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**DIALOG Project**  
**Dialog for Innovation and Local Growth**



**SYNTHESIS WORKING DOCUMENT**  
**ON BEST PRACTICES BENCHMARKING**

**BY**  
**PROVINCIA AUTONOMA DI TRENTO WITH THE SUPPORT OF SCIENTIFIC GROUP**

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# 1 ANALYSIS AND METHODOLOGY FRAMEWORK

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## 2 THE CONCEPTUAL BACKGROUND

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Behind the Dialog project there is the assumption that the *stakeholder* involvement (individuals, groups or social parts that represent sectors and interests) has a relevant and positive impact on the development and implementation of social innovative projects. The core of the research is to explain how the voice and the most diverse actors, who build the group of stakeholders, have been part of the development process of new solutions for social challenges on the base of case studies coming from social innovative projects proposed by each partner of Dialog.

In particular, this research raises a serious of key issues like:

- What are the best ways to organize stakeholder engagement?*
- What forms can stakeholder involvement take?*
- How can stakeholder involvement be encouraged and supported?*

These are just some of the issues that are going to have a feedback through the analysis of the best practices proposed by the Dialog project partners. The aim is to develop an operational plan about the most appropriate ways to identify related methods, procedures and tools for efficient involvement of stakeholders in social innovative projects.

The willingness of governments, institutions, public services and enterprises to collect ideas and information from their citizens and users/consumers of goods and services has been on the rise for several years. This implies that stakeholders will be involved into the decisional process and consequently into the resulting operational level. Their involvement lies inside both the deliberation or decision-making process, the transformation of that instrument into a structured project activity and finally inside concrete activities during the implementation phase.

It should be underlined that the involvement cannot be either merely passive nor a simple expression of an opinion: on the contrary, the involvement requires some actions, a certain 'industrious' attitude from the participants, whether they are individuals, groups of citizens or social parts that represent the respective sectors and interests.

This type of *social participation* underlies the actual *social dialogue*, namely the involvement in activities of interest for the community. This participation contributes to a better social cohesion in terms of growing trust, connections, social capital, which are welfare core elements of a given community. At the same time, it can help the efficiency of the policy design and implementation that institutions intend to pursue since they feel more supported by the public opinion. A non-formal involvement of stakeholders, in their broadest sense, allows to identify which are the best opportunities to define and implement policy intervention through the acquisition of information on population needs or of its sectors, on conditions and ambitious which characterized it. These elements can be tested during the implementation phase to verify their impact on the real life.

Also other aspects have to be stressed. First of all, the social dialogue increases public awareness regarding the problem under discussion and the project. The latter should find a solution, reducing the conflicts that could arise around it. Furthermore, several points of view are taken into consideration supporting the decision-making process and, at least partly, ensuring positive feedback to social innovation.

Finally, the social dialogue enables *stakeholders* (and more in general the populations involved) to express their point of view and their interests. All this improves the capacity of resilience and of action of the society and - a social dialogue aspect of no minor importance - marks, by the way, also democracy reinforcement during our time, which is suffering an increasing decline of the participation through formal political channels.

This social dialogue is fundamental when pursuing a *social innovation* design, meant as innovative solution (in the sectors of services, products, models, markets, processes, etc) that meet a social need in a more efficient way compared to the actual solutions and leads to a new capacities and relations framework as well to a better use of equipments and resources. On the other hand, social innovation is expression of a participatory process where the plurality of voices and actors can contribute to the development of new solutions for the local communities' challenges.

Social innovations aim at developing solutions capable of meeting public needs in a better way than the current ones, while social dialogue aims, first of all, at identifying challenges and problems to be solved and *stakeholders* can contribute with innovative ideas. Besides, this aspect is well highlighted in the academic literature about innovation that identifies users, precisely for their capability of being depositary and generator of new ideas, as one of the key elements of innovation. User involvement in the changing processes represents an *efficient* form of innovation because it puts in the same place, without any transfer costs, the knowledge of need and the instrument to meet them. In this framework, *stakeholder* involvement is a fundamental element, given the fact that the challenges of social innovations are complex and do not have, by definition, a unique solution. Problems can have many solutions and the research process, that aims at finding the most suitable one through the social negotiation of common meanings of the problem and its possible solutions, assumes a bigger importance rather than the solution itself.

This process requires participation, cooperation, and openness to attitude change even by actors who, while participating, always create mutual interactions that fortify and relaunch social innovation. It might be useful, conclusively, to propose some *caveats* that refer to participation in the social dialogue mentioned before. First of all, there is no doubt that this slows down and makes more complex the decision-taking process but it can make it more robust from many points of view. Secondly, not all *stakeholders* are aware of the importance of their role within the social dialogue and not all believe to have adequate resources (knowledge and competence) to contribute properly to the dialogue. Finally, studies on political and civil participation demonstrate that often the distribution of this participation suffers from the same disparity of which all other resources in the society suffer and that social exclusion can impede real participation among the more disadvantaged people. This makes social dialogue less understandable and therefore less effective from the above mentioned different perspectives. This type of danger might be taken into consideration, also at local level, in all initiatives that put social dialogue as the base for social innovations capable of fulfilling the desired impact.

### 3 ANALYTICAL ELEMENTS FOR GOOD PRACTICES BENCHMARKING

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Starting from the assumptions herewith presented, there are some **analytical elements** that can be usefully considered to examine, from a benchmarking perspective, the information contained in the *social innovation* good practice cases presented by the Dialog's partners.

A first element is represented by the phases characterizing a type of *social innovation* project within which stakeholder participation can be recorded.

#### 4 Project phases

**i) Project idea:**

- Identification of problems*
- Definition of the project idea.*

**ii) Operational design:**

- Purpose of the project*
- Expected results*
- Project features (top-down, bottom up, etc)*
- Drafting period*
- Identification and selection of stakeholders*
- Type of interaction between lead partner and stakeholders:* individuals, groups or both; structured through existing organisations or channels; with(out) dedicated tools; limited duration or with continuity
- Number of stakeholders involved* (in relation to the project targets. This data can vary during the different project phases. Scale is considered according to the form that engagement method takes. For example, engagement that takes place on line is well suited to interacting with a large number of stakeholders, while offline methods are better suited to discussion between smaller numbers of stakeholders.

**iii) Project implementation**

- Role and functions of stakeholders involved.* With reference to this aspect attention must be *paid* to

- the type of governance adopted and, when foreseen, to the monitoring and evaluation system
- *Sustainability and transferability* as capacity of the project and of the participatory model adopted to renew itself and to adapt to different contexts.

## 5 Stakeholder identification methods

To decide who should be involved, how and when in doing stakeholder analyses is a key strategic choice. In general, people should be involved if they have information that cannot be gained otherwise, or if their participation is necessary to assure successful implementation of initiatives built on the analyses. Premise that the criteria traditionally more used by a public administration for identifying the stakeholder is his involvement and interaction on regular basis, it would be in any case appropriate to consider a set of different elements as:

- the capacity of stakeholder to affect the project activities and influence its outcome;
- the potential contribution that the stakeholder knowledge can give to the project planning and/or implementation;
- the legitimacy of the stakeholder's statement for involvement and its relationship with other stakeholders;
- the motivation of the stakeholder to be involved;
- the effect of a stakeholder non participation in the derail and or delegitimation of the procedures and/or the project outcomes.

In order to measure the influence of a stakeholder on the criteria aforesaid, it might be used the following tool, where the project managers can measure the influence of a stakeholder with reference to each criterion by giving a value ranging from 1 (low influence) to 4 (high influence).

**Tab. 1.1. Measuring the influence of stakeholder**

<b>Stakeholder Name (group or organisation)</b>	<b>Participation in previous networks and projects</b>	<b>Expertise contribution and legitimacy</b>	<b>Interest and willingness to engage</b>	<b>Value of contribution and importance of involvement</b>	<b>Key relationships with other stakeholders</b>

Source: Our reworking of the procedure proposed by EC ONLINE Platform for Smart Specialisation Policy Advice (2017)

## 6 Levels and forms of stakeholder involvement

The type of *stakeholder* involvement in the different phases of a social innovation project (identification of the project idea, operational planning, implementation) can develop according to a spectrum ranging from providing them with Information (see table 1.1) to their consultation and involvement till their collaboration.

**Tab. 1.2. Spectrum of stakeholder participation**

<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>
To provide the stakeholder with balanced and objective information to assist them in understanding the problem alternatives opportunities and or solutions	To obtain stakeholder feedbacks on analysis alternatives and/or decision	To work directly with the stakeholder throughout the process to ensure that stakeholder concerns and aspirations are consistently understood and considered	To partner with the stakeholder in each aspect of decision including development of alternatives and the identification of the preferred solution

↘ **Information** is the fundamental of all further steps of *stakeholder* involvement in the project definition and implementation process. Anyhow, it refers to a first step that provides one-sided information to *stakeholders* from the proposing subject, without their active interaction, only occasionally and with no necessary consequences.

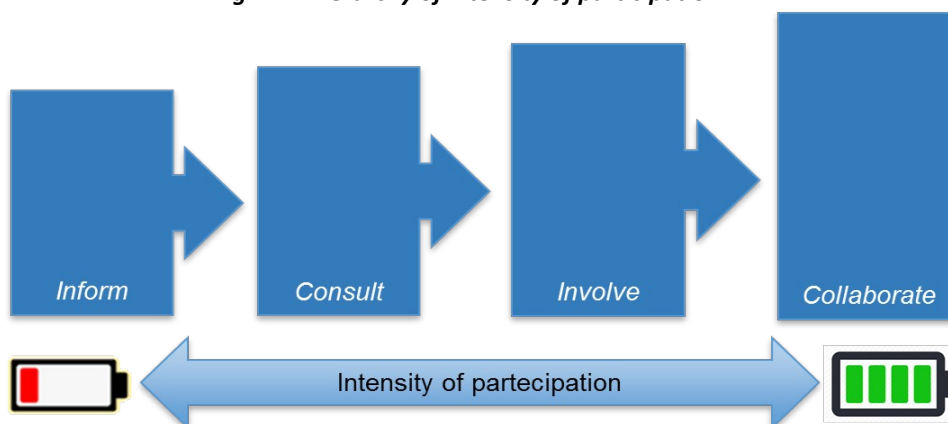
↘ **Consultation** is a participatory form to obtain *stakeholder* feedbacks on a specific topic or analysis of a particular policy. Within consultation, information on analysis of a decision and/or policy is provided, and comments, suggestions and feedbacks are requested. The initiative and topics are the prerogative of the policy authority while consultation can refer to all decision progress steps, in particular drafting, monitoring and revision. *Stakeholders'* consultation from the board members and technicians to elaborate and revise interventions is the most popular method keeping anyway the expert and profane knowledge separate. For this reason, the involvement of the beneficiaries will be moderate and the role of a possible facilitator coincides more with the researcher one who collect information on population. In this case board members and technicians continue to have the responsibility for decision-making.

↘ **Involvement** makes *stakeholders* actively participate in the project decisions and implies that their concerns are consistently understood and considered. In this case, as for the consultation phase, there is a two-way relationship and a regular exchange of points of view during all project phases is expected. Technicians draft an intervention proposal and beneficiaries shall discuss and correct it. Through this process, technicians can revise the proposal according to the suggestions collected. The *stakeholders'* influence depends on the capacity of the facilitator to let the participants' requests arise and on the willingness of the technicians and of those who are responsible for promoting the process to listen them. Technicians decide how and to what extent the profane knowledge can be integrated into the project. The decision-making power is extended partly to the beneficiaries/users, but promoters are those who control the process and possibly decide to follow up what the community proposed.

↘ **Collaboration** is achieved when *stakeholders* become responsible of shared tasks in each decision progress milestone, starting from the planning draft, to elaboration, decision until the project implementation. This represents the highest level of participation that can intervene in all decision process phases and intervention implementation.

The different engagement typologies as shown in table 1.1 can develop along a hierarchy of intensity of participation ranging from dissemination of information to interaction and real decision-making (figure 1.1).

**Fig. 1.1. Hierarchy of intensity of participation**



## 7 TOOLS AND TECHNIQUES

The selection of methods and techniques is connected with the purposes that are intended to pursue. The most relevant goals can be summarized as follows:

- *Defining a shared vision of the working object and of the problems to be faced.* Different actors, even sharing the same local dimension, can belong to different cultural habitats and thereby give different meanings to the same events.



- *Promoting a more solid knowledge among the stakeholders*, a public opinion on the project/intervention that is intended to be promoted, even with the aim of disseminating and sharing through several communication channels, the opportunities offered by the project implementation.
- *Encouraging the exchange between technicians and beneficiaries*, paying attention to the languages and knowledge of the different participants.
- *Managing the exchange and negotiation between board members and beneficiaries* (and the parallel situation of powers and interest conflict).
- *Increasing the availability of social capital* (creation of new human relations, reinforcing citizen cooperation, creating a positive attitude).
- *Develop possible sceneries*.
- *Follow up of emerging proposals*.

Based on the aforementioned purposes, it is possible to classify tools and techniques used for the identified practices for both planning and implementation, as follows:

- a) tools and techniques to inform in order to raise awareness on the project like public meetings and assembly, story telling, open space technology, on-line meetings, e-conferences and forums, exhibits/display etc., brochures, websites, newsletters, press releases, newspaper articles, leaflets, news on social media (Facebook, Twitter etc.).
- b) tools and techniques promoting the listening to the concerns of citizens and groups of interest like network meetings, seminars and participatory workshops, internet interactive techniques, informal setting events (like World Café), Q methodology, interviews, surveys, appreciative inquiries, focus groups, brainstorming, district walk etc.
- c) tools and techniques promoting consultation, for instance round tables/councils, thematic workshops, district laboratories, e-forums, Q methodology, Fish Bowl, Delphi method, search conference, future search, planning for real, open space technology, World Cafè, laboratories in project design, metaplan, SWOT analysis, solution focus etc.
- d) tools and techniques for a constructive integration, achieving shared conclusions and promoting deliberative processes like *user-led design*; *co-design* web-based; *creative thinking* through media, *open innovation*, etc.) and/or using digitization tools (as Apps, platforms, etc.), local meetings, citizens' jury, deliberative polling, crowd wise, demox card game, stakeholders as members of decision-making boards etc.

As regards the type of stakeholder involvement (see table 1), the techniques and tools identified can be described according to the different project phases in the following matrix.

**Tab. 1.3. Forms, purposes, tools and techniques associated to the type of participation**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder</i>	Promote awareness among the stakeholders and the public opinion on the project/intervention to be promoted; diffuse a shared vision of the working object and of the problems to be faced	Public meetings and assembly, story telling, open space technology, on-line meetings, e-conferences and forums, exhibits/display etc. brochures, websites, newsletters, press releases, newspaper, articles, leaflets, news on social media etc
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals (without obligation to integrate stakeholders' views in decision-making)</i>	Foster the exchange between technicians and beneficiaries, paying attention to languages and knowledge of the different participants	Network meetings, seminars and participatory workshops, internet interactive techniques, World Café, Q methodology, interviews, surveys, appreciative inquiries, focus groups, brainstorming, district walk etc.
<b>Stakeholder Involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a</i>	Promote and manage the exchange and negotiation between board members	SWOT analysis, participatory scenario development, round tables/councils, thematic

Type	Forms	Purpose	Tools and techniques
	<i>research-led participation process</i>	and beneficiaries	workshops, district laboratories, e-forums, Q methodology, Fish Bowl, Delphi method, search conference, future search, planning for real, open space technology, World Cafè, laboratories in project design, metaplan, solution focus
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>	Support a positive climate of trust between administration and stakeholders; develop common scenarios; implement and share proposals for strategic options and to define project conclusion and/or products and/or services foreseen by the project	Stakeholders as members of decision-making boards, user-led design; co-design web-based; creative thinking through media, open innovation, etc.) and/or using digitization tools (as Apps, platforms, etc.), local meetings, citizens' jury, deliberative polling, crowd wise, demox card game. etc.

On the basis of this matrix, it is possible to organise different levels and tools&techniques of stakeholders' engagement following the information contained in the practices presented by each Dialog partner and the in-deep analysis developed by the Lead partner supported by the scientific group.

## 8 IDENTIFICATION OF CASE STUDIES

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After the presentation of the theoretical framework of reference and the criteria that identified the case studies discussed in the Dialog project, the following chapter will describe the cases carried out as potential “good practices”. According to the good practices’ analysis and also on the bases of a series of insights from the field and of some workshops on shared experience, single Action plans will be elaborated and implemented in phase 2.

In the next chapter 3, a benchmarking analysis of the good practices presented will be introduced. It should be reminded that, as for the identification and selection of case studies already done by each partner and reported in this document, the following criteria have been considered:

- *existence of an orientation to social innovation and the capacity of ‘modelling’ innovation* in order to ensure a high flexibility and reproducibility even in different contexts;
- *quality of actions and of the implementation process* (including also need analysis, monitoring, self-assessment, quality control);
- *capacity of creating, valorizing and strengthening the role of partners and potential beneficiaries* of the project through their involvement and activation;
- *existence of a planning from the phase referred to the planning of dissemination and transfer of experience*, as well as to the sustainability of the project/intervention.

According to the above mentioned criteria, 22 case studies have been identified and analysed. These will be summarized in the following chapters.

## 9 CASES STUDIES OF THE PROVINCIA AUTONOMA DI TRENTO (ITALY - PROJECT LP)

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### 10 Strategy of the Inner Area of Tesino

Within the Partnership agreement 2014-2020, particular attention has been paid to the “National strategy for the development of inner Areas of the Country”, a national policy with a strong local dimension that aims at promoting and developing the inner Areas. These are intended as remote areas that have suffered over the years a process of demographic decline and marginalization, located far away from big urban centres, whose potential must be recovered and valorized through interventions and integrated policies focused on the economic development of the areas and on the reinforcement of services for communities. Two inner Areas have been identified by the Province of Trento: Tesino (made up of Castello Tesino, Cinte Tesino and Pieve Tesino) and the Comunità di Valle of Val di Sole. With reference to the Strategy for the development of inner areas, several projects have been planned. These projects promote targeted measures to improve the quality and the quantity of services for education, well-being, mobility (citizenship) and the protection and valorization of areas and local communities and are implemented with independent and different paths. In general, the Strategy for inner Areas, coordinated and managed at national level, is articulated in three main phases:

1. adoption of criteria that identify the eligible areas upon the mapping of municipalities at national level according to a socio-economic indicators grid;
2. identification by Regions/autonomous Provinces of eligible Areas and subsequently local activities about information, listening and mediation of needs submitted by local administrators, citizens, stakeholders of the selected area;
3. discussion and draft of a strategic project compared to the general objectives of the National Strategy and consequently formalization of the duties among the project partners (Programme Agreement).

Regarding the object and type of interventions established at national level, the methodology applied foresees the draft of a bottom-up Strategy for Inner Areas. During the implementation phase the project of the Inner Area of Tesino involved citizens and local socio-economic sectors. Therefore, the Strategy adopted at the end of the process comes as result of sharing of objectives, methods and assessment methods, as well as of sharing of the type of projects approved and of the allocation of financial resources for the long term, which are necessary to achieve the objective.

Considering the different projects planned by the Inner Areas Strategy of Tesino within the Dialog project, it has been decided to deepen the one of e-medicine that is characterized by a model of involvement and participation of stakeholders and citizens, already tested within TrentinoSalute 4.0. The latter is a locally managed center for digital well-being financed by the local Government and composed by the well-being department and the research and development department of the Province of Trento, the health authority and the Bruno Kessler Foundation (research center).

## **11 DCooP Project: Digital Cooperative Platform. For the development and management of local networks of territorial welfare with a collaborative matrix**

The DCooP project has been supported by the “*Federazione Trentina della Cooperazione*” in collaboration with the University of Trento, consortia and local cooperatives<sup>1</sup>. The Federazione represents about 500 enterprises of the autonomous Province of Trento. The project also originated within a network of Trentino cooperative enterprises with the aim of promoting an innovative action in the field of innovation of digital processes. Its goals are the following:

- creating a socio-economic ecosystem that generates new services with an high social impact;
- creating links between individual and collective behaviours (sharing of services) based on the logic of cooperation, so that they can develop new forms of social assistance among citizens and new bonds of trust between members and cooperative enterprises;
- promoting the Trentino cooperative system defining new requirements for the sustainability and quality of life in Trentino.

Therefore, the project intends to create a modern ecosystem of territorial welfare, co-designed and co-managed together with organisations and citizens of each community, and implemented with the development of a digital platform, called “In Cooperazione (In Cooperation)”.

The project had three implementation phases:

1. *First phase*: meta-design and partnership set up with representative actors of the different socio-economic sectors.
2. *Second phase*: executive design and development of the digital platform (this phase was supported by ERSF law 6 - ended in June 2020).
3. Build-up of a concrete development case (among the possibile sectors) and realization of a territorial welfare service (ongoing).

On the DCooP platform some pilot projects are under development. They differ in their implementation stages because they are “self-consistent” and autonomous, even if there is an integrated strategic vision:

- *Etika*, based on *smart contract* to manage the “digital bag” and discounts for the expenditure and to build up a real energetic community;
- *territorial welfare*, public institutions, non-profit associations, training agencies or bodies representing the territory have been involved in this field, with the aim of building up a socio-economic ecosystem. This should generate or regenerate bonds of trust between citizens and local actors;
- re-launch/reinterpretation of the In-cooperation Chart. Until now, this chart identifies members of cooperative supermarkets (famiglie cooperative) and in the last 15 years represents the ‘consum’ chart as it states the membership and entitles to benefits for groceries and discounts for transports, tourism and culture services, etc.

## **12 Solidarity funds of Trentino**

The Solidarity fund of Trentino, running from 2016, is targeted to all private employers -not included in the regulation regarding wage subsidies or bilateral solidarity funds- and promotes the financing of educational programmes for professional reconversion and/or requalification and common checks for workers interested in a reduction of the working hours or a temporary suspension of the working activity. The fund has been implemented also thanks to the delegation - established by the national legislation - to the Province of Trento with regard to social safety nets (obviously in terms of integration and improvement compared to the rest of the country). It takes into account the peculiarities of the production system and

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<sup>1</sup> Consortia: Sait, Consolida, Cla, Cassa Centrale Banca; Single cooperatives to start the pilot project of territorial welfare.

offers some guarantees to workers of really small productive realities pursuing social equity objectives. To the funds three tasks have been assigned:

1. ensuring an income support to workers in case of work suspension or reduction of the working hours due to situations foreseen in the legislation related to redundancy fund;
2. introducing extra checks to facilitate the exodus;
3. contributing to the financing of educational programmes for professional reconversion or requalification.

At the end of an intensive tripartite discussion the basis for a new tool for income support has been established. The discussion involved the local government, employers' associations and trade unions and led over the years to the signature of agreements to define the priorities of this type of tool for small enterprises. The activation of the Solidarity fund from the local government started after the redefinition at national level of the social safety through the legislative decree n. 148 of 2015, which assigned autonomy for these interventions to the Province of Trento and Bolzano.

Therefore, this experience was carried out at local level by employers' associations of small/medium enterprises and both local and unitary trade unions. The entire process based on the capacity of a tripartite dialogue that led over the years to the signature of agreements to define the priorities of this type of tool for small enterprises and consequently their workers.

During the implementation phase, the strength of the funds was the presence, inside the managing committee of the funds, of representatives of the parts involved (social parts, employers, representatives of the local government) having the task, among others, to evaluate the trend of the tool and adopt, if necessary, possible changes and experimentations.

Based on this, thanks to the awareness of all the three parts, it has been decided to broaden, from the beginning, the audience of enterprises that can access the funds, considering also enterprises with less than 5 workers until those with only one worker. Furthermore, the possibility that the funds satisfy further needs in the near future, in particular with reference to employees having the least protected contract form, is currently being evaluated.

### 13 Trentino Study Visit

Study Visit in Trentino is a project promoted by ASAT (Hotel and tourism businesses of the Province of Trento) and realized with the contribution of the Sustainable Development and Protected areas Department of the Province of Trento). The project proposes trips to Italian middle and secondary schools to discover what sustainable development means. Study Visit in Trentino offers to teachers and Italian schools a concrete solution to the recent introduction of sustainable development and environmental education as compulsory subjects in the educational programmes of Italian schools. The project wants to show to students how these concepts can evolve into concrete actions improving the quality of life within the areas in which they are implemented.

To develop this sustainable tourism project a widespread partnership has been set up that, through the social dialog, allowed to systemize and increase the already existing offer in the area –but parceled creating a structured and more organic offer. Stakeholders have been involved with a *bottom-up* approach: several meetings and *focus groups* have been held in the interested areas to identify then the excellence that the area and the parks' community and Trentino reserves networks featured within the field of nature and green economy.

Study Visit in Trentino developed eco-touristic packages in coherence with the principles foreseen in the TURNAT local strategy (Strategy for a sustainable tourism development in protected areas of Trentino). This strategy aims at reducing impacts and at rebalancing tourist flows at spatial and temporal level thanks to a differentiation of the activities. Target groups are schools because they normally avoid periods of high concentration of tourists like summer and winter scheduling educational-recreational programmes during low seasons.

The general objectives of the Reserves network established by the Province of Trento have been considered along the process, namely *'promotion of the reserves network to valorize a sustainable tourism, to be intended as any form of development, planning or tourist activity that respects and preserves natural, cultural and social resources in the long term and contributes an equal and positive economic development*

as well as promotes a full realization of persons who live, work and stay in the areas’.

In general, the response received from the protected areas identified and the territorial operators, who were interested in the experimental start, has been more than positive and with an high participation of private subjects, even higher than expected.

## 14 CASE STUDIES OF TESSIN CANTON EDUCATION, CULTURE AND SPORT DEPARTMENT AND VET DIVISION (SWITZERLAND)

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### 15 City of crafts of the Italian-speaking Switzerland

The City of crafts project is coordinated by the Vocational training Division (DFP) of the Canton of Ticino<sup>2</sup> in collaboration with different sectors and Tessin administration offices and with organizations of the labour market. The project offers guidance and vocational training services gathered in a single space.

From the conceptual point of view the model of reference doesn't come from the Tessin context. It has been developed on the experience done in 1993 by the *Cité des Sciences* and by the *l'Industrie de la Villette* (Paris). This model has been developed over the years also in other European realities on the basis of the Label owned by the Universcience, which was later 'personalized' also involving local stakeholders.

In details the areas of interventions regard:

- guidance during the entry to the labour market and during the whole life;
- support to the scholars during their training in the management of the entry-level vocational training courses (secondary II), avoiding the risk of dropping out;
- support to the access to professional requalification vocational training courses as well as for specialization within career paths;
- reinforcement and enlargement of the tools available for citizens who are searching for a job, are developing autonomous business and are changing their job.

To these areas belong also across matters regarding the financing of the different phases of training, from the study aids to the financing of the vocational training in secondary schools. The added value of CDMSI is not the enlargement of the specific services in the Canton, but the fact that they are part of a net and citizens can access in a single place (*one stop shop*) to an integrated system of services focused on the user needs and aimed at meeting them.

### 16 Fondounimpresa

Fondounimpresa is an interdepartmental service of the Vocational training Division and of the Economic Division supported by Fondazione ECAP (association participated by local trade unions dealing with lifelong learning and integrated training of unemployed people in the labour market) and by the Vocational Technical School of Lugano (SPAI Trevano). Fondounimpresa represents the point of reference in the field of self-entrepreneurship in Tessin. Fondounimpresa offers training courses in business management, accountability, legal concepts and marketing but also guidance activities for start-ups and counselling on specific topics. It started as informal partnership between a vocational public school and a private foundation that collaborates with trade unions, and represented the needs and expectations of targeted beneficiaries. Consequently, through a participatory process, the partnership was formalized and institutionalized. The methodology, it used, focuses strongly on the active listening of the beneficiaries and on the capacity of trainers/coaches both to identify the needs and link them to the context of references and to empower beneficiaries without replacing them in the development of their projects.

#### 2.2.3 Arianna project

The Arianna project has been promoted by the Fondazione MovingAlps along with other initiatives aiming at developing prospects for people living in outermost regions, above all in the Southern Alps, so that they can do a work. This should prevent depopulation, let people stay and live in the valleys contributing to the safeguard of the social environment, which can be able to fulfill the needs of population needs.

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<sup>2</sup> About its legal framework CDMSI is part of the Tessin administration. Therefore, it is a Tessin public service managed by the Office for Vocational Training and for Innovation (UFCI) of DFP.



Over the years the partnership has expanded and nowadays counts on a considerable number of institutions, associations and social actors.<sup>3</sup>

The Arianna project represents the continuation of the 'Women on the net' project that aimed at promoting equality in the digital environment for women living in socio-economically disadvantaged areas, also in territorial terms. At the beginning the project was carried out in Vallemaggia, and then it was updated and adapted in Val D'Anniviers, located in the Wallis Canton.

The project initially concentrated on women entrepreneurship and on giving them access to several digital tools. The learning proposal was supported by a virtual learning platform that encourages the development of a cohesive learning community involving other local partners. The Arianna project was divided into 4 phases:

1. tools: step-by-step approach to the remote communication tools and to the use of computer programs;
2. autobiographical approach to stimulate and assess knowledge and competences;
3. project groups consolidation: integration of competences within a collective approach;
4. realization and reinforcement of projects.

The approach of the Arianna project is characterized by a learning constructive philosophy and an involvement and participatory model at local level. And even though it was born and implemented ca. 20 years ago, nowadays - when technologies are more accessible and widespread and gender sensitivity is more popular- it can offer some important teachings to implement local development models through stakeholder involvement methods.

## **17 CASE STUDIES OF ESF FLANDERS (BELGIUM)**

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### **18 Ghent, Stad in Werking (Gsiw): the open partnership 'Ghent, city at work'**

'Ghent, "city at work' is a partnership since 1998 and involves public and private actors of different sectors as education, training, mediation, welfare and labor market. The partnership is financed by ESF Operational Programme and supported by the Labor Department staff. The latter, together with representatives of public and private actors, are part of a Policy Group whose aim is to define the various projects to be carried out. Ghent, *city at work* represents a model because of its innovative approach. In fact, the partners involved could develop a common strategy and start actions, in particular regarding urban employment. At present, "Ghent, city at work" is mainly a strong community where partners meet to develop projects (at political level and on the field). The cooperation model is based on some strength. The basis is an open partnership, where internal and external actors of the actions take part to the elaboration and implementation of a local policy for employment. The open partnership approach goes beyond the normal management of the single organizations/actors.

The participation of many organizations dealing with sensitive issues of the labour market is of fundamental importance for its success. In 2019 the city of Ghent, VDAB (public service for the employment in Flanders) and the social parts undersigned an employment agreement for Ghent about political objectives. The Policy Group of 'Ghent, city at work' deepens the political objectives and brings together experts who work in action groups to develop measures.

### **19 Sport as a lever for a better future – Right2Score as a use case**

The project is one of the initiatives of the city of Ghent, namely R2S had the opportunity to carry out some motor and sport activities in an abandoned building for a long time. The goal was to carry out initiatives that could have had a positive impact in the district of reference: R2S collaborated successively with 9Duust to cover the renovation costs of the building and to elaborate a long-term strategy.

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<sup>3</sup> The partnership is composed of the Associazione della Comunità di Vallemaggia (municipalities consortium); Swisscom, the main Swiss telecommunication provider, that created ICT infrastructures in the valleys; Partnership WomenAlpNet – a network within INTERREG IIIB – Alpin Space with the aim of creating a net of local institutions and resources centres for women in order to promote their involvement in the sustainable development of the Alpine Space (January 2001-January 2006); Associazione artigiani Vallemaggia (handicraft association); Associazione Formika; Associazione dei micro imprenditori ticinesi (Tessin micro-entrepreneurs association); Fondounimpresa; Club Locarno.

Right2Score promotes sport and physical activities to activate and involve challenging target groups difficult to be reached/activated. Thanks to alternative opportunities of non-formal learning, in particular oriented to get a job, the young people involved could learn transferable abilities and competences relevant for the job like resiliency, team-work, discipline and entrepreneurial spirit. Everything focused on inclusion, co-creation and active participation with the community members (included the Municipality) that are responsible for the activity management.

## **20 Social partners on the digital fasttrack**

The aim of this ESF co-funded project is the exchange of knowledge, good practices and know-how on digitization and on the role of the social partners in this transition. The project enables social partners to go beyond Flemish borders and to learn how other countries and foreign social partners face the challenges imposed by the digital revolution. The Flemish Partnership, made up of the Economic and Social Council of Flanders (SERV) and the social parts, is developing an international confrontation focusing in particular on best practices to make the local economy and labor market future-proofed, on the process of social dialogue and on the impact of digitalisation on these processes.

Specifically, an information exchange platform has been created, which stimulates the creation and maintenance of a network of social partners. The network model, which allows frequent exchanges of information, points of view and opinions on policy-relevant topics, was fundamental for a fruitful collaboration and cooperation between all the actors involved.

The experiences gained during the project were therefore relevant to a wider range of stakeholders, regions and countries. Furthermore, the network created will be useful in the future for further exchanges of information or ideas on other topics of political importance.

## **21 SUSTATOOL - Sustainable Development Goals and Social Dialogue (ACLVB-CGSLB)**

The aim of the initiative, started in December 2018 and ended in September 2020, was to raise awareness among local trade union members and their elected representatives, making them aware that their companies use SDGs (Sustainable Development Goals) in their annual communication and sustainability reports. Based on this, the initiative was intended to help these workers (via SUSTATOOL - web management tool developed by the University of Antwerp) enter into dialogue with their employers (through their company boards or health and safety committees in the workplace). A series of training courses were co-financed by the ESF and aimed at learning how to use SUSTATOOL: a tool that allows trade union representatives, on the one hand, to propose sustainability actions or to include items on the agenda of the health and safety committee, and, on the other hand, at having an initial indication of possible work areas, relevant from the employee's point of view. Through SUSTATOOL, the initiative's target group thus benefited from a digital tool that both analyzes the efforts that their companies were making or claimed to be doing, regarding their contributions to the 2030 Agenda of the SDGs, and, more operationally, proposes sustainability actions in order to find favorable solutions for workers and employers.

## **22 CASE STUDIES OF LOWER SAXON MINISTRY FOR FEDERAL AND EUROPEAN AFFAIRS AND REGIONAL DEVELOPMENT (GERMANY)**

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### **23 ESF Policy guideline social innovation of the Lower Saxon Ministry for Federal and European affairs and regional development**

The Lower Saxon programme integrates the objectives and priorities for ERDF and ESF and is therefore referred to as a multi-fund programme. The Social Innovation policy instrument was programmed as one Investment priority which exclusively contains the guideline social innovation.

The ministry wanted to set incentives to find new ways of tackling social challenges, such as:

- Services for the public, through securing the access, improvement and expansion of affordable, sustainable and high-quality health and social services in order to secure services for the public. (esp. for certain social target groups and by promoting trans-sectoral approaches).



- Working environment in transformation, through the adaptation of enterprises and labour to the complex changes in industry and working environment

The funding is aimed at the development and testing of model projects with the aim of transferring successful approaches to regulatory support. A central role is played by the newly established regional offices for social innovation. Their task is not only to carry impulses and ideas from other countries to Lower Saxony, but also to support the preparation and dissemination of the tried-and-tested approaches.

#### **24 Strategy for European Funding 2021 - 2027**

The strategy addresses the European Funding system in Lower Saxony concerning the European Fund for Regional Development (EFRD), European Social Fund (ESF) and the European Agricultural Fund for Rural Development (EAFRD) for the upcoming funding period (2021-2027).

The mandate of the Land Government from 2018 was:

- developing an optimal and broadly accepted funding landscape,
- applying funding as efficiently and well-coordinated as possible,
- implementing a funding environment that fosters the efficient exhaustion of all funding resources,
- simplifying funding as much as possible.

In the context of the stakeholder participation, those aims were discussed constructively with the Stakeholders. The results of the participation processes had an enormous influence on reaching the described goals. The process of developing the EU-funding strategy was a strategic process in itself. From the beginning on, the inclusion of all relevant stakeholders was planned precisely for every step of the project. It started with several in depth conversations with the ministries responsible for the policy instruments. Thematic workshops with all lobbying institutions, ministries and other relevant authorities marked the process of writing and discussing every part of the strategy, discussing priorities and finding the right terms for the final document. Although there was an intense negotiation process about funding issues between the ministries, all stakeholders felt like their needs and opinions were taken seriously and the MB tried to incorporate the viewpoints of all parties. Therefore, the strategy is widely accepted and used as a basis for all policy instruments that are being developed for the upcoming funding period. Currently the MB is monitoring the alignment of the newly designed policy instruments with the strategy.

#### **25 Regional Innovation Strategy for smart specialisation in lower saxony 2021 - 2027**

The strategy addresses the European Funding system in Lower Saxony, mainly concerning the European Fund for Regional Development (EFRD) Political Objective 1 “*A smarter Europe by promoting innovative and economic transformation*”. RIS3 is an innovative and participatory concept for strategically promoting regional growth and development. The objective is to design a strategy that allows Lower Saxony to concentrate on its core strengths while further reinforcing them in targeted fashion through an “entrepreneurial process of discovery.”

More than 150 stakeholders representing the business sector, the scientific community, intermediaries, public authorities and social partners came on board to discuss and develop the Innovation Strategy of Lower Saxony. In the context of the stakeholder participation, the aims were discussed constructively with the Stakeholders. The results of the participation processes had an enormous influence on reaching the described goals and they became part of the new Regional Innovation strategy.

### **26 CASE STUDIES OF CHAMBER OF COMMERCE AND INDUSTRY VRATSA (BULGARIA)**

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#### **27 The Bulgarian Center for Not-for-Profit Law (BCNL)**

BCNL is part of the network of the International Center for Not-for-Profit Law (ICNL) and of the European Center for Not-for-Profit Law (ECNL) which operate in over 100 countries worldwide with the aim to protect the right to association and develop the legal framework for civil organizations. The mission is providing support for the drafting and implementation of legislation and policies with the aim to advance the civil society, civil participation and good governance in Bulgaria. The values they share in all their actions are:

1. Professionalism in providing support and services;
2. Ensuring fully participatory approach;
3. Political impartiality and expert independence.

The main area and topics on which they work are: *i)* Establishment and activities of NGOs; *ii)* Transparent public financing and a supportive tax environment for NGOs; *iii)* Contracting public services (social, health, educational, cultural, providing official development assistance), decentralization of activities and functions by the state to NGOs; *iv)* Civil participation in decision-making processes; *v)* The role of NGOs in the protection of human rights; *vi)* Development of volunteering and philanthropy; *vii)* Fostering the role of NGOs in drafting public policies, and advocacy; Promoting economic activity of NGOs and social entrepreneurship; Removing barriers to NGOs operations and sustainability; *viii)* Public image of civil organizations.

### **28 Foundation “Project Northwest”**

The Foundation “*Project Northwest*” provides support and encouragement to the development of people and communities in Northwestern Bulgaria at risk of social exclusion. Besides, it develops volunteering, civic activism and social entrepreneurship in the North-West region and applies the philosophy of solidarity at the local level, supporting the elderly population by providing social services to improve their social and health status. Finally, the Foundation encourages the personal development of young people in the Northwest through training, support and encouragement of youth volunteering and entrepreneurship, helping to create a climate of benevolence and mutual assistance in society. Since 2020, the Foundation has been entered in the Register of Social Enterprises.

The foundation develops and maintains three main areas: 1) working with people with intellectual disabilities, giving them labor-therapeutic services; 2) elderly care: Home care services, Home help, Medical care; 3) food banking.

The Foundation brings together a community of people with different expertise, experience and knowledge of the social economy and dialogue, giving a good example of how a social enterprise in Northwestern Bulgaria can create employment and provide services to vulnerable groups of people.

### **29 Foundation “Kauzi”**

The objective of the initiative as it was designed initially, was to create sustainable platform for support of start-ups led by non-privileged groups (such as women from distant or rural areas, young people, young people with disabilities, etc.) by socially responsible small companies which make their donations “in kind”. The organizations (Kauzi Foundation and Foundation Generation – initiators of b4b hub) coordinate and motivate this process as they ensure safety and user-friendly environment for all the participants in it.

B4b hub, started as a pilot initiative with target group of women entrepreneurs from North-West region of Bulgaria, was innovated from two perspectives: 1) getting support “in kind”, so that you don’t need to choose supplier or to report expenditures with long list of documents. 2) Enable SMEs to help the company with their know-how, services or products.

### **30 Association “New Road”**

The Association was established in 2004 as a public benefit organization. Its mission is to develop and promote spiritual values and civil society, to support health care, education, science and culture, to support the socially disadvantaged, the disabled and people in need of care. The association supports the social integration and personal realization of disadvantaged groups, develops and strengthens the non-profit sector in the public life of the country. Since its inception, the association has managed to gain significant experience, expertise and capacity in working with representatives of various ethnic minorities. “New Road” is one of the few organizations that manage to develop large-scale activities on the territory of Northwestern Bulgaria.

The Association has a social enterprise for beekeeping and honey production, which supports the implementation of various activities. Its mission is "Creating opportunities and conditions for people from

minorities, the long-term unemployed and people with disabilities, to acquire work habits and skills in the field of beekeeping, which will help them realize their own path to integration and socialization in society.

### **31 CASE STUDIES OF JUNTA DE COMUNIDADES OF CASTILLA-LA MANCHA (SPAIN)**

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#### **32 Plan Adelante. Strategic plan for business strengthening in Castilla la Mancha**

The strategic plan for business strengthening in Castilla la Mancha was promoted by the management team of the Regional Ministry of Economy, Business and Employment at the beginning of 2016, after a few years in which the economic situation and the policies implemented had not managed to stop the destruction of companies and the slowdown in the region's economic development, a change of direction was advocated towards strengthening the business sector. The Plan had a time horizon of 2016 to 2019. At the end of the year, a process was carried out to evaluate the results obtained in each of the Plan's areas, the financial resources used, as well as the review of some indicators considered relevant (employment, investment, etc.), identifying those aspects which could be improved. Following this process, a new Plan Ahead has been designed for the period 2020 to 2023, which maintains the strategic lines of the previous Plan and which has been completed with four levers that will boost the development of the lines of the plan, working horizontally on them.

#### **33 The vocational training council of Castilla-la Mancha**

The elaboration of the III Vocational Training Plan is required by Law 1/2001, of 05/04/2001, which creates and regulates the Vocational Training Council of Castilla-La Mancha. One of the functions assigned to the Council is to draw up and propose for approval by the Governing Council the Regional Vocational Training Plan of Castilla-La Mancha. In order to draw up the Third Vocational Training Plan, a document was drawn up beforehand with the starting bases and a diagnosis of the situation which was later incorporated into the final document of the Third Plan. The 3rd Vocational Training Plan of Castilla-La Mancha proposes 38 actions structured in 17 lines of action and 4 main lines of work: quality training; innovation and knowledge; orientation to people and companies; integrated and structural management. Its deployment is planned over a five-year period from 2018 to 2022. A top-down approach was used, while it should be noted that the body in which the programme was discussed and designed is representative of all the groups involved at regional level in the field of vocational training.

#### **34 Farcama (Crafts Fair of Castilla-La Mancha) Governing Association**

The aim of this project is to support the region's crafts sector and to encourage the promotion and marketing of crafts, their companies and activities through the celebration of the Castilla-La Mancha Crafts Fair (hereinafter, FARCAMA). The initiative dates back to 1980, when the Castilla-La Mancha Craftsmanship Fair was first held. Since then, the appropriate legal instrument was devised to implement the idea of a public-private management model that would make it possible to achieve the desired objectives of promoting the marketing of the region's craft products through the aforementioned fair, until the creation of the Castilla-La Mancha Crafts Fair Governing Association. This type of public-private partnership was a model of collaboration at regional level in which the bottom-up initiative provided an example to be followed by other sectors.

#### **35 The Pact for the Economic Recovery of Castilla-La Mancha 2015-2020**

The aim of the pact is to foster the consolidation and acceleration of economic recovery in the region Castilla-La Mancha. The pact has been promoted by the Regional Government of Castilla-La Mancha and is interesting areas of government responsibility as economic and business promotion, employment policies, professional skills, research and innovation industrialisation, energy, infrastructure, agriculture. Social dialogue was the basis of the Pact: more than 120 associations and entities and 300 representatives of the them have participated in the design of the pact, as well as more than 100 civil servants and government

officials. This large social actors involvement has allowed to define the objectives and contents of the Pact with greater coherence and better coordination.

The moment the Pact materialized (2016) marked a shift from a period characterized by massive costcutting measures and lack of social dialogue. Putting public policy into practice from a holistic approach is one of the innovative aspects of the Pact. Many could be addressed.

## 36 BEST PRACTICES BENCHMARKING ANALYSIS

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In this chapter, the majority of the cases (22) will be analysed in detail in terms of benchmarking considering the level of involvement of the partnership adopted - both during the design phase and the implementation phase. The analysis reported in this chapter used the information contained in the "*forms for the identification of case studies / potential good practices*" and in the in-depth qualitative study focused on how the social dialogue took place within each selected case carried out by the Lead partner with the support of the scientific group.

## 37 PROVINCIA AUTONOMA DI TRENTO (ITALY - PROJECT LP)

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### 38 Strategy of the Inner Area of Tesino

#### ▾ PROJECT IDEA

The Inner Areas Project can be considered an example compared to the implementation methods of other projects. For some of them, in fact the participation of stakeholders and citizens was very important in all phases (operational, implementation and results). Considering the various cases analyzed, the "Inner Areas" project as a whole allows, more than others, to focus on some advantages, but also on some weaknesses. The latter nevertheless represent teachings through which, the activities still in progress can be improved. These aspects will be illustrated later in more detail, but it should be noted that among the significant elements that justified the "selection" of this case there are examples about how much and "how":

- a project focused on social innovation can then be a driving force for generating, enriching and "contaminating" other interventions which, when integrated, lead to experiences of territorial development and regeneration;
- the involvement of institutions, organizations of reference, associations and citizens with participatory, inclusive and involving methods can have an impact on the socio-economic development of the territories.

The Tesino Inner Area Strategy is part of a territorial development programme started by the Ministry for Cohesion at national level in 2012 to be worth on European funds (ERDF, ESF, EAFRD) for the co-financing of local development projects with national resources. In the particular case of the Tesino Inner Area, the promoter and implementer is the "Servizio Europa of the Provincia Autonoma di Trento (PAT)", in constant collaboration with the "Inner Areas Technical Committee" (CTAI) established at the Prime's Minister Office.

#### ▾ OPERATIONAL DESIGN

**Purpose.** The logic of the intervention is the co-planning of a local development strategy with the representatives of 3 municipalities that belong to the Tesino area (Castello Tesino, Cinte Tesino, Pieve Tesino). The assumption is that only the local community can elaborate and transform the variety and complexity of social and territorial capital that characterizes it first into an area strategy and then into a project. This strategy is aimed at supporting the competitiveness of marginal territories (so-called inner areas) and at preventing the population decline in the medium term, through the adaptation, in terms of quantity and quality, of essential services (local public transport, education, social services, health services) and through the promotion of projects that enhance the natural and cultural heritage of these areas.

**Expected results.** In total, 12 projects<sup>4</sup> have been laid down and are currently being implemented. Some of these projects can be immediately developed, while others need an additional executive design phase.

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<sup>4</sup> Projects are the following: building of cycle-pedestrian routes between centres and main attractions of the territory; infrastructuring interventions that integrate the cycle-pedestrian routes; access to ICT, ultra-broadband connection; enhancing of local environmental resources with interventions that promote the maintenance and management of private areas; recovery and valorisation of ancient cultivations, preferably a non-traditional agriculture; support to the entrepreneurship and to start-ups; energetic requalification of schools; support to employment and entrepreneurship promoting the collaboration between schools and businesses; reinforcement of the cultural identity and of the knowledge of the territory from the local community through vocational training; increase of the didactic offer to the primary and secondary schools; experimentation of assistance on the territory both for chronically ill patients and vulnerable people (elderly people, disabled people) through telemedicine and remote assistance; technical assistance for information and how to join the Area Strategy for people in order to access the different support benefits that can be activated.

Among the latter, of particular interest for Dialog, is the project relating to the "*Experimentation of assistance arrangements in the area through telemedicine and remote assistance*" which involves the use of the participatory methodology of *living labs* in the development and testing of IT solutions. For this reason, an analytical description will be given later in a specific in-depth - box 1.

**Drafting period.** A 3-years design process started in 2015 (2015-2018) with the aim of elaborating specific development projects for the improvement of essential services and for the enhancement of the natural and cultural heritage.

**Project features.** The intervention was based on a mixed approach. The aims, the logical framework, the methodologies and the procedures are defined at national level. The Province, through a context analysis based on territorial indicators, identified the areas of the territory that could be defined *inner areas*, according to their peculiarities, namely:

1. be significantly far from the main centers that provide for essential services (education, health and mobility);
2. have important environmental resources (water resources, agricultural systems, forests, natural and human landscapes) and cultural heritages (archaeological assets, historical settlements, abbeys, small museums, craft centres);
3. be a deeply diversified territory, as result of the trends of the various and differentiated natural systems and of the peculiar and secular anthropization processes.

Once the identified Municipalities express their interest, the co-planning phase begins. This has a bottom-up approach and foresees a series of meetings where the stakeholders identified at local level actively contribute to the presentation of proposals on the basis of the needs of the territory, consistent with the objectives of the strategy.

**Stakeholder identification and selection.** The identification of the stakeholders to be involved in the design phase can be articulated on several levels. First of all, the administrative structures of the Public Administration of Trento were involved and due to their competence in the subjects they could support the executive planning from a technical point of view. The second level is made up of local communities: once the selected Municipalities expressed their interest in participating in the development programme, they could identify the organizations representing the local situation, the productive world, the social structure and in general all those territorial bodies expression of the community life (schools, transport, health, centers for elderly people). These organizations have then designated their representatives with competence within these areas. The identification of these communities of reference, being these small communities, was done in an informal way. At local level, the entire population was also involved in a specific information meeting. It was also involved a community delegation of the Valsugana and Tesino valleys. The executive design phase also benefited from the presence and contribution of personnel from various branches of the state administration (Ministries, research centres and development bodies, in addition to the Technical Committee of the Inner Areas).

In addition, the Bruno Kessler Foundation, a research centre having an agreement with the PAT, supported this phase and the staff of the OECD Office in Trento actively participated in all stages of the Strategy's development.

**Number of stakeholders involved.** The municipalities involved have a total population of about 2400 inhabitants. The participatory planning process involved a very large number of stakeholders including citizens, institutions, businesses, organizations. At local level, the political and technical representatives of institutions and organizations/local businesses were involved, supported throughout the process by managers and officers of the departments of the Public Administration of Trento expert in the matter (along with the European Office, Rural Development Office, Childhood and Primary Education Office, Agriculture Office, Tourism Office, Local Autonomies Office, Secretariat of the EELL Association of the PAT) and by 17 ministry-level institutions (in addition to the Technical Committee, the ministries interested in the topics, such as the Ministry of Health, Agricultural policies Ministry, Ministry of Education, Ministry of Transport, Ministry of Economic Development, Ministry of Cultural Heritage, Ministry of Economy and Finance, Directorate-General for the European Unitary Regional and Urban Policy, Anci, Invitalia - National Agency for attracting investments and business development, DGPRUC, Inea, Isfort, Trenitalia, CREA, IFEL).



**Types of interaction between the promoting institution and stakeholders.** The interaction between the PAT and the stakeholders was carried out continuously throughout the operational planning process, both in formal terms, i.e. through the organization of specific meetings, and in the form of informal exchange of documents. In this regard, it should be pointed out that since there are no financial allocations for the remuneration of the subjects who participated in the planning, all local stakeholders have not necessarily been involved in informal exchanges.

**How stakeholders have been involved in the planning phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Promote a more solid knowledge in the public opinion about the intervention	During the preliminary phase, when the project idea was shared, a presentation of the intervention was held. To the meeting the inhabitants of the Area were invited. Businesses and citizens joined the three evening meetings (information and feedback) participated. After drafting the synthesis of proposals submitted by the local actors, a feedback meeting took place for the Tesino area population (in the form of a public meeting).
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Promote the expression of the local needs and intervention proposals about the topics discussed	Feedback phase with the aim of understanding common perceptions about local problems, possible solutions or proposals of ideas, development or entrepreneurship initiatives mainly on transport tourism, agriculture, cultural heritage, training and social innovation issues. An open survey for the 'collection of ideas' and the creation of a mailing has been submitted to the local population list.
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Collect the indications submitted by the delegations and by citizens to define the strategic orientation for the interventions in the area	Surveys (over 100) received by institutions, representatives of social parts, of businesses and of associations, and by local citizens, have been systematized and synthesized from the provincial government. The emerging results have been part of the Area Strategy draft as guidance.
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>	Encourage a coherent selection of priority of intervention as 'strategic line' and 'concrete action' on the main 'variables' through the real involvement in the decisional process of the territory and of its actors. This should lead to the final strategy of the area and to the definition of interventions to be carried out.	To better define the contents of the strategy draft and elaborate its final version, a further exchange with the local stakeholders took place ( <i>scouting meetings and focus groups</i> ). <i>Scouting meetings</i> involved stakeholders, divided into homogeneous working groups, namely local development (agriculture, commerce, tourism and handicraft) school and cultural, health/social-health, tourist accommodation, in collaboration with the Committee of Inner Areas, European Office and municipal leaders. Small groups joined the meetings (one day and/or individual interviews), for a total of 60 actors, as representatives of institutions of the economic and social parts, of associations and of the civil society. A further study on the main topics that can be developed has been carried out within a specific focus group. The preliminary document has been presented and was divided into 4 main axes: 1. Agriculture; 2. Tourism; 3. Culture and training; 4. Mobility. After a careful analysis of the 'solicitations' made by the interested Ministries, the issues of the broadest interest have been identified and the most innovative suggestion has been 'elaborated'. The entire process also included periodic meetings of the officers (administrative and technical offices of the PAT and local administrators).

➤ **PROJECT IMPLEMENTATION**

As aforementioned, the implementation phase of the strategy of this case study is linked to the development of specific projects that have been elaborated with the co-design process. Each project

presents an autonomous development from the implementation and *governance* point of view. However, the strategy developed provides for a specific action of guidance and facilitation, managed by the PAT. This should be addressed to the population who has access to the various forms of economic support that can be activated through the available funds.

***Role and functions of stakeholders.*** In particular, the technical assistance provided by the PAT is constantly supported by local administrations in the implementation of local projects, through:

- the operational link between the Municipalities, the Autonomous Province of Trento and the ministries concerned;
- the management of the start-ups of the Strategy and of individual projects, also through the involvement and coordination of local subjects supporting the creation of networks among themselves for the activation of individual projects;
- technical assistance in identifying the contents and drafting administrative documents for the start of the planned projects;
- territorial animation addressed to all those interested in the implementation of the Strategy and aimed at supporting potential beneficiaries in the phase of definition and application of the interventions (also through front office information activities at the premises of the municipalities of the area);
- technical assistance for the monitoring (procedural, physical and financial) of the single projects started within the whole Strategy;
- participation in discussions with Municipalities, project meetings and any other task that will be agreed upon from time to time with the Administrations of the area;
- the coaching, support and training of internal staff in the Municipalities of the Area regarding: integrated design methods, monitoring and evaluation of results, methods of participation in territorial animation actions.

The CTAI also supports and coordinates the implementation of the National Strategy for Inner Areas from a technical and methodological point of view.

Together with the representatives of the PAT and the central administration, local stakeholders are part of a monitoring and evaluation body. This is responsible, until the deadline, for the implementation of what has been established within the Strategy and for the analysis of the achievements and results in progress. Furthermore, it shall intervene on the implementing bodies of the interventions if they differ from the original project plan in terms of capacity to achieve the expected results.

***Sustainability and transferability.*** The transferability and sustainability of the participation methodology described before will be guaranteed by the continuity that this methodology has in the 2021-2017 programming within the "Policy Objective 5 - Europe closer to citizens", and according to guidelines of regulations that, as reported in Box 2, consider the involvement of local communities as fundamental for the development of the strategy.

#### **Box 1**

##### **Focus on the executive project of the Inner Area Strategy: *experimentation of assistance approaches through telemedicine and remote assistance***

The experimentation and implementation of digital Health tools (qualification of care services and specific targets) constitutes one of the 4 axes of the local development of the Tesino pilot area. The intervention is structured in order to combine the development of technological tools for remote assistance and monitoring with the already planned reorganization of health services at local level. For these services the construction of proximity clinics with specially dedicated health staff is expected. The latter, alongside the health and assistance facilities already existing (2 public agencies providing services to the person, 3 medical clinics, 2 pharmacies, first aid), is therefore able to activate and coordinate the initiatives for the management of 'remote' health and assistance services at local level, involving all the citizens in order to identify health and care needs through training about the use of digital tools. Trentino Salute 4.0 is in charge of this intervention. It is the "competence center" on digital health" made up of the Autonomous Province of Trento, the Provincial Health Service Agency and the Bruno Kessler Foundation. After the executive planning phase, which was carried out within the process described above, the operational model (that will be applied during project implementation) was drafted and shared with local administrations and other stakeholders, which represents a particularly interesting case from the participatory approach point of view that



underlies. In the past, Trentino Salute 4.0 used this approach for other telemedicine interventions. The intervention is in the start-up phase. The given information refers to the overall scheme of the operational model for implementing the project; the foreseen tools and techniques are being identified.

#### ↳ OPERATIONAL MODEL FOR PROJECT IMPLEMENTATION

**Purpose.** The main purpose of the planned actions, coordinated among themselves, is the development of e-health techniques and tools for prevention and treatment, the integration of telemedicine and remote assistance services and the dissemination of mobile communication for the collection and management of clinical and biometric data and for the transmission of information and aspects related to health.

**Expected results.** Increase, reinforcement, qualification of socio-educational care services for children and care services for people with limited autonomy and strengthening of the infrastructural network and the offer of local health and social-health services.

**Project features.** The intervention is based on a mixed approach. On the one hand, it is part of a defined regulatory and programmatic context<sup>5</sup> and as a continuation of the interventions previously carried out in the field of telemedicine.<sup>6</sup> In the operational planning phase, a specific context analysis was also conducted relating to the health and care needs of the population, the probable platform development and the implementation of telemedicine and remote monitoring and home care tools. However, the experimenting approach of the new functions is bottom-up as it constantly involves the population, through the living lab methodology. It is a user-centered research approach and it is also based on the open innovation ecosystem that integrates innovation and research processes in partnership with people, the public and private individuals. The development processes of technological solutions go through different phases - from design to experimentation, from the evaluation of innovative ideas, scenarios, concepts and technological services, to real use cases-. During these phases user communities and patients are involved. They are not considered passive subjects of services and technologies, but rather subjects who benefit from a shared development of such solutions. This approach is more effective because it meets the needs of people and health professionals. It allows all interested parties to consider both the overall performance of the product or service, and its potential use by users.

**Methods of identification and selection of stakeholders.** The identification and selection of stakeholders is carried out on the basis of the type of technology to be introduced. In this specific case, modules of the TreC platform will be developed with the aim of taking charge and managing people with chronic diseases such as diabetes, heart failure, oncological and kidney diseases, asthma and hypertension; it also intends to create and test modules for the prevention and promotion of correct lifestyles. Stakeholders are therefore beneficiaries of these solutions, i.e. patients, caregivers, health and social-health workers, citizens. The competent departments of the health authority and the ones of the Province are also actively involved and shall create working conditions that make telemedicine be really efficient and effective. Also operators are involved in developing technologies.

**Types of interaction between the promoting institution and stakeholders.** The living lab methodology provides for a constant interaction between the promoting institution and stakeholders throughout the project implementation phase with ad hoc tools.

#### **How stakeholders have been involved**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Promote the awareness of the project/intervention, ensuring a shared vision of the working object and of the problems to be solved.	Informative meeting and mutual understanding
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>		

<sup>5</sup> Namely, designed within the Plan for the Health of Trentino (2015) based on the national strategies of reference (Pact for health, Health gain, National prevention plan, White book on new welfare) and on international strategies (Ottawa Chart, Health in all policies, Health 2020, Rahmengesundheitsziele Österreich). The Plan also takes into consideration the study of the epidemiologic and social context of Trentino and defines the strategic purposes, some macro-objectives regarding the health and related guidelines and strategic approaches of intervention for the future.

<sup>6</sup> At the provincial level, there is already an online health and social platform (TreC), which forms the basis for the development and evolution of other technological solutions. TreC is the electronic platform that allows citizens residing or domiciled in the Autonomous Province of Trento and who have activated their Health Card, to consult not only all their reports online without any time limit but also to keep a diary of their own health, to consult pharmaceutical and / or specialist prescriptions, to pay online - by credit card - for one or more health services and to manage, comfortably, even the files of their children.

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Analysis of health and assistance needs of Tesino population. Evaluate the most suitable computer-and operational-based solutions.	Processing and analysis of the information collected through surveys and discussions and sizing the results with local health operators.
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>	Involvement of the beneficiaries of the technological solutions during the tasting phase in order that these solutions meet the needs identified	Constant contact with the users and the operators who elaborate the solution. Focus groups and/or targeted interviews carried out in itinere and during the final evaluation

**Role and functions of stakeholders.** In this context, particular attention will be paid to the *governance* model adopted and, where applicable, to the monitoring and evaluation system.

**Sustainability and transferability.** The integration of technological solutions with the computerized medical record already known in the provincial territory and used by a large part of citizens and health centers, the existence of several physical points of reference, that citizens can contact (above all, the proximity clinics in charge of the managing of prevention and treatment of chronic patients) and the training actions foreseen by the project, guarantee the sustainability of results beyond the end of the project.

## Box 2

### Information on the role of communities and territorial delegations within the EC regulatory proposals for the programming period 2021/27 of the ERDF and ESF Funds about territorial development

In line with the integrated approach to territorial development, the provisions that regulate financings, as territorial instruments, are included in Chapter II *Territorial development*, of the proposed Regulation submitted in May 2020, containing common provisions applicable to the Funds (hereinafter CPR). Responsibilities, constraints and minimum requirements are drafted in articles 22 to 28 of the CPR submitted by the Commission in May 2018. The provisions are summarized below, highlighting some proposed amendments of the European Parliament of March 2019 - in square brackets.

Territorial development is implemented through **territorial and local development strategies**, which necessarily take one of the following **forms**:

- 1) Integrated Territorial Investment (**ITI**)
- 2) Community-Led Local Development (**CLLD**, also identified as **LEADER** within **EAFRD**);
- 3) **another territorial tool** developed by the Member State to promote the sustainable and integrated development of urban, rural and cost areas and of local initiatives (in Italy for instance the Project Framework Agreements for SNAI).

[EP amendment 178: *The Member State ensures coherence and coordination whenever local development strategies are financed by more than one funds*]

Conditions and constraints of these instruments are explained by the CPR as a **double track**: on the one hand, the common provisions for ITI and for the other national territorial instruments and, on the other hand, the provisions for CLLD which substantially reproduce what is still in progress for LEADER. Despite this double track, there is a substantial convergence of the three implementation methods referring to the central elements of place-based policies: the presence and responsibility of the Authorities / bodies that represent the territory, the participation of the partnership, a possible intermediation with a subsequent selection of actions.

#### **In the framework of ITI and other territorial instruments developed at national level (articles 23-24)**

Relevant local and territorial authorities / citizens' bodies are responsible for the drafting of territorial strategies [EP amendment n. 181 refers to *regional and local authorities and other public authorities* in charge of the development and approval of such strategies] and the latter shall report the following minimum elements:

- 1) the **geographical area** covered by the strategy;
- 2) the analysis of the **development needs and of potential** of the area;
- 3) the description of the **integrated approach** to meet the identified development needs and to achieve the

potentiality;

- 4) the description of the **partner involvement**, according to the principle of partnership and multi-level governance, in the preparation and implementation of the strategy.

#### **In the framework of CLLD (art. 25-28)**

The community-led local development, called LEADER within EAFRD, can be supported from ERDF, ESF + and EMFF and must be:

- 1) focussed on **sub-regional areas**;
- 2) managed by **local action groups**, made up of representatives of public and private socio-economic interests; no single interest group controls the decision-making process;
- 3) implemented through **integrated strategies**, namely community-based local development strategies;
- 4) of support to **network activities**, to the **innovative** peculiarities of the local context and, where appropriate, to **cooperation** with other local operators

**Community-led local development strategies must** include the following elements:

- 1) the geographic area and population affected by the strategy;
- 2) the involving process of the local community in the development of the strategy;
- 3) the analysis of the development needs and potential of the area;
- 4) the objectives of the strategy, including measurable final targets for results, and the related planned actions;
- 5) the management, monitoring and evaluation methods aimed at demonstrating the ability of the local action group to implement the strategy;
- 6) a financial plan, including the estimated budget of each fund and programme involved.

Regardless of the tool used for the implementation of the territorial development strategy (ITI or CLLD or even Framework Program Agreement - APQ), their effectiveness depends on the ability to establish, starting from the planning process, the partnership dialogue. This must not be limited to the objectives to be achieved, but must be extended to the details of the actions and their implementation. The partnership dialogue must therefore not be one-time but take part in all stages to promote a stable improvement in the integration of local action in sector policies.

### **39 DCooP project – Digital Cooperative Platform**

The DCooP Project represents a good practice considering the origin of the project as an “integration” and capitalization of experience already existing in the territory. Of particular interest is the platform intended as a tool that can “expand” the participation of stakeholders and citizens both in the elaboration and implementation of initiatives, projects, actions that can improve the quality of life in the area. What can be also highlight of this experience:

- the potential of the platform as tool of innovation for social relations through the creation of links and relationships between people and organizations, which do not ordinarily communicate with each other;
- the development of a tool that indirectly allows, through the same provision of services for which the platform was thought, to collect requests from the participants and to develop proposals responding to the needs of the territorial context and of the citizens who live there.

The DCOOP-Digital Cooperative Platform Project was promoted by the “*Federazione Trentina della Cooperazione*”, an organization representing about 500 companies (consumer, agriculture, credit and social work sectors) that carries out support and development services and control activities on compliance and application of cooperative values.

The logic of the intervention is similar to that of the Strategy of the Inner area of Tesino since the participatory-based executive planning carried out in the two-year period 2019-2020 focused on the development of a strategic concept (meta-planning), in this case is the digital platform, and on the proposal of pilot projects<sup>7</sup> in order to experiment the platform. The platform is under development and should be ready in the first months of 2021. Among the pilot projects that have been shared in the working groups, this territorial welfare project is particularly interesting because of its capacity to solicit widespread participation of citizens and social groups from all over the province.

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<sup>7</sup> In detail, projects refer to the development of the ethical purchasing group Etika Energia, the electricity and gas provider of the Federazione. Projects refer also to the development of a territorial welfare and of an in-cooperation Chart.

## ↳ OPERATIONAL DESIGN

**Purpose.** The participatory planning process (also called meta-planning) aimed to share and elaborate digital solutions, useful for the development and business of the Federazione and all the associated cooperatives.

**Expected results.** The expected results of this path are the development of a socio-economic ecosystem able to generate new services with a high social value, the linking of individual and collective behaviors (sharing of services) based on the logic of cooperation such as new forms of social assistance between citizens and new bonds of trust -between members and cooperative enterprises. Finally, the expected results should promote the Trentino cooperative system, through the definition of new requirements for sustainability and quality of life in the area.

Within the field of territorial welfare, the digital platform has the purpose to create a network between all the subjects operating in the welfare system (public-private, profit- no profit, 3rd and 4th sector and individual citizens). It also aimed to activate a monitoring system that allows signs of increasing vulnerability and discomfort to emerge, also enabling points and opportunities for contact, listening and orientation for people/families who require support and accompaniment in identifying solutions related to welfare.

**Project features.** The project presents a bottom-up approach. In it, without prejudice to the finalization of the process for the development of a digital solution, all the resources involved contribute to design and define the details and contents of this solution.

**Stakeholder identification and selection.** The stakeholders involved in the meta-planning and in the draft of the pilot projects have been identified at all government levels of the Federazione:

- Board of Directors, composed of representatives from all socio-economic sectors of the provincial cooperative enterprises, which defined the general guidelines of the mandate
- Executive Committee, made up of the general managers of the main cooperative consortia, their delegates, experts and persons of reference, within which homogeneous groups (tables) have been formed according to the sectors: social cooperatives; consumer cooperatives; labor cooperatives
- Federazione and the Gruppo di Cassa Centrale directly managed the involvement of the credit cooperatives.

The University of Trento - Department of Economics and Management and the Cooperative Consortia Sait, Consolida, Cla, Cassa Centrale Banca have been identified as research and development partners.

In order to identify and define more precisely specific projects, such as the one referring to territorial welfare, cooperatives, families and associations and a sample of 800 workers of the cooperative companies were also involved.

**Number of stakeholders involved.** Overall, a broad involvement was planned. In the case of the specific territorial welfare project this was particularly high.

**Types of interaction between the promoting institution and stakeholders.** The interaction between the Federazione and the associated cooperatives was constant throughout the planning process and was based on the involvement of representatives of the cooperatives through structured working groups with highly participatory techniques (such as brainstorming). The groups developed many ideas both on the platform architecture, on the projects that can potentially be carried out using the platform and on the solutions to digital problems (as the ownership and use of the data contained in the platform).

**How stakeholders have been involved in the planning phase.**

Type	Forms	Purpose	Tools and techniques
Stakeholder inform	Mostly one-way flow of information from initiator to stakeholder or vice versa	Promote the knowledge of the project, the engagement of local stakeholders for the development phase and dissemination of the project in scientific contexts. Stakeholders update about project progresses.	Public conference "Welfare in Cooperation - Territories - Networks - Platform". Scientific dissemination plan of the results in national and international initiatives (publication in scientific journals, participation in scientific conferences). Data release (open access databases) available for all for consultation, in the field of smart cooperation communities as a

Type	Forms	Purpose	Tools and techniques
			tool for managing value inside and outside the community. Quarterly reports on the progress of the platform development phase and constant updating of the working groups.
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Information collection about welfare needs of workers of cooperative enterprises	Survey submission to a sample of 800 workers of cooperative enterprises involved.
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Potential user involvement in the content elaboration of services that can be implemented through the platform development	Working groups with Consortia of social, consumer sectors with the aim of defining co-design paths for new services with social values.
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>	Check of the feasibility of a digital innovation path and development of territorial collaborative models for project development with specific focus on territorial welfare, for operational planning, for the impact assessment on the single sectors and to envisage integrations between sectors.	Working tables with individual representatives of the social and economic areas. Eco-systemic relationship matrix describing different possible integration levels of the welfare offer, depending on the degree of involvement of the territory and of the people.

## ▾ PROJECT IMPLEMENTATION

**Role and functions of stakeholders.** The services identified in the operational planning phase have not been yet carried out. No final guidelines about the governance model to be adopted to ensure management and control, have been drafted.

**Sustainability and transferability.** The digital platform is designed to be flexible and adapted to projects of various types; in the same way, the participatory methodology used to design the projects that form the platform ensures the development of possible solutions based on the end-user needs.

## 40 Solidarity funds of Trentino

### ▾ PROJECT IDEA

**Definition of the project idea.** The fund is aimed at all Trentino private employers (with at least one employee) who deal with areas not covered by the redundancy fund - this means that for those areas no bilateral sectoral solidarity funds have been established at national level. The constitution of the Fund began in 2009, when the autonomous Provinces of Trento and Bolzano negotiated with the State their competences review and obtained the possibility to independently manage the provision of social safety nets for the labor market. In particular, what immediately emerged was the necessity to expand the provision of income support, whilst in employment, even to local micro-enterprises. This condition was not and still is not foreseen by ordinary national legislation. The core elements of the new income support instrument were closely discussed between three main actors, namely the provincial government, employers' associations and trade unions: this trilateral dialogue has led over the years to the signing of protocols and agreements that define the priorities of this type of income support instrument for small businesses. The activation of the Solidarity Fund by the local government started as soon as the social safety nets whilst in employment, have been redefined at the national level through the legislative decree



n. 148 of 2015. The latter provided the autonomous Provinces of Trento and Bolzano with independence of such interventions.

Since then, on the initiative of the provincial government as the public part of the institutions, the setting up of an agreement with the social partners - employers and trade unions - has begun to regulate the fund and establish rules. Therefore, the Fund was organized and regulated on the basis of territorial context needs, along the lines of the Nordic and German systems where the State lays down general rules while the single territorial units define schemes and operating methods. This was a winning strategy that led to a general national regulation establishing that companies should have joined the National Fund, but, due the autonomy granted, they could transfer the legal requirements to a local fund. The latter was able to broaden the beneficiaries' audience of the shock absorbers, always respecting national rules and giving in this way certainty to both companies and workers.

The process described was not preceded by a mapping of local population needs, but by the initiative of local representatives who identified the needs emerging from the economic crisis in 2008 - with the initial collapse of manufacturing companies followed by those of trade and crafts. During this crisis, it clearly emerged that, at the local level, an instrument similar to the exemption redundancy fund was needed, granted at that time by the central government, capable of giving support to workers of local companies who otherwise would have risked dismissal.

As mentioned, the reform of the labor market carried out by the Fornero / Monti law provided social subjects with the possibility to set up bilateral funds. The latter should guarantee this income support instrument and therefore this law allowed to go in that direction. From this perspective, the first memoranda of understanding were signed in 2009 defining the contents of the proxies and subsequently, in 2010, work tables were promoted again by the local government to draft contents and strategies to achieve this goal. The final agreement, however, was laid down only in the next legislature, during which a memorandum of understanding was signed between the social partners and the local government (2014). It established that the parties assumed a series of common commitments including the construction of an instrument of this type, which entered into force in 2015 with the aforementioned Legislative Decree 148.

The subsidy can be accessed by all workers affected by a reduction of their working hours or suspension of working activity for causes foreseen by the legislation on ordinary (excluding due to seasonal weather reasons) or extraordinary wage subsidies and, therefore, for causes not dependent by the will of the worker or employer. In this case, *mutatis mutandis*, the regulation on ordinary wage subsidy shall be applied. The Fund, set up at INPS and with an autonomous management, currently includes 8,690 companies, for a total of over 54,000 employees.

#### ↳ OPERATIONAL DESIGN

**Purpose.** Three tasks have been assigned to the Fund by the social partners and by the instituting decree, in particular: ensure workers income support in the event of suspension from work or reduction of working hours for the reasons provided for by the legislation on redundancy fund; provide for extraordinary checks for exodus facilitation processes; contribute to the financing of training initiatives for professional reconversion or retraining.

**Expected results.** Development of an instrument similar to the redundancy fund in exception, granted by the central government following the economic crisis of 2008, to support workers in local companies who would otherwise have risked dismissal.

**Project features.** On the basis of the experience of redundancy fund in exception, the Fund was set up with a top-down process. The latter started in 2009, when the autonomous Provinces of Trento and Bolzano negotiated with the State their competences review and obtained the possibility to independently manage the provision of social safety nets for the labor market.

**Identification and selection of stakeholders.** The base of the new income support instrument was closely discussed between the provincial government, employers' associations and trade unions. The activation of the Solidarity Fund by the local government started as soon as the social safety nets whilst in employment, has been redefined at the national level through the legislative decree n. 148 of 2015. The latter provided the autonomous Provinces of Trento and Bolzano with independence of such interventions.

**Type of interaction between lead partner and stakeholders.** This capacity for trilateral dialogue that has

led over the years to the signing of protocols and agreements. The latter define the priorities of this type of income support instrument for small businesses. The Fund was organized and regulated on the basis of the needs of the territorial context, along the lines of the Nordic and German systems where the State lays down general rules while the single territorial units define schemes and operating methods.

#### ▾ PROJECT IMPLEMENTATION

**Role and functions of stakeholders.** In the implementation phase, one of the Fund's strengths is the presence, within the Fund's administrative committee, of representatives of all the parts involved (social partners, employers and representatives of the provincial government). Its task is, among others, to evaluate the progress of the instrument and adopt, if necessary, any modifications and experiments.

On this basis, thanks to the awareness of all three parts involved, it was decided to increase the number of companies able to access the Fund - also companies with less than 5 employees and up to those with only one employee.

In addition, the possibility of making the Fund capable of responding to further needs in the near future is currently being evaluated, with particular reference to some spurious forms of dependent work. Specifically, these are interventions in favor of the flexibility of senior workers, through part-time work in the perspective of a generational relay, of continuous training interventions through economic benefits to let the employees attend training courses (promoting training especially for companies with fewer than 5 employees), of tools to support the loyalty capacity of tourism companies, intervening to support the extension of the NASpl (monthly transitional allowance) of seasonal workers.

**Sustainability and transferability.** The instrument is, by its nature, completely sustainable. It also represents an experience that could also be implemented in other regional realities, able to negotiate with the State their skills' review and obtain the possibility to independently manage the provision of social safety nets for the labor market.

#### **How stakeholders have been involved in the implementation phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Update the sociale parts and enterprises about progress of the project that aims at defining an instrument able to support workers of local enterprises	Brochures, websites, newsletters, press releases, newspaper articles, leaflets, news on social media to inform unions and entrepreneurs about the opportunities of the Fund
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Collect information about stakeholder needs	Meetings with the participation of trade unions, enterprises and representatives
<b>Stakeholder Involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Set up the instrument with the contribution of social parts (trade unions and enterprises)	Network workshop with the participation of trade unions, enterprises and representatives
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions</i> <i>Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>	Check the efficacy of the Fund, underlying possible difficulties with the provision of subsidies and propose possible changes	Steering and management committee with the participation of representatives of employers' associations and trade unions, and the Ministry of Labor (with controlling tasks of the procedures planned)

## 41 TESSIN CANTON EDUCATION, CULTURE AND SPORT DEPARTMENT AND VET DIVISION (SWITZERLAND)

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### 42 The City of crafts of the Italian-speaking Switzerland

The case of the City of crafts of the Italian Switzerland (CDMSI) presents a significantly participatory initiative both in the planning and in the implementation phase. Furthermore, it is still in progress and it can gain a real added value from Dialog's results in terms of improvement during its implementation.

The project intends to ensure a set of integrated services aimed at supporting the job activation of anyone who is looking for information for his career. From a conceptual point of view, the reference model of this initiative comes from a different context than the one of Tessin, as it was developed on the basis of the experience achieved in 1993 by the Cité des Sciences and de l'Industrie del la Villette (Paris). This model has been developed over the years also in other European realities and based on the Label owned by Universcience. The peculiarity of the ongoing intervention in the Tessin Canton lies in the high participation of both the design process of services and their management. As regards the legal structure, the CDMSI is part of the cantonal administration and it is therefore a cantonal public service managed by the DFP's Office of Continuing Education and Innovation (UFCI).

#### ↳ OPERATIONAL DESIGN

**Purpose.** The participatory operational planning process aims at building a place where integrated guidance, training and job search services can be offered through the involvement of the relevant stakeholders. Specifically, the areas of intervention concern: guidance during the transition to work and lifetime, support for trainees in basic vocational training courses management, support for accessing professional retraining and continuous training courses, as well as for career specialization courses, the strengthening and enlargement of the tools made available for citizens who are searching for a job, are willing to start their own business and are changing their career.

**Expected results.** Ensuring a service to each citizen in search of information to build his own professional future according to the principles of open access free of charge and anyone exploitation. A result that is not limited only to the enlargement of the specialized services existing in the Canton, but aims at their networking in order to guarantee all citizens access in a single place (one stop shop) to an integrated set of services, focused on the user needs and their fulfilment.

**Peculiarities of the project.** In view of a top-down intervention idea, as it refers to a well-structured model developed in areas other than the Ticino one, the executive planning was carried out paying particular attention to the involvement of local actors.

**Processing period.** The operational planning began at the end of 2017 and ended in January 2020 with the start of the services.

**Stakeholder identification and selection.** The project planned the identification of a very articulated partnership ecosystem, which takes into account both the internal stakeholders of the administration and the social partners, based on the degree of involvement and commitment in the planning phase and subsequently in governance. The partners that have been more closely involved are included in the partners of the so-called first circle, as they joined the executive planning phase of the CDMSI, therefore were involved in the strategic decisions. Institutional partners are part of the first circle and are represented by:

- Office of education and professional guidance (Division of the School of the Department of Education, Culture and Sport - DECS);
- Office of Active Measures of the Labor Section (Department of Finance and Economy Dept- FED);
- Study Aid Office (UAST - DECS);
- Institute of Continuing Education (ICE);
- Continuing Education Services (UFCI - Vocational Training Division).

The first circle includes the delegates of the economic and labor sectors (professional associations, trade unions and companies - OML) which mostly represent the professional world, companies and workers in the main economic sectors and employment areas of Tessin. These partners have been identified on the basis of the analysis of the territory, of the socio-economic and employment structures and of the peculiarities of the organizations involved: they are in fact "umbrella" organizations, which represent larger



professional and productive fields, as the one of industry (AITI), of construction and facilities (SSIC), social health (FORMAS), commerce and services (SIC Ticino), inter-professional and general workers' organizations (USS and OCST), and the Conference that joins over eighty operators of continuing education in Tessin (CFC).

The second circle of the partnership ecosystem includes different institutions, organizations and professional associations that represent specific careers, particular interests or that are simply less present and equipped in the area, but no less relevant for the contribution that they can ensure to the success of the CDMSI implementation. These partners were involved in the executive planning phase only during information meetings.

**Number of stakeholders involved in relation to the target population of the project.** The intervention takes into consideration a wide audience of institutional subjects and organizations (third sector and companies) competent in the fields of training and work.

**Types of interaction between the promoting institution and stakeholders.** In the operational planning phase, the interactions between the Department in charge of the intervention and partners of the first circle took place through participatory group meetings. The partners of the second circle were informed about the design progress and results.

**How stakeholders have been involved in planning phase**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Promote a more solid knowledge among the stakeholders in particular those of the second circle less involved in the planning phase of the CDMS about strategic decisions and the results of the executive planning	Informative workshops about planning results
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Extend the knowledge of the needs of the Ticino labor market through the consultation of the partners of the first circle representing the job market	Establishment of listening working groups with the planning inter-departmental technical staff
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Development of strategic decisions aimed at defining the interventions and services to be planned	The partners of the first circle were involved in workshops managed with the <i>lego serious player methodology</i> <sup>8</sup> .
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>	Sharing of the final report about feasibility of CDMS drafted by the planning inter-departmental technical staff	During dedicated meetings the partners of the first circle are asked to express their opinion about the feasibility report

➤ **PROJECT IMPLEMENTATION**

**Role and functions of stakeholders.** The most relevant and interesting aspect of this intervention is the governance model adopted, characterized by a participatory system. This is divided into several levels and instances in which the involvement of the entire local partnership ecosystem is expected. By adopting this

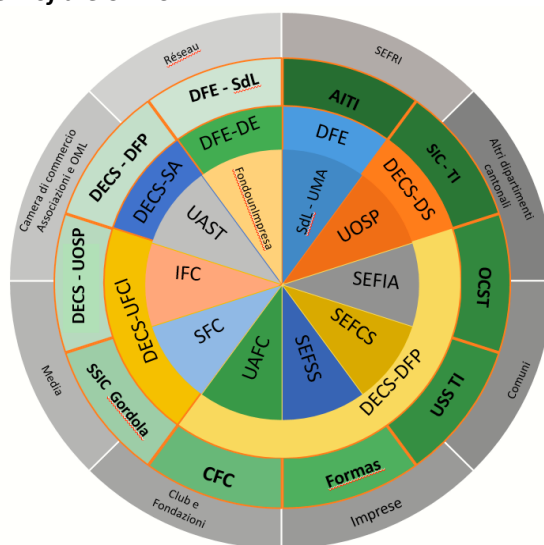
<sup>8</sup> This methodology uses the Lego constructions game to make meetings more efficient where decisions must be built, shared and supported by all the players. It offers the group methods for sharing ideas, commitments and problems encourages discussion, dialogue and problem solving. This methodology is divided into three main parts: the challenge, in which the facilitator, according to the workshop objectives, provides a series of challenges to the participants so that they can open up to reflection and dialogue; constructions, where participants give feedbacks to the previously presented challenges by assigning a meaning and a story to the lego models, thus making sense of the metaphors; sharing, during which participants share their stories and can listen to new points of view, with the mediation of the facilitator who asks some strategic questions on the model in order to deepen the reflections.

model it will be:

- ensured the citizens' voice and the users of the CDMSI, through operators who will be in constant contact and able to identify needs;
- ensured the contribution of institutional actors and economic and social partners;
- supported the daily organizational management.

The governance model is shown in the Figure 3.1.

**Fig. 3.1. The partnership ecosystem of the CDMSI**



**Legenda Governance**

Sigla	Descrizione
AITI	Ticino Industries Association
Cc-Ti	Chamber of Commerce
CDMSI	City of crafts of the Italian-speaking Switzerland
CdS	Council of State of the Canton of Ticino
CFC	Swiss-Italian Conference for Continuing Education
DECS	Department of Culture and Sports Education
DFE	Department of Finance and Economics
DFP	Department of Vocational Training of DECS
DI	Department of institutions
DS	School Division of the DECS
Fondo-unimpresa	Fondounimpresa.ch - DECS-DFE interdepartmental service, training and consultancy for micro-entrepreneurs
Formas	Association for training in health facilities and social institutions
IFC	Institute of Continuing Education of the UFCI

Sigla	Descrizione
OML	Organizations of the world of work (associative, employers and trade unions)
SEFCS	DFP Commercial Training and Services Section
SEFIA	DFP Industrial, Agricultural, Craft and Art Training Section
SEFRI	State Secretariat for Education, Research and Innovation
SEFSS	DFP Health and Social Education Section
SEL	Section of local authorities of the DI
SFC	Continuing education services of the UFCI
SdL	Section of the work of the DFE
UAFC	DFP Office of Finance and Control Administration
UAST	Study Aid Office of the Administrative Section of DECS
UFCI	DFP's Office of Continuing Education and Innovation
UMA	Office of active measures of the SLAV
UOSP	DS school and vocational guidance office

The political responsibility of the project is of the Department of Education, Culture and Sport of the Council of State. The model has a strong link between operational management (with its logistical, organizational, financial and administrative implications) and strategic management.

The Office of Continuing Education is in charge of the CDMSI operational management, the cantonal administration is responsible for the financial and administrative matters and the **Steering Committee** has a strategic role. The latter is an ad hoc body, independent from the cantonal administration, which brings together the internal and external partners of the CDMSI (institutional partners, OML, etc.).

The combination of partners with the strategic governance, identified in the partnership ecosystem of the two circles (see image 2), takes place as follows: the first circle, split itself into three colored concentric circles, includes the strategic partners that are going to be part of the Steering Committee. This Committee in particular is responsible for: discussing and proposing activities to be included in the annual activity programme of the CDMSI; supporting and promoting the current activities of the CDMSI; actively contributing to the dissemination of its activities, considering and evaluating every six months the CDMSI activities on the basis of a report submitted by the operations manager; elaborating proposals for the development and consolidation of the CDMSI activities.

The second partnership circle (represented by the gray outer area of the image) includes the general stakeholders and associated partners, linked by specific collaboration agreements. Accurate collaboration agreements linked the partners of the second circle to the CDMSI activity. Thanks to these agreements, partners can organize events, or promote events at their premises with the CDMSI sponsorship. Part of this circle are the cantonal departments and services that deal with specific issues like services working for the integration of migrants or in the inclusion of disadvantaged people in the labor market. The second circle includes non-profit associations and social enterprises that promote reintegration measures and projects. Companies can also be included, because they can find in the CDMSI a physical and virtual place where to propose initiatives, presentations of professional opportunities, events or even trainees' recruiting. Institutions having broader interests (such as the Chamber of Commerce) are also continuously informed and involved, both in the organization of events and in the coordination - where appropriate - of the various professional associations they belong to.

**How stakeholders have been involved in the implementation phase**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Ensure information about the services offered to the potential beneficiaries of the CDMSI services	Multi-channel communication activity based on social media. A dedicated communication to the targeted audience, conducted through different media, social (web, facebook, youtube, etc.), traditional channels (television, radio and newspaper broadcasters), and through the events that the CDMSI promotes, directly and through partner organizations.
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Sharing of the problems raised during the project implementation phase and listening to the solutions proposed by each stakeholder	Bilateral meetings with each member of the Steering Committee. Systematization and synthesis of meeting results in a document. Discussion of the latter in a plenary meeting of the Committee
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Involvement of other institutions with broader interests (such as the Chamber of Commerce) both in the event organization and in the coordination  Understand the needs of the public who addresses to CDMSI and use of this knowledge to organize daily activities to take place on site and to plan events	Specific tools for data collection to get constant feedback from service users,—monitoring of data on: of services, participation in events and training, expression of needs, criticisms, proposals for improvement obtained by the media)
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions  Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of</i>	Ensure: active involvement of the partnership, including the partners belonging to the second circle, in the CDMSI activities; service coordination and integration of operators; collect feedback on carried out activities emerged needs and criticalities of the service; service monitoring;	Signing of collaboration agreements with the partners of the second circle and with cantonal departments and services dealing with specific issues (eg. immigration), third sector and businesses.  Daily briefing and debriefing between the management and the rotating operators

Type	Forms	Purpose	Tools and techniques
	<i>research agendas, questions, funding schemes</i>	promote information and training events to meet the users' needs; summarize and share the results obtained, and the necessary regulatory measures	Meetings (area managers, CDMSI management and Steering Committee)

**Sustainability and transferability.** The CDMSI project represents a new working method within the administration, with rotating operators made available by the various services. This represents an important added value as it promotes collaboration between partners. It is an innovative model of public service administration, focused on a participatory governance approach and on listening to the potential beneficiaries of the project. Furthermore, thanks to the activation of the community network and local stakeholders, the model shows it can be currently adapted to very different contexts, like urban areas and more peripheral regions. These elements guarantee sustainability to the project and the appreciation of its results over time.

The project activities are able to evolve and adapt to context changes and this is largely linked to the governance model adapted, in particular to the development of the implementation strategy of the CDMSI that the Steering Committee will be able to ensure. Considering the first results of its action achieved in the initial phase, during which unexpected problems arose -like the change of the original premises identified in the project and the effects on the activities resulting from the containment policies due to Covid 19- the decisions and measures adopted by the Steering Committee were adequate.

### 43 Fondounimpresa

The Fondounimpresa Service was created about 25 years ago, in the mid-1990s. At that time problems related to structural unemployment, which had been practically absent until then, began to emerge throughout Switzerland following an industrial restructuring process. With particular reference to the Canton territory, in previous years the only type of unemployment was in fact the frictional one, due to normal turnover within the labor market.

A consequence of the increase of the employment rate was the attention paid to *active labor policies*, which until then had been very marginal in the area. Therefore, due to this greater attention, issues related to self-employment were taken into consideration as a solution to cover unemployment rates. To this end, on the initiative of the social partners, a private organization started experimenting with a series of training and support offers addressed initially, only to unemployed people with the aim of spreading an entrepreneurship-oriented culture and training. The latter should be able both to enhance their professional and management skills, and to foster employment and the development of the cantonal economy. A small financial support was also provided for participants of the initiatives (through a similar contribution to the severance pay and the granting of a surety guaranteed by the public) to capitalize on their business.

The projects implemented have been shortly supported by the Confederation, thus obtaining additional resources to create a real service. The latter generated Fondounimpresa.

The project, therefore started from a private initiative with the input of the workers' trade unions, and then involved a public vocational creating a structured training offer for teachers so that this entrepreneurial culture could be an element of the offer of the basic vocational training.

Over time, this initiative has been endorsed by the Canton through the Fondounimpresa service, directly integrated and funded by the national administration and the involvement of the Vocational Training Division and the Economics Division, DECS - DFE interdepartmental service.

In this regard, a steering / guidance committee has also been set up to include industrial associations and chambers of commerce for the coordination and management of the guidelines of the activities.

The process described, with the transition from a private organization to a public service with the presence of a partnership support group, now fully part of the regional innovation system, is undoubtedly one of the most interesting elements of the initiative.

### ↳ OPERATIONAL DESIGN

**Purpose.** The service has the following objectives:

1. promote the knowledge of doing business through training courses in the field of business management (legal notions, business plans, marketing and accounting);
2. providing coaching and consultancy to micro-entrepreneurs and aspiring living in the Canton of Ticino and in the Grisons district of Moesa;
3. guarantee the presence in the area through two local desks, one in the Sopraceneri (in Bellinzona) and the other in the Sottoceneri (in Trevano - Canobbio);
4. disseminate didactics and the culture of doing business in vocational schools;
5. disseminate information by involving the actors of professional training;
6. support teacher training through courses at the Federal University Institute for Vocational Training;
7. implement on-site training through support and advice to interested teachers;
8. consolidate the cantonal mini-enterprise competition.

**Expected results.** Promote and increase the level of self-employment in Ticino. Spreading an entrepreneurial-based culture and training to face a rapidly changing economy and an increasingly demanding labor market with enthusiasm

**Peculiarities of the project.** The service was established on the basis of a bottom-up initiative of the social parts to find new opportunities within the labor market against an increasing number of unemployed people. Over time, this private initiative has become public. It expanded and structured itself becoming the core for the regional innovation system.

**Stakeholder identification and selection** Starting from the workers 'trade unions, with the development of the various activities they have been gradually involved, thanks above all to the support of the public institutions, employers' representatives and industrial / trade associations.

**How stakeholders have been involved in planning phase**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Bottom-up initiative from the social parts to develop new opportunities of access the labor market, especially through self-entrepreneurial opportunities	Information meetings addressed to training advisors and bodies.
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Involvement of enterprises, representative of the labor work and training actors to develop training and guidance services.  Collection of suggestions about emerging issues on possible activation of guidance training activities.	Network workshop with the project network (training consultants, companies and employee and entrepreneur representatives).
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>		
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>		Steering Committee

➤ **PROJECT IMPLEMENTATION**

Currently the services implemented register more than 1,000 users. On average every year about 100 people take part in the courses, while every year at least 300 entrepreneurs benefit from the accompanying / consulting services. Furthermore, 75% of the companies that received support are still active after three years.

**Role and functions of stakeholders.** The service provides for a steering / guidance committee composed of

representatives of the public institutions, trade unions, industrial associations and chamber of commerces. Furthermore, a workshop extended to external parts is held every year focusing on emerging issues of interest of civil society. The implementation phase differs from the testing phase of the service. In the first phase, stakeholders were involved through a very participatory mechanism, where the entire network of consultants played a very important role, transmitting the sensitivity of people's problems and, in fact, guiding the training choices. In the implementation phase, the management of the service, because of its public management, is outlined and codified and strategic and operational choices are managed by the Professional Training Division and the Economy Division. However, consultation and support activities are planned and they will be carried out by a steering committee. The latter is made up of, in addition to the heads of the cantonal divisions concerned, representatives of the public professional schools and trade unions, industrial associations and chamber of commerces. Furthermore, a workshop is organized every year with the representatives / managers of companies aimed at highlighting emerging and / or particularly interesting topics, to be implemented also through the development of specific training / support activities.

**Sustainability and transferability.** The publicly managed service is theoretically reproducible in other public administrations. In fact, it involves providing training courses in business management, accounting, legal notions and marketing; support the start-up of entrepreneurial activities through coaching activities; offer advice on specific issues, for example of a legal or managerial nature, to micro-entrepreneurs who have already started their own business.

**How stakeholders have been involved in the implementation phase.**

Type	Forms	Purpose	Tool and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Bottom-up initiative from the social parts to develop new opportunities of access the labor market, especially through self-entrepreneurial opportunities	Press release and use of social media
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Bottom-up initiative from the social parts to develop new opportunities of access the labor market, especially through self-entrepreneurial opportunities	Workshop with business representatives / managers aimed at highlighting emerging and / or particularly interesting issues, to be implemented also through the development of specific training / support activities.
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a researched participation process</i>	Involvement of businesses and other economic actors in the development of the tool	Activities of the Steering / Guidance composed of representatives from the DECS - DFE Divisions of the Canton, a public vocational school, trade unions and industrial associations of the chambers of commerce.
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>	Verify the effectiveness of the service and manage its strategic and operational lines with the implementation of the strategic and operational choices of the services to be provided.	Activities of a small group of the steering committee

**44 ESF FLANDERS (BELGIUM)**

**45 GSIW (Gent stad in werking)**

“Ghent, city in operation” (Gsiw) is an open partnership with a great added value in the local employment policy of the city of Ghent. The partnership consists of public and private actors from the broad field of



work, mediation, training, education and welfare. It is committed to developing a common strategy and setting up various initiatives. This is always done with a view to quality work for everyone.

#### ▾ PROJECT IDEA

**Identification of problems.** 'Ghent, city at work' is an open partnership for more and better jobs. It is not a project. The partnership exists since 1998 and is an established value in the employment policy of the city. The partners are public and private actors who have a link with employment in Ghent, from a broad sphere of action including education, vocational training, mediation, welfare and work.

The City of Ghent finances the partnership activities by means of operating funds and deployment of human resources provided by the Work Department.

**Definition of the project idea.** By using a bottom-up approach. The stakeholders were engaged in the development of the partnership through sounding board groups and focus groups, under the guidance of a process supervisor, and this over various years.

#### ▾ OPERATIONAL DESIGN

**Purpose and expected results.** "GSIW" takes actions to jointly resolve gaps in local employment policies. Ghent, city at work operates at two different levels. At first, by means of the Policy Group and by activities and projects initiated by the policy group, the partnership strengthens the employment policy of Ghent.

'Ghent, city at work' is a model because of its innovative approach towards employment themes. The partnership cooperates with partners who commit themselves to elaborate a common strategy and set up initiatives. These initiatives are often complementary to the general employment policy of the city. People who work in the field every day can pass on their expertise directly to policymakers. Policymakers can consult these experts to check their plans and to help fill in any blind spots.

In addition to the policy and actions of Gsiw, the Community that Gsiw creates, is also very important. At every level (management, staff and coaches) there are a lot of connections between the different organizations in the domain of work in Ghent. 'Ghent, city at work' offers an answer to the need to develop a clear overall narrative. The different stakeholders can identify with this overall story, and Gsiw also makes it possible to propagate ongoing experiments under the same, common umbrella. Gsiw's activities (partner day, New Year's reception, training sessions, a project fair, ...) ensure that the various partners also know each other well, even in a more informal context. As a result, employees of the various partner organisations can just quickly pick up the phone to consult each other. Or they can discuss matters at a network event or after a meeting. These informal contacts are sorely missed in these corona times.

Exchange of information is also an important aspect of the community function of Gsiw. Projects of individual partners can be inspiring for others. Gsiw provides a forum to exchange good and not so good practices. We have a website, but more important are the newsletters (on a regular base) from and for the partners. In these newsletters they can present new projects, good practices, but also innovative trainings, exhibitions, etc. Of course, they also announce events and more informal meetings.

**Project features.** Bottom up-approach. The partnership is open to all relevant actors. The action groups are using a bottom-up approach to develop actions and in view of operational activities. Appreciating ideas of other parties and gathering the contribution of various expertise results in innovative projects.

Mutual learning through a bottom-up process with various international partners.

**Drafting period.** Gsiw exists since 1998. It is not a project, but it is an established value in the employment policy of the city.

**Identification and selection of stakeholders.** In 2019 the City of Ghent, VDAB and the social partners signed an Employment Pact for Ghent about the policy objectives. The role of the Gsiw Policy Group was therefore questioned. The assets of the partnership were clearly formulated: 'Ghent, city at work' is a partnership with a long tradition, a strong brand but is now primarily a strong community where partners find each other in realizing projects (at both policy and field level). The new task of the Policy Group was the operationalization of the strategy of the Employment Pact, the initiation and monitoring of actions and the provision of policy advice (among others identifying bottlenecks) to the Steering Group of the Employment Pact. In addition, the broad partnership (the Community) of Gsiw further strengthened by realizing actions and projects in the field, and by targeted communication about initiatives and exchange of good practices.

**Types of interaction between the promoting institution and stakeholders.** The cooperation model of 'Ghent, city at work' lied at the basis of various major initiatives in the Ghent sphere of action. This is explained by its unique approach, which is founded on a series of lines of force. The basis is an open partnership, in which actors inside and outside the sphere of action participate in the elaboration and implementation of the local employment policy. The open partnership approach transcends the regular functioning of individual organizations/ actors. Lacuna on the local job market are jointly detected and opportunities are included. The engagement of many organizations to jointly tackle tricky employment market themes is of critical importance for its success. Initially, the Policy Group determined the vision, policy objectives and the agenda. In 2019 the City of Ghent, VDAB and the social partners signed an Employment Pact for Ghent about the policy objectives. The Policy Group of 'Ghent, city at work' deepens the policy objectives and reunites organizations and hands-on experts in action groups to develop actions.

**How stakeholders have been involved in planning phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>		Annual New Year's reception. Communication channels such as the newsletters and website
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>		
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>		Via the Policy Group: a fixed group of people who, albeit from an organization / background, took up a personal commitment to contribute together to the employment policy of Ghent. Partner day to give all its partners a forum to network with each other. Forum to exchange good and not so good practices
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>		Via Action Groups, led by one of the partners, a concrete solution was offered to a need in the Ghent labor market and this after analysis.

▾ **PROJECT IMPLEMENTATION**

**Role and functions of stakeholders.** The quality of the activated process has been high since the beginning, but it has gone through quite an evolution. Regular evaluations and adjustments were made. The role of the city has become more guiding over the years. Nevertheless, the partnership proves to be very efficient when you see how many projects arise within the broad framework of Gsiw and how well the dissemination in the Ghent region is going

**Sustainability and transferability.** This way of working is sustainable thanks to:

- Involvement of the City
- Involvement of the members of the Policy Group: based on their expertise, they think along and transcend the interests of their own organisation.
- Input of the work field both for the content of the events and actions, as well as for the communication channels such as the newsletters.
- Mutual trust

There is a high potential to transfer this way of working to other cities.

**How stakeholders have been involved in the implementation phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>		Annual New Year's reception. Communication channels such as the



Type	Forms	Purpose	Tools and techniques
inform			newsletters and website
Stakeholder consult	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>		
Stakeholder involve	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>		Via the Policy Group: a fixed group of people who, albeit from an organization / background, took up a personal commitment to contribute together to the employment policy of Ghent. Partner day to give all its partners a forum to network with each other. Forum to exchange good and not so good practices.
Stakeholder collaborate	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>		Via Action Groups, led by one of the partners, a concrete solution was offered to a need in the Ghent labor market and this after analysis.

#### 46 Right2Score (R2S)

Right2Score implements sport and physical activities as a tool to activate and engage with hard to reach/mobilise target groups. Among others, we create alternative non-formal learning opportunities, activation and employment related activities. These opportunities are a necessary adjustment to the classic recipes of traditional school education and job placement. Practical and theoretical training is provided with professional coaches. Extensive excursions to local sportclubs, companies, schools and local plazas also help to promote the understanding of sports and its cohesion with society. Sports and physical activity have the power not only to bring people together but also to bring the best in people out. Working out and discovering your own interests promotes self-confidence, self-reliance and self-esteem. Right2Score focuses on acquiring transferable skills and work-relevant competences such as resilience, teamwork, leadership, discipline and entrepreneurial spirit through our operations. Above all, R2S strives to give our target group a purpose in life, without which all the rest would be futile.

##### 📌 PROJECT IDEA

**Definition of the project idea.** At the beginning of 2019, the City of Ghent launched a call for organisations that would temporarily occupy a building that had been vacant for a long period of time. Due to the fact that drug addicts among others started using the location it became a health and security hazard for the neighbourhood. The call was meant to attract initiatives that that would resuscitate the neighbourhood. The goal was to have initiatives that would create a positive impact in the neighbourhood and address the issue of the vacant building. R2S was among the applicants. Towards the end of 2019, we received confirmation from the city of Ghent that we could operate on the site for 5 years. R2S has a formal partnership with 'Sportclub 9duust', 'Averoes vzw', 'De Bijenkorf' and together with some other social initiatives at 'De Meubelfabriek'. All these initiatives constantly search for ways to complement each other with regards activities and service provision to the neighbourhood.

##### 📌 OPERATIONAL DESIGN

**Purpose and expected results.** The project is centred around inclusion, co-creation and active participation. Right2Score starts from inclusive practice in which the voice of the participating young people serves as the base for setting up actions and operations. Through dialogue, we keenly listen to and gather the interests and needs of the young people. These are then translated into actions/activities. R2S creates a co-ownership community and encourages the participants to engage in the management of the organisation.

It is within this co-management aspect that we align our work-related trajectories and initiatives. This project aims for a bottom-up approach because it is very important to go into dialogue with the youngsters themselves and to see what is important for them.

**Project features.** This project aims for a bottom-up approach because it is very important to go into dialogue with the youngsters themselves and to see what is important for them.

**Drafting period.** Started in 2018, renovations in 2019, operational in 2020.

**Types of interaction between the promoting institution and stakeholders.** By setting up a complementary partnership with an organisation embedded in the neighbourhood with a good reach of local members, R2S's operation was accelerated. An analysis of the local community and its organisation made us opt for a partner with the same target audience, a strong operational focus, affinity to and a broad reach of the target group. This together with our strategic view provided a win-win situation for both parties. A location in the middle of the district that is accessible to everyone. Built by and for members of the neighbourhood where everyone has a say gave us the credibility and trust of the community. In that regard parents trust us enough to talk about family situations. In return, we are able to re-direct them to relevant institutions like OCMW, VDAB, SBS Skillbuilders, etc.

**How stakeholders have been involved in planning phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Involve local community Parents trust	Analysis of local community and its organisation. Information desk and meetings with local families.
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>		
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>		
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>		

## ▾ PROJECT IMPLEMENTATION

**Role and functions of stakeholders.** With 9Duust, we have had transparent communication and engagement right from day one. Luckily, a member of our team knew the leaders of 9Duust. He also knew that 9Duust were looking for an alternative location. This prior acquaintance ensured that we took off on the right note right from the start.

We have regular meetings where we co-plan our activities, divide the roles, assign duties to respective volunteers and align our strategic goals. These are the meeting where we also plan our external communication strategies, towards our target groups and partners.

**Sustainability and transferability.** The effectiveness of an inclusive framework where members of the community are in charge of the organisation is a practice which can be duplicated. Important factors are experienced mentors to guide the voice of the people into the right direction and challenge them where needed, and also the set-up of strategic partnerships.

The project originates from another proof of concept realised in a different city. Enhancements were made in order to expand and create a more structural solution to a problem.

Key factors are identified and can be enhanced in a different context.

- Location
- Involvement and support of the City

- Involvement and support of similar organisation(s) already active in the community with strong buy in
- Start-up funds

#### 47 Social partners on the digital fast track

The social partners in Flanders have initiated a project called ‘Social partners on the digital fasttrack’. The project enables the social partners to look beyond the Flemish borders, and to learn how other countries and foreign social partners tackle the challenges posed by the digital revolution.

Together with our international partners, the SERV will develop an international comparison which focusses especially on best practices on future-proofing our economy and labour market, on the process of social dialogue and on the impact of digitalization on these processes.

##### ▾ PROJECT IDEA

**Identification of problems.** The social partners of the Social and Economic Council of Flanders (SERV) proposed to develop a reflection on the challenges posed by the digital revolution. An extensive literature review was performed and meetings with stakeholders and experts were held (roundtables) in order to identify the issues and challenges digitalisation poses for social dialogue.

**Definition of project idea.** All Flemish partners (social partners) were engaged in the development of the project idea through multiple meetings.

##### ▾ OPERATIONAL DESIGN

**Purpose and expected results.** The project’s purpose is to exchange knowledge, good practices and knowhow on digitalisation and the role of the social partners within this transition. Mutual learning from experiences and the identification of examples of good practice were structured and phased around three problem areas or challenges: challenges for education and skills policy, the labour market and the economy & innovation. For each of the three themes, an analysis was carried out, giving rise to a number of key questions. These key questions were also fed back into the social dialogue and to the social partners in the partner countries.

**Project features.** Mutual learning through a bottom-up process with various international partners.

**Drafting period.** January 2017 – November 2017.

**Identification and selection of stakeholders.** The stakeholders of the Flemish partnership are the structural partners of the SERV (Flemish social partners). The international partners were selected based on one expertise, experience with social dialogue, and willingness to engage in the project.

**Number of stakeholders involved.** The number change in the different stages of development of a project. Considerations of scale are also related to the form that engagement method take. For example, engagement that takes place online is well suited to interacting with a large number of stakeholders, where offline methods are better suited to discussion between smaller numbers of stakeholders

**Types of interaction between the promoting institution and stakeholders.** Regular meetings and roundtables.

**How stakeholders have been involved in planning phase.**

Type	Forms	Purpose	Tools and techniques
Stakeholder inform	Mostly one-way flow of information from initiator to stakeholder or vice versa		
Stakeholder consult	Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders’ views in decision-making		Meetings held at the SERV on a regular basis. The social partners were actively engaged in the definition and development of the project, from start to end.
Stakeholder involve	Stakeholders have crucial role on generating knowledge, often in a research-led participation process		Advisors of the various social partner were engaged in the project, joined the SERV on the meetings and roundtables and actively participated.
Stakeholder	Stakeholders are involved in		

Type	Forms	Purpose	Tools and techniques
<b>r collaborate</b>	<i>analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>		

## ▾ PROJECT IMPLEMENTATION

**Role and functions of stakeholders.** The Flemish partnership led by the SERV secretariat consists of the social partners from Flanders. For the employers these are: · Voka - Flemish Network of Enterprises · UNIZO - Union of Self-employed Entrepreneurs · BB – Belgian Farmers’ Association · Verso - Association of Social Profit Enterprises. For the employees these are: · ACV - Belgian Confederation of Christian Trade Unions · ABVV - Belgian General Federation of Labour · ACLVB - Belgian General Federation of Liberal Trade Unions Other actors were added based on the three themes: labour market, education and training and economy & innovation but do not belong to the partnership. These stakeholders were involved in the various round tables on an ad hoc basis.

The international partners involved in the project form a balanced partnership together, looking towards the east of the European Union and involvement of the South. Germany is a neighbouring country, but no partners have applied from the North. The same balance can also be found in the types of partner. There are the social partners (trade unions and employers’ organisations, chambers of commerce) but also fellow socio-economic councils or similar institutions. Finally, we have also managed to work primarily with regional partners. Except for the Czech Republic, this involves Länder in Germany and regions in France and Spain. The SERV took care of the transnational coordination. Within the transnational partnership, a distinction is made between main partners and associated partners. The main partners were responsible for organising a round table accompanied by a study visit with the presentation of good practices. The associated partners all participated in the round tables and other activities and will organised a separate study visit within their region<sup>9</sup>.

**Sustainability and transferability.** Along with the rest of the world, Flanders is facing a new and radical technological revolution. Digitalisation has an impact on all aspects of life in society: how we live, work, produce and consume, how we promote health and cope with sickness; how we deal with freedom and safety; how we acquire and share information and knowledge ... It affects our mobility, cultural identity, social (in)equality, government, democracy ... This transformation is predicted to be much more far-reaching in scope, speed and complexity than the transformations that society has faced in the past. The social partners view the potential or expected effects, challenges and opportunities of digitalisation primarily from the perspectives of the labour market and the economy. The experiences gained throughout the project are therefore of relevance to a broader set of stakeholders, regions and countries. Moreover, the network that has been created will prove useful in the future for further exchange of information or ideas on other topics of policy relevance.

### **How stakeholders have been involved in the implementation phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>		
<b>Stakeholder</b>	<i>Two-way flow of information, mainly</i>		Meetings held at the SERV on a regular basis.

<sup>9</sup> The international partners were:

- German partners: <http://qfc.de/>; [www.mitz-merseburg.de](http://www.mitz-merseburg.de); <http://www.isw-institut.de/>; <http://www.sbgdd.de/>; <http://www.gib.nrw.de/>
- Czech partner: <https://www.asocr.cz/>; <https://www.ospzv-aso.cz/>
- French partner: <https://www.auvergnerhonealpes.fr/43-le-ceser.htm>
- Spanish partner: [http://www.ces.gva.es/cs\\_/index.htm](http://www.ces.gva.es/cs_/index.htm)

Type	Forms	Purpose	Tools and techniques
<b>consult</b>	<i>aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>		The social partners were actively engaged in the definition and development of the project, from start to end.
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>		Advisors of the various social partner were engaged in the project, joined the SERV on the meetings and roundtables and actively participated.
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>		

#### 48 SUSTATOOL - Sustainable Development Goals and Social Dialogue (ACLVB-CGSLB)

Trade Unions – strengthening sustainability in the work place through social dialogue, by placing the SDG's on the agenda of the company council's, using the **SUSTATOOL** (see, *only Dutch*: <https://www.mvovlaanderen.be/sustatool/algemeen>)

The objective of the initiative was the sensibilisation of our trade union members and elected representatives, making them aware of their companies using the SDG's in their communication and sustainability/year reports. Assist them (via the SUSTATOOL) to go into dialogue with their employers (through their company councils or the committees for health and safety in the work place), asking for worker friendly initiatives when it comes to sustainable actions. Through our vision on positive constructive dialogue, we aim for a win-win, both for the employees and the employers in implementing sustainable workplaces. Showing that both workers and employers can contribute to the SDG Agenda 2030.

##### 📌 PROJECT IDEA

**Identification of problems.** The ACLVB-CGSLB started in 2018 with a test pilot project under her trade union representatives from 6 companies to test the usability of the Sustatool in their syndical work in the companies.

**Definition of project idea.** As a Trade Union we have noted that most of our members or elected representative was not informed or aware of the fact that their companies are producing sustainability reports on their contributions to the SDG's. By introducing the Sustatool to our target group we were able to provide them with a digital online tool to scan the efforts their companies are doing or claiming to do concerning their contributions to the SDG Agenda 2030. An Internal reflection meeting within the union structures took place on this element. The stakeholders were engaged in the project idea definition. The trade union representatives from 6 companies to test the usability of the Sustatool before we planned our 10 official training sessions.

##### 📌 OPERATIONAL DESIGN

**Purpose and expected results.** The objective of the initiative was the sensibilisation of our trade union members and elected representatives, making them aware of their companies using the SDG's in their communication and sustainability/year reports. Assist them (via the SUSTATOOL) to go into dialogue with their employers (through their company councils or the committees for health and safety in the work place), asking for worker friendly initiatives when it comes to sustainable actions. Through our vision on positive constructive dialogue, we aim for a win-win, both for the employees and the employers in implementing sustainable workplaces. Showing that both workers and employers can contribute to the SDG Agenda 2030.

With the help of the university of Antwerp (developer of the SUSTATOOL, in cooperation with the Flemish government), the ACLVB-GCSLB was able to prioritize the elements within the broader 15 Sustatool theme's especially relevant for trade union representatives. As a trade union organisation, we have a long

standing expertise as social partners in all area's placing negotiating items on the social dialogue agenda. Since the Agenda 2030, is a relative new frame, we needed to build/developed a methodology to which we can give guidance concerning the implementation and monitoring of the SDG's to our elected trade union representatives in the companies.

By introducing the Sustatool to a group of over 250 trade union representatives, we were able to learn that within the syndical work of our trade unionists the focus are place on 6 specific SDG's (SDG; 3,4,8,11,12 &13). This helps us to bundle targeted generic action that our trade union representatives can bargain for or place on the social dialogue agenda.

**Project features.** Since the Sustatool promote a bottom-up approached, making it more accessible for union member or representative who are not full-time busy with suitability to propose sustainability actions, if possible, during company council meetings or place items on the agenda of the committee for health and safety. The "Sustatool scan" option provides the opportunity for our trade union members and representatives to have an overview not only how their company score, but also a first indication on possible work areas, relevant form an employee's point of view.

**Drafting period.** The ACLVB-CGSLB started in 2018 with a test pilot project under her trade union representatives from 6 companies to test the usability of the Sustatool in their syndical work in the companies. Seen the positive results, we applied for ESF funding to organized a structural roll-out through series of 10 trainings with more than 250 trade union participants, to introduce the Sustatool on a broader scale. To help us in this activity, the University of Antwerp assist in the training module and in co-facilitating the classes. At the of the 10 trainings, they also helped with the developed of a brochure as a tool more fitting for trade unionist.

**Identification and selection of stakeholders.** Trade union representatives are the grass root stakeholders of our union and form the basis of our work on company level. They were free to inscribe in the 10 training foreseen from own initiative and interest.

**Number of stakeholders involved.** 251 trade union participants

**Types of interaction between the promoting institution and stakeholders.** Structural roll-out through series of 10 trainings, facilitated by our trade unions training centre and the University of Antwerp

**How stakeholders have been involved in planning phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	To get the trade union representative 'buy-in', select test	Mailing tool to inform about the project
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	To get the trade union representative, to look over the Sustatool and see if they are able to use it	Kick-off meeting
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	To let the trade union representatives work on the Sustatool, in order to offer feedback for the CGSLB and to developed a mini guide on how to use the Sustatool in a trade union environment	Workshop and Mailing tool
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>		

## 📌 PROJECT IMPLEMENTATION

**Role and functions of stakeholders.** The 251 trade union representative, elected in 158 companies, that took part in our training series, are the elected representative in their companies, having a seat in the



company council or the committee for health and safety in the work place. They are looking out for the best interest of our members in the companies, and are interested in advancing sustainability and corporate social responsibility. Seen their mandate they are best placed to have a debate on what their companies are doing around the SDG's within the own working of the company and towards the external communication, like the yearly sustainability reports. They can monitor via the use of the sustatool (the 'scan- function as baseline') if their company is reaching the planned sustainability initiative as set out and placed on the social dialogue agenda.

**Sustainability and transferability.** The Sustatool is publicly available and accessible to all. The "Susta-scan" function provides a clear and transparent overview of the impression of both the trade union delegation and/or the employer on the state of play within the companies concerning sustainability and the possible area to improve on. For us as a union, the actions to undertake should be a win-win for both parties. Potential attitude of the experience to be disseminated and to be transferred:

- Be open and constructive to have discussion on the outcomes as provided by the "Susta-scan"
- Be willing to find a win-win for both workers and employers
- Not always a broader awareness between the SDG's and the work done on sustainability under our trade union members or the trade union representatives
- Sustainability not always high on some of the company's agenda's
- Follow-up on the implementation is not always easy

**How stakeholders have been involved in the implementation phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Invite a bigger group to get to know the Sustatool, though our official training cycle	Brochure on the offer of training activities distributed to unions by mailing tool.
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	See input/collaboration during training sessions	Workshop to collect opinion of participants during training sessions
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Testing the Sustatool by a group of trade unionist. To attend the 10 trainings sessions planned in the roll-out of the Sustatool. Collect suggestions of the participants at the Sustatool training session	Mentimeter Questionnaire
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>		

**49 LOWER SAXON MINISTRY FOR FEDERAL AND EUROPEAN AFFAIRS AND REGIONAL DEVELOPMENT (GERMANY)**

**50 ESF Policy guideline social innovation of the Lower Saxon Ministry for Federal and European affairs and regional development**

Social Innovation funding instrument: New Instrument to identify and experience with new forms social innovations in two fields of action, focussing mainly on the innovation aspect.

↳ **PROJECT IDEA**

**Definition of the project idea** Lower Saxon Ministry for Federal and European Affairs and Regional Development developed the idea. The ministry wanted to set incentives to find new ways of tackling social challenges.

- Services for the public
  - ✓ Securing the access, improvement and expansion of affordable, sustainable and high-quality health and social services in order to secure services for the public. (esp. for certain social target groups and by promoting trans-sectoral approaches)
- Working environment in transformation
  - ✓ Adaptation of enterprises and labour to the complex changes in industry.

The project needs were identified by the experience and knowledge gained through the regional development process, the knowledge of regional structures and needs and the use of the European funding frame for lower Saxony.

The relevant stakeholders were involved in the whole development process of the project idea from the very beginning and are involved in the implementation process as well as the evaluation measures.

↳ **OPERATIONAL DESIGN**

**Project features.** In view of a top-down idea, a bottom-up process was used when developing the policy instrument. Through the consulting process, applicants are getting the necessary help to develop their project ideas.

**Drafting period.** It took about 12 to 18 months until the guideline was developed

**Identification and selection and number of stakeholders.** Choosing the relevant stakeholders (social and economic institutions) and fulfilling the demands of EC framework. The stakeholders involved were the following: 3 associations on the strategic level. Established Institutions for Social Innovation

- Stelle für Soziale Innovation der Freien Wohlfahrtspflege/ “Body for Social Innovation of the nonstatuary welfare” (Daseinsvorsorge/ Focus on services for the public)
- Body for Social Innovation Stelle für Soziale Innovation der Unternehmerverbände Niedersachsen e.V./ “Body for Social Innovation of the Lower Saxon enterprise unions” (Arbeitswelt im Wandel /Focus point working environment in transformation)
- Stelle für Soziale Innovation des DGB Niedersachsen/ “Body for Social Innovation of the German Trade Union Confederation” (Focus point: working environment in transformation/Arbeitswelt im Wandel)

**Type of interaction between lead partner and stakeholders.** The interaction between the promoting institution and stakeholders has been realized through regular meetings in order to evaluate project ideas and decide for funding. Regular interactions during development and implementation process.

**How stakeholders have been involved in the planning phase:**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Awareness and discussion of general issues like financing and framework	Public meeting
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders’ views in decision-making</i>	Information and discussion concerning the contents and the implementation	Regular meeting with relevant stakeholder (established Institutions for social Innovation)
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Sharing the lessons of the projects and the knowledge transfer on operational level	Thematic workshop
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>		See above

↳ **PROJECT IMPLEMENTATION**

**Sustainability and transferability.**

- The projects have to describe how to survive and continue after the end of the support when applying for funds. Sustainability is an important part of the scoring.

- The described practice can be easily modelled since a bottom-up approach was used to develop the policy instrument. Therefore, the model of social dialog can be replicated in other contexts.
- The policy instrument has been adapted in other federal states: for example, Brandenburg adapted the model in the field of job market promotion
- The aim of the policy instrument is the testing of new innovative approaches and the adaptation of innovation in new contexts or the sustainable implementation into a permanent context.

The question whether the results of a project are adaptable to other contexts is a central part of the scoring and evaluation process.

## 51 Strategy for European Funding 2021 – 2027

The strategy addresses the European Funding system in Lower Saxony concerning the European Fund for Regional Development (EFRD), European Social Fund (ESF) and the European Agricultural Fund for Rural Development (EAFRD) for the upcoming funding period (2021-2027). Therefore, the participatory processes to design the strategy do influence all upcoming structural funding in Lower Saxony 2021 – 2027 (ERDF: ca. 700 Mio. €, ESF ca. 250 Mio. €, EAFRD ca. 1,4 Mrd. €).

### ▾ PROJECT IDEA

The mandate of the Land Government for the Lower Saxon European Ministry in 2018 was:

- to develop an optimal and broadly accepted funding landscape
- to apply funding as efficiently and well-coordinated as possible
- to implement a funding environment that fosters the efficient exhaustion of all funding resources and
- to simplify funding as much as possible.

**Identification of the problem.** The process of developing the EU-funding strategy was a strategic process in itself. A Service provider made a study analysing the strength and weaknesses of Lower Saxony in the different fields.

**Definition of the project idea.** From the beginning, the inclusion of all relevant stakeholders was planned precisely for every step of the project. It started with several in depth conversations with the ministries responsible for the policy instruments. In May 2019 an online consultation of a broad group of Stakeholders helped defining the thematic scope and the priorities for the Lower Saxon Stakeholder. In August and September 2019 thematic inter-ministerial workshops were organised to further develop the goals for each subject. Thematic workshops with all lobbying institutions, ministries and other relevant authorities marked the process of writing and discussing every part of the strategy, discussing priorities and finding the right terms for the final document. Although there was an intense negotiation process about funding issues between the ministries, all stakeholders felt like their needs and opinions were taken seriously and the MB tried to incorporate the viewpoints of all parties. Therefore, the strategy is widely accepted and used as a basis for all policy instruments that are being developed for the upcoming funding period. Currently the MB is monitoring the alignment of the newly designed policy instruments with the strategy.

### ▾ OPERATIONAL DESIGN

**Purpose.** The expected result is the development of a strategy that helps using EU funding in Lower Saxony in the most efficient way. Through the strategy, the Land hopes to use EU funding in a more targeted way and more adapted to the needs of Lower Saxony.

**Project features.** The ministry used a bottom-up approach for the development of the EU-funding strategy: Online consultation of over 500 representatives of the civil society, economy and scientific community. The strategy was developed within thematic workshops with the respective representatives of the ministries and lobbying groups. Information events were organised in order to inform all Stakeholders about the state of the project and to transparently display their influence on the process.

**Drafting period.** The ministry got the mandate of the Land for the development of the strategy in December 2018. In March 2020 the final mandate and approval of the EU Funding Strategy was achieved.

**Stakeholders identification and selection.** The monitoring committee was extended by the offices for regional development in the four districts of Lower Saxony and the different ministries. The offices for regional development nominated local agents from the civil society, economy, scientific community and

lobbying groups. The Lower Saxon ministries extended the stakeholders with representatives of their respective fields.

**Number of stakeholders involved** The Strategy addresses the entirety of Lower Saxony and thus technically influences the whole population. Therefore, around 1000 Stakeholders representing different groups of the civil society, scientific community and economy were consulted throughout the process.

**Type of interaction between lead partner and stakeholders.** The Stakeholders were consulted in online interviews, through direct communication (telephone calls, emails, individual meetings...), workshops and informational events.

**How stakeholders have been involved in the planning phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Keeping the Stakeholders motivated for the rest of the process. Creating transparency when it comes to EU funding (also in preparation of the operational program) Displaying the results of the participation processes and showing their influence on the outcome.	Regional events Informational events Press Releases
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Getting input of the different stakeholders concerning the different subjects of the funding strategy, defining thematic scopes and priorities	Thematic workshops
<b>Stakeholder Involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Development of harmonized common goals. to agree on the wording of the strategy	Workshops and bilateral discussion on the current state of strategy
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>		

## ▾ PROJECT IMPLEMENTATION

At the present it is starting the reflection on the implementation of the defined strategy.

**Role and function of the stakeholder.** Around 1000 stakeholders, from the civil society, academia, economy and lobbying parties participated in the process of Developing the EU Funding Strategy. Monitoring and evaluation are an ongoing process that only starts now, as we are monitoring the alignment of the operational program and the newly developed funding instruments with the EU funding strategy.

**Sustainability and transferability.** The monitoring process for the EU funding strategy will give us the relevant data to evaluate if the strategy as we designed it, will continue to help us achieve the goal of a more efficient EU funding in Lower Saxony.

**How stakeholders have been involved in implementation phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>		
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Getting input of the different stakeholders concerning the different subjects of the funding strategy.	Technical meetings with various stakeholders in respect to their specific expertise.
<b>Stakeholder Involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>		

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>		

## 52 Regional Innovation Strategy for smart specialisation in lower saxony 2021-2027

- Further development of the RIS3 strategy for Lower Saxony
- Increased involvement of all kinds of stakeholders

### 📌 PROJECT IDEA

**Identification of problems.** Addresses the European Funding system in Lower Saxony, mainly concerning the European Fund for Regional Development (EFRD) Political Objective 1 “A smarter Europe by promoting innovative and economic transformation”

**Definition of the project idea.** Identification was based on the analysis of the strength und potentials of the economy and on an Entrepreneurial Discovery Process (EDP) with wide stakeholder involvement. Definition and drafting were realised with the support of an external consulter. This process started before the involvement of the stakeholders and took about 2 month time.

### 📌 OPERATIONAL DESIGN

#### **Purpose and expected results.**

- The RIS3 should enable Lower Saxony to identify and develop its competitive advantages
- The strategy should allow Lower Saxony to concentrate on its core strengths

**Project features.** Bottom-up – Broad involvement of stakeholder from nearly all parts of society

#### **Drafting period.**

- Definition and drafting were realised with the support of an external consulter
- This process started before the involvement of the stakeholders and took about 2 months of time.

**Stakeholders identification and selection.** Stakeholders were selected by an open process but also with the experiences of the other ministries.

**Number of stakeholders involved** More than 150 stakeholders representing the business sector, the scientific community, intermediaries, public authorities and social partners came on board to discuss und develop the Innovation Strategy of Lower Saxony.

**Type of interaction between lead partner and stakeholders.** Public consultations as well as expert interviews and discussions and five specialised workshops were held with these representatives until November of 2019.

Aims of the workshops:

- Essential current challenges in relevant thematic areas of Lower Saxony
- Chances of specialisation of the new RIS3
- Ideas for new instruments and measures

In the context of the stakeholder participation, the aims were discussed constructively with the Stakeholders. The results of the participation processes had an enormous influence on reaching the described goals. They became part of the new Regional Innovation strategy.

- Kick-off in order to inform of the Strategy and process
- Workshops with small groups
- Entrepreneurial Discovery Process

#### **How stakeholders have been involved in the planning phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Kick-off of the project	Email invitation Event
<b>Stakeholder</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation</i>		

Type	Forms	Purpose	Tools and techniques
<b>r involve</b>	<i>to integrate stakeholders' views in decision-making</i>		
<b>Stakeholder Consult</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Workshop	Small groups with very detailed topics to develop
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions</i> <i>Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>		

## ▾ PROJECT IMPLEMENTATION

**Role and function of the stakeholder.** The activated process shall not end with the Regional Innovation Strategy. The process continues through the definition of the first programmes towards the end of 2020. More than 300 stakeholders representing the business sector, the scientific community, intermediaries, public authorities and social partners were invited to discuss the planned programmes with the responsible partners of the different ministries of Lower Saxony.

We are currently preparing the roadmap on how to continue this process during the next 7 years. This includes the definition of who should be involved when defining specialised thematic areas for programme calls and the monitoring and evaluation of the programmes and their efficiency.

Partners were mostly involved directly and within groups of different actors. Within the frame of small workshop groups, the active involvement of all participants was possible. This led to a very open-minded and transparent process. An external neutral consultant led the whole process. However, we faced a differing openness and willingness of the actors as well as a differing ability to discuss decoupled from individual interests.

**Sustainability and transferability.** The project is comparable to other RIS3 strategy processes and the chosen steps are transferable.

## 53 CHAMBER OF COMMERCE AND INDUSTRY VRATSA (BULGARIA)

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### 54 The Bulgarian Center for Not-for-Profit Law (BCNL)

BCNL is part of the network of the International Center for Not-for-Profit Law (ICNL) and of the European Center for Not-for-Profit Law (ECNL) which operate in over 100 countries worldwide with the aim to protect the right to association and develop the legal framework for civil organizations. BCNL mission is providing support for the drafting and implementation of legislation and policies with the aim to advance the civil society, civil participation and good governance in Bulgaria. The values we share in all our actions: 1) Professionalism in providing support and services; 2) Ensuring fully participatory approach; 3) Political impartiality and expert independence. The main area and topics:

- Establishment and activities of NGOs;
- Transparent public financing and a supportive tax environment for NGOs;
- Contracting public services (social, health, educational, cultural, providing official development assistance), decentralization of activities and functions by the state to NGOs;
- Civil participation in decision-making processes;
- The role of NGOs in the protection of human rights;
- Development of volunteering and philanthropy;
- Fostering the role of NGOs in drafting public policies, and advocacy; Promoting economic activity of NGOs and social entrepreneurship; Removing barriers to NGOs operations and sustainability;
- Public image of civil organizations.

The BCNL invest in:



- ❑ Advocacy for a better legal environment for the establishment and operation of civil society organizations;
- ❑ Building knowledge and skills in the teams of civil society organizations to be more successful in developing ideas, projects and initiatives;
- ❑ Sharing information, exchanging experience and building partnership.

Some of initiatives and programs:

- ❑ The NGO House;
- ❑ [www.darpazar.bg](http://www.darpazar.bg);
- ❑ NGO Entrepreneurship Program;
- ❑ NGO Summer school;
- ❑ Campaign “We will cope together”;
- ❑ Campaign “Born ready”;
- ❑ Campaign for NGO preregistration in the Registry Agency.

#### 📌 PROJECT IDEA

**Identification of the problems.** Changed social and economic environment in the spring of 2020:

- ❑ Many social enterprises have completely or severely stopped their activities (social cafes, restaurants, bookstores).
- ❑ For others, the new context has created specific challenges for the production and marketing of their products (food production, agricultural farms, production of souvenirs and objects).
- ❑ Thirdly, the imposed measures had a negative effect on the disadvantaged people they provide employment - the risk is that they will be left without social support and income if the enterprise close its doors.

**Definition of the project idea.** The mission of BCNL is providing support for the drafting and implementation of legislation and policies with the aim to advance the civil society, civil participation and good governance in Bulgaria. The team pursue the mission with the strong belief that the improvement of the NGO legal framework is instrumental for the creation of an independent and prosperous civil society.

Main activities of BCNL:

- ❑ Legislative initiatives, advocacy campaigns, and support for NGOs and institutions in drafting and applying legislation;
- ❑ Enhancing the knowledge of NGOs of the legislation relevant to their activity, and their advocacy and good governance capacity;
- ❑ Provision of legal assistance to NGOs;
- ❑ Research on topics concerning the framework for NGOs;
- ❑ Piloting and studying new models with the aim to improve the environment and introduce sustainable models in the legislation (independent exercise of rights, developing economic activities, fundraising, etc.);
- ❑ Trainings with a view to enhancing the capacity and sustainability of NGOs on topics such as: Legal framework and tax system for NGOs; Advocacy; Organizational development and good financial governance; Fundraising; Preparing and drafting business plans, etc.
- ❑ Support for sharing experience and knowledge among NGOs through: Development of co-working spaces - the Civil Society House; Provision of information on key topics regarding the development of the NGO sector (news about legislation, financing, volunteering, public consultations, etc.);
- ❑ Regular surveys and dissemination of best practices and approaches in Bulgaria and abroad in BCNL's areas of activity;
- ❑ Sharing experience in Bulgaria and at the international level, and participation in networks and coalitions with the aim of achieving the mission.
- ❑ The priorities for the next period encompasses key lines:
- ❑ proposals for the improvement of the environment for civil organizations by building upon the achievements and the workable solutions, and by proposing new goals and activities whereby the challenges will be effectively met;
- ❑ developing the capacity of civil organizations in order to enhance their capacity, expertise, and performance.

The initiative LET's GO Recovery program for social enterprises 2020. The program combines a few components:

- Building business planning and financial planning skills among civic organizations planning to launch a mission-related economic activity.
- Opportunity to participate in the competition NGO Best Business Plan and receive a cash prize, as an initial investment for entrepreneurial activity.
- Follow-up mentoring at the start-up stage.

#### ↳ OPERATIONAL DESIGN

**Purpose and expected results.** The BCNL adapt the program due to the changed social and economic environment in 2020 as follow.

1. *Initiative «Save the Saviors.* The Recovery Program is the 10th edition of the NGO Entrepreneurship program. It was adapted to help civil society organizations and their social enterprises to develop their potential in the new environment caused by the COVID-19. The declared state of emergency and the restrictive measures imposed due to the spread of COVID-19 have led to a change in the business environment and to an increase in social needs in society. Social enterprises are mainly microbusiness, which operate on the borderline between two fields - business and social. Therefore, the consequences of the crisis impact their functioning both medium and long term. Meanwhile, it is social entrepreneurship that is called upon to offer sustainable solutions of problems of public importance, most of which in existence before the crisis but deepened as a result of it (<http://bcnl.org/analyses/category/spasitelna-programa-save-the-saviors.html>)

In supports 5 small businesses that work for the most vulnerable: people with disabilities, young people in difficult situations, single mothers, the elderly and others in difficult situations. The enterprises received:

- between 3 and 6 thousand BGN to cover their reduced revenues or newly incurred expenses in the emergency situation.
- Individual expert consultation on key questions for their survival.
- individual mentoring - 12 mentors, over 130 hours of mentoring by experts in 3 areas

2. *Special edition of the competition NGO Best business plan:* 30,000 BGN prize fund, distributed among the three best business ideas of civil society organizations:

- Competitive selection – 12 organizations out of 30 applicants
- Short duration – for 3 months
- Intensive – over 130 hours of individual mentoring

3. *Online platform for products and services* with a cause produced by Bulgarian social enterprises

**Drafting period.** Edition 2020.

**Indicate the methods for identifying and selecting stakeholders.** The SAVE the SAVIORS Initiative of Accenture Bulgaria and The Bulgarian Center for Not-for-Profit Law supports several social enterprises to survive the crisis and continue saving.

**Number of stakeholders involved.** 5 Small businesses which work with the most vulnerable: people with disabilities, young people in difficult situations, single mothers, elderly and others in dire situation.

**Types of interaction between the promoting institution and stakeholders.** Direct and active cooperation.

#### ↳ PROJECT IMPLEMENTATION

**Role and functions of the stakeholder.** The roles of the participating stakeholders (civil society, social enterprises, NGOs, state institutions, partners, etc.) always were transparent and implemented by dialog. The platform of BCNL <http://bcnl.org/en/about-us.html>, is online based. The main activities, mission, initiatives, role and support of Bulgarian Center for Not-for-Profit Law, could be seen online in Bulgarian and English language.

BCNL publishes activity and financial reports annually on its website and on the website of the Registry Agency (required by law). Both are accessible in Bulgarian and English.

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publishes activity and financial reports annually on its website and on the website of the Registry Agency (required by law). Both are accessible in Bulgarian and English. See: <http://bcnl.org/en>; <http://bcnl.org/en/analyses/category/save.html>.

**How stakeholders have been involved in implementation phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Improve stakeholder information	Websites, Internet interactive techniques (platform of BCNL <a href="http://bcnl.org/en/about-us.html">http://bcnl.org/en/about-us.html</a> )
<b>Stakeholder involve</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Give the stakeholder the opportunity to express their own opinion	Internet interactive techniques (platform of BCNL <a href="http://bcnl.org/en/about-us.html">http://bcnl.org/en/about-us.html</a> )
<b>Stakeholder consult</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>		
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>		

**Sustainability and transferability.** The social impact of the 2014-2019 NGO Entrepreneurship program: 1) Over 430 people who directly benefit from the activities of social enterprises (training and other support); 2) Over 50 new jobs created for people from vulnerable groups; 3) Over 180 volunteers involved; 4) Over 90 new business clients attracted.

**55 Foundation “Project Northwest”**

The foundation provides: support and encouragement to the development of people and communities in Northwestern Bulgaria at risk of social exclusion; developing volunteering, civic activism and social entrepreneurship in the North-West region and applying the philosophy of solidarity at the local level, supporting the elderly population by providing social services to improve their social and health status; encouraging the personal development of young people in the Northwest through training, support and encouragement of youth volunteering and entrepreneurship; participation in creating a climate of benevolence and mutual assistance in society. Since 2020, the Foundation has been entered in the Register of Social Enterprises. The Foundation “Project Northwest” works in different directions, and their work is subordinated to the belief that our future is social entrepreneurship. The foundation develops social services for people from vulnerable groups; creates employment opportunities for people from vulnerable groups; provides quality products and services that are competitive in the market. The foundation develops and maintains three main areas: 1) working with people with intellectual disabilities, giving them labor-therapeutic services; 2) elderly care: Home care services, Home help, Medical care; 3) food banking. The Foundation brings together a community of people with different expertise, experience and knowledge of the social economy and dialogue, giving a good example of how a social enterprise in Northwestern Bulgaria can create employment and provide services to vulnerable groups of people.

➤ **PROJECT IDEA**

**Identification of problems.** In 2014, a large-scale study of the Northwest region was launched, with the support of the BCause Foundation. Medium and small municipalities in the districts of Vidin, Vratsa and Montana were studied. The aim of the study was to assess the needs of older people in the region and the opportunities for sustainable support. Over the next two years, the project began organizing health examinations and providing domestic helpers, with the help of donors from the BCause Foundation. Thanks to the accumulated information, impressions and experience the foundation chose to start our activity in the region of Mezdra Municipality. At the end of 2016, the Northwest Project Foundation was established

as a locally based organization. Its aim is to develop sustainable services and support for older people and at the same time to develop local capacity and knowledge.

**Definition of the project idea.** The Project Northwest was created in the spirit of supporting social entrepreneurship. The idea was for a demonstration but full-blooded project that would contribute to the dignified life of the people in the poorest region of Bulgaria, the elderly to have their independence, and the young - opportunities for development. The Foundation was established as a social enterprise that enables the work of vulnerable groups, invisible to the labor market, and provides social services that did not exist before. During the first investment year, the foundations of future business activities were laid and assistance was provided by corporate donors. The big challenges in the next investment year are related to the creation of products from the social enterprise, creation of markets and strengthening of the brand, but mostly with investment in the skills of the local people. In the beginning, the idea itself started with a study of opportunities and conditions in about 10 municipalities in the Northwest of Bulgaria, with attempts to create a social enterprise that can be self-sufficient to some extent. The social entrepreneurship is not very well known in Bulgaria, despite the fact that we have a lot of traditions. The Project "Northwest" is a pioneer in that sphere in the region. The main activity has three main pillars. One is that they hire people who are from groups with some form of vulnerability. As part of the team of the organization they have colleagues who fall into one or another category within the meaning of Bulgarian legislation. On the other hand, what they do as services is aimed at people from vulnerable groups. The foundation works with the elderly and with people with intellectual disabilities. For the innovative model of local partnership with Municipality Mezdra, the "Project Northwest" was awarded by the National Association of Municipalities in the Republic of Bulgaria (NAMRB), with the award "Partner of Municipalities" in the category "Medium Municipality" for year 2020.

The project idea has the ambition to show a working model of a social enterprise, which on the one hand provides care for people from imaginary groups, and on the other - other people from these groups develop themselves and work in the social enterprise

Also the Project Northwest received the Special Award "Inspiration of the Year" 2020, at the traditional human rights awards "Person of the Year" of the Bulgarian Helsinki Committee

#### ↳ OPERATIONAL DESIGN

**Purpose and expected results.** The Project Northwest was created in the spirit of supporting social entrepreneurship. The idea was for a demonstration but full-blooded project that would contribute to the dignified life of the people in the poorest region of Bulgaria, the elderly to have their independence, and the young - opportunities for development. The Foundation was established as a social enterprise that enables the work of vulnerable groups, invisible to the labor market, and provides social services that did not exist before.

**Drafting period.** 2014

**Identification and selection of stakeholders.** Development concept: self-sustaining model for the provision of services for the elderly, involving the unemployed in pre-retirement age and young people with mental retardation:

- Partially paid social services
- Production
- Processing
- Services

**Number of stakeholders involved.**

- Home Patronage:
  - ✓ Kitchen with capacity of 200 people - use of donated food and partial subsidization of fees
  - ✓ Home help and medical services
- Food banking:
  - ✓ Food donation estimated volume for the first 12 months of work - 20 tons
- Souvenir workshop
  - ✓ Employment of young people with mental retardation from the former children's home in the city

**Types of interaction between the promoting institution and stakeholders:** Direct and face-to-face

cooperation.

**How stakeholders have been involved in the planning phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Provide information to potential recipients (social enterprises) of the interventions envisaged by the project	Public meetings, websites
<b>Stakeholder involve</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>		
<b>Stakeholder consult</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>		
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>		

➤ **PROJECT IMPLEMENTATION**

**Role and functions of the stakeholder.** The Foundation “Project Northwest” started with a team of two people, gradually attracting like-minded people and today the team consists of 8 people and 6 volunteers. They are all highly motivated and share the belief, it is a question of responsibility to help generations in need. The foundation develops social services for people from vulnerable groups; creates employment opportunities for people from vulnerable groups; provides quality products and services that are competitive in the market. So far, the Foundation has provided funding for joint projects for over BGN 250,000, mainly in the social sphere: services for the elderly and people with intellectual disabilities, occupational therapy art workshop and patronage kitchen. See: <https://severozapad.net/>.

**Sustainability and transferability.** Foundation “Project Northwest” easily could be transfer and use as a model of good practice. The foundation's method of interaction and cooperation and providing expert support to national and local authorities and administration in decision-making and policy-making in the field of social, health, educational and cultural policies.

**56 Foundation “Kauzi”**

"Causes" Foundation was registered in 2009 in Sofia and determined as its mission "to work to create a harmonious, sustainable and interoperable business and civil society, which is run by active, competitive, responsible and decent people - citizens of Bulgaria, Europe and the World".

The main objectives of the Foundation are:

1. Creating conditions and programs for children and youth with disabilities integration;
2. Create opportunities for children and young people for complete development and to gain social, creative and professional skills;
3. Acquisition of knowledge, skills and experience among young entrepreneurs and SMEs to build entrepreneurial skills and active participation in the processes of the market economy.

For the past 10 years the foundation supported the start of leading Bulgarian social enterprises from the project idea through the establishment of business and till today when they are viable change makers. The foundation became one of the leading expert organisations in Bulgaria that works on the field of youth and social entrepreneurship. Main areas of impact: Youth entrepreneurship; Working with people with disabilities and Empowering women in remote areas.

The initiative B4B hub is an initiative of the Generation Foundation in partnership with the Causes Foundation. It aims to help start-up entrepreneurs from the start of their business until the end of the first year. The pilot phase is aimed at women entrepreneurs from Northwestern Bulgaria and is supported by

the Bulgarian Women's Fund. Its model of work is innovative and is applied for the first time in Bulgaria. b4b hub is a platform in which socially responsible companies support start-up entrepreneurs through goods and services needed in the initial stage of their existence.

#### ↘ PROJECT IDEA

**Definition of the project idea.** B4B Hub started as a pilot initiative with target group of women entrepreneurs from North-West region of Bulgaria and it was innovative form two perspectives: 1/ Till then the support that the start-ups get was mainly in money grants given under strong conditions mainly by the state (EU grants or from the national budget throughout the state agencies). Granted money are difficult for spending, sometimes the beneficiaries don't know the right supplier, they need to organize procurements and etc. These obstacles demotivate the entrepreneurs and they give up at an early stage. But when you get support "in kind", you don't need to choose supplier or to report expenditures with long list of documents. 2/ On the other hand is the point of view of the business. SMEs not always have their CSR budgets but they want to contribute to the society with their know-how, services or products. When they have reliable partner who contact them with the members of the society that need them, it makes it easier to fulfill their duty and to be helpful with something more than money.

The foundation has long-term and structured dialogue with the representatives of SMEs and social enterprises. Foundation Generation is a local organization working "on spot" with young people and in the recent times – with women entrepreneurs. Based on that and on its experience the B4B hub had been established.

#### ↘ OPERATIONAL DESIGN

**Purpose and expected results.** The B4B aims to support start-up entrepreneurs from the start of their business until the end of the first year. The pilot phase is aimed at women entrepreneurs from Northwestern Bulgaria and is supported by the Bulgarian Women's Fund. Its model of work is innovative and is applied for the first time in Bulgaria. B4B Hub is a platform in which socially responsible companies support start-up entrepreneurs through goods and services needed in the initial stage of their existence. That is why the slogan of the initiative is "From business to business".

Functioning model: the foundation trains and mentors start-up entrepreneurs. Prepares business plans with them and helps them find financing to start a business. At the same time, it works to attract companies - chains for the sale of computer equipment, software, furniture, accounting and marketing companies, advertising agencies and others. These companies join the platform by providing free of charge goods or services necessary for the development of start-up businesses. At the end of the cycle, the Causes Foundation announces transparent criteria according to which the "prize fund" is distributed on a competitive basis. Results: attracted donations worth over BGN 8,000, which included

- Registration of a legal entity
- Accounting services
- Development of logos and websites
- Hosting and domain for one year

**Project features.** Bottom-up.

**Drafting period.** 2019 and 2020.

**Indicate the methods for identifying and selecting stakeholders.** A wide information campaign for the project was conducted face to face and through social media. The selection criteria were: match of the stated needs with the available resource in the b4b hub in the current session; degree of maturity of the idea. Additional points: for representatives of vulnerable groups - under 29 years, over 55 years, single mothers, representatives of minorities; Social businesses. The theoretical maximum number of points can be achieved by a team of at least 2 women - under 29 and over 55 who work in a team). With the same number of points, preference will be given to representatives of vulnerable groups.

**Number of stakeholders involved.** 32 candidates, 8 women entrepreneurs, which had been supported

**Types of interaction between the promoting institution and stakeholders.** Direct and active cooperation



### How stakeholders have been involved in the planning phase

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Inclusion of SHs in the initiative.	News on social media
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Support beginner entrepreneurs from the start of their business to the end of the first year	Seminars and participatory workshop, social media.
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Generation of knowledge for starting of own business	Social contact and online services
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>		

### 📌 PROJECT IMPLEMENTATION

**Sustainability and transferability of the project.** After the pilot issue of the initiative there were new requests for organizing next edition supporting other vulnerable groups. But soon the pandemic came and the businesses were focused on internal processes and their efforts were mainly on their employees and closest communities. But the observations show that with the start of 2021 SMEs will be more opened to donate and share and they will have the platform to do it.

### 57 Association “New Road”

The Association was established in 2004 as a public benefit organization. Its mission is to develop and promote spiritual values and civil society, to support health care, education, science and culture, to support the socially disadvantaged, the disabled and people in need of care. The association supports the social integration and personal realization of disadvantaged groups, develops and strengthens the non-profit sector in the public life of the country. The Association has a social enterprise for beekeeping and honey production, which supports the implementation of various activities. The social enterprise implemented a project with the goal to provide opportunities for professional qualification and full inclusion of the Roma in the local community. The first integrating step was to provide occupation and build self-confidence in people’s abilities to cater for themselves and see how the results of their work benefit the society. The association "New Road" participated in a number of social assistance programs and is one of the few teams in Bulgaria who efficiently prove the significance of social dialogue, social entrepreneurship and social innovations for the development and integration of vulnerable groups in spite of the non-existent regular and sustainable support from the government.

### 📌 PROJECT IDEA

**Definition of project idea.** The project of association Social enterprise „Bee”, promotes the social economy as an effective tool for integrated development of Roma communities by: 1) analyzing the potential of applying social economy practices in Roma communities, from a social, economic and institutional point of view; 2) engaging Roma politicians and civil servants and trainers mediators for the development of social enterprises; and 3) support of Roma social business initiatives and promotion of social economy in Roma communities and the general public. The Bee project started in Hayredin Municipality, the region of the highest unemployment in Bulgaria. The idea was supported by the Open Society Institute, Making the Most of EU Funds for the Roma

The association "New Road" participated in a number of social assistance programs and is one of the few teams in Bulgaria who efficiently prove the significance of social dialogue, social entrepreneurship and social innovations for the development and integration of vulnerable groups in spite of the non-existent regular and sustainable support from the government. Hayredin Municipality is a small municipality located in northwest Bulgaria, in the Danube plain. Unemployment in the region is high and employment is mainly

in agriculture. The project for the establishment of the Social Enterprise "Bee" is funded by the operational program "Human Resources Development" and was implemented within fifteen months - March 2010 - May 2011 in partnership with the Open Society Institute Foundation - Sofia. Municipality of Hayredin has a good tradition in the development of beekeeping, but the production is small and each of the beekeepers works in isolation from the others. This makes it difficult for new beekeepers to enter, establish contacts and interact with any of the existing national beekeepers' organizations. These facts, along with the peculiarities of the area, the prospects for this industry as well the experience of the association "New Road" give serious prerequisites for the establishment of Social Enterprise "Bee".

The stakeholders of the project are residents of Hayredin Municipality - people with permanent disabilities, people from minority ethnic groups, long-term unemployed, subject to monthly social assistance, as well as representatives of non-governmental organizations. For the first time is proposed a model for work with the SHs, which plans and works for the development of the activity and independence of persons from the vulnerable groups. With the establishment of SE "Bee" is provided an opportunity for direct and supported employment, for the acquisition and restoration of work habits in a real work environment, mastering a new profession, motivation for active behavior in the labor market. Under the project a working meeting was organized and held with beekeepers from the municipality. It discussed the problems and opportunities for the development of beekeeping in the region, as well as discussed, the issues of association and development of a beekeeping society.

#### ▾ OPERATIONAL DESIGN

**Purpose.** The mission of the social enterprise is: to create opportunities and conditions for the target group with which the association "New Road" - people from minorities, the long-term unemployed and people with disabilities, to acquire work habits and skills in the field of beekeeping, which will help them realize their own way for integration and socialization in the society and at the same time with the revenues to finance the social activity of the association "New Road". Objectives:

- 1) The social enterprise to become a model for the development of other similar organizations on the territory of Vratsa District.
- 2) To improve the qualification of the members of the enterprise.
- 3) Supporting the activities of the association "New Road" by opening new social services.

**Project features.** *bottom-up*

**Project drafting:** 2009

**Stakeholders identification and selection.** A wide information campaign for the project was conducted for the selection of participants. Publication of an advertisement in a local newspaper, recruitment of those willing to join the project and distribution of advertising leaflets to representatives of the target group. The association has formed a commission for selection of participants.

**Number of stakeholders involved.** 35 persons, representatives of socially disadvantaged society.

**Types of interaction between the promoting institution and stakeholders:** Direct and active cooperation.

**How stakeholders have been involved in the planning phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Generate knowledge and self-consciousness in representatives from minorities, the long-term unemployed and people with disabilities	Public meetings, websites
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Encourage and dialogue with SHs on their own way for integration and socialization	Networking workshop
<b>Stakeholder Involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Establish a process of involvement, dialogue and trust between SHs, local authorities, NGOs, civil society and association.	Thematic workshop

## ▾ PROJECT IMPLEMENTATION

The project has trained 12 people, 3 of the most capable remain to work in the association and social enterprise, and only one of them works there till today. Separately, the association is looking for all sorts of options to dedicate to beekeeping young people who have lost their jobs. They develop a project and through it conduct a training course for 12 beekeepers. The association helps the five successful graduates with 15 beehives and the most necessary consumables and materials. Another three remain working in the social enterprise for 6 months. "New Road" also creates a "social park" - an innovative service through which every resident of Hayredin can receive a comprehensive service "one stop place" in the office of the association.

***Please describe the sustainability and transferability of the project.*** The challenges they faced related to:

1. The formation of a culture in the members of the enterprise related to the specific work skills in the field of beekeeping.
2. Search for markets for the realization of the production.
3. Building a sales and distribution network.
4. The big challenges related to the people without work to start working, as the state teaches people from minorities to wait for help instead of working.

The sustainability of the practice depends on: solid cooperation, involving stakeholders and actors; skills and motivations of volunteers; and availability of funds (within difficult situation of COVID-19)

The association "New Road" participated in many social assistance programs and is one of the few teams in Bulgaria who efficiently prove the significance of social entrepreneurship and social innovations for the development and integration of vulnerable groups in spite of the non-existent regular and sustainable support from the government.

## 58 JUNTA DE COMUNIDADES OF CASTILLA-LA MANCHA (SPAIN)

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### 59 Plan Adelante. Strategic plan for business strengthening in Castilla la Mancha

#### ▾ PROJECT IDEA

***Definition of the project idea.*** At the beginning of 2016, and after a few years in which the economic situation and the policies implemented had not managed to stop the destruction of companies and the slowdown in the region's economic development, a change of direction was advocated towards strengthening the business sector through policies that would generate an enabling environment for the creation of new companies, its consolidation and development by means of improving its competitiveness, opening it up to the outside world, reducing the gender gap, consolidating existing productive investment and attracting new investment that will establish and support the strategic sectors of Castilla-La Mancha. This initiative should be accompanied by a global and comprehensive business support service, better access to regional financing and a firm commitment to innovation. After an electoral change in the regional government, the idea was promoted by the new management team of the Regional Ministry of Economy, Business and Employment, within the General Directorate responsible for incentives and innovation in the business sector.

Before defining the main lines of action of the Plan and the measures to be implemented, a study and analysis of the business context in Castilla-La Mancha was carried out, in order to identify the strengths and weaknesses of the business sector in the region, as well as the challenges and opportunities involved. This study was based on official statistical data.

From the beginning, interviews were held with the heads of the main business and social organisations in the region (business associations, workers unions and Chambers of Commerce).

#### ▾ OPERATIONAL DESIGN

***Purpose and expected results.***

- Describe projects objectives, expected results
- Create a unified and comprehensive business support system.
- To increase the size of companies.

- ❑ Boost investment in R&D&I (Research, Development and Innovation)
- ❑ Foster business consolidation
- ❑ Integrating ICT into the marketing process
- ❑ Promote collaborative marketing and innovation projects
- ❑ Promoting innovation and strategic sectors in Castilla-La Mancha
- ❑ Reducing the gender gap
- ❑ Improving the international positioning of companies in Castilla-La Mancha
- ❑ Attracting investments
- ❑ Facilitating access to regional public funding

**Project features.** A top-down approach was used, as the strategic axes were initially defined and from there the specific measures or actions to be included in each axis were added. However, all the considerations and priorities raised by the stakeholders in the business world were taken into account.

**Drafting period.** The design of the Plan was elaborated in the period July 2015 to January 2016. Its implementation extended from the beginning of the 2016 financial year to the end of 2019.

**Identification and selection of stakeholders.** Due to the nature of the project, the stakeholders had to belong to the business and social organisations of the region.

**Number of stakeholders involved.** The main stakeholders were the main regional business organisations (and its provincial organisations), as well as the 2 main regional trade union organisations. However, tractor companies, small and medium-sized enterprises and the region's Chambers of Commerce also participated in a more ad hoc manner.

**Types of interaction between lead partner and stakeholders.** The dialogue with these stakeholders took place both publicly and multilaterally, as well as bilaterally. In order to design the Plan, numerous interviews were held with the main stakeholders, with an exchange of relevant documentation, which culminated in the signing of the Plan Ahead on 19 January 2016.

**How stakeholders have been involved in the planning phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Business Support System	Design of the Ahead Offices and the local business support networks. Creation of a specific website for the Ahead Plan that would collect relevant information for companies.
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Acquire diagnoses and proposals for the design and definition of the Plan, the strategic axes and the priorities.	Interviews and briefings for inputs. Use of documentation and reports.
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	To take advantage of the knowledge and experience of the business	Interviews, meetings (formal and informal) and briefings for inputs.

## 📌 PROJECT IMPLEMENTATION:

**Role and functions of the stakeholder.** In the implementation phase of the project, the same stakeholders who signed the agreement approving the Plan participated, together with the regional government (1 business association and 2 workers union).

Regular meetings (quarterly or half-yearly) are held with stakeholders to monitor and evaluate the Plan. Likewise, the participation of stakeholders has been promoted in the definition of some of the most important measures that have been included in the strategic lines of the Plan (calls for aid, legal regulations, participation in decision-making bodies of entities in charge of developing strategies and measures included in any of the lines of the Plan).

Likewise, in order to provide greater knowledge of the content of the Plan, a specific web page was created for the Ahead Plan, which included the axes and measures included in the Plan, as well as the calls for aid for companies.

In the design of Plan Adelante, an Integrated and Unified System of Business Accompaniment was envisaged, which would meet the specific needs of companies at each stage of their life. To this end, the Ahead Companies Office was created in July 2016 to provide information, answers and advice to companies, mainly during their start-up process. The Local Business Support Networks were also set up, with the participation of local authorities, Chambers of Commerce and business associations and others.

**Sustainability and transferability.** The Plan had a time horizon of 2016 to 2019. At the end of the year, a process was carried out to evaluate the results obtained in each of the Plan's areas, the financial resources used, as well as the review of some indicators considered relevant (employment, investment, etc.), identifying those aspects which could be improved. Following this process, a new Plan Ahead has been designed for the period 2020 to 2023, which maintains the strategic lines of the previous Plan and which has been completed with four levers that will boost the development of the lines of the plan, working horizontally on them. These business development levers are connected to the main socio-economic challenges at national, European and world level, which directly impact on the competitiveness of companies and the life of the population, and which are:

- Axis 1- Industrialisation: To promote Castilla-La Mancha as the epicentre of industrial activity.
- Axis 2- Territorial integration: To favour the settlement of the population by generating new opportunities.
- Axis 3- Digitalisation: To promote the digital transformation of SMEs.
- Axis 4- Sustainable growth: To promote sustained, inclusive and sustainable economic growth.

**How stakeholders have been involved in the implementation phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>		
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Monitoring and evaluation of the Plan.	Business meetings. Exchange of relevant documentation in a previously established format.
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Inclusion of measures in the strategic areas of the Plan.	Meetings, Exchange of documentation, inputs from stakeholders.
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>	Participation in decision-making in some of the strategic areas.	Meetings and discussions with some of the interested parties

## 60 The Vocational Training Council of Castilla-la Mancha

### ▾ PROJECT IDEA

**Definition of the project idea.** The elaboration of the III Vocational Training Plan is required by Law 1/2001, of 05/04/2001, which creates and regulates the Vocational Training Council of Castilla-La Mancha. One of the functions assigned to the Council is to draw up and propose for approval by the Governing Council the Regional Vocational Training Plan of Castilla-La Mancha.

In order to draw up the Third Vocational Training Plan, a document was drawn up beforehand with the starting bases and a diagnosis of the situation which was later incorporated into the final document of the Third Plan. The preparation of the Third Plan has been carried out within the framework of social dialogue within the Vocational Training Council in which the competent Regional Ministries in the field and the most representative social agents participate. Likewise, the members of the Axis 3 Pact for the Economic Recovery of Castilla-La Mancha working group have been involved.

The participation of all the related parties was achieved mainly through the meetings of the Permanent Commission of the Vocational Training Council held during 2017 and 2018.



## ↳ OPERATIONAL DESIGN

**Purpose and expected results.** The 3rd Vocational Training Plan of Castilla-La Mancha proposes 38 actions structured in 17 lines of action and 4 main lines of work:

□ *Quality training:* the objective is to adapt the whole training offer in Castilla La Mancha to the competitiveness of the companies and the employability of the people, in a coherent way with the demands of today and the trends of the future...

□ *innovation and knowledge:* which seeks to promote the creation and transfer of knowledge in the system; to encourage creative and collaborative attitudes; and from these bases, to promote innovation in products and work processes as ways of generating value

□ *orientation to people and companies:* which seeks to make Vocational Training a prestigious educational path that qualifies (employability) and opens up long-distance itineraries (from initial levels to university); at the same time, it makes possible recycling and re-qualification throughout life, and competitive improvement of performance in organisations

□ *integrated and structural management:* for which it is proposed to provide working mechanisms that make it possible to optimise the roles and knowledge of the different actors in a coordinated manner, adapted to each sectoral reality, and to transfer it in a structured manner to the territory.

Its deployment is planned over a five-year period from 2018 to 2022, with an overall budget of more than 1010 million euros and an average annual expenditure of more than 200 million euros. To materialize it is a complex task that requires setting priorities and directing efforts, creating working conditions and providing technical and human resources adapted to the tasks to be carried out.

**Project features.** A top-down approach was used, while it should be noted that the body in which the programme was discussed and designed is representative of all the groups involved at regional level in the field of vocational training.

**Drafting period.** The development of the 3rd Plan took place between 2017 and 2018.

**Identification, selection and number of stakeholders.** The number of participants is given by Law 1/2001, of 05/04/2001, which creates and regulates the Vocational Training Council of Castilla-La Mancha. The total number of members of the Vocational Training Council of Castilla-La Mancha is twenty-four, in addition to the President and the Secretary.

The Vocational Training Council of Castilla-La Mancha as an institutional and the social committee will be made up of representatives of the Autonomous Administration and the most representative business and trade union organisations in the region. The Presidency of the Council is held alternately and for annual periods by the head of the Regional Ministry responsible for education and the head of the Regional Ministry responsible for employment of the Regional Government of Castilla-La Mancha. There are three Vice-Presidencies, one for each of the sectors that make up the Council. The Secretariat of the Vocational Training Council of Castilla-La Mancha is held by a civil servant who appoint the head of the competent Regional Ministry of Labour.

Other members of the Vocational Training Council of Castilla-La Mancha:

- a. Eight representatives of the Regional Administration according to the following distribution:
  - ✓ Three representatives of the Regional Ministry responsible for Education, appointed by the Minister.
  - ✓ Three representatives of the Regional Ministry responsible for Employment, appointed by the Head of the Regional Ministry.
  - ✓ One representative of the Regional Ministry for Agriculture and the Environment, appointed by the Regional Minister.
  - ✓ One representative of the Regional Ministry responsible for Public Function, appointed by the Head of the Regional Ministry.
- b. Eight representatives of the most representative Business Organisations, at the proposal of their competent bodies.
- c. Eight representatives proposed by the trade union organisations that, in accordance with the legislation in force, are the most representative in the Region.



**Types of interaction between the promoting institution and stakeholders.** The interaction takes place within the Vocational Training Council.

**How stakeholders have been involved in the planning phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Establish the general objectives to be considered in the plan and define the central problems to be addressed to	Meeting of the members of the Council for diagnostic document and SWOT.
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Dissemination of the first draft of general objectives to receive contributions	E-mail to the members of the Vocational Training Council Meetings of the Permanent Committee of the Vocational Training Council
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Establish the main lines of action and their specific objectives	Meetings of the Permanent Committee of the Vocational Training Council
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>	Establishment of all the agreements related to the development of the Third Vocational Training Plan	Meetings of the Permanent Committee of the Vocational Training Council

## ▾ PROJECT IMPLEMENTATION

**Role and functions of the stakeholder.** As established in the Third Vocational Training Plan of Castilla-La Mancha, the Plenary Session of the Vocational Training Council will discuss the degree of compliance with the objectives set out in the Plan on the occasion of the annual report established in Article 7 of Law 1/2001, dated 05/04/2001, which regulates the Vocational Training Council of Castilla-La Mancha.

In addition, in accordance with Article 7 of Law 1/2001, of 5 April, which regulates the Vocational Training Council, the following reports will be made:

- Progress report on Vocational Training 2019, which will be based on the Situation Map of vocational training included in the document of the 3rd Vocational Training Plan and which will include, as established in Article 2 e) of Law 1/2001, of 5 April, a report on the training requirements for access to employment and their relationship with qualifications and vocational training.
- The development of some actions is carried out by means of work placements
- Four working groups will operate within the Council during 2020: Guidance working group (set up in 2019); Dual training working group (being set up); Equality working group; Working group of Integrated Centres.

**Sustainability and transferability.** The Project can be transferred to the territorial scope of something similar to an Autonomous Community in Spain, or to any European region with the capacity to legislate to create a consultation body on vocational training.

**How stakeholders have been involved in implementation phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Monitoring of the 3rd Vocational Training Plan. The monitoring model is approved within the Vocational Training Council, which also approves its annual work plan.	Monitoring reports and meetings of the Vocational Training Council
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Institutional involvement of stakeholders	Meetings of the Vocational Training Council
<b>Stakeholder</b>	<i>Stakeholders have crucial role on generating knowledge, often in a</i>	Let the most representative social agents, both the representatives of	Working groups

Type	Forms	Purpose	Tools and techniques
<b>Involve</b>	<i>research-led participation process</i>	companies and of working people, play a role in the development of the Third Plan.	
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>	Final approving of all the documents	Vocational Training Council meetings

## 61 Farcama Governing Association (Castilla-La Mancha Crafts Fair)

Through the Governing Association of the Castilla-La Mancha Crafts Fair, a management model between the public sector and the private sector is implemented, creating an instrument that channels the collaboration of both sectors, with the aim of carrying out actions to promote and boost the marketing of Castilla-La Mancha crafts through agreed initiatives that are embodied in the Statutes approved by the Association, and which has obtained, to date, successful results.

### ↘ PROJECT IDEA

**Identification of problems.** The needs were identified through various meetings held between representatives of the artisan sector and the Regional Government of Castilla-La Mancha. Being a sector that depends mainly on direct sales, with difficulty in accessing online marketing and with strong competition from low-cost products made on a massive scale and for mass consumption, the need to participate in trade fairs, to promote and help marketing via the Internet and in other international markets was detected, the need to promote and disseminate the effort and added value involved in making a handmade product, as well as the need to preserve craft trades that have been passed down from generation to generation for centuries and which form part of the cultural heritage of our towns and villages, constituting a valuable asset of our intangible heritage.

**Definition of the project idea.** The idea came from the crafts sector itself, whose representatives took it to the Government of Castilla-La Mancha, with the aim of requesting its collaboration for the necessary funding for the organisation and development of the fair. The intervention of the Regional Government was decisive for the creation and start-up of the Governing Association. The stakeholders were involved in this phase by providing information on the pressing needs of the sector and by making proposals to address the needs referred to in the previous section.

### ↘ OPERATIONAL DESIGN

**Purpose and expected results.** The main objective is to encourage and promote the marketing of the Region's craft products. In order to achieve this objective, Article 4 of the Statutes that regulate the composition and functioning of the Governing Association establishes as the basic purpose of the Governing Association the programming, organisation and development of the Castilla-La Mancha Crafts Fair, with two editions per year, one in October in Toledo and another itinerant one in the spring. The aforementioned article 4, in turn, determines that "The Association, in fulfilment of this basic purpose, will have the following specific aims:

- The promotion of each and every one of the craft sectors, and of the particular world that belongs to it.
- The exhibition and display of products made using artisan techniques
- The search for marketing and sales channels for handcrafted products made in our Region.
- To encourage the participation in this event of all craftsmen and craft companies who wish to use this marketing channel, and who wish to create an image for themselves in the eyes of the public and/or professional buyers
- To encourage and support the professionalisation of the sector, so that crafts can increasingly become a dignified and solvent way of life for the families of all the artisans in our Region
- To seek from official bodies and private entities the attention and economic and social support that all craftsmen and craftswomen deserve

- To hold the following events during the fairs: Cultural events, conferences, colloquiums, etc., aimed at researching and disseminating the origins, current affairs and future of craft; image and creativity competitions, etc., and any other competitions that help to improve the quality and design of the Region's craft products and promote healthy competition between craftsmen and craftswomen; meetings with professional buyers, working meetings to improve the conditions for access to international markets, courses on marketing and distribution abroad; any other actions for the promotion of the Fair that the Association deems appropriate to carry out.

**Project features.** The Association is an example of a bottom-up initiative that is constituted as a public-private collaboration, created to promote and boost the marketing of the crafts sector in Castilla-La Mancha, in which its members make economic contributions to finance its activities and thus fulfil the aims set out in its Statutes. The government and representation of the Governing Association corresponds to the General Assembly and the Board of Directors. The General Assembly is the supreme governing body that meets in ordinary session, compulsorily, once a year, and extraordinarily, when agreed by the Board of Directors, at the request of one tenth of its members. The resolutions of the General Assembly are adopted by simple majority of the members present or represented, except in the case of matters relating to the dissolution of the Association, the modification of its Statutes and the disposal of assets, in which case a qualified majority shall be required, consisting of more than half of the votes in favour. The Board of Directors is the body that manages and represents the interests of the Governing Association and, to this end, is responsible for carrying out all the necessary procedures to develop each of the actions carried out by the Governing Association, such as contracting, financial and budgetary control, attracting sponsors, etc. It is also the body in charge of the interlocution between the Governing Association and the artisan sector. It is made up of a President, a Vice-President and a Secretary, with the technical support of the Directorate General for Tourism, Trade and Crafts of the Ministry of Economy, Business and Employment of the Regional Government of Castilla-La Mancha. The crafts sector is represented in the two governing bodies of the Governing Association, since the Vice- Presidency of both the General Assembly and the Board of Directors is held by the representative of the Regional Federation of Provincial Organisations of Crafts Guilds of Castilla-La Mancha.

**Drafting period.** The origins date back to 1980, when the Castilla-La Mancha Crafts Fair was held for the first time. Since then, the appropriate legal instrument was devised to implement the idea of a public-private management model that would make it possible to achieve the desired objectives of encouraging and promoting the marketing of the Region's craft products through the aforementioned fair, culminating in the creation of the Castilla-La Mancha Crafts Fair's Governing Association, which was first registered in the Castilla-La Mancha Register of Associations on 7 November 1990. It should be noted that, over the last 30 years, the Association's activities to promote and market the region's crafts have expanded, so that its actions have not been limited to the organisation and development of the two annual editions of the Castilla-La Mancha Crafts Fair, but also to many other activities, always aimed at supporting and encouraging the activity of Castilla-La Mancha craftsmen and craftswomen.

**Identification and selection of stakeholders.** From the public administrations side, we identified the representatives of the public sector according to the exercise of competences in the field of crafts in their corresponding territorial areas, always within the Autonomous Community of Castilla-La Mancha. From the private sector side, we identified easily the representatives of the economic activity composed by a limited number of craftsmen and craftswomen. In this case, as the activity is crafts, one of the partners that must participate is the Regional Federation of Provincial Organisations of Crafts Guilds of Castilla-La Mancha. Likewise, the Chamber of Commerce plays an important role since it advises the Governing Association on how to look after the commercial interests of this particular sector.

**Number of stakeholders involved<sup>10</sup>.** There are nine participating partners involved, representing potential stakeholders at regional, provincial, local, trade and commercial levels.

- The Governing Association is made up of the following public and private entities:
- The Regional Government of Castilla-La Mancha.

<sup>10</sup> This is an information that can vary in the different stages of development of a project. Considerations of scale are also related to the form that engagement method take. For example, engagement that takes place online is well suited to interacting with a large number of stakeholders, where offline methods are better suited to discussion between smaller numbers of stakeholders.

- The Provincial Council of Albacete.
- The Provincial Council of Ciudad Real.
- The Provincial Council of Cuenca.
- The Provincial Council of Guadalajara.
- The Provincial Council of Toledo.
- The City Council of Toledo.
- The Regional Federation of Provincial Organisations of Artisan Guilds of Castilla-La Mancha (hereinafter, FRACAMAN).
- The Toledo Chamber of Commerce.

**Types of interaction between the promoting institution and stakeholders.** The interaction between the promoting institution and the interested parties is constant and fluid. It is mainly carried out through the different associations that represent the craftsmen and craftswomen in Castilla-La Mancha. These associations express their needs and communicate the difficulties they encounter in the development of their activity, with the aim of reaching a consensus on possible alternatives and solutions to real problems. There is frequent feedback, with the aim of making the necessary modifications to optimise results.

**How stakeholders have been involved in planning phase.**

Type	Forms	Purpose	Tools and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	To know the needs and the state of art of the economic activity (shortcomings, weaknesses, stumbling-blocks, etc)	Meetings, reports, studies and proposals.
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Discuss the soundness of the proposed initiatives in order to find consensus and discuss stakeholders' proposals.	The General Assembly is a good instrument for the exchange of proposals between stakeholders. It is certainly not the only one.
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Study market needs and consumer preferences in order to introduce modern design.	Interaction between the parties through the channels of representation created, but also through interpersonal communication channels between craftsmen and craftswomen and the technical services of the administrations involved.
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>	The Governing Association keeps the interested parties constantly informed about the results obtained with the actions carried out, through the Board of Directors. The Board of Directors also obtains information on needs and problems from the stakeholders, and seeks possible proposals for solutions. The ultimate goal is to be in line with new economic and social trends to ensure generational replacement and the future of the sector.	Through a constant and fluid exchange of information between both parties. Essentially, through the various craft associations and federations. The Board of Directors is the link between the crafts sector and the General Assembly. The planning of actions is decided at the General Assembly through the approval of the agreements on the matters set out in the corresponding agenda, for the purpose of the annual planning of actions.

➤ **PROJECT IMPLEMENTATION**

**Role and functions of the stakeholder.** The Governing Association is made up of nine members, of which seven are Territorial Public Administrations: the Government of Castilla-La Mancha, the five Provincial Councils of the Region and the City Council of Toledo. Of these seven, all of them, except Toledo City Council, contribute to the financing of the Governing Association through their corresponding economic contributions. However, the role of the Toledo City Council is fundamental in organising the October edition of the fair, which is always held in the city of Toledo. The other two remaining members are FRACAMAN and the Toledo Chamber of Commerce. FRACAMAN plays an essential role in the fulfilment of

the aims attributed to the Governing Association, as it is in charge of the organisation and development of the two annual fairs, as well as the management of the rest of the actions entrusted to it by the General Assembly. The Chamber of Commerce provides the necessary advice to improve the commercial aspects of the fair.

**Sustainability and transferability.** Crafts project a more sustainable production system, using natural raw materials and non-intensive production techniques, in which personal intervention is a determining factor. This helps to promote a model of consumption that is also more sustainable, since consumers invest in products that last over time, made with products of natural origin linked to the land itself, such as wicker, esparto grass and clay. The public-private management model embodied by the Governing Association is transferable to any other place in Europe with similar formulas, depending on the particular regulations of each Member State, since artisan activity exists, to a greater or lesser extent, in all the countries around us and the formula is not legally complex.

**How stakeholders have been involved in implementation phase.**

Type	Forms	Purpose	Tool and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	The Board of Directors is responsible for the execution of the actions of the Governing Association. However, maintaining the flow of information to the interested party and vice versa.	Reports, studies and proposals presented in the meetings.
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	To know the state of implementation of initiatives and discuss stakeholders' proposals.	The General Assembly is a good instrument for the exchange of proposals between stakeholders. It is certainly not the only one. The technical advice of public administration officials is available at all times.
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Improving coordination between the parties and foster the most effective implementation in terms of price/results of the initiatives.	The connection between craftsmen and craftswomen, technical services and support on the commercial side. Formal and informal channels are used.
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>	Improving coordination between the parties and foster the most effective implementation in terms of price/results of the initiatives.	Both formal and informal channels, often more agile, are used to obtain the highest possible return on the actions implemented.

**62 Pact for the economic recovery of Castilla-La Mancha 2015-2020**

In October 2015 the Regional Government of Castilla-La Mancha signed a declaration with the most representative economic and social agents of the region, to promote a joint effort of analysis and diagnosis of the socio-economic situation of our region that have ended up being reflected in a set of concrete measures, structured in some objectives and lines of action within seven strategic axes.

Thus, with a holistic and ambitious approach, work has been done to achieve a comprehensive recovery of Castilla-La Mancha once the financial crisis that hit our region hard in the period 2008-2014 has been overcome. This work reflects the achievement of a social consensus, which is a roadmap based on dialogue and social participation to achieve real and sustainable recovery of our economy, and which has given rise to the Castilla-La Mancha Economic Recovery Pact 2015-2020. In short, the Pact for the Economic Recovery of Castilla-La Mancha has to be the basis for the generation of a more favourable environment for the



consolidation of our businesses, which favours the appearance of new companies and the strengthening of the existing ones.

The resources come from the budget of the region and correspond to the multi-annual period 2016-2020. The areas of intervention are all those in which the region has competences. Numerous investments are committed, but also regulatory changes and administrative improvements.

#### ↳ PROJECT IDEA

**Definition of project idea.** The idea comes from the Regional Government, but from the outset it seeks the involvement of the social partners. The desire to collaborate is embodied in the institutional declaration signed in October 2015 by the Regional Government and the main economic and social agents.

The process of social dialogue, diagnosis of the situation and establishment of measures was carried out between November 2015 and June 2016. Such dialogue was materialized through meetings and discussions with each sector involved in which the needs were analysed and the actions to be carried out were agreed. The partners involved were mainly the social and economic actors who have signed the Pact, but the more than 120 entities, associations and groups as well as 300 professionals and 100 civil servants who contributed to the work related to the Pact are also stakeholders. From the point of view of implementation, the vast majority of the commitments and actions to be undertaken fall to the government and administration of the region, although the social and economic agents also have their share of co-responsibility.

The stakeholder engaged in the project idea from the outset as expressed above. This co-participation or co-creation of the project is an essential part of the project itself. The Regional Government, without renouncing its competences and sharing its own diagnosis with the agents involved, from the beginning opted for joint work in the analysis of priorities and in the design of the actions to be implemented with the social and economic agents of the region.

#### ↳ OPERATIONAL DESIGN

**Purpose and expected results.** The ultimate objectives are the consolidation of the economic and social recovery initiated in 2015, an institutional reform for economic growth and the re-establishment of social dialogue. To this end, the Pact includes a series of sectoral objectives. We mention here the example of a specific axis (there are 7 axis) acting on the following lines of action:

Axis 1. Economic and business promotion

- Line 1.1 - Integral System of Business Support Line 1.2 - Financing
- Line 1.3 - Internationalisation Line 1.4 - Fiscal policy
- Line 1.5 - Business Incentives
- Line 1.6 - Administrative simplification and reduction of burdens to favour the exercise of economic activity. Line 1.7 - Promotion of industrial land
- Line 1.8 - Attracting investment Line 1.9 - Boosting strategic sectors Line 1.10 – Tourism

Within each line of action, specific objectives and related measures are set out. Let us take the example of the first 2 lines:

Line 1.1 - Integral System of Business Support

- To offer comprehensive information to entrepreneurs and business people to facilitate their activity.
- Coordinate public and private agents offering support to entrepreneurs/businessmen.
- Activate a web portal where the necessary information for starting and developing a business activity is available and up to date.
- Model of the Single Procedure for the stimulation and promotion of economic activity.

Line 1.2 - Financing

- Promote financial support programmes for strategic and/or innovative projects with high growth potential and impact on the creation and consolidation of quality employment.
- To facilitate access to and development of financial instruments.
- To support financially the internationalisation of companies in the region.
- To finance the projects of young entrepreneurs with seed capital funds and new financial instruments.

Without wishing to be too exhaustive, it is worth mentioning that the Pact contains 42 lines of action along the 7 axes into which the Pact's activity is divided.



**Project features.** The initial approach is proposed by the regional government, which nevertheless intends to channel and bring together the efforts of the main economic and social actors both in the design of the Plan and in the implementation and evaluation of the results.

**Drafting period.** The design started in November 2015 and it was finished in June 2016.

**Identification and selection of stakeholders.** The main actors in all fields, including the political one, were invited to join the effort. Not only were the main associations representing economic agents, SMEs and larger companies invited, but also the support of universities and specific companies and associations considered strategic in each sector was also sought.

**Number of stakeholders involved.** Participation can be considered representative of the whole of Castilian-La Mancha society. We must of course name the prime movers of the Pact: the workers' trade unions CCOO and UGT (in their Spanish acronyms) y CECAM, the Regional Confederation of Employers of Castilla-La Mancha, the most representative business organisation in Castilla-La Mancha, with a cross-sectoral character. Additionally, the following actors participated in the preparation of the Plan such as more than 120 entities, associations and groups as well as 300 professionals and 100 civil servants who contributed to the work related to the Pact. From the point of view of implementation, the vast majority of the commitments and actions to be undertaken fall to the government and administration of the region, although the social and economic agents also have their share of co-responsibility.

**Types of interaction between the promoting institution and stakeholders.** The interaction between the participants was that typically established between economic and social agents and the administration. This initiative aims to generate new channels of communication, to make them permanent and institutionalised, without renouncing at any time to a more informal type of communication. This latter type of communication also benefits from the open channels between the different participants and generates synergies that favour and feed back into the dialogue. The different existing monitoring committees (one for each axis) generate a working environment with a high technical component. This type of committee is an appropriate channel for analysing the progress of the Pact and generating the necessary accountability for the measures adopted. Figures, expert reports and different types of analysis can be shared. Undoubtedly, this type of meeting, which should be held at least every 6 months according to an agreed schedule, favours communication, the raising of demands and the contribution of all parties to possible solutions.

**How stakeholders have been involved in implementation phase.**

Type	Forms	Purpose	Tool and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Initially, the Regional Government's objective was to ascertain the willingness of the economic and social partners to initiate the work leading to a major social concertation	Formal (meetings) and informal contacts
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Sharing the diagnosis of the economic and social situation, expressing the desire to work together in drawing up the plan	The expression of this will/commitment is expressed formally and in writing in the Institutional Declaration signed on 6 October 2015 between the main workers' trade unions (CCOO and UGT), the Regional Confederation of Employers of Castilla-La Mancha (CECAM) and the Regional Government

Type	Forms	Purpose	Tool and techniques
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	To have the best sources and all the knowledge on the ground of the social partners, the technical knowledge of the administration and experts. The more rigorous the analysis, the greater the probability of success with the measures.	Round tables and meetings by area of intervention with a strong technical component
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions</i> <i>Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>	Establish the intermediate objectives per intervention area and the concrete measures to achieve them	The flow of decisions reached at the roundtables is collected and shaped into the Plan with the coordination of the administrative services of the Regional Ministry of Economy, Enterprise and Employment.

## ▾ PROJECT IMPLEMENTATION

**Role and functions of the stakeholder.** In the implementation phase, the most important role is played by the regional administration, which commits a large amount of budgetary resources to the Pact (more than 3,400 million euros over a 4-year period). Not only support and investment actions are committed, but also new regulatory and administrative measures are included. Although some specific measures may involve the activity of the social partners, their role is more relevant as they are fully involved in the evaluation of the Pact and in the accountability according to the governance model.

**Sustainability and transferability.** The sustainability of the project lies, on the one hand, in the willingness to seek consensus and in the negotiating capacity of the parties. On the other hand, budget availability is required to cover and include actions in all sectors in which the administration has competences. However, as mentioned above, many measures (e.g. those related to administrative simplification) do not require new financial efforts. While admitting that in 2015 the incipient exit from the crisis that hit Castilla-La Mancha (and Spain) had offered an excellent opportunity for dialogue and for undertaking new policies in the face of the change in the economic cycle, it should also be emphasised that with the will and by creating a climate of collaboration and trust between the parties, multi-year and multi-sectoral agreements similar to the Pact can be exported to other regions and countries.

### **How stakeholders have been involved in the implementation phase.**

Type	Forms	Purpose	Tool and techniques
<b>Stakeholder inform</b>	<i>Mostly one-way flow of information from initiator to stakeholder or vice versa</i>	Inform stakeholders of the timing and level of intensity (in terms of financial resources or simply in terms of efforts) of the measures to be adopted at any given moment	It is mainly channelled through the follow up committees designed in the Pact, which are scheduled to meet every six months. The Pact's Monitoring Committees for each of the axes are also an appropriate tool for communication. Of course, more informal or ad hoc channels are always open.
<b>Stakeholder consult</b>	<i>Two-way flow of information, mainly aimed at gathering opinions and proposals without obligation to integrate stakeholders' views in decision-making</i>	Reporting and sharing the pace of implementation of the different measures, inter alia to refocus priorities	It is mainly channelled through the follow up committees designed in the Pact, which are scheduled to meet every six months. The Pact's Monitoring Committees for each of the axes are also an appropriate tool for communication. Of course, more informal or ad hoc channels are always open.
<b>Stakeholder involve</b>	<i>Stakeholders have crucial role on generating knowledge, often in a research-led participation process</i>	Analyse the impact of the measures and actions implemented. Reorientation (or further analysis) of the measures and actions can be	It is mainly channelled through the follow up committees designed in the Pact, which are scheduled to meet every six months. The Pact's Monitoring Committees for each of the axes are also

Type	Forms	Purpose	Tool and techniques
		carried out if a lack of effectiveness is detected.	an appropriate tool for communication. Of course, more informal or ad hoc channels are always open.
<b>Stakeholder collaborate</b>	<i>Stakeholders are involved in analysis, action-planning, decision-making or the preparation of political decisions Co-Design: stakeholder involvement in identifying and framing societal challenges, participatory development of research agendas, questions, funding schemes</i>	The shared objectives are to achieve the greatest possible impact with the agreed resources and measures	The use of technical or academic reports can always contribute to enrich the discussions within the planned evaluation committees

## 4. MAPPING OF ENGAGEMENT OF STAKEHOLDERS

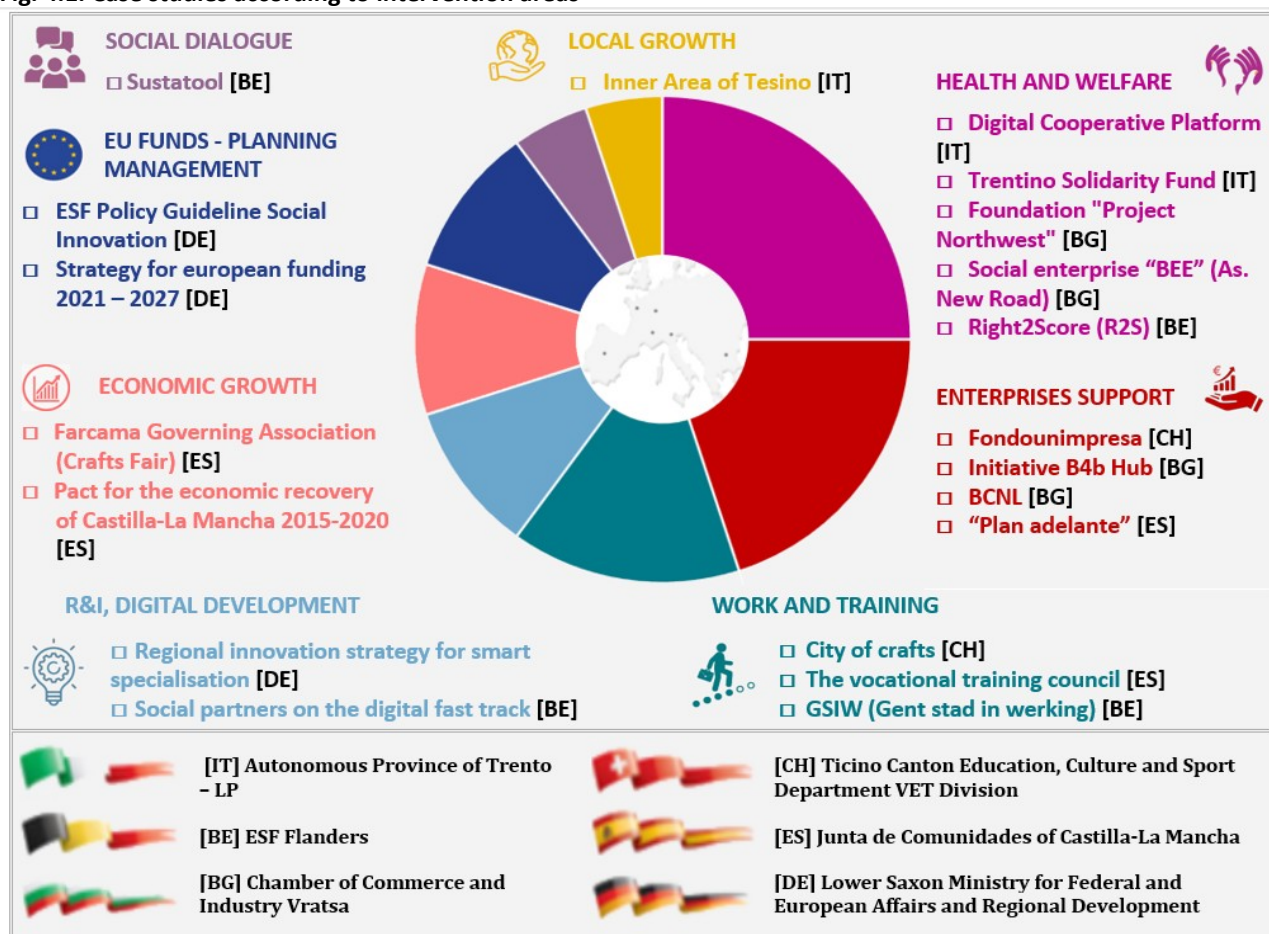
The experiences described in the previous chapter, carried out in the territories affected by the Dialog project, involved more or less extensive stakeholder networks in the set up and /or implementation of policies or interventions. The aim was the improvement of the effectiveness of such policies and interventions through a wide stakeholder participation in all phases of interventions at different levels thus offering an adequate use of local social capital.

As can be deduced from Fig. 4.1, most of the cases presented focus on two areas of intervention: "health and welfare" (5 cases) and "enterprises support" (4 cases). These are followed by the areas of active labour and training policies, the programming and management of the Structural Funds, the development and consolidation of R&I and digitization and the policies for economic growth (each area has 2 cases). The least represented areas are the facilitation of dialogue between the social partners and the policies for local growth.

Fourteen of the cases submitted have public ownership since they have been promoted by state departments or regional administration. In some cases, they capitalised on ideas or projects proposed by the social partners (as in the case of the Trentino Solidarity Fund, Fondounimpresa and Farcama Governing Association). In six cases, the ownership of the intervention is private, as it is promoted and implemented by associations, foundations or trade unions.

Overall, regardless of ownership of the interventions, it can be said that the cases cover a spectrum of intervention of interest to EU cohesion policy (Structural Funds).

Fig. 4.1. Case studies according to intervention areas



Moreover, it should be noted that the majority of the cases examined follow a top-down approach in their conception phase and, on the other hand, adopt a bottom-up approach in the operational planning phase. This is more marked in public initiative projects. In line with the model presented in Chapter 1, the cases were presented and analyzed with the following analytical elements:

- a) Project phases in which stakeholders are involved;
- b) Types and forms of stakeholder involvement;
- c) Tools and techniques for stakeholder involvement.

In this chapter, these analytical elements will be used to summarize the main emerging evidence.

First of all, it will be considered the type of stakeholders involved in the definition of the policy /intervention and/or its implementation, and it will be articulated according to the purpose of intervention to which the cases refer (Table 4.1).

**Tab. 4.1. Typologies of stakeholders involved by policy areas and case study**

Policy area	Best practice	Type of stakeholders								
		a	b	c	d	e	f	g	h	i
<b>Enterprises support</b>	ES - Plan adelante									
	CH - Fondounimpresa									
	BG - BCNL									
	BG - Initiative B4b									
<b>EU Funds</b>	DE - Esf policy guideline social inn.									
	DE - European funding strategy 21-27									
<b>Social dialog</b>	BE - SUSTATOOL									
<b>Economic Growth</b>	ES - Farcama Governing Association (Craft Fair)									
	ES - Pact for the economic recovery of Castilla-La Mancha 2015-2020									
<b>Health and Welfare</b>	IT - Trentino Solidarity Fund									
	IT - Digital Cooperative Platform									
	BE – Right2Score (R2S)									
	BG - Project Northwest									
	BG - Social enterprise "BEE"									
<b>Local Growth</b>	IT - Inner Area of Tesino									
<b>R&amp;I, Digital development</b>	DE – Regional Innovation Strategy for smart specialization (RIS3)									
	BE – Social partners on the digital fast track									
<b>Work and Training</b>	CH - City of craft									
	BE – GSIW (Gent stad in werking)									
	ES - Vocational Training Council									

Legend	
<b>Type of stakeholders</b>	<i>e) Enterprises and/or their representatives</i>
<i>a) Other public department</i>	<i>f) Other societal representatives (including informal or unorganized groups)</i>
<i>b) Public Institutions (school, Chamber of Commerce, healthcare services, ...)</i>	<i>g) Specific population targets</i>
<i>c) Non profit organization</i>	<i>h) Citizen</i>
<i>d) Trade unions</i>	<i>i) Scientific community (university, research institution)</i>

The table suggests the following considerations:

- The interventions classified in the "EU FUNDS – planning, management", "R&I" and "Local Development" categories (the latter always financed by structural funds) foreseen the involvement of a wider spectrum of stakeholders, perhaps also as a result of the provisions contained in the Community regulations. In addition to the different departments responsible for specific subjects, these interventions involve representatives of public institutions (schools, health agencies, chambers of commerce, etc.), private non-profit organisations (social, economic, etc.), trade unions and employers' organisations, enterprises and, in some cases, other representative social groups (even not structured in organisations), specific population targets and the scientific community (universities, research centres). In the other cases, the types of stakeholders are more homogeneous as they are more related to the specific purpose of intervention.
- Similarly, interventions with public ownership involved a greater spectrum of stakeholders;
- Companies and organisations representing companies (employers and trades) are the type of stakeholders most involved (16 cases), followed by trade unions (10 cases), representatives of public

institutions (10 cases), other competent government departments (9 cases) and private non-profit organisations (8 cases). The involvement of other representatives of society (including informal and organised groups), specific targets of the population, the scientific community and, above all, citizens, is less frequent.

An expanded analysis can consider the development phases of the intervention in which the involvement has taken place, i.e. design, operational planning and implementation phase. In most cases, the development phase of the idea did not involve stakeholders but immediately led to the operational design phase. In some cases, such as the Fondounimpresa and Trentino Solidarity Fund, intervention has been promoted by the social partners (workers' unions); in other cases, such as the City of Craft, best practices were replicated. In particular, the initiatives arose from the daily needs of the territories (as in the cases presented by Bulgarian associations), also from the ins of interest groups or from specific studies. In only two cases, the design phase was agreed with a more or less small group of stakeholders, in order to better specify the initiative's boundaries: the Plan Adelante, presented by the Junta de Comunidades of Castilla-La Mancha, where the regional business context analysis was accompanied by interviews with the heads of the main business and social organizations in the region; the Digital Cooperative Platform, through which the Federazione di cooperative consulted the same participating cooperatives about their development needs.

Therefore, ignoring this phase, table 4.2 briefly represents which types of stakeholders have been involved in the two main phases of the process, namely operational planning and implementation.

**Tab. 4.2. Project phasis of stakeholder involment**

Policy area	Best practice	Type of stakeholders								
		a	b	c	d	e	f	g	h	i
Enterprises support	ES - Plan adelante		P - I	P - I	P - I	P				
	CH - Fondounimpresa	P - I	P - I		P - I	P - I	P - I			
	BG - BCNL					I				
	BG - Initiative B4b			P		P				
EU Funds	DE - Esf policy guideline social inn.			P	P					
	DE - European funding strategy 21-27	P	P	P	P	P	P			P
Social dialog	BE - SUSTATOOL				P - I					P
Economic Growth	ES - Farcama Governing Association (Craft Fair)	P - I	P - I			P - I				
	ES - Pact for the economic recovery of Castilla-La Mancha 2015-2020		P - I	P - I	P - I	P - I	P - I	P - I		
Health and Welfare	IT - Trentino Solidarity Fund				P - I	P - I				
	IT - Digital Cooperative Platform			P		P		P		P
	BE – Right2Score (R2S)						P			
	BG - Project Northwest							I		
	BG - Social enterprise "BEE"							P		
Local Growth	IT - Inner Area of Tesino	P	P	P		P	P	P	P	P
R&I, Digital development	DE – Regional Innovation Strategy for smart specialization (RIS3)	P	P	P	P	P	P			P
	BE – Social partners on the digital fast track	P - I	P - I		P - I	P - I				
Work and Training	CH - City of craft	P - I	P - I	P - I	P - I	P - I				
	BE – GSIW (Gent stad in werking)	P - I	P - I	P - I	P - I	P - I	P - I	P - I		
	ES - Vocational Training Council	P - I			P - I	P - I				

Legend	
<b>Type of stakeholders</b>	<b>Phase</b>
a) Other public department	P: Operational design
b) Public Institutions (school, Chamber of Commerce, healthcare services, ...)	I: implementation phase
c) Non profit organization	P - I: both planning and implementation phase
d) Trade unions	
e) Enterprises and/or their representatives	
f) Other societal representatives (including informal or unorganized groups)	
g) Specific population targets	
h) Citizen	



The figure shows that:

- 10 interventions envisaged the involvement of stakeholders both in the operational planning phase and in the implementation phase. In most cases, in the implementation phase, this involvement takes place through the establishment of multi-stakeholder management committees:
  - the Trentino Solidarity Fund is managed by a committee that includes representatives of all the parties involved (social partners, employers and representatives of the provincial government) with the task, among others, of evaluating the progress of the instrument and adopting, if necessary, any modifications and experiments
  - City of craft has set up an ad hoc body, independent from the cantonal administration, which brings together the internal and external partners of the CDMSI
  - In Fondounimpresa, there is a steering / guidance committee made up of representatives of the public institution, trade union, industrial and chamber of commerce associations
  - In 'The vocational training council of Castilla-la Mancha' intervention, a permanent council was set up which includes representatives of the most representative business and trade union organizations
  - In GSIW - Gent stad in werking, the implementation phase is managed by two group: the Policy Group, a fixed group of people who, albeit from an organization / background, took up a personal commitment to contribute together to the employment policy of Ghent; the Action Groups, led by one of the partners, a concrete solution was offered to a need in the Ghent labor market and this after analysis
  - In "Farcama Governing Association - Castilla-La Mancha Crafts Fair" stakeholders play a fundamental role in the whole process
  - The "Pact for the economic recovery of Castilla-La Mancha 2015-2020" designe a follow up committees.
- 8 projects involved stakeholders only in the operational planning phase. It should be noted that several initiatives presented have recently concluded the operational planning phase, therefore they are now organizing the most suitable methods and tools to involve stakeholders in the implementation -this is the case of the Italian intervention Strategy of the Inner Area of Trentino and the German Strategy for European funding 2021-2027 - or they are continuing with the operational planning phase - Digital Cooperative Platform of Trento and Regional innovation strategy for smart specialization.
- 2 projects foreseen to involve stakeholders only in the implementation phase.

The tab. 4.3 gives an account of the types of stakeholders involved and the methods of interaction that have taken place with these subjects.

As can be seen, the table shows a wide range of subjects who have been identified as stakeholders for the activities carried out. To these many actors corresponds – as a result to be expected – a variety of engagement practices that are characterized by an uninterrupted interaction with the promoters. This expresses a clear desire to be involved for a successful conclusion of the projects and, at the same time, highlights the capacity of stakeholders to affect the project activities and influence its outcome. This not only shows the motivation of the stakeholder to be involved but also their legitimacy and their relationship with other stakeholders.

**Tab. 4.3. Type of interaction of the involved stakeholders**

[IT] Autonomous Province of Trento – LP

Best practice	Stakeholders	Interactions
<b>Strategy of the Inner Area of Tesino</b>	The intervention saw the involvement of the following stakeholders: a) administrative departments of the PA of Trento competent in the matters dealt with; b) Municipalities identified as "internal areas" and representatives of the Valsugana and Tesino valley communities; c) organizations representing the local reality, the productive world, the social	PAT and stakeholders interacted continuously throughout the operational planning process, both in formal terms, i.e. organizing specific meetings, and in the form of informal exchange of documents. In this regard, it should be pointed out that since

Best practice	Stakeholders	Interactions
	<p>structure and in general all those territorial entities expressing community life (schools, transport, health, centers for the elderly); d) population; e) contribution of personnel from different branches of the state administration (ministries, research bodies and development bodies, in addition to the Technical Committee of the Inner Areas); f) the research institute "Bruno Kessler Foundation".</p> <p>The telemedicine project, under development, sees the involvement of the following stakeholders: a) people with chronic diseases such as diabetes, heart failure, oncological and kidney diseases, asthma and hypertension; b) population by training: patients, caregivers, health and social health workers, citizens; c) competent departments of the health company and of the Province</p>	<p>there are no financial allocations for the remuneration of the subjects who participated in the planning, not necessarily all local stakeholders have been involved in informal exchanges.</p> <p>About the telemedicine project, the living lab methodology provides for a constant interaction between the promoting institution and stakeholders throughout the project implementation phase, with the use of ad hoc tools.</p>
<b>Digital Cooperative Platform</b>	<p>The stakeholders involved in the meta-planning and in the definition of the pilot projects have been identified at all levels of government of the Federation: a) the Board of Directors, composed of representatives from all socio-economic sectors of the provincial cooperative enterprises, which defined the general guidelines of the mandate; b) the Executive Committee, made up of the general managers of the main cooperative consortia, their delegates, experts and contact persons, within which homogeneous groups (tables) have been formed: social cooperatives; consumer cooperatives; labor cooperatives. For the credit cooperatives, the involvement activities were held between the Federation and the Central Bank Group. The University of Trento - Department of Economics and Management and the Cooperative Consortia Sait, Consolida, Cla, Cassa Centrale Banca have also identified themselves as research and development partners.</p> <p>For the identification and a more precise definition of specific projects, such as the one related to territorial welfare, cooperatives, families and associations and a sample of 800 workers of the cooperative companies were also involved.</p>	<p>The interaction between the Federazione and the associated cooperatives was constant throughout the planning process and was based on the involvement of representatives of the cooperatives through structured working groups with highly participatory techniques (such as brainstorming). This generated numerous ideas both on the information platform architecture, on the projects that can potentially be carried out with the platform, and on the solutions to possible digital solutions (such as the ownership and use of the platform data).</p>
<b>Trentino Solidarity Fund</b>	<p>The new income support instrument saw a close trilateral confrontation, which involved the provincial government, employers' associations and trade unions.</p>	<p>The process based on a trilateral dialogue which, over the years, has led to the signing of protocols and agreements to define the priorities of this type of income support instrument for small businesses. The Fund was therefore organized and regulated on the basis of the needs of the territorial context, according to the Nordic and Germanic systems. In these systems the state dictates the general rules while the individual territorial units define the mechanisms and operating methods.</p>

**[CH] Ticino Canton Education, Culture and Sport Department VET Division**

Best practice	Stakeholders	Interactions
<b>City of crafts</b>	<p>The project planned to identify a very articulated partnership ecosystem, which involves both the internal stakeholders of the administration and the social partners, based on the intensity and commitment of involvement in the planning phase and subsequently in governance. The ecosystem is made up of two circles. In the first, the institutional partners are part of it are represented by: a) Office of Education and Vocational Guidance (Division of the School of the Department of Education, Culture and Sport - DECS); b) Office of Active Measures of the Labor Section (Department of Finance and Economy - FDEA); c) Study Aid Office (UAST - DECS); d) Institute of Continuing Education (IFC); e) Continuing Education Services (UFCI - DFP Vocational Training Division). It</p>	<p>The interactions with the partners of the first circle were constant both in the design phase and in the implementation phase. In the operational planning phase, the Department in charge of the intervention interacted with the partners of the first circle during group meetings based on participatory methodologies.</p> <p>The second circle partners were informed about the progress and results of the design.</p>

Best practice	Stakeholders	Interactions
	<p>also includes the representatives of the economic and labor market (professional associations, trade unions and companies - OML) which mostly represent the professional world, companies and workers in the main economic sectors and employment areas of Ticino. These partners have been identified on the basis of the analysis of the territory, of the socio-economic and employment structures and of the characteristics of the organizations involved: they are in fact "umbrella" organizations, which represent vast professional and productive fields, such as those of industry (AITI), construction and plant (SSIC), social health (FORMAS), commercial employment and services (SIC Ticino), inter-professional and general workers' organizations (USS and OCST), and the Conference that associates over eighty continuous training operators in Ticino (CFC). The second circle of the partnership ecosystem includes different institutions, organizations and professional associations. They represent specific professional fields, particular interests or that are simply less present and structured in the area, but no less relevant for the contribution they can ensure to the implementation of the CDMSI.</p>	
<p><b>Fondo-unimpresa</b></p>	<p>Starting with the workers' trade unions, with the development of the various activities, employer representatives and industrial / category associations have been progressively involved. This has been possible thanks above all to the support of the public institution.</p>	<p>The service foresees a steering / guidance committee composed of representatives of the public institution, trade union, industrial and chamber of commerce associations.</p> <p>In the first phase of the service, stakeholders were involved with a very participatory mechanism: the entire consults' network played a fundamental role, since they transferred the sensitivity of people's problems and, in fact, they guided the training choices. As time passes and with the consolidation of services and activities, the stakeholder involvement is less frequent. The steering committee usually meets once a year. In addition to the Steering Committee, there is a "micro-committee" made up of the two departments involved (Vocational Training Division and Economics Division) which manages the strategic and operational choices of the service.</p> <p>However, a workshop extended to external parties is organized every year with the aim of focusing on emerging topics of interest for the civil society.</p>

**[BE] ESF Flanders**

Best practice	Stakeholders	Interactions
<p><b>Right2Score (R2S)</b></p>	<p>The project is centred around inclusion, co-creation and active participation. Right2Score starts from inclusive practice in which the voice of the participating young people serves as the base for setting up actions and operations. Through dialogue, we keenly listen to and gather the interests and needs of the young people. These are then translated into actions/activities. R2S creates a co-ownership community and encourages the participants to engage in the management of the organisation. It is within this co-management aspect that we align our work-related trajectories and initiatives.</p> <p>This project aims for a bottom-up approach because it is very important to go into dialogue with the youngsters themselves and to see what is important for them.</p>	<p>By setting up a complementary partnership with an organisation embedded in the neighbourhood with a good reach of local members, R2S's operation was accelerated. An analysis of the local community and its organisation made us opt for a partner with the same target audience, a strong operational focus, affinity to and a broad reach of the target group. This together with our strategic view provided a win-win situation for both parties.</p> <p>A location in the middle of the district that is accessible to everyone. Built by and for members of the neighbourhood where everyone has a say gave us the credibility and</p>

Best practice	Stakeholders	Interactions
		trust of the community. In that regard parents trust us enough to talk about family situations. In return, we are able to re-direct them to relevant institutions like OCMW, VDAB, SBS Skillbuilders, etc.
<b>Social partners on the digital fast track</b>	The stakeholders of the Flemish partnership are the structural partners of the SERV (Flemish social partners): trade unions and the employer's organisations/chambers of commerce. The international partners were selected based on expertise, experience with social dialogue, and willingness to engage in the project. The number change in the different stages of development of a project. Considerations of scale are also related to the form that engagement method take. For example, engagement that takes place online is well suited to interacting with a large number of stakeholders, where offline methods are better suited to discussion between smaller numbers of stakeholders	Regular meetings and roundtables.
<b>GSIW (Gent stad in werking)</b>	The Policy Group is a permanent group of active partners who realize a sustainable commitment and make a substantive contribution to the local policy-making process. This group consists of organizations that play an important role in the local labor market, such as VDAB, social partners and civil society partners. In addition, this group also consists of organizations from relevant policy domains such as education, welfare, economics to establish mutual links with the policy domain work. In 2019 the City of Ghent, VDAB and the social partners signed an Employment Pact for Ghent about the policy objectives: 'Ghent, city at work' is now primarily a strong community where partners find each other in realizing projects (at both policy and field level). The new task of the Policy Group was the operationalization of the strategy of the Employment Pact, the initiation and monitoring of actions and the provision of policy advice (among others identifying bottlenecks) to the Steering Group of the Employment Pact. In addition, the broad partnership (the Community) of Gsiw further strengthened by realizing actions and projects in the field, and by targeted communication about initiatives and exchange of good practices.	The cooperation model of 'Ghent, city at work' lied at the basis of various major initiatives in the Ghent sphere of action. This is explained by its unique approach, which is founded on a series of lines of force. The basis is an open partnership, in which actors inside and outside the sphere of action participate in the elaboration and implementation of the local employment policy. The open partnership approach transcends the regular functioning of individual organizations/ actors. Lacuna on the local job market are jointly detected and opportunities are included. The engagement of many organizations to jointly tackle tricky employment market themes is of critical importance for its success. Initially, the Policy Group determined the vision, policy objectives and the agenda. In 2019 the City of Ghent, VDAB and the social partners signed an Employment Pact for Ghent about the policy objectives. The Policy Group of 'Ghent, city at work' deepens the policy objectives and reunites organizations and hands-on experts in action groups to develop actions.
<b>SUSTATOOL</b>	The stakeholders of reference are the trade union representatives in the companies, involved both in the testing phase of the Sustatool tool and during the training.	Structural implementation through a series of training courses, facilitated by trade union training center and the University of Antwerp

#### [DE] Lower Saxon Ministry for Federal and European Affairs and Regional Development

Best practice	Stakeholders	Interactions
<b>ESF Policy Guideline Social Innovation</b>	3 strategic associations in the field of social innovation were involved: a) Stelle für Soziale Innovation der Freien Wohlfahrtspflege (Focus on services for the public); b) Stelle für Soziale Innovation der Unternehmerverbände Niedersachsen e.V. (Working environment in transformation); c) Stelle für Soziale Innovation des DGB Niedersachsen (Working environment in transformation)	Regular meetings to evaluate project ideas and decide on funding. Regular interactions during the development and implementation process.
<b>Strategy for european funding 2021 – 2027</b>	The monitoring committee was expanded by the regional development offices, involving the four districts of Lower Saxony, and by the various ministries. The regional development offices have appointed local agents from civil society, economy, scientific community and pressure groups. The Ministries of Lower Saxony involved representatives from the respective sectors as stakeholders. Overall, around 1000	Stakeholders were consulted during online interviews, direct communications (phone calls, emails, individual meetings...), workshops and information events.

Best practice	Stakeholders	Interactions
	stakeholders were consulted throughout the process. They represented various groups from civil society, scientific community to the economy.	
<b>Regional innovation strategy for smart specialisation</b>	Stakeholders were selected through an open process and, at the same time, borrowing from the experiences of other ministries. More than 150 stakeholders representing the business sector, the scientific community, intermediaries, public authorities and social partners participated in the discussion for the development of the Lower Saxony's innovation strategy.	The interaction occurred during public consultations, interviews and expert discussions, dedicated seminars. The meetings aimed to analyze the current fundamental challenges in the relevant thematic areas of Lower Saxony, the specialization possibilities of the new RIS3 and the development of ideas for new tools and measures. These objectives were constructively discussed with the stakeholders. The results of the participation processes deeply influenced the achievement of the objectives described and suggestions became part of the new regional innovation strategy.

**[BG] Chamber of Commerce and Industry Vratsa**

Best practice	Stakeholders	Interactions
<b>Bulgarian Center for Not-for-Profit Law</b>	Stakeholders are small businesses which work with the most vulnerable: people with disabilities, young people in difficult situations, single mothers, elderly and others in dire situations.	Direct and face-to-face cooperation
<b>Initiative B4b Hub</b>	Stakeholders are women entrepreneurs from the North-West region of Bulgaria.	Direct and face-to-face cooperation
<b>Social enterprise "BEE"</b>	Stakeholders are people with minorities, the long-term unemployed and people with disabilities. An extensive project information campaign was carried out to select participants to be included in the association and social enterprise.	Direct and face-to-face cooperation
<b>Project Northwest</b>	The Northwest Project is aimed at people in disadvantaged conditions (poor population, the elderly, etc.). Its goal is providing for development opportunities and social services.	Direct and face-to-face cooperation

**[ES] Junta de Comunidades of Castilla-La Mancha**

Best practice	Stakeholders	Interactions
<b>Plan adelante</b>	Stakeholders were the main business organizations of the region (and their provincial organizations), the 2 main regional trade unions and, to a lesser extent, the region's small and medium-sized enterprises and chambers of commerce.	The dialogue with these stakeholders took place both publicly and multilaterally, as well as bilaterally. In order to design the Plan, numerous interviews were held with the main stakeholders, with an exchange of relevant documentation. In the implementation phase of the project, the same stakeholders who signed the agreement approving the Plan participated, together with the regional government. Regular meetings (quarterly or half-yearly) are held with stakeholders to monitor and evaluate the Plan. Likewise, the participation of stakeholders has been promoted in the definition of some of the most important measures that have been included in the strategic lines of the Plan.
<b>The vocational training council</b>	The Vocational Training Council of Castilla-La Mancha, regulated by law, in addition to the president and the secretary, includes 24 members, or representatives of the Autonomous Administration and the most representative business and trade union organizations.	The interaction takes place within the Vocational Training Council.
<b>Farcama Governing Association (Craft Fair)</b>	From the public administrations side, we identified the representatives of the public sector according to the exercise of competences in the field of crafts in their corresponding territorial areas, always within the Autonomous Community of Castilla-La Mancha. From the private sector side, we identified easily the	The interaction between the promoting institution and the interested parties is constant and fluid. It is mainly carried out through the different associations that represent the craftsmen and craftswomen in Castilla-La Mancha. These associations express their needs and communicate the difficulties they encounter in the

Best practice	Stakeholders	Interactions
	<p>representatives of the economic activity composed by a limited number of craftsmen and craftswomen. In this case, as the activity is crafts, one of the partners that must participate is the Regional Federation of Provincial Organisations of Crafts Guilds of Castilla-La Mancha. Likewise, the Chamber of Commerce plays an important role since it advises the Governing Association on how to look after the commercial interests of this particular sector. Totally, here are nine participating partners involved, representing potential stakeholders at regional, provincial, local, trade and commercial levels. The Governing Association is made up of the following public and private entities: The Regional Government of Castilla-La Mancha; The Provincial Council of Albacete; The Provincial Council of Ciudad Real; The Provincial Council of Cuenca; The Provincial Council of Guadalajara; The Provincial Council of Toledo; The City Council of Toledo; The Regional Federation of Provincial Organisations of Artisan Guilds of Castilla-La Mancha (hereinafter, FRACAMAN); The Toledo Chamber of Commerce.</p>	<p>development of their activity, with the aim of reaching a consensus on possible alternatives and solutions to real problems. There is frequent feedback, with the aim of making the necessary modifications to optimise results</p>
<p><b>Pact for the economic recovery of Castilla-La Mancha 2015-2020</b></p>	<p>The main actors in all fields, including the political one, were invited to join the effort. Not only were the main associations representing economic agents, SMEs and larger companies invited, but also the support of universities and specific companies and associations considered strategic in each sector was also sought.</p> <p>Participation can be considered representative of the whole of Castilian-La Mancha society. We must of course name the prime movers of the Pact: the workers' trade unions CCOO and UGT (in their Spanish acronyms) y CECAM, the Regional Confederation of Employers of Castilla-La Mancha, the most representative business organisation in Castilla-La Mancha, with a cross-sectoral character. Additionally, the following actors participated in the preparation of the Plan such as more than 120 entities, associations and groups as well as 300 professionals and 100 civil servants who contributed to the work related to the Pact. From the point of view of implementation, the vast majority of the commitments and actions to be undertaken fall to the government and administration of the region, although the social and economic agents also have their share of co-responsibility</p>	<p>The interaction between the participants was that typically established between economic and social agents and the administration. This initiative aims to generate new channels of communication, to make them permanent and institutionalised, without renouncing at any time to a more informal type of communication. This latter type of communication also benefits from the open channels between the different participants and generates synergies that favour and feed back into the dialogue. The different existing monitoring committees (one for each axis) generate a working environment with a high technical component. This type of committee is an appropriate channel for analysing the progress of the Pact and generating the necessary accountability for the measures adopted. Figures, expert reports and different types of analysis can be shared. Undoubtedly, this type of meeting, which should be held at least every 6 months according to an agreed schedule, favours communication, the raising of demands and the contribution of all parties to possible solutions.</p>

A further element of analysis is the level of stakeholder involvement, as described in Chapter 1. It can be divided into 4 levels, i.e. *inform, consult, involve and cooperate*. Table 4.4 shows the level of information evaluated in all interventions and also the *consult and involve* levels are represented in most cases. The *collaborate* level, achieved when stakeholders become responsible for carrying out design or implementation activities and therefore influence directly decision-making processes, is present only in fewer interventions.



**Tab. 4.4. Type of stakeholder engagement by case studies and policy areas**

Policy area	Case	INFORM	CONSULT	INVOLVE	COLLABORATE
Enterprises support	ES - Plan adelante				
	CH - Fondounimpresa				
	BG - BCNL				
	BG - Initiative B4b				
EU Funds	DE - Esf policy guideline social inn.				
	DE - European funding strategy 21-27				
Social dialog	BE - SUSTATOOL				
Economic Growth	ES - Farcama Governing Association (Craft Fair)				
	ES - Pact for the economic recovery of Castilla-La Mancha 2015-2020				
Health and Welfare	IT - Trentino Solidarity Fund				
	IT - Digital Cooperative Platform				
	BE – Right2Score (R2S)				
	BG - Project Northwest				
	BG - Social enterprise “BEE”				
Local Growth	IT – Inner Area of Tesino				
R&I, Digital development	DE – Regional Innovation Strategy for smart specialization (RIS3)				
	BE – Social partners on the digital fast track				
Work and Training	CH - City of craft				
	BE – GSIW (Gent stad in werking)				
	ES - Vocational Training Council				

To better understand the level of stakeholder involvement, the techniques and tools used should be considered. Table 5 reports about the main areas of the interventions.

**Tab. 5. Tools and techniques used for stakeholder engagement by project policy area**

Policy area	Inform	Consult	Involve	Collaborate
Enterprises support	<ul style="list-style-type: none"> <li>✓ Information meetings for targeted stakeholders</li> <li>✓ Public meetings</li> <li>✓ Websites</li> <li>✓ News on social media</li> <li>✓ Business meetings</li> <li>✓ Exchange of relevant documentation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Annual Network workshop to acquire opinions on emerging issues</li> <li>✓ specific training and support activities</li> <li>✓ Seminars and participatory workshop</li> <li>✓ social media</li> <li>✓ Interviews and briefings for inputs</li> <li>✓ Request for documentation</li> <li>✓ Diffusion of reports with diagnoses and proposals</li> <li>✓ Meetings</li> <li>✓ Exchange of documentation</li> </ul>	<ul style="list-style-type: none"> <li>✓ establishment of multi-stakeholder committees</li> <li>✓ Social contact and online services</li> <li>✓ Interviews</li> <li>✓ meetings (formal and informal)</li> <li>✓ briefings for inputs</li> </ul>	<ul style="list-style-type: none"> <li>✓ Multistakeholders Steering and management committee</li> </ul>
EU Funds	<ul style="list-style-type: none"> <li>✓ Public meeting</li> <li>✓ Regional events</li> <li>✓ Informational events</li> <li>✓ Press Releases</li> </ul>	<ul style="list-style-type: none"> <li>✓ Regular meeting with relevant stakeholder</li> <li>✓ Thematic workshops</li> <li>✓ Technical meetings</li> </ul>	<ul style="list-style-type: none"> <li>✓ Thematic workshop</li> <li>✓ Workshops to agree on the wording of the strategy</li> <li>✓ Bilateral discussion</li> </ul>	
Social dialogue	<ul style="list-style-type: none"> <li>✓ Mailing tool to inform</li> <li>✓ Brochure on the services</li> </ul>	<ul style="list-style-type: none"> <li>✓ First kick-off meeting</li> <li>✓ Workshop on opinion of participants during training sessions</li> </ul>	<ul style="list-style-type: none"> <li>✓ Workshop and Mailing tool</li> <li>✓ Testing the tool by a group</li> <li>✓ Mentimeter</li> <li>✓ Questionnaire</li> </ul>	

Policy area	Inform	Consult	Involve	Collaborate
<b>Economic Growth</b>	<ul style="list-style-type: none"> <li>✓ Meetings</li> <li>✓ Reports</li> <li>✓ studies and proposals</li> <li>✓ informal contacts</li> </ul>	<ul style="list-style-type: none"> <li>✓ The General Assembly as an instrument for the exchange of proposals between stakeholders</li> <li>✓ Institutional Declaration between the parties</li> </ul>	<ul style="list-style-type: none"> <li>✓ Interactions between the parties through the channels of representation created and through interpersonal communication channels</li> <li>✓ Formal and informal channels to connect group of stakeholders</li> <li>✓ Round tables and meetings</li> </ul>	<ul style="list-style-type: none"> <li>✓ The Board of Directors as the link between the crafts sector and the General Assembly</li> <li>✓ Both formal and informal channels, often more agile, are used to obtain the highest possible return on the actions implemented</li> <li>✓ Decisions reached at the roundtables is collected and shaped into the Plan</li> </ul>
<b>Health and Welfare</b>	<ul style="list-style-type: none"> <li>✓ Informative meeting</li> <li>✓ Public conference</li> <li>✓ dissemination plan of the technical-scientific results</li> <li>✓ publication in scientific journals</li> <li>✓ participation in scientific conferences</li> <li>✓ open access databases;</li> <li>✓ Quarterly reports on the project progress</li> <li>✓ Brochures, leaflets</li> <li>✓ websites</li> <li>✓ newsletters</li> <li>✓ press releases</li> <li>✓ newspaper articles</li> <li>✓ news on social media</li> <li>✓ Analysis of local community and its organisation</li> <li>✓ Information desk and meetings</li> </ul>	<ul style="list-style-type: none"> <li>✓ Survey</li> <li>✓ Meetings</li> <li>✓ Internet interactive techniques</li> <li>✓ Networking workshop</li> </ul>	<ul style="list-style-type: none"> <li>✓ discussions and sizing of the results of survey</li> <li>✓ Training actions</li> <li>✓ Working groups with the aim of defining co-design paths for new services</li> <li>✓ Networking workshop</li> <li>✓ Thematic workshop</li> </ul>	<ul style="list-style-type: none"> <li>✓ Focus groups</li> <li>✓ targeted interviews</li> <li>✓ Specific working tables for operational planning and for the impact assessment</li> <li>✓ eco-systemic relationship matrix that describes different possible integration levels of the welfare offer</li> <li>✓ Multistakeholders Steering and management committee</li> </ul>
<b>Local growth</b>	<ul style="list-style-type: none"> <li>✓ Initial Meeting</li> <li>✓ Evening meetings</li> <li>Public meeting about strategy draft</li> </ul>	<ul style="list-style-type: none"> <li>✓ open consultation for the 'collection of ideas'- mailing submitted to the local population list</li> </ul>	<ul style="list-style-type: none"> <li>✓ summary of the opinions expressed by stakeholders and use of the results</li> </ul>	<ul style="list-style-type: none"> <li>✓ scouting meetings</li> <li>✓ focus groups</li> </ul>
<b>R&amp;I, digital development</b>	<ul style="list-style-type: none"> <li>✓ Kick off meeting</li> <li>✓ Email invitation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Small groups with very detailed topics to develop</li> </ul>	<ul style="list-style-type: none"> <li>✓ meetings and roundtables</li> </ul>	
<b>Work and Training</b>	<ul style="list-style-type: none"> <li>✓ Informative workshops about planning results and contribution that partners can provide for the project implementation</li> <li>✓ Multi-channel communication activity (such as web, television, radio and newspaper broadcasters, facebook, youtube, etc.);</li> <li>✓ Diagnostic document</li> <li>✓ SWOT</li> <li>✓ monitoring reports</li> <li>✓ Annual New Year's reception</li> </ul>	<ul style="list-style-type: none"> <li>✓ Establishment of listening working groups with the planning inter-departmental technical staff</li> <li>✓ bilateral meetings</li> <li>✓ discussion of the results of the meetings (minutes)</li> <li>✓ exchange of documents (e-mail)</li> <li>✓ Meetings</li> </ul>	<ul style="list-style-type: none"> <li>✓ workshops managed with the lego serious player methodology</li> <li>✓ Formal feedback from service users with specific tools for data collection</li> <li>✓ Informal feedback from service users (monitoring data on the use of services, participation in events and training, expression of needs, criticisms, proposals for improvement obtained by the media)</li> <li>✓ Meetings</li> <li>✓ Partner day to give all its partners a forum to network with each other</li> </ul>	<ul style="list-style-type: none"> <li>✓ dedicated meetings to exchange opinion</li> <li>✓ Signing of collaboration agreements with the partners on the contribution in terms of organizing events and expressing ideas</li> <li>✓ Daily briefing and debriefing between the management and the rotating operators</li> <li>✓ weekly meetings in order to summarize and share the results obtained, and the necessary regulatory measures</li> <li>✓ quarterly meetings</li> <li>✓ Multistakeholders Steering and management committee</li> </ul>

The analysis of what is summarized in the table does not reveal a specific relationship between tools&techniques and fields of intervention to which good practices refer. This is an expected result because of the cross-over of the instruments and the substantial universality of their fields of application. The following tables show for each partner the tools and techniques used to involve the stakeholder with regard to the different possible levels (inform, consult, involve, collaborate). Table 4.6 refers to the project planning phase and table 4.7 to the implementation phase.

**Tab. 4.6. Tools and techniques used for the stakeholder involvement in the project planning phase**

<b>Partner</b>	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>
<b>Autonomous Province of Trento</b>	<ul style="list-style-type: none"> <li>- Public conference</li> <li>- Scientific dissemination plan of the technical-scientific elements</li> <li>- publication in scientific journals</li> <li>- participation in scientific conferences</li> <li>- open access databases for consultation for all</li> <li>- Quarterly reports on the progress of the project</li> <li>- Regular Public Meeting</li> </ul>	<ul style="list-style-type: none"> <li>- open consultation for the 'collection of ideas'- mailing submitted to the local population list</li> <li>- Survey</li> </ul>	<ul style="list-style-type: none"> <li>- summary of the opinions expressed by stakeholders and use of the results</li> <li>- Working groups with the aim of defining co-design paths for new services</li> </ul>	<ul style="list-style-type: none"> <li>- working tables for operational planning and for the impact assessment</li> <li>- eco-systemic relationship matrix that describes different possible integration levels of the welfare offer, depending on the degree of involvement of the territory and of the people.</li> </ul>
<b>Ticino Canton Education, culture and sport Department VET Division</b>	<ul style="list-style-type: none"> <li>- Informative workshops about planning results and contribution that partners can provide for the project implementation</li> </ul>	<ul style="list-style-type: none"> <li>- Annual Network workshop</li> <li>- listening working groups</li> </ul>	<ul style="list-style-type: none"> <li>- workshops managed with the lego serious player methodology</li> </ul>	
<b>ESF Flanders</b>	<ul style="list-style-type: none"> <li>- Annual New Year's reception</li> <li>- Communication channels such as the newsletters and website</li> <li>- Analysis of local community and its organisation</li> <li>- Information desk and meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Kick-off meeting</li> </ul>	<ul style="list-style-type: none"> <li>- Workshop and Mailing tool</li> <li>- Partner day to give all its partners a forum to network with each other</li> <li>- meetings and roundtables</li> <li>- Forum to exchange good and not so good practices</li> </ul>	
<b>Lower Saxon Ministry for Federal and European Affairs and Regional Development</b>	<ul style="list-style-type: none"> <li>- Public meeting</li> <li>- Regional events</li> <li>- Informational events</li> <li>- Press Releases</li> <li>- Kick off meeting</li> <li>- Mailing tool</li> </ul>	<ul style="list-style-type: none"> <li>- Regular meeting with relevant stakeholder</li> <li>- Thematic workshops</li> <li>- Workshop with small groups with very detailed topics to develop</li> </ul>	<ul style="list-style-type: none"> <li>- Thematic workshop</li> <li>- Workshops to agree on the wording of the strategy</li> <li>- Bilateral discussion on the current state of research</li> </ul>	
<b>Chamber of Commerce and Industry Vratsa</b>	<ul style="list-style-type: none"> <li>- Public meetings</li> <li>- websites</li> <li>- Mailing tool</li> <li>- News on social media</li> </ul>	<ul style="list-style-type: none"> <li>- Networking workshop between different actors</li> <li>- Seminars and participatory workshop</li> <li>- social media</li> </ul>	<ul style="list-style-type: none"> <li>- Thematic workshop</li> <li>- Social contact and online services</li> </ul>	
<b>Junta de Comunidades of Castilla-La Mancha</b>	<ul style="list-style-type: none"> <li>- Diagnostic document</li> <li>- SWOT</li> <li>- Website</li> <li>- Meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Interviews and briefings for inputs Request for documentation</li> </ul>	<ul style="list-style-type: none"> <li>- Formal and informal Meetings of the Permanent Committee of the Vocational</li> </ul>	<ul style="list-style-type: none"> <li>- Formal and informal Meetings of the Permanent Committee of the Vocational</li> </ul>

Partner	Inform	Consult	Involve	Collaborate
	<ul style="list-style-type: none"> <li>- Reports</li> <li>- studies and proposals</li> <li>- informal contacts</li> </ul>	and reports with diagnoses and proposals <ul style="list-style-type: none"> <li>- Exchange of documentation</li> <li>- Meetings of the multistakeholders Committee</li> <li>- The General Assembly as an instrument for the exchange of proposals between stakeholders</li> <li>- Institutional Declaration between the parties</li> </ul>	Training Council <ul style="list-style-type: none"> <li>- Interviews</li> <li>- briefings for inputs</li> <li>- Interactions between the parties through the channels of representation created and through interpersonal communication channels</li> <li>- Round tables and meetings</li> </ul>	Training Council <ul style="list-style-type: none"> <li>- The Board of Directors as the link between the crafts sector and the General Assembly</li> <li>- The flow of decisions reached at the roundtables is collected and shaped into the Plan with the coordination of the administrative services of the Regional Ministry of Economy, Enterprise and Employment.</li> </ul>

**Tab. 4.7. Tools and techniques used for the stakeholder involvement in the implementation phase**

Partner	Inform	Consult	Involve	Collaborate
<b>Autonomous Province of Trento</b>	<ul style="list-style-type: none"> <li>- Informative meeting, mutual understanding</li> <li>- Brochures, leaflets</li> <li>- Websites</li> <li>- Newsletters</li> <li>- press releases</li> <li>- newspaper articles</li> <li>- news on social media</li> </ul>	<ul style="list-style-type: none"> <li>- Survey</li> <li>- Meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Processing and analysis of the information collected through surveys and discussions and sizing of the results with the local health operators.</li> <li>- Training actions</li> <li>- Network workshop</li> </ul>	<ul style="list-style-type: none"> <li>- scouting meetings</li> <li>- focus groups</li> <li>- Multistakeholders Steering and management committee</li> </ul>
<b>Ticino Canton Education, culture and sport Department VET Division</b>	<ul style="list-style-type: none"> <li>- Multi-channel communication activity based on the potential of social media (web, facebook, youtube, television, radio and newspaper broadcasters</li> <li>- events</li> <li>- Informative meetings</li> </ul>	<ul style="list-style-type: none"> <li>- bilateral meetings with each member of the Steering Committee</li> <li>- Systematization and discussion of the results of bilateral meeting</li> <li>- Workshop</li> </ul>	<ul style="list-style-type: none"> <li>- Constant feedback from service users, both formal (specific tools for data collection) and informal (monitoring data on the use of services, participation in events and training, expression of needs, criticisms, proposals for improvement obtained by the media)</li> <li>- Multistakeholders Steering and management Committee</li> </ul>	<ul style="list-style-type: none"> <li>- dedicated meetings to exchange opinion</li> <li>- Signing of collaboration agreements with the partners on the contribution in terms of organizing events and expressing ideas</li> <li>- Daily briefing and debriefing between the management and the rotating operators</li> <li>- weekly meetings in order to summarize and share the results obtained, and the necessary regulatory measures</li> <li>- quarterly meetings</li> <li>- Multistakeholders Steering and management committee</li> </ul>
<b>ESF Flanders</b>	<ul style="list-style-type: none"> <li>- Brochure</li> <li>- Annual New Year's reception</li> <li>- Communication channels such as the newsletters and</li> </ul>	<ul style="list-style-type: none"> <li>- Workshop on opinion of participants during training sessions</li> </ul>	<ul style="list-style-type: none"> <li>- Testing the tool</li> <li>- Mentimeter</li> <li>- Questionnaire</li> <li>- Partner day to give all its partners a forum to network with each other</li> </ul>	

Partner	Inform	Consult	Involve	Collaborate
	website		- Forum to exchange good and not so good practices - meetings and roundtables	
<b>Lower Saxon Ministry for Federal and European Affairs and Regional Development</b>		- Workshop in small groups with very detailed topics to develop		
<b>Chamber of Commerce and Industry Vratsa</b>	- Websites - Internet interactive techniques	- Internet interactive techniques - Seminars and participatory workshop - social media		
<b>Junta de Comunidades of Castilla-La Mancha</b>	- Monitoring reports - Business meetings - Exchange of relevant documentation in a established format - The follow up committees	- Meetings of documentation inputs from stakeholders.	- Participation of some stakeholders in the decision-making - Formal and informal channels to connect stakeholders group	- All the documents are approved by the multistakeholders steering committee - Both formal and informal channels, often more agile, are used to obtain the highest possible return on the actions implemented.

The results illustrated in Table 6.6 show a concentration of different tools and techniques dedicated mainly to supporting ‘inform, consult and involve’, and, much less, ‘collaborate’. On the other hand, table 4.7 shows a more homogeneous situation characterized by many tools and techniques also in the field of collaboration. Workshops, meetings and surveys are the type of tools used to involve the different stakeholders. Surveys occur in two or more levels of involvement, given the different approach that has been used to carry them out. Workshops and meetings, in fact, are tools that can be limited to providing information on the interventions and / or the results achieved, or thanks to the use of techniques (such as brainstorming, used in Digital Coop Platform or Lego, used in City of craft) they can support ideas, proposals and assumptions of responsibility by stakeholders. Similar considerations can be done for surveys, which can be classified into different categories according to their purposes and the type of communication and relationship that they allow to be created.

The benchmarking analysis carried out highlights a broad and significant commitment of stakeholders to sharing the partners’ best practices. The type of techniques and tools used shows a certain homogeneity and seems overall to stress a still insufficient use of the set of tools available now that would make a more effective stakeholder activation and therefore their involvement. This result enables an in-depth study on the field, as foreseen in the Dialog project. Thanks to the stakeholder involvement the study will come up with characteristics, modalities, frequency, extension of use (tailoring) of techniques and tools through which the stakeholder contribution in social innovation processes will be more incisive. A further aspect emerging from the benchmarking analysis and that must be taken into account for the next phase of field survey -planned by the Dialog project, is the contextualization of the tools and techniques selected according to the socio-institutional environment of reference and the specific objectives and characteristics of the project initiative that are intended to be implemented. This means, in other words, that before carrying out the planned field survey, it is essential that partners already define at this stage of the project the main lines of the action plans to be adopted in phase 2.

