

 **MedTOWN**

# MedTOWN

**Co-producing social policies with SSE actors  
to fight poverty, inequality and social exclusion**

**TOOLKIT** V.1.1

*Co-production, a model for fair and sustainable societies*





# MedTOWN

## Co-producing social policies with Social Solidarity Economy actors to fight poverty, inequality and social exclusion

### About the Project

MedTOWN is a social innovation project that aims to support the role and the capacities of the Social Solidarity Economy actors in fighting poverty, inequality, social exclusion and environmental unsustainability, through the research and experimentation of a co-production model with the use of public complementary e-currencies for the provision of social services and financial aid to the most vulnerable groups, in order to increase the socioeconomic impact and effectiveness of public policies and the transparency of expenditures at local level.

MedTOWN project is a cooperation project financed by the European Union through the European Neighbourhood Instrument for cross-border cooperation in the framework of the Mediterranean Basin Programme 2014-2020 (ENI CBC Med). It involves 9 partner entities from 6 countries (Spain, Greece, Palestine, Jordan, Tunisia and Portugal) with a total budget of EUR 3.4 million (86.5% of the programme's contribution) and an estimated duration of 36 months, until September 2022.



[www.enicbcmed.eu/projects/medtown](http://www.enicbcmed.eu/projects/medtown)  
**Community of Practice:** [cop.acpp.com](http://cop.acpp.com)

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@medtownproject



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Version 1.1 - March 2021

*This document has been produced with the financial assistance of the European Union under the ENI CBC Mediterranean Sea Basin Programme. The contents of this document are the sole responsibility of its authors and can under no circumstances be regarded as reflecting the position of the European Union or the Programme management structures.*



## STEP 1. Observing the ashes (Human needs and sustainable human development)



*What are the needs for sustainable human development & how to satisfy them?*

### FRAMING

To set the basis for our journey, a general review of the current state of the planet Earth, exploring its complexity, boundaries, and its current relation with human activity, shows the different urgent crises and challenges that we are facing. Ecological footprint and biocapacity are important concepts to measure our impact on the planet, as we ask ourselves how to satisfy basic human needs with an eco-social perspective. What does resilience mean and why is it important?

### OBJECTIVES

- Understand the current global socio-ecological context.
- Explore the planetary boundaries and how complex systems behave.
- Reflect about what resilience and sustainability of human systems represent.
- Reflect about basic human needs and how to satisfy them.

### CONTENT

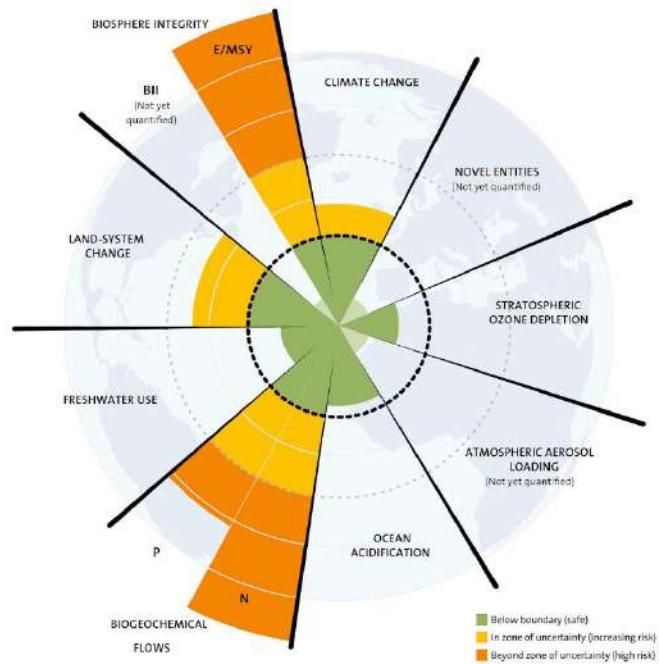
- > [1.1. The Situation of Planet Earth](#)
- > [1.2. Human needs and sustainable human development](#)
- > [1.3. Social-ecological resilience](#)



## 1.1. THE SITUATION OF PLANET EARTH

[Watch Home Trailer English](#) (2:27min)

### PLANETARY BOUNDARIES



The **planetary boundaries** framework defines a safe operating space for humanity based on the intrinsic biophysical processes that regulate the stability of the Earth system. The boundaries framework define nine global priorities relating to human-induced changes to the environment:

The science shows that these nine processes and systems regulate the stability and resilience of the Earth System – the interactions of land, ocean, atmosphere and life that together provide conditions upon which our societies depend.

[Read Article \*A safe operating space for humanity\*.](#)  
(Rockström et al, 2009)

[Read Article \*Planet boundaries, an update\*.](#)  
(Stockholm Resilience Center, 2015)

### LIVING WITHIN PLANETARY BOUNDARIES

In order for human civilization to remain prosperous in the future and allow future generations to develop in good conditions, it is essential to **transform human activities** so that they adapt to the natural limits that characterize our planet. To do this, all the activities we carry out (from education, production processes, use and disposal of products and flows of energy and resources, leisure time, the way in which we move around the territories, etc.) must take into account these planetary limits and correct when the impact they generate exceeds safe levels for our survival.

In recent years, the theory of the "**Doughnut Economics**" has emerged, stating that our economic model must be integrated between two bands: an upper one delimited by planetary limits, and a lower one that represents a minimum for people to cover their basic needs and decent living conditions are ensured.

[Watch Why it's time for 'Doughnut Economics'](#) | Kate Raworth | TEDxAthens. (16:52min)



## ECOLOGICAL FOOTPRINT AND BIOCAPACITY

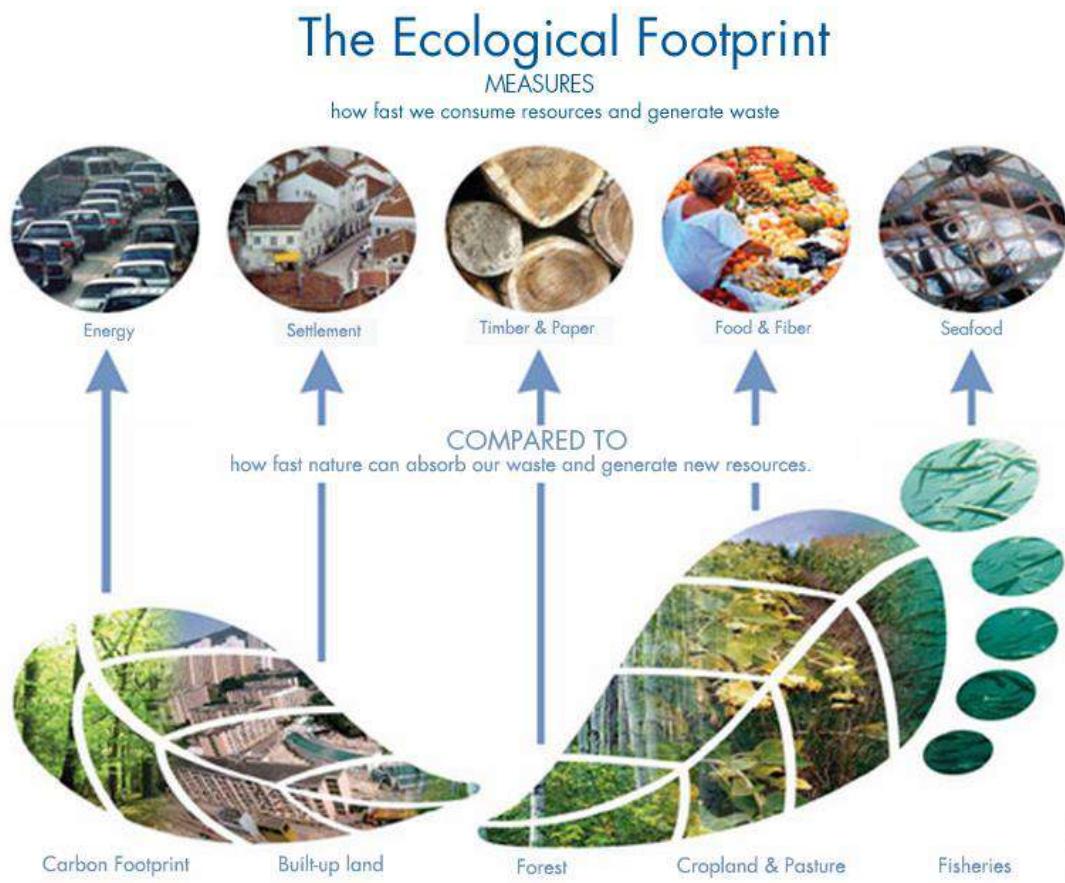
The Ecological Footprint is the only metric that measures how much nature we have and how much nature we use.

Ecological Footprint accounting measures the **demand** on and **supply** of nature.

On the demand side, the **Ecological Footprint** measures the ecological assets that a given population requires to produce the natural resources it consumes (including plant-based food and fiber products, livestock and fish products, timber and other forest products, space for urban infrastructure) and to absorb its waste, especially carbon emissions.

The Ecological Footprint tracks the use of six categories of productive surface areas: cropland, grazing land, fishing grounds, built-up land, forest area, and carbon demand on land.

On the supply side, a city, state or nation's **biocapacity** represents the productivity of its ecological assets (including cropland, grazing land, forest land, fishing grounds, and built-up land). These areas, especially if left unharvested, can also absorb much of the waste we generate, especially our carbon emissions.



Both the Ecological Footprint and biocapacity are expressed in **global hectares**—globally comparable, standardized hectares with world average productivity.

Each city, state or nation's Ecological Footprint can be compared to its biocapacity.



If a population's Ecological Footprint exceeds the region's biocapacity, that region runs an **ecological deficit**. Its demand for the goods and services that its land and seas can provide—fruits and vegetables, meat, fish, wood, cotton for clothing, and carbon dioxide absorption—exceeds what the region's ecosystems can renew. A region in ecological deficit meets demand by importing, liquidating its own ecological assets (such as overfishing), and/or emitting carbon dioxide into the atmosphere. If a region's biocapacity exceeds its Ecological Footprint, it has an **ecological reserve**.

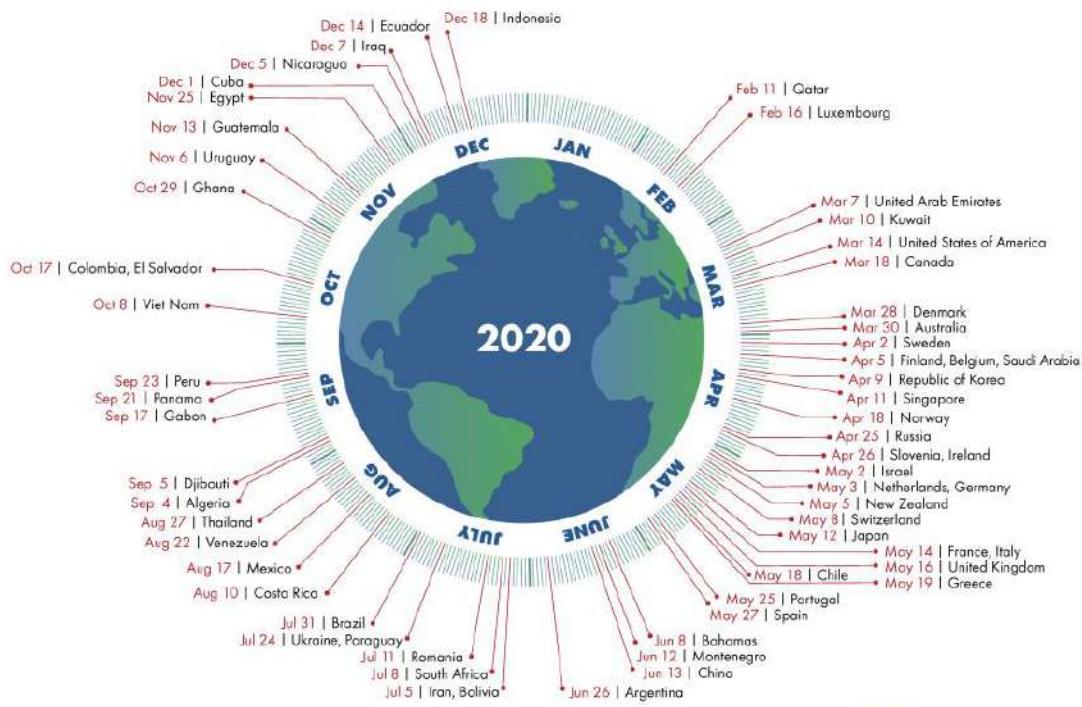
**Exercise** Look at the [ecological footprint of your country](#) and the countries of the MedTOWN partners and compare the results. Then, calculate your individual [ecological footprint](#). What's the result?

Source: [www.footprintnetwork.org](http://www.footprintnetwork.org)

**Earth Overshoot Day** marks the date when humanity's demand for ecological resources and services in a given year exceeds what Earth can regenerate in that year. In 2020, Earth Overshoot Day happened on August 22th, but each country has a different responsibility and impact. We maintain this deficit by liquidating stocks of ecological resources and accumulating waste, primarily carbon dioxide in the atmosphere.

## Country Overshoot Days 2020

When would Earth Overshoot Day land if the world's population lived like...



Source: Global Footprint Network National Footprint and Biocapacity Accounts 2019



Source: <https://www.overshootday.org>



## 1.2 HUMAN NEEDS AND SUSTAINABLE HUMAN DEVELOPMENT

**Watch** [Human Trailer](#) (2:31min)

**Human needs** are commonly used to refer to the drivers of peoples' actions, the motives behind human behaviour. Other uses of the concept include needs as instruments to achieve a certain goal and needs as societal requirements to flourish or experience a good life. Needs as motives imply that all human actions can be understood as originating in the quest for satisfying or actualizing needs. Needs as societal requirements concern what is necessary for people to avoid serious harm and participate in their society, whether or not they are mobilized by them. Needs as requirements to achieve a certain outcome like fulfilment, happiness, or satisfaction fall in between the two last explanations. They take the elements that contribute to achieving the goal of a good life (such as jobs, income, health care, status) as the requirements or needs for the realization of the goal. (Guillen-Royo, 2014)

**Watch** [Social sustainability: Satisfying human needs](#) (5:48min)

[The 2030 Agenda for Sustainable Development](#) (United Nations, 2015a) adopted by all United Nations Member States in 2015, wants to provide an official shared blueprint (framework) for peace and prosperity for people and the planet, now and into the future. At its heart are the **17 Sustainable Development Goals (SDGs)**, which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests. (United Nations, 2015b)

Promoting exponential economic growth in a finite planet, while tackling the increase of inequalities and the ecological and climate crisis, is impossible, as we will see during the course. Despite these and other limitations and incoherencies, the SDGs are probably the most important international and official framework connecting human needs with sustainable development. Each SDGs identify a human need for sustainable development.

**Watch** [Do you know the 17 SDGs?](#) (1:24 min)



### 1.3. SOCIAL-ECOLOGICAL RESILIENCE

Our planet is deeply marked and influenced by our presence. Scientists argue we have entered the **Anthropocene**, a geological epoch where there are now so many of us, using so many resources that we are disrupting the whole planet's nutrient and energy flows leaving almost all the planet's ecosystems with marks of our presence. The systems that are shaped by the interactions between people and ecosystems are the essence of what we call a social-ecological system.

**Watch** [Trailer Anthropocene movie](#) (2:11min)

A **resilience thinking** approach investigates how these interacting systems of people and nature can best be managed in the face of disturbances, surprises and uncertainty. We define resilience as the capacity of a system, be it an individual, a forest, a city or an economy, to deal with change and continue to develop.

**Watch** [What is resilience?](#) (7:36 min)

**Watch and read** [Applying resilience Thinking](#) (3:11 min + article)

Source: <https://stockholmresilience.org>

## FURTHER READINGS AND VIDEOS

- [Text] Living Planet Report 2020 - Chapter 2 [LINK](#)
- [Text] Sustainability is not enough, we need regenerative cultures. [LINK](#)
- [Video] Let the environment guide our development [LINK](#)
- [Text] What is Sustainable Development? Sustainability Guide. [LINK](#)
- [Text] Resilience, Adaptability and Transformability in Social–ecological Systems. [LINK](#)
- [Text] Gaia Theory in a nutshell. [LINK](#)
- [Video] Ecosystems and human well-being. Stockholm Resilience Center. [LINK](#)
- [Video] The Declaration of Interdependence: A Pledge to Planet Earth by David Suzuki and Tara Cullis. [LINK](#)
- [Text] Human scale development: An option for the future. [LINK](#)
- [Video] Home. [LINK](#)
- [Video] There's no tomorrow. [LINK](#)
- [Website] The Intergovernmental Panel on Climate Change. [LINK](#)



## QUESTIONS FOR PERSONAL REFLECTION

- What was the most inspiring fact that you discovered in the materials?
- How does this information make you feel? What is your instinctive or emotional response?
- Can you identify the effects of the global crisis where you live? ¿Can you give a few examples?

## SOURCES

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- Guillen-Royo M. (2014) Human Needs. In: Michalos A.C. (Eds) Encyclopedia of Quality of Life and Well-Being Research. Springer, Dordrecht. Retrieved from [https://doi.org/10.1007/978-94-007-0753-5\\_1345](https://doi.org/10.1007/978-94-007-0753-5_1345)
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- United Nations (2015b) The 17 Goals, retrieved from <https://sdgs.un.org/goals>



## STEP 2. Watching the horizon (Co-production of social policies and services)



*How can co-production through public-social collaboration improve social policies and services to meet human needs?*

### FRAMING

Public-social and public-private collaboration has been growing in recent years as a solution to extend the capacity of the public administration to meet human needs through social policies and services, with multi-agent cooperation mechanisms based on stewardship agreements for the welfare and care of the common goods. The success of the agreements is ensured through optimal governance models that provide clarity in responsibilities, as well as transparent and accountable decision-making: both key elements in co-production processes. In step 2, principles, types and foundations of coproduction of public policies and social services will be presented and keys to successful development of public-social collaboration mechanisms will be discussed.

### OBJECTIVES

- Understand how public-social collaboration can enhance the provision of social services.
- Review different types of co-production models.
- Realise the importance of the role of the community as a social agent for co-production.

### CONTENT

- > [2.1. Social services and public policy](#)
- > [2.2. Agents and Roles](#)
- > [2.3. Co-production: levels, types and models](#)
- > [2.4. Co-production: Opportunities and Challenges](#)



## 2.1. SOCIAL SERVICES AND PUBLIC POLICY

### PUBLIC POLICY

Probably the best-known, simple and short definition of public policy has been offered by Thomas Dye: '**anything a government chooses to do or not to do**' (Dye, 1972: 2)

Public policies are embedded in complex systems. A **complex system** is one in which diverse agents linked in networks interact selectively following simple rules (that is, not necessarily optimizing) without centralized control, and from which emerges (often unpredictable) patterns, structures, uses and functionalities (that may be desirable or not), and do so continually, never settling on definitive equilibria, but always learning, adapting and evolving. (Mueller, 2020)

[Watch What is public policy?](#) Background (4 mins)

[Watch Public Policy: Definition](#) (4 mins)

Sometimes, policies enacted to benefit special interests produce disastrous social results. For example, opening public lands to oil, timber, and mineral corporations has harmed people and environments if appropriate safeguards are not in place (Gore, 2007).

### SOCIAL POLICY

A welfare state is a state that is committed to providing basic economic security for its citizens by protecting them from market risks associated with old age, unemployment, accidents, and sickness. Social policy is how a society responds to social problems. Social welfare policies often compete with economic, political, and defence needs for attention and resources. (Weir, 2001)

[Watch Realizing Care Policies' Transformative Potential](#) (4 mins)

The **public economy** supports employment, in both high income and developing countries, through direct employment of public service workers; indirect employment of workers by contractors supplying outsourced goods and services; employment of workers on infrastructure projects; the extra demand from the spending of the wages of these workers and also of recipients of social security benefits (the “multiplier effect”).

The combined effect of these mechanisms support half the formal jobs in the world. Additionally, public subsidies have supported employment by private companies through recessions, or by providing employment guarantees. The public sector also supports the quality of employment by providing formal direct jobs with decent pay and conditions; using procurement rules to require “fair wages” from private contractors, to reduce gender and ethnic discrimination, and to strengthen formal employment of local workers. Public services also improve equality, because public sector provision reduces the extraction of profit, and because the value of public services themselves adds most to the effective income of poorer households. (Hall and Nyungen, 2018)



## POLICY DESIGN

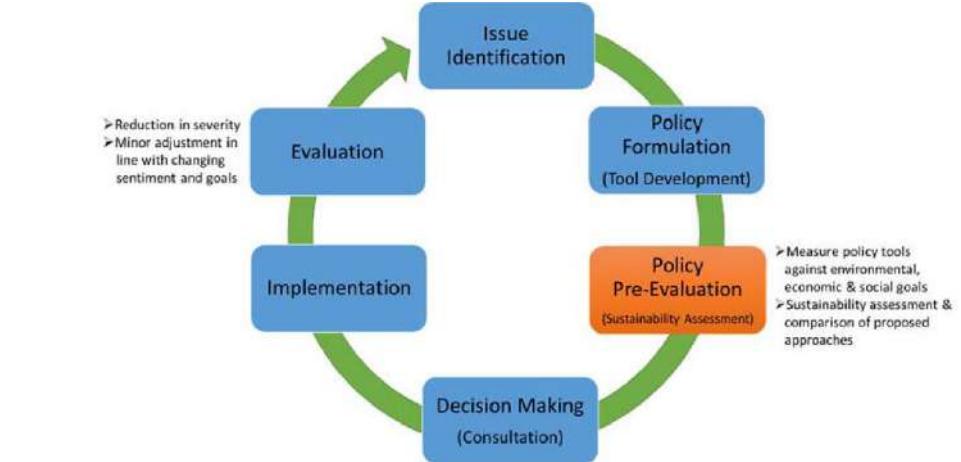
The thinking behind the standard approach to policy making follows the reductionist view that dominates much of science. **Reductionism** assumes that to understand a large and complicated matter, one can break it into smaller and more easily understood components. Once these are understood, the pieces are put together to reveal the working of the whole. It requires the whole to be simply the sum of the parts. In other words, it requires the relationship between the parts to be linear. (Mueller, 2020)

## Watch The Making of Public Policy (4 mins)

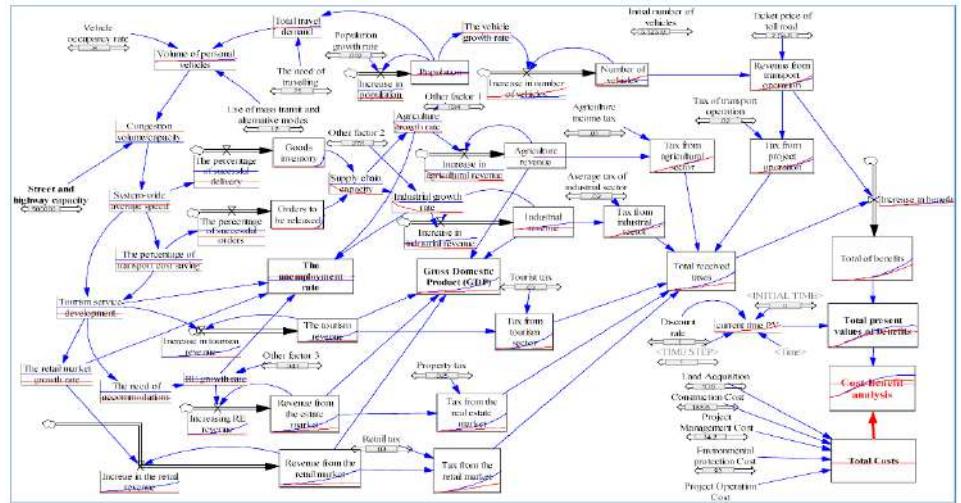
But in complex systems there is often **no proportionality between cause and effect**. Often large causes can have no impact, such as a lake that receives considerable runoff from agriculture and other human uses, yet continues to be clear and sustain life. At some point the pollution passes a threshold level and the lake suddenly flips to becoming eutrophic, losing attractiveness and life (Allen and Holling, 2010).

The consequence of non-linearity is that **the final effect of a public policy will not be the sum of the effect of its parts**. Another way to say this is that the policy produces emergent phenomena, that is, results that cannot be easily predicted by looking at the constituent parts, but can only be gleamed and (possibly) understood by running the system. Emergence is the classic signature of a complex system. (Mueller, 2020)

## How we expect it to work:



## How it actually works:



Designing and implementing public policy requires creating incentives and constraints that will affect the choices and behaviour of both the target public and those in charge of carrying out the policy. If actors are susceptible to a wide variety of biases, it becomes much harder to foresee how they will react to different incentives and constraints in different circumstances. A classic example of this is the failure of payment for blood as a policy to increase donations (Niza et al., 2013). Whereas rational agents would be expected to increase donations if offered economic incentives, in many cases payment was found to be a barrier for donations.

## POLICY IMPLEMENTATION

**“Public Administration and Management” (PAM)** is the model where the government is considered as the one responsible for taking care of its citizenry. As such, it is expected to meet all the social and economic needs of its inhabitants. This conception is based on the primacy of politics and the rule of law. The state (the government and its political controllers) has a quasi-monopolistic position in policy-making and public service delivery. A core belief was that although the political landscape might change with changes of government, the administration would remain stable.

**“New Public Management” (NPM)** is a school of thought which argued that shortcomings in public service operations could be overcome by introducing business-style management approaches and practices such as strategic planning, management by objectives, and incentive-based reward systems into the administration of the public sector, and favoured outsourcing many government services to non-governmental private and nonprofit organizations through contracts. However, NPM has been criticized for focusing on what happens “inside” organizations, instead of responding to an environment where organizations are increasingly plural and fragmented. Also, it is based on the application of outdated business-like techniques to public policy implementation and public services delivery, despite growing evidence that they do not work well (Almog-Bar, 2018). NPM emphasizes reliance on market mechanisms to assume functions formerly performed by governments.

**“New Public Governance” (NPG)** emerged in response to NPM, to propose both a plural state, where multiple interdependent actors contribute to the delivery of public services, and a pluralist state, where multiple processes inform policy-making processes. It focuses upon interorganizational service networks and the role of government in orchestrating a wide range of third parties, stressing service effectiveness and outcomes that emerge as a result of interactions between public service organizations and their environments (Salamon and Toepler 2015). NPG emphasizes the significant strengths that nonprofit organizations can bring to the delivery of public services.



## CONSIDERATIONS IN POLICY: GENDER AND CLIMATE CHANGE

Policies are important in areas ranging from protection from violence and discrimination to access to public services. But the way in which policies are designed and implemented is determined, in part, by participation in politics.

**Social exclusion** happens when people are unable to fully participate in economic, social and political life because they are excluded on the basis of cultural, religious, racial or other reasons. Gender remains one of the most prevalent bases of discrimination. Policies addressing deep-seated discriminatory norms and harmful gender stereotypes, prejudices and practices are key for the full realization of women's human rights.

For climate change, enhanced capabilities encompass those that enable people to prepare and respond not only to shocks that have historical precedence but also to the more unprecedented disruptions that climate change is likely to bring about.

The special report of the 2018 Intergovernmental Panel on Climate Change discusses place-specific adaptation pathways as opportunities for addressing structural inequalities, power imbalances and governance mechanisms that give rise to and exacerbate inequalities in climate risks and impacts. But the report warns that such pathways can also reinforce inequalities and imbalances. Adaptation narratives built around self-reliance, for example, may intensify climate burdens on poor people and marginalized groups.

GENDER GAPS AROUND THE WORLD		CLIMATE CHANGE IMPACTS	IMPACTS EXACERBATE GENDER INEQUITIES
<b>POVERTY</b>	OVER 80% OF THE 1.5 BILLION PEOPLE LIVING ON \$1 A DAY OR LESS ARE WOMEN (SOURCE: UNFPA)	<b>CROP FAILURE</b>	Women experience increased agricultural work and overall household food production burden
<b>WATER</b>	ON AVERAGE, WOMEN AND CHILDREN SPEND 8 OR MORE HOURS PER DAY COLLECTING WATER (SOURCE: UN WOMEN)	<b>FUEL SHORTAGE</b>	Many women in developing countries can spend between 2-9 hours a day collecting fuel and fodder, and performing cooking chores
<b>GOVERNANCE</b>	GLOBALLY, WOMEN ARE 18.7% OF GOVERNMENT MINISTERS; 19.5% OF PARLIAMENTARIANS; AND 9% HEADS OF STATE (SOURCE: IWD)	<b>WATER SCARCITY</b>	Increased burden on women walking further distances to access safe water, impacts the education and economic stability
<b>FOOD</b>	WOMEN PRODUCE OVER 60% OF FOOD IN SOME COUNTRIES (SOURCE: FAO)	<b>NATURAL DISASTER</b>	Women have a higher incidence of mortality in natural disasters; women can suffer from an increased threat of sexual violence
<b>LITERACY</b>	TWO THIRDS OF THE 774 MILLION ILLITERATE ADULTS WORLDWIDE ARE WOMEN (SOURCE: UNESCO)	<b>DISEASE</b>	As caregivers women often experience an increased burden for caring for young, sick and elderly as well as lack of access to health care facilities
<b>LAND</b>	WOMEN OWN JUST 2% OF THE WORLD'S LAND (SOURCE: UN WOMEN)	<b>DISPLACEMENT</b>	Forced migration could exacerbate women's vulnerability
		<b>CONFLICT</b>	While men are more likely to be killed or injured in fighting, women suffer greatly from other consequences of conflict, such as rape, violence, anxiety and depression

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Excluded groups can be effective drivers of their own change by forming or participating in organisations that represent group interests. Civil Society Organisations play an important role in conducting research to raise the profile of excluded groups.



## 2.2. AGENTS AND ROLES

### THE STATE

**Liberal welfare states** respond to market and labour force imperatives. Many benefits, such as health insurance and pensions, are linked with employment. Means testing is used to determine eligibility for state services, and relatively modest cash and voucher benefits are provided for those deemed eligible.

**Conservative/corporatist welfare states** rely on state provision of services, rather than on market or private provision. These states often manifest normative ideals of a nuclear family characterized by a male breadwinner and a woman who tends to the family.

**Social democratic welfare states** promote a vision of the state as the guarantor of social rights. These states promote equality of benefits at high levels as a way of minimizing the effects of social class and income. Welfare benefits are used to equalize the ability of all citizens, regardless of income, to participate in the political community (Staeheli, 2001).

[Watch Welfare State and Social Democracy \(4 mins\)](#)

Growth in public spending as a proportion of the economy has had a persistent positive link with GDP growth for more than a century, in developing countries as well as high income countries. This public sector activity, directly and indirectly, supports half the formal jobs in the world, and has a comparative advantage in delivering public goods such as universal access to healthcare, affordable housing, and protecting the planet from climate change. (Hall and Nguyen, 2018)

The need for public services and public spending is expected to grow globally due to continuing economic development, climate change and ageing populations, but, as in the past, this depends on the outcome of political processes (ibid.).

### THE PRIVATE SECTOR

The ways in which the private sector may contribute to national development are broad, but can fall under the following: job creation and employment, contribution to national income, delivery of critical goods and services, equity financing, tax revenues, royalties, efficient flow of capital for production as well as engagement in a range of social interventions through the lens of **Corporate Social Responsibility (CSR)** initiatives (Benshauft-Tolonen et al., 2019)

An increasingly common form of social contracting of for-profit organizations in Europe is through contractual **Public Private Partnerships (PPPs)**. A PPP is an agreement between the government and one or more private partners (which may include the operators and the financers) according to which the private partners deliver the service in such a manner that the service delivery objectives of the government are aligned with the profit objectives of the private partners and where the effectiveness of the alignment depends on a sufficient transfer of risk to the private partners. (UNDP, 2012:60).



The nine sectors which are most often subject to privatisation, outsourcing and Public-Private Partnerships are (Hall and Nguyen, 2018):

- Buses
- Ports
- Telecoms
- Electricity
- Prisons
- waste management
- Healthcare
- Rail
- Water

### **Watch [Public-Private Partnerships](#) (4 mins)**

It is widely assumed that privatisation or Public-Private Partnerships (PPPs) will result in greater levels of technical efficiency. That is, the private sector should always deliver a given level of service with less input costs than the public sector. However, privatising services in the energy, water supply and waste management sectors is likely to negatively affect the quality of service supply and end up increasing prices for urban residents.

### **Watch [History RePPPeated: How Public-Private Partnerships are failing](#) (3 mins)**

The evidence does not show any superior efficiency by private companies. If the private sector does not have this efficiency advantage, then there is nothing to offset the higher private cost of capital. Governments can always borrow more cheaply than companies, so **raising money through privatisation, outsourcing or PPPs is always the worst option**. (Hall and Nguyen, 2018) Overall, there exists the risk that private profits depend on downgrading public service objectives where they hinder profit-maximisation – they are intrinsically opportunistic gains at the expense of public interest objectives. (D'Souza and Megginson, 2007).

De-privatisation initiatives and potential conflicts related to them are frequently driven by grassroots organisations promoting the provision of commons-based urban services. (Weber et. al, 2019)

## CIVIL SOCIETY

**Civil society organisations (CSOs)** can provide both immediate relief and longer-term transformative change – by defending collective interests and increasing accountability; providing solidarity mechanisms and promoting participation; influencing decision making; directly engaging in service delivery; and challenging prejudice.

### **Watch [Civil Society Voices](#) (4 mins)**

The last two decades have witnessed significant changes in civil society and the nonprofit sector. These changes include substantial growth in the size and importance of the sector in many countries, especially as a delivery mechanism for public services, and in the contribution it makes to community building. It is increasingly recognized that civic engagement creates social capital, which contributes to a better functioning of the society, economy and political system. Nonprofit associations, which form the social infrastructure of civil society, manifest this engagement and facilitate the creation of trust, social inclusion and communal responsibility. (Almog-Bar, 2018)



Nonprofit organizations are thought to have significant advantages over other types of providers of public services including unique knowledge deriving from close proximity to distinctive user groups, greater capacity for tailoring holistic services to client needs, flexibility, and ability to innovate; expertise in mobilizing volunteers and private charitable resources, and advantages for promoting important social values such as diversity, a sense of community, and civic activism; and capacities to democratize public services through co-production and user involvement (Bode and Brandsen 2014).

Furthermore, nonprofits offer insights into the challenges that organizations in civil society face in this age, in promoting the voices and interests of vulnerable populations, in maintaining their own integrity and sustainability, in promoting voluntarism and civic activism, and in building and strengthening civil society as an alternative public sphere within which issues of common concern can be debated, new policy solutions created, and influence exerted on the state (Cohen 1995). They also highlight innovative ways in which diverse actors in civil society respond to these challenges.

CSOs can fulfil multiple functions in relation to service provision (UNDP, 2012: 46):

- **Representing the interests of vulnerable groups** (for example, people with disabilities, single mothers, people living with HIV/AIDS, etc.). That is why they are usually the ones that are most vocal about the need to provide the appropriate social services for such groups. Being closer to the beneficiaries, they are also really helpful in designing the services, since they are most familiar with the needs of the target groups;
- **Providing complementary or alternative services**, services to under-served groups of people in need for social services, and developing/piloting new services that in the future the government might adopt

Advantages of Civil Society as service providers (ibid):

- They are **close to the problems**
- They are a source of **innovation**
- They have **specialist expertise**
- They are **flexible**
- They are likely to provide **higher quality services**
- They can bring in **additional resources**



## 2.3. CO-PRODUCTION: LEVELS, TYPES AND MODELS

### DEFINITIONS OF CO-PRODUCTION

The term “co-production” finds its scholarly origins in the public sector, in the work of Nobel Prize winner Elinor Ostrom (1996) and other economists from the 1970s who studied collaboration between government departments and citizens, showing that effective service delivery was encouraged by collaboration between professional providers and service users, rather than central planning. In the past decades, governments have (re)discovered the citizen as an important actor in the design, implementation, and monitoring of public policies and services.

**Read** [Co-production Catalogue for Wales](#), pages 14-16

Co-production means **delivering public services in an equal and reciprocal relationship between professionals, people using services, their families and their neighbours**. Where activities are co-produced in this way, both services and neighbourhoods become far more effective agents of change. (Boyle and Harris, 2009:11)

Co-production is an **approach to decision-making and service design** rather than a specific method. It rejects the traditional understanding of service users as dependents of public services, and instead redefines the service/user relationship as one of **co-dependency and collaboration**. Just like users need the support from public services, so service providers need the insights and expertise of its users in order to make the right decisions and build effective services. In practice, it means that those who are affected by a service are not only consulted, but are **part of the conception, design, steering, and management of services**.

Co-production is central to the process of growing the core economy. It goes well beyond the idea of ‘citizen engagement’ or ‘service user involvement’ to foster the principle of equal partnership. It offers to transform the dynamic between the public and public service workers, putting an end to ‘them’ and ‘us’. Instead, people pool different types of knowledge and skills, based on lived experience and professional learning. (Boyle and Harris, 2009:12)

**Watch** [Co-production: The social model of disability](#) (4 mins)



## MODELS OF CO-PRODUCTION

Coproduction is a process that literally turns services users from passive recipients into **active shapers of public services** because it means involving all stakeholders, including the people who use a service, in the process of determining what services are delivered and how they operate. (Realpe and Wallace, 2010:8)

<b>THE CUTS SCENARIO</b> which uses <b>substitutive co-production</b>	<b>THE TRANSFORMATION SCENARIO</b> which focuses on <b>additive co-production</b>
Here the primary intention is to save money and/or reduce staff: the public sector hands responsibility for services over to service users and/or communities. 	Here, public sector resources are combined with individual and community resources, providing new opportunities for participation and co-operation. 

On the whole, it is easy to spot the difference between individual co-production and collective co-production. **Individual co-production** describes those situations where a client or a customer, individually or in a group, participates in the production or part-production of the services they use, receiving 'benefits that are largely personal'. **Collective co-production** builds on the idea that co-production is not confined to users, but involves other types of people, such as citizens, volunteers or non-governmental partners. This type of co-production is designed to produce benefits for the entire community (Sorrentino et al., 2018).

Read [Enhancing the role of citizens in governance and service delivery](#), pages 4-7

### The three levels of co-production

The extent of co-production varies but it can be organised into three tiers (Community Care, 2009):

**Compliance (descriptive):** Co-production takes place at the stage of service delivery, as carers and people who use services collaborate to achieve results. People using services make contributions at each stage of service provision but they are not involved in implementation. Despite the awareness that care services cannot be produced without input from the people who use services, the compliance tier offers little opportunity for real change by or for the people who use services because it is about complying with an existing regime.

**Support (intermediate):** The intermediate level of co-production recognises and values the many people who come together to co-produce care services. It acknowledges the input and value of service users, utilises existing support networks and improves channels for people to be involved in the shaping of services. It may include new or more involved roles for users in the recruitment and training of professionals and managers. Also it may see responsibilities being shared with the people who use services.

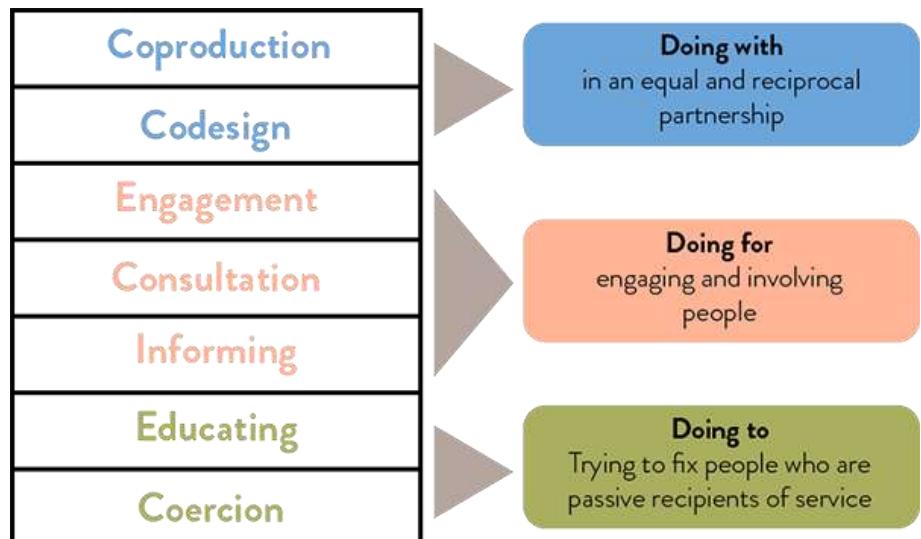
**Transformation:** The most effective methods of co-production can transform services and create new relationships between the people who use them and staff. This transformative level of co-production takes "a whole life focus", incorporating quality of life issues as well as simply clinical or service issues.



		Responsibility for design of services		
		Professionals as sole service planner	Professionals and service users/ community as co-planners	No professional input into service planning
Responsibility for delivery of services	Professionals as sole service deliverers	Traditional professional service provision	Professional service provision but users/communities involved in planning and design	Professionals as sole service deliverers
	Professionals and users/communities as co-deliverers	User co-delivery of professionally designed services	Full co-production	User/community delivery of services with little formal/ professional
	Users/communities as sole deliverers	User/community delivery of professionally planned services	User/community delivery of co-planned or co-designed services	Self-organised community provision

**Source:** Adapted from Carnegie Trust (2006), 'Commission for Rural Community Development – Beyond Engagement and participation, user and community co-production of services.' By Tony Bovaird, Carnegie Trust.

At this stage, the service user becomes an expert. Professionals and people who use services and their carers come together to identify and manage risks. There must be trust and respect on both sides. To reach this stage there must be reallocation of power and control through user-led planning, delivery, management, empowerment and governance and collaboration must be entrenched. It often requires organisational change.



**Watch** [The ladder of co-production \(5 mins\)](#)



## 2.4. CO-PRODUCTION: OPPORTUNITIES AND CHALLENGES

### OPPORTUNITIES

- **Added value:** Co-production can access assets that were previously under-used and can also deliver greater satisfaction for people who use services.
- **Using the expertise of service users:** Service users value approaches in which the professional assists them in achieving aims they have determined themselves. Co-productive approaches can also contribute to the development of mutual support systems which address issues before they become acute.
- **Practical skills:** Some co-productive models, such as time banks where participants share skills and companionship, can provide practical advantages such as formal and informal skills and learning.
- **Health benefits and prevention:** Co-production has been found to have a positive impact on health with a link found between time banks and reduced levels of hospitalisation. Certain co-production schemes could contribute to the wellbeing and prevention agenda in health and social care.
- **Social capital:** Schemes that build supportive relationships and increase the confidence and activity of participants have positive benefits for social capital. In addition to the benefits felt by the users of services, service providers and the wider community can benefit from these approaches.

### CHALLENGES

- Difficult to manage well when dealing with larger groups
- Can appear exclusive and unrepresentative to those users/residents who are not invited to take part
- Requires a considerable time commitment on the part of both professionals and participants
- Building social capital: It is possible that co-production schemes can sideline already marginalised groups, as there are limits to the extent that some people can co-produce without support. Issues of social exclusion, equality and diversity need to be taken into account. There is also an awareness that co-production should not be a method for governments to dump its problems on the community and service users.
- Challenges to existing frameworks: Statutory authorities' tendency to risk aversion, as well as tax and benefit regulations, can create problems for co-productive initiatives. Also, accountability can be threatened as private and public, formal and informal, budgets that were previously separate become entwined.
- Security and independence: There can be concerns about the long-term sustainability of projects as many co-production initiatives want to be independent, relying on funding that is often short-term and unstable.
- Staff support: For co-production to work effectively staff and service users must be empowered.
- Some in the sector believe that this approach requires specific skills and new roles should be created for individuals who help staff overcome their unwillingness to share power with users. Even if this is not the case, there is a need for training and staff development to support co-productive approaches. There should be clear support for positive risk taking and staff should be encouraged to seek out opportunities for collaboration.



## KEY REFERENCES

- [Video] Co-production (4 mins) [LINK](#)
- [Text & Video] What is Co-production. Involve.org. [LINK](#)
- [Text] Co-production: a manifesto for growing the core economy. New Economics Foundation. [LINK](#)
- [Video] Realizing Care Policies' Transformative Potential, UNRISD 2017 (4 mins) [LINK](#) (full report in further reading)

## FURTHER READINGS AND VIDEOS

- [Video series in Arabic with subtitles in English] Public Policies, UNESCO 2016
  - Episode 1 Background [LINK](#)
  - Episode 2 Definition [LINK](#)
  - Episode 3 The making-of [LINK](#)
  - Episode 4 Actors [LINK](#)
  - Episode 5 Civil Society [LINK](#)
  - Episode 6 Analysis [LINK](#)
  - Episode 7 Targeting Youth [LINK](#)
  - Episode 8 Dynamics [LINK](#)
- [VIDEO] [Public Policy and Analysis](#) (9 mins)
- [Video] Re-thinking the Policy Making Process for today's needs by Betty Tushabe, TEDxRugando (12 mins) [LINK](#)
- [Text] Chapter - Care Policies: Realizing their Transformative Potential, UNRISD [LINK](#)
- [Text] Activating Citizens to Participate in Collective Co-Production of Public Services (2014) Bovaird, Ryzin, Loeffler and Parrado [LINK](#)
- [Text] The Challenges of Co-production. How equal partnerships between professionals and the public are crucial to improving public services. (2009) New Economics Foundation, 2009. [LINK](#)
- [Text] Understanding co-production as a new public governance tool, Policy and Society. (2018) Maddalena Sorrentino, Mariafrancesca Sicilia & Michael Howlett [LINK](#)
- [Text] Coproduction during and after the COVID-19 Pandemic: Will It Last? (2020) Steen and Brandsen [LINK](#)

## QUESTIONS FOR PERSONAL REFLECTION

- What is your first impression regarding how social policy is made?
- What do you think is the potential to co-produce services where you live? Can you explain a co-production process where you participated?
- What would be the greatest challenge to get the different actors in your area to collaborate?



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## STEP 3. Recognizing our Essence (Economic Systems and Social Solidarity Economy)



*What are the needs for sustainable human development and how to satisfy them?*

### FRAMING

The current economic system is guided by economic balance and interests as a reference, benefiting a few at the cost of the well-being of a large part of society, and the destruction of ecosystems by unsustainable, unfair and unequal models of production and consumption. However, there are other economic models that prioritize the well-being of people, social justice and environmental sustainability: models that put life at the center instead of the pursuit of economic profit. In this module we will review a diversity of alternative economic models,

with special emphasis on the Social and Solidarity Economy as an appropriate framework for co-production processes.

### OBJECTIVES

- Reflect upon the prevailing economic system, and why and how it leaves out a large part of the population.
- Review new economic models based on eco-social values.
- Analyze the framework of Social and Solidarity Economy.
- Explore complementary currencies as a tool to enhance local economies.

### KEY CONCEPTS

- Macro-economic dynamics and economic growth
- Social and Solidarity Economy: principles and values

### CONTENT

- > 3.1. IMPACTS OF THE CURRENT ECONOMIC SYSTEM AND ALTERNATIVES
- > 3.2. SOCIAL SOLIDARITY ECONOMY
- > 3.3. ENTREPRENEURSHIP IN SOCIAL SOLIDARITY ECONOMY
- > 3.4. PUTTING LIFE IN THE CENTER: CARE ECONOMY



### 3.1. IMPACTS OF THE CURRENT ECONOMIC SYSTEM AND ALTERNATIVES

The prevailing economic model currently dominated by the free market, that sets the rules of the game and that is favoured by the policies of most governments, for a few decades has achieved some positive effects but, on a global balance, it has generated a large amount of negative social and environmental impacts. Its main indicator is economic growth, represented by GDP (Gross Domestic Product). This indicator shows the economic balance generated by countries and regions but hides many aspects that may reflect that country or region is not as prosperous as it seems: inequality, pollution and destruction of the environment, lack of education, security, well-being, etc. For this reason, it is necessary to reinforce the use of other alternative indicators that more reliably reflect the prosperity of a country.

*"From a GDP perspective, nuclear warheads do just as well as hospital beds or apple pie."*

*(David Pilling, Author of The Growth Delusion)*

This shortened version of the film "The Economics of happiness" offers a review of the consequences of the dominant economic model which focuses on GDP on the main indicator for international policies and market regulations:

**Watch** [The Economics of Happiness](#)

Within economic geography there is an overarching belief that the formal neo-liberal market is the predominant form of economy and that even those countries that do not operate such a system are moving towards it. However, there is a battery of economic models and practices, of a formal and informal nature, that propose alternatives to the dominant economic model and that put people and planet care above the economic balance.

In this course we place special emphasis on the social and solidarity economy as a very appropriate economic model for co-production processes, but we also want to summarize other alternative models that can serve as inspiration:

- The Wellbeing Economy
- Circular Economy
- Economy for the Common Good
- Popular Economy and Informal Economy
- Organic / Green / Fair Trade
- Consumer practices
- Sharing Economy
- Gift Economy



## THE WELLBEING ECONOMY

The economic system that dominates the world has lost the capacity to effectively organise and distribute resources and to care for the natural world. Economics and business practices need to be reoriented to what an economy should actually deliver: an equitable distribution of wealth, health and wellbeing, while protecting the planet's resources for future generation and other species.

Read [The Happy Planet Index vs. GDP: Measuring the Welfare of Nations](#)

How will a wellbeing economy differ from the current economy?

Some examples ([see full list here](#)):

Issue area	OLD WAY: Current system response(s)	NEW WAY: Indicative Wellbeing Economy response(s)
Climate crisis & communities	<ul style="list-style-type: none"> <li>Carbon capture and storage and emergency responses to 'natural' weather-related disasters</li> <li>Low income communities most affected by climate crisis and bear most of the costs</li> <li>Communities expected to increase their resilience</li> </ul>	<ul style="list-style-type: none"> <li>Circular economy principles in manufacturing and resource use</li> <li>Community-based renewable energy generation</li> <li>Climate crisis mitigated</li> <li>Climate justice to ensure the burden of adaptation and mitigation is shouldered by those most responsible</li> </ul>
Purpose of the Economy	Increasing per capitaGDP	<ul style="list-style-type: none"> <li>Holistic measures of progress that encompass human and ecological wellbeing, including of future generations</li> <li>Co-creation of these measures through wide public consultation</li> </ul>
Mindsets	The dominant mindset is that there is no alternative to neoliberal capitalism and business as usual	<ul style="list-style-type: none"> <li>The dominant mindset is that thousands of alternatives for designing economies exist – it is in our power to design economies differently. Economies should have human and environmental wellbeing as their focus</li> <li>Innovation is the norm</li> </ul>

Source: [WEAll Ideas: Little Summaries of Big Issues \(2019\)](#)



## CIRCULAR ECONOMY

A Circular Economy can be defined as: “a regenerative system in which resource input and waste, emission, and energy leakage are minimised by slowing, closing, and narrowing material and energy loops” (Geissdoerfer et al., 2017, p. 766). CE is not bound by a specific socio-technical system, but entails a transformation of all production and consumption processes.

**Watch** [Circular Economy: definition & examples](#) (6 mins)

In the business world, Circular Economy has mostly shaped practices in waste management and recycling, while practices of reusing or remanufacturing materials and systematically reducing material consumption are still rare. Nevertheless, some companies are increasingly working towards extending their products’ life cycle by offering maintenance and repair services.

## ECONOMY FOR THE COMMON GOOD

According to Aristotle, the prevalence of common good over profitability is the expression of a true “oikonomia” (Economy), whereas the prevalence of profit over the common good as its opposite: “chrematistiké” (Chrematistics).

The Economy for the Common Good places human beings and all living entities at the center of economic activity. It translates standards for human relationships as well as constitutional values into an economic context and rewards economic stakeholders for behaving and organizing themselves in a humane, cooperative, ecological and democratic way. Christian Felber coined the term in his book *Die Gemeinwohl-Ökonomie - Das Wirtschaftsmodell der Zukunft*, published in 2010.

**Watch** [What is the ECG?](#) (2 mins)

The basic functioning is as follows ([ECG website](#)):

**1.** Businesses produce a Common Good Balance Sheet

Using the Common Good Matrix, results show a company’s contribution to the Common Good. It becomes clear how fair, sustainable and transparent they are.

**2.** Products receive an ECG label with the Common Good score

This allows customers to make truly informed decisions about the products and services they buy and consume.

**3.** Economic policies provide ECG businesses with advantages

Through taxation and incentives, ECG businesses become price competitive and are more successful in the market.



The key instrument for this behavioural guidance is the Common Good Balance Sheet. According to Felber, it makes much more sense for companies to create a so-called "common good balance sheet" than a financial balance sheet. The common good balance sheet shows the extent to which a company abides by values like human dignity, solidarity and economic sustainability.

### COMMON GOOD MATRIX 5.0

STAKEHOLDER	VALUE	HUMAN DIGNITY	SOLIDARITY AND SOCIAL JUSTICE	ENVIRONMENTAL SUSTAINABILITY	TRANSPARENCY AND CO-DETERMINATION
<b>A: SUPPLIERS</b>		<b>A1</b> Human dignity in the supply chain	<b>A2</b> Solidarity and social justice in the supply chain	<b>A3</b> Environmental sustainability in the supply chain	<b>A4</b> Transparency and co-determination in the supply chain
<b>B: OWNERS, EQUITY- AND FINANCIAL SERVICE PROVIDERS</b>		<b>B1</b> Ethical position in relation to financial resources	<b>B2</b> Social position in relation to financial resources	<b>B3</b> Use of funds in relation to social and environmental impacts	<b>B4</b> Ownership and co-determination
<b>C: EMPLOYEES, INCLUDING CO-WORKING EMPLOYERS</b>		<b>C1</b> Human dignity in the workplace and working environment	<b>C2</b> Self-determined working arrangements	<b>C3</b> Environmentally-friendly behaviour of staff	<b>C4</b> Co-determination and transparency within the organisation
<b>D: CUSTOMERS AND OTHER COMPANIES</b>		<b>D1</b> Ethical customer relations	<b>D2</b> Cooperation and solidarity with other companies	<b>D3</b> Impact on the environment of the use and disposal of products and services	<b>D4</b> Customer participation and product transparency
<b>E: SOCIAL ENVIRONMENT</b>		<b>E1</b> Purpose of products and services and their effects on society	<b>E2</b> Contribution to the community	<b>E3</b> Reduction of environmental impact	<b>E4</b> Social co-determination and transparency

The Common Good Balance guides the behaviour of companies without creating the need for additional regulation requirements.

### POPULAR ECONOMY AND INFORMAL ECONOMY

The popular or informal sector of the economy is very important given that many people, particularly in the global South, depend on it for their livelihoods. For example, three-quarters of the population in Mali are involved in the informal economy. The popular economy consists of economic activities that are not covered by formal arrangements such as taxation, labour protections, minimum wage regulations, unemployment benefits, or documentation. Many self-employed workers, micro-enterprises, traders, and mutual aid practices are part of the popular economy. The popular economy is not the same as the solidarity economy, but is aligned in many ways because the actors often find collective ways to provide for social and economic needs, such as lending circles, community kitchens, mutual aid, mutual insurance systems and so forth.

### ORGANIC, GREEN, FAIR TRADE

There are many trends and movements that reflect solidarity values and yet may or may not be included in the solidarity economy. An example of the latter would be Wal-Mart, which has its own brand of Rainforest Certified Fair Trade Coffee but at the same time engages in union busting and uses its massive market share to depress prices and wages. Yet there are certainly practitioners in these sectors that are valuable allies and others that are already part of the social solidarity economy.



## CONSUMER PRACTICES

Consumer practices are an important tool to transform the system of production. These include forms of collectively organized consumption such as consumer co-operatives, Community Supported Agriculture (CSA), solidarity purchasing groups, collective kitchens and some forms of the sharing economy as well as ethical consumption and voluntary simplicity.

**Watch** [Community Supported Agriculture](#) (2 mins)

**Watch** [Be part of CSA! - Community Supported Agriculture](#) (5 mins)

## SHARING ECONOMY

The sharing economy is an economic model defined as a peer-to-peer (P2P) based activity of acquiring, providing, or sharing access to goods and services that is often facilitated by a community-based on-line platform.

Communities of people have shared the use of assets for thousands of years, but the advent of the Internet has made it easier for asset owners and those seeking to use those assets to find each other. This sort of dynamic can also be referred to as the shareconomy, collaborative consumption, collaborative economy, or peer economy. (Source: [investopedia](#))

## GIFT ECONOMY

The gift economy refers to economic activity characterised by offering services and goods to other members of the community without the expectation of monetary reward. Giving things to other people may be based on pure altruism, a wish to gain status in society, the hope of reciprocal gifts in the future or out of a sense of mutual obligation. A gift economy challenges conventional economics which assumes individuals are utility maximisers based on observable monetary gain. (Sources: [Economics Help](#))

The gift economy recognises that in the real world, this is only a partial understanding of what motivates individuals and communities. The gift economy places greater value on qualitative relationships between dependent people. The commodity economy places greater value on quantitative trade of goods.

**Watch** [What is Gift Economy?](#)



### 3.2. SOCIAL SOLIDARITY ECONOMY

Economy (from Greek οἶκος – "household" and νέμομαι – "manage") is the management of the resources of a community, country, etc. A given economy is the result of a set of processes that involves its culture, values, education, technological evolution, history, social organization, political structure and legal systems, as well as its geography, natural resource endowment, and ecology, as main factors. These factors give context, content, and set the conditions and parameters in which an economy functions. In other words, the economic domain is a social domain of human practices and transactions. It does not stand alone.

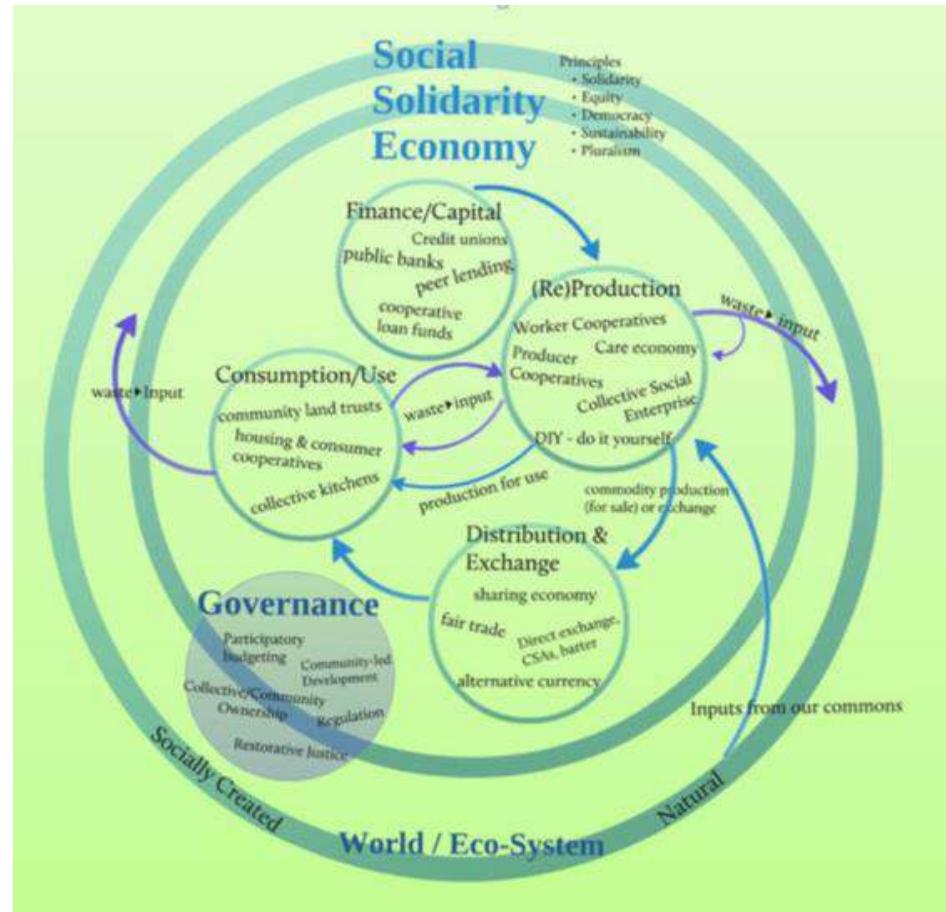
“Today, perhaps as never before, more people are becoming aware that capitalism has turned our lives and our planet into a commodity. A system that is environmentally unsustainable and socially unjust, and that it is not able to guarantee the happiness and dignified life conditions of all persons in any place on the planet.”

*Carlos Asunze, REAS Spanish network of solidarity economy.*

### WHAT IS SOCIAL SOLIDARITY ECONOMY?

The Social Solidarity Economy is an alternative to capitalism and other authoritarian, state-dominated economic systems. In SSE ordinary people play an active role in shaping all of the dimensions of human life: economic, social, cultural, political, and environmental. SSE exists in all sectors of the economy production, finance, distribution, exchange, consumption and governance. It also aims to transform the social and economic system that includes public, private and third sectors. SSE is not only about the poor, but strives to overcome inequalities, which includes all classes of society. SSE has the ability to take the best practices that exist in our present system (such as efficiency, use of technology and knowledge) and transform them to serve the welfare of the community based on different values and goals (RIPESS 2015).

The International Labour Organization (ILO) [Regional Conference on Social Economy \(October 2009\)](#) defined the Social and Solidarity Economy (SSE) as a “concept designating



enterprises and organizations, in particular cooperatives, mutual benefit societies, associations, foundations and social enterprises, which have the specific feature of **producing goods, services and knowledge** while pursuing both **economic and social aims and fostering solidarity**".

Source: U.S. Solidarity Economy Network / Centre for Popular Economics

As SSE actors, we should not romanticize ourselves as "being good". We should actively re-create our aspirations, and learn to prevent the reproduction of sexism, racism, homophobia, classism and other sources of discrimination and oppression. SSE seeks **systemic transformation** that goes beyond superficial change in which the root oppressive structures and fundamental issues remain intact.

[Watch What is the social economy? \(3 mins\)](#)

[Watch Public Policies for SSE, UNRISD 2017 \(3 min\)](#)

### **The social economy is mitigating impacts of COVID-19 crisis and complementing government responses (OECD, 2020)**

Historically, during periods of crises, there is a rise in the value placed on co-operation and solidarity. In recent public health epidemics including the current one, financial crises including the 2007-2008 financial crisis, and natural disasters such as the 2004 tsunami, co-operatives and wider social economy organisations were key in helping to **reconstruct their community**. Social economy organisations are particularly successful in reaching out to the vulnerable groups and re-integrating them into the society, thus filling some of the voids left by the state and the market. This is because they are **locally anchored** and their core purpose is **socially driven**.

The social economy is also seen as favouring preventive approaches to save future costs or explicitly reduce the negative externalities of economic activities. Such cost savings often concern public expenses, for example in healthcare (by preventing disease or injury) or unemployment benefits (through the action of work integration social enterprises). The social economy allows a better allocation of resources in the provision of some services and goods. This is one of the reasons why regional development approaches and strategies are increasingly leveraging the potential of the social economy. Because of the specific features of social economy business models, the social economy produces additional positive effects on public expenses (e.g. savings of costs), on individuals (e.g. empowerment), on territories (e.g. co-operation in local ecosystems) and on society (e.g. social cohesion). **These mitigating and prevention functions make the social economy a natural and trusted partner of government and civil society more generally. They collaborate to complement public action in specific areas (health, social services, education, fight against poverty, work integration)**. This partnership is especially appreciated during times of crisis, wars or epidemics, because the social economy can act rapidly, develop partnerships in an effective manner through their networks, and act as a trusted partner.

[Watch SSE response to COVID-19](#)

[Watch A Story about Social and Solidarity Economy by Challenging the Crisis](#)

[Read How can the social economy help transform societies following the crisis?](#)



## VALUES

RIPESS (International Network for the Promotion of the Social Solidarity Economy) addresses in the [Charter of RIPESS](#), that “economy must allow men and women to satisfy their needs and ambitions, while providing for future generations to satisfy their own needs.” and “the development of human capacities is fundamental to the transformation of the world, and that this is possible through the creation of solidarity networks on different scales that contribute to the production and exchange of resources and knowledge, as well as the coordination of collective actions within the framework of a common project.“

The Charter of RIPESS establishes a series of values that frame Social Solidarity Economy:

### **Humanism**

We put human beings, and their dignity, culture and full development at the center of our efforts. We are committed to the construction and promotion of projects aimed at building capacities for the individual and the collective development and well-being of people. For this reason, we promote the unrestricted respect, full exercise and interrelatedness of the civic, political, economic, social, cultural and environmental rights recognized by the various charters and international human rights instruments.

### **Democracy**

We believe that the world, with its diverse societies, work and living environments, and organizations, should be built in a participatory manner, based on the respect for the right of individuals and peoples to decide on their own development. We understand politics as a framework for horizontal relations between persons and social collectives in their quest to satisfy their common needs. We promote participatory democracy based on the participation of citizens in political decision-making at all levels of the public space. We also advocate an economic democracy based on the capacity of people to make decisions about subjects which concern them as workers, consumers, producers and reproducers, as well as on the public character of decisions relating to what it is produced, how it is produced, why it is produced, and how profits are redistributed or invested.

### **Solidarity**

We emphasize solidarity as an element that allows us to recognize ourselves in relation to others and to be concerned about their well-being. This implies mobilizing resources and establishing relations with other social collectives and movements in an effort to form an extensive network of people and organizations geared toward building a fairer, more democratic and egalitarian world.

### **Inclusiveness**

We are a network open to the range of practices of solidarity in the economy, which emerge from different realities and sectors. In this perspective, we aim at establishing dialogue based on the respect for ideological differences and the quest for consensus.



## **Subsidiarity**

We recognize and value the capacities and knowledge of individuals and groups to solve their problems and decide on their own projects. In our intervention, we seek to assert the grass-roots development, promoting organizations and associations to overcome common problems and openness to ever greater endeavours.

## **Diversity**

We promote respect for ethnical and cultural diversity, and sexual identity. We also promote and respect the diverse expressions of entrepreneurship in responding as best as possible to existing reality. We encourage the diversity of social solidarity economy players of all sectors of society to be represented and able to defend their interests, particularly women and the social groups marginalized by the current system.

## **Creativity**

We promote innovation and the originality of concepts and discourses with an eye to encouraging the construction of innovative and critical practices and experiences that contribute best to social change. We also promote the adoption of appropriate technologies that respond to the particularity of problems, with the resources available in different cultures and contexts.

## **Sustainable development**

We affirm our will to promote sustainable development, while protecting the environment and biodiversity, and favouring more harmonious man-nature and spirit-body relations, in which the resources offered us by nature are rationally used to satisfy the needs of people, while respecting the balance of ecosystems. We therefore question the current neoliberal model of economic growth that threatens life on the planet.

## **Equality, equity and justice for all**

We take our stand as part of the fight against all forms of discrimination and domination. Especially, discrimination and oppression against women, children, young people, elderly people, indigenous peoples, the poor and the disabled, must be eradicated.

## **Respecting the integration of countries and people**

We oppose any type of economic, political and cultural domination of the North over countries of the South. We push for the alternative proposal of integration based on cooperation and complementarity among Northern and Southern countries, with an eye to the globalization of solidarity.

## **A plural and solidarity-based economy**

Faced with a neoliberal economic model that excludes persons and peoples, and reduces the motivations of economic activity to the quest for profit and self-interest, and so postulates the uncontrolled market economy as the only creator of wealth and employment, we propose the validity and action in favour of a plural and solidarity-based economy. We propose and work for an economy that combines and balances logics of accumulation, redistribution and reciprocity, expressed in a democratically regulated market, the equitable reassignment of resources by a participating State, and the affirmation of practices of mutual benefit in the framework of a society and a culture of solidarity.



## FRAMEWORK

### Self-management and collective ownership

Self-management and collective ownership in the workplace and in the community is central to the solidarity economy. Different terms are used throughout the world to refer to collective ownership and management structures. In some parts of Africa, for example, the term “cooperatives” is avoided due to negative historical connotations. Instead, the term “collegial management” is preferred.

- There are many different expressions of self-management and collective ownership including: **cooperatives** (worker, producer, consumer, credit unions, housing, etc.), **collective social enterprises**, and **participatory governance of the commons** (for example, community management of water, fisheries, or forests).
- Legal recognition of these cooperative, collaborative and participatory practices is not a requirement for inclusion as part of the SSE.
- **Worker ownership** is one approach to achieve workplace democracy, but other collective approaches should be further discussed and shared by the SSE movement.

### Non-monetized work and exchanges

Non-monetized work and exchanges are important parts of SSE. Labour should be honoured and valued, whether it is paid or not, because it creates valuable output and provides the worker with satisfaction, happiness, and social recognition.

SSE should discuss and propose ways to measure and value non-monetized work, to give it visibility as an important part of the economy.

For example, as poverty and other pressures force people to migrate, work such as childcare that would have traditionally been provided by elderly relatives, must be paid for. This tends to undermine the ancient recognition of the social role of the elderly in the community.

### Social movements

The solidarity economy has a focus on the empowerment of women and other marginalized groups, as well as anti-poverty and social inclusion work.

Given the above commitment, we recognize the importance of linking with social movements that are fighting for social and economic justice such as the women's, labour, land reform, small-scale farmers, homeless, poor people's, indigenous, and environmental movements.

The following statement on relations between SSE and social movements illustrates the vision of RIPESS on the relations between SSE, social movements and institutional actors:



- Relation of SSE with other social movements: there should be no "single platform" putting all of them together, but alliances depending on specific issues and commonalities.
- SSE should develop alliances with movements that share the objectives and values of SSE.
- SSE can make short-term provisory alliances with other actors for specific agendas, but:
- It should have a clear identity and strategy to be able to relate without co-optation.
- SSE should be able to influence through advocacy important spaces such as political parties and national governments without losing its identity.

## BUEN VIVIR AND THE RIGHTS OF MOTHER EARTH

SSE embraces the concept of the Rights of Mother Earth which is embedded in the *buen vivir* (living well) paradigm and draws heavily on indigenous visions of humans living with respect for and in harmony with Mother Earth, as opposed to having simply a utilitarian relationship with it. It must be clear that *buen vivir* is not a "model" to be generalized. Its expression changes from community to community, culture to culture, nation to nation. Nonetheless, its different expressions tend to be firmly related to, and rooted in, key elements (both material and immaterial, measurable and unmeasurable), such as: **community bonds, culture, access to land, access to means of production and infrastructure, high levels of participation and effective involvement of the community** about their future, food sovereignty, peace, gender equity, biodiversity, healthy environment, etc.

## GROWTH & DEGROWTH

SSE questions the assumption that economic growth is always good and states that it depends on the type and goals of the growth. For SSE, the concept of development is more useful than growth. For example, human beings stop growing when they hit adulthood, but never stop developing.

[Watch The impossible hamster](#) (1:10 min)

[Watch Our Addiction to Economic Growth is Killing Us](#) (2 mins)

SSE should engage in the advancement of indicators that shift the emphasis away from growth and towards development and *buen vivir*. SSE needs measures that can lift up the value of not only physical resources (e.g. land, water) but also non tangible assets such as happiness, mental, workplace and social wellness, indigenous knowledge, non-monetized work, and so forth.

Development must prioritize the environment, and the redistribution of power and wealth between rich and poor. SSE seeks to create economic development that is equitable in its own right, as opposed to economic development that generates great inequality even if it is subsequently lessened through re-distribution.

Rural development is of particular importance for the welfare of these communities, in addition to being critical to reducing forced migration. For example, the state should protect SSE initiatives such as community forest management in Nepal and India from big corporate domination.



In their concern for an approach and practices that go beyond growth as the dominant framework, SSE and the degrowth movement share some potential grounds for convergence. However, degrowth is a concept that warrants further discussion within the SSE movement in order to develop a clearer shared understanding.

**Watch** [Degrowth, explained](#) (4:30 mins)

## COMMONS

Commons are resources, both natural and socially created that are collectively managed for the benefit of a community or the Earth. **Natural commons** include, for example, clean air and water, although these are increasingly being privatized or used for private gain.

**Socially-created commons** include things such as language, folk tales and Wikipedia. Thus, the term “commons” does not refer only to the protection of the environment, but also to social resources that support basic rights to health, education, equity and diversity.

The commons should never be privatized. They must be managed by the State and/or the Community. A minority opinion in the Global Vision Workshop in Manila, argued that if the state and the community have no resources to protect and manage the commons, the private sector could be involved, under the strict control and with participation of the community, including the distribution of the economic gains resulting from its use.

**Watch** [The Commons](#) (4 mins)

## 3.3. ENTREPRENEURSHIP IN SOCIAL SOLIDARITY ECONOMY

The European Commission gives the term ‘**social enterprise**’ the following meaning: “*an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities*” (Social Business Initiative, October 2011).

What distinguishes social enterprises from traditional associations or charities is the fact that social enterprises earn a substantial proportion of their income through **trading**, rather than being dependent on grants or donations.

An indicator of this social purpose is that the majority of any profits are **reinvested** or otherwise used to achieve the **social mission** of the enterprise.

**Watch** [What is Social Entrepreneurship?](#) (2 mins)

**Watch** [What Is Social Entrepreneurship?](#) (Oxford University) (3 mins)

The novelty introduced by social enterprises is their capacity to bring an entrepreneurial and commercial dimension to the provision of general interest services and to the solution of social issues. This ability enables



these organisations to operate in a space that in many countries was previously thought of as solely purview of the public sector. Social enterprises have made it possible to provide social and general interest services in a way that is economically sustainable, and in many ways more effective and efficient than what could be done by the public sector alone.

Field of activity in Social Enterprises in Europe:

<b>75% of sample</b>		
<b>Social services</b>		<b>16.70%</b>
<b>Employment and training</b>		<b>14.88%</b>
<b>Environment</b>		<b>14.52%</b>
<b>Education</b>		<b>14.52%</b>
<b>Economic, social and community development</b>		<b>14.34%</b>
<b>Culture, the arts and recreation</b>		7.08 %
<b>Health</b>		6.90 %
<b>Housing</b>		2.72 %
<b>Business associations</b>		2.00 %
<b>Law, advocacy and politics</b>		1.63 %
<b>Other</b>		4.72 %
		100%

Source: SELUSI data including all observations across all countries (N=581)

## SOCIAL ENTERPRISES

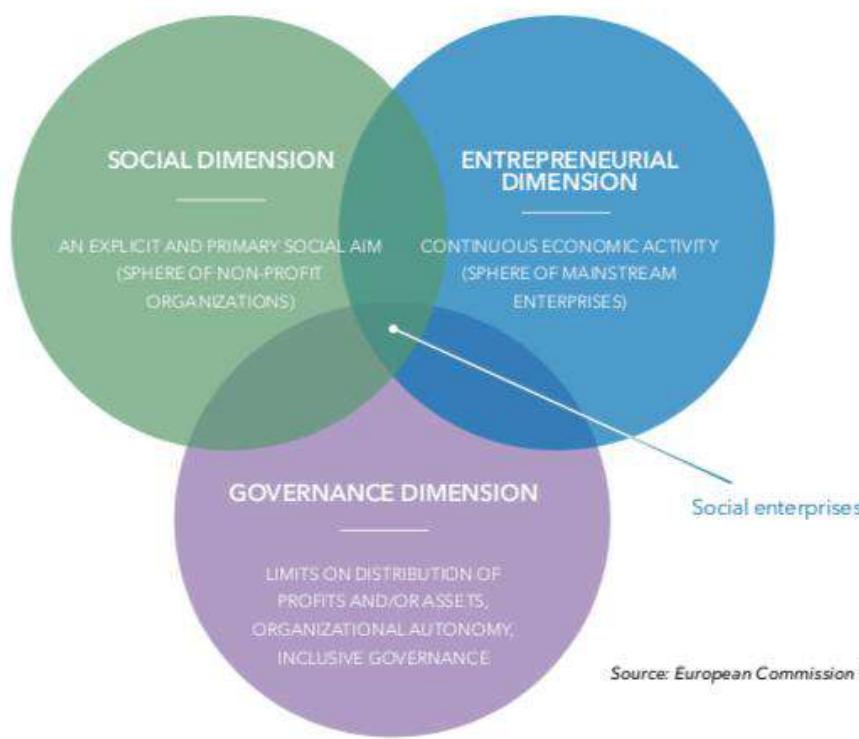
### Various Definitions of Social Enterprises: (UNIDO, 2017)

- European Commission: A social enterprise is an operator in the social economy whose main objective is to have a social impact rather than make a profit for owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities.
- NESSsT: A social enterprise is a business created to further a social purpose in a financially sustainable way.
- Social Enterprise UK: A social enterprise is a business that trades to tackle social problems, improve communities, people's life chances, or the environment. They make and do things that earn money and make profits like any business. It is how they work and what they do with their profits that is different: working to make a bigger difference, reinvesting the profits they make to do more good.



Social enterprises may have some comparative advantages in provision of goods and services over both conventional private and public sector companies. They can provide manufactured goods and commercial services for the market, but also merit goods that markets may under-produce and consumers may under-demand because of a failure to perceive their long-term benefits, such as education, healthcare, work training programmes, community care, access to energy, clean water, sanitation and communication technology, and financial services.

#### THE THREE DIMENSIONS OF SOCIAL ENTERPRISES



Source: European Commission 2014.

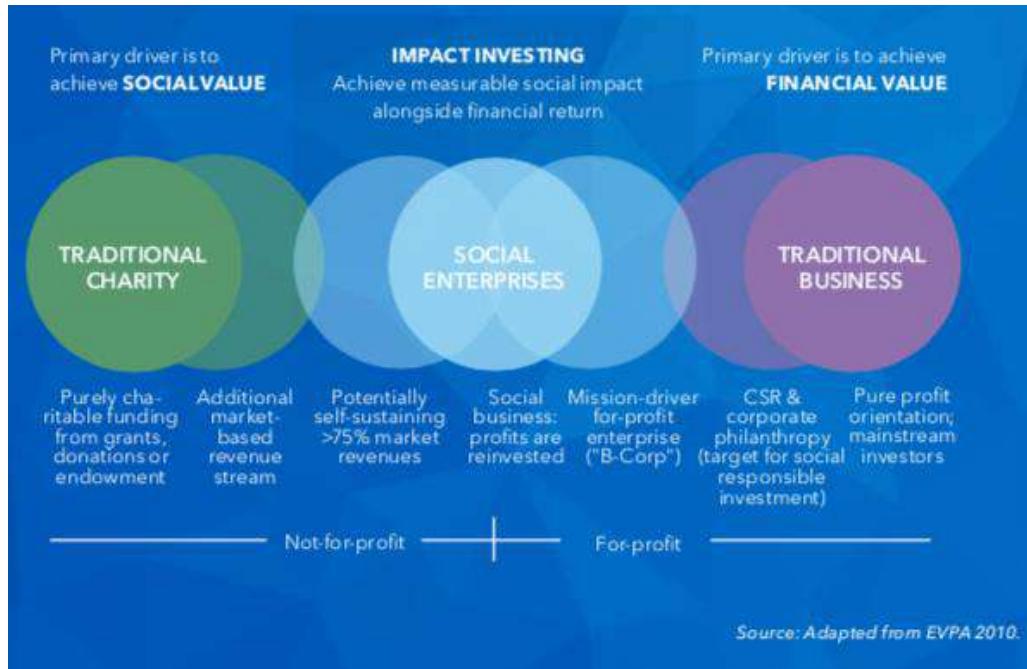
#### [Watch Entrepreneurship and Principles of Social Solidarity Economy](#)

#### Governance Dimensions of Social Enterprises (UNIDO, 2017)

- Have a more complex organizational structure than foundations.
- Are privately driven.
- Profit is not distributed to individuals that exercise control over it.
- Owners cannot extract rents from asymmetric information and hence consumers can be protected.
- Any generated profits are used to improve workers' conditions or are reinvested.
- Key driving principle is based on reciprocity not self-interest so both parties gain mutual benefits from the provision of social goods or services.
- Representation and democratic decision-making: the opportunism problem is solved by the selection of key stakeholders to run organizations rather than by incentives.
- Employees are direct stakeholders (donors, consumers, public sector, volunteers), thus reducing opportunistic behaviour through a participatory and democratic governance system.
- Directly involved in the production and delivery of goods and services (unlike non-profits).
- Use the market but are not profit-seeking; based on mutual benefits from reciprocity.
- Able to mobilize social and other capital from individuals and local community and to build trust.
- Improve social capital.



- Social capital decreases transaction and production costs.
- Develop cooperative behaviour for a collective project to deliver customized services and goods.
- Improve trust: foster the sense of belonging to a community with a common aim.
- Create jobs and includes most disadvantaged population (youth, women, disabled, ethnic minorities and migrants).
- Introduces social innovations: microcredit and fair trade. • Contributes to sustainable development at the local level.



The business model spectrum



Source: Ericsson 2016.



## STARTING A SOCIAL ENTERPRISE

### Watch [Why a cooperative?](#)

Social entrepreneurship has the power to decrease unemployment, increase female participation across fields, and bring education. The steps outlined by the [World Economic Forum \(2018\)](#) that will lead to success are:

#### 1. Find your passion

Social entrepreneurs believe and trust that a first step can lead to change. Ventures are started because people believe in something: making a change and having an impact, helping others, building something that was missing, conducting business in a manner they believe in. Impactful social entrepreneurs and change makers are those with a story to tell - and did you notice, that story always starts with a why?

To find your passion, ask yourself:

- What about the status quo are you not satisfied with?
- What bothers you?
- What is important to you?
- What lights you up more than anything else?
- What values guide you?

#### 2. Build a team culture

Any movement starts with your first follower. Your first follower will show everyone else how to follow; your first follower will be in their own way a leader. Leadership is over-glorified, it is the first follower that turns the lone person into a leader. Embrace your first follower as an equal. Let them know that now it's not about them anymore, but about you as a team.

When you build your team, give them room to breathe. Let them take responsibilities and trust them because you are aligned to the same vision. Your team will feel empowered and help you fulfil your mission. Your role is to set the structure to help your team culture thrive; to empower your team, to empower ideas, to show drive and inspire, to show that mission comes first.

#### 3. Get started

Think about what you can do now - today. Don't worry about the big picture. Think small, then dream big. Your mentality should be about changing one person at a time. To find a solution for that small problem, explore what is available in the world to learn rather than reinventing the wheel. Tailor whatever you find to fit your culture. Develop, refine and reiterate the model or solution until you get the simplest most empirical formula.



In practice:

- Do your research to understand the root cause of the problem. Ask people what they think, make your own observations.
- Develop a simple solution that stems from the people themselves. Do more research. Ask your community how they would solve the problem. Take this information and develop a solution using human-centred design. Test your solution in the local context.
- Apply your solution to yourself and the people who helped you design it. Collect feedback and reflections. Ask yourself how you can make it better, more efficient. Keep doing this until you feel you have reached a level of satisfaction of success.
- Make sure you document everything you do for future reference.

#### **4. Keep at it (how to stay motivated and persevere in difficult times)**

Entrepreneurs know the statistics of start-up failure but are optimists and tend to believe in their own chances of success. To sustain this confidence, learn where your motivation comes from, reflect on failures and successes to draw conclusions.

Research shows that entrepreneurs interpret setbacks differently by phrasing them as only temporary. Individuals with a predisposition for optimism remain calmer and more optimistic in high-stress conditions, which leads to persistence. Learn from mistakes. Prepare for failure.

#### **5. Fund your venture and grow organically**

Working with grassroots organisers means everyone is invested and ready to chip in. We know that the key is to think small and local. Focus your social enterprise on what's easy and doable, because if you can't make it work at this level, it won't work at the larger level.

Once you know that your solution works:

- Brainstorm with your community how to sustain your solution. This creates ownership and agency. Involve your community to first identify your objective and then what is needed to reach that objective.
- Have the people who came up with the strategy test it to see if it works and what can be learned from this particular approach.

Growth and funding take very strange forms. Look for signs of growth in unexpected places and remember growth takes time. Change takes time if it is real. Be patient and persistent and most importantly, you have to believe in your solution. You have to believe that your solution is the best. At the same time you must be open to critique and suggestions.

#### **6. Scale up**

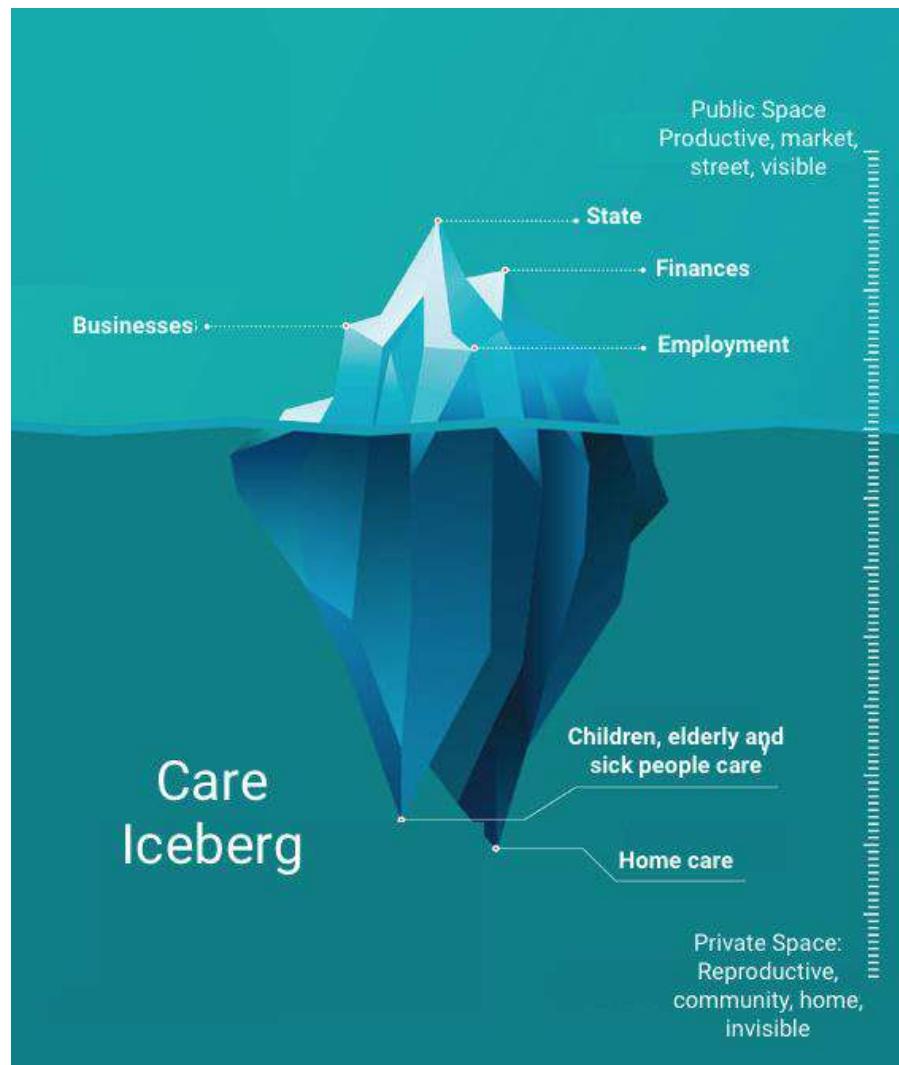
Scaling will happen naturally, if you have built your social enterprise right from the start. The idea is to find solutions that are built on shared values among human beings. Those shared values will be the catalyst for scaling to become a social movement of change.



### 3.4. PUTTING LIFE IN THE CENTER: CARE ECONOMY

All human beings are dependent on care, as both recipients and providers. Care is necessary for the existence and reproduction of societies and the workforce and for the overall well-being of every individual. The very essence of having independent and autonomous citizens as well as productive workers relies on the provision of care.

Care is broadly defined as consisting of activities and relations involved in meeting the physical, psychological and emotional needs of adults and children, old and young, frail and able-bodied.



Care activities are comprised of two broad kinds (ILO, 2018):

- First, those that consist of direct, face-to-face, personal care activities (sometimes referred to as “nurturing” or “relational” care), such as feeding a baby, nursing a sick partner, helping an older person to take a bath, carrying out health check-ups or teaching young children.
- Second, those involving indirect care activities, which do not entail face-to-face personal care, such as cleaning, cooking, doing the laundry and other household maintenance tasks (sometimes referred to as “non-relational care” or “household work”), that provide the preconditions for personal caregiving.

These two types of care activities cannot be separated from each other, and they frequently overlap in practice, both in households and in institutions.

Unpaid care work is caring for persons or undertaking housework without any explicit monetary compensation. The majority of unpaid care work in nearly all societies takes place within households, most often provided by women and girls.

Unpaid care and domestic work sustains families and communities on a day-to-day basis and from one generation to the next and makes a significant contribution to economic development by nurturing people who are fit, productive and capable of learning and creativity. Yet, it remains invisible, undervalued and neglected in economic and social policymaking, and its distribution is grossly imbalanced: Globally, women do three times as much unpaid care and domestic work as men (UNWOMEN, 2020).

### [Watch Care Economy](#)

**Rising demand for care in the context of the COVID-19 crisis and response** will likely deepen already existing inequalities in the gender division of labour, placing a disproportionate burden on women and girls. So far, attention has rightly focused on the health system and women's over-representation among paid health-care workers. However, other less visible parts of the care economy are coming under increasing strain and are largely being neglected.

Paid care work is care work performed for profit or pay within a range of settings, such as private households (as in the case of domestic workers), and public or private hospitals, clinics, nursing homes, schools and other care establishments.

Policy action is crucial to achieving quality care work, setting out a virtuous cycle of recognition, reduction and redistribution of unpaid care work and promoting decent working conditions and representation for all care workers, thus paving the way to a high road to care work. The ways in which policies interact define a society's road to care work, i.e. who provides care, the quality of care provision and the working conditions of care workers.



Care policies are public policies that allocate resources in the form of money (including income), services or time to caregivers or people who need care. As illustrated in Chapter 3, they include leave policies (e.g. parental leave), care services (e.g. early childhood development and care), care-related social transfers (e.g. childcare grants), family-friendly work arrangements (e.g. teleworking and flexitime) and infrastructure (e.g. sanitation and delivery of water to homes). Care policies ensure the well-being of societies and are a crucial factor in addressing the issue of unpaid care work and mitigating inequalities faced by people with high levels of care needs and/or people typically providing care on an unpaid basis. (ILO, 2018)

Source: ILO, 2018



**Watch** [The crisis of caring in the global capitalism](#), Yayo Herrero (Spanish with English subtitles)

**Watch** [The future of care economy in the Arab states](#), ILO (Arabic) (3 mins)

Cooperatives are emerging as an innovative type of care provider, particularly in the absence of viable public or other private options. Cooperatives can also generate access to better terms and conditions of work in the care sector (e.g., access to benefits, more bargaining power, regularized hours)—especially for female employees.

Cooperatives foster interdependency in care by privileging equitable inclusion and democratic decision making across the care chain. As such, care workers, care beneficiaries and their families and other stakeholders have a voice in the nature of service provided and the operations of the care provision enterprise. The ‘social co-operative’ model turns the users of social care into partners, alongside the workforce, with both given an ownership stake in the business and a share in its financial success. It is an approach of services delivered ‘with and for’ care users and carers.

**Read** [Care work and care jobs for the future of decent work](#) - Chapter 1.2, pp. 13-16 (2018) ILO

## FURTHER READINGS AND VIDEOS

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- [Web] [Athens Integral Cooperative](#)
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- [Text] Public Policies for Social and Solidarity Economy, Assessing progress in seven countries. ILO 2017. [LINK](#)
- [Island of flowers](#) - Film 13:05min
- [The Story of Stuff](#) - Film (21:26)
- [SSE Collective Brain](#)
- [Text] UNWOMAN (2020) [Covid-19 and the Care Economy: Immediate Action and Structural Transformation for a Gender-Responsive Recovery](#).
- [Web] [Happy Planet Index](#)
- [Video] [Money as a debt](#)
- [Text] [Las nuevas economías y la innovación social como herramienta de adaptación al cambio climático en ciudades y otros asentamientos urbanos](#)
- [Video] [Degrowth: A vocabulary for a new era](#)
- [Web-Text] [P2P Foundation Library](#)



## QUESTIONS FOR REFLECTION

- Do you know if in your country there are any specific regulations, policies or public plans in relation to Social Solidarity Economy? If so, which ones?
- Are you familiar with any of the alternative economic models presented? Which one do you find most relevant to where you live and the work you are doing?
- How is the economy of care regarded in your culture? Do you know any mechanisms that can help bring this issue to the forefront?

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- University of Birmingham. [Alternative Economics](#)
- UNRISD (2016) [Promoting Social and Solidarity Economy through Public Policy](#)
- UNWOMEN (2020) [Covid-19 and the Care Economy: Immediate Action and Structural Transformation for a Gender-Responsive Recovery](#)



## STEP 4. Spreading the wings (Organizational development, Social Technology and Facilitation)



*What are the organizational tools we can use to articulate new structures?*

### FRAMING

The socio-economic system is based on how we relate to each other and to the environment; organizational structures condition aspects such as social justice, equality and environmental sustainability. The concept of governance includes all the elements that characterize the functioning of social structures: power and rank dynamics, decision-making processes, participation mechanisms, etc. In this module we will analyze the different components of governance and we will deepen into facilitation skills to achieve social structures that favour collaborative processes for co-production.

### OBJECTIVES

- Review the different elements of governance.
- Reflect on governance models in social structures.
- Understand the skills needed for a successful group facilitation.
- Learn different social technologies to work with groups and organizations.

### KEY CONCEPTS

- Open Democracy and Collaborative Governance; power and decision making
- Participation: levels and channels
- Social technologies
- Group facilitation
- Group resilience and group caring (emotional spaces, conflict transformation, NVC)

### CONTENT

- > [4.1. Organizational governance for co-production](#)
- > [4.2. Public participation for social policies](#)
- > [4.3. Collaborative processes and facilitation](#)
- > [4.4. SOCIAL TECHNOLOGIES FOR COLLABORATIVE PROCESSES](#)



## 4.1 ORGANIZATIONAL GOVERNANCE FOR CO-PRODUCTION

Governance is how society or groups within it, organize to make decisions. It determines who has power, who makes decisions, how other players make their voice heard and how account is rendered ([ILOG](#)). Governance has often been defined in the context of exercising state power. Rather than politicize the concept, the International Labour Organization defines governance here as the exercise of institutional authority to determine the use of resources in the conduct of a society's affairs. This definition implies that governance occurs in societal organizations of all forms and sizes and in private, public, for-profit and non-profit organizations. The rationale behind governance is normally to ensure that an organization produces worthwhile results while avoiding undesirable outcomes for the people concerned. (ILO, 2010)

In accordance with the UN concept (2009), the good governance is supposed to be characterized by the following eight basic characteristics:

- participatory
- consensus oriented
- accountable
- transparent
- responsive
- effective and efficient
- equitable and inclusive
- follows the rule of law

The Council of Europe (COEFLGR, 2008) identified 12 principles of good governance at local level. They include:

- fair conduct of elections, representation, & participation;
- responsiveness;
- efficiency and effectiveness;
- openness and transparency;
- rule of law;
- ethical conduct;
- competence and capacity;
- innovation and openness to change;
- sustainability and long-term orientation;
- sound financial management;
- human rights;
- cultural diversity and social cohesion; accountability

In relation to those principles for a good governance, it can be characterized by the following components:

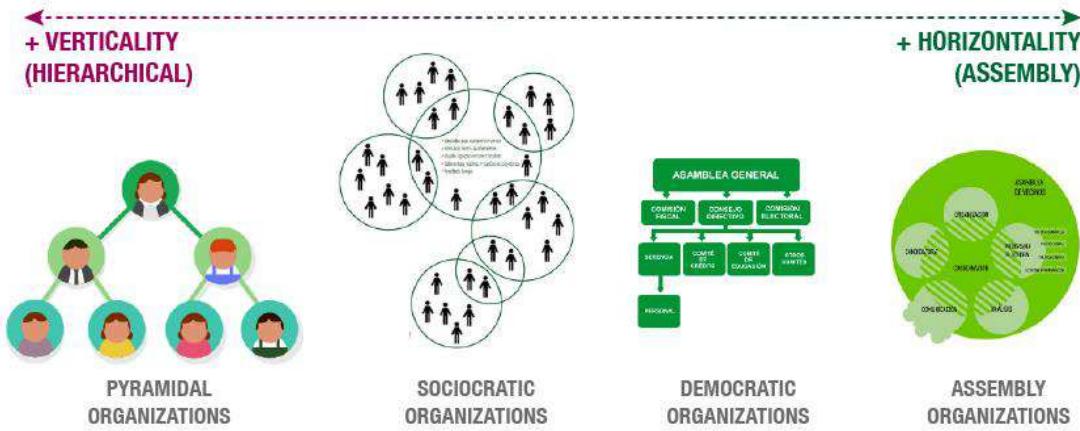
- Organizational structures: ownership, roles and responsibilities
- Participation levels and channels
- Decision-making processes
- Accountability and transparency procedures



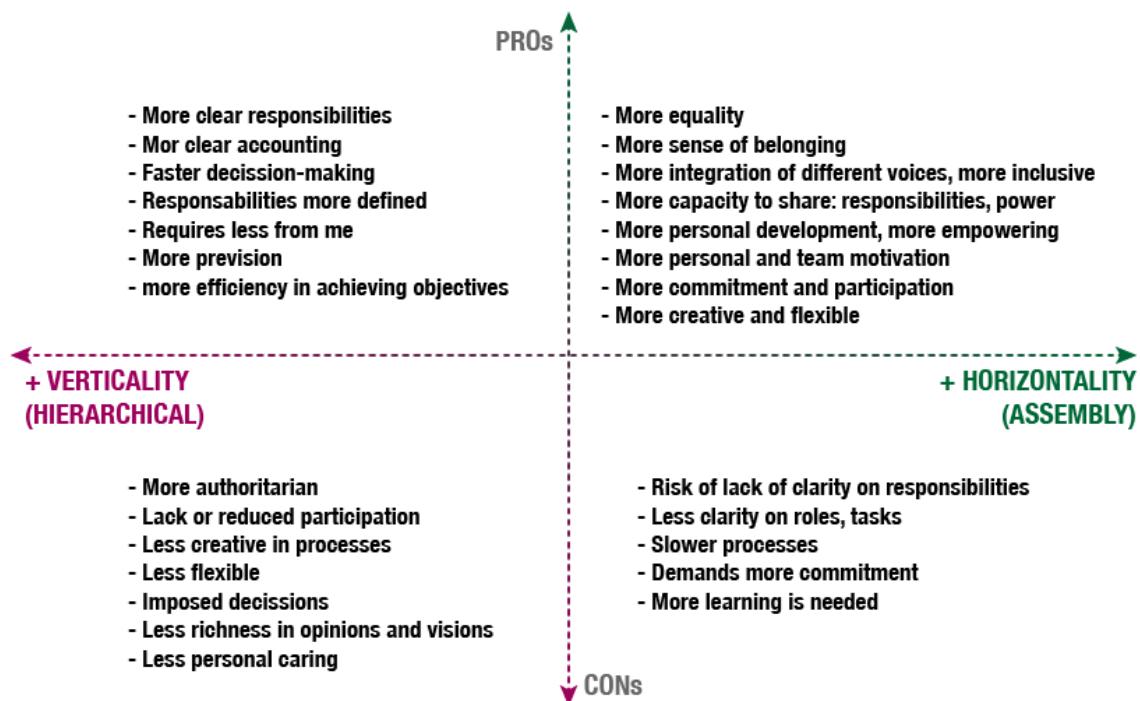
## ORGANIZATIONAL STRUCTURES

There is a diversity of organizational structures that are determined by questions such as: how power is distributed, how responsibility is exercised among the people who participate in the organization, how accounts are presented and what types of transparency mechanisms exist.

Based on these factors, a range can be defined from more vertical or pyramidal organizations to more horizontal organizations.

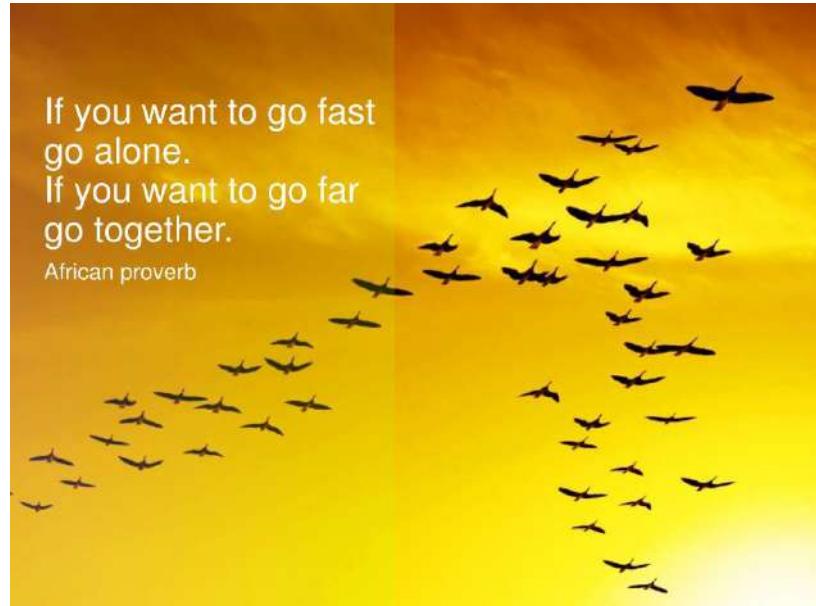


In this range of organization typologies, there are a series of pros and cons depending on whether the model is more vertical or more horizontal:



Capitalist enterprises are business ventures that aim at earning profits from their activities for distribution to members. There are generally three forms of ownership in these enterprises: sole proprietorships, partnerships and corporations. Whereas a sole proprietorship is a business owned by a single person, a partnership is a business owned by at least more than one person. Corporations are legally constituted companies that are owned by shareholders who buy company stocks or shares in the capital markets (Kim and Nofsinger, 2007: 2)

However, unlike capitalist enterprises, most SSE organizations operate on collective and democratic principles that result in the prevalence of self- and collective management as opposed to hierarchical management. (ILO, 2010). Hierarchical management also features in some SSEOs. However, open and voluntary membership and democratic leadership in these organizations reduces the hierarchy to a mechanism for sharing information rather than issuing orders or commands.



[Watch Co-operate, a film to celebrate](#)

[Watch Promoting good cooperative governance](#)

## PARTICIPATION AND DECISION-MAKING

Collective ownership and democratic governance are typical of most SSE organizations around the world, with the exception of some social enterprises. Such ownership and governance allows the members (and sometimes the workers, users and beneficiaries) to participate in decision-making equitably; that is, the various contributions of members are given the same recognition and value. (ILO, 2010)

However, the degree of participation varies widely with the type of organization and the context of operation. For instance, some organizations may weight members' votes, not only to reflect the different degrees of activity of the group's members but also to acknowledge the differences among them in terms of rank and file membership numbers. Some organizations may turn out to be more democratic than others.

Unlike in private enterprises where shareholders vote on the basis of their capital share in the firm, the members' votes in SSEOs are equal. Members rely on negotiated and reciprocal rules that are based on collective action and social control to carry out their activities. This fundamentally helps to establish a more-or-less flat leadership structure that de-emphasizes hierarchical authority in governance and management.

This model is known as self-management, mostly used in small SSE organizations. Examples include workers' cooperatives, mutual benefit societies, associations, social enterprises and community-based organizations.



When self-management may not be effective in a large-scale business, generally the model used is collective management, where members collectively manage the organizations, but play different roles. As an enterprise grows in size, its management needs transform its governance and management structure to embrace specialization of roles. Mutual benefit societies and community-based organizations also exemplify collective management in the sense that participants negotiate and decide on the conditions and rules that govern members' conduct and group activities for achieving their goals. Procedures and leadership roles are also negotiated and agreed upon at the very beginning.

In this management model, members and/or users share the responsibility of governing and managing the organizations without any one of them being necessarily superior to the others. As in self-management, the governance and management structure remains flat, but members play different roles.

Hierarchical management is typical in capitalist enterprises (or even in the public service) where a lay board of directors provides policy and leadership, and management is responsible for the day-to-day running of the business. This form of management also is slowly emerging in the SSE, with governance models that combine horizontal and vertical characteristics like Sociocracy. Hierarchical management in the SSE may result from demands for efficiency and competitiveness, while in some cases it is a response to the legal environment of the organizations.

## ACCOUNTABILITY AND TRANSPARENCY

This refers to the function of gathering, compiling, reporting and archiving an organization's activities and resources. The information generated by this function helps individuals in the governance and management roles to make informed decisions (Kim and Nofsinger, 2007: 25). In private organizations, this information is not just important for internal use but also for outsiders: investors, bankers, creditors and employees have a keen interest in the financial health of the firm. Consequently, the accounting function is central to controlling the resources and activities of private organizations.

Accounting practices vary in SSEOs. Whereas the relatively formalized and large organizations use international accounting standards to generate, report and maintain information on the organization's resources and activities, the less formalized and smaller organizations do not. Those organizations use basic bookkeeping, in which an individual or an organization records financial transactions like sales, purchases, income and payments. Some organizations even rely on individual memory to generate and report information on their resources and activities. This variation in accounting processes is partly due to the regulations (or lack of regulations) on these organizations.

Like in capitalist enterprises, members or owners of SSE organizations primarily monitor the performance of their organizations; however, monitoring practices vary across different forms of organization and regions of the world. In some cases, where the mutualist and solidarity traditions emphasize empowerment and equality, all members directly monitor the activities of their organizations as part of their work processes.

**Watch** [What is a cooperative?](#) (1:50 mins)



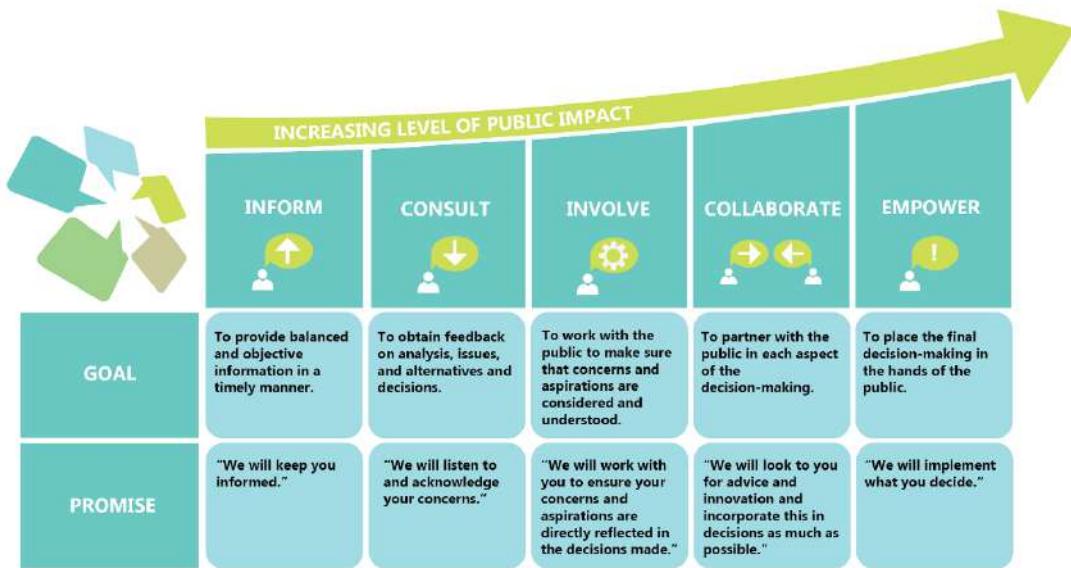
## 4.2 PUBLIC PARTICIPATION FOR SOCIAL POLICIES

Public participation is the process by which public concerns, needs, and values are incorporated into governmental and corporate decision-making. It is two-way communication and interaction, with the overall goal of better decisions that are supported by the public.

The core values of public participation are as follows (Creighton, 2005):

- The public should have a say in decisions about actions that affect their lives.
- Public participation includes the promise that the public's contribution will influence the decision.
- The public participation process communicates the interests and meets the process needs of all participants.
- The public participation process seeks out and facilitates the involvement of those potentially affected.
- The public participation process involves participants in defining how they participate.
- The public participation process provides participants with the information they need to participate in a meaningful way.
- The public participation process communicates to participants how their input affected the decision.

Source: Town of Cochrane Public Participation, <https://www.letstalkcochrane.ca/about-2/>



Public participation creates a new direct link between the public and the decision makers in the bureaucracy. At its most basic level, public participation is a way of ensuring that those who make decisions that affect people's lives have a dialogue with that public before making those decisions. From the perspective of the public, public participation increases their influence on the decisions that affect their lives. From the perspective of government officials, public participation provides a means by which contentious issues can be resolved. Public participation is a way of channelling these differences into genuine dialogue among people with different points of view.

**Watch** [Citizen Participation \(4 mins\)](#)



## PERSONAL AND COMMUNITY EMPOWERMENT AND RESILIENCE

Community empowerment refers to the process of enabling communities to increase control over their lives and participate in social affairs. "Communities" are groups of people that may or may not be spatially connected, but who share common interests, concerns or identities. These communities could be local, national or international, with specific or broad interests. 'Empowerment' refers to the process by which people gain control over the factors and decisions that shape their lives. It is the process by which they increase their assets and attributes and build capacities to gain access, partners, networks and/or a voice, in order to gain control. (WHO, 2009)

Community empowerment, therefore, is more than the involvement, participation or engagement of communities. It implies community ownership and action that explicitly aims at social and political change. Community empowerment is a process of re-negotiating power in order to gain more control. It recognizes that if some people are going to be empowered, then others will be sharing their existing power and giving some of it up (Baum, 2008).

Community empowerment necessarily addresses the social, cultural, political and economic determinants that underpin social wellbeing, and seeks to build partnerships with other sectors in finding solutions.

Globalization adds another dimension to the process of community empowerment. In today's world, the local and global are inextricably linked. Action on one cannot ignore the influence of or impact on the other. Community empowerment recognizes and strategically acts upon this inter-linkage and ensures that power is shared at both local and global levels.

Communication plays a vital role in ensuring community empowerment. Participatory approaches in communication that encourage discussion and debate result in increased knowledge and awareness, and a higher level of critical thinking. Critical thinking enables communities to understand the interplay of forces operating on their lives, and helps them take their own decisions.

**Watch** [Exploring community resilience](#) (2:20 min)

**Watch** [The Road Map to community resilience](#) (4 mins)

## PARTICIPATORY BUDGETING

The participatory budget can be considered one of the most fully consistent participation tools concerning the concept of governance.

Wampler (2007) defines participatory budgeting as a decision-making process, in which residents/citizens discuss and negotiate the method of distribution of public funds. This process is open to any citizen, who wants to participate in it. It combines the forms of indirect and direct democracy, requires discussion and contributes to the redistribution of resources. It is a tool for educating, engaging, and empowering citizens and strengthening demand for good governance. The enhanced transparency and accountability that participatory budgeting creates can help reduce government inefficiency and curb clientelism, patronage, and corruption.



[Watch Re-Inventing Democracy Through Participatory Budgeting](#) (3 mins)

Sintomer, Herzberg, and Rocke (2008) identify the key issues for PB:

1. there has to be discussion of the financial and/or budgetary dimension;
2. participation of those responsible for budgeting policy administration;
3. it has to be a repeated process (e.g., every year);
4. it must include some form of public deliberation;
5. some accountability on the output is required.

## 4.3 COLLABORATIVE PROCESSES AND FACILITATION

### GROUP PROCESSES

There are learnable, teachable skills and processes for orchestrating meetings that get everyone participating and sharing their wisdom. Wherever groups of people gather to create a vision, make decisions, plan activities, or resolve their conflicts, they have different options on how to conduct their meetings. No matter what the chosen option is, the group has much to gain by using a facilitator and knowing about facilitation skills. (Gaia Education, Social Dimension)

Most groups tend to focus their energy on reaching their goals quickly, not paying enough attention to what is going on beneath the surface. Consequently, they often undermine the long-term success of the endeavour. A good facilitator helps solve these difficulties by balancing the focus across three dimensions: **Results, Process, and Relationship**.



Source: Wahl, 2017



“Group facilitation is a process in which a person whose selection is acceptable to all the members of the group, who is substantively neutral, and who has no substantive decision-making authority, diagnoses and intervenes to help a group improve how it identifies and solves problems and makes decisions, to increase the group’s effectiveness.” (Schwarz, 2002)

Facilitation is a system of tools, techniques, and skills to help a group of people work well in defining a common vision, making decisions, achieving their goals, and creating a relational climate where trust prevails and communication is fluid, empathic, and honest. It is also useful to work with conflicts, when they arise, in combination with other techniques, like mediation or different types of forums.

**Watch [What do facilitators do?](#) (4 mins)**

“The facilitator’s main task is to help the group increase effectiveness by improving its process and structure.”  
 (Schwarz, 2002)

Process refers to how things are done — the way things are being accomplished. Important components of process are:

- How the work is designed and managed,
- How members communicate,
- How decisions are made,
- How the work is monitored and evaluated, and
- How conflicts are managed.



*Structure* refers to stable recurring patterns in a group, like norms, roles or the status network. Some structural elements are visible, and are part of the public identity of the group (like a common vision, membership protocol, decision making procedures, formal roles, etc.), while others are invisible — the group is not aware of their existence (like certain norms and beliefs, role patterns, the status network, recurring power abuses, etc.).

In contrast to process and structure, *content* refers to what a group is working on, what is being said, the matter under discussion. Whenever a group meets, it is possible to observe both content and process

Source: Wahl, 2017.



A facilitator is a person who essentially sets all the right coordinates for a meeting or workshop to take place and produce results. The process may vary depending on the situation, but most often, a facilitator has the following responsibilities when engaging in workshop or meeting facilitation (Session Lab):

- **Design and plan:** The cornerstone of facilitation is understanding what the objectives of the session are so you can work towards achieving them. Once you know the objectives, it is time to design the right group process and select the proper facilitation techniques that will help you achieve the outcomes. Having a sound agenda will help you stay confident and make adjustments as needed during the event.
- **Run the process and facilitate the meeting:** When the session starts, it is time to guide the group through the designed process, encourage participation and help the group achieve its goals. Here are some of the most important elements of what a facilitator specifically does during a session:
  - **Set the context and ground rules:** This is about making sure that everyone is on the same page concerning goals and the agenda of the session and ensuring everyone is aware of, and agrees upon, the rules of the meeting (Rules are created about respecting others' opinions, how questions will be answered, etc.). Facilitation best practice includes leading by example – setting the ground rules is a great place to start.
  - **Encourage participation:** Create an environment where all participant feels encouraged to share their opinions. This may involve breaking the ice, helping people warm up to the meeting and acknowledging contributions of participants to the conversations. This is one of the most important group facilitation skills a facilitator can have. If you can encourage participation from everyone in the room, everything else can begin to fall into place.
  - **Facilitate discussions:** Staying neutral, you will help kick-off and round up conversations, highlighting points of consensus and summarising key takeaways. Intervene when necessary and help the group clarify outcomes.
  - **Hold the time and space:** While guiding the group through the different steps of the process, maintain a focused and participative atmosphere. Take care of timing and keep the environment supportive to ensure productive discussions. Be present as a facilitator and remember even your most basic facilitation skills. A meeting or workshop can't be successful if you mess up the fundamentals!
  - **Keep an eye on the efficiency of the group work and adjust the process if necessary:** Your main focus as a facilitator is to keep up a good momentum of the group's work and ensure that all participants contribute to finding solutions during the session. If you notice that cooperation falters or the process is stuck, it is your responsibility to find the right techniques to adjust the plan and help get the group back on track. Group facilitation isn't easy, but by being aware of the process and alert to what is going on in the room, a workshop facilitator can help it be successful for everyone.
  - **Record results:** Agreements made, points of consensus, decisions and action items – these all need to be recorded and preferably kept visible for all participants during the event. Effective facilitation is all about creating an open dialogue for groups and teams. Recording and sharing the results of a meeting or workshop is a hallmark of a facilitator doing great work.

**Read** Wahl, D. (2017) [The Need for Facilitation](#)



## FACILITATION SKILLS

Developing the skills to be a good facilitator is a process that improves with practice, practice, and practice. It is important to know the skills necessary to facilitate a group and to take steps to improve and reinforce those skills.

### Facilitation skills for preparing a meeting:

- Asking the right questions
- Process design
- Agenda planning
- Communication with stakeholders
- Organising and project management

### Facilitation skills for facilitating the meeting:

- Create an inclusive environment
- Communicate clear guidelines and instructions
- Group dynamics (and group management)
- Empathy
- Active listening
- Verbal skills to facilitate conversations
- Conflict management
- Consensus-building
- Manage timing
- Gauge the energy level of a room
- Flexibility
- Staying neutral
- Recording outcomes

Source: [SessionLab](#)

Read [10 Facilitation Techniques That Will Make Your Meetings Sing](#)

Check [Facilitation advices from the Gamestorming community](#)

## RESOURCES FOR FACILITATION

Here we show you a series of interesting resources to deepen the facilitation role. They can be reference guides that can help you when designing meetings in organizational development processes, creating networks or starting collaborative processes for co-production. For this course, we do not ask you to read all of them in detail but to take a look at them to find out how they can help you:

- [Facilitation tools for meetings and workshops](#). Seeds for Change
- [Facilitating meetings](#). Seeds for Change
- [Free Resources for facilitation](#). IIFAC (International Institute of Facilitation and Change)
- [Community Facilitation for Nonviolent Ecosocial Transitions](#): F-NET. NOVACT (International Institute for Nonviolent Action)

### On-line Facilitation

- [Tips for successful online meetings](#). Altekio
- [On-line Energizers](#). 350.org
- [A Comprehensive List of Tips, Tools & Examples for Event Organizers During the Coronavirus Outbreak](#). CMX



## 4.4. SOCIAL TECHNOLOGIES FOR COLLABORATIVE PROCESSES

Social technologies are those that **promote network relationships among their users** (Botin *et al* 2019). Social technologies are the dynamics or exercises that we propose to the group to achieve the objectives they pursue. There are a large number of group dynamics that we can use for different purposes: inquiry about a topic, co-design of plans or actions, decision-making, reinforcement of group cohesion, conflict resolution ...

When designing a work meeting or workshop, we will select those dynamics that help us achieve the desired goals. For this, our experience as facilitators will allow us to get to know more types of dynamics that we can use. However, to start with there are many guides that can help us to design the workshop. These guides are usually classified according to the objectives that the group needs, so when a workshop is going to be designed, we can go to the guides and select those that we consider to be the most appropriate. Some of them are more formal and others more informal, even in game format, so it will be important to know the type of group with which we are going to work to decide what dynamics to use.

From here, it is a matter of practicing and seeing how the groups respond to the different dynamics proposed, and with practice we will have more experience on what can work best for each type of group and group process.

Here we show you a series of resources that can be useful to design meetings and strategic collaborative processes. It is not necessary that you read them in detail but it will be good if you review them to familiarize yourself with them and come when you need to design a session:

### For meetings

- [Mindtools](#)
- [DIY Toolkit. Development, Impact and You](#)
- [Hyper Island Toolbox](#)
- [Gamestorming](#)
- [IDEO Design Kit Methods](#)
- [Workshop Bank](#)
- [World Café, Quick Reference Guide](#)
- [Library of Facilitation Techniques](#). Sessionlab

### For strategic processes

- [Field guide to human-centered design](#). IDEO
- [Wayfinder A resilience guide for navigating towards sustainable futures](#). Stockholm Resilience Center
- [Collective Action Toolkit](#). Frog Design
- [Citizen Sensing Tool](#). Making Sense



## KEY REFERENCES

- [VIDEO] Social and Solidarity Finance: Tensions, Opportunities and Transformative Potential (4:30 mins)  
[LINK](#)

## FURTHER READINGS AND VIDEOS

- [Podcast] DIY Politics, bringing back to the local level: Welcome to Frome. [LINK](#)
- [Text] [Facilitation: A skill for the next century](#). IAF
- [Text] ILO (2010) [Social and Solidarity Economy: Building a Common Understanding](#). First edition of the Social and Solidarity Economy Academy, 25 - 29 October 2010, ITC ILO, Turin, Italy
- [Text] Newman, Lenore & Dale, Ann. (2005). The role of agency in sustainable local community development. *Local Environment*. 10. 477-486. 10.1080/13549830500203121.
- [Guide] Retolaza, I. (2011) [Theory Of Change and Strategic Planning Guide](#).
- Facilitator's Guide to Participatory Decision-Making (Jossey-bass Business &Management Series) by Sam Kaner. Jossey-bass Business & Management Series
- The Dynamics of Collaborative Design: Insights From Complex Systems and Negotiation Research by Mark Klein et al.
- Understanding the collaborative-participatory design by Cristiele Scariot; <https://content.iospress.com/download/work/wor0656?id=work%2Fwor0656>
- What is the difference between “co-design” and “participatory design”? <https://www.quora.com/What-is-the-difference-between-co-design-and-participatory-design>

## QUESTIONS FOR REFLECTION

- What has your experience been making decisions in groups with different actors? What were the challenges to reach decisions? What could have helped?
- When you think about the role you usually take in meetings and projects, what do you focus on most? Which of the presented methodologies and concepts would you find most useful to work better?
- What governance model do you use in your projects or organizations? How does it contribute towards or hinder meaningful participation and power-sharing?



## SOURCES

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- Wahl, D. (2017) [The Need for Facilitation](#)
- Wampler, B. A guide to Participatory Budgeting. In Participatory Budgeting; Shah, A., Ed.; Public Sector Governance and Accountability; The World Bank: Washington, DC, USA, 2007; pp. 21–54
- World Health Organization WHO (2009) [Community Empowerment](#). 7th Global Conference on Health Promotion. Nairobi 2009



## STEP 5. Taking flight (Co-production in practice and eco-social innovation)



*How can co-production have a positive impact in our territories?*

### FRAMING

Ecosocial innovation is a process by which we design socioeconomic activities whose main objective is to generate a benefit for people and / or the environment. Through innovation processes, public-social or public-private collaboration mechanisms can be explored and co-designed to respond to real life needs, through the co-production of social policies and the improvement of public services. In this module we will analyze types and methods of eco-social innovation and we will explore practical cases that inspire us to respond to the challenges and needs of our communities and territories through new co-production processes.

### OBJECTIVES

- Understand what eco-social innovation is.
- Explore different types of eco-social innovation and methodologies to generate them.
- Reflect on reference case studies of co-production and key learnings.
- Co-design a recommendation list and multi-step process for a successful
- Co-production initiative.

### CONTENT

- > [5.1. Eco-social Innovation](#)
- > [5.2. Starting a co-production process](#)
- > [5.3. COMPLEMENTARY CURRENCIES](#)
- > [5.4. MUNICIPALITIES IN TRANSITION](#)
- > [5.5. CO-PRODUCTION CASE STUDIES](#)



## 5.1. ECO-SOCIAL INNOVATION

**Social innovation suggests greater collaboration between multiple actors in different domains to catalyse alternative ways of mobilising resources for constructive ends.** (Vickers et al, 2017)

Social Enterprises predominantly adopt civil society sector legal forms and have a core social purpose which they achieve through trading in goods or services and winning contracts from the public sector. They have been promoted by governments alongside public sector reforms that are resulting in the creation of new quasi-markets for public provision and the greater involvement of private and civil society sector organisations (Doherty et. al, 2014).

Typology of public service innovations found in 30 Social Enterprises (Vickers et al, 2017):

- Organisational (excluding SE form-common to all cases)
  - Democratic governance and decision making, involving staff and user communities, and to further organisational responsiveness in support of business competitiveness and growth
  - Fundraising & volunteering
  - Joint ventures and other partnership forms
- Improvements to existing services/systems
  - Better delivery and integration of public services
  - Financial (cost cutting) efficiencies
  - New systems and financial innovation also introduced to fulfil functions no longer being provided as shared corporate services within the public sector
- New services and treatments
  - Diverting patients from expensive acute hospital care to community care
  - Public sector funded preventive interventions–lifestyles
  - Vocational services and employment creation
  - Treatments for groups living with acute symptoms
- Outreach/marketing
  - New ways of promoting health and well-being messages and available services within communities
  - Social marketing to promote and legitimate the new SE service provider identity



## SOCIAL INNOVATION CASE STUDIES

### Case study in Ramallah, Palestine: Mnjm recycling startup (The Switchers Program)

In the case of the Occupied Palestinian Territory (OPT), solid waste management is a crucial issue: the rapid growth of the population and consumption, the scarcity of land and water resources and the climate conditions are important factors to be taken in consideration for any future sustainable solid waste management (Thöni and Matar, 2019).

Most municipal solid waste (i.e. collected from households and small businesses) is never separated into recyclable and non-recyclable materials.

[Mnjm is a startup in Ramallah](#) that is forging this missing link between consumers and industry — it collects recyclable materials from households and then sells them as raw materials to factories. In this way, Mnjm aims to demonstrate the real value of the recyclable waste currently languishing in trashcans around Palestine.

### Case Study in Algeria: Plasticycle Algerie

According to a 2015 Science Magazine study, eight million tons of plastic are dumped in our oceans, warranting the number can increase by 10 folds over the next ten years.

[Watch The paradox of recycling in Algeria](#) (French with English subs) (4:30 min)

[Watch Plasticycle Algerie](#) (in French) (2 mins)

These plastics can come in many forms, one of which Belbedjaoui's Plasticycle Algerie focuses on: polypropylene. They collect plastic bottles, ground and wash them, then dissolve them into tiny pellets.

The role Plasticycle Algerie plays is that of a mediator: they buy big amounts of plastic from wholesalers, then upon having the end product, they sell it to companies that use it in the manufacturing of textiles, plastics and more.

### Case Study in Catalunya, Spain: La Fageda

La Fageda is a social initiative which employs the mentally disabled and mentally ill in the Garrotxa region (Girona), helping them integrate into society through production and marketing of top quality yogurt. La Fageda is substantially different from its main competitors such as multinational Danone in that it is a 270-person workers' cooperative with 60 percent of its membership made up of mentally disabled individuals. Since its establishment in 1982, the organization has aimed to integrate the mentally disabled by providing meaningful jobs and dignified salaries. What started as a work cooperative is now a complex structure consisting of a work and consumers' cooperative and two foundations (a grant-making foundation and an assistance foundation).

[Watch La Fageda - Turn the World Outward](#) (13 mins)



The Special Employment Center of La Fageda, created in 1984, employs people with mental disabilities and / or severe mental disorders in La Garrotxa. It offers them the opportunity to develop productive work according to their abilities. Its objective is their labour and social integration, which is why it also provides personal adjustment services. All this to improve your quality of life. It is organized into various sections, departments and services and, in all of them, people with a disability certificate work. They are as follows:

- Gardening section
- Cow farm
- Dairy factories (yogurts, desserts and ice cream)
- Jam workshop
- Visitor Service
- Other departments and services: offices, kitchen / dining room and cleaning.

Their sustainable development model allows us to produce 80 million yogurts a year respecting people, animals and the environment. They have:

- A composting plant to treat the slurry that our cow farm generates daily.
- A physical-chemical and biological treatment plant for the treatment of wastewater generated on the farm and specifically during factory cleaning.
- A biomass plant that feeds on forest chips. This equipment, which has been in operation since 2014, has considerably reduced propane gas consumption and CO2 emissions.
- A mobility plan consisting of sharing a vehicle to get to work. The global reduction in the number of trips has been 22%. In the periods from 9 a.m. to 10 a.m. and from 6 p.m. to 7 p.m., the reduction has been 36%.

### Case Study in Granada, Spain: La Bolina

[La Bolina](#) is an association made of people from Africa, the Middle East and Europe passionate about land regeneration, localisation and cultural diversity. They are working in the province of Granada to support refugees and migrants to join or create eco-conscious social enterprises that enable them to make a living and a new life, whilst also regenerating the land and local economy.

[Watch La Bolina Film \(5 mins\)](#)

Organised by La Bolina, “Cultivating Futures” is a two-and-a-half-month training program for refugees and migrants living in the Granada region who want to learn how to earn a living cultivating the land. La Bolina organizes this training twice a year.

This training teaches how to grow organic food from start to harvest and how to establish a food growing business. Participants learn to grow organic vegetables on a small scale through techniques such as agroecology, regenerative agriculture and permaculture. They learn and practice soil and land management, irrigation and water systems, pest and weed control, making organic fertilizers, observation, and how and when to harvest.



They also learn about local markets, prices and ways to sell organic products, visiting cooperatives, markets and local businesses in Granada. With the support and advice of local companies and the La Bolina company, participants learn to earn a living selling fresh products, to consumer groups, specialized and regional products, and planning production and marketing. Opportunities to gain professional experience through training with local companies are offered.

## 5.2. STARTING A CO-PRODUCTION PROCESS

- Needs to start a co-production process
- Coproduction process: steps to develop a public-social collaboration

### HOW CO-PRODUCTION WORKS

Co-production makes strengthening the core economy of neighbourhood and family the central task of all public services. This means (Cahn, 2001):

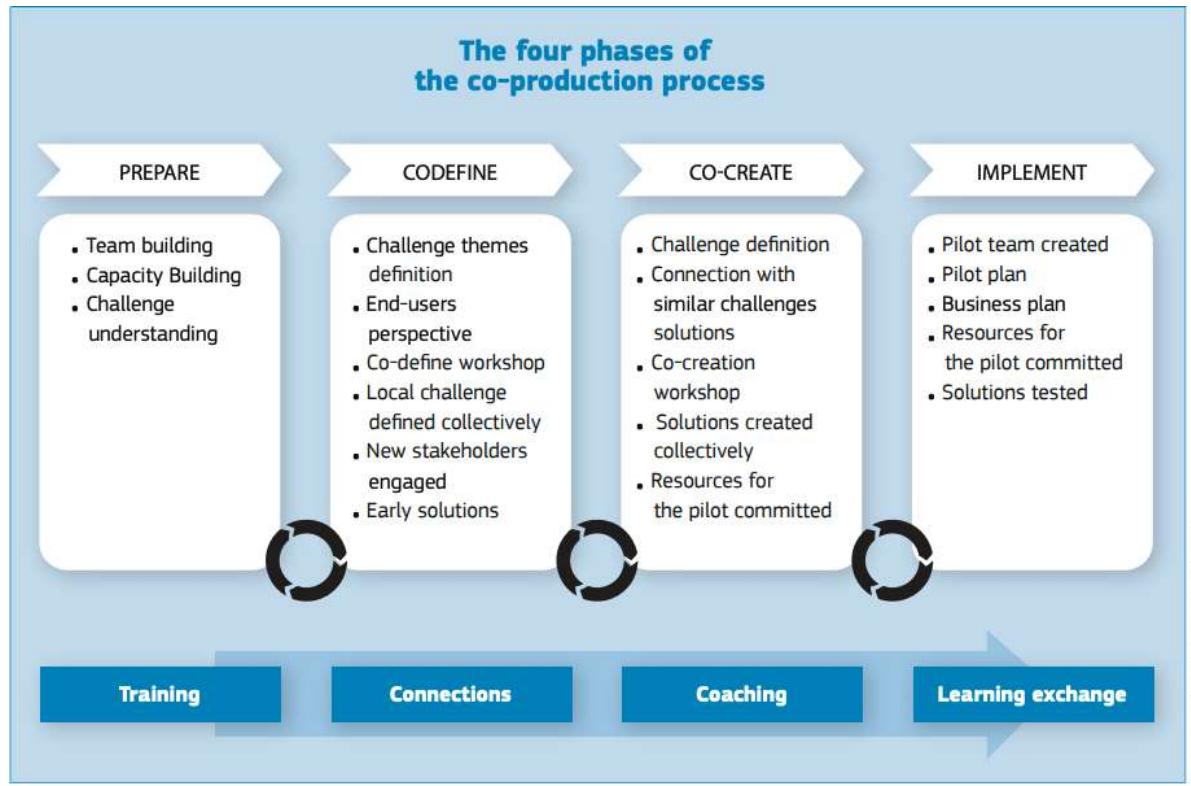
- Recognising people as assets, because people themselves are the real wealth of society.
- Valuing work differently, to recognise everything as work that people do to raise families, look after people, maintain healthy communities, social justice and good governance.
- Promoting reciprocity, giving and receiving – because it builds trust between people and fosters mutual respect.
- Building social networks, because people's physical and mental well-being depends on strong, enduring relationships.



To implement co-production, we need a 'whole systems approach' because (SCIE, 2015):

- organisations must change at every level – from senior management to frontline staff – if they want to achieve meaningful participation
- participation should become part of daily practice – and not be a one-off activity
- participation operates at different levels as there are many ways to involve people who use services in different types of decisions.

Making co-production happen in practice is about all those who are involved in the process – who may have different perspectives – working together to achieve agreed aims. This means building relationships. This is reflected in the concept of the 'relational state'. Public services and governments need to be based on a relationship approach, with the devolution of power at all levels, so that people have power as well as responsibility. An important part of this concept is the idea that governments and service providers need to trust citizens and people who use services. (SCIE, 2015)



## THE 4 PHASES

(ESF Transnational Platform, 2018)

### 1. Preparation of the process

The host centre explored the challenge and possible solutions with a core team of engaged stakeholders with different perspectives of the challenge and potential funders of the solution. Core team stakeholders were trained by the host centre in the application of social innovation principles, tools and methods. They conducted careful research into the challenge and prepared a challenge question for the 'co-define workshop'.

### 2. Co-defining the local challenge

Stakeholder interviews assisted the core team to define the challenge themes or questions for the co-define workshop with a wider group of stakeholders, including end users. In order to better frame the challenge and ensure that the solution achieved a wide impact, the co-define workshop sought to share diverse perspectives, raise initial solution ideas, and, through shared understanding, develop a concise description of the challenge.

### 3. Co-creating solutions

The core team improved its understanding of the challenge and emerging ideas for solutions by leveraging outputs from the co-define workshops through engagement with new stakeholders, insights and contributions. After refining the local challenge they designed and delivered 3-day co-creation workshops with local actors from the public, private and third sectors to co-produce social innovation solutions to address the challenge. Other social innovators were invited to inspire participants and showcase examples of how they had addressed similar challenges.

### 4. Implementing the solutions locally

The host centres supported actors who had created a solution idea to actively develop pilots by reflecting on new findings around the challenge; developing a business plan; connecting them to key actors, potential funders and doers; finding funding resources; enabling new alliances and partnerships; and exploring similar successful solutions.

### Fundamental issues to take into account (SCIE, 2015):

- Access
  - Ensure that everything in the co-production process is accessible to everyone taking part and nobody is excluded.
  - Ensure that everyone involved has enough information to take part in co-production and decision-making.
- Independent support
  - Think about whether an independent facilitator would be useful to support the process of co-production.



- Building community capacity
  - the need for both support and investment
  - the importance of developing the skills of members of community organisations
  - the role that larger community organisations can play in their areas to help to ensure equality by supporting smaller organisations to be part of co-production
- Frontline staff and practitioners
  - Ensure that frontline staff are given the opportunity to work using co-production approaches, with time, resources and flexibility.
- Training and support
  - Ensure that everyone involved is trained in the principles and philosophy of co-production and any skills they will need for the work they do.
  - Provide any support that is necessary to make sure that the community involved has the capacity to be part of the co-production process.
- Commissioning co-productive services
  - Ensure that policies and procedures promote the commissioning of services that use co-production approaches.
  - Ensure that there are policies for co-production in the actual process of commissioning.
  - Local authorities can develop stronger links with the communities they serve through strategic commissioning, developing 'localist' agendas that recognise the value of supporting local providers

## Review

Co-production should not be seen as a one-off activity. Successful co-production will introduce changes to systems that will lead to the ongoing review, development and delivery of new forms of support. Co-production therefore benefits from a culture of continuous learning about what has worked and what has not worked.

Review and evaluation are an essential part of any co-production initiative, to be carried out with people who use services. Looking at outcomes and processes should help the development of co-productive approaches but there have been very few full evaluations of co-production initiatives. Evaluation needs to focus on the actual difference that co-production makes to people's lives, and should themselves be co-produced.

## Co-production in commissioning



**Read** Co-production in Social Care: What it is and How to do it - SCIE - [LINK](#)



### 5.3. COMPLEMENTARY CURRENCIES

According to classical definitions, such as Tobin's (2008), a currency is a medium of exchange with a unique denomination, that relates to a unique standard of value, but which might take several forms as a means of payment (notes, coins, etc.). For instance, the euro, the dollar and the Bristol pound are all examples of currencies: even if they may take various forms as means of payment, they have a unique denomination and the value of one unit of these currencies is the same for any unit at a given moment in time.

Classic money has three functions: medium of exchange, unit of account and store of value. Social currencies, in contrast, only fulfil the two first options. Unlike conventional money, they are created through real activity of already realized work -whether production of a good or a service- and not through credit, that is, debt. It does not generate any interest. Therefore, it does not make any sense to save. Its objective, then, is that money comes with production, not with speculation (Corrons, 2017).

The current monetary system has an inherent tendency to instability, as bank money tends to be too abundant in times of booms and too scarce in times of crisis (Douthwaite, 2000). Similarly to natural ecosystems, a more diverse monetary system would be more resilient to economic and financial shocks, and, therefore, more stable.



Ecoseny complementary currency

Often devised in response to the shortcomings of the monetary system – for example, the lack of credit available for small businesses, or funding cuts to public services – community currency projects set out in different ways to link up the spare capacity of some of their members with the unmet needs of others. Such currencies are broadly united by the aim of improving how money addresses the complex needs of societies.

The following four areas broadly cover the social, economic and environmental objectives that inform the range of community currency projects operating across the world today (Community Currencies in Action, 2015):

1. Democratising services and organisations
2. Supporting the SME economy
3. Counteracting inequality and social exclusion
4. Addressing environmental impacts



Particularly since 2008, many states in Europe and around the world have taken political decisions to significantly shrink local government budgets. The needs of the communities that these budgets formerly served have not, however, disappeared. Cutting budgets with no provisions in place to keep social initiatives and key public services afloat has had a negative impact on community building. As local authorities are pressured into finding new ways to deliver services, growing numbers of currency designers are teaming up with forward-thinking public bodies to meet the latter's complex demands.

Currency initiatives are practical responses to a range of policy areas that don't aim to replace or rollback public services, but rather to transform them into being more useful and better value for money. Though requiring significant upfront investment for lasting success, both in terms of economic viability and input from practitioners and end-users, community currencies can offer the long-term reward of a cost-effective tool that brings people actively into the process of solving the needs of their community.

Community currencies offer a lever for realising the potential of co-production. They allow local authorities, professional organisations or businesses to explicitly value, and thereby incentivise, the contribution of the general public to their services. If well designed and implemented, a community currency can bring new ideas and inputs into public service delivery in a cost-effective way, strengthen independent community-based initiatives, recognise talents and activities not valued by the mainstream market economy and create their own dynamics of interaction and exchange.

It is important to clarify that community currencies cannot single-handedly overcome the deep social, economic and political inequalities that exist within societies. These are structural issues requiring structural change. Nonetheless, well-designed currencies offer a unique tool for addressing some of the drivers and effects of social exclusion.

## WHAT COMPLEMENTARY CURRENCIES LOOK LIKE

### 1. Community and complementary currencies

Although often used interchangeably, 'community currency' and 'complementary currency' strictly refer to subtly different phenomena. Complementary currencies are designed to sit alongside mainstream money to address objectives that the conventional money system can't.

Community currencies are a subset of complementary currencies that are tied to a specific, demarcated and limited community. This community could be, for example, geographical (local currencies); business-based (mutual credit systems); or even online (digital currencies). As such, a community currency is designed to meet the needs of this defined community, typically on a not-for-profit basis.

### 2. Time-based currencies

The community currencies most widely used to recognise the value of activities neglected by the mainstream economy are timebanks. The principle behind such currencies is simple: one hour's work equals a unit of time. Exchanges between members are mediated by a broker, who matches the requests of one member with the skills offered by others. This offers an incentive for people to help other members of their community and can give isolated or economically excluded individuals – such as the elderly – the



opportunity to ‘buy’ services they would otherwise be unable to afford and to feel that their own skills are valued and needed by others.

A second model useful for increasing social inclusion, which is a derivative of traditional timebanking, is that of time-based currencies often referred to as time-credit systems. Although working on the same principle of one hour = one credit, this model overcomes certain limitations of timebanks: most significantly, exchanges are not limited to being between individuals or by the mediation of a central broker. Instead, the currency – whether physical or electronic – itself mediates exchanges, circulating freely between any individual or organisation willing to issue or accept it.

### 3. LETS (Local Exchange Trading Systems)

LETS today are essentially mutual-credit systems for individuals, rather than businesses. Members of a LETS advertise their skills and services and exchange these with other members in return for credits. LETS are intended to mobilise the latent capacity of a community by providing both a forum and medium of exchange outside the conventional market economy. The networks are co-operatively managed and self-regulating and are commonly associated with the ideals of empowerment, localisation and community building. Unlike timebanks, they have no central broker and members negotiate prices for services, with credits normally valued on a one-to-one basis with national currency, rather than in time.

Typically, complementary currencies will use one or a combination of the following transaction media:

- paper notes
- coins
- tokens
- vouchers
- cheques
- ‘show’ cards (cards that must be presented at the point of sale)
- zz ‘swipe’ cards (card with a magnetic strip or chip carrying account information)
- ‘smart’ cards with various functionalities
- RFID (radio frequency identification) chips embedded in cards or other devices
- barcodes
- zz QR-codes
- SMS (short message service)
- Smart device apps



## CO-PRODUCING A CURRENCY

The co-production method can be used in the currency design process itself to overcome some of the issues cited above. However, because needs, assets and objectives are unique to each individual and community, there is no definitive co-production blueprint. Rather, certain guiding principles should be considered.

For example, within a currency project, co-production should involve:

1. Developing people's existing capabilities: Identify strengths and assets they bring to the table. Actively support people to utilise these at all stages of the currency project.
2. Mutuality and reciprocity: Offer stakeholders a range of incentives that enable them to work in reciprocal relationships with professionals and with each other, with shared and managed expectations.
3. Peer support networks: Engaging peer and personal networks alongside currency experts is the best way to transfer knowledge.
4. Blurring distinctions: Reduce barriers between professionals and recipients, and between producers and consumers by recognising that people are indeed experts in their own habits and needs – and, as such, in how a currency could align with these.
5. Facilitating rather than delivering: View the currency as a catalyst and facilitator of change rather than the central agent of change itself.
6. Recognising people as assets: See people as equal partners in the design and delivery of the currency, rather than passive recipients and burdens on the project.

## EXAMPLES IN BRIEF

[Watch Brixton: The independent currency fighting corporations in London](#) (2:30 min)

### Bitcoin

Perhaps the most well known complementary currency in use today, Bitcoin is a digital payment system. The first allocation, or 'mining', and consecutive transfer of coins is independent of any central authority or regulation. Bitcoins are transferred through a computer or smartphone without an intermediate financial institution. As a currency, it's simply a new medium through which to trade, operating under parameters such as the total number in circulation, the method by which new units are allocated and free-market pricing. Bitcoin payment systems use a decentralised ledger, which operates through a peer-to-peer network, to cut out the intermediary role usually performed by a bank. This means the record of all transactions is not held centrally, but in a network of computers, which confirm the validity of new transactions using special encoding technology.

### Zeitvorsorge (Switzerland)

A good example of using a community currency to facilitate co-production of public services is the 'Zeitvorsorge' – literally 'time provision' – initiative, launched and financed by the City of St. Gallen, Switzerland. Its main objective is to allow retired but generally fit senior citizens to save time-credits through helping those



in need of basic care. Several local elderly-care organisations provide volunteers with opportunities to earn time-credits. The city itself acts as guarantor, ensuring that credits can be redeemed at any date in the future for similar care services if and when the earner requires them, either through the elderly-care organisations or peer-to-peer. This puts people in charge of their own care, allowing them to define and meet their own needs – crucially, however, with the professional and financial support of public institutions.

### **Bangla-Pesa (Kenya)**

As a mutual-credit system for Small and Medium Enterprises (SMEs) in an impoverished district of Mombasa, Kenya, the Bangla-Pesa allows members to trade goods and services with one another regardless of their conventional money supply. Over 200 SMEs are currently part of the network, which itself is only one facet of a wider poverty-reduction programme. The currency was introduced by Koru Kenya, a local NGO working on economic relief and stabilisation. As 75% of the SMEs in the area are owned by women, the Bangla-Pesa is also proving to be a useful tool for reducing both gender and economic inequalities. According to research carried out in 2014, the ‘typical’ network member is a 35-year-old mother who identifies herself as the main provider for 2-3 children.

### **Brixton Pound (United Kingdom)**

The Brixton Pound is a community currency operating in South London, UK. Although primarily designed to support local SMEs, the Brixton Pound also seeks to increase the sense of community cohesion and draw on the area’s history of social activism. Valued one-to-one against pound sterling, the Brixton Pound can only be spent with local SMEs and thereby aims to retain wealth within the community. Many participating businesses offer discounts to those paying in Brixton Pounds – in effect offering a loyalty scheme that both demonstrates their commitment to the local economy and increases custom. In the long term, increased links between Brixton-based SMEs themselves localise as far as possible supply and production chains to create a more sustainable and resilient economy for the area.

The Brixton Pound has demonstrated commitment to supporting independent businesses through vocal opposition to plans that would see many well-known local establishments evicted from one of Brixton’s famous high streets: Atlantic Road. The high profile of the Brixton Pound helped the campaign gain media attention and draw 13,000 signatures on a petition protesting the evictions (the campaign was ongoing at the time of writing). This demonstrates how currency initiatives can situate themselves within wider communal, social and political life and the benefits they can bring to an area beyond monetary value.



### Other interesting examples:

- Sardex in Sardinia (Italy)  
[Watch Sardinia's virtual currency](#) (4:30 mins)
- WIR Bank (Switzerland)  
[Watch Who or what is WIR?](#) (3:40 mins)
- Bristol Pound (United Kingdom)  
[Watch Bristol Pound, more than money](#) (3:25 min)
- Toreke in Ghent (Belgium)  
[Read The Other Side of the Coin](#)
- Ossetana in San Juan de Aznalfarache (Spain)  
[Information in Spanish](#) at [www.ossetana.com/](http://www.ossetana.com/)
- Puma in Sevilla (Spain)  
[Read The Puma Local Exchange Trading Scheme Alternative Currency](#)
- Makkie in Amsterdam (Netherlands)

## 5.4. MUNICIPALITIES IN TRANSITION

The [Municipalities in Transition Project](#) (MiT) was developed in 2017 through a collaboration of several national hubs of the global [Transition Movement](#). It provides a local Community a way to reorganize itself towards sustainability and wellbeing, responding to the great challenges of this historical period, adopting systemic thinking and a specific set of methodologies, tools and principles.

The project is implemented on several levels: the development of a collaboration system, the training of tutors, the testing of the system in pilot communities (pioneers) and peer-to-peer learning through the Community of Practice.

### THE MIT SYSTEM

The MiT System is the main tool of the project, designed to foster the process of transformative collaborations within the Community. An ideal implementation would see all the key Actors of the Community aware of the availability of the System and able to benefit from its use directly or indirectly. Three main starting point scenarios are possible:

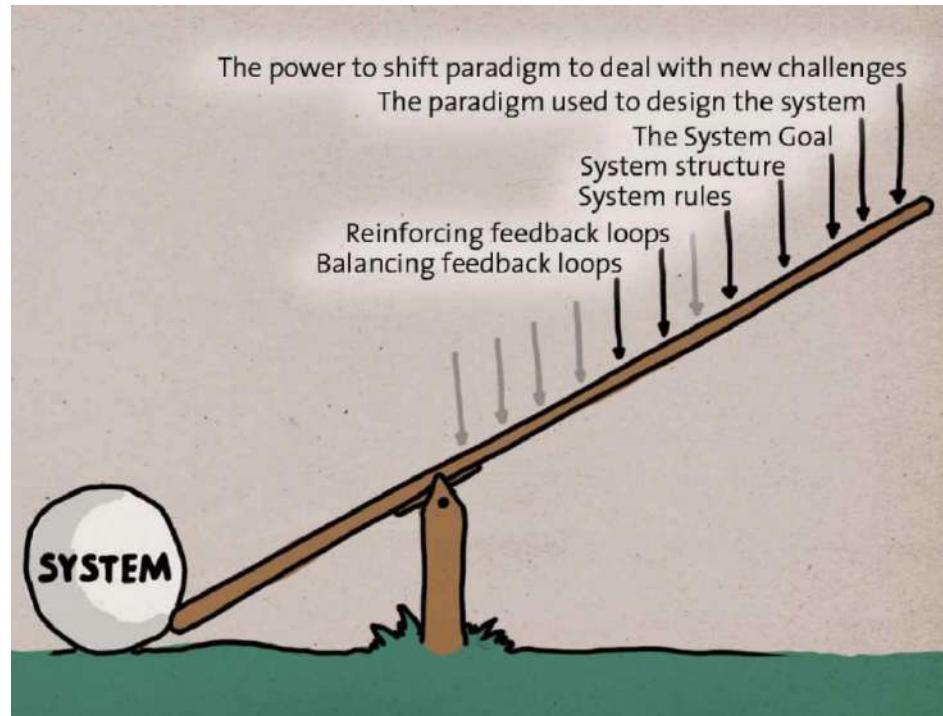
- Process generated and led by the local government
- Process generated and led by one or more Actors in civil society
- Process generated and led by both together

The features of the MiT System have been designed as follows:

1. It has a Purpose
2. It's closely linked to the [Transition principles](#) (Head, Heart and Hands)
3. It's implementable in a top-down and/or a bottom-up approach
4. It's powerful enough to cope with high levels of complexity and uncertainty
5. It's simple enough to be relatively easy to learn and to use in real life
6. It has a low level of preconditions for adoption (low resources, low technology)



7. It's easily adaptable to a wide variety of very different contexts and cultures
8. It's designed to be iteratively evolved through its use
9. It fosters a model of shared/diffused governance
10. It's capable of improving the quality of the cooperation between the involved Actors
11. It's preparatory to a [Deep Adaptation](#) community strategy (ready to help the community develop elements of resilience in a worst case scenario)
12. It works



The MiTS is designed to perform a set of functions that are extremely important for every community trying to evolve and change.

1. The Evaluation and Diagnosis Function - A way for the community to easily evaluate its initiatives in an approximate way, but still sensible enough for the present purpose, and to set a reference Baseline
2. The Co-Design Function - A better way to connect different actors and help them co-design plans and actions.
3. The Co-Implementation Function - In a world facing various levels of scarcity, the need of doing a lot with less can be a key ability to pursue.
4. The ToolBox Function - The MiTS aims to make readily available in its Pattern Language Database a variety of tools and concepts from around the world that are particularly suitable for the kind of process we are trying to foster.
5. Cultural Leverage Function - Using the MiTS will help people gravitate towards systemic thinking and key patterns towards sustainability.
6. The Governance Innovation Function - MiTS is equipped with a special model of Governance called Sociocracy 3.0, a very smart combination of classic Sociocracy (a democratic methodology), Agile (a set of values and principles created to develop better software) and Lean (a management tool to create more value with less resources).



## THE TRAINING OF TUTORS

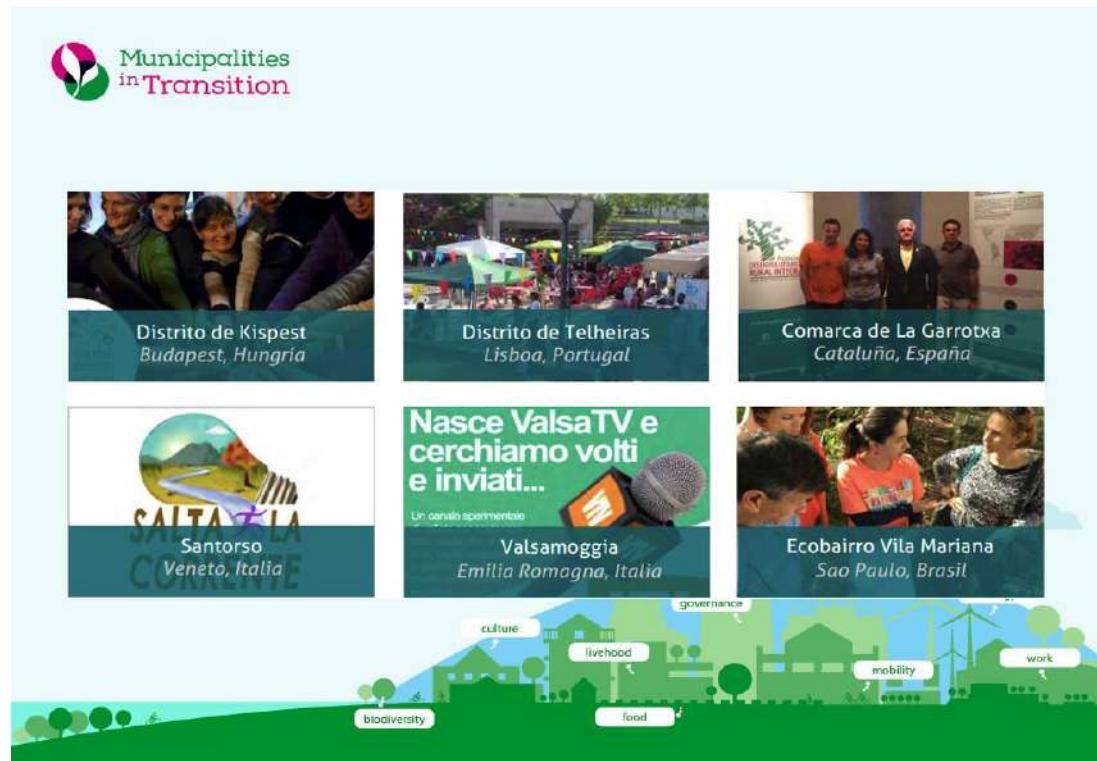
Having a tutor in the community, at least for the first year of experimenting with the Municipalities in Transition System, is crucially important. The MiTS wants to bring the activities of the community into a different space where real transformation is possible. However, the current system is profoundly rooted in our cultures, and it prevents an evolution that takes into account a systemic view. Following the MiTS process could result in a very difficult task without the help of a tutor, leading practitioners to fall back into the old patterns and models.

Tutors are tasked with supporting the implementation of the MiTS and help the community identify possible fallbacks in their governance system and activities. The tutor can also act as a networker and catalyst, connecting with neighbouring municipalities and bringing this way of working to them.

## PIONEERS

The MiTS was first implemented in 6 pilot communities from around the world. From their learnings, a new, improved version of the MiTS is currently being implemented in 5 communities now known as “pioneers”.

- Valsamoggia, Italy
- Rome V  
Municipio, Italy
- Santorso, Italy
- Telheiras,  
Portugal
- Vilamariana, Brazil



The implementation of the MiTS requires the identification and commitment of at least 3 local actors, one of whom must be the local administration, and at least one civil society organisation. Representatives of these organisations will set up the Local Implementation team, which will be a reflection of the population diversity of the community, and which will be in charge of implementing the project. All stages of the project are co-produced between the local actors.

[Watch Municipalities in Transition - Voices from the Pilots \(3 mins\)](#)

Through the use of the MiTS, pioneers communities are able to identify which of the ongoing projects must be continued or invested in for greater impact, and which critical areas lack action and therefore new projects must be developed.



## COMMUNITIES OF PRACTICE

The MiTS and everything around it need to be used and evolved by a live Community of Practice (CoP) where peer-to-peer learning and feedback takes place.

Currently there exist 3 levels of Community of Practice linked to the MiT project:

1. The tutors Community of Practice
2. The Pioneers Community of Practice
3. The international Community of Practice, open to practitioners from around the world engaged in similar work

Read [Municipalities in Transition - Navigating Through Mitigation and Adaptation](#)

## 5.5. CO-PRODUCTION CASE STUDIES



Spain, Pla Clima Barcelona  
UK, Nursery London  
Brazil, Sewer systems  
Spain, La Colaboradora  
Poland, Wroclaw  
Spain, La Borda  
Spain, Vilawatt  
Portugal, Lisbon: City of all Ages  
Spain, La Grama

### CLIMATE CHANGE POLICY

Climate policy co-production represents an emerging institutional arrangement promising to better and fairly involve societal actors in resilience policy-making. However, several gaps between theory and practice of urban resilience have been identified that can lead to problematic urban resilience interventions such as socially unjust outcomes or the prioritization of higher-income groups rather than low-income residents. People's involvement in climate governance is increasingly considered as a critical factor for effective and inclusive climate change resilience in terms of public empowerment, increased legitimacy and compliance, climate justice and social innovation.



### Case Study in Barcelona, Spain: Pla Clima (Satorras et. al, 2020)

Barcelona is an internationally lauded example of a city performing urban climate experiments guided by the concept of co-production with its local Climate Plan co-produced with citizens in 2017 and its board of organizations co-producing the Climate Emergency Action Plan since late 2019.

The co-production process of the Barcelona Climate Plan used analogical and digital tools for public engagement and involved four groups of stakeholders who played different roles in the process design and implementation:

- Civil servants were in charge of designing the entire co-production process.
- Facilitators, i.e., a consulting firm specialised in public participation in environmental issues hired by the municipality, also contributed to its design and guidance.
- The member organizations of the Barcelona + Sostenible network were involved as participants to both suggest and value proposals for the Climate Plan. Most of them belonged to the private sector (42%), followed by public entities (20%), NGOs or foundations (13%), universities (8%), major trade unions (6%), semi-private primary schools (6%), and associations of technical professionals (4%).
- Lay citizens and people from the organizations that were not members of the network were also engaged in the process with limited responsibility

The co-production process started in mid-July 2017, consisted of three phases and used different tools for public engagement. During the first phase, proposals from participants were collected by the town council through:

- a) two face-to-face work-shops,
- b) two self-organized sessions, and
- c) the digital platform Decidim.

More than 140 organizations (e.g., private sector, NGOs, schools) were involved through participatory sessions to draw up a joint commitment acquired both by the City Council and citizen organizations, so as to implement five strategic measures and seven priority projects (led by the Council) and to define and develop nine citizen-led projects (involving 135 people from 86 organizations).

First, in 2016 the local government commissioned a baseline report focusing on 9 areas: social domain, energy, mobility and air quality, city model, health, food system, biodiversity, water, and governance. The free open-source platform Decidim Barcelona was launched in February 2016 to digitally support and enhance this intensification and widening of participatory democratic governance

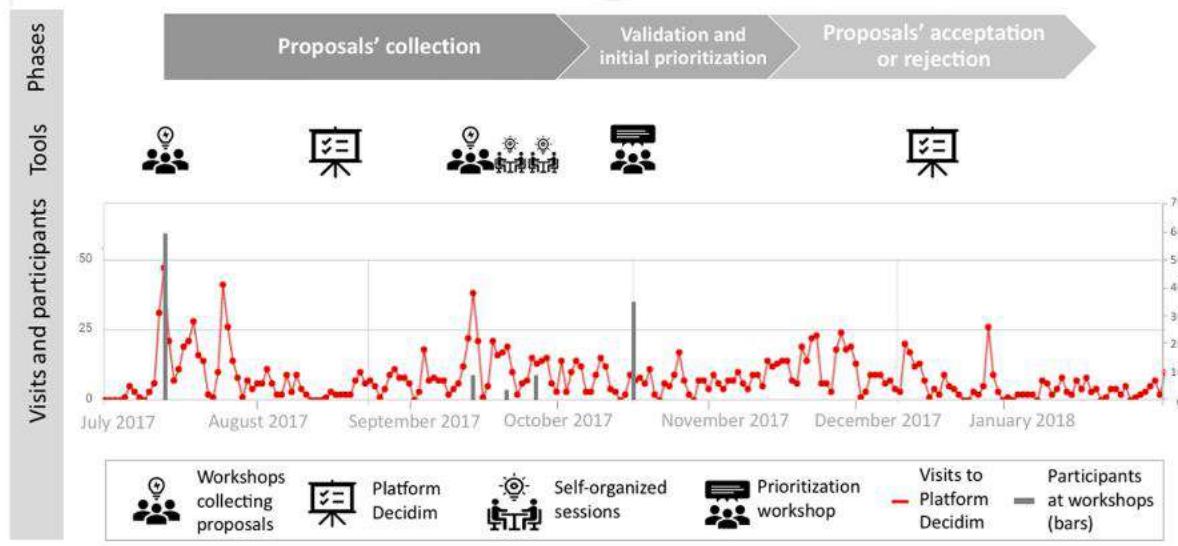
The second phase of the co-production process included the validation and initial prioritization of the proposals collected in the first phase. The City Council organized face-to-face workshops and put up a digital platform to collect and prioritize proposals for the plan from organizations (104 participants from public and private sectors, NGOs, schools and universities, trade unions and professional associations) and citizens (23 participants).



Finally, the last phase consisted of the acceptance or rejection of the proposals by the team of civil servants in charge of elaborating the plan. All proposals collected were uploaded at the digital platform.

During the co-production process, civil servants' participation was valued because they acted as neutral arbiters and guaranteed public interest on the outcomes of the process. By contrast, the technical knowledge held by civil servants about the city functioning and governance could overwhelm participants, hindering equal interactions among them.

The co-production process diagram:



To turn co-produced proposals into plan's actions, the team of civil servants in charge of elaborating the Climate Plan accepted or rejected the proposals collected. Only 26% of accepted co-produced proposals were identically introduced in the plan as they were formulated in the co-production process. 5% of the proposals were partially transformed, i.e., slightly modifying some punctual aspects. 22% of accepted proposals included in the plan were highly transformed. In other words, one or more relevant aspects of the proposal were excluded or significantly modified once converted into the plan's actions.

The Barcelona Climate Plan (2018–2030) launched in April 2018 and officially approved in October 2018 contains actions based on the co-produced proposals, the suggestions from the diagnoses, and the civil servants' inputs. The resulting plan includes 242 actions, split into five areas (i.e., people first, starting at home, transforming communal spaces, climate economy, and building together) and 18 lines of action (e.g., no energy or water supply cuts, conserving the seafront, zero waste, or cultural action for the climate). The actions listed fall into two-time horizons (i.e., actions to be launched before 2020 and actions to be launched between 2021 and 2030) and four strategic goals (i.e., mitigation, adaptation, climate justice, and promoting citizen action).

**Read [Barcelona Clima Plan \(Summary\)](#)**

## EDUCATION AND CHILDCARE

Care is an activity that once relied almost entirely on time and on the quality of human relationships but now leans heavily on a chronically low-paid and under-valued workforce increasingly run by just a few big firms seeking to maximise profit.

### Case study in London, United Kingdom: The Grasshoppers in the Park nursery (Scaife, 2017)

Parent-led co-operative models of childcare like Childspace in Brockwell or Grasshoppers in the Park in Hackney combine decent pay and conditions for staff with real control and affordability for parents who contribute time and skills to the management of the nursery.

The nursery is located in east London, a not-for-profit limited company, was set up 15 years ago as a parent-led childcare co-operative with the aim to offer families high quality childcare at a lower cost than at a private nursery.

**Watch** [Grasshoppers in the Park: What does a parent-led nursery look like?](#) (4:30 min)

While all parents at Grasshoppers are expected to contribute in one way or another, be it through attending outings or taking some laundry home, parents can reduce their fees by taking on bigger roles. This could be attending the classroom for a full day between 9.30am and 3.30pm once a week, or for helping out with tasks such as admin or fundraising at flexible hours, when parents get a monthly discount of £120.

The fees are banded by income in a bid to attract families from a diversity of backgrounds, and the nursery management prefers to trust parents when they state their income. The staff believe there's a lot of potential for parents to learn skills from professionals at the setting and transfer them to the home-learning environment. Parents can benefit a lot from working alongside professionals in the room, which ultimately benefits their children.

Although Grasshoppers is not-for-profit and relies heavily on fundraising, wages paid to staff are above average, with a qualified practitioner at the nursery earning £21,500 a year.

The National Day Nurseries Association doesn't capture any records of how many co-operative nurseries exist in the UK, but believes that only a small proportion of nurseries are run in this way. These would tend to be in larger cities where demand is greatest and there is a close-knit community. One of the problems seems to be that such settings mainly attract families who can afford taking out time to get involved in their child's nursery.

Co-produced nurseries could be part of the solution to childcare challenges families are facing, particularly in bigger cities, but couldn't be a 'substitute for the major reforms to our childcare policy and funding needed to provide the volume of high-quality, affordable places that parents need.'

Source: Scaife, A. (2017) NEF & Grasshoppers in Nursery World, retrieved from <https://www.grasshoppersinthepark.co.uk/nef-grasshoppers-in-nursery-world/>



## WASTE MANAGEMENT AND SANITATION

Solid waste (SW) has become over the past decades one of the most pressing issues, as the world population is growing at a fast pace (11 million tons per day in 2100). According to The World Bank's specialists, from more than 3.5 million tons per day in 2010, global waste generation will reach 6 million tons per day by 2025 and probably about 11 million tons per day in 2100. All countries will have to tackle an increased pollution of soils and water and potential health crisis, but it is most probable that developing countries will suffer the most from unsustainable waste management policies.

### Case Study: Sewer Systems in Brasilia, Brazil (McGranahan, 2015)

Community residents, organizations, and local enterprises have a comparative advantage in constructing and managing simple low-cost systems situated within the community, while public agencies, utilities, and large contractors have a comparative advantage in constructing and managing technologically sophisticated systems centered outside of the community.

Elinor Ostrom gave an example known as the “condominial sewers” in Brazil (Ostrom, 1996): an example of a relatively high-end sanitation system that can still be made affordable in quite low-income areas, provided it is co-produced. The condominium sewers are smaller in diameter than conventional sewers, are laid less deep, cost a third to half that of conventional sewerage and can become cheaper than on-site systems as density increases past about 150–200 people per hectare. Whereas conventional systems essentially provide services to each housing unit, condominium systems deliver services to each housing block or any group of dwellings that could be termed a neighbourhood unit or “condominium”.

The condominium system drains to a point for treatment, removal, or connection with a trunk sewer. The original justification for engaging with local residents, and getting their cooperation, was primarily to keep costs down, to allow the residents to play a role in designing the local system, and perhaps most important to provide the capacity and responsibility for dealing with the blockages that often arise with small diameter sewers. In Brasilia alone, the condominium system has been used to extend sewer connections to half a million people.

The condominium system depends on three difficult challenges:

1. the organization of citizens and their fulfilment of promises to undertake collective action (social capital outside the government)
2. good teamwork within a public agency (social capital within the government)
3. effective coordination between citizens

Communities can participate in the co-production process of the condominium in:

- mobilizing the community
- decision-making
- construction
- maintenance



Participation in mobilizing and decision-making was associated with better performance, while participation in construction and maintenance was not. Such results suggest that successful co-production may require dialogue as well as practical collaboration.

## EMPLOYMENT

### Case Study in Zaragoza, Spain: La Colaboradora

La Colaboradora in Zaragoza, Spain, is a physical space of Collective Intelligence where a collaborative community works on its business, social or creative projects with the only payment requirement of exchanging ideas, services and knowledge through a time bank to strengthen the collaborative economy of its members and its environment.

In this space you can develop business, social, creative projects ... It is aimed at entrepreneurs, freelancers, freelancers, NGOs, activists, creatives, re-entrepreneurs who want to develop a project. La Colaboradora is made up of people with a project to develop.

It is a physical P2P environment where talent is managed and the philosophy of peer-to-peer exchange networks is combined with the intensity of human contact through the meeting of collaborative communities.

La Colaboradora is a space co-managed between the Zaragoza City Council and the users themselves who are involved in its governance and are empowered by it. Each member works in the development of their project with the commitment to put 4 hours of their time at the service of the community to offer services on a voluntary basis in the governance tasks of the project (dynamization, communication or training) or contributing with their knowledge by advising other members. Its governing bodies are the Management Board and the Assembly.

[Watch School of collaboration: La Colaboradora \(2 min\)](#)

## PUBLIC SPACES

### Case Study in Wroclaw, Poland: Strategy 2030 and Grow Green Wroclaw

#### Strategy Wroclaw 2030 (Bednarska-Olejniczak et al., 2019)

The strategy formulated (for the first time) a vision of the city—"Sustainable development based on the high value of life of the current and future residents, as well as creativity, innovation and entrepreneurship". It was also inspired by the residents, who determined the preferred priorities of the authorities for the next 10 years. These included:

- pro-ecological policy, including air protection and increasing the area of green areas
- revitalization of degraded city areas



- development of public transport
- supporting local entrepreneurship

In practice, the idea of participation is implemented in two key programs:

**1. "Wroclaw Talks" [129]**

It is a platform that allows conducting broad social consultations, as well as facilitating local meetings with residents, focusing on specific problems. Social consultations between residents and officials allow the former to express their own opinions, better understand the needs of other residents, as well as to ask questions to officials and experts. So far, the following has been carried out within the projects: consultations regarding land development, plan for sustainable urban mobility, location of 'park and ride' parking lots, system of Wroclaw housing estates, the action of making the Wroclaw streets green, city strategy, as well as the Wroclaw Study, forms and principles of Wroclaw Citizen Budget (WBO) operation.

Within this program, the Social Dialogue Groups (GDS) were also created, the idea of which consists of talking, making diagnosis, solving problems and improving the efficiency of activity and cooperation of various groups (residents, NGOs, employees of Wroclaw City Office) in various areas of social life in Wroclaw.

**2. Wroclaw Citizen Budget (WBO)**

The consequence of the first two years of PB implementation in Wroclaw was the shaping of a PB model that tried to take into account, through the division of neighbourhood/regional/area projects, the demographic diversity occurring in the city and resulting in the selection of projects focused only on areas with high population density or concerning larger groups of residents (parents of children attending one school, cyclists). At the same time, by taking into account the submitted proposals in the scope of necessity of supporting small projects within the framework of the PB, mainly regarding the area of improving the quality of life and security, the gradation of the size of projects was introduced.

### Grow Green Wroclaw

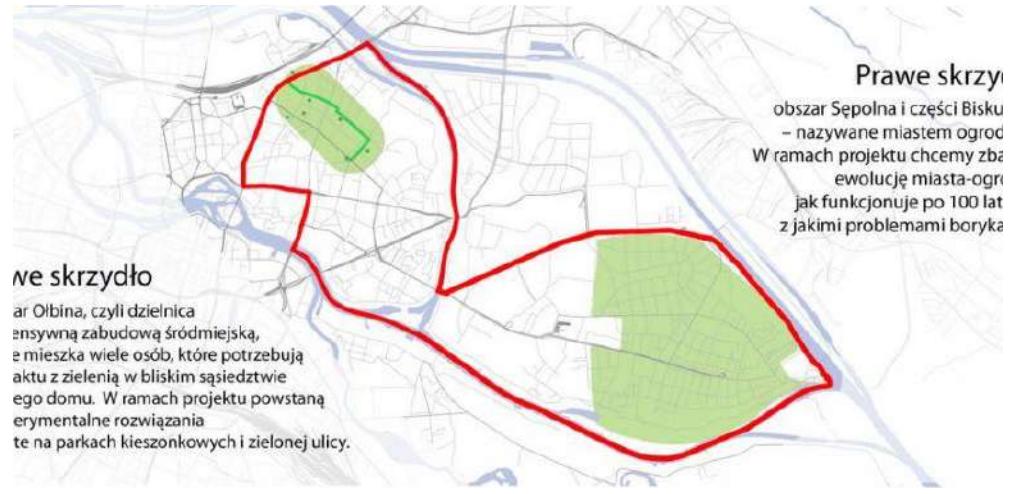
The aim of the project is to test the effectiveness of nature-based solutions in building urban climate resilience. A list of actions and solutions will be developed, aimed at local temperature reduction, air humidity increase, provision of shelter against heat, rainwater management. Examples of these solutions are: pocket parks, green walls and street greenery.



The project consists of two parts - it resembles the butterfly shape. The first area (right wing) is the area of the Sępolno / Biskupin District (known as the "garden city"). The project is to examine the evolution of the garden city - how does it work after 100 years and what problems does it face. The second area (left wing) is the area of the Ołbin

District - a district with dense urban development and dense population, where people need contact with greenery in close proximity to their homes. In this area, as a part of the project, experimental solutions like pocket parks and green streets will be created in order to improve the quality of life of the inhabitants.

In Wrocław, [the Grow Green project](#) is coordinated by the City of Wrocław and co-organized with the Wrocław University of Environmental and Life Sciences and the Wrocław Agglomeration Development Agency.



A very important element of the project is the involvement of residents of the areas covered by the project:

- In the first stage, the residents were asked to indicate areas in the Ołbin District, which should be included in the project. More than 120 proposals were sent via the website, 7 of which were finally selected.
- In the second stage, the residents are to participate in the micro-green system designing. Design groups consisting of specialists in various fields, landscape architects, urban planners, environmental scientists, sociologists and the inhabitants will be created.
- The goal of the third stage of the project, called "heritage", is that the residents will look after the greenery themselves, will care for it and feel responsible for it.

[Watch Wrocław creates space for nature-based solutions to improve quality of life \(3 mins\)](#)

## HOUSING

### Case Study in Barcelona, Spain: La Borda Housing Cooperative

La Borda defines itself as the first housing cooperative following the model of cession of use to be developed in Barcelona and built on public land. As a result of a participatory process undertaken by the community, a group of residents decided to get organized to collectively address the problem of housing affordability through the implementation of a housing cooperative (La Borda).



The housing cooperative can be described as a framework for the development of social innovation in housing: collective organizations and structures with shared forms of leadership, which create new responses to current problems and contemporary social needs.

### Watch [La Borda](#) (2 mins)

La Borda's position in favour of a community model that runs counter to the conventional housing model allows for overcoming some of the typical limitations of architectural design. In the case of public housing, the administration's fear of the unknown occupant makes it impossible to introduce changes that affect established typologies. Also, the real-estate market's logic has the tendency to produce low-quality housing by assimilating it to an object of consumption. In order to describe and analyse the process, five key concepts have conditioned the strategies of the project: self-management, cession of use, community life, sustainability and accessibility.

#### 1. Self-management

The members of the cooperative, and future users, are those who direct, control and develop the entire process through an internal structure that encourages their direct participation in work committees and in a monthly general assembly. The cooperative only relies on the support of technical teams specialized in the tasks its members cannot assume, as is the case with the architectural project. According to the values of the cooperative, active participation on the part of the users has been integrated into all phases of the housing development process: design, construction, management and life in the building.

#### 2. Cession of use and collective property

The housing cooperative scheme being used by La Borda is categorized under the legal term "cession of use". The model of cession of use is widespread in countries such as Denmark (Andel Model) and Uruguay (FUCVAM). Both experiences are direct references for La Borda in developing this model, where the property will always be collective while the use is personal. It is a non-speculative model that takes housing as a basic right, with a strong commitment to the use value above the exchange value on the market.

As a non-profit institution, the cooperative developed the housing on public land, where a leasehold was established by the City Council for 75 years. The cooperative will be the owner of the building and will cede the right to use of the dwelling to its members, grouped into units of cohabitation. The right of use is acquired by paying an entry fee (which will be returned if the tenant leaves the cooperative) and maintained by paying an affordable monthly fee.

#### 3. Communal living

La Borda wants to produce new forms of cohabitation that enhance the interrelation of the community through the use of shared spaces: establish links of cooperation in the area of domestic tasks and care to make visible the private spheres of daily life and promote equal relationships among residents. By fostering community life through shared common facilities, the conventional collective housing programs have been reimagined and optimized in terms of space and energy. The housing units reduce their area by 10% since services such as laundry, guest rooms or storage rooms (often oversized or underutilized in conventional homes) are shared spaces. The building also has extra social spaces required by the community such as



a large dining kitchen, a health and care area, a reserve of unused space adaptable to the varying needs of the group at all times.

#### 4. Sustainability

The cooperative prioritizes a building with the minimum environmental impact, both in its construction and throughout its life cycle, and it is a benchmark for the area. Another fundamental goal is to eliminate the possibility of energy poverty among future users, a situation that some of them suffer today due to the high costs of energy and their low incomes. The result is an almost zero energy consumption and comfort in the building with the associated minimum construction and running costs

#### 5. Affordability

An essential condition of La Borda is to guarantee access to decent and affordable housing for its members, to become an alternative model for people with low incomes. The project is funded by the residents' contributions, collaborators' contributions (groups or individuals) and the social economical network (mainly the credit cooperative Coop57 through loans and participatory titles).

The budget for the development adds up to €3.1 million and takes into account all necessary investments to carry out the project (taxes, professional fees, construction budget). The construction budget totals €2.4 million (€850/m<sup>2</sup>).

Financing difficulties make the cost of construction a determining factor in establishing the value of the monthly rent. In order to reduce it, different strategies are followed: budgets as a design tool, prefabrication (wood system) to reduce the duration of construction, constructive simplicity, self-management to reduce industrial benefit, some construction phases and self-construction carried out by the future residents.

## ENERGY

### Case Study in Viladecans, Spain: Vilawatt (Fuselli, 2018)

The Vilawatt project started in 2018 and aims to establish an Innovative Public-Private-Citizen Governance Partnership at local level (PPCP). This entity will have, for the first time, the Municipality of Viladecans together with the local businesses and the citizens of Viladecans as its members. Its mission will be to promote and ensure a secure, clean and efficient use of energy, starting with an impoverished neighbourhood in the city of Viladecans (Montserratina). This new PPCP will be the central hub that will manage the new local tools for the transition: energy supply, energy currency, energy savings services, deep energy renovation investments and renewable energy production.

The new entity aims to create a Local Energy Operator that will be the local energy supplier and the renewable energy producer, and an Energy Savings Company, offering energy savings services and energy renovation investment to all the members. The Capitalisation of the Energy Savings will allow the new entity to focus on the investment of deep energy renovations, sharing among the local community the economic risks of that energy saving operations that are not economically attractive.



A new energy currency linked to energy savings will be created, and it will work as an incentive to energy efficiency and as a mechanism to increase economic capacity of vulnerable economic groups. At the same time, this alternative currency will strengthen the local economy by assuring a local cycle of the money.

[Watch UIA innovating when dealing with Energy Transition - VILAWATT, Viladecans \(2 mins\)](#)

[Watch Vilawatt First General Assembly \(2:30 mins\)](#)

#### *The tools - Governance*

The structural backbone of Vilawatt is the Public Private Citizenship Partnership (PPCP), the municipal entity that will manage the entire programme.

The PPCP governance body will act as a steering committee, with the objectives of establishing and maintaining a common vision and a resilient business model, ensuring economic sustainability and enforcing respect of the existing regulatory frameworks (legal structure). Furthermore, the PPCP will indirectly manage (through the executive body) the program implementation and (through consultants) the capacity building and community participation mechanisms. Finally the governance body will be responsible to analyze initiatives to combat energetic poverty.

#### *The tools – Alternative Currency: the Vilawatt*

In order to translate the energy efficiency initiative into a benefit for the local economy, the programme incorporates the creation and diffusion of a local currency (the ‘Vilawatt’) which converts energy savings into local purchasing power.

For simplicity, the Vilawatt has been benchmarked to the Euro, with a 1-to-1 conversion rate (i.e. 1 Vilawatt = 1 Euro).

Money will flow in a circular structure whereby the City hall (main issuer) hands out grants in electronic money and individuals can buy e-money units in exchange of cash or bank deposits. Transactions will occur as “payments and charges” and “debits and credits”, among system participants. Finally, the municipality will recollect the Vilawatt (and close the money circle) by allowing payment of municipal fees and public services with the energy currency.

Transactions will utilize different channels:

- internet - Accessing the digital payment platform website using the user code and password from their own computer, mobile phone or tablet.
- mobile phone (APP) - Downloading the project APP and accessing it through user code and password from their own mobile phone or tablet. The APP enables payments only (no cash-out functionality).
- physical vouchers - physical vouchers available through Change Points, equipped with both euros and vouchers.



**Watch** [Vilawatt already has its first customers](#) (3 mins)

### Challenges

The inclusion of most delivery partners as partners of the project (i.e. recipients of the UIA grant) ensures the right amount of “skin in the game” to grant commitment. The PPCP includes representatives from delivery partners, local professional associations, local and regional institutions (university and regional authority); more importantly, the PPCP also includes the entire citizenship through the Citizenship Forum (or Exchange Forum). All these parties participate to the design process and have equal weight in defining priorities.

## HEALTH

### Case Study in Lisbon, Portugal: City of All Ages

Currently, Lisbon is one of the most aged capitals in the European Union and in 2050 Portugal is expected to be the third oldest country in the world (40.8%). The aging of the population and isolation in old age are complex social problems.

As a result of the reflections made by the Lisbon city council, the integrated policies for longevity must value:

- Integrated social and health responses;
- The role of the family and the informal network;
- The participation and role of older people in communities and society;
- The knowledge and knowledge of older people;
- Economic, financial and housing autonomy;
- Security and prevention of violence in older people.

And contribute to the 65+ population:

- Be healthier and less dependent;
- Have a wider social network;
- Have higher self-esteem and positive self-concept;
- Feel more integrated and less excluded;
- Feel safer.

The [City of All Ages](#) Program's mission is to provide an integrated response to the 65+ population in terms of active and autonomous aging; it requires the involvement of entities that at the level of the city of Lisbon have a fundamental role in this area and the implementation of a specific functioning model that allows to assume social responsibility in Lisbon.

**Watch** (in Portuguese): <https://scml.pt/projetos-e-fundos/lisboa-cidade-de-todas-as-idades/>



It is divided into 3 main axes:

1. Active Life: promote dynamic lifestyles in 65+ population, whether cultural, sports, training or civic intervention
2. Independent Living: improve physical conditions of public and building space; requalify, innovate and diversify network equipment and services, autonomy promoters in 65+ population as an alternative to institutionalization
3. Supported Life: improve and increase of social and health equipment network, and ensure care in dependency

The implementation phases are as follows:

- Phase 0: Establish Cooperation Protocol between entities that make up the Tripartite Social Network Commission for implementing the strategy
- Phase 1: RADAR project
  - I. Flag population 65+, streamline processes for early detection of risk situations and rapid intervention and adjusted to each situation.
  - II. Constitute community-based radars (volunteers, technicians, neighbours ...)
- Phase 2: Implement a Co-governance Model with all partners with relevant action on the issue of active aging
  - I. Constitute an Executive Nucleus composed of the Tripartite Social Network Commission, a Strategic Commission composed of key partners and a technical staff;
  - II. Establish a partnership protocol between the Executive Nucleus and organizations with relevant action in the area of aging “Base Partners”.
- Phase 3: Open and constitute the organizational structure of the Local Information and Coordination Center
  - I. Reorganize and optimize the equipment and response network, as well as implement an integrated intervention model for all agents in the city working with the 65+ population and their families, in the diversity of their social and age profiles.
  - II. Allocate resources and work in an integrated manner, responding to a need for sectoral organization that structures the diversity of institutions in terms of knowledge, information, strategy, planning and action.

Resource: <https://www.esn-eu.org/sites/default/files/2A%20Lisbon%20City%20of%20All%20Ages.pdf>



## COMPLEMENTARY CURRENCIES

### Case Study in Santa Coloma de Gramenet: La Grama

Santa Coloma de Gramenet has issued a social currency it calls the Grama, with the object of incentivising local trade and strengthening residents' commitment to their town.

Some years ago, Santa Coloma Town Council realised that many local businesses were putting up the shutters, customers were leaving to shop in department stores in the neighbouring cities and there was a high risk that Santa Coloma would become a dormitory town. The wealth being generated in the town was leaking away and there was a liquidity crisis. According to one study, 90% of the money paid out by the local authority had left within three days. For a town without much industry or tourism, trade is the motor of wealth. (BOPB, 2016).

The Grama is the first municipal local currency in Catalonia, and it began circulating in January 2017, with a parity of 1 Grama = 1 Euro.

The main objectives are:

1. Increase the impact of public spending (subsidies, salaries, purchases from suppliers) in local businesses and increase the circulation of money between businesses in Santa Coloma.
2. Behind the initiative was the wish to incentivise local business and strengthen residents' commitment to their town. 'I'm from Santa Coloma. I shop in Santa Coloma' is the campaign included in this overall objective.

The Local Currency is a Digital Payment System (by Internet and mainly with the mobile phone). They are transfers of balance from one user's account to another user's account (such as credit card payments). One Grama can be changed for one euro after 45 days, but if it's changed before that a penalisation of 5% is incurred.

This is one of the few local currencies that have been co-produced with an active participation of a local administration. In the case of la Grama, the City Council of Santa Coloma de Gramenet was the leader of the project, with the active participation of organizations who were part of the Social Trade Circuit.

The system functions as follows ([City Council Website](#)):

1. The City Council gives part of the subsidies, grants and wages in Gramas (through the digital payments system)
2. NGOs (receiving grants), workers (receiving salaries) and businesses (public projects) will use the local currency in registered shops and businesses
3. Registered shops and businesses will use the local currency at other registered shops, both as businesses and as individuals
4. This way, the money circulates more times and for longer within the city, creating wealth



Example:

The City Council pays € 20,000,000 a year in net wages to workers

If 2% of this expense is paid in Gramas, that would mean a total of € 400,000 in income for local commerce (if the % were larger ...)

If the Gramas circulate 2 times more than the Euro = € 800,000 for local commerce

There are projects where the Local Currency circulates up to 6 times more than the Euro

For the awarding of subsidies, the City Council has defined the following criteria:

- 1.** The sale of ecological, local, fair trade products and services.
- 2.** The purchase in Santa Coloma de Gramenet of products and services for the development of the activity of the company or entity
- 3.** Cooperativism and the provision of products or services of cooperatives and / or entities of the social and solidarity economy.
- 4.** Be associated with local or social entities and financial support to local or social entities.
- 5.** The supply of green (renewable) energy, low consumption, recycling, reuse and actions to reduce the impact on the environment in general.

Currently, the city has a social commerce network of 800 members, of which 400 are businesses, cooperatives and companies, 150 are associations and entities, and 250 are individuals. In the last semester of 2019, the number of members of businesses, cooperatives and companies grew by more than 25%.



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## QUESTIONS FOR REFLECTION

- What does ecosocial innovation look like where you live? What type of projects are being implemented?
- Have you ever used a complementary currency? What did it consist of, and did it fulfil its purpose?
- Which of the case studies presented could be of greatest inspiration to your work? Is there any that you would be interested to replicate or adapt?

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# TOOLKIT V.1.1



 MedTOWN