

They believe in a non hierarchical way of work and in the collaboration and feedback between all the participants in their project: customers, producers etc.

They don't organize assemblies; they exchange opinions and take decision day by day according to the needs.

## **The visitor's opinion:**

Even though their legal form is one of a typical company, they act and work as a cooperative. The working group is formed by 4 women; some of them were previously involved in an NGO working in the fair trade sector.

Their main aim was to support not only producers from the global south, but also small Greek producers. What really impressed us was the cozy, happy atmosphere in the shop. The girls seem to enjoy their work and communication with us and the other customers.

Before they started the project, they were close friends and they decided to self fund this project and work in a horizontal way. For the first year of the project they were working without getting any money to support the projects sustainability. They knew and supported the idea of collaboration and the managed to create a non competitive system between them.

For them the culture of care amongst the group is very important. They always support each other's needs like for example: paid and guaranteed maternity leave and possibility to travel to relax and avoid burn out.

Although their equal salaries are not high, they manage to cover their basic needs and they are satisfied and happy.

To promote the initiative they organize events. They are actively involved in Athens fair trade network. Despite their willingness of independence and self-organization they manage to run responsibly and punctually their activity.

## 1.10 Dock Social Solidarity Economy Zone



Website: <https://dock.zone/>

Hashtags:

**#athens, #selfreliability,  
#PassOnTheExpertise,  
#economicsustainability, #strategyplan,  
#criticalthinking**

### Civil nonprofit organization

Dock supports the creation of SSE entities (formal, non formal) through consulting activities, trainings, daily info point for sharing information, promotion of SSE concept and practices all over the country and participation in networking activities in European, National and local networks.

Their mission is to contribute to the visibility of SSE and to highlight it as the way of economic and social entities based on the values of Solidarity, Sustainability and Social Justice. An economy whose profit is the social result it generates.

### Success points

**Self-reliability:** They rely on their own resources and mode of functioning, in order to continue their work on the long term.

**Pass on the expertise:** There is transmission of knowledge, competences & expertise from older to newer generations of activists/workers within the organization.

**Economic sustainability:** They implement practices and measures that guarantee a good balance and coherence among: basic values, aims of the initiative itself, methods used in developing projects/activity, financial means and resources.

**Strategic planning:** Resources and time are invested for preparing and assessing the strategic plan of the initiative and the plan is implemented when preparing new activities, networking events etc.

**Critical thinking:** They look at society with a critical perspective, also when planning their interventions, activities and partnerships.

### Social responsibility

Info point is open and accessible to everyone that needs it The consulting services are adapted to the need of every initiative and through the coaching procedure they offer, they build an environment of trust and they encourage the participatory procedure. Through this methodology, the SSE start up initiative will have a positive collaborative experience even before they start their own cooperative.

### Environmental responsibility

They implement recycling and basic waste management.

They help and share knowledge of environmental strategic planning with the initiatives they coach.

### Quality of work/job

Weekly assemblies focus on work/job issues take place in order to plan and evaluate the results of their work in terms of cooperation internal and external, deliverables, deadlines etc.

They always try to balance the time they invest with the “input” they get (materially, socially etc).

A vertical bar on the left side of the page, composed of a series of colored rectangles in shades of blue, yellow, red, green, orange, and brown.

## **Democracy and transparency**

They have open and common folders to all members of DOCK, so everybody interested can have access in all files.

They hold minutes from every single assembly (weekly for daily issues and 15day for more strategic issues with all members) with the approach, the decisions and the main points of every topic discussed.

They share information regularly and in an organized way.

They have two different assemblies, open to all members.

They discuss all new partnerships/participation in events/ new collaborations.

They encourage all members to express themselves not only on the issues they work on, but also on the function of the organization.

In projects with other SSE partners, they create common folders as well and they announce the financial results of their cooperation.

## **The visitor's opinion:**

The group seems to have a holistic and very well organized approach on how to coach and help SSE groups. They know the laws and the field of SSE in a high level and seem to have strong connections with the field and the institutions.

All the members of the group are on the field of SSE for many years and are connected with social movements. There is a very high level of trust between them and the field, ethos and professionalism.

## 2. #Barcelona, 15-20 January 2018

### - #socialinclusion: the participative method approach

#### 1 Introduction

The Study Visit of Barcelona has introduced to participants a variety of social and solidarity economy initiatives that are focused on social inclusion by experiencing – as management typology - the participative method approach. This means that all the initiatives visited are working on a horizontal and participative basis of decision-making of their members and means that social inclusion is a specific asset to be considered in terms of sustainability.

Nexes has organised in collaboration with Mescladís the storyboard of the Study Visit to show examples from different social/market sectors and to give food for thought that allowed participants to reflect and exchange opinions on social sustainability aspects directly on the spot and therefore contribute to the redaction of this publication.



## Good examples of SSE in Barcelona

### 2.1 NEXES intercultural links of young people in Europe (A KISS partner)



Website: <https://nexescat.org>

Hashtags:

**#lifelonglearning, #PassOnTheExpertise,  
#actorsofchange, #recognition,  
#GlocalVision**

#### Non-governmental organization

They are a non-profit organization born in Barcelona in 1999.

Nexes has the aim to work in the local community and in the world to promote intercultural learning, increase active participation – especially of young people - in a local and global level, foster democracy, human rights, international cooperation, the fight against social exclusion and to set the basis for a sustainable social transformation.

Their key concepts are: empowerment of young people/ organizing multi cultural events/ raise political awareness/ promote creativity as a tool for growth/ independency, horizontal decision making / glo-cal action for social transformation/ promote “non-formal education” as the methodology of learning through the 3 P (People – Process – Product).

#### Success points

**Lifelong learning:** The learning needs of the workers/members and the development of their competences, are properly addressed as part of their internal functioning and work.

**Pass on the expertise:** There is transmission of knowledge, competences & expertise from older to newer generations of activists/workers within the organization.

**Actors of change:** As a result of their work, they contribute to the transformation of society and support the development of new actors of change, either collective or individuals.

**Recognition:** Wider society (not usually related to SSE) and public institutions recognize the value and social contribution of their organization/cooperative, and they consciously look for such recognition.

**Glocal vision:** While priority might be in achieving local impact, they also clearly place themselves within the global context of social movements and SSE

#### Social responsibility

Target group: Young people and adults around the world who want to enrich their intercultural experiences and people in local communities who are vulnerable.

They work to raise awareness and empower local communities and young people around the world through intercultural interactions, international mobility and non-formal education.

Through their projects are fighting social exclusion.

Example of a good practice: “Guide for the protection and promotion of human rights in public contracts”| “Guia per la protecció i promoció dels drets humans en la contractació pública (2017)”| - (<https://nexescat.org/PDF/Guia-proteccion-y-promocion-DDHH-CAT.pdf>)

This guide was promoted by Nexes and its purpose was to promote the human rights within the local government. It was made through a collaboration with two social organizations from Barcelona: Sci and Novact.

The project was funded by public administration. The focus groups were the local administration/ local governments that have the social responsibility to develop a responsible guide for the protection and promotion of human rights.

The guide has the intention to promote the social and solidarity sustainability having a fairer world through adding the human right protection in their public contract process.

### **Environmental responsibility**

They always publish an annual environmental assessment report.

Good practices: EUGO- European Urban Gardens Otesha.

Six organizations, representing five European major cities, came together to run a unique and transnational project, in order to connect urban gardens, share practices among them and build together the innovative Otesha gardens. Based on good practices gathered from across the five countries involved in the project, the e-learning portal provided readers with information, resources and activities to help them develop their own urban garden from the beginning or to improve an existing garden that they may already have on the go. They can use the e-learning pages for themselves or they can be included into a wider program of training for adults, children, people with disabilities, other gardeners or people in their community.

Or they can just use it with other people to have a good social experience. (<https://www.eugolearning.org/es>)

### **Quality of work/job**

Horizontal structure (shared responsibilities and rights in the decision making process)

Good practice: Vocational and Educational Training.

VET mobility has a clear value in helping young people open up their minds, widen their social, professional and transversal skills, and develop a taste for innovation, initiative and a sense of European citizenship.

Long-term placements abroad have a higher added value for learners in terms of developing job specific skills and an even better acquaintance with the foreign language, culture and work environment, thus boosting their employability.

The European programs offer young people the opportunity to know other people and other cultures, to grow professionally, to establish interesting contacts and links at a local and international level and to be more conscious of their own identity.

### **Democracy and transparency**

They promote international justice through cooperation between countries of the North and the South.

They publish an annual report (social, environmental, economic) in order to secure transparency.

Good practice: Evolution- bringing Europe to another level- 2015.

The general aim of this project was to analyze, discuss and promote new models and actions, in E-volution: bringing Europe to another level. This was achieved because they planned their objectives through a strategy that was based on good preparation of work, good selection of partners that helped cooperation and good constant evaluation of the development and implementation of the project.

Throughout the project, the participants had the opportunity to discover and expand their knowledge on the European Union, particularly during the first transnational event that was about the origins and history of the European Union, in which the informative session about the origins of the EU and its history was held.

The diversity within the EU was a permanent topic discussed during the project: locally, participants had the chance to reflect upon the cultural diversity in their own countries; internationally, participants could observe the diverse approaches towards Europe in the different countries of the project as well as understand the cultural differences from a historical perspective.

### **The visitor's opinion:**

Flexible management model, NEXES is trying to act as an incubator by encouraging young people to become "multipliers" of what they learnt and experienced in their communities.

## 2.2 Mescladis



**Website:** <http://mescladis.org/>

**Hashtags:**

**#PromoteTheChange,**  
**#economicsustainability,**  
**#CooperationOutOfTheBox, #socialinclusion,**  
**#criticalthinking**

### **Non-governmental organization**

Mescladís is a social and non-profit project with over 13 years of experience creating social initiatives and promoting an inclusive image of Barcelona that is, diverse and supportive.

In Mescladís, they promote the labor insertion of people socially excluded and they develop educational, economical and cultural initiatives by supporting the coexistence, the right to migrate and social justice.

### **Success points**

**Promote the change:** They actively promote practices, projects and groups that bring a substantial positive change in society and that are a source of inspiration and empowerment.

**Economic sustainability:** They implement practices and measures that guarantee a good balance and coherence among: basic values, aims of the initiative itself, methods used in developing projects/activity, financial means and resources.

**Cooperation out of the box:** They consciously look for cooperation and networking with diverse groups, institutions or individuals that also operate outside the usual SSE network.

**Social inclusion:** They implement measures and practices that make it more likely for diverse individuals to get involved and actively participate in the activities and/or management of the initiative.

**Critical thinking:** They look at society with a critical perspective, also when planning their interventions, activities and partnerships.

### **Social responsibility**

In Mescladis, they work on reducing inequalities by supporting migrants without rights. This is realized through the training and accompaniment to the labor market of more than 80 migrants and refugees, who each year go through their training program. All these years more than 900 people benefited. More than 30% of their students obtained a job contract in companies in the hospitality sector and managed to regularize their administrative situation.

Finally the Espai Mescladís works as a restaurant-school, being today a good example of the Social and Solidarity Economy in Barcelona.

### **Environmental responsibility**

Mescladis seeks to increase its impact and sustainability through the selection of its suppliers, whether working with companies from the social and solidarity economy or local stores:

- 35 of our suppliers are social enterprises, cooperatives, foundations, organic producers, craftsmen, local commerce
- 60% of the 2017 annual expenses on suppliers goes to companies or organizations classified by at least one of these parameters
- 30% of the 2017 cost on suppliers was made in shops from the neighborhood (meat, fruits and vegetables), bread, uniforms and perishable materials.



### **Quality of work/job**

Employees of Mescladis are in great majority alumni and students of Cuinant Oportunitat, that face similar struggles, have similar experiences and look for opportunities in life..



In order to facilitate social integration, interaction with the community and feel confident in a new working environment, they are assigned to older students that have the role of mentors.



This is an opportunity to share their experience and journey, help overcoming obstacles to the ones they faced in the past, and also empower the new employees.



### **Democracy and transparency**



We are a horizontal organization when it comes to the decision making process, with a limited pay gap and being currently in the process of becoming a cooperative. We provide to the public access to our financial accounts.



## 2.3 La Dinamo



**Website:** <http://ladinamofundacio.org>

**Hashtags:**

**#PromoteTheChange, #actlocal,  
#actorsofchange, #socialinclusion,  
#selfreliability**

### **Foundation**

La Dinamo's objective is to promote an innovative housing model and to contribute to the dissemination of it throughout Catalonia.

The foundation intends to consolidate the model by providing technical and financial support and also share the knowledge with new groups that wish to create their own similar projects.

La Dinamo tries to ensure that its innovative practice will become a recognized Social and Solidarity Economy's model related to housing opportunities.

### **Success points**

**Promote the change:** They actively promote practices, projects and groups that bring a substantial positive change in society and that are a source of inspiration and empowerment.

**Act local with the community:** They actively engage with the local community when planning and implementing their activities, and they seek to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, and public authorities.

**Actors of change:** As a result of their work, they contribute to the transformation of society and support the development of new actors of change, either collective or individuals.

**Social inclusion:** They implement measures and practices that make it more likely for diverse individuals to get involved and actively participate in the activities and/or management of their initiative.

**Self-reliability:** They rely on their own resources and mode of functioning, in order to continue their work on the long term.

**Pass on the expertise:** There is transmission of knowledge, competences & expertise from older to newer generations of activists/workers within the organization.

They also cooperate with other SSE initiatives to support the broader ecosystem of SSE.

### **Social responsibility**

The main objective of the foundation is to work for the right to housing, with the intention of promoting a universal and affordable access to the model.

Some other objectives are:

-spreading the model and ensuring a universal access to it

-fighting against energy poverty

-making it accessible for the whole population.

They try to involve students and citizens that are passionate about design and art by allowing them to use their space and machines. In this process of sharing their know-how, they organize courses. They also involve minority groups of people in their activities, courses and workshops.

Target group:

- People who want to organize and build a housing cooperative
- People who are at risk to be homeless and want to have access to low rents
- Housing cooperatives which need advice

### **Environmental responsibility**

In La Dinamo project, there is an important environmental sensitivity.

Cooperative housing projects are linked with the idea of low environmental impact to reduce the ecological footprint, minimize energy consumption and fight against energy poverty.

They prefer to use local, reused materials and renewable resources of energy. They promote environmentally sustainable practices to their members and customers.

### **Quality of work/job**

They are developing the implementation of tools that allow them a better internal organization and transfer of information.

Small benefits in everyday working routine like: coffee and lunch breaks, food and drinks within a beautiful working space. They also involve their employees in the design, decision making process and the training sessions.

### **Democracy and transparency**

La Dinamo is a platform that aims to disseminate the model. That's why it works to share with society as much documentation as possible, in an accessible and downloadable manner.

Internally, La Dinamo is an entity that has an extensive board of "Patronage", as well as an "Advisory Board" and a "Social Board" open to the participation of the entities of the sector.

An annual audit is carried out, and annual reports are published on the website.

Members of the cooperative are involved in every stage of the decision-making process

Democratic governance: 1 co-liver = 1 vote

They are also writing their Ethical code.

The visitor's opinion:

It is a successful experience of "co-working" space, an innovative organization: second level of cooperative, the Cooperative model fits whatever the size of the cooperative.

They implement practices and measures that guarantee a good balance and coherence among: basic values, aims of the initiative itself, methods used in developing projects/activity, financial means and resources.

La Dinamo is financed by donations (money and buildings ex.by La Bordeta) plus by providing consultancy services to other organizations.

The model of the housing cooperative can inspire other people and initiatives. It offers an alternative way of housing.

Depending on the context housing cooperatives can be affordable for everyone.

It is a concrete new way of living together: shared rooms, collective life, and savings on household appliances

## 2.4 ECOS SCCL



**Website:** <http://grupecos.coop/es/>

**Hashtags:**

**#economicsustainability, #HappyAtWork,  
#lifelonglearning, #actlocal,  
#criticalthinking**

### **Cooperative**

Ecos is a cooperative group set up in 2011 and currently consists of 18 partner cooperatives.

The objectives of Ecos are:

- Improve the socio-corporate viability of cooperatives through the joint demand of certain goods and services, as well as the provision of services and products with added value.
- Create a social market through values such as solidarity, reciprocity and co-responsibility. Likewise, create new joint projects and inter cooperation projects.
- Build economy in the local level and rooted in the territory at the time, by promoting cooperativism and SSE.

### **Success points**

**Economic sustainability:** They implement practices and measures that guarantee a good balance and coherence among: basic values, aims of the initiative itself, methods used in developing projects/activity, financial means and resources.

**Happy at work:** The workers/members of their initiative have their labor rights fully guaranteed; the work is structured in a way that allows them to achieve a good balance between personal and professional life; everyday working environment is pleasant.

**Lifelong learning:** The learning needs of the workers/members and the development of their competences, are properly addressed as part of their internal functioning and work.

**Act local with the community:** They actively engage with the local community when planning and implementing their activities. They seek to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, and public authorities.

**Critical thinking:** They look at society with a critical perspective, also when they are planning their interventions, activities and partnerships.

### **Social responsibility**

All the member entities are concerned about social responsibility in their field and economic sector. Likewise, Ecos works with suppliers of SSE and often with companies of labor insertion. They also make use tools in order to raise awareness of the importance of the SSE and sustainability.

### **Quality of work/job**

Ecos offers to its workers flexibility in the workplace in order to reconcile personal and work life. Likewise, there is also the possibility of working some hours, at home, through teleworking.



The workers/members of the initiative have their labor rights fully guaranteed; the work is structured in a way that allows them to achieve a good balance between personal and professional life; everyday work environment is pleasant.



**Democracy and transparency**



The economic accounts and other relevant issues that may affect Ecos or its partners are always on the table so that everyone can access them when they request.



**The visitor's opinion:**



They implement practices and measures that guarantee a good balance and coherence among: basic values, aims of the initiative itself, methods used in developing projects/activity, financial means and resources.

## 2.5 Alencop



**Website:** <http://alencop.coop/>

**Hashtags:**

**#PromoteTheChange, #recognition,  
#socialinclusion**

### **Cooperative**

Alencop is a new social initiative created to answer to the problem of waste collection and use in urban environments, and to improve the living conditions by offering job opportunities to vulnerable groups. The cooperative's social objective is to fully address the basic needs and employment, training and housing through a model of cooperative socio-economic activity.

### **Success points**

**Promote the change:** They actively promote practices, projects and groups that bring a substantial positive change in society and that are a source of inspiration and empowerment.

**Recognition:** Wider society (not usually related to SSE) and public institutions recognize the value and social contribution of the cooperative, and they consciously look for such recognition.

**Social inclusion:** The implement measures and practices that make it more likely for diverse individuals to get involved and actively participate in the activities and/or management of the initiative.

### **Social responsibility**

Target group: People of migrant origin, most of them in a situation of legal administrative irregularity and high social vulnerability.

It facilitates the process of obtaining legal documents for its members.

### **Environmental responsibility**

The cooperative is promoting environmental responsibility by implementing the reutilization and recycling of scrap metal, electric and electronic equipment.

Alencop's activities focus on the field of reuse, waste management and circular economy.

They intend to raise public awareness about appropriate waste collection and reuse.

### **Quality of work/job**

They provide training to the workers on : cooperation, business management, citizens' education, communication tools and skills, etc.

Alencop pays part of their salary by using social coins (alencopins).

### **Democracy and transparency**

All the members have access to the cooperative's economic information. All the members participate at least to one work Commission- working group.



**The visitor's opinion:**

The project is developed in three stages.

1st stage: the cooperative is financially and administratively supported by the municipality, through a support entity that is created for this reason

2nd stage: external support is reduced and the cooperative is starting to offer more services that generate income

3rd stage: the cooperative becomes financially independent. There is no more support from the municipality and all income is generated by the cooperative's activities.

The initiative is innovative as it addresses various social, environmental and economical issues at the same time, and also guarantees good working but also living conditions for its members.

The development plan is very well organised; it starts with external support but it is gradually and continuously empowering the members of the cooperative in order to eventually become independent.

This project would be applicable in any place where there is irregular waste collection.

## 2.6 Diandé Africa



**Website:** <http://diandeafrica.org/>

**Hashtags:**

**#PromoteTheChange,**  
**#economicsustainability, #HappyAtWork,**  
**#actlocal, #socialinclusion**

### **Non-governmental organization**

Diandé Africa works to support the schooling of boys and girls in the city of Ziguinchor in the south of Senegal. At the same time, they have a food co-operative of the mothers of the neighborhood in order to boost their empowerment.

In Barcelona, they give work to a total of 8 workers of different African nationalities.

### **Success points**

**Promote the change:** They actively promote practices, projects and groups that bring a substantial positive change in society and that are a source of inspiration and empowerment.

**Economic sustainability:** They implement practices and measures that guarantee a good balance and coherence among: basic values, aims of the initiative itself, methods used in developing projects/activity, financial means and resources.

**Happy at work:** The workers/members of the initiative have their labor rights fully guaranteed; the work is structured in a way that allows them to achieve a good balance between personal and professional life; everyday working environment is pleasant.

**Act local with the community:** They actively engage with the local community when planning and implementing their activities, and they seek to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, and public authorities.

**Social inclusion:** They implement measures and practices that make it more likely for diverse individuals to get involved and actively participate in the activities and/or management of the initiative.

### **Social responsibility**

Target group: migrants and local population in Barcelona, children, mothers and young people from Senegal.

They integrate families in need in the city of Ziguinchor and provide an opportunity for change.

In Barcelona, they help integrate in the society newly arrived Africans by offering a job opportunity and accommodation.

They create job opportunities for women in Africa through the production and selling of mango jam.

They develop projects that support the education of children in Africa.

They travel to Spain and Senegal to inform people about the real working and living conditions of immigrants in Europe.

### **Environmental responsibility**

The concern for the environment is real in Diandé Africa, their tours in Barcelona de Mamadou are made by bicycle, their lighting is LED and all their materials are printed on recycled paper.

In Senegal they are committed to produce jam in a sustainable and respectful way for mango and other fruits.

## **Quality of work/job**

They provide:

- Future and hope to the bicycle business workers by offering a stable and respectful work
- A solid foundation in which to build prosperity through the co-operative and education of children
- Training for all women so that they will improve their competences and income.

## **Democracy and transparency**

They are an association that holds annual meetings and they make important decisions together. There is a direct communication with the partners through a newsletter. All the votes have the same value.

They will also start training courses for the management of the association and they are thinking of having a more horizontal structure.

## **The visitor's opinion:**

We were very positively surprised by the success on Mamadou's project and its global perspective.

This is a good example of how collaboration between different actors of a neighborhood can make the difference and support the community.

It is a self managed and self financed project by:

- Bike tour
- Fund raising and donations
- Senegal made jam selling

They decline donations or funds by associations that don't share the ethical vision of Mamadou.

It's a pity that their products cannot be consumed in Senegal because Mango Jam is very expensive.

Very beautiful inter generational relationship between the actors. "Our cultural duty is to share our knowledge".

Future goals:

- To create one more cooperative of renting bikes for the bicycle tour
- To develop the local economy with a variety of local products, other than jam (as mango is considered an elite product for its price), so that they can be consumed directly in Senegal.

### 3. # Saint Etienne , 19-24 February 2018 - #Spin your SSE Web! Local/global, public/private, values/economy: Sustainability builds on balance!

## 1 Introduction

The study-visit in Saint-Etienne was entitled “spin your web”, as it aimed at understanding to what extent social sustainability is linked to a network that includes not only SSE actors, but also integrates public institutions, the support from public policies, connections with private sector and an enlarged vision of SSE.

France has the opportunity of having a specific law, reinforcing and recognizing SSE since 2014 and at a local level there are some tools provided by the local authorities for supporting SSE.

Furthermore, SSE in France is connected to different historical narratives: the one of popular education, the one of workers movement, the one of associative life and of mutualities.

The intention was to show the diversity of SSE initiatives in Saint-Etienne, and to explore how to combine social change with economic development, volunteering with entrepreneurship, political action with institutional support. The main goal of the visit was to discover how much SSE is also connected to a specific territory with a specific historical background. The example of Saint-Etienne is relevant: an old industrial city full of collapsing industries, that is trying to find a new perspective of development for its people and for its economy.



## Good examples of SSE in Saint Etienne

### 3.1 Kaléido'Scop (A KISS partner)



Website: [www.kaleido-scop.eu](http://www.kaleido-scop.eu)

Hashtags:

**#economicsustainability, #selfreliability,  
#PassOnTheExpertise**

#### **Employment and Activity Co-operative company (SCOP - CAE)**

Kaléido'Scop is a cooperative of entrepreneurs, working in different fields, acting on consulting for public policies with main focus on active participation (in urban planning, territory development, social cohesion, sustainable development, international cooperation, management of organization) and on training and give advices to groups.

#### **Success points**

**Economic sustainability:** They implement practices and measures that guarantee a good balance and coherence among: basic values, aims of the initiative itself, methods used in developing projects/activity, financial means and resources.

**Self-reliability:** They rely only on themselves as they sell their services to mainly public institutions or to private organizations. This is their only source of funding.

**Pass-on the expertise:** Every time they integrate a new entrepreneur, there is a pathway to follow with a support from their administrator and from the team during their seminars.

They also try to train each other on specific methods they use.

#### **Social responsibility**

They take advantage of every opportunity given by public policies related to SSE. This is done to enlarge the access and participation of citizens-workers and also to create the space for the co-construction of strategies / policies.

#### **Environmental responsibility**

They collaborate with a supplier that is collecting paper and cardboard wastes every month. This is a company that helps long term unemployed and disabled people.

#### **Quality of work/job**

Every 6 months, each entrepreneur has an interview with the administrator and co-managers (also entrepreneurs) for assessing his/her activity/feelings within the cooperative.

Their entrepreneurs have the space for expressing their feelings and opinions.

#### **Democracy and transparency**

Every 3 months, they have a 2-day seminar, in which all decisions are made collectively, on all aspects, based upon a consensus.

The whole activity of the cooperative (economy, actions, projects) is available on their shared platform. Their entrepreneurs are all shareholders and workers and feel 100% involved in the life of the cooperative.



**The visitor's opinion:**

Kaléido'Scop is a cooperative that offers advice and support to new SSE projects.

Is one of the partners that coordinates KISS Project and one of the most important hubs of SSE in Saint Etienne.

The initiative is based on mutual support and trust among its members.

In Kaléido'Scop, the members of the cooperative (entrepreneurs are also shareholders) are paid according to the individual contributions in the cooperative.

A major percentage of the benefits of the entrepreneurial partners stays within the cooperative for the economic sustainability of the project.

In Kaléido'scop, a strong point is its internal collaborative management and its involvement and collaboration with the University of Saint Etienne and with different social initiatives.

## 3.2 Talents Croisés



Website: <http://www.talentscroises.fr>

Hashtags:

**#economicsustainability,**  
**#PassOnTheExpertise, #PromoteTheChange,**  
**#lifelonglearning**

### Co-operative Company of Collective Interest

Talents Croisés is a cooperative that supports entrepreneurs, whatever their background, their situation and the state of the maturity of their project, by providing them with a secure environment, personalized and local support for the acquisition of skills, transversal management (accounting, management, sales, etc.).

They provide to project promoters a legal and regulatory framework (insurance, SIRET number, etc.), accounting and management tools and they take charge of the administrative and accounting functions for them (social and tax declarations).

Thus, the project leader can devote himself fully to the launch and development of his activity.

Talents Croisés thus animates a network of 250 entrepreneurs, who are members of the cooperative in the Loire region, offering different formats and meeting opportunities for advices, exchanges of knowledge and possibilities for new synergies.

### Success points

**Economic sustainability:** They implement practices and measures that guarantee a good balance and coherence among: basic values, aims of the initiative itself, methods used in developing projects/activity, financial means and resources.

**Pass on the expertise:** There is transmission of knowledge, competences & expertise from older to newer generations of activists/workers within the organization.

**Promote the change:** They actively promote practices, projects and groups that bring a substantial positive change in society and that are a source of inspiration and empowerment.

**Lifelong learning:** The learning needs of the workers/members and the development of their competencies, are properly addressed as part of their internal functioning and work.

### Social responsibility

They are building their partnership with MIFE Loire Sud. Through this collaboration are able to take advantage of the help and support of the public sector.

### Quality of work/job

Talents Croisés promotes a form of employment that guarantees both the autonomy of each employee (head of his own company, his schedule, etc.) and also the safety of everyone, thanks to the status of employment that offers a good social coverage-insurance.

They also try to offer a diverse range of training and support to meet expectations of their users/employees. For the permanent employees, they set up trainings according to the needs of each one.

### Democracy and transparency

They are now on a partial autonomy (60% self-financing and 40% public financing) and this allows them to guarantee their financial stability, while at the same time they manage to maintain their social

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character and remain a structure with the aim to promote the professional integration of all. They have just renewed their governance (29/06/18) in order to allow the better participation of all the stakeholders of the structure in the decision making. They hope that this will allow them to develop a more democratic work environment. They also hope that the setting up of different working groups, where everyone has his/her status in the cooperative, will help to revitalize the life of the structure.

**The visitor's opinion:**

Talents Croisés is a SCIC (social cooperative of collective interest). It helps entrepreneurs to make their business idea real. Talents Croisés most important strength is the experience of more than 15 years of operation and also its huge amount of members and connections through networking. The secure environment that they provide is absolutely necessary and extremely helpful for all the cooperatives.

### 3.3 Poisson mécanique (Unis-Cités, rêve et réalise )



Website: <http://www.reve-realise.fr>

Hashtags:

**#socialinclusion, #PromoteTheChange, #actlocal, #actorsofchange**

#### Co-operative Company of Collective Interest

Aquaponics is a system that combines plant cultivation and fish farming, where the crop is irrigated in a closed circuit by water from the aquarium where the fish are raised.

Installed for nearly a year in a retirement home of Sarazinière (other SSE structure), the poisson mécanique intends to:

- create a space where the inhabitants can cooperate and spend quality time together
- help them be active and produce food that can eat by using an eco friendly process

#### Success points

**Social inclusion:** They implement measures and practices that make it more likely for diverse individuals to get involved and actively participate in the activities and/or management of the initiative.

**Promote the change:** They actively promote practices, projects and groups that bring a substantial positive change in society and that are a source of inspiration and empowerment.

**Act local with the community:** They actively engage with the local community when planning and implementing their activities, and they seek to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, and public authorities.

**Actors of change:** As a result of their work, they contribute to the transformation of society and support the development of new actors of change, either collective or individuals.

#### Social responsibility

They organize training sessions for the users with the purpose to raise awareness about the environment and recreate the social link.

They are also in contact with local associations with the purpose to initiate environmental friendly practices into urban spaces.

#### Environmental responsibility

Their installations are made of recycled products as they try to reduce the environmental footprint. For example, aquaponics reduces water consumption by 90% compared to traditional agriculture.

#### Quality of work/job

The project is still in the testing phase. However, they work with the staff of the elderly house to collaborate with them and create a group where they will take decisions all together.

The project is also part of a program that is called "Reve et réalise" in which all decisions are taken in a collective way.



**The visitor's opinion:**

Aquaponics - Poisson mécanique project is a result of Dream and Realize.

Social Responsibility is the core of this project, as people learn to develop social responsibility, to engage with social issues and produce results through their projects.

It was so beautiful to see how the Poisson mécanique project creates a bond between senior people and nature, giving them the opportunity to create something they can use.

Cultivate vegetables using such a method helps them be creative, use their skills, evolve new skills, spend their time in a productive and interesting way and enjoy working as a group.

It was so touching and inspiring to see that this idea came from a young person who is so motivated and with such a positive energy.

## 3.4 Parc de Montaud / Emmaüs



**Website:** <http://www.parc-montaud.fr/pole/atelier-et-chantier-dinsertion/bois/>

**Hashtags:**

**#selfreliability, #actlocal, #community  
#socialinclusion**

### **Association**

The Parc de Montaud is an association of popular education that developed an activity of “chantiers d’insertion”, supporting long-term unemployed people in their integration to the labor market or access to education.

They developed a wood-workshop, based mainly on the use of recycled materials (wood waste) and they developed a cooperation with Emmaüs community (association for homeless people).

### **Success points**

**Self-reliability:** They rely a lot on themselves as they sell their services to mainly public institutions or to private organizations. This source of funding is combined with public funding for what concerns their support to job-integration of unemployed people.

**Act local with the community:** They actively engage with the local community when planning and implementing their activities, and they seek to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, and public authorities.

**Social inclusion:** They implement measures and practices that make it more likely for diverse individuals to get involved and actively participate in the activities and/or management of the initiative.

### **Social responsibility**

They have a partnership with the ministry of Justice. Prisoners are sent there with the purpose to learn new skills, enjoy working in groups and re-integrate into society.

Their employees participate in the renovation of their own lodging with the purpose to gain professional skills and at the same time improving their living conditions.

They also work with migrants, unemployed and homeless people.

### **Environmental responsibility**

They work on re-employ, re-use, and recycle with the purpose to give a new life to old materials and goods. They also work with wood waste and on sustainable development education.

### **Quality of work/job**

Their employees are following a personalized schedule of integration, according to their needs where work and tasks are adapted (for e.g. a cure if there is an addiction involved).

### **Democracy and transparency**

In Parc de Montaud (as a whole) they have a system where they share responsibilities. Three co-presidents are elected and 2 co-directors recruited. Volunteer administrators and paid employees work closely together on running the organization.



**The visitor's opinion:**

Parc de montaud works for specific integration projects (ACI).

The people who work there develop skills and try to build a new better life for them.

Working with wood and develop practical and useful products can help them make a living and organize their lives. They also create products out of recycled objects which are sold in lower prices.

It is a wonderful, inspiring project and we believe that the social impact they have is massive, thanks to the social inclusion they guarantee.

## 3.5 Unis-Cité



**Website:** <http://www.reve-realise.fr>

**Hashtags:**

**#selfreliability, #PromoteTheChange,  
#lifelonglearning, actlocal, #socialinclusion**

### **Association**

Unis cité is an association Law 1901, established in Saint Etienne for about 12 years.

One of the programs that Unis cité offers is the Rêve et Réalise program.

The association offers the support and encourages young people's commitment to society through civic service missions.

In the Rêve et Réalise program, young people have the opportunity to implement a solidarity project (alone, in pairs or trinomials), for which a professional advisor offers them enhanced support like training, daily monitoring, project valorization, etc. Each young person will also have a volunteer sponsor or mentor whom he/she will meet once a month, in order to have a second look at the progress of his/her project that is developed through the support of national and regional networks, but also from private and public funds.

Reve et réalise is a program of Unis-Cité, to develop it they benefit from the support of their national and regional network, but also from public and private funds.

### **Success points**

**Self-reliability:** They rely only on themselves as they sell their services to mainly public institutions or to private organizations. This is their only source of funding.

**Promote the change:** They actively promote practices, projects and groups that bring a substantial positive change in society and that are a source of inspiration and empowerment.

**Lifelong learning:** The learning needs of the workers/members and the development of their competences, are properly addressed as part of their internal functioning and work.

**Act local with the community:** They actively engage with the local community when planning and implementing their activities, and they seek to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, and public authorities.

**Social inclusion:** They implement measures and practices that make it more likely for diverse individuals to get involved and actively participate in the activities and/or management of the initiative.

### **Social responsibility**

They support projects and people who want to develop a project with a social impact.

Young people are coming from different fields, some of them have a social entrepreneur profile, others are very far from this type of activity (youth coming from sensitive districts, school leavers, people with disabilities).

Reve et Réalise program promotes diversity, offers training and help young people to find their path in life by being active and work for social change.

### **Quality of work/job**

In addition to the support they offer to the project, they set up trainings about health at work, well-being or even citizenship in general.



## Democracy and transparency

They have training sessions on democratic decision making process and they have partners' intervention to demonstrate their practices within their structures.



## The visitor's opinion:

Dream and Realize Project

This is a project for young people with ideas and the motivation to work on those ideas.

All young people have 8 months during which advices, tools and guidance has been given to them, so that they will be able to create their project.



All projects start with the diagnosis phase. Young people focus in a neighborhood and they investigate its needs with the purpose to find a solution to a problem.



Unemployed (young) people need space, guidance and freedom of action in order to become creative they might as well inspire the guiding project by their work. This project can be a beautiful paradigm to consider more of the idea of integrating young people in the SSE world.

## 3.6 La Fourmilière



**Website:** <http://coop-lafourmiliere.fr>

**Hashtags:**

**#PromoteTheChange, #PassOnTheExpertise, #actlocal, #actorsofchange, #socialinclusion**

### **Cooperative (of all kinds)**

La Fourmilière is a non-profit cooperative and participative supermarket, inspired by the Park Slope FoodCoop initiative that exists since 1973 in Brooklyn and now has 16000 members.

The objective is to offer an alternative to traditional large retailers by allowing members to become co-owners and co-deciders within their own supermarket. This project aims at:

- encouraging the consumption of high quality products, by making them affordable to everyone
- participating in the development of a local and responsible agriculture
- developing strong links between local producers, consumers and partners at a local scale.

To become a member, a person has to buy shares (80 euros for everybody, or 20 euros for those with lower income) and to contribute 3 hours every 4 weeks to the supermarket operations.

This economic model helps to reduce the fixed costs and the margin, thus allowing the distribution of quality products at lower prices (20 to 40% cheaper than the prices in traditional supermarkets).

The project will start operating in January 2019.

### **Success points**

**Promote the change:** They actively promote practices, projects and groups that bring a substantial positive change in society and that are a source of inspiration and empowerment.

**Pass-on the expertise:** Every time they integrate a new entrepreneur, there is a pathway to follow with a support from their administrator and from the team during their seminars.

**Act local with the community:** They actively engage with the local community when planning and implementing their activities, and they seek to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, and public authorities.

**Actors of change:** As a result of their work, they contribute to the transformation of society and support the development of new actors of change, either collective or individuals.

**Social inclusion:** They implement measures and practices that make it more likely for diverse individuals to get involved and actively participate in the activities and/or management of the initiative.

### **Social responsibility**

They aim at developing local partnerships with producers in order to help them sell their products at a fair price. This is an important issue as more than 30% of farmers earn less than 350 euro a month.

Also, thanks to its economic model based on the reduction of intermediaries and fixed costs, their supermarket will offer high quality local products at lower prices, meaning they will be affordable even to people with low income.

### **Environmental responsibility**

They are in favor of local production, in order to reduce transportation and therefore pollution.

They also plan to have a zero waste policy and recycling strategy that will also be promoted to their customers.



### **Quality of work/job**



The plan is to guarantee future employees a good work/life balance (by limiting the number of working hours). They will be part of the Cooperative Council so they will participate in the decision making process of the cooperative.



### **Democracy and transparency**

They build their project following sociocratic principles (Sociocracy model) meaning :

- 
- anybody can join the project and its work groups
  - all members are implied in the decision making process
  - one person = one voice
  - they aim at reaching consent in the decision making process (meaning that instead of a majority system, no one is opposed to the final decision)
  - they have IT tools to share the information with all members (minutes of all group works and assemblies, shared working documents, newsletter)
- 
- 

### **The visitor's opinion:**



La Fourmilière is based on an inspiring idea that is presented at the film "FOOD COOP" that documents a big cooperative supermarket in Brooklyn, New York.

The group in Saint Etienne seeks to initiate a middle size cooperative supermarket by bringing local people, which share the same needs about food and consumption, together.



We were impressed by the values of the project that is based on self-organizing, collective spirit, inclusiveness and community feeling.



They believe that "a supermarket is a great place to change ourselves and therefore the world".

This project inspired some of us to create something similar in our countries.



## 3.7 Vrac en vert



Website: <http://vracenvert.fr>

Hashtags:

**#selfreliability, #GlocalVision,  
#economicsustainability, #benchmarking,  
#actlocal**

### Private company that functions like a cooperative

Vrac en vert is a zero waste grocery store.

The store offers a range of ecological and local products.

They intend to work with the local producers in order to reduce intermediaries and disposable packaging.

They also have a beautiful terrace where clients can drink, eat and events can take place.

Their store won the prize of design-shops (with work by local designers) delivered by the municipality of Saint-Etienne.

### Success points

**Self-reliability:** They rely only on themselves as they sell their services to mainly public institutions or to private organizations. This is their only source of funding.

**Glocal vision:** While priority might be in achieving local impact, you also clearly place yourself within the global context of social movements and SSE.

**Economic sustainability:** They implement practices and measures that guarantee a good balance and coherence among: basic values, aims of the initiative itself, methods used in developing projects/activity, financial means and resources.

**Benchmarking:** Good practices of the initiative are shared with external partners, and the initiative itself builds its project/work on successful practices already implemented by others.

**Act local with the community:** They actively engage with the local community when planning and implementing their activities, and they seek to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, and public authorities.

### Social responsibility

They often offer the possibility of work to young people that are doing internships or they are interested in working in the SSE field.

They also collaborate with the social center [centre sociaux] and they are preparing 'les gouter' [healthy snacks] for the kids with the purpose to educate children on organic healthy eating habits.

### Environmental responsibility

They implement a zero waste policy to minimize the negative environmental impact.

The grocery is certified as organic, which means that all products are organic.

Their main goal is to educate consumers about ethical consumption and environmental issues. They also promote recycled packaging.

### Quality of work/job

The group consists of people that care about each other's wellbeing. They share shifts and support each other's needs. They also have a shorter working schedule during summer.

They all have access to different opportunities for training/ professional formation through GRAP.



## Democracy and transparency

The group consists of three partners that share the same amount of opportunities and responsibilities. Each of them has one vote and they decide together about everything.



There is always transparency to all the process of choosing a supplier, testing the product, deciding the price etc.



Also they are very open to the comments, feedback and recommendations of their consumers about new products or products that already exist in the grocery.



## The visitor's opinion:



We were amazed and inspired by the design of the shop, the quality and variety of their products and their smiles. They seem to enjoy their work and really believe in the project. They also accept the alternative currency Lien, so we had the opportunity to buy some products using the alternative currency.



It is definitely one of the most successful SSE initiatives that we have visited.

## 3.8 Rues du développement durable



Website: <https://www.ruesdudeveloppementdurable.fr>

Hashtags:

**#passontheexpertise, #promotethechange, #actorsof change**

### Association

Founded in 2009, aims at supporting any initiative likely to bring sustainability, conviviality, solidarity and creativity to the local community. It also seeks to arouse people's awareness about sustainable development and SSE. Its most significant action is to deal with the vacancy of a large number of groundfloor premises in the neighbourhood. In this respect, they play the role of "middlemen" between the premises owners and project holders looking for a place to settle down their activity. The association headquarters are split between a shared office space and a catering place called "Le Réfectoire" where anyone is welcome for lunch time. It is also a place available for initiatives to gather, have internal meetings and carry on workshops. Interesting project of the association.

Groundfloor premises are a key feature in urban liveliness but are not always perceived so. Their state of neglect is often seen as fatality. The association's help for project holders to settle down in these vacant groundfloor premises contributes to shift the look upon these premises. It brings local authorities to understand that other activities, beside traditional retail, also exist and are able to bring the streets back to life as well. It brings project holders to understand their interest in sharing premises. And it brings some landlords to understand that their premise is better off being occupied by an alternative activity at a lower price than degrading itself.

All the premises that have reopened thanks to their intervention are visible evidence that much can be achieved with little means and funds, but some creativity, network and resourcefulness. In the neighborhood where it is established, RDD has been actively involved in the reopening of 9 vacant groundfloor premises that are now occupied by other initiatives that change the atmosphere of the neighborhood for the better.

### Success points

**Pass on the expertise:** There is transmission of knowledge, competences & expertise from older to newer generations of activists/workers within the organization.

**Promote the change :** They actively promote practices, projects and groups that bring a substantial positive change in society and that are a source of inspiration and empowerment.

**Actors of change :** As a result of their work, they contribute to the transformation of society and support the development of new actors of change, either collective or individuals.

### Social responsibility

Landlords can be mistrustful about who they let their premises to, and can be wary about their tenant's reliability and solvency. Whenever it is relevant, RDD can facilitate the settling down of a project holder by negotiating the rent with the landlord and taking the lease themselves, so they can sublet the premise to the project holder who otherwise wouldn't have had access to a premise.

"Le Refectoire" makes sure it provides meals that are affordable by the largest possible population.

### Environmental responsibility

"Le Refectoire" serves healthy meals cooked mostly with local and/or organic food supplies.

When settling down a new activity in a vacant groundfloor premise, RDD usually sees to sign up for the power supply contract and usually chooses Enercoop, a cooperative renewable energy provider.



### **Quality of work/job**



The association's employees are rather free to organize their work as it suits them, and take initiatives, which gives them a sense of responsibility and empowerment. They also have a say in how many hours they work and have the possibility to work off-site (e.g. for those who live far from the office).



### **Democracy and transparency**



The employees generally participate to the administrators meetings and have a say in the decisions that are made.



### **Visitors' opinion**



The association was founded by several persons of all ages, and some of them still belong to the board of administrators. The employees are usually younger on average and a fair share of their training relies on discussing and doing alongside the "senior activists", and benefitting from their experience and feedback.



RDD is also much involved in passing on the expertise outside the organization, which entails taking part to institutional gatherings and professional workshops. The association also edited a sort of feedback document entitled "Toolbox for reactivating groundfloor premises" that is handed out for free to any fellow activist or professional willing to implement the same kind of initiative on his own territory.



## 4. #Turin, 16-21 April 2018 - #socialinclusion: the cooperation approach

### 1 Introduction

The Study Visit of Turin aimed to present social and solidarity economy initiatives focused on social innovation through the cooperation approach.

Thanks to the Chamber of Commerce of Torino, the programme has been developed involving some of the local actors of the newborn platform “Torino Social Impact” that has the aim to create a system of cooperation between public and private entities that support social innovation and SSE.

Concerning the cooperation between profit and no profit sectors, participants in the Study Visit discussed with Confcooperative Piemonte Nord about the social cooperatives and enterprises in Italy that are a mixed model of entities supported by the new national law of the Third Sector.

This new system offers new opportunities for the SSE and for young people, who want to develop their innovative ideas into an entrepreneurial project.

The challenge that such framework presents, is related to measuring and assessing the social impact of these new initiatives, a prerequisite for their qualification as “social enterprise” and for the receipt of financial and other kinds of support by the new centres, hubs and private funders.

The starting point for the Social Impact evaluation is the Sustainable Development Goals (SDGs) set by the United Nations to be achieved by 2030: if the SSE initiatives or enterprises clearly aim at and work for at least one SDG, they can be considered as “social enterprises” and can benefit from private funds that will help them to assess their social impact and receive new investments.



## Good examples of SSE in Turin

### 4.1 Stranaidea and Base 202 (A KISS partner)



Website: [www.stranaidea.it](http://www.stranaidea.it)

Hashtags:

**#actlocal, #CooperationOutOfTheBox, #socialinclusion, #economicsustainability, #Turin**

#### **Social Cooperative Enterprises Association**

Stranaidea is a social cooperative type A (personal services, social, health and educational services) aimed at promoting the welfare of people and the prevention of risk situations. The objectives of the various services are pursued through the methodology of community development.

#### **Success points**

**Act Local:** The initiative actively engages with the local community when planning and implementing its activities, and seeks to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, public authorities.

**Cooperation out of the box:** They consciously look for cooperation and networking with diverse groups, institutions or individuals that also operate outside the usual SSE network.

**Social inclusion:** They implement measures and practices that make it more likely for diverse individuals to get involved and actively participate in the activities and/or management of the initiative.

**Economic sustainability:** They implement practices and measures that guarantee a good balance and coherence among: basic values, aims of the initiative itself, methods used in developing projects/activity, financial means and resources.

**Turin:** All initiatives based and active in and around Turin.

#### **Social responsibility**

Working on social inclusion of citizens through social and educational services, the main areas of intervention are:

**EUROPEAN PROJECTS** through ERASMUS + programme: design and implementation of exchanges, seminars, training, EVS and Grundtvig programme: partnerships and workshops;

**DISABILITIES:** educational support and integration for people with disabilities; management of day centres for adults with mental/intellectual disabilities;

**SOCIAL THEATRE:** interventions aimed at children, adolescents, young people, families and people with disabilities such as theatre workshops, community theatre, cultural events;

**CHILDREN and YOUTH POLICIES:** specific and targeted actions for young people through the participation in local projects and networking with different actors; outreach and training programs for children signalled by social services on criminal drug prevention; first childhood and families support services;

**DISADVANTAGED ADULTS EDUCATION:** management of three dormitories for homeless, workshops and training activities to develop their skills, health prevention projects, training and support for social workers;

**ACTIVE LABOUR POLICIES:** training internships and stages for disadvantaged people, tutorship and injection in local enterprises.

**ROMA COMMUNITY INTEGRATION PROJECT:** accompaniment of roma families in social education and training pathways, house and work research with the cooperation of other local NGOs and associations working in the roma camp of Torino with the support of the Municipality.

**REFUGEES AND ASYLUM SEEKERS PROTECTION PROJECT:** accompaniment in social education and training pathways, house and work research with the cooperation of other local NGOs and associations working in the Lanzo Alps valley (Cirié and Germagnano) within the support of the Ministry and Torino Police Departments.

Actual number of employed: 130 persons in total.

### **Environmental responsibility**

Stranaidea is located in Base 202, a common working space for several cooperatives. One of these other cooperatives (Arcobaleno) works on recollecting paper from the city, another (Transistor) recycles electric and electronic devices, while there is also a cooperative of public gardeners (Agridea).

Base202 space itself, is involved in recycling practices and environmentally sustainable services shared among all the housed cooperatives (solar panels at the roof, administration, IT tools assistance, cleaning service).

### **Quality of work/job**

The cooperative has defined its own mission starting from a shared style of social work, that constitutes a common base of identification between members of the society and workers. This style is described by the following assumptions:

#### **the Resources**

the richness of the enterprise, of the persons and of their capacity to communicate, to describe themselves and operate jointly with a common vision of growth;

#### **the Abilities**

the continuous capacity to activate management competences and to have a global evaluation of the internal processes that gives sense to the life and the development of the cooperative;

#### **the support to the Community,**

recognizing the autonomy and diversity of individuals and groups, promoting connections with each involved actor, inside and outside the working environment of the organisation.

### **Democracy and transparency**

Stranaidea workers are members of the cooperative and they work through assemblies (on each level - within cooperative, in consortium and federation).

Stranaidea members meet in two assemblies every year to approve the budget of each financial year and to share the social balance. This document presents every year data about the workers composition, the services of each area, the beneficiaries profiles and the results of the satisfaction questionnaires filled in by the beneficiaries and the workers.

In some assemblies the members discuss about the development strategies or share the experience of new services or projects. The social balance also describes the challenges and the aspects to improve that are faced by the administrators, and the decisions they take are discussed with the assembly of the members.

### **Economic sustainability**

It is achieved thanks to the variety of areas that Stranaidea works in (family services, labour services, etc.) and some main funders. Projects are usually financed by the state and the local/regional public sector (including the municipality and the social/health system), through open calls that Stranaidea applies for. Moreover, Stranaidea also benefits from the 5% of taxes, that citizens can decide to donate to the Third Sector, according to Italian law. Finally, some projects are financed through Erasmus + programs or Private foundations.



### **Visitor's opinion**

The profile of the social worker, is a professional one in Italy. It corresponds to specific higher education studies and is recognized by the Italian law.

Stranaidea is covering some needs that the public sector cannot cover (e.g. Kindergarden for university employees and supporting parents, night shelters for homeless people). The variety of areas that Stranaidea works in, is worth replicating in our home countries, as a way to respond to the gap left by the public services.

## 4.2 Libera Mensa



**Website:** [www.liberamensa.org](http://www.liberamensa.org)

**Hashtags:**

**#PromoteThe Change,**  
**#CooperationOutOfTheBox, #Turin,**  
**#actlocal, #socialinclusion**

### **Social Cooperative: Food, Related work for prisoners**

Libera mensa arises from the challenge of combining quality with a concrete social commitment. Since 2008, the cooperative offers opportunities for reintegration through training and work to people in prison. Libera Mensa is a cooperative that employs 12 workers (40% of them are prisoners and almost 60% of them are former prisoners). They are given the opportunity to cook for a general public: they make bread for different shops in Torino, manage the restaurant of Base 202 (open every day) and another one inside the prison (open 2 days a week).

### **Success points**

**Promote the change:** The initiative actively promotes practices, projects and groups that bring a substantial positive change in society, and that are a source of inspiration and empowerment..

**Cooperation out of the box:** They consciously look for cooperation and networking with diverse groups, institutions or individuals that also operate outside the usual SSE network.

**Turin:** All initiatives based and active in and around Turin.

**Act local:** The initiative actively engages with the local community when planning and implementing its activities, and seeks to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, public authorities.

**Social inclusion:** They implement measures and practices that make it more likely for diverse individuals to get involved and actively participate in the activities and/or management of the initiative.

### **Social responsibility**

Prisoners get paid for this work which also allows them to have a productive activity out of the prison. Most of them work for 4 or 5 years, which is an opportunity for them to get trained and find a job in the food sector when they get out of prison.

### **Quality of work/job**

The project is managed in close collaboration with educators, who design individual accompaniment together with the prisoner. The project exists for more than 15 years, and it is self-financed.

### **Democracy and transparency**

Libera mensa tries to change the representation of prison and prisoners by opening the gates of the prison to the general public (inside restaurant) and by allowing prisoners to work outside.

Some workers are members of the cooperative and they work through assemblies.

### **Visitor's opinion**

They have enough resources, deriving from their own activity, to launch new initiatives, for example the open restaurant inside the prison.

## 4.3 Chamber of Commerce of Torino and Torino Social Impact (A KISS partner)



Website: [www.to.camcom.it](http://www.to.camcom.it)

Hashtags:

**#innovation, #actorsofchange,  
#strategyplan, #CooperationOutOfTheBox,  
#Turin**

### Chamber of Commerce of Torino -Public Institution

Torino's Chamber of Commerce is a public institution with autonomy of statute, regulation, management and accountability.

### Torino Social Impact

The Memorandum of Understanding "Torino Social Impact" is an agreement that establishes the alliance between public and private institutions to make Turin the best European ecosystem for entrepreneurship and investments with a social impact and high technological content.

The recent report presented by the European Commission and Nesta, "Digital Social Innovation", measures in Turin a density of social innovation projects based on digital technologies lower only to a few large European capitals. Turin was the first Italian city to organize a structured political initiative on social innovation (Torino Social Innovation) and the one that most of all in Italy has been able to attract public funding for social innovation.

### Success points

**Innovation:** Space and time for devising innovative and creative approaches/tools, are foreseen in the strategic planning & working schedule.

**Actors of change:** As a result of their work, they contribute to the transformation of society and support the development of new actors of change, either collective or individuals.

**Strategy plan:** Strategic planning is well understood and valued by the initiative, resources and time are invested for such process, and the plan is implemented when preparing new activities and is re-assessed.

**Cooperation out of the box:** They consciously look for cooperation and networking with diverse groups, institutions or individuals that also operate outside the usual SSE network.

**Turin:** All initiatives based and active in and around Turin.

### Social responsibility

The Chamber plays a key role in the promotion and the development of the local economy through dedicated and targeted services, such as:

- Advice, assistance, networking and promotional activities on international and local trade.
- Measure social impact to generate socio-economic well being.
- Foster new models of interaction between the profit and non-profit enterprise.
- Support to policy-making in the public sector, by analyzing the enterprises sector.
- Support to social enterprises.

### Quality of work/job

With 400 social cooperatives, 1100 voluntary entities and 22000 people working in the social economy sector in Turin, the Chamber of Commerce offers services on how to build and sustain an enterprise.



### **Democracy and transparency**



All the information about the companies (either social or not) registered in the Chamber, are available to the public, free of charge or with a small fee.

All registered companies can take part to the Torino Social Impact project.



The Chamber is financed by the yearly fee each subscribed company has to pay. The fee is 50-100 euro for most of the companies and for the bigger companies there is an additional fee according to their yearly balance sheet.



### **Visitor's opinion**



It provides consultancy and technological services to all enterprises and it offers the opportunity for a social enterprise to have a starting point.

It helps to make social cooperation attractive to investors, also through the Social Impact measurement. Through the Chamber, a varied ecosystem of cooperatives and enterprises gets created in the municipality area, with a wide impact on and participation of the community.



Register for social & solidarity economy like in Greece (where there is a new chamber of commerce that is private)

## 4.4 Open Incet



**Website:** [www.openincet.it](http://www.openincet.it)

**Hashtags:**

**#innovation, #Turin, #PromoteTheChange, #actorsofchange #strategyplan**

### **Innovation Center**

#### **Temporary Network of Enterprises**

Open Incet is the Open Innovation Center of the City of Turin. Its mission is to accelerate the local social innovation ecosystem by systematically applying an open innovation approach.

The Center works to connect local innovation ecosystems at international level, in order to match demand and supply of innovation in different sectors and fields, from agri food to digital manufacturing, from human capital to welfare and social inclusion.

The range of activities includes services like design, learning journeys, living labs, bar camps, scouting and matching.

Open Incet works with 12 different partners. It also gives space and the opportunity to social enterprises and local community to generate creative and sustainable ideas.

Open INCET is an example of public-private partnership, involving the local public administration and eight private organisations with complementary competences and networks, both locally and internationally.

### **Success points**

**Innovation:** Space and time for devising innovative and creative approaches/tools, are foreseen in the strategic planning & working schedule.

**Turin:** All initiatives based and active in and around Turin.

**Promote the change:** They actively promote practices, projects and groups that bring a substantial positive change in society and that are a source of inspiration and empowerment.

**Actors of change:** As a result of their work, they contribute to the transformation of society and support the development of new actors of change, either collective or individuals.

**Strategy plan:** Strategic planning is well understood and valued by the initiative, resources and time are invested for such process, and the plan is implemented when preparing new activities and is re-assessed.

### **Social responsibility**

Open Incet focuses on idea generation, enterprise creation and growth, internationalisation and networks development. It implements sustainable programs, launching calls for ideas that look for sustainable solutions with a meaningful social impact. An example is the Open Innovation in Agrifood Programme, identifying and collecting ideas, models, products, and services that innovate the sector in a sustainable way, and shares them with all interested stakeholders for up taking.

There is also a system of cooperatives in the Open Incet that have launched together a program addressed to volunteers in the social sector. Volunteers in cooperatives are invited to gather their reflections, ideas and points of views. The program then aims to train the volunteers as entrepreneurs so that they feedback and nurture the development of the cooperatives where they volunteer.

### **Quality of work/job**

Open Incet implements several monitoring systems for the benefit of the working team, in order to



share activities, tasks and information with a view to improve the quality of work in a sustainable way.



**Environmental responsibility**

Open Incet has a photo voltaic system for cooling and heating that can guarantee clean and hot water.



**Democracy and transparency**

Open Incet publishes on the website all events, activities and staff details. It shares knowledge and expertise across those organizations that use the same business model.



**Visitor's opinion**



The building where Open Incet is located, belongs to the Municipality, which offers a lower price for the rent in exchange of insitutional activities organized by Open Incet in connection with local public policies and initiatives of the City Council. The same model is applied between Open Incet and the local partners: if they organise activities or workshops that bring an extra benefit to the center, they pay a lower rent for the spaces they use.



Open Incet also organizes external activities (e.g. Corporate trainings) to maintain their own financial sustainability, by receiving private income from users that are not members of the structure.



## 4.5 Impact Hub



**Website:** <https://torino.impacthub.net/>

**Hashtags:**

**#innovation, #GlocalVision  
#actorsofchange, #Turin,  
#CooperationOutOfTheBox**

### **Global Network –Start up Hub**

Impact Hub is a global network of co-working spaces focused on social impact and innovation, with the motto “Locally rooted, globally connected”. Torino’s Hub, aside from being a co-working space including training rooms and open spaces for events, offers contact opportunities with the global Impact Hub community, consultancy services (with experts, peers), trainings (workshops and master classes), events, acceleration of international and local programs.

### **Success points**

**Innovation:** Space and time for devising innovative and creative approaches/tools, are foreseen in the strategic planning & working schedule.

**Glocal Vision:** While priority might be in achieving local impact, the initiative is able to place itself within the global context of social movements and SSE

**Actors of change:** As a result of their work, they contribute to the transformation of society and support the development of new actors of change, either collective or individuals.

**Turin:** All initiatives based and active in and around Turin.

**Cooperation out of the box:** They consciously look for cooperation and networking with diverse groups, institutions or individuals that also operate outside the usual SSE network.

### **Social responsibility**

Creation of a physical as well as an online community where entrepreneurs can develop their business, meet potential partners and co-funders, at a local level but also abroad.

### **Environmental responsibility**

Impact Hub is contributing to the UN Sustainable Development Goals by supporting initiatives that are clearly related to these goals.

### **Quality of work/job**

Impact Hub intends to offer more than a working place “it is not a place, it’s a home” where people can not only work but also interact, inspire and get inspired and spend their day in a comfortable and welcoming environment.

## 4.6 Izmade



**Website:** [www.izmade.com](http://www.izmade.com)

**Hashtags:**

**#CooperationOutOfTheBox, #Turin,  
#PromoteThe Change, #lifelonglearning,  
#actlocal**

### **Social company**

#### **Wood artisan innovative enterprise**

Izmade operates in the field of self-made eco-design, specialized in interior design, custom-made furniture and education. It is composed of 4 individual partners. It is located at Izlab MakerSpace, that is open to the public as a workplace, to use the space and the tools, or to learn how to build or repair furniture. Izmade welcomes students for internships, in partnership with Polytechnic School of Torino, and apprentices from local social structures. It is part of Torino Social Impact project.

### **Success points**

**Cooperation out of the box:** They consciously look for cooperation and networking with diverse groups, institutions or individuals that also operate outside the usual SSE network.

**Turin:** All initiatives based and active in and around Turin.

**Promote the change:** The initiative actively promotes practices, projects and groups that bring a substantial positive change in society, and that are a source of inspiration and empowerment..

**Lifelong learning:** The learning needs of the workers/members and the development of their competences, are properly addressed as part of your internal functioning and work.

**Act local:** The initiative actively engages with the local community when planning and implementing its activities, and seeks to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, public authorities.

### **Social responsibility**

Their working space and tools are open to the public, in exchange of a small fee, and the professionals share their expertise with all those interested in eco-design, by organizing open workshops.

Izlab MakerSpace also hosts two start ups related to woodcrafts, a traditional japanese toy-making company, and a sex toy company.

Izmade is hosted by INCET center by paying a small rent in exchange of their participation in social activities organized by INCET.

### **Environmental responsibility**

They prefer to use local and reused materials, always deriving from renewable sources.

They also try to inspire and suggest to their customers methods that are friendly to the environment. The building is A class in terms of energy consumption.

### **Quality of work/job**

Small benefit in everyday working routine like: coffee and lunch breaks, food and drinks within a beautiful working space. Employees and interns are involved in the design, decision making process and the training sessions.

### **Visitor's opinion**

The project is financially sustainable from: most of the profits are from interior and furniture design



(production by demand), 5% by selling online the products and 10% from educational basic courses of metal and wood working.

They want to expand abroad and to develop a type of model of the company for others to follow.

They try to involve more students and people that are passionate about this work, and they also involve minority groups in their activities and workshops. An important success factor is that they love what they do, and they offer to their customers the whole process from designing to producing, something that is not common anymore in the industry.

Makers space is a great way to offer a space to people to learn and build products without having to buy expensive equipment.

## 4.7 Confcooperative Piemonte



**Website:** [www.piemonte.confcooperative.it](http://www.piemonte.confcooperative.it)

**Hashtags:**

**#strategyplan, #Turin, #recognition,  
#actorsofchange, #CooperationOutOfTheBox**

### Regional Federation of cooperatives

Confcooperative accompanies the creation, recovery and transformation of companies to cooperatives. It offers a complete service to entrepreneurs (reception, accompaniment during the activity, financing, training, exchanges between entrepreneurs and representation in public institutions, banking foundations, other business associations and trade unions).

Confcooperative Piemonte associates over 1,100 cooperatives operating in various fields, such as agriculture, housing, social housing, production and work, culture and leisure, social solidarity, socio-health, consumption.

### Success points

**Strategy plan:** Strategic planning is well understood and valued by the initiative, resources and time are invested for such process, the plan is implemented when preparing new activities and it is re-assessed.

**Turin:** All initiatives based and active in and around Turin.

**Recognition:** Wider society (not usually related to SSE) and public institutions recognize the value and social contribution of their organization/cooperative, and they consciously look for such recognition.

**Actors of change:** As a result of their work, they contribute to the transformation of society and support the development of new actors of change, either collective or individuals.

**Cooperation out of the box:** They consciously look for cooperation and networking with diverse groups, institutions or individuals that also operate outside the usual SSE network.

### Social responsibility

The initiative's social responsibility derives directly from its goals:

- Protection and representation activities of associated cooperatives
- Activities to promote the cooperative movement and its values
- Technical support
- Legislative support
- Trade Union and finance assistance of associated cooperatives
- Supervisory activities on associated cooperatives through the audit tool

### Quality of work/job

Confcooperative monitors situations when social cooperatives are excluded from the legal framework or negatively influenced by some political decisions, and they react on such situations by protecting and representing/defending the associated cooperatives concerned. It resembles a sort of trade union of cooperatives, throughout which they can have a bigger power and influence, when talking with municipalities and other public bodies.



## Visitor's opinion

The role of the initiative is important as it supports the whole ecosystem of cooperatives by protecting and representing the interests of all associated cooperatives. Moreover, they try to inspire society and promote the cooperative movement and its values. This means that cooperatives are getting stronger and their model is more visible.

Confcooperative is quite similar to LabCoop (Barcelona) which is a non-profit, second-grade cooperative dedicated to promoting projects of cooperative social entrepreneurship, that is, projects that want to transform the social, economic, political, cultural and environmental reality. It would be useful to have a similar entity in Greece, where the current coop initiatives are still at a starting point compared to other countries.

## 4.8 Via Baltea

VIA BALTEA

Website: <https://viabaltea.it>

Hashtags:

**#innovation, #actlocal,  
#PromoteTheChange, #Turin  
#actorsofchange**



### Community center managed by Su Misura Cooperative

The project was born in 2014, in order to turn a former printer factory into a hybrid space with social and cultural activities (music or cooking classes) as well as commercial activities (restaurant, handcrafts market).

The idea is to create a neighborhood community around food and relaxing moments.

### Success points

**Innovation:** Space and time for devising innovative and creative approaches/tools, are foreseen in the strategic planning & working schedule.

**Act local:** The initiative actively engages with the local community when planning and implementing its activities, and seeks to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, public authorities.

**Promote the change:** They actively promote practices, projects and groups that bring a substantial positive change in society and that are a source of inspiration and empowerment.

**Turin:** All initiatives based and active in and around Turin.

**Actors of change:** As a result of their work, they contribute to the transformation of society and support the development of new actors of change, either collective or individuals.

### Social responsibility

It is a private project, open to the community of neighbors. The team had not planned the activities before the opening, instead they designed them progressively in order to address the needs and demands of the surrounding community. This project thus contributes to the regeneration of the neighborhood.

Sharing skills: among the opportunities available for the neighborhood, there is the possibility to organize peer activities (from the people for the people).

### Environmental responsibility

Attention is paid to zero waste practices and recycling/reusing as much as possible: the restaurant cooks unsold food collected in shops as well as leftovers from the day before.

They didn't buy a lot of furniture; instead they collected it and repaired or recycled what they got. They proactively teach people in suburbs to reuse or recycle.

### Quality of work/job

Voluntary work is essential to maintain the sustainability of the initiative. All workers are very committed and work much more than what they are paid for. They have started to record the working hours in order to avoid exhaustion and burn out.



## **Democracy and transparency**

This is a horizontal, non-hierarchical organization. Each month they organise an informal moment together, to share ideas and discuss problems.



They don't choose volunteers based on skills or formal certification, because they consider that everyone can learn how to do everything. The most important thing is that people feel this place like their own home, share the same values and want to bring their own ideas.



As there are no public funds invested in Via Baltea, every activity needs to be sustainable. Most of the activities are of commercial nature, and this income is used to generate social activities.



## **Visitor's opinion**

It is very interesting to see, how an initiative like this that does not use any public funding, is sustainable.



The only loan they took, using public money, was for renovating the building where they are based.

They try to share skills and exchange services between them to cover important needs and this works really well. For example, a professional carpenter that uses the space for work and workshops does not pay rent, but he offers his services for free and he takes care of the maintenance of the building by repairing things and create new needed furniture. Also, the zero waste and recycling practices limit the expenses.



Via Baltea is a peaceful place to spend quality family time, learn things and be part of a community where its members support each other.



## 4.9 Fab Lab - Print Club



### Website:

[www.toolboxoffice.it/en/fablab-torino-en/](http://www.toolboxoffice.it/en/fablab-torino-en/)  
[www.printclubtorino.it](http://www.printclubtorino.it)

### Hashtags:

**#actlocal, #Turin, #actorsofchange, #Cooperation  
OutOfTheBox, #innovation**



### Private company

### Tool Box - Innovation and co-working

It is a Co-working space for freelancers & companies, hosted in a revitalized old factory.

### The initiative hosts:

- Fab Lab (Fabrication laboratory)
- Print Lab (artistic printing and graphic laboratory)

### Success points

**Act local:** The initiative actively engages with the local community when planning and implementing its activities, and seeks to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, public authorities.

**Turin:** All initiatives based and active in and around Turin.

**Actors of change:** As a result of their work, they contribute to the transformation of society and support the development of new actors of change, either collective or individuals.

**Cooperation out of the box:** They consciously look for cooperation and networking with diverse groups, institutions or individuals that also operate outside the usual SSE network.

**Innovation:** Space and time for devising innovative and creative approaches/tools, are foreseen in the strategic planning & working schedule.

### Social responsibility

Fab Lab organizes free courses 2-3 times per month on how to use its production machines; the who followed the courses can then offer their knowledge back to others through new free courses.

Print Lab creates its own technology: they use open source software & hardware to develop their own printing devices (3D, Plexiglas, milling machine-cut & carve wood).

They share ideas and practices within the Lab community on new printing techniques (silk printing, laser printing) and on the creativity process.

### Environmental responsibility

Toolbox: Part of the energy comes from renewable sources.

### Democracy and transparency

#### Fab lab

A committee of 7 people is elected by the users each year to discuss and manage the issues that arise in the lab.

#### Print club

They organize a general assembly or, depending on the issue at stake, they manage themselves through the constant collaboration.

## 4.10 Fondazione della Comunità di Mirafiori Onlus



FONDAZIONE  
DELLA COMUNITÀ  
DI MIRAFIORI ONLUS

Website: [www.fondazionemirafiori.it](http://www.fondazionemirafiori.it)

Hashtags:

**#actlocal, #socialinclusion, #HappyAtWork  
#strategyplan #Turin**

### Community Foundation Onlus

Fondazione Mirafiori is the only community Foundation in Torino and it was established in 2008 by Compagnia di San Paolo and Miravolante (an association bringing together a number of third sector entities operating at Mirafiori Sud area). Fondazione Mirafiori gathers public and private funds and carries out activities of social solidarity and public utility, promoting the development and improvement of the quality of life at Mirafiori Sud.

### Success points

**Act local:** The initiative actively engages with the local community when planning and implementing its activities, and seeks to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, public authorities..

**Social inclusion:** They implement measures and practices that make it more likely for diverse individuals to get involved and actively participate in the activities and/or management of the initiative.

**Happy at work:** The worker's/members of the initiative have their labor rights fully guaranteed; the work is structured in a way that allows them to achieve a good balance between personal and professional life; everyday working environment is pleasant.

**Strategy plan:** Strategic planning is well understood and valued by the initiative, resources and time are invested for such process, and the plan is implemented when preparing new activities and is re-assessed.

**Turin:** All initiatives based and active in and around Turin.

### Social responsibility

Fondazione Mirafiori operates in collaboration with associations, locally based institutions, public service providers, schools and companies. It is based in Casa nel Parco, a place where many initiatives are based, targeting children, young people, families, adults and elderly citizens. Activities are managed by associations or by "active citizens" and are often free of charge or at very affordable prices.

Casa nel Parco also hosts a restaurant that is accessible to everybody and has subsidized prices for economically disadvantaged people.

They develop actions that involve citizens and volunteers in crowdfunding campaigns.

The people of the neighbourhood help directly the staff of the foundation and some of them manage directly some actions.

### Democracy and transparency

All projects are co-managed with the specific association involved in the activity, and the foundation tries to develop a non-competitive model in every public call.

### Visitor's opinion

Mirafiori and the people coming to La casa del Parco are of different ages and social backgrounds. It contributes to build partnerships among diverse actors.

## 4.11 Associazione Coefficiente Clorofilla

Website: [www.miraorti.com](http://www.miraorti.com)

**miraorti**  
orti a mirafiori

Hashtags:

**#economicsustainability, #PromoteThe Change, #actlocal, #Turin, #CooperationOutOfTheBox**

### Association

Orti Generali is a project promoted by Associazione Coefficiente Clorofilla and financed by the Ministry of Education and Research.

Its objective is the construction of a model of social enterprise for the transformation and management of residual agricultural areas of the metropolitan area of Turin, based on ecological sustainability and social equity.

The project has the dual objective of creating an area of 150 differentiated rental fee gardens and a space in which to create an innovative educational and training center on the themes of horticulture and urban agriculture.

This new space is designed to guarantee a diversified range of services aimed at individual citizens, families, groups, schools and third sector organizations.

The area where the initiative is based, is located in the Turin district of Mirafiori Sud, in a communal green area of three hectares within Parco Piemonte. The project is at a piloting phase and should be fully launched in 2019.

### Success points

**Economic sustainability:** They implement practices and measures that guarantee a good balance and coherence among: basic values, aims of the initiative itself, methods used in developing projects/activity, financial means and resources.

**Promote the change:** They actively promote practices, projects and groups that bring a substantial positive change in society and that are a source of inspiration and empowerment.

**Act local:** The initiative actively engages with the local community when planning and implementing its activities, and seeks to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, public authorities.

**Turin:** All initiatives based and active in and around Turin.

**Cooperation out of the box:** They consciously look for cooperation and networking with diverse groups, institutions or individuals that also operate outside the usual SSE network.

### Social responsibility

This is a new model of urban vegetable gardens with a strong social connotation: a multidimensional idea of agriculture in order to meet emerging social needs. Within such framework, the association targets different priorities at the same time, addressing various actors:

- Support to public decision makers,
- revitalizing the local territory and community,
- promoting educational activities,
- active involvement of the neighbourhood,
- external promotion and communication

They seek to be socially inclusive in their activities, both in the services they offer and in the way they work. In the rental fees applied, they planned different tariffs (some of them are just symbolic, almost free) in order to guarantee access to vegetable gardens; the same logic applies to the services provided by the association.

At the moment, they are doing their renovation and restoration works with the help of two interns coming from disadvantaged background: the internships are paid by a local foundation.

Labor insertion and transfer of skills is a goal the association seeks to pursue also in its future activities. The project develops in two main geographical and thematic areas:

**150 gardens Area:** This area includes 150 gardens of various sizes (100, 90, 75, 65 and 50 sqm) for individual, family and collective use. All types are with a differentiated rental fee. The design of the spaces aims to overcome the traditional model of urban plots development by providing shared green areas where gardeners can help each other. There, they will be able to meet, socialize and exchange knowledge and practices.

**Learning and educational centre:** The goal is to create an educational center that uses the garden as a multidisciplinary tool and guarantees a continuous educational and training offer over time (spring-summer, autumn and winter vegetable garden), addressed to many types of users. This area will host also social agriculture activities: for example at the moment a vegetable garden has been set up and cultivated by a group of users that participate in an addiction program, funded by the public health services.

### **Environmental responsibility**

At the moment, they are working in the area that they are based to recycle all the waste they find. They analyzed the soil in order to monitor the pollutants that exist in the ground and they work to make the soil suitable to grow vegetables in it.

They are looking for energy providers that can deliver renewable electric energy.

Moreover, during the workshops and cultivation process they promote permaculture practices and they do not permit the use of any chemicals in the production of food.

### **Visitor's opinion**

Accessibility and social inclusion: they provide parcels for free to people that cannot afford to rent a space for cultivation.

Collaboration with and among people: most people involved are elderly people with experience they can share with others. Following this peer approach, the association would also like to work with schools and cooperate with other associations.

They promote organic farming and the use of ancient seeds and local varieties.

A big strength of the initiative is that they have a broad target and a diversified offer. This might help to face future risks, such as the fixed high expenses.

## 4.12 Cooperativa Patchanka

Website: [www.casanelparco.it](http://www.casanelparco.it)



Hashtags:

**#economicsustainability, #Turin, #actlocal, #socialinclusion, #CooperationOutOfTheBox**

### Cooperative

The Social Cooperative Patchanka (meaning 'contamination') is a young, dynamic and multifunctional cooperative, founded by a group of young people who have decided to stop "looking for work" and join forces in "creating work".

The Cooperative aims to pursue the general interest of the community in the human development and the social integration of the citizens, through the employment of disadvantaged people in different kinds of production. The members therefore cooperate to realize the "common good", promoting innovative, reliable and oriented services to enhance social inclusion and cohesion.

La Patchanka's values are those of solidarity, mutuality, democratic participation, honesty, transparency, recognition and protection of human rights.

### Success points

**Economic sustainability:** They implement practices and measures that guarantee a good balance and coherence among: basic values, aims of the initiative itself, methods used in developing projects/activity, financial means and resources.

**Turin:** All initiatives based and active in and around Turin.

**Act local:** The initiative actively engages with the local community when planning and implementing its activities, and seeks to contribute to the holistic development of the territory, comprising of general population, non-profit/profit/SSE sectors, public authorities.

**Social inclusion:** They implement measures and practices that make it more likely for diverse individuals to get involved and actively participate in the activities and/or management of the initiative.

**Cooperation out of the box:** They consciously look for cooperation and networking with diverse groups, institutions or individuals that also operate outside the usual SSE network.

### Social responsibility

The cooperative is considered by the team as the main tool they are given in order to develop their ideas and act within the world of economics, while promoting economic, social and environmental sustainability, participation, respect for diversity and the principle of social utility.

Their office specifically aimed at helping unemployed people through traineeships, consultancy, support for self-promotion and also direct employment (1/3 of employees are people with disability or with a disadvantaged background).

Two bars/restaurants offer meals in affordable prices and 10-15 people can eat each day for free. They pay in return through the community services that they offer, which is the way for them participate and feel equal.

Patchanka also offers space and activities for the local community.

- external promotion and communication.



### **Environmental responsibility**

The restaurant turns food waste into resource for the poorest citizens. Meals are prepared from the food leftovers recollected from overall 30 supermarkets and local markets.



### **Democracy and transparency**

Every person can come and propose their activities and offer their support for the Patchanka project. The cooperative receives no public funds and is economically sustainable thanks to their own activities (bar/restaurants, renting space for events).



### **Visitor's opinion**

This is an excellent example of an economically sustainable project that has a big social impact on a disadvantaged and geographically isolated community. They integrate people coming from different backgrounds and involve them in the activities, while maintaining the overall social and environmental sustainability.



Besides that, they work through counselling on helping people finding job, and connecting the local community with enterprises.

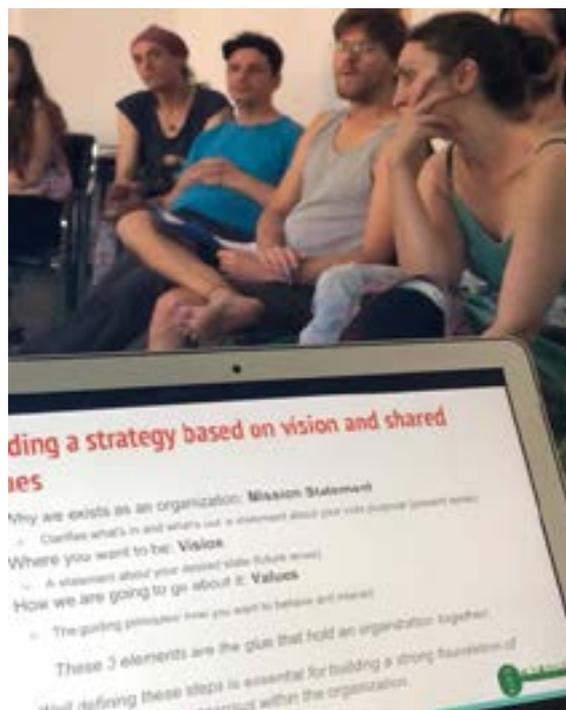


## C. International Training Course “Sustain your SSE Initiative or Organization”



**Developing competencies in social sustainability in SSE**

**26th of May - 1st of June 2018**



### **Learning objectives of the training**

To develop competencies in sustaining your SSE initiative, through a strategic social development plan and a cooperative approach, we answered to the following questions:

- How can we build a development strategy, while not losing the main values we stand for?
- How can we cooperate internally and externally in a smart way, so that the initiative/organization sustains and gains efficiency?
- How can we combine social/environmental/democracy/economic factors within the organization?
- How can we be recognized by the community as an actor of social change ?

### **Results**

The training-course has been the occasion to confront with the different perspectives from the different visits and to investigate the reality of SSE development in a socially sustainable way.

The diversity of the group supported the learning process in finding the right balance between political actions, the will for social change and the recognition of the economic reality.

Debates and reflections from the group helped to go beyond the stereotypes of SSE, that would be only “economy for and with the poor” but also a domain that is credible and that is to be recognized as a new way to deal with people and society, while creating wealth for the community and the territory.

The work of national groups at the end of each day allowed elaborating a Sustainable Development Plan that we hope could be a good and operational tool for SSE actors.

## D. Tools and Methods

Here we can see the tools and methods that we used to make the whole experience of the study visits more interesting, meaningful and productive for all participants.

### 1. ISSE Tools

#### a) ISSE Portfolio

The Portfolio of competencies has been conceived in the Erasmus Plus project ISSE.

It is organized around 10 main profiles of SSE activities. The idea is to support people active in SSE by recognizing their role and situate them in their current or future SSE activity by self-assessing their skills, knowledge, and attitudes.

Based on a corpus of 7 main competencies and on a big variety of others, specific or not to SSE, the Portfolio is an educational tool, in order to better know ourselves; our team and improve social sustainability, based on our people capacities.

The portfolio can be downloaded at: [issecommunityworks.eu/category/activities/portfolio-of-competencies/](https://issecommunityworks.eu/category/activities/portfolio-of-competencies/)



#### b) ISSE Game

ISSE GAME is an analysis and decision-making game which allows the gamer to simulate the creation of an organization and the management of a team to carry out projects and implement the core values that characterize the SOCIAL AND SOLIDARITY ECONOMY.

To put into practice the values and increase the score, it is necessary to incorporate ACTIONS such as “energy saving systems” or “internal regulations established by consensus” and undertake them by making investments in TIME and MONEY.

To obtain the necessary time and money points, the proposed PROJECTS must be carried out, and a team composed of the 10 profiles try to manage the project in the most optimal way.



If you want to play this game use the following link : [issegame.eu](https://issegame.eu)

## c) ISSE Training Manual on SSE

The training manual “Initiatives for Social and Solidarity Economy (ISSE) - Community Works” (<https://issecommunityworks.eu/resources>) is a series of activities that aim at training young people on the meaning, the values, methods and processes of Social and Solidarity Economy.

The activities are based on the principles of Non-Formal Education and are designed to address participants with varied experience and knowledge in SSE: from beginners (for example high school students), who might need introductory activities, on the principles of cooperation, emotional intelligence and so on, to advanced level (members of SSE groups or university students that are about to start their own cooperative), who will better benefit from activities that focus on planning SSE projects or analyzing different styles of leadership in a group.

According to the KISS visitors in Athens, who participated in the introductory activity “ABC of SSE”, this tool can be very useful for all kinds of groups, either young people approaching SSE for the first time or already formed SSE groups who want to explore certain aspects of SSE more in depth and all together. The format of non-formal education exercise, that involves peer and experiential learning in an informal setting, it has been highlighted as particularly effective by all participants.



## 2. Team Building and the culture of care

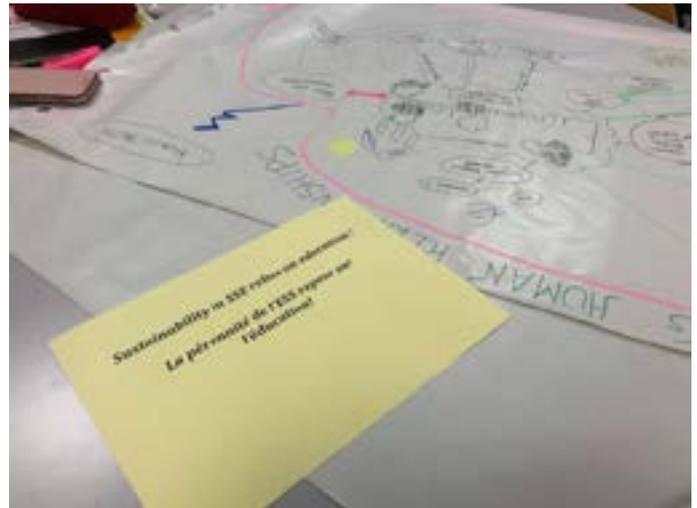
The workshop was facilitated for the KISS program during the Study Visit in Athens and it dealt with human connection and the Culture of Care.

It was divided into two parts: it started with physical exercises in couples from the whole group and it finished with a meditation circle and an exchange of the impressions that the participants have had during the workshop.

The exercises were mainly inspired by Improvisation Theatre and Contact Dance, in which people get physically close to each other and learn how to build trust. The meditation part helps to sediment these experiences, to understand inner processes and to bond, by sharing silence and acknowledging each other. The workshop facilitated Culture of Care by giving people the opportunity to share moments of physical and emotional expression. By using arts and spirituality (meditation), the participants were provoked to discover and reveal their inner world. Sharing this within the group leads to better understanding, bonding and the willingness to take care of each other. If all the above exist, and get established, then the sustainability of the group will be strengthened.



### 3. Sociogramme



In Saint-Etienne's study-visit, we could experiment the tool « sociogramme » with students of the university.

The tool is conceived as a mapping tool. It aims at representing in visual form the entities of an organization, its partners, and its connections to other organizations.

It could be used for mapping the internal structure of an organization, human relations or the partnerships and networks.

After having placed all stakeholders on the map, we draw links between them with some specific typologies to be chosen and colors for each typology (i.e. links of hierarchy, of information, of partnership).

We might also make a thick or thin link for marking a strong or weak connection or a special symbol for a connection that represents conflicts.

The tool can help to understand the strengths and weaknesses of the organization in terms of internal management, relations or in terms of solidity of its network.

<https://en.wikipedia.org/wiki/Sociogram>

## 4. Gymkhana “Move for sustainability”



**Organisation responsible:** Nexes Interculturals de Joves per Europa  
**Country, town:** Catalunya, Barcelona

### **City game**

When discovering one of the districts in Barcelona, we showed participants the variety of local shops, initiatives and cooperatives that function in line with Social and Solidarity Economy concept. After presenting each place from the SSE perspective, participants had to complete a specific task, very often interacting with the local environment (place, people, and initiatives). By using the form of a game and the point collection system we enhanced engagement, competition between teams and supported the learning process.

### **Purpose of the Tool**

- Learning about the sustainability of SSE projects in the city
- Discovering one of the city’s districts
- Introducing participants to the local places connected with the topic of social sustainability
- Integration and team-building between participants

### **Which aspects of SSE sustainability is touched by the tool and how?**

#### **Social responsibility**

Presenting an initiative, e.g. cooperative of architects, that work towards social transformation.

#### **Environmental responsibility**

Presenting an initiative, e.g. store or restaurant that sells products of proximity.

#### **Quality of work/job**

Presenting an initiative that offers training and hires people at risk of social exclusion (because of disabilities, age, etc.).

### **What participants can bring back from the Tool to their reality/initiative?**

Inspiration from real-life examples of sustainable initiatives; ideas on how to introduce and engage employees in the sustainability topic.

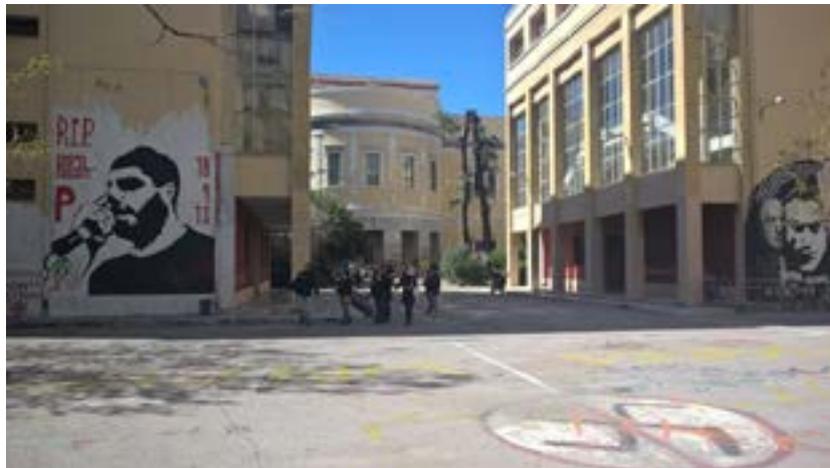
## 5. City game: Exploring the radical history and SSE ecosystem of Exarheia

### City game

Exarheia is a neighbourhood of Athens that is strongly linked with revolutionary actions, radical groups, social centers, squats and political discussions and events.

This history of the neighbourhood is rich and linked with the idea of cooperatives and collectives that flourish there.

We intended through an interactive game of finding clues, meeting people and sharing stories...the participants to walk, see, smell and feel the unique vibe of freedom, uprising and radicality of this neighbourhood.



**Organisation responsible:** European Village and Citizens in Action

**Country, town:** Greece, Athens



## E. Final Seminar

### SDP

The Sustainable Development Plan is based on the reflection of participants of KISS project after the four study-visits in the different countries and during the training-course in Athens.

It aims at both assessing the social sustainability of SSE and at improving it with a careful planning. The implementation of the SDP may support sustainability by a critical thinking on one's SSE initiative and on a mid- and long-term projection of development, taking into consideration dimensions like: democracy, cooperation, quality of work, environment, relations and emotions and also by checking the coherence between the different dimensions.

[docs.wixstatic.com/ugd/3e0385\\_da57ab64989545b59f8216856b72de50.pdf](https://docs.wixstatic.com/ugd/3e0385_da57ab64989545b59f8216856b72de50.pdf)

