



City administrations and social and solidarity economy ecosystems: reviewing interactions in times of COVID-19

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This report explores how city administrations, in collaboration with other social and solidarity economy (SSE) ecosystem actors, responded to the COVID-19 pandemic. The report compares examples of cross-sector collaboration in 9 major cities (Europe, Canada, US, and Latin America) and identifies related challenges and relevant strategies used to actively engage with the SSE and best co-implement or support innovative solutions. The process helped to confirm growing demand for tools and methods for enhanced ecosystem working, particularly ways to foster horizontal relationships and to harness the power of innovation to address complex social challenges. The findings summarize key preconditions of SSE ecosystem collaboration in areas such as solidarity, cooperation, and trust, convening and connecting the SSE, improving the visibility of SSE, or fostering co-design processes. The report concludes that COVID-19 has generated a momentum for deepening cross-sector collaboration and strengthening SSE ecosystems that could be leveraged beyond the “emergency-situation

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Foreword

About OECD Global Action “Promoting Social and Solidarity Economy Ecosystems”

In 2020, the OECD launched the Global Action “Promoting Social and Solidarity Economy Ecosystems”, funded by the European Union’s Foreign Partnership Instrument, that will cover more than 30 countries over a period of three years. This work targets all EU countries and non-EU countries such as Brazil, Canada, India, Korea, Mexico and the United States.

As part of the OECD and EU strategic objectives to promote inclusive, smart, resilient and sustainable growth, this project aims to:

1. Support the SSE, including social enterprise development and internationalisation
2. Raise awareness and build capacity to conducive national and local ecosystems for SSE development
3. Promote knowledge-sharing and other exchanges at the international level

About the Respond Rebuild Reinvent project

The Respond Rebuild Reinvent (RRR) project is one of the six Peer Learning Partnerships (PLPs) of the OECD Global Action “Promoting Social and Solidarity Economy Ecosystems”, funded by the European Union’s Foreign Partnership Instrument. The RRR project, led by UpSocial in partnership with Ashoka Austria, was designed to enhance knowledge and learning exchanges between city administrations and other stakeholders from the Social and Solidarity Economy (SSE) ecosystem with the aim of: improving cross-sectoral collaboration; explore how local administrations can tap into the potential of SSE ecosystems to explore COVID-19 related challenges; and understand how to co-create more integrated support ecosystems for SSE development.

[JEL](#) reference codes:

I: Health, education and welfare; I00: General.

L: Industrial Organisation; L26: Entrepreneurship; L3: Nonprofit Organisations and Public Enterprise; L31: Nonprofit Institutions-NGOs-Social Entrepreneurship; L32: Public Enterprises – Public-Private Enterprises

O: Economic Development, Innovation, Technological Change, and Growth; O35: Social Innovation

Please list keywords:

Social and solidarity economy ecosystems; peer learning partnerships; social innovation; COVID-19; city administrations; cooperation; cross-sectoral collaboration; social enterprises

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Table of contents

Foreword	2
About OECD Global Action “Promoting Social and Solidarity Economy Ecosystems”	2
About the Respond Rebuild Reinvent project	2
Executive Summary	5
Chapter 1: Rationale	7
1.1 Background	7
1.2 Objectives and Approach of the RRR PLP	11
Chapter 2: Findings	14
2.1 Cooperation, communication and collaboration between city administrations and the SSE ecosystem, particularly in the COVID-19 context	14
2.2 Profiled SSE Projects	29
Chapter 3: Conclusions	34
3.1 Key Learnings and resulting policy options of the Peer Learning Partnership	34
3.2 Outcomes of the Peer Learning Partnership	37
Annex A.	39
References	41

Executive Summary

The Respond Rebuild Reinvent Peer Learning Partnerships' (RRR PLP) objective was to support Social and Solidarity Economy (SSE) responses to social challenges within the COVID-19 context at city level. The learning exchange focused specifically on examples of cross-sector collaboration and how this collaboration could be further developed – during and beyond the ongoing crisis – to strengthen SSE ecosystems and their responses to social challenges.

The RRR PLP is composed of 9 city administrations across Europe and the Americas as well as 14 other consortium members. In its peer-learning the RRR PLP used a series of knowledge exchange workshops to collaboratively explore shared challenges, synergies and good practices, to exchange learnings, and to both showcase and examine applicable solutions. The workshops explored key transversal challenges faced by cities in relation to cooperation, communication, and collaboration within the SSE ecosystem, as for instance connecting national, regional, and local policy strategies to strengthen SSE ecosystems, or building long-term structures to interconnect SSE ecosystem actors. The following solutions that address these challenges were highlighted by cities:

- **Solidarity, cooperation, and trust in the SSE ecosystem:** Increased transparency and proactive communication can lay the foundations for cross-sector collaboration with the citizen at the centre.
- **Convening and connecting the SSE ecosystem:** Horizontal structures that serve a variety of functions based on the real needs of the SSE are key. In the wake of COVID-19, these can be online platforms, using a co-creation or marketplace approach to generate fruitful connections. Sustaining collaboration remains a challenge.
- **Improving the visibility of the SSE:** Dedicated communication channels aimed at enhancing citizens' and organisations' understanding of what exactly the SSE does, and highlighting success stories, can enhance engagement with the SSE.
- **Administrative challenges within public administrations:** Improved internal organisation and communication can help ensure SSE policies and actions are not duplicated and working is not siloed.
- **Development of digital strategies:** Supporting SSE actors to keep pace with digitalisation, particularly e-commerce in the wake of COVID-19, is key for the ecosystem.
- **Fostering co-design processes:** Cities can lead the SSE ecosystem to improve cross-sector design and delivery, with the citizen at the centre, via incentives, policies and capacity-building tools.
- **Economic viability:** Using impact investment programmes and/or innovative public procurement policies can increase private investment in the SSE.

The RRR PLP also explored two innovative SSE projects from partner cities in depth:

- **Rikx (Rotterdam)**; A digital social outcomes marketplace that drives private investment into unemployment projects run mostly by social entrepreneurs. Rikx is co-created by the city administration, the Rikx Foundation, and the Impact Agency “Voor Good” created to foster collaboration within the local SSE ecosystem. It addresses the fundamental SSE ecosystem need for sustainable funding sources and creates a narrative around solving local societal challenges in a cross-sectoral approach.
- **Casa Bottega (Torino)**; A co-designed, co-delivered local regeneration project that repurposes unused commercial property to provide both a home and a workspace for young artists. The city administration collaborated with local deep-rooted SSE organizations to identify vacant spaces, select appropriate artistic initiatives, match available spaces with artists and amongst all, lead the consolidation of a local community network to promote collective action and local development.

In line with wider findings, the RRR PLP showed that the COVID-19 pandemic has in many cases strengthened ties between cities and their SSE ecosystems. The partnership helped to confirm growing demand for tools and methods for enhanced ecosystem workings, particularly ways to foster long-term, horizontal relationships and to harness the power of innovation to address long-standing social challenges.

“We came into this project looking to further our understanding of creating systemic change with regards to SSE ecosystems. We have certainly gained knowledge in a field of expertise that is very much in an experimental phase globally. This project has planted seeds that have a high yield.” City of Rotterdam

Chapter 1: Rationale

1.1 Background

The Respond Rebuild Reinvent Peer Learning Partnership aimed to explore how city administrations, in collaboration with other social and solidarity economy ecosystem (SSE ecosystem) actors, responded to the COVID-19 pandemic. The learning exchange focused specifically on examples of cross-sector collaboration and how this collaboration could be further developed – during and beyond the ongoing crisis – to strengthen SSE ecosystems and their responses to social challenges.

1.1.1 Need and Context

The COVID-19 pandemic has triggered the most serious economic crisis since World War II (OECD, 2020) and has contributed to broadening the social divide and to increasing the complexity of social issues such as chronic unemployment or mental health issues to name just a few. The crisis also required local, regional, and national governments to act in a context of great uncertainty and under heavy economic and social pressure. The near future is unknown and the correct pathways ambiguous. Success relies on effective coordination, clear leadership, appropriate consultation, a collaborative approach among all implicated parties, the reinforcement of trust in public institutions and harnessing the power of regular communication (OECD, 2020).

Subnational governments, including cities “are responsible for critical aspects of containment measures, health care, social services, economic development and public investment, putting them at the frontline of the crisis management” (OECD, 2020) and implementation of recovery measures. Since these responsibilities are shared with other levels of government, coordinating efforts is critical, as is the reinforcement of partnerships with the private sector, the third sector and citizens (OECD, 2020). This includes the SSE ecosystems that, during the volatile COVID-19 context, have represented an important asset to address and mitigate short- and long-term impacts of the crisis (OECD, 2020), quickly adapting and responding to rapidly arising new social challenges (See Box 1.1).

Box 1.1. Definition of SSE Ecosystem

SSE ecosystems are interconnected networks of people, organisations, institutions, and infrastructures in a territory that facilitate the emergence, consolidation and scaling of SSE initiatives and organizations to generate both economic and social impact. SSE organizations comprise a range of different legal entities driven by a social mission such as NGOs and non-profit associations, cooperatives, mutuals, social businesses and social enterprises, and for-profit businesses with an impact-driven vision and mission. In addition, the SSE ecosystem is composed of actors in other sectors (private, public) that aim to support SSE organisations. This includes public bodies, private companies and foundations.

Based on a recent comparative study on SSE ecosystems in Europe we add the following functions to our definition:

- Capacity to self-organize (civic engagement, networks, and mutual support mechanisms)
- Visibility and recognition (political, legal, private, and self-recognition)
- Resources (non-repayable resources for start-up and consolidation, resources from income-generating activities, repayable resources, tax breaks and fiscal benefits)
- Research, and education on social enterprises and social entrepreneurship skills development.

Source: (Borzaga, y otros, 2020; Borzaga, y otros, 2020)

Source: (OECD, 2020)

The pandemic has also enhanced the visibility of inspiring social economy and social innovation initiatives (OECD, 2020) to help cities recover, but also rebuild, readapt and reorient its structures to create new economic, social and cultural paths and solutions. (OECD, 2021). New competitive economic development models depend on the success of the collaborative process, involving governments, businesses, academia, civil society, and other actors (OECD, 2021).

Two major networks of cities, and RRR consortium members, Eurocities and Metropolis, have witnessed how, all around the world, city administrations are creating, reinforcing and implementing measures and solutions to best leverage their SSE ecosystem in response to the challenges exacerbated by COVID-19 (Cities for Global Health, 2021). Examples of cross-sector collaboration involving SSE organisations, civil society, public bodies, and private companies have showed effective and efficient ways to build resilience in communities, cities and countries. They demonstrate how combined competences, resources, credibility, and networks can improve the collective COVID-19 response to the benefit of local communities and citizens.

The importance of looking into local territories increases when considering that most social innovations are either locally or regionally specific, reacting to local challenges (OECD, 2021) with a strong territorial affiliation (OECD, 2021), making the development of local or territory-specific ecosystems even more important. Local governments have been at the centre of both, responses and interactions, and pushed to rethink and explore new ways to further collaborate with SSE organisations and co-organise responses to the crisis.

Social economy organisations have been a trusted partner, operating at the forefront of the crisis, addressing urgent sanitary and social needs (OECD, 2020), giving disadvantaged groups better access to support, and engaging civil society and citizens in solidarity actions. In addition, SSEs have co-designed and co-implemented cross-sectoral programmes or initiated processes of local social

and economic recovery. Some SSE ecosystems have been effective in catalysing innovative solutions that have improved the capacity of communities to respond to the emergency addressing urgent sanitary and social needs (Ashoka Changemakers United, 2020).

This report features examples that show the ability of city administrations to identify specific needs and gaps concerning SSE ecosystem functions and to provide focused support programmes. Both developments taken together – increased collaboration and increased awareness of support needs – show that there is real momentum for better integrating cross-sectoral efforts to strengthen SSE ecosystems.

In the context of the OECDs Global Action on Promoting Social and Solidarity Economy Ecosystems (OECD, 2020), the RRR PLP explores the tangible strategies city administrations can use to actively, strategically engage with their SSE and best co-design, co-implement or support innovative SSE solutions to ongoing social challenges.

1.1.2 Summary of the Partnership

The RRR PLP was formed of 14 partner organisations consisting of city networks, SSE support organisations, and research organisations, as well as 9 city administrations as key partners (See Box 1.2). Cities were selected through a public call organised by Eurocities and Metropolis using five criteria (UpSocial, 2021):

- High relevance of SSE ecosystems for local authorities based on policies, strategies, programmes, and activities
- Existing responses to COVID-19 related challenges
- Existing collaboration with stakeholders from the SSE ecosystems,
- Commitment and motivation to take part in the process
- Geographical balance and diversity.

While the level of maturity of the SSE ecosystems differs across countries and regions, selected cities shared their interest in developing their SSE ecosystem. All the participating cities have demonstrated the certainty that social challenges could be better addressed through cooperation, the urge to learn how to improve collective action between different stakeholders, as well as thirst to learn from other regions' experiences. Besides producing the PLP report and sharing learnings, the consortium aimed to build the foundation for new relationships and potential future alliances. The results of the evaluation indeed show that several partner cities are considering adopting featured solutions in their own context and all members are engaged in ongoing interaction.

Box 1.2. Respond Rebuild Reinvent PLP

PLP Partner Cities:

Belo Horizonte, Brazil: 2,722,000 inhabitants.

Participating offices and organisations: Municipal Secretariat of Economic Development, Public Center for Solidarity Economy (CEPES), Municipal Forum of Solidarity Economy (composed of civil society organizations).

Bilbao, Spain: 345,821 inhabitants.

Participating offices and organisations: Office for Economic Development and Employment, REAS (Network for the Alternative and Solidarity Economy).

Dublin, Ireland: 544,107 inhabitants

Participating office: Economic Development Office.

Guadalajara, Mexico: 5,179,874 inhabitants.

Participating office: Secretary of Innovation, Science, and Technology of the State of Jalisco (SICYT).

Montreal, Canada: 1,704,694 inhabitants.

Participating offices: Montréal Urban Innovation Lab; Social Economy Office.

Rotterdam, The Netherlands: 623,652 inhabitants.

Participating offices: Department Employment and Social Affairs, European Funding Department, Thrive Institute, Voor Goed Agency.

San Francisco, USA: 874,961 inhabitants.

Participating office: Office of Civic Innovation (OCI).

Torino, Italy: 861,636 inhabitants.

Participating office: EU Funds and Innovation Department.

Warsaw, Poland: 1,765,000 inhabitants.

Participating office: Welfare & Social Projects Department.

PLP Consortium Members:

Consortium Members mainly supported local authorities in improving cross-sectoral collaboration with SSE ecosystems and in tapping into the solutions and social innovations provided by SSE ecosystems and social enterprises.

Support organisations: Ashoka Brasil – Belo Horizonte, Ashoka Italy - Turin, Ashoka Mexico - Guadalajara, Change X (Dublin) - Dublin, MaRS (Canada) – Montreal, Scale Changer (France) - Rotterdam, Spring Impact (UK) – San Francisco, UpSocial (Spain) - Warsaw, UpSocial Canada – Bilbao

Coordination Team: UpSocial (Spain), Ashoka Austria

Co-Coordination Team: Eurocities and Metropolis – European and international city networks

Researchers, academic and methodology partners: ECSF (EU), ESADE (Spain), Genio (Ireland)

Note: Whilst varying in their main function, the 9 participating offices are responsible for liaison with and development of the SSE ecosystems locally.

1.2 Objectives and Approach of the RRR PLP

1.2.1 Objectives

Background research led to the hypothesis that to best tackle social solutions in communities, particularly in the wake of COVID-19, city administrations (cities) need to collaborate more and more effectively with their SSE. Thus, the RRR Project's main objective was to offer city administrations the opportunity to explore concrete ways in which they can best support and collaborate with their SSE ecosystem to address the most pressing social challenges presented by the COVID-19 pandemic. The project capitalised on the opportunities of enhanced experimentation and collaboration triggered by the inspiring SSE response to the pandemic at the city level in the participating countries.

The learning process was designed to explore the social challenges related to the COVID-19 context and the solutions of participating cities' SSE. The focus of discussions and exchanges of good practices related to transversal challenges of communication, cooperation and collaboration within the SSE ecosystem itself. This focus was due to the hypothesis that without tackling these transversal challenges, the implementation of a systemic solution to social challenges would be less efficient and effective.

To respond to these objectives, the following learning questions were posed:

- *What are the key challenges faced by cities in relation to cooperation, communication and collaboration within the SSE ecosystem, particularly in the COVID-19 context and what solutions have cities responded with to address these transversal challenges?*
- *What specific innovations have cities generated to tackle the ongoing social challenges related to COVID-19 and how do these innovations relate to the transversal challenges of cooperation, communication and collaboration?*

1.2.2 Peer Learning Approach and Methodology

Focusing on cities, the objectives of the RRR PLP were to support the SSE response to social challenges within the COVID-19 context, and to build resilience for future risk scenarios both within and between cities. Thus, the RRR PLP used a *knowledge exchange workshop approach* to collaboratively explore shared challenges, to expose synergies and explore good practices, to exchange learnings, and to both showcase and examine solutions. The peer learning approach was also selected as a method capable of creating a sustained network beyond the project.

Knowledge Exchange Methodology

First step included development of the profile of the city as part of the selection process. Before the workshops, the selection and onboarding process¹ was designed to best understand the context of the nine SSE ecosystems to:

¹ The call for and onboarding of Cities included an analysis of SSE policies, strategies, programmes, and the interaction between the administration and the SSE ecosystem, plus their challenges and responses to COVID-19 related challenges. Data was collected and explored via the application form, from interviews held during the onboarding phase, and the Better Entrepreneurship Tool self-assessment.

- Ensure that the selected cities would have enough similarities and differences for shared challenges and solutions to be comparable across the 9 city contexts and that the resulting learnings could be extrapolated to broader contexts.
- Help participants be aware of their own contexts and the factors they would need to bear in mind when considering the learnings and solutions of other members of the PLP.
- Give PLP organisers an oversight of the variety of contextual considerations, similarities, and differences across structures, objectives, and ways of working in order to design the detail of the workshops in a way that would be applicable and valuable to all members.

Further on during the PLP process, the cities participated in seven workshops organised around challenges and possible solutions (UpSocial, 2021). The decision of what to explore within the initial workshops was made according to common challenges and synergies detected during the onboarding phase, as well as the mandate of the 9 participating city administrations. The seven workshops were structured to guide participants through a process of exploring common challenges and sharing resulting solutions:

Peer Learning Phase 1 – Challenges

Cities explored common challenges within the context of the pandemic. This included shared social challenges and challenges related to the role of the city administration within the SSE ecosystem.

The following topics arose as key areas of focus:

- Fostering collaboration between the city administration and the actors of the SSE
- Communication strategies between different SSE stakeholders
- Inclusion of disadvantaged and “hard-to-reach” groups, with a particular focus on unemployment
- Recovery and development of local economy
- Strategies for bridging the digital divide (for both vulnerable businesses and citizens).

This process of exchanging experiences, support needs and outlining good practices in the context of shared challenges allowed cities to choose which of the highlighted solutions they wanted to explore in the second phase of workshops. The cities formed tandems based on their common challenges and interests.

Peer Learning Phase 2 – Innovative Solutions

Based on the selected challenges the groups of cities started exploring specific innovations and solutions they could apply to improve their SSE ecosystem. The shared SSE projects related to both the key social challenges of the first phase (e.g. unemployment) and the transversal challenges related to the SSE ecosystem (e.g. co-design and delivery). Thus, the sessions were designed to give cities a detailed insight into how the innovations had been designed and implemented in a local context, the role of the city, the role of other actors from the SSE ecosystem, and key learnings regarding this process. The sessions also explored how these projects could potentially be replicated in a new city and generated useful feedback for the cities sharing their innovation.

The PLP selected two innovations for a more in-depth analysis and exchange that showcase 1) new approaches for collaboration, 2) cross-sectoral responses to pressing social challenges, 3) potential to strengthen SSE ecosystems and 4) demand for replication.

The innovations selected for in-depth analysis were:

Rikx (Rotterdam) – A digital social outcomes marketplace that drives private investment into unemployment projects.

Casa Bottega (Turin) – A local regeneration project that repurposes unused commercial property to provide both a home and a workspace for young artists.

Chapter 2: Findings

This section presents the findings based on transversal challenges as well as selected cases for analysis. The first section of the findings focuses on the transversal challenges explored within the PLP regarding communication, cooperation, and collaboration within the SSE ecosystem, specifically focused on the role of the city administration and within the context of the ongoing COVID-19 pandemic. The second section showcases two innovations, one from Rotterdam and one from Turin, which the PLP examined more in depth. The exploration of these two projects allowed Cities a concrete example of how best to unite the SSE around a particular social challenge and co-deliver a response, generating learnings across many of the transversal challenges highlighted above.

2.1 Cooperation, communication and collaboration between city administrations and the SSE ecosystem, particularly in the COVID-19 context

The PLP started with the fundamental premise that a well-functioning SSE ecosystem is based on the principles of trust between the actors, the will to cooperate and the desire to collaborate. Another premise was that this needs to be supported by effective policies, structures, communication, and tools to foster sustained collaboration. Thus, through the overarching challenges of cooperation, communication and collaboration, cities explored the following topics, under which the findings are presented.

- Solidarity, cooperation, and trust between SSE actors
- Administrative challenges within public administrations
- Convening, connecting and strengthening the SSE ecosystem
- Improving the visibility of the SSE
- Development of digital strategies
- Fostering co-design processes
- Economic viability

2.1.1 Solidarity, cooperation, and trust between SSE actors

Trust is at the heart of any functioning multi-actor ecosystem – the stakeholders trust each other to perform their functions, and the beneficiaries trust the ecosystem to deliver its functions as a whole. Without trust, siloes occur. The environment of survival generated by the pandemic laid a foundation for reviving traditions of local solidarity and mutual support and combining them with innovative approaches. SSE organisations have assisted cities to, for example, identify and target beneficiaries, understand the social needs in the ground, and experiment with new and agile solutions to address these social needs. In fact, in some countries, trust in either national or local governments has increased during the crisis (OECD, 2020). This presents cities with an opportunity to increase cooperation, however, existing pre-pandemic challenges relating to a lack of trust need to be addressed to achieve this.

Challenges highlighted in the PLP

RRR PLP partners shared a lack of cooperation at different levels: between the cities and different stakeholders from the SSE ecosystem, between the public and the private sector, and even in between SSE organisations. The city of Dublin has prioritised increasing cooperation with the private sector, first fostering cooperation between social enterprises to leverage their support, before starting the dialogue with the private sector. Some Cities stated that they lack the interaction with bigger private sector actors to be able to increase the ecosystem's impact.

The lack of cooperation, especially with the public sector, is in many cases related to trust – an essential ingredient for effective collaboration and cross-sectoral relationships (OECD, 2021). In Warsaw, there is a general lack of trust from citizens, and from for-profit companies, towards public institutions. And even though NGOs are deemed more trustworthy than public institutions, they are still perceived as not being sustainable, transparent, or professional enough. In Mexico, stemming from a variety of complex historic events, there are trust issues that prevent many public initiatives from being perceived as trustworthy.

SSE actors can help increase trust in public institutions. In Rotterdam, identifying potential beneficiaries can pose a challenge because certain citizens have lost confidence in institutions. The work at ground level by SSE actors in communities provides an opportunity to remedy this since SSE actors are typically seen as trustworthy by citizens (See Box 2.1).

How cities have addressed solidarity trust and cooperation

Box 2.1. Successful example of increasing trust and cooperation: The case of Warsaw

Grant funded public-social partnerships to offer individualised services: Warsaw has been working hard to build trust and to create cross-sector alliances between the city administrations, SSE organizations, and for-profit companies. One successful example is their Local Support System to equalise educational and social opportunities for children and young people. These public-social partnerships offer individualised services, assistance in solving problems, fulfilling basic functions, and taking actions towards a better life. Participating actors comprise consortia of non-governmental organisations within a framework of two- or three-year grant agreements resulting from public competitions. Between 2013 and 2020, more than €10,122,321 has been allocated to the programme with approximately 55,000 beneficiaries. Results include increased school attendance, improved learning outcomes, social competences, skills and professional qualifications, and the development of cooperation between diverse stakeholders.

Sources: (UpSocial, 2022)

COVID-19 has laid a foundation and generated a momentum that could be leveraged beyond the “emergency-situation” to foster new connections and alliances. The pandemic has helped in developing a narrative around collective responsibility and can lay ground to build a common vision. To successfully maintain this level of trust and cooperation beyond the pandemic, cities and can play a key role: both building public trust via the SSE, and offering incentives designed to build trust and cooperation between public, private and social actors (See Box 2.1). Common success factors are transparent, clear communication and a shared understanding of roles, responsibilities and actions. Defining clear, simple objectives for cooperation and measuring success and impact is also recognized as a way to build transparency and trust. The involvement of diverse key actors as early as ideation processes have been fundamental to generate understanding and build trust in different types of initiatives. Some cities have

made it an habit to nominate “trust-brokers” as a means to connect different types of stakeholders (See Box 2.2)

Box 2.2. “Trust-brokers” to increase trust and cooperation: the cases of San Francisco and Turin

San Francisco has built partnerships with 79 different non-profit cultural associations whom communities trust, to better understand language needs, how communities access their information in different cultural contexts to adapt city materials and guides appropriately. During the pandemic, Turin hired people trusted by the community in areas with higher rates of vulnerability to provide crucial information related to social services and act as a bridge between volunteers and people in need.

Sources: (UpSocial, 2022)

2.1.2 Administrative challenges within public administrations

The RRR partners shared their eagerness to improve coordination between national, regional, and provincial governments, as well as inside their own offices to best support the SSE. Shared responsibilities for critical aspects related to health care, social services, economic development and public investment, make the coordinated efforts among levels of government essential (OECD, 2020). The urgency increases in times of crisis, when flexible, innovative social responses are rapidly needed. These are usually horizontal activities that involve several policies and institutions, increasing the importance of effective coordination between parties responsible for design and implementation (OECD, 2021).

Challenges highlighted in the PLP

Siloes as well as overlapping strategies, structures, and policies prove challenging across the nine cities. For example, Bilbao is the capital city of the Vizcaya province, which itself is one of the three provinces of the Basque Government. Relationships with the Basque Government, who provide funds, and don't directly implement policies for the SSE, are easy, since they don't interfere with their activities. On the other hand, coordination with the province of Vizcaya can be harder to conciliate due to the occasional overlapping of strategies, structures, and policies. This calls for improved coordination between different levels of government. A big challenge for Guadalajara's Secretary of Innovation, Science and Technology (SICYT) is the lack of inter-ministerial coordination. Innovative projects and programmes are not understood or prioritised by other ministries and are therefore unable to reach all relevant target groups or potential stakeholders.

Most cities are yet to build-up a long-term vision for the development of their SSE ecosystem. Integrating the SSE in a long-term plan of the local government is still a relatively novice practice. A good example of doing so has been demonstrated by Bilbao, which has a long track record in promoting the social and solidarity economy (since the 1950s). But other cities are catching up, the City of Dublin, for example, has relatively recently founded an office working in a sector to tackle issues of fragmentation of the sector and with the aim to develop a dedicated strategy for the promotion of the SSE. Guadalajara and Belo Horizonte, mentioned the difficulties of being part of successive administrations that focus primarily on short-sighted projects to gather immediate results, rather than long-term public policies aimed at ensuring a vision of continuity and sustainability regardless the political term.

How cities have addressed administrative challenges

The pandemic a shift in city departments' willingness to be open to collaboration and working in new ways, which has in turn helped to break longstanding internal siloes. Working better as a municipality will have a direct positive effect in working externally with the SSE ecosystem. One of the main ways to enhance collaboration is through the alignment of national, regional, and local policies and strategies to strengthen SSE ecosystems (See Box 2.3). The creation of internal offices with the role of overseeing SSE ecosystem governance as well as advising potential projects and submissions regarding relevant local, regional, and national policies and initiatives has been fundamental for building a long-term vision for the development of the SSE ecosystem. These offices also advocate to include the development of SSEs into the general City strategy.

Box 2.3. How to overcome internal administrative challenges to better develop the SSE ecosystem: The case of Dublin

Dublin City Councils' (DCC) general strategy is based on a supportive legislative and policy basis made of interconnected national, regional, and local policy strategies such as the Local Government Reform Act 2014; the National Social Enterprise Policy for Ireland 2019-2022; the Eastern Midlands Regional Assembly Regional Spatial & Economic Strategy 2019-2031; the Dublin City Development Plan 2016-2022; the Dublin City Local Economic and Community Plan 2016-2021 or the Dublin8 Consortium, GrowD8 Social Enterprise Development Strategy 2020-2022.

Through the Economic Development Office (EDO) and Local Enterprise Office (LEO) Dublin supports the strategic development of SSE ecosystems via various initiatives including stakeholder engagement, training, mentoring, events, grants, or promotion on www.Dublin.ie. The Dublin City Social Enterprise Committee, created by DCC in 2016 and comprised of key SSE representatives, provides strategic collaboration and oversight to the SSE ecosystem. The committee's responsibility includes identifying areas of need and opportunity for social enterprise development and supporting the scaling of social enterprises. This committee guides the SEE work of the EDO/LEO through an annual work programme which includes events and initiatives, such as the Dublin City Social Enterprise Awards. The committee also advises on potential projects and submissions regarding relevant local, regional and national policies and initiatives.

The proactive alignment of national, regional, and local policy strategies and instruments allowed Dublin to disseminate and implement measures to better develop the SSE ecosystem. It has facilitated the dialogue between SSE ecosystem stakeholders and different policy levels, making sure that policies are based on actual demand to eventually increase the social impact and capacity of SSE organisations. The integration of policies and cooperation of different policy levels also enables a more focused channelling and monitoring of SSE funding.

Sources: (UpSocial, 2022); (City of Dublin, 2021); (City of Dublin, 2021)

Cities are exploring options to foster relationships between offices and socialise their work without interfering with activities from other ministries or public offices. One option is the assignment of clear roles and responsibilities related to the SSE, especially when there are overlapping strategies and structures, including creating feedback loops to ensure efforts are complimentary and not duplicative (See Box 2.4). A clear and coherent internal institutional communication systems and a regular flow of information for the entire municipal administration are also key to better interact with the SSE ecosystem. This is especially relevant in the presence of offices who are more resistant to the adoption of new,

innovative strategies. In some cases, communication needs to be accompanied with the training of council workers in SSE-related subjects (not only from directly involved departments).

Box 2.4. Streamlining structures to overcome internal administrative challenges and better develop the SSE ecosystem: The cases of Rotterdam and San Francisco

Rotterdam is tackling internal siloes by going through a restructuring that streamlines a large number of departments into six main departments that have directors who speak on a regular basis and create feedback loops to make sure efforts across social sector issues and working with the SSE are complimentary and not duplicative.

The creation and role of the Office of Civic Innovation (OCI) in San Francisco, has been key in integrating and convening several actors, including city departments, to help make local government more collaborative and responsive. The OCI is a response to the city's infrastructure: with 53 city departments it is not always clear what other offices are doing and staff can easily fall into internal siloes, which limits cross-departmental collaboration, resource sharing, and the development and implementation of a cohesive city strategy for engagement with the SSE ecosystem. The OCI has a wider remit than linking internal departments and is profiled below in 2.1.4 as the key convener of the SSE ecosystem.

Sources: (UpSocial, 2022)

Workshops confirmed that due to COVID, cities started to be more open to interdepartmental collaboration and ensuring innerworkings best serve the functions of the SSE. All nine cities are eager to explore how to maintain this more open way of working beyond the pandemic. It is clear that working better internally as a city department will have a direct positive effect in working externally with the SSE ecosystem.

2.1.3 Convening and connecting the SSE ecosystem

All nine city administrations of the RRR PLP explored the methods and tools by which they interact with the SSE, which include network and umbrella organisations, existing platforms, online or physical spaces (See Box 2.5). These long-term structures provide cities a contact point(s) to the SSE representatives and the tool through which the ecosystem is connected.

Box 2.5. Structures and bodies that convene SSE ecosystems

Belo Horizonte - Belo Horizonte's Public Center for Solidarity Economy is an agency that focuses mainly on policies affecting smaller SSE enterprises operating in specific markets and niches. The unit is currently responsible for the management and supervision of public policies, programmes and tools to help 260 solidarity registered enterprises thrive addressing challenges along the "value chain" from production to distribution.

Bilbao – The city created Ekonopolo, a platform or public-private hub whose main mission is to promote and reinforce the SSE as a strategic economic business area of transversal (cross-sector) nature. It was launched together with REAS Euskadi, the Network of Alternative and Solidarity Economy. As part of the 2019-2023 Mayor's Office Mandate Plan, Ekonopolo is a comprehensive

strategy that includes a broad range of economic measures including responsible public procurement, social entrepreneurship and cooperation, social markets, circular economy, inclusive employment, and more.

Dublin – The Dublin 8 Consortium was formed in 2019, and is a consortium of stakeholders, led by the City Council, with the objective of maximising the opportunities for social enterprise activity. It draws together existing support organisations and social enterprises as well as other actors such as the new Children’s Hospital, to add value to the sector through collaboration, strategic action and advocacy.

Guadalajara – The Network of Innovation Centres provides physical and virtual spaces for professional and upcoming entrepreneurs, innovators, and the general public interested in contributing to the innovation and entrepreneurship ecosystem of Jalisco. Their virtual and physical modality allows the different regions of the state to access specialised content. The spaces aim to stimulate digital transformation, experimentation, co-creation, co-working and linkage for all the stakeholders of the ecosystem. As of 2021, there are 9 centres in different strategic regions of Jalisco and the goal is to have 13 in 2024.

Montreal – In 2009, the city of Montreal adopted the Social Economy Partnership for community-based sustainable development to recognise the role of “collective entrepreneurship”. The partnership aims to promote a greater role for the social economy and foster innovation in areas such as culture, sustainable development, housing, community-based property development, recreation and tourism.

Rotterdam – The city helped to build the Rotterdam Impact Coalition (RIC) as a collaboration between four parties with the mutual ambition to strive for a transition to a purpose economy through systematic change combining their knowledge, network and finance. RIC is comprised of: 1) Municipality of Rotterdam, 2) Voor Goed, the Impact agency set up by the municipality as an autonomous organisation to help the SSE ecosystem deliver social impact, 3) Social Impact Fonds Rotterdam, an investment fund focussing on place-based social impact investing, 4) THRIVE Institute, an entrepreneurial think tank focussing on the purpose economy.

San Francisco – San Francisco’s Office of Civic Innovation (OCI) was created to make government more collaborative, responsive, and inventive for San Franciscans. Located in the office of the mayor, it was founded in January 2012 with the mission to introduce new approaches, resources, and technology for citywide priorities. OCI works with city departments, community partners, and residents to empower them and introduce new approaches, resources, and technology to address the City’s biggest challenges. Objectives are achieved through public-private partnership programmes, enabling to pilot and prototype new ideas through training, support, and resources, convening citywide audience to share best practices, and cross-departmental engagement.

Turin – Torino Social Impact (TSI) is a platform that aggregates hundreds of cross-cutting activities and initiatives of SSE organisations to make it more dynamic and prepare the local ecosystem for experimentation. The platform features projects, services, funding opportunities, capacity building programmes, and events. It also aims to reinforce and facilitate local networks, including the coordination and strengthening of a solidarity network aimed at supporting and protecting people and households in a situation of personal, social, and economic fragility.

Warsaw – The city of Warsaw interacts bimonthly with members from the ecosystem convening 10 commissions or “Sectoral Social Dialogue Committees” on diverse topics such as homelessness or disability. Depending on the subject matter, committees include representatives of foundations or associations, food banks, church organisations, crisis intervention centres, all who jointly, elaborate work plans.

Sources: (UpSocial, 2022); (City of Torino, 2021); (City of San Francisco, 2021); (City of Bilbao, 2021); (Government of Jalisco, 2021)

Challenges highlighted in the PLP

Forging successful, sustained connections between actors that are often siloed can prove challenging for cities. The ways in which the SSE ecosystem is convened and connected in a city and who administers / governs this structure generates varying degrees of successful collaboration. The members of the PLP shared their own structures, organisations and platforms designed to be the ‘table’ around which members of the SSE ‘sit’ for a wide variety of functions. Then, they reflected on the additional challenges presented by the COVID-19 related need to move groups and networks into virtual spaces and the negative impact this can have on establishing and maintaining connections.

Cities find it challenging to explore synergies for collaboration in full. Even though there is a rich tapestry of organisations and a growing volunteer base in the ecosystem, Bilbao feels strongly potential synergies are not being tapped: connections, collaboration and networking among social enterprises need to be improved. Coordination lacks among the different groups working to strengthen the fabric of the SSE. Cities expressed the challenge of how networks and platforms can best foster the required bottom-up and collective approaches to ensure that the objectives pursued and the means to achieve them are in line with the needs and wants of the community.

The pandemic has added an additional challenge by making face-to-face gathering more complicated, which is a key ingredient to generate close working relationships. A fast adaptation to new virtual ways of convening actors will be necessary, especially when there are already intrinsic difficulties in the process of going from dialogue and discussion of agendas, to action.

How cities are convening and connecting the ecosystem

Whilst all Cities have structures designed to convene the SSE ecosystem, challenges remain in fostering effective connections. The pressure of the pandemic forced such connections, and rapidly, Cities built further methods of connection out of existing structures to enable rapid responses and improved interaction (See Box 2.6 and Box 2.7).

Box 2.6. New access points to convene and connect the SSE ecosystem: The case of Montreal

During the pandemic, Montreal created an ad-hoc working group with 12 organisations representing various SSE stakeholders to maintain a multidirectional communication channel. The city also multiplied the public service access points for the SSE ecosystem by creating numerous support programmes in services and districts to respond to poorer populations or SMEs (private or collective) in difficulty. However, challenges were seen in the lack of agility and the ability to adapt to new practices by the municipal administration. Another measure was the creation of a hotline in March 2020 for entrepreneurs to call and the City to understand and act on real, urgent needs. Then, in October 2020, with the collaboration of the team ‘de la ligne affaire’, a survey was created to investigate how the SSE was impacted during COVID-19. Nearly 200 executive managers of social enterprises were surveyed to explain their challenges after 6 months dealing with COVID-19. The results of this investigation were useful to define the second economic plan in response to the pandemic in which they adopted programmes that would, for example, offer grants to companies that provide specialised services (e.g. health).

Source: (UpSocial, 2022)

Public, private, and even civilian efforts have been linked to create spaces for SSE organisations to meet and develop, but also to create and implement more innovative effective solutions. (See Box 2.7.) Cities have earned quickly to build action-focused outcomes that go beyond discussions and conversations to generate tangible results.

Box 2.7. Successful and rapid connection of the SSE ecosystem: The case of Warsaw

In Warsaw, a successful COVID-19 response drew on the foundations of SSE ecosystem collaboration created by existing platforms. During quarantine, the City activated a “Support System” to assist people in need, particularly elderly and socially isolated people. Local government provided resources, and together with NGOs and various institutions such as fire brigades, coordinated the work of “volunteer teams” including regular citizens, to support the safety, physical and mental health of residents. These activities complemented the work of the social care system and contributed to reach people not yet covered by it. Based on learnings, the city now understands it is key to make permanent policies that integrate the activities of social ecosystem actors.

The Warsaw Welfare & Social Projects Department shared that the unprecedented cross-sector mobilisation and collaboration during the COVID-19 pandemic would not have been possible without existing platforms such as the “Sectoral Social Dialogue Committees”. Based on the regular dialogue between the city administration and SSE organisations, both actors were able to align and implement solutions quickly. The department concluded that investing in these convening structures during stable periods was crucial for responding to crises effectively. The City is looking into ways to consolidating the dialogues and maintaining the mobilisation of civil society.

Source: (UpSocial, 2022)

2.1.4 Improving the visibility of the SSE

Cities shared that due to the pandemic, knowledge about SSE organisations and their activities increased, but there is a continued need to enhance understanding about exactly what the SSE is and does. Evidence shows that people expect public authorities, not the media, NGOs or businesses, to lead in all areas of the pandemic such as containment, information dissemination, economic relief and support (OECD, 2020). This gives more responsibility for Cities to use accessible, transparent communication to keep building public awareness around the SSE and create a more inclusive and sustainable economy.

Challenges highlighted in the PLP

Communication and awareness about what the SSE is and does, and the role and activities of the Cities needs to be improved. Even though the city of Bilbao is heavily involved in developing the SSE ecosystem, they feel concerned that many people are still unaware of the existence of SSE organisations, their values, and contributions. There are also struggles in effectively communicating what the public offices are doing to support the development of the SSE ecosystem, the available resources, and services, and how people or organisations can reach them. For instance, San Francisco’s OCI, when working with several partners on a particular initiative or programme, has experienced trouble tying initiatives or programmes back to the City. The public and SSE ecosystem actors know that particular programmes exist, but do not necessarily associate them with the city of San Francisco, since they are usually far from implementation with end-users. Most Cities expressed the urgency to implement transversal communication strategies for diverse stakeholders.

Digitalisation presents a further communication challenge, particularly when trying to reach vulnerable groups. Digital communication is a key tool in raising awareness of the work of SSE but not everyone is equipped with right skills/ experience to access it equitably, or at all. How best to communicate is a key consideration further complicated and spotlighted by the pandemic.

To improve the narrative and communicate actions and results within and beyond the SSE, there is the need to measure impact. Whilst measuring impact is a large area of practice and cities recognize that it is crucial to scale good practices in the medium-term, they also expressed the relationship between impact and communicating the work of the SSE.

How cities are improving the visibility of the SSE

Leveraging the role of existing local institutions, community partners, and SSE organisations, can assure the needs of the communities are considered when designing and implementing programmes. Cities found that hiring local and/or cultural ambassadors within the community, as well as working directly with the community, allows for quicker acceptance of, for example SSE related initiatives, and helps gain trust amongst those more vulnerable.

Another popular strategy is the communication of SSE success stories and the achieved impacts. The identification of “champion projects” within the SSE and their support via visibility and funding, greatly enables their growth as change agents. Dublin’s Social Enterprise Award (see Box 2.8) and Belo Horizonte’s Hackathon both seek to fund new social enterprises and enable them to grow into organisations of reference in the area. The projects “Montreal en Common” and the “Open Laboratory”, also in Belo Horizonte, encourage innovative submissions on how to help cities become more “smart” and efficient to actively support their citizens. The successful advertisement of such projects enables visibility and thus public support for social enterprises, improving the city’s social economy and ecosystem.

Box 2.8. Social Enterprise Award for visibility and funding: The case of Dublin

The Dublin City Social Enterprise Awards were established in 2015 by Inner City Enterprise a not-for-profit charity and DCC to fund social enterprises (SEs) and assist them becoming a recognised entity in the community. The awards are part of the Dublin's Local Economic and Community Strategy and Action Plan to “promote and facilitate Dublin City as a hub for social enterprise to help address some of the critical needs within the city”, specifically as part of Objective 9.2 to “Promote and support the development of Social Innovation and Enterprise”. The process is overseen by the Dublin City Social Enterprise Committee which is comprised of representatives from key stakeholder organisations. €45,000-€50,000 is typically distributed among the Awardees each year and all are showcased at the awards ceremony. So far 35 SE have been awarded a total of €334,500.

The awards are designed to support SEs to start and develop, but also to foster awareness, learning and collaboration among SEs, support organisations and policymakers in the local and regional social economy and thus strengthen the ecosystem. Recipients also receive mentoring, management training courses, and an online voucher to support their continued development.

Additionally, there are strong efforts to generate promotion and profiling opportunities on local radio, through press releases and official events.

Sources: (UpSocial, 2022) (City of Dublin, 2021) (City of Dublin, 2021)

2.1.5 Development of digital strategies

The pandemic helped to accelerate digitalisation within the SSE, allowing many SSE organisations that were able to adapt to continue their activities, however, it also made the digital divide (between organisations and individuals) much more visible.

Challenges highlighted in the PLP

At both the local and regional level, governments have realised they need to work more systematically on the digitisation of the entire SSE sector. For example, even Guadalajara, one of the main technological hubs in Mexico, has a large digital divide, both in education and the professional world, with a strong bias in terms of gender, class, and race. They recognise the digital divide has increased because of the lack of an adequate policy framework.

How cities are developing digital strategies

Cities have implemented a myriad of policies to address the need for digitalisation. Many, in the quest for digital, social, and racial equity, invested numerous efforts to bridge the digital divide, working through systemic barriers of communications and digital access even before the pandemic. The arrival of COVID-19 swiftly accelerated these processes.

Box 2.9. Digital Skills & Entrepreneurship Playbook: The case of San Francisco

San Francisco's OCI has helped support the development of a Digital Skills & Entrepreneurship Playbook – a course in basic digital literacy and entrepreneurship skills to be used by community-based organisations and other digital skill training providers to deliver classes and programmes to San Francisco residents. The project was developed in response to San Francisco's Digital Equity Strategic Plan for 2019-2024, which identified digital literacy as a barrier to living wage employment among low-income residents. This generated follow-on research which found that residents were most interested in learning about entrepreneurship and e-commerce. In response to these findings, discussions were started with community-based organisations to collect their perspectives on what resource would be most helpful to residents. Based on these insights, the goal of the project was to design an entrepreneurship and e-commerce digital skills playbook for low-income communities in San Francisco. The resulting Digital Skills & Entrepreneurship Playbook was designed to enable community-based organisations to teach basic digital literacy and entrepreneurship skills, with the hope that residents can then launch their own e-commerce businesses to support financial independence and community health. It covers topics such as entrepreneurship and running a business, e-commerce, personal online safety and security, with critical points, visuals and hands-on exercises.

The Playbook responds directly to the following challenges:

- Digital literacy as a barrier to living wage employment among low-income residents
- The need for entrepreneurialism to stimulate local economies
- The increased e-commerce and use of broad spectrum web-based applications during the pandemic and the growing impact of the digital divide

Sources: (City and County of San Francisco, 2021) (UpSocial, 2022) (City and County of San Francisco, 2019)

Digital courses on entrepreneurship, e-commerce tools, and digital inclusion are common strategies to lessen the digital divide, reduce unemployment, facilitate access to education resources, etc. To a greater or lesser extent, all cities introduced digital training opportunities with more or less consolidated training materials to navigate the pandemic (See Box 2.9 and Box 2.10). Public-private partnerships have been promoted and stakeholders from the digital sector have been mobilized to offer resources, training, and services to provide digital access and literacy to citizens and SSE organisations. Turin, for example implemented Torino City Love, an initiative to mobilise partners of Torino City Lab (Torino City Lab, 2021) and other businesses from Italy to support citizens and SSE organisations during the crisis to, for example, increase connectivity and digital access that would allow remote work and education.

Box 2.10. Digital training: The case of Belo Horizonte

Motivated by COVID-19 Belo Horizonte started implementing an 80-hour course of training in digital entrepreneurship for merchants, retailers and entrepreneurs of the creative and solidarity economy. Their efforts were largely focused on finding ways to directly communicate with vulnerable collectives without access to the internet, and training popular businesses, who, to survive, needed to acquire digital skills. The courses aimed to bring knowledge about the virtual world and e-commerce tools to individuals and collectives running traditional micro businesses. Additionally, in partnership with the Brazilian Service of Support to Small and Micro Enterprises, Belo Horizonte implemented a virtual marketplace to promote the products of the Social and Solidarity Economy. The Subsecretariat of Strategic Affairs and Investments considered this programme fundamental to assist and insert entrepreneurs in the digital context and promote the creative economy, promoting gastronomy, crafts and fashion.

Sources: (UpSocial, 2022) (City of Belo Horizonte, 2021)

Online portals connected the SSE ecosystems providing goods and services to the broader population while supporting local merchants and supply chains. Dublin created an online sales presence during the pandemic to support their local merchants who were unable to sell via traditional markets. The BuySocial initiative (Irish Social Enterprise Network, 2020) helped suppliers receive enough revenue to remain in business and provided much needed visibility. The more visibility for SSE related projects, the wider the market becomes and the further it can improve the social economy.

2.1.6 Fostering co-design processes

Cities recognise that initiatives that address consequences by the pandemic, and more broadly, a process of co-design between developers, funders, implementers, and users increases the likelihood of success. Cities recognize it is critical that collaboration happens early in the "social value chain", to properly and timely identify and understand the social needs. (OECD, 2020)

Challenges highlighted in the PLP

All nine cities aim to successfully co-design and co-implement their strategies together with SSE organisations. Most partners have dedicated agencies, platforms, umbrella organisations and events to gather the SSE ecosystem and to foster collaborative innovation as outlined in 2.1.3. However, key ongoing challenges related to this process were expressed in the PLP, particularly related to the adaptation to virtual spaces, or the inclusion if impact measurement at early design stages.

Participating cities are eager to find efficient ways to manage the transition from co-creation to co-management and co-delivery. It has also proven challenging to align the perspectives of administrations and SSE organisations. The innovative or more disruptive proposals that prove difficult to implement or scale if more traditional policy makers need to be convinced and involved in the process. Another common question is related to the roles of SSE actors and the city, and the subsequent need to move away from ingrained ideas, where either public or private organisations are viewed solely as funders or implementers.

How cities are fostering co-design processes

Cities are prioritising the co-creation of solutions between cross-sector agents and using a bottom-up approach with citizen needs at the centre. The trend towards co-design and co-delivery can be accelerated through many options, such as incentivised initiatives, public procurement stipulations (See Box 2.11 and Box 2.12), and supporting structures and programmes.

Box 2.11. Case Study Warsaw

The case of subsidized nurseries in Warsaw represents a good example of cooperation and co-creation of new procurement frameworks with businesses. Through the analysis of data provided by Warsaw's maps of accumulation of social problems, it became evident that some districts were lacking free nursery places to look after 0–3-year-old children. Through a consultation process the city found that shorter, less complicated tender processes, longer contracts of up to 5 years, subsidized places, fewer bureaucratic hurdles, and training for care-professionals would promote and increase private investment.

Putting in place these modifications thanks to a co-creation process allowed them to increase the number of places in non-public nurseries from 469 in 2018 to 6,277 places in non-public facilities (nurseries, children's clubs, day-care centers) in 2021. Between 2019 and 2021 248 contracts for approximately € 22 million were signed. Financially, in 2021, the monthly average cost of a child in a public nursery is €358 versus €303 in subsidized facilities, allowing the city to substantially save. Entrepreneurs have been granted guaranteed service provision and reimbursement of funds during the term of the contract, as well as constant supervision and substantive support and social skills training for carers and employees.

Source: (UpSocial, 2022)

Spaces for dialogue and co-creation are set-up where SSE stakeholders play an important role co-creating but also as intermediaries for this process. In some cases, cities are providing incentives and resources for the community and SSE organisations not only to support in planning but to take on active responsibilities (See Box 2.12).

Box 2.12. Co-creation in Public Procurement: The case of Turin

In Turin, they are witnessing a trend, which accelerated during the pandemic, to reduce and decrease traditional public procurement processes. Interactions with other actors from the SSE ecosystem, both from the private and social sector are increasingly based on a co-design approach with new, for example, public-private partnerships. For urban regeneration processes they are also stimulating co-management. Through the approved 'Regolamento dei beni comuni', the city has earmarked considerable resources for the activation of cooperation agreements, asking the community not only to support in planning, but also to take on responsibilities.

Sources: (UpSocial, 2022) (City of Torino, 2020)

Other policy options to foster the co-design of solutions include the use existing municipal data to analyse and find niches where co-creation processes could be useful to further develop the SSE landscape and attend to citizens needs (See Box 2.13), or the use of open innovation initiatives such as hackathons to find new social solutions that involve or strengthen the SSE.

Box 2.13. Social Innovation Labs and Networks to foster co-design and co-creation: The cases of Bilbao and Guadalajara

In Bilbao, Wikitoki is an experimental social / cultural / economic / political R&D laboratory. With 'co-' as a common nexus, Wikitoki's activities focus on the development of proposals with social, economic, urban, cultural and political impact through the crossing of disciplines and the activation of dynamics of co-creation and active participation of citizens and organisations. WIKIRIKI is a call for residencies open to all types of people and collectives (formal and informal), whose practice is linked to research, creation and/or applied creativity.

Guadalajara's Network of Innovation Centers offer: co-working and co-creation spaces, entrepreneurship programmes; innovation events for liaising and connecting with investors, internationalization programs, mentoring and consulting. These spaces are designed for a) entrepreneurs; b) micro, small and medium-sized enterprises; and c) people interested in developing innovative skills.

As part of the Networks main activities, are a series of events such as master classes, bootcamps or networking nights, that pursue the invigoration of the innovation and entrepreneurship ecosystem of the region. All events are open for the general public and the vast majority focus in creating solutions for specific regionally-centred problems.

Sources: (City of Bilbao, 2021) (Government of Jalisco, 2021) (UpSocial, 2022)

2.1.7 Economic viability

The economic viability of SSE initiatives has been challenged by the pandemic and local public administrations must support them. Long-term, effective, and inclusive responses to social challenges during the pandemic require permanent involvement of the SSE. Therefore, cities have explored different options to offer better economic opportunities for SSE actors to be competitive, and deliver the expected social outcomes while complying with public procurement legislation.

Challenges highlighted in the PLP

Partner cities pointed out the need to find creative solutions to fund or facilitate the economic viability of impact-focused SSE initiatives during the pandemic. Well-designed business models that are particularly aligned to its impact model are a key determinant of the economic viability of SSE initiatives. The SSE initiatives that have flourished during the pandemic in the participating cities have in common the absence of trade-off between the income-generating model and its social intervention. However, there are other impact-focused SSE initiatives that local city administrations were interested in supporting. They might not be the most competitive ones if analysed purely on economic criteria, but if the return-on-investment (ROI) considers social, environmental and economic aspects, the initiatives are extremely competitive and worth supporting. There is a challenge in creating appropriate incentives for SSE actors to maximize their social and environmental outcomes, address the wide variety of systemic social issues, while ensuring the initiatives are cost-effective and transparent.

Many SSE organisations struggle to become sustainable and achieve wider impact because official public support currently only exists for the early stages of setting up an SSE organisation. Without long-term support for strategic development, staff attraction, retention, development and planning, organisations tend to become over-stretched and run out of resources.

How cities are promoting economic viability for the SSE

The COVID-19 raised the cities need to support SSE in improving its economic viability. These have sought many options, from rapid responses to cope with COVID-19's effects, to sustainable sources of funding (See Box Montreal). Cities are making efforts to introduce social clauses into public procurement processes, as well as ways to enable the SSEs participation in public tenders (See Box 2.14).

Box 2.14. Combining short- and medium-term economic support methods: The case of Bilbao

Bilbao, as part of their "Bilbao Aurrera Plan" (Plan with €15 million to promote Bilbao's social cohesion, economic reactivation, employment and culture) has invested efforts to maintain and centralise support to the SSE organisations. There is a "one-stop system" focused on providing the SSE and general businesses, shops, and business developers with a range of urgent financial support measures. These take the form of tax breaks, consumer vouchers, rental subsidies, etc. Additionally, communication campaigns to "buy local" are proliferating. In 2020 a total of 1,272 entrepreneurs were assisted. 332 business initiatives, and 421 projects were accompanied and advised.

The city is also considering orienting social purchasing strategies towards pandemic recovery and the health system. They are encouraging SSE organisations to apply for government contracts and looking into developing more conducive (regulatory) ecosystem to make their application easier.

Sources: (City of Bilbao, 2020) (UpSocial, 2022)

Cities are also working hard to create appropriate incentives for SSE actors to maximize their social and environmental outcomes to best attract impact investors. The idea is to ensure financial support through the different development phases for young and mature SSEs, when their social or environmental impact can be demonstrated. This pathway could include capacity building to SSEs to help SSE actors develop more sustainable business models and fostering collaboration with private investors, as well as capacity building on impact measurement.

Overall, partner cities have developed a variety of programmes and activities to support effective and efficient SSE initiatives. They comprise procurement policies including social clauses (Rotterdam, Warsaw) or procurement regulations facilitating SSE bids (Bilbao), dedicated awards, funds/grants for SSE (Dublin, Warsaw), the collaboration with private investors (Rotterdam), or programmes that improve market access (e.g., e-commerce) for SSE organizations (Belo Horizonte, Dublin). However, innovative solutions such as Rotterdam's co-created marketplace offer a route to systemic change.

Box 2.15. The case of Montreal: Solidarity Finance Network and Subsidies for SSE buildings

A key area of support for the SSE ecosystem in Québec is the financing of collective enterprises. The Fédération des caisses Desjardins du Québec is the cooperative entity that operates as a bank responsible for orientation, framework, coordination, treasury and development activities for the 227-member caisses in Québec (as of December 2019) including the Caisse d'économie solidaire, which devotes \$800 million to support ventures from startup to growth stage. The Caisse often works in collaboration with the solidarity finance network in Québec, sharing risks with community financing institutions that manage funding provided by various levels of government. Their role is to lend quasi-equity without taking guarantees, such as The Chantier de l'économie sociale Trusts or the Réseau d'investissement social du Québec. To complete this overview of funding sources, the governments of Québec and Canada offer non-repayable financial contribution programs, some of which are managed by local authorities such as municipalities or by Investissement Québec.

Montreal is also concretely supporting the growth of the sector by subsidizing construction works to improve, renovate, expand, or buy the buildings from which SSE actors operate. With a budget of \$10 million, this program is part of the city's 2018-2022 Economic Development Strategy. The program offers up to \$400,000 in subsidies and is available to Montréal-based social economy businesses that are democratically-run non-profit organisations or cooperatives combining economic viability with social objectives.

Sources: (UpSocial, 2022) (Caisse d'économie solidaire, 2021) (Chantier de l'économie sociale, 2011) (City of Montreal, 2021)

2.2 Profiled SSE Projects

The solutions phase of the RRR PLP aimed to showcase a small number of innovative SSE solutions that not only respond to the shared pressing social challenges of cities (See Box 2.16) but that also address an aspect of the transversal challenges of SSE ecosystems covered in earlier workshops.

The economic crisis triggered by the pandemic contributed to broaden the social divide and increase the complexity of many social issues. In the words of San Francisco and Turin, COVID-19 has exposed and exacerbated many pre-existing issues such as systemic inequality and has worsened the conditions of the most marginalised groups of society.

Box 2.16. Pressing social challenges in the COVID context

The following overarching topics were mentioned by Cities as the main social challenges that have been most affected by COVID-19:

Unemployment and youth unemployment: Belo Horizonte, Bilbao, Dublin, Guadalajara, Rotterdam, San Francisco, Turin. Cities also mentioned precarious employment.

Lack of tourism: Belo Horizonte (no public spaces to sell products), Dublin, Montreal (devitalization of city centre), San Francisco

Mental Health: Belo Horizonte, Dublin, Rotterdam, San Francisco, Turin, Warsaw. As part of mental health cities also mentioned an increase in addictions and social isolation.

Growing inequality and poverty: Bilbao, Montreal, Rotterdam, San Francisco, Turin, Warsaw

Homelessness: Belo Horizonte, San Francisco, Montreal, Turin, Warsaw

Integration of migrants: Bilbao, Dublin, Montreal, San Francisco

Seniors: Belo Horizonte, Warsaw, Rotterdam

Food insecurity: Belo Horizonte, Montreal, Turin.

Digital, Social and Racial equity: Belo Horizonte, Bilbao, Guadalajara, Montreal, San Francisco, Turin

Domestic violence: Warsaw

Inclusion of people with disabilities: Guadalajara, Montreal, Rotterdam, Warsaw

Source: (UpSocial, 2022)

At the beginning of the pandemic, civil society and SSE organisations reacted swiftly to the emergency, attending to citizens' needs with COVID-19 specific responses. Turin established a territorial solidarity network to support and protect vulnerable people and groups with programmes such as psychological support, free supply of food and basic need items, a "solidarity" bank account to collect donations, and a web page to share COVID-19 related information. Warsaw activated a "Support System" to assist people in need, particularly elderly and socially isolated people. Support was implemented at multiple levels in cooperation between NGOs, local governments, volunteers, and business.

Of the many innovative solutions shared by cities across the workshops, two were selected to be explored in depth. The PLP aimed to select projects that showcase 1) new approaches how city administrations collaborate within SSE ecosystems, 2) cross-sectoral responses to pressing local social challenges caused or intensified by COVID, 3) strategic attempts to strengthen SSE ecosystems and 4) a general potential and demand for replication. The selection was based on the insights gathered on all solutions presented by all cities during the workshops, as well as the assessment of PLP partners according to the selection criteria.

The main reason for the selection was to focus our attention and resources on exploring the replicability of the solutions. Based on the consortium partners competences two teams were formed that worked with the selected cities to elaborate a more detailed presentation on the aspects relevant for replicability. The selected cities brought in key representatives of their SSE ecosystem to present the design and development of their initiative and focused on sharing information related to replicating the solutions such as:

- Reasons for implementation, objectives, beneficiaries, key activities, and main achieved results;
- Mobilisation of key stakeholders within the city administration and the SSE ecosystem;
- Timeline for design and implementation as well as needed financial and human resources;
- Main challenges faced to implement the solution and potential alternatives to address them;
- Pre-requisites and key success factors, define what is non-negotiable and what should be adapted locally.

2.2.1 Rikx, Rotterdam, the Netherlands

Box 2.17. Exploring the replication potential of Rikx

Relevance to the PLP

Rikx is an innovation that responds directly to the following challenges:

- Reducing unemployment (and other social challenges)
- Attracting private investment into social enterprises
- Fostering the collaboration of SSE stakeholders.

Description

Rikx is a local social outcomes marketplace, generating sustainable, private investment for proven projects. It helps residents into work by matching local projects that provide employment or move people closer to the labour market with sources of private funding. Rikx is innovative in that the funders 'buy outcomes' rather than funding activities, resulting in increased investment in local projects that work. Furthermore, Rikx uses an innovative 'social impact token' methodology – investors can 'offset' social impact as is seen with offsetting carbon for environmental impact.

Context and background

Rotterdam was already using social impact clauses on public procurement contracts to generate employment, but this policy faced challenges in its lack of flexibility and its limited potential to trigger systemic change. Rikx was co-designed and is co-delivered by the City of Rotterdam and the city's impact agency and responds to the City's vision to galvanise collective action, support bottom-up innovation, and stimulate private investment to address citizens' needs.

Rikx was designed as a tool that works for each SSE stakeholder: For municipalities, Rikx provides a way to deliver policies and increase and sustain private investment, relieving stretched public budgets. For social innovators, Rikx is a reliable source of funding for their projects. For companies, Rikx is a simple, effective way to meet CSR ambitions and obligations. And for social investors, Rikx provides reliable, impactful investment opportunities.

Replication potential

Due to the systemic approach of Rikx, and its ability to convene agents of change in a city, long-term success would result in a broad range of social outcomes for residents in cities globally. It addresses shared barriers to progress, such as insufficient and unstable private investment, a lack of incentives for collective and outcomes-focused action, and limited space for innovation.

The key considerations for replication are:

- The state of affairs within a city's social economy ecosystem: Rikx requires the existence of credible organisations delivering social impact.
- The availability of buyers: Rikx requires companies committed to investing in local social impact and/or that are contractually bound to deliver social impact.
- A driver to bring early-adopters to the Rikx marketplace: This could be a policy like the Social Return Obligation in Rotterdam, a fiscal benefit, or a Council-led campaign for example.

Sources: (UpSocial, 2022) (Rotterdam Impact Agency, 2021) (Rikx Platform, 2021)

2.2.2 Casa Bottega (Turin)

Box 2.18. Exploring the replication potential of Casa Bottega

Relevance to the PLP

Casa Bottega is an innovation that responds directly to the following challenges:

- Empty commercial spaces in communities in need of economic development
- A lack of cultural and employment opportunities for young creatives
- The need to live and work in an affordable way, which is changing rapidly in the COVID context
- The need to enhance processes of co-creation.

Description

Turin's Casa Bottega is an urban regeneration project that redeveloped and repurposed empty commercial premises transforming them into art workshops and accommodation for 8 young artist collectives. The project encourages urban regeneration, economic development, and to give young artists the role of changemakers in urban communities. The solution responded to the needs of both the local communities and the young artists. In the mid-term, the project aims to both provide a sustainable employment solution for artist collectives, and to generate a new legal framework to allow the temporary use of closed/abandoned commercial spaces.

Context and background

Urban deprived areas have a lot of disused commercial properties, and experience has shown that even with investment of public money, businesses are likely to stay closed. These vacant spaces create multiple problems, including security and expiring commercial certification etc. At the same time, many young people don't have accessible spaces to live and promote their cultural activities.

Replication potential

The following success factors defined by Turin would need to be replicated in each new city context:

- Work with deep-rooted local community-based organisations to identify vacant spaces, select appropriate artistic initiatives, and amongst all, lead the consolidation of a local community network to promote collective action.
- Set-up a favourable legal framework about temporary use of urban housing/ workspaces: The City of Turin has transposed the national rules on temporary use of vacant urban spaces.
- Working with youth and collectives who are keen on innovating and have low risk aversion.
- Financial and technical support for the renovation of spaces.

Sources: (Torino Social Impact, 2019) (UpSocial, 2022)

2.2.3 Learnings regarding replication of profiled projects

As the partners explored Rikx and Casa Bottega, they expressed the following general considerations regarding scaling social solutions:

- Exposure to other cities highlighted differences in administrative steps are needed to launch and manage civic programmes (San Francisco).
- There are policies, stakeholders or other forms of inciting powers that are vital to adopt innovation and change. These will vary per city. It is vital to highlight these and play to their strengths (Rotterdam).
- It takes time to build and nurture SSE ecosystems into powerful engines for change and social impact and being open to innovations from elsewhere enables a city to leap forwards.
- In response to Rikx, Cities shared that creating opportunities for public-private synergies is important on many levels. In looking for scalable innovations, there is a need to acknowledge innovation created outside of the public mandate.
- There is a need for a phase of exploration to see how we can replicate the solutions, part of the solutions or even the approach used by other cities regarding developing their solution. (Dublin).
- Replicability, even of exemplary projects, is only possible after a deeper immersion in experience to analyse real demands and make it possible to apply at a local level in another context (Belo Horizonte).

Chapter 3: Conclusions

In line with wider findings, the RRR PLP showed that the COVID-19 pandemic has in many cases strengthened ties between cities and their SSE ecosystems generating demand for tools and methods for enhanced eco-system workings. The SSE has been a strategic link and facilitator of programmes and events and acted as a “bridge” into communities, especially when only digital communication was possible. SSE organisations have proved resilient, becoming key partners for many interventions and increasing city administrations’ capacity to respond in a situation of emergency. Based on this experience, several cities have started to re-shape their strategies for developing SSE ecosystems. There are now opportunities for new projects, and for actors to reap the benefits of digitisation and an enhanced “network mindset”. Generally, cities are asking the question of how to maintain the momentum and sustain good practices that arose during the pandemic in the medium and long term.

When looking across the many factors related to SSE ecosystems within the RRR PLP, there was a clear trend for public administrations to establish long-term, horizontal relationships with SSE organizations. This constitutes a fundamental shift away from a “top-down” approach, shifting towards an approach where city administrations take on multiple and flexible roles as convener, co-creator and co-implementer. Cities perceive themselves as part of the SSE ecosystem instead and not as a governing agency that orchestrates SSE actors according to its strategies and goals.

3.1 Key Learnings and resulting policy options of the Peer Learning Partnership

3.1.1 *Solidarity, cooperation, and trust in the SSE ecosystem*

COVID-19 has laid a foundation and generated a momentum that can be leveraged beyond the “emergency-situation” to foster new connections and alliances. Trust, and the will to cooperate has increased during the crisis, but is still not enough to build strong, lasting partnerships. It could be further built via:

- Transparent, clear communication and understanding of roles, responsibilities and actions. Successes should be communicated, but also failures in order to both enhance accountability and lessen the stigma of failure related to highly innovative approaches.
- Developing a city-led narrative around collective responsibility, building a common vision.
- Defining clear, simple objectives for cooperation and measuring success and impact as a way to build transparency and trust.
- Involving key actors in processes of ideation to generate understanding and build trust in resulting initiatives.
- Nominate “trust brokers” to connect different groups of stakeholders.

3.1.2 Convening and connecting the SSE

The PLP confirmed that there is a need to further connect SSE ecosystem and this could be done through infrastructure and SSE support initiatives. The PLP's exploration of their various networks and umbrella organisations, online and/or physical spaces, designed to convene, connect, support, and activate the SSE ecosystem provided variety of policy options for introducing or enhancing these structures:

- Linking public and private efforts to create spaces (hubs) for SSEs to meet, develop, and to disseminate SSE culture and values.
- Helping SSE organisations “unionize” or get together to have more negotiation power when, for example, bidding for contracts.
- Creating a ‘One-Stop-Shop’ model with a range of capacity building and financial support to foster cross-sector projects.
- Adapting to new virtual ways of convening actors by exploring strategies to generate trust virtually and to make virtual encounters more productive.
- Creating regular dialogue channels between the city administration and SSE organisations to implement solutions quickly.
- Build action-focused outcomes and accountability into SSE networks ensuring connections go beyond discussions and conversations to create concrete tangible outcomes.
- Leveraging existing platforms to convene the SSE ecosystem.

3.1.3 Improving the visibility of social economy

The RRR PLP found that due to the pandemic, awareness of SSE organisations increased but that further action is needed to increase knowledge of exactly what the SSE is and does across a broader section of the community. Resulting policy options include:

- Communicating SSE success stories and impacts achieved. For example, identifying “champion projects” within the SSE and supporting them via visibility and funding to enable their growth as change agents.
- Communicating what public offices are doing to support the development of the SSE ecosystem.
- Interaction with the SSE community through direct lines of communication to design inclusive programmes.
- Identifying local and/or cultural ambassadors within the community to gain quicker acceptance /validity of actions involving the SSE.
- Developing a common language to communicate the value and benefit of the SSE to both the population and to other public offices.

3.1.4 Administrative challenges within public administrations

The pandemic brought a shift in city departments’ willingness to be open to collaboration and working in new ways, which has in turn helped to break longstanding internal siloes. Working better

as a municipality will have a direct positive effect in working externally with the SSE ecosystem. Collaboration within public administration could be enhanced via:

- Connecting national, regional, and local policies and strategies to strengthen SSE ecosystems. Including advocating to include development of SSEs into general City strategy.
- Clear roles and responsibilities related to the SSE, especially when there are overlapping strategies and structures, including creating feedback loops to ensure efforts are complimentary and not duplicative.
- Clear, graspable communication to more innovation-resistance offices about the benefits of joint work and the adoption of new, innovative strategies.
- Creating a long-term vision for the development of the SSE ecosystem including considerations related to changes in local governments.
- Developing an internal communication system related to SSE to organise the flow of information for the entire municipal administration.
- Training council workers in SSE-related subjects, new policies, transversally over the municipality (not only from directly involved departments).
- Creating an internal office with the role of SSE ecosystem governance as well as advising potential projects and submissions regarding relevant local, regional and national policies and initiatives.

3.1.5 Development of digital-support strategies for SSE

The pandemic helped to accelerate digitalisation within the SSE, allowing many SSE organisations that were able to adapt to continue their activities, however, at the same time it also made the digital divide (between organisations and individuals) much more visible. Policy options related to the challenge of a rapid increase in digitalisation include:

- Supporting programmes that offer SSE organisations digital courses on entrepreneurship, e-commerce tools, and digital inclusion.
- Encouraging public-private partnerships to offer resources, training, and services to support citizens and SSE organisations during the crisis to, digital access as well as digital literacy.
- Supporting SSE ecosystem actors to digitise and create an online sales presence via “virtual marketplaces,” providing goods and services to the broader population to support local merchants and supply chains, and also to help improve visibility.

3.1.6 Fostering co-design processes

Cities are prioritising the co-creation of solutions between cross-sector agents and using a bottom-up approach with citizen needs at the centre. SSE stakeholders can play an important role in co-creation but also as intermediaries for this process. Policy options for introducing or accelerating the co-design of solutions included:

- Creating programme blueprints and publishing stories of successful co-design processes that involve cities and other stakeholders from the SSE ecosystem.
- Developing incentives and resources for the community and SSE organisations, depending on programmes or activities, not only to support in planning but to take on active responsibilities.

- Modifying legal frameworks where/if possible, to best serve collaborative design and, especially, collaborative delivery across sectors.
- Using existing municipal data to analyse and find niches where co-creation processes could be useful to further develop the SSE landscape and attend to citizens needs.
- Using open innovation initiatives such as hackathons to find new social solutions that involve or strengthen the SSE.

3.1.7 Economic viability

The COVID-19 raised the need to support SSE in improving its economic viability. The RRR PLP explored of role of city administrations in generating sustainable sources of funding, as well as ways to making SSE more financially sustainable. The suggested options include:

- Ensuring financial support through the different development phases for young and mature SSEs, when their social or environmental impact could be demonstrated.
- Creating appropriate incentives for SSE actors to maximize their social and environmental outcomes to best attract impact investors.
- Introducing public procurement policies including social clauses, facilitating SSE participation in the public procurement.
- Considering introduction of dedicated awards, funds/grants for SSE.
- Supporting programmes that improve market access (e.g. e-commerce) for SSE organizations.
- Capacity building to SSEs to help SSE actors develop more sustainable business models and fostering collaboration with private investors
- Capacity building on impact measurement.

3.2 Outcomes of the Peer Learning Partnership

Over the course of 7 workshops over 7 months, the 9 city administrations of the PLP forged fruitful connections in terms of knowledge exchange, which led to the desire and commitment to develop these connections into ongoing working relationships with the aim of replication some of the best practice and innovative solutions shared in the PLP process.

The below is a summary of stated interest and intentions:

Montreal and Belo Horizonte: Belo Horizonte would like to know more about Montreal’s shared methods (incentives, legislation/legal framework) for inducing role of local government and the role of social enterprises in finding solutions for vulnerable people.

Guadalajara and Belo Horizonte: Belo Horizonte highlighted that they would like to carry out exchanges with Guadalajara as it is a city in the Latin American region and because they can share best practices in the preparation and implementation of courses and methodologies for SSE actors.

Turin and Belo Horizonte: Belo Horizonte showed interest in knowing more about the “Casa Bottega” and “Impacto Social Torino” programmes. Both teams were connected during the Solutions Workshop and they were able to explore key questions regarding the project. Belo Horizonte team plans to further explore and understand the Casa Bottega project.

Bilbao, Rotterdam and Montreal: Bilbao plans to discuss possibilities with the City of Rotterdam and Montreal to incentivize businesses to work towards the SDG.

Guadalajara and Montreal: Montreal's experience with the Montréal en Commun project and their implementation of different social innovative projects were key points to follow up for Guadalajara. Their bottom-up approach could help Guadalajara better understand how to foster a sense of belonging and community towards publicly led or funded projects.

Guadalajara and Rotterdam: Guadalajara is interested in further exploring the replication potential of the Rikx project. It has methodological value in terms of its monitoring, evaluation and learning approach which could guide the development of impact indicators to complement the key performance indicators Guadalajara operates with today.

Dublin and Bilbao: After the unemployment focus of the PLP, Dublin has expressed the intention to continue to explore this social challenge with Bilbao based on uncovered synergies.

Dublin and Montreal: Dublin expressed an interest in further exploring co-creation with citizens and the SSE sector to aid local economic development with Montreal based on uncovered synergies.

Dublin and Turin: The cities plan to continue an exchange regarding localised ecosystems and learning more about using spaces in a different way to support SSE ecosystem.

Rotterdam and San Francisco: Elaborating strategies and tools to offer employment opportunities is a subject of interest for Rotterdam based on the success of Rikx, thus the City aims to learn more about the Digital Entrepreneurship Playbook created by the San Francisco municipality. Rotterdam was especially interested in discussing whether OCI had been able to make the Playbook work for people who had been unemployed for long periods of time and/or had barriers to working, since this was a challenge they are facing in their own city. As of January 2022, conversations between both cities and related SSE stakeholders had initiated to begin adapting the Digital Entrepreneurship Playbook.

Warsaw and San Francisco: Warsaw expressed that San Francisco's Civic Bridge blueprint of a public-private volunteering model could help Warsaw in maintaining the energy of engaged civil society members after the pandemic has passed.

Warsaw and Dublin: Warsaw expressed an interest in further exploring Dublin's examples of how businesses provide support to social enterprises through mentoring and learning, reward programmes.

"We came into this project looking to further our understanding of creating systemic change with regards to SSE ecosystems. We have certainly gained knowledge in a field of expertise that is very much in an experimental phase globally. This project has planted seeds that have a high yield. We hope to find more time and funds to address this to the extent we could create permanent impact and help drive change locally and globally." ROTTERDAM

Annex A.

Members of PLP consortia

Coordination: UpSocial (ES) in partnership with Ashoka Austria

European and International City Networks: EUROCITIES, METROPOLIS

Researchers, academic and methodology partners: ESADE (ES), ESCF (EU), GENIO (IRL)

SSE Support Organisations: Ashoka Brasil, Ashoka Mexico, Change-X (IRL), ScaleChanger (FR), Spring Impact (US, UK), MaRS (CAN), UpSocial, UpSocial Canada.

Members of PLP events

Members of PLP consortia and the local governments of the following cities:

- Belo Horizonte, Brasil.
- Bilbao, Spain.
- Dublin, Ireland.
- Guadalajara, Mexico.
- Montreal, Canada.
- Rotterdam, The Neatherlands.
- San Francisco, USA.
- Turin, Italy.
- Warsaw, Poland.

List of events and participating policy makers

- 9 Onboarding calls
- First All-Peer Event on June 29th. 22 policymakers from 9 cities
- Challenge workshop A “Inclusion and support for vulnerable populations through the SSE” on July 6th. 11 policymakers
- Challenge workshop B “Transition to the labour market for unemployed youth through the SSE” on July 8th. 12 policymakers.
- Second All-Peer Event on July 15th. 23 policymakers from 9 cities.
- Solution Workshop on September 21st 11 participants in total. 6 policymakers from Dublin, Turin, and Warsaw.
- Solution Workshop on September 23rd. 12 participants in total. 7 policy makers from Belo Horizonte, Guadalajara, and Montreal.
- Solution Workshop on September 28th. 13 participants in total. 7 policymakers from San Francisco and Rotterdam.

- Solution Workshop on October 1st. 11 participants in total. 5 policymakers from Dublin and Bilbao.
- All-Peer Event on October 7th. 35 participants in total. 18 policymakers from 8 cities, (all except Bilbao).
- Experimentation workshop October 28th. 31 participants in total. 15 policymakers from 7 cities (all except Bilbao and Montreal).
- Final All-Peer Event on November 16th. 32 participants in total. 18 policymakers from 8 cities (all except Turin).

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