



SKI.F.T. – SKILLS FOR TRANSITION

D.2.4. Report on the fourth transnational capacity-building seminar in Strasbourg

15 May 2025

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SKI.F.T. Fourth Capacity-building meeting/Final conference
**“Skills for Transition: Creating territorial ecosystems facilitating
green transition of micro and small social economy enterprises”**

15 May 2025, 9.00 - 17.15 CET

Venue: Kaleidoscoop, 5 Rue de la Coopérative, 67 000 Strasbourg

Report



Picture credits: Mathilde Cybulski

Participants:

REVES members, REVES staff, members of the SKI.F.T. partner consortium and other participants:

Liliana Amundarain, SINGA Strasbourg (FR)

Sara Belloi, Legacoop Emilia-Romagna (IT)

Véronique Bertholle, City of Strasbourg (FR)

Stéphane Bossuet, Cooproduction (FR)

Elsa Brander, Kooperationen (DK)

Ilaria Buttu, CECOP

Marie-Laure Cuvelier, Nouvelle-Aquitaine Region/GSEF (FR)

Sarah De Heusch, Social Economy Europe

Fabiola di Fazio, Demetra Formazione (IT)

Valentina Dragone, Demetra Formazione (IT)

Antoine Dubois, Eurometropole Strasbourg

RobertDzięgielewski, FISE (PL)

Charlotta Englund, Region Örebro County (SE)

João Esteves, Municipality of Cascais (PT)

Urszula Fila-Kicman, FISE (PL)

Carl Forsberg, Västra Götaland Region (SE)

Giuseppe Guerini, CECOP

Sandra Guilmin, City of Strasbourg (FR)

Roser Hernandez, Generalitat de Catalunya (ES)

Stéphanie Herr, France Active Alsace (FR)

Alessia Ibba, Torino Social Impact (IT)

Jean-Luc Kabisa, City of Östersund (SE)

Erdmuthe Klaer, REVES aisbl

Julia Koczanowicz-Chondzynska, FISE (PL)

Felicitas Kresimon, Consorzio VIVES (IT)

Ulla Kux, Stiftung Pfefferwerk (DE)

Damien Lang, CRESS Grand-Est (FR)

Pablo Lansac, ANEL (ES)

Somhack Limphakdy, bYfurk (FR)

Elisa Mancinelli, REVES aisbl

Virginie Manina, City of Strasbourg (FR)

Antonio Martinez de Bujanda, ANEL (ES)

Rosaria Mastrogiacomo, Legacoop Emilia-Romagna (IT)

Iñaki Mendioroz, Gobierno de Navarra (ES)

Baptiste Mandouze, European Commission

Fabienne Oré-Courregelongue, City of Bordeaux and Global Social Economy Forum

Mirko Payet, CRESS Grand-Est (FR)

Carmen Paolone, City of Strasbourg (FR)

Anne Perret, Kaleidoscoop (FR)

Per-Olof Wallberg Persson, Coompanion Jämtland Härjedalen (SE)

Werner Pirnay, Public service of Wallonia (BE)

Elena Scanferla, CSA COESI

Eva Schmitt, Coordinator of Territoire 100% Apprenant (FR)

Jennifer Sibley, London Borough of Sutton (UK)

Anne Svensson, Region Västra Götaland (SE)

Roberta Trovarelli, Legacoop Emilia-Romagna (IT)

Ana Umbelino, Municipality of Torres Vedras (PT)

Lisa Vogel, Maison de l'Emploi (FR)

Laura Zambrini, Demetra Formazione (IT)

SKI.F.T. Beneficiaries:

Mirko Alghisi, Il Barone Rosso Società Cooperativa Sociale (IT)

Michele Barbieri, Il Barone Rosso Società Cooperativa Sociale (IT)

Karolina Bazydło-Rossienik, Fundacja na Rzecz Rozwoju Oraz Edukacji Dzieci i Młodzieży (PL)

Francesca Belotti, Consorzio Solco Città Aperta (IT)

Stefano Domenghini, Solaris cooperativa Sociale Onlus (IT)

Barbara Fabbrini, Solaris cooperativa Sociale Onlus (IT)

Silvia Iacomini, Tice Cooperativa Sociale (IT)

Alicja Kowalik, Targ Pietruszkowy Foundation (PL)

Patrycjusz Kuzia, Spółdzielnia Socjalna Bochema (PL)

Kamil Łapa, Fundacja Targ Pietruszkowy (PL)

Katarzyna Maciąg, Spółdzielnia Dobrze (PL)

Natalia Malinowska, Fundacja MARS (PL)

Bartłomiej Mikołajczyk, Valmind Sp. z o.o. (PL)

Diego Moratti, Soc. Coop. infoSOStenibile (IT)

Sandra Moreno Cadena, RIPESS Intercontinental Network for the Promotion of Social and Solidarity Economy (ES)

Tamara Nicodeme, Eco Markets (MT)

Pier Francesco Orsi, Eta Beta Cooperativa Sociale (IT)

Olga Odziemczyk, Fundacja na rzecz rozwoju oraz edukacji dzieci i młodzieży (PL)

Almudena Perez Molina, Fundacion Hazloposible (ES)

Stanisława Retmaniak, Stowarzyszenie BORIS (PL)

Simonetta Rinaldi, Soc. Coop. infoSOStenibile (IT)

Davide Specchio, A.S.D. - A.P.S. Virtual Life (IT)

Patrycja Surowiec, ZEROBAN (PL)

Sebastian Szczepaniak, Fundacja MARS (PL)

Katarzyna Szeniawska, Dobrze Cooperative (PL)

Angeliki Tzampazi, Rhodes Centre for History and Social Research (Rhodes Project) (GR)

Marie Oline Viuff Lundgaard, Byggevirke & Datter / Næste / Ordsnedkeriet (DK)

Paula Wawer, Spółdzielnia Socjalna Bochema (PL)

Joanna Wierzba, Zeroban Social Cooperative (PL)

Żaneta Woźnica, Fundacja Działaj już dziś (PL)

Chiara Zannini, Riabilitare Società Cooperativa Sociale (IT)

1. Objective

This event had the objective to:

- Share main results of the SKI.F.T. project;
- Present concrete tools for/best practices of green transition in the social economy;
- Discuss possibilities to better enable small and micro social economy actors to engage in green transition processes through the creation of local partnerships and conducive policy frameworks (including mechanisms of co-construction of public policies);
- Provide an opportunity for an interactive exchange of experience and know-how between social economy entrepreneurs, social economy support organisations, policy-makers and other stakeholders from different EU Member States;
- Foster capacity-building also through direct exchange with local initiatives for green transition in Strasbourg and surroundings;
- Develop perspectives for future policy action at different levels.

It was co-organised by REVES, the city of Strasbourg and CRESS Grand-Est.

2. Programme of the event

9h00 Opening

- Véronique Bertholle, Deputy Mayor of Strasbourg, in presence of Carmen Paolone, City Councillor in charge of the social economy
- Damien Lang, CRESS Grand-Est
- Elsa Brander, Kooperationen (DK)

9h15 Presentation of the SKI.F.T. project and project results

- Erdmuthe Klaer, REVES aisbl

9h30 Fireside chat with SKI.F.T. beneficiary enterprises

- Joanna Wierzba, Zeroban (PL)
- Angeliki Tzampazi, Rhodes Project (GR)

- Silvia Iacomini, Social Cooperative Tice (IT)

10h15 Coffee break

10h30 Reinforcing local ecosystems for green transition also of small and micro social economy actors (Work in thematic groups)

Group 1: Local policy frameworks:

Facilitator: Erdmuthe Klaer, REVES aisbl

- Pact for a sustainable local economy in Strasbourg/co-construction of transition-related policies within the Social and Solidarity Economy Council of Strasbourg – *Carmen Paolone, City Councillor/Sandra Guilmin, City of Strasbourg*
- Cascais Smart Pole, *João Eduardo Esteves, City of Cascais (PT)*

Group 2: Financial support & The role of social economy support organisations

Facilitator: Mirko Payet, CRESS Grand-Est

- Okoté – a mix between private, public and citizen finance of social economy initiatives – *Stéphanie Herr, France Active Alsace*
- Green Enterprise Partnership Programme of the London Borough of Sutton – *Luan Baptista Ribeiro, Climate Partnership Manager (UK)*
- bYfurk and the Ecological transition revenue – *Somhack Limphakdy, Co-founder of bYfurk*

Group 3: Impact measurement

Facilitator: Elsa Brander, Kooperationen

- Impact measurement tool & programme tailored to micro & small social economy enterprises in Strasbourg – *Virginie Manina, City of Strasbourg/Stéphane Bossuet, Director General, Cooproduction& Eva Schmitt, Coordinator of Territoire 100% Apprenant*

12h00 Short feedback from the thematic sessions

12h15 Lunch break

13h15 Visit Kaleidoscoop, with *Lisa Vogel, Maison de l'emploi* and *Anne Perret, Co-Director of Kaleidoscoop*

14h30 Meeting social economy enterprises and projects from Strasbourg/Grand-Est

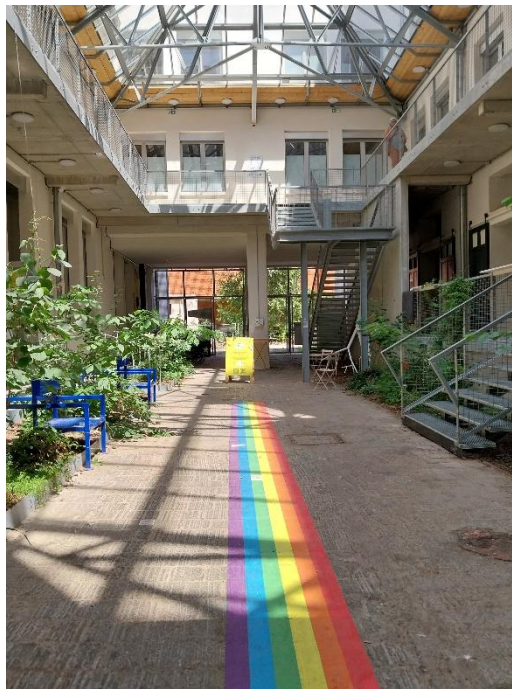
15h45 Coffee break

16h00 Panel discussion: Policy conclusions

- Giuseppe Guerini, President of CECOP and Member of the European Economic and Social Committee
- Baptiste Mandouze, European Commission, DG Employment and Social Affairs
- Fabienne Oré-Courregelongue, City of Bordeaux and Global Social Economy Forum
- Luan Baptista Ribeiro, Climate Partnership Manager, London Borough of Sutton (UK)

17h00 Closing of the event by *Carl Forsberg, REVES board member, first Vice-President of the Culture Committee in Västra Götaland and President of the Social Economy Council (SE)/Antoine Dubois, Deputy Mayor in charge of Social Economy, City of Strasbourg*

3. Venue



[Kaleidoscoop](#) is a SCIC (cooperative society of collective interest) which was established in 2021 by social economy organisations and civil society from both sides of the Rhine (Strasbourg and Germany), with the support of the City of Strasbourg and Strasbourg Eurometropole. Co-founded by CRESS Grand Est, Cooproduction and the Maison de l'emploi, it plays the role of a social economy house in Strasbourg and of French-German third place for ecological, social and economic transitions. As for now, it is the only

example of a SCIC gathering 2 cities from different countries (Strasbourg and Kehl) in its governance model. Located in a former industrial neighbourhood (with a cooperative past) in full transformation, the initiative provides co-working and meeting spaces for local organisations and initiatives that commit themselves to principles of social, societal and green transition. A main aim is to create links between different projects and organisations, and to jointly act as a hub for change in Strasbourg and surroundings. In addition, Kaleidoscoop engages in the fight against climate change for example through rainwater harvesting, reused furniture, heating from the district heating network, or bio-waste recovery. The infrastructure itself was renovated in a eco-friendly way, involving local social economy enterprises. Public procurement related to the renovation included a number of social clauses. Members and guests may also use the services of a café, a bicycle self-repair initiative, or the cross-border resource centre which promotes cross-border cooperation, employment and entrepreneurship through different initiatives targeting job seekers, project leaders, (potential) entrepreneurs, students and others.

4. Discussion

Welcome



Véronique Bertholle, Vice-Mayor of Eurometropole Strasbourg in charge of European affairs, welcomes participants to Strasbourg, official seat of the European Parliament and a number of other European and international

institutions. She introduces the venue of the event - Kaleidoscoop – a SCIC (cooperative society of collective interest) bringing together (social economy) organisations and public authorities from both sides of the Rhine.

For Damien Lang, manager of the Strasbourg branch of the Chamber for Social and Solidarity Economy (CRESS) Grand-Est, Kaleidoscoop symbolizes, with its history, objective and physical location, (transnational) cooperation as well as transition in all its different dimensions (social, economic, environmental ...). Lang presents CRESS Grand-Est which is a regional network of social economy enterprises. Recognised also by the French national social economy law it has

the aim to promote the development of the local social economy. CRESS also works with European programmes such as the European Social Fund (ESF) in the framework of which it manages, for example, together with the Grand-Est Region, a programme which has the purpose to spread a culture of European cooperation among social economy enterprises and contribute to improving the capacities of the latter to participate in transnational partnerships and projects.

For Elsa Brander who takes the floor for SKI.F.T.'s project leader, Kooperationen, the social economy has become a powerful global force—proof of the enduring impact of cooperation and solidarity. In the face of complex global challenges — climate change, digital disruption, armed conflict, and democratic decline —social economy is proving to be a key driver of resilience. It addresses these issues by creating green jobs, promoting equality, fostering local empowerment, and upholding democratic values. Its mission is to reduce all forms of poverty—material, social, and ethical—through sustainable, community-based solutions.

The SKI.F.T. (Skills for Transition) project embodies this mission. Co-funded by the EU's COSME programme and led by seven cooperative organisations, SKI.F.T. supports people-centered green transition cooperative enterprises. More than 60 small and micro social economy businesses have benefitted from the project through webinars, coaching, transnational exchanges, and direct financial support to advance their sustainability goals. Participants in the SKI.F.T. program are today's green pioneers, building on a legacy of resilience and cooperation to help shape a fairer, greener and more inclusive future.

Presentation of the SKI.F.T. Project

The “Skills for transition” project (SKI.F.T.) has the objective to accompany micro and small social economy enterprises in green transition processes.

In this context, next to the development of sustainable business models, partners also work on means to stimulate cooperation between small and micro SEE and other local actors, on possibilities for small and micro SEE to be part of local social green value chains, as well as on ways and methods for small and micro SEE to communicate their efforts and added value more effectively.

The project partnership, led by Kooperationen (DK), is composed of five social economy intermediary organisations from Denmark, Italy and Poland, as well as two European networks.

The project consists of three main stages:

Partners started with some research on specific green transition-related needs of micro and small social economy enterprises. Moreover, they sought to identify already existing instruments and programmes facilitating green transition projects/processes of enterprises and organisations. In a second phase project partners in Denmark, Italy and Poland deliver advisory and coaching services to small and micro social economy enterprises from these and

other countries of the European Union and Turkey. Having completed the advisory and coaching phase small and micro social economy enterprises have the possibility to apply for direct financial support. With this financing they are able to purchase further capacity-building-related services from external service providers.

Local project activities were fed by transnational capacity-building seminars for the project

SKI.F.T. Project Stages & Activities



partners and beneficiaries organized both in presence and online over the whole duration of the project.

A short insight into the different stages of the project and (interim) results: At the outset of the project, SKI.F.T. partners undertook a survey and interviews with 75 small and micro social economy enterprises in Denmark, Italy and Poland. The aim was to find out more about what these enterprises already did regarding green transition, what they would like to do in the future, which *were* or *are* main obstacles they perceive for green transition processes in their enterprise, and what their needs are in terms of capacity-building and other aspects.

Many of the enterprises that took part in the survey do already to different extent integrate environmental sustainability in their practices. Examples are the use of renewable energy sources, upgrading to more modern and energy-efficient equipment, energy saving policies, sustainable waste management/recycling, use of biodegradable packaging or of sustainable means of transport, ...

Nearly all respondents would like to do more, but encounter obstacles, including mainly a lack of a) knowledge/expertise (including with regard to possible cooperation with other private and public players), b) financing, c) human resources/time to devote for capacity-building, or d) knowledge regarding possibilities to find expertise on specific topics.

In parallel to the survey the SKI.F.T. partnership identified several already existing tools/programmes developed to facilitate green transition processes of enterprises and organisations. In this context, the focus was not only on tools conceived specifically for social economy enterprises. The consortium decided to take a wider look: In terms of *target groups* project partners included tools/programmes developed for the social economy, but also those addressing other type of enterprises/organisations, and/or public authorities and that could potentially be used for the social economy, as well. The consortium analysed different *type of support*, including training courses/webinars, guidelines, (online) self-assessment tools, good practices, etc. In addition, project partners also took into consideration different type of *providers/organisers of green transition-related capacity-building programmes and tools*: social economy-related structures, consultancies/other type of private enterprises, business development agencies, universities; (European) networks/associations, ...

From the more than 90 tools spotted (brought together in a repository of tools), only a minority has been built mainly for the social economy or organisations close to the social economy.

Many of the identified tools and programmes focus rather on the «traditional» enterprise. This does not mean that they could not serve as an inspiration and support also for the social economy. However, in many of these instruments elements that allow for an integration of specific characteristics of the social economy, such as relational/participatory aspects and governance-related topics, are often missing. Partners made similar observations regarding (a lack of) the collective perspective, i.e. designing and implementing green transition processes in cooperation with partners/stakeholders – an aspect which is important *also and in particular* for small and micro social economy enterprises.

As a consequence, SKI.F.T. partners developed a matrix to help visualize the different questions/elements and relations a (small and micro) SEE might or should take into account. It contains in the column on the left different areas that might be chosen as priority themes of green transition processes and, in the upper row, different type of stakeholders of the social economy (*see attached presentation*).

The matrix should not be considered as another self-assessment tool. It has been conceived more as an analysis grid which is supposed to help gaining an overview on the different aspects and relations a social economy enterprise should/might have to take into consideration when assessing its performance in terms of green transition and planning future actions.

The objective is NOT necessarily to fill in all fields (in some cases this might not even be possible). Yet, the matrix might be of help when defining the ‘state of the art’ of the green transition-related performance of a social economy enterprise and also help to then identify the specific aspects the enterprise might need and/or wish to improve.

For the different aspects/boxes guiding questions were developed and good practices/tools added. Also, partners’ work with beneficiaries at local level further fed this work.

The advisory sessions provided by the project partners to beneficiary enterprises enabled the latter to assess the state of the art of their enterprise with regard to green transition, including needs, and to identify concrete goals for further action.

In a subsequent stage beneficiaries had the opportunity to deepen specific topics through collective or individual coaching in form of thematic webinars, workshops and on the job accompaniment. In addition, beneficiaries were also invited to attend several online or in-presence transnational capacity-building seminars, in which a variety of methodologies and tools related to topics such as communication, multi-stakeholder cooperation, impact assessment, etc. were shared. The final objective of the coaching process was to help beneficiary enterprises to develop clear strategies for their green transition initiatives.

In total, the SKI.F.T. process involved more than 60 micro and small social economy enterprises (mainly cooperatives and associations) covering different fields of activity (food and retail, education and training, IT, social services, circular economy or research, ...) from Denmark, Italy and Poland, but also Malta, Greece, Poland, Spain and Turkey.

A final publication including the aforementioned repository of tools will be published in August/September 2025. Interesting information can also be found in the newsletters of the project (including interviews with beneficiary enterprises, social economy intermediary organisations, local and regional authorities). All this including a list of providers of capacity-building services and other material has been or will be published on the project website <https://skift.kooperationen.dk/forside/>.

Fireside talk with beneficiary enterprises

Three enterprises which are taking part, as beneficiaries, in the SKI.F.T. capacity-building actions are invited to present themselves and respond to several questions linked to their transition projects.

The [Rhodes Centre for History and Social Research \(Rhodes Project SCE\)](#) (GR), represented by Angeliki Tzampani, is a research centre established in 2013 on the Rhodes Island. With its research activities in the field of humanities and social sciences, including a focus on social innovation, the registered social cooperative enterprise aims to serve the local community on the island and beyond. In general, the centre has the objective to create sustainable jobs in digital humanities and social science, with a particular focus on R&D in Greek island regions.

The [Social cooperative TICE](#) (IT), represented by Silvia Iacomini, has the objective to empower persons with different neuropsychological features, with a specific focus on children, youngsters and young adults. In this context, the cooperative runs, for example, several psychological clinics, provides a variety of services, carries out research linked to educational and developmental psychology, psychodiagnostics, or helps setting up and run psychological

groups and communities, to name only some of its activities. The overarching aim is to promote neurodiversity as a natural human variability.

Linking the circular economy with social innovation and inclusion is the objective of the Polish



Social Cooperative Zeroban,

represented by Joanna Wierzba. The cooperative employs women facing a diversity of barriers, including physical ones such as autism spectrum disorder, deafness, intellectual or physical disabilities

or the experience of having escaped a war. Zeroban seeks to upcycle used material such as banners of organisations/enterprises or coffee bags. In addition, it provides education around circular economy approaches and green transition in general, etc.

Has green transition always been a topic for your organisation? And how does it rhyme with social values and participation?

Angeliki Tzampazi illustrates, on the example of her island (Rhodes), how climate change and environmental problems impact all areas of life and economy.

Joanna Wierzba refers to the deep roots of her cooperative in a broader approach of transition which recognizes the necessity for change for a more human, inclusive society respecting people and planet.

Tice cooperative is following a similar approach which also has the aim to accompany beneficiaries to become themselves protagonists of transition.

What are the challenges your enterprise is facing in making its activities, products and services more environmentally sustainable? How will you use the support provided by SKI.F.T.

Angeliki Tzampazi refers to one of the current focus topics of her organisation which is to form sustainable development partnerships, enhance the democratic involvement/participation of locals, and enable the green transition of local enterprises in Rhodes Island. One of the barriers here, is, however, the fact that most parts of the local population are not engaged in the process. Rhodes Project tries to counteract this by inviting locals to create so-called hubs of ideas – bottom-up processes in which inhabitants have the opportunity to meet, express their needs, wishes and jointly seek for solutions.

Moreover, Rhodes Project would like to expand its advisory capacities in environmental consulting (taking into account also the specific peripheral location of the island), but also further formulate its sustainability strategy to help inform ongoing decision-making and external communication.

For Joanna Wierzba a main challenge remains the low awareness of the population with regard to the need for green transition. Zeroban tries, through its different daily activities, to convey related values and knowledge.

According to Silvia Iacomini, TICE could improve the environmental sustainability of its own activities and services through the (better) use of digital tools. In the medium term, the cooperative would like to completely abandon the use of paper. At the same time, it would like to provide more opportunities for children to take part in online sessions. The capacity-building offered in the framework of SKI.F.T. will be used to engage in these processes.

Moreover, Rhodes Project would like to improve its marketing capacities (taking into account also the specific peripheral location of the island), but also capacities and knowledge linked to due diligence, procurement, etc.

Also Zeroban hopes to increase, through training and coaching opportunities in the context of SKI.F.T., its communication capacities (“getting our message across”) as well as its ability to find new business partners.

Do you already work together with local/regional authorities? How could they support you in your endeavours?

Joanna Wierzba explains that her cooperative already works in partnership with public authorities. Yet, in her view, the latter do not always see or recognize the added value of social economy enterprises and are not always able to distinguish the latter from other type of enterprises. She also points to a frequent misunderstanding: “We do not want anything for free, we just want to be recognized as a partner able to cooperate.”

Silvia Iacomini agrees with the previous speaker. Yet, her cooperative has rather positive experiences in the cooperation with schools in the framework of which new projects involving neuro-divergent persons are created.

Angeliki Tzampazi regrets that many cases in which her enterprise managed to set up a cooperation with local authorities end as punctual one-off projects, without any continuation and follow-up. A new project with the local development agency has recently been launched. The objective is to mobilise different local actors, including farmers, to discuss impact tourism and a possible related vision for the island.

1. Legal and policy frameworks

Social, economic and environmental transition in Eurometropole Strasbourg are fostered through two main policy frameworks:

1. **The Pact for a Sustainable Local Economy** ([Pacte Pour une Economie Locale Durable](#)) of Eurometropole Strasbourg, launched in 2020, has seven objectives:
 - Fostering cooperation and mutual knowledge, creating trust;
 - Promoting ecological transition and resilience of the city to the multiple crises;
 - Fostering experimentation;
 - Using digital technology to accelerate the social and ecological transformation of the Eurometropole;
 - Promoting quality employment and skills development for all;
 - Strengthening social and territorial equality;
 - Evaluation.

Any kind of local actor was/is invited to sign the pact which also includes – as objective number 7 already suggests - specific provisions for a continuous evaluation of its impact. A number of social economy actors are among the signatories. The latter may propose concrete initiatives to be realized in the framework of the Pact, such as the afterwork meetings around transition suggested by the social economy.

2. The **Social Economy Council of the Eurometropole Strasbourg** was created in 2015 with the purpose to provide a platform for the co-construction of local social economy policies. It seeks to construct, in partnership with policy-makers, local administration and other local stakeholders, a shared vision and concrete objectives around specific themes. In this context, the objective is also to build a shared language/vocabulary.

Since several years the Social Economy Council is also working on transition (here it is supported also by a specific public agency focusing on transition). The topics dealt with in this framework are, for example, public procurement, circular economy, fight against foodwaste, energy transition, etc. Capitalising also on what exists already, a main objective is to enable citizens to take ownership of transition issues. On this basis, the Council is developing a shared Territorial Action Plan for Transition in the Social Economy.

The Council is open to any interested person or organisation that is willing to co-construct policies (organisations do not need to be representative).

On a question by a participant Sandra Guilmin, City of Strasbourg, explains that no specific budget has been allocated to the work of the Council.

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A participant from an Italian cooperative federation informs participants about the existence, also in her region (Emilia-Romagna), of a similar pact entitled “Pact for Employment and Climate”. However, it is much more formal in its functioning. Membership is restricted to representative organisations of different groups of stakeholders. The Council serves as a kind of consultation board for the region which presents its policy projects and collects reactions from the different stakeholders. Participation to policy-making might appear more direct this way. On the other hand, the Council does not provide an opportunity for individual citizens or smaller organisations to bring themselves in.

Another participant from Västra Götaland (Sweden) explains that a Council for Social Economy has existed in his region for 20 years. Several platforms have been created within the Council to work in the different geographic areas of the region. However, many larger organisations that are members of the Council have, due to their size, their own relations to the region. In order to give the Social Economy Council more relevance and foster cooperation, long-term agreements have been signed between the regions and the different geographic platforms of the region. The platforms designate the members of the Council (four members represent local authorities, six civil society organisations).

Referring to the objectives of cooperation which are central to the work of the presented councils, another participant from Greece observes, in her region and country, a problem of competition. Some organisations lack a will to cooperate, as they fear to lose their influence.

The [Cascais Smart Pole](#), funded with EEA grants, was established by a partnership consisting of eight partners (public authorities, different type of enterprises, university, community initiatives, etc.). The goal of the alliance was to create a Living Lab which would enable the local community to develop virtual and practical experiences linked to green transition. The Living Lab focused on the following main areas: energy, water, community, green areas, circular economy, buildings and mobility. Moreover, the partnership had the objective to closely (including scientifically) investigate how green transition projects were able to improve the area around the university. A broad diversity of projects were developed, including energy-sharing, the development of biodiesel, the creation and maintenance of green spaces and related educational activities, etc.

Setting up a renewable energy community was one of the objectives of a green transition project developed from 2019 to 2023 in a deprived area of the city of Cascais with funding from the local government. The initiative took its departure at a kindergarten belonging to one of the NGOs active in the area. Solar panels were established on the rooftop of the kindergarten to help the organisation reducing its energy bills, but also to support the surrounding community. Approximately 20 households could be supported (all of them were able to reduce their energy bills by 50 %). The project also included a number of awareness-raising and educative activities targeting in particular children. This way the first renewable energy community in Cascais was born.

In the process, the partners tried to engage with citizens in order to co-construct the green areas planned and other projects. An initiative around urban agriculture for instance provided an opportunity to actively engage the precious know-how for example of persons with a migration background.

The city of Cascais hopes to replicate the project also in other areas of the city.

The activities around the Cascais Smart Pole also led to the creation, in cooperation with Nova School of Business and Economics, of [CIFAL Cascais](#), a training centre which provides specific training linked to sustainable development, to individuals and communities in Portuguese-speaking countries.

Discussion:

Replying to a question by a participant Joao Eduardo Esteves, City of Cascais, shares his opinion regarding the role of a municipality in green transition processes which should consist mainly

in creating constructive connections between a diversity of stakeholders, bringing them together and animating the partnership.

Cascais has a dedicated budget for green transition-related initiatives also by individual inhabitants: A Green Fund was created which also supports families that wish to replace old machines or to insulate their houses.

The city also promotes the participation in European programmes. It has launched, for instance, a capacity-building initiative targeting in particular small organisations and enterprises. Moreover, the city encourages different type and size of private enterprises (including the social economy) to join forces in applying for funding.”

2. Financial support & The role of social economy support organisations

[Okoté](#) is a participative financing platform which is active in the French regions of Alsace, Lorraine and Martinique. It aims to support, finance and connect the people who come up with solutions and develop new projects to meet the challenges society is facing: accelerating the ecological transition, strengthening social ties, supporting people as they age, promoting access to healthy, sustainable food, reducing and reusing waste, and much more.

Okoté was inspired by the Spanish platform Goteo that France Active Alsace discovered through the Urbact Boost’Inno European exchange.

Since 2020, Okoté accompanied 65 projects, mobilised more than 4000 donating citizens, 88 companies and 5 local authorities, raising more than 1 million euros. Since then, the platform has been developing a new approach to co-financing innovative, committed projects by mobilising three sources of funding using the equity crowdfunding mechanism:

Okoté works on the principle of matching funds. Donations from citizens are multiplied by the public and private partners who commit to supporting the projects. For every euro donated, each partner contributes an additional amount, so that 1 euro becomes 3

Also, Okoté provides the project founders with training and coaching on crowdfunding to help them achieve the goal of raising between 9 and 15k euros. Until now, only one campaign did not succeed.

Okoté's ambition is to ‘mobilise commitment’, by bringing together the various players: companies, foundations, local authorities, players in social innovation and the solidarity economy, social entrepreneurs and, of course, the general public.

It is co-administrated by the French national network [France Active](#).

The [bYfurk](#) incubation programme, managed by [Cooproduction](#), a SCIC (cooperative society of collective interest) provides interested persons with the opportunity to create their own jobs in the field of ecological transition. Each person gets to be trained on impact measurement

and is accompanied to launch a crowdfunding campaign following the same mechanism as Okoté: 1 euro donated by a citizen is automatically multiplied by 3 thanks to the financial contribution of the Eurometropole of Strasbourg and partner companies.

bYfurf is a local experimentation of the ecological transition revenue concept that is spreading in France and Switzerland by the ZOIN network.



Participants in the programme have access to tailor-made coaching and mentoring for the different stages of the launch of their professional project. They can experiment their activities as employees of a “coopérative d’activité et d’emploi”, but also under

other statutes such as Autoentrepreneur.e, Eurl, SASU, EI. bYfurf makes a number of services (juridical, administrative, managerial support), but also possibilities to develop partnerships with other entrepreneur-employees, available. Moreover, through bYfurf and Cooproduction, participants become part of a larger network of local social economy actors.

Ensuring positive social, societal and ecological impact is at the core of the whole process and a condition for accessing the programme and all related benefits. Entrepreneurs commit to conduct an evaluation of the impact of their project after 6, 9 and 12 months of activity.

Two elements were decisive for the creation of the **Green Enterprise Partnership in the London Borough of Sutton** – a need to act against the high vacancy rate of Sutton’s High Street, coupled with the climate emergency. In 2022 the local Council, together with the Sutton Business Improvement District and Sound Lounge Trust (a social economy enterprise) co-created the green economic transition strategy for Sutton High Street.

In this context, the Go Green Scheme was launched in 2023 by the [Green Enterprise Partnership](#) – the first scheme in the UK to offer tax incentives to small businesses to adopt green practices. The Programme consists of several stages: Selected enterprises evaluate their environmental impact, based on free capacity-building and accompaniment. Based on this evaluation, the enterprise develops its climate action plan containing a clear strategy and actions to reduce emission. Finally, the action plan is implemented and beneficiary enterprises take part in the green business certification scheme which helps them to evaluate and communicate their efforts. Enterprises who have successfully completed the certification stage benefit from two years of commercial property tax relief.

The scheme is financed on the basis of the British Local Government Finance Act, amended by the Localism Act 2011 which enables local authorities to keep collected business rates that would otherwise, in the case of Sutton, have to be transferred to the Greater London Authority and the Central Government. Enterprises participating in the scheme benefit thus for two years from a discount of 70% (the remaining 30% are paid as membership fee to the Green Enterprise Partnership and serve to recover the costs of the scheme, i.e. capacity-building, staff, etc.). The local authority carries a certain financial risk for the first part of the process (as tax reliefs will be applied and membership fees paid only once the beneficiary enterprise have gone through certification and developed their action plan). However, the experimentation proved to be successful and serves now as an inspiration also for others in and outside the UK.

Discussion:

With regard to access to funding and still existing difficulties, participants refer to different type of challenges.

First of all, awareness-raising and education regarding the need for transition and the added value of the social economy and its projects is still very much needed. As one participant formulated thinking of potential funders: “It is difficult to find people who have the same goals and values and believe in the importance and usefulness of what we are doing.” Several participants state a change of mentality and/or priorities among public authorities, but also in general among citizens which leads to less engagement for social (and environmental) values or even a “we do not want change” attitude.

On the other hand, there is a necessity to improve the capacities of (potential) social economy players when it comes to finance and (financial) management, including diversification of income and funding sources. Many also lack knowledge about existing possibilities and tools to access finance, or the know-how to apply for funding or take part in public procurement procedures. Several social economy support structures stress the fact that social economy entities who received financing in the start-up phase have a much better chance of survival if they also have the possibility to receive, at the same time, capacity-building support.

With regard to public funding, participants deplore a lack of sustainability and long-term engagement in financial support from governments. Where support exists it is often rather uncoordinated – (policy) departments tend to work individually focusing on their own projects instead of working together.

In particular small social economy enterprises would welcome more direct loans or loan guarantees. At the same time, there is a need for funding that would support also mid-term and long-term development of social economy structures. Also possibilities to take part in public procurement are still rather limited in many municipalities and regions. A new way of interaction and cooperation with public authorities should be found.

Several points were raised by participants as key elements of success for (access to) financial support: Initiatives should respond to a need of society – they do not necessarily have to be large scale – human, small-scale solutions are often a good way to connect with people. Moreover, a way should be found to involve all relevant stakeholders to make them feel included and an active part of change: In France and some other countries, the triple funding model involving citizens, business and public actors appears to be rather fruitful. Important here are participative and transparent mechanisms and methods through which mutual trust can be built and collective local impact be demonstrated. Support from local governments is as important as trust in the latter. This can be achieved through an ongoing open dialogue and cooperation between local government (different departments) and local companies, in which the social economy should be involved.

In addition, tools and initiatives should be simple to understand (also with regard to their impact) and to use. Communication plays obviously also a significant role in this respect.

Examples from France also show the success of hybrid economic models bringing together public and private players (e.g. in the framework of a SCIC – Cooperative Society of Collective Interest).

Finally, all players should have the possibility to acquire and develop further basic skills enabling them to be creative, perseverant and develop innovative solutions.

Participants perceive several needs or possibilities to further enhance the role of the social economy in green transition:

Once again, capacity-building and perseverance is considered key, which includes the possibility for social economy actors to (jointly) get prepared for meeting and counteracting resistance to change (also through creating “safe places to refill with energy and power”). Moreover, many participants express themselves in favour of more cooperation between the national and sub-national level – intermediary mechanisms for example could be created involving both levels as well as different stakeholders (funders, social economy, etc.).

More effort and support should be invested in impact measurement and communication to make the added value of the social economy with regard to green (and social!) transition more visible towards citizens and potential private and/or public funders.

The involvement of social economy actors in European networks and advocacy of the latter towards policy-makers can also help highlighting the role of the social economy.

Further reading/information suggested by participants:

- UN Inter-agency Task-Force on Social and Solidarity Economy: [Strengthening the financing of the social and solidarity economy to address the challenges of international development finance](#)
- [2024 UN Resolution A/RES/79/213 “Promoting the social and solidarity economy for sustainable development”](#)

- [Zoein Foundation \(Promotion, amongst others, of the Ecological Transition Revenue\)](#)
- [Socioeco.org](#) (RIPESS)

3. Impact Measurement

Democratising access to impact measurement practices for small-scale organisations and better understanding the economic, ecological and social impact of efforts made by social economy actors and public policies – these two objectives stood at the centre of a process in which public and private local actors in and around the city of Strasbourg developed their specific impact measurement tools.



Initial point of departure for the initiative was the European project “Boosting social innovation” (2016-2019). In 2019, a group of public and private local actors was created to develop an action plan for social innovation. A year later the “100% learning territory” collective was formed, which has the objective to stimulate innovative projects through exchange between the social economy, public authorities and private

enterprises. This also includes capacity-building for stakeholders with regard to impact measurement.

The methodological approach conceived by the collective aims to enable both social economy actors and local government departments to better understand, measure and steer their social and environmental impact so as to:

- get to know each other better (as a basis for better cooperation);
- bring teams together around shared purpose and values;
- clearly demonstrate the effects (positive or not) of public and private actions;
- improve the management of services and organisations (as a condition also to grow collective impact);
- build a shared foundation for advocacy consisting in a common language and narrative which can help explain the added value of actions by the social economy and local governments and why they deserve support.

In this context, a joint territorial impact framework was established which took into consideration above-mentioned objectives and principles such as the promotion of cooperation and of sustainable, local and people-centred economic development. Based on a

participatory approach and supported by a research and development agency it led to the creation of a shared online resource hub and a customizable logbook demonstrating the different stages of impact measurement as well as useful tools. In addition, a number of personalized coaching sessions were provided to familiarize stakeholders with the process and tools.

Currently, efforts are being made to develop a similar approach at national level (in cooperation, for example, with RTES) and feed exchange at EU level.

Discussion:

Referring to the example from Strasbourg, participants highlight the importance of creating a *common* tool to measure impact which could then be transversally applied (for public and private actors) – for the sake of joint commitment, comparability and cooperation. In this process it should be ensured that voices of micro and small enterprises and grassroots organizations are heard.

One participant sees in approaches such as they have been developed in Strasbourg a good fundament to foster the development of local/regional clusters bringing together different type of actors. These clusters could also contribute to develop reporting platforms.

Another participant thinks that, even though the existence of common standards and principles for a diversity of actors working together is fundamental, it is necessary to have specific KPIs for social cooperatives.

At the same time participants seem to agree in their request to go further than ‘just’ establishing common measurement and reporting frameworks. Financial support should be given in particular to those enterprises and organisations which are reporting – this is not yet the case in a number of municipalities and regions. Discussions around topics such as the ‘social impact bonus’ and potential incentives through taxation should be intensified.

Moreover, many also think the reporting exercise could – if results are communicated in an appropriate way – also stimulate spill-over effects to other type of enterprises and organisations.

In general, (small and micro) social economy enterprises, but also other actors, still need to develop capacities to better communicate their added value, including results of impact measurement – often, time and resources are still lacking for what could actually raise visibility and awareness of both policy-makers and the population in general.

Other participants remind that successfully creating and implementing impact measurement is not a question of technical knowledge and know-how only. It is important to stimulate and develop the appropriate mindset and readiness to go through an impact measurement and reporting process.

Finally, participants express their wish to have more opportunities to share, with other social economy enterprises and public actors, difficulties and achievements on impact measurement.

Next steps for the social economy:

The next steps could focus on deepening and expanding the work already started in Strasbourg by scaling the territorial impact framework developed in Strasbourg both nationally and at EU level. This would involve adapting the approach in collaboration with national networks, whilst also feeding into broader European conversations on social impact measurement. A key aspect will be to ensure that the framework remains inclusive by developing a shared core of indicators alongside specific KPIs tailored to different types of actors, such as social cooperatives and micro-enterprises. These efforts must include grassroots voices through participatory design processes.

To support meaningful use of the framework, capacity-building should be strengthened through continued coaching, peer-learning opportunities, and tools that help actors not only measure but also communicate their impact. Equally important is the recognition that developing the right mindset and culture around impact reporting is just as essential as providing technical know-how.

Financial incentives should be linked more directly to impact measurement practices. This could take the form of social impact bonuses, targeted funding mechanisms, or fiscal advantages, especially for those already engaging in reporting practices. At the same time, strategic communication efforts are needed to help organisations better express their value, both to policy-makers and to the general public, using clear and accessible narratives.

Building on the idea of local clusters, there is also potential to foster ecosystems of cooperation at regional level that bring together public and private actors around shared goals. These clusters could serve as laboratories for developing and testing reporting platforms and tools. Finally, a continuous dialogue between actors should be encouraged by creating more structured spaces for sharing experiences, difficulties, and achievements in impact measurement, thereby reinforcing learning and collective ownership of the process.

Participants agree that a shift in how value is understood, recognized, and supported—both internally within organisations and externally by institutions and the broader public - is much needed. At the core is the need to build ecosystems that enable cooperation over competition, where social economy actors are not marginal players but central to delivering public value. This means investing in long-term relationships rather than short-term projects, creating mechanisms that allow local and democratic ownership of services and resources, and ensuring that the voices of small and micro enterprises are not only heard but actively shape policy and practice.

Real impact also comes from aligning financial systems with social and environmental goals—rethinking procurement, finance, and investment so that they reward outcomes beyond profit.

This requires bold moves, such as introducing outcome-based funding, ethical finance instruments, or tax incentives for impactful work. Just as important is the cultural shift needed to ensure that social economy actors themselves see impact measurement not as a bureaucratic burden but as a meaningful process that strengthens their purpose, visibility, and ability to collaborate.

Moreover, creating shared spaces—physical, digital, and political—for experimentation, learning, and storytelling can strengthen identity and legitimacy. When people see the real-life stories of transformation driven by cooperatives, associations, and other social economy forms, they begin to understand their systemic value. That recognition can spark new alliances, change consumption patterns, and inspire younger generations to engage in alternative economic models.

Ultimately, what creates lasting impact is not just the innovation of individual actors but the ability to influence the structures—funding, governance and education - that define what counts as success in the first place.

Visit of Kaleidoscoop

See 3. Venue

Meeting (social economy) enterprises engaging in green transition from Strasbourg and surroundings



Picture credits : Mathilde Cybulski

- **Citiz**

The SCIC¹ Auto'trement was set up in Strasbourg – initially in the form of an association - in the early 2000s by a group of approximately twenty local people who

¹ Société coopérative d'intérêt collectif: Cooperative society of collective interest

were convinced by the concept of car-sharing. The Strasbourg service is a pioneer in France, and started with 3 shared cars. In 2002, Auto'trement co-founded France-Autopartage, a cooperative network of car-sharing companies. The service continues to expand throughout the region. In 2013, Auto'trement adopted the new name of the national network, Citiz. In 2018, it merged with the neighbouring cooperative Citiz Lorraine, to develop the service together across the new administrative region.

This project started in Strasbourg thank to the European Social Fund. The service provided by SCIC Citiz now has almost 400 cars in more than 40 towns and cities in Alsace, Lorraine and Champagne Ardenne. In France, Citiz is present in 250 cities and manages a fleet of 2700 shared cars.

- [Kooglof !](#)

Founded with the objective to create an alternative to large (delivery) platforms, the association Kooglof is a player in sustainable mobility, specialising in cyclo-logistics and deliveries in urban environments. It offers tailor-made solutions for businesses and professionals aiming to optimise their deliveries while reducing their carbon footprint. The cooperative also runs a food delivery service itself through which it delivers meals ethically to the customers at their homes and with respect for the deliverers and the environment in addition to delivery services for professionals in Strasbourg (restaurants, shops and businesses). According to the founder, Kooglof! was initiated by delivery drivers who wanted to reclaim their productive power. Finally, Kooglof also sells cargo bikes.

- [Les Jardins de Gaïa](#)

Les Jardins de Gaïa are a family business which has been engaging since its foundation in organic and sustainable agriculture and fair trade. Its « Thés à la voile » is a range of organic & fair trade teas from Vietnam transported by sail to the port of Le Havre. This means that 90% of the transport is carbon-free. Supporting the project also means supporting all the families in the Ban Lien cooperative who supply Les Jardins de Gaïa with these teas.

- [bYfurk](#) (see thematic session on financial support and the role of social economy support organisations):

The initiative is presented by one of its beneficiaries who is able, through the support provided by bYfurk, to develop a publishing model and testing it on his own book (“Le handball est un sport de combat”). This makes it possible, for the author, to receive a fair income from the (pre-)sale of the book through which he promotes another, more ethical vision and narrative of sports that includes elements such as gender, the arrival and inclusion of new generations, critical reflections on AI, etc. Moreover, the book will be published following principles of lowering the environmental impact of the process.



Picture Credits: Mathilde Cybulski

- **Vélostation Strasbourg**

Since 1996, VéloStation Strasbourg has been a self-maintenance workshop that meets the needs of cyclists: learning how to keep their bikes in good working order and safe, and gaining real mechanical independence. The association provides its members with a 164 m2 workshop, generic and bike-specific tools, recycled spare parts and a team of enthusiastic volunteers who share their knowledge to help members improve their bike mechanics. The Association contributes to the development of a sustainable economy based on solidarity:

- by promoting the development of non-polluting means of transport,
- by recycling bicycle parts (by dismantling unusable bicycles donated by building managers, car parks and private individuals),
- by taking part in events linked to sustainable development, cycling and other forms of alternative transport, and to the community (Fête du Vélo, rentrée des Associations, etc.).
- by taking part in events such as Mobility Week, Road Safety Week, 'Cyclistes, brillez', the 'bike to work' challenge, European Waste Reduction Week, etc.
- by organising, in partnership with Cadr 67 (Comité d'Action des Deux Roues), four bike fairs a year and one bike parts fair.
- by developing its activities outside its workshop in Neudorf: mobile self-repair workshops in different neighbourhoods (Meinau, Elsau, Neuhof, Cité de l'Ill, Guirbaden, Port du Rhin, Illkirch, Lingolsheim, Ampère), institutions (homes, institutions, etc.) and companies (contributing to the implementation of the PDE: Plan de Déplacement Entreprise)
- to encourage and develop the use of bicycles, thus creating places for intergenerational meetings and exchanges without social divisions.

Final Panel Discussion and Conclusions

The final panel discussion had the objective to explore perspectives also for an adaptation of policy frameworks to better suit (green transition-related) needs of micro and small social economy enterprises.

Luan Baptista Ribeiro, Climate Partnership Manager at the London Borough of Sutton, shortly re-explains the objective and functioning of the Green Enterprise Partnership in his municipality. Its purpose is to assist micro and small enterprises, including the social economy, in the municipality to become more environmentally sustainable. The support provided by the municipality, based also on opportunities enshrined in national legislation (such as the UK's Localism Act), consists in capacity-building as well as tax reductions. Asked about the approach which is not completely a « payment on results » one, he explains that the municipality takes some risks, as technical assistance selected enterprises receive is for free and provided before beneficiaries are supposed to implement the plans towards more sustainability they develop in the framework of the programme. However, whilst, in the beginning, much efforts had to be done to convince the financial department and local policy-makers of the potential such a programme could have, the feedback after its launch has been very positive. Policy-makers at regional, national and international level are increasingly interested in the Green Enterprise Partnership which is considered an unprecedented example for a green business initiative. Pointing to the importance to experiment, also within public administration, Baptista Ribeiro, underlined that “while the local level (rightly) advocates for more powers and funding to drive positive change, we also need to be more proactive and explore the boundaries of our existing powers, as we simply cannot wait for these to come. In the UK, no one thought our approach was within the existing policy framework, but by testing the boundaries, we proved that it is.”

Fabienne Oré-Courregelongue, City of Bordeaux, illustrated the efforts of her city to integrate green and social transition, including the social economy, into each policy. Some years ago, the Mayor of Bordeaux declared a state of climate emergency in the city. The responsibilities of the first and second deputy mayor include both questions related to environmental transition as well as to equality and the social economy. The objective of the city of Bordeaux is to mainstream the social and green transition in each of its policies. It supports the social economy, including micro and small social economy structures, in their green transition efforts through the establishment and strengthening of an eco-system which is able to accompany these efforts. This includes, for instance, incubators, but also



financing opportunities such as citizen finance (where citizens, the local authorities and private actors join forces to financially support relevant initiatives). In this context the city also decided to merge calls for projects, such as a call on circular economy and a call targeting the social and solidarity economy. Moreover, emphasis is put on the development of a true ecosystem around the social economy, including citizen finance approaches in which the city, citizens and other actors join forces to support social economy initiatives. To conclude, Oré-Courregelongue invited participants to the upcoming [Global Social Economy Forum](#) which will take place in Bordeaux from 29 to 31 October 2025 and which will include also a number of workshops focusing on green transition.

In view of the current re-orientation of policy priorities at European level and a new focus on larger enterprises in fields such as defence and technology, Giuseppe Guerini, President of CECOP/CICOPA and member of the European Economic and Social Committee, stressed the need for the social economy and its allies “to find a way to present an alternative” and develop a strong narrative. He reminded participants of the fact that 98% of Europe’s businesses are small and medium enterprises, many of which are doing rather well. Referring to the concept of competitiveness, Guerini also pointed to the importance of quality of life and related action at the local level – including the crucial role of the social economy with its added economic, social and environmental value – which is a fundamental factor in keeping territories alive and attracting workforce: “We should keep in mind that the social economy is creating wealth which is shared.”

With regard to taxation-related support of social economy enterprises (such as the taxation incentives for green transition experimented with micro and small enterprises in the London Borough of Sutton) Guerini refers to the specific taxation system of the third sector in Italy. With these tax reliefs the value created by the social economy and the fact that this value remains in local communities are clearly recognised. In this context, Guerini also highlights the importance for the social economy to introduce appropriate evaluation systems which demonstrate clearly that tax reductions be reinvested. A study focusing specifically on cooperatives did this already.

Baptiste Mandouze, Policy Officer at the European Commission, DG Employment, encouraged participants to build on the potential the social economy has developed to date and to trust in its positive role in anchoring territories. Regarding the Union of Skills and the place of the social economy within it, he explained: “The social economy landscape is evolving fast. It is difficult to predict what skills will be needed in the future. However, when a new practice become established, it is then difficult to take a step back.”

With regard to the need to adapt capacity-building measures to the specificities of micro and small (social economy) enterprises (lack of human resources and time to follow training courses outside the enterprise), Mandouze points to the potential of open massive online courses. At the same time he observes an increase of individualised training schemes that are being developed.

Referring to the place of social and environmental added value and principles such as good governance and cooperation, as they are promoted through sustainability reporting, in future EU policies, Baptiste Mandouze said, “Being competitive is not an objective per se. It needs to be sustainable and has to come together with a shared prosperity agenda. ESG and other types of sustainability reporting have been inspired by social economy principles. This dynamic exists and will continue. Moving towards ESG is the right way to ensure sustainability and long-term competitiveness.”

Responding to the question of a participant, speakers perceive different reasons for low public budgets available for the social economy : Baptiste Mandouze thinks there is a need for governments at different level« to collect better » and make better budget decisions. According to Fabienne Oré-Courregelongue, the narrative on social economy is still not understood very well. In Giuseppe Guerini’s view a change of mentality which would recognise the wealth created by the social economy and the fact that the latter is shared with the community needs to happen. The lack of this recognition is very visible for example in the care sector, but also in the fact that the ‘lowest price’ principle is still dominating many decisions in public procurement procedures.

Pointing to the importance of linking environmental sustainability with social justice, Carl Forsberg, President of the Social Economy Council of the Västra Götaland Region and REVES board member, underlined, in his concluding words, the need to put the social economy at the centre of green transition and to transfer knowledge created in projects such as SKI.F.T. to a large number of other actors.

Antoine Dubois, Vice-President of the Eurometropole Strasbourg in charge of the social economy encouraged the social economy and its allies to better valorise the know-how the social economy has developed in a diversity of fields and to make the values it represents more visible.



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Skills for Transition: Creating territorial ecosystems facilitating green transition of micro and small social economy enterprises

REVES aisbl – Strasbourg - 15-05-25



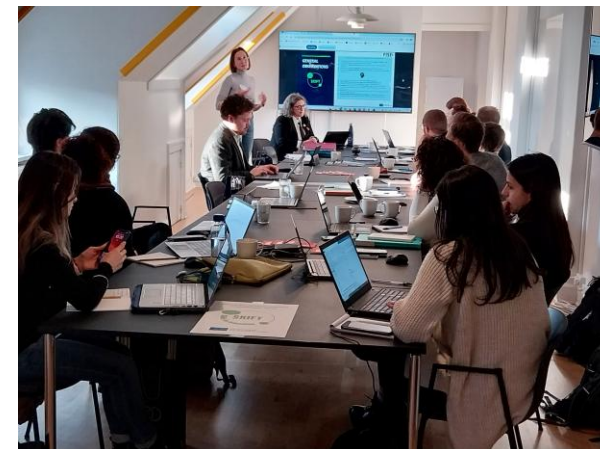
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SKI.F.T. aims...

... to accompany micro and small social economy enterprises in their efforts to make their business model and related practices more environmentally sustainable

More specifically, SKI.F.T. would like to help enabling micro and small social economy enterprises to:

- a) develop sustainable business models, based also on new technologies as enablers;
- b) rethink their role also in their relationships with other private and public actors and in the creation of local green markets and local value chains, and
- c) communicate their efforts more effectively.

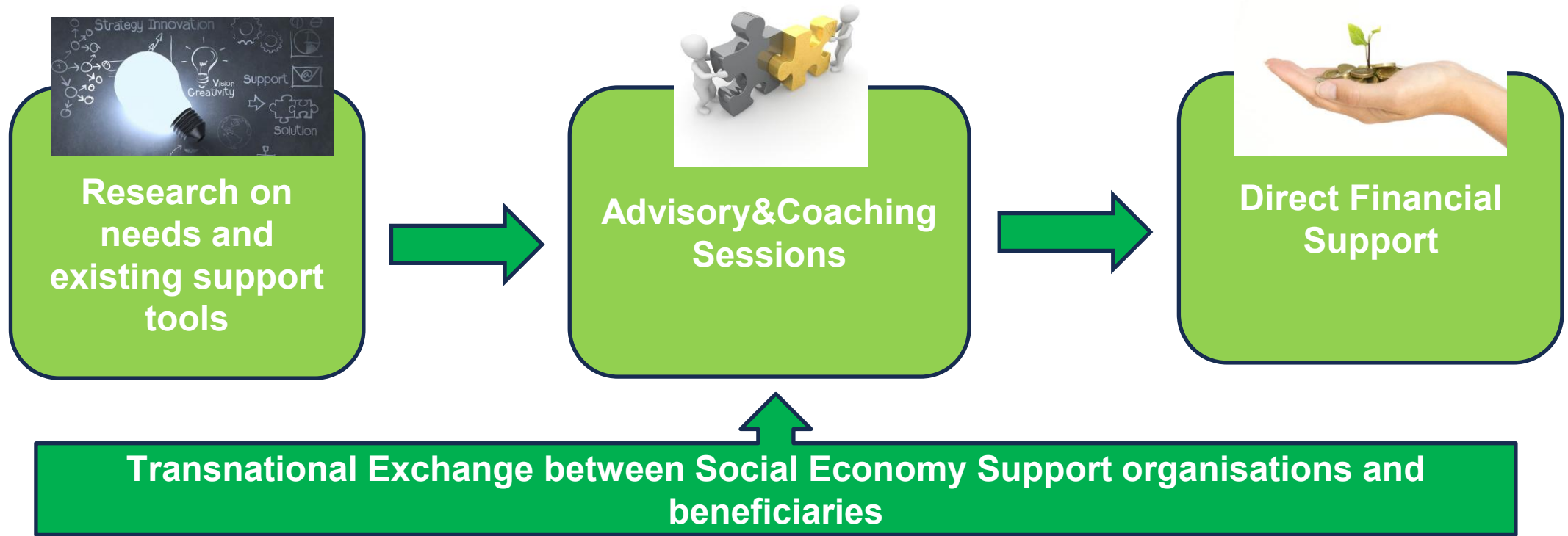


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SKI.F.T. Partnership



SKI.F.T. Project Stages & Activities

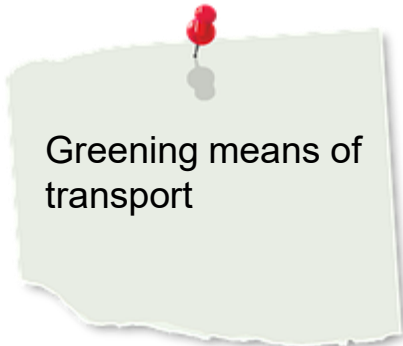


SKI.F.T. Survey – Set-up



Respondents: 75 micro and social economy enterprises covering different fields of activity from Denmark, Italy and Poland

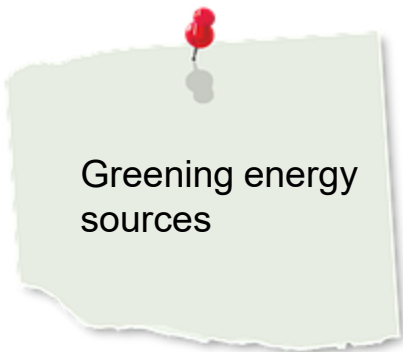
Main topics covered:

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Greening means of transport

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Practices of impact assessment

A light green sticky note with a red pushpin at the top center. The text "Greening energy sources" is written in black, sans-serif font.

Greening energy sources

A pink sticky note with a blue pushpin at the top center. The text "Greening purchase of materials and services" is written in black, sans-serif font.

Greening purchase of materials and services

A yellow sticky note with a blue pushpin at the top center. The text "Access to (sustainable) finance" is written in black, sans-serif font.

Access to (sustainable) finance

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Sustainable waste management/
Circular practices

A yellow sticky note with a blue pushpin at the top center. The text "Cooperation with other local actors/contribution to the creation of local 'green social' supply chains" is written in black, sans-serif font.

Cooperation with other local actors/contribution to the creation of local 'green social' supply chains

A light green sticky note with a red pushpin at the top center. The text "Communicating 'social green' impact" is written in black, sans-serif font.

Communicating 'social green' impact



Co-funded by
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SKI.F.T. Survey – Main Results



1. Many of the enterprises that took part in the survey do already apply at least a minimum of sustainable practices:
use of renewable energy sources, upgrading to more modern and energy-efficient equipment, energy saving policies, sustainable waste management/recycling, use of biodegradable packaging, use of sustainable means of transport, ...
2. Main obstacles in going further:
 - A lack of knowledge/expertise
 - A lack of human resources/time to devote for capacity-building
 - A lack of financing
 - A lack of knowledge regarding possibilities to find expertise on specific topics
3. Topics of specific interest:
 - Cooperation with other private players (including social economy) and how to better identify potential partners (incl. sustainable supply, etc.)
 - Cooperation with public players
 - Creation of local green value chains



SKI.F.T. Screening of existing tools/programmes (1)



- Target groups of spotted programmes/tools: any kind of enterprise (majority), small enterprises (a few), public authorities, social economy (some)



- Type of support: training courses/webinars, guidelines, (online) self-assessment tools, good practices, ...



- Different type of providers/organisers: consultancies/other type of private enterprises, business development agencies, universities; (European) networks/associations – **among all of them, social economy-related actors are rather a minority...**

SKI.F.T. Screening of existing tools/programmes (2)

- A majority of the training programmes and tools screened focus very much on the « traditional », individual enterprise.
- How to capture the specific characteristics of (small) social economy enterprises – in particular the relational/participatory aspects?
- How to better integrate a collective approach – designing and implementing green transition processes (including the construction of local social green value chains) within the enterprise and with its partners/stakeholders?



SKI.F.T. methodology/Possible point of departure (1)



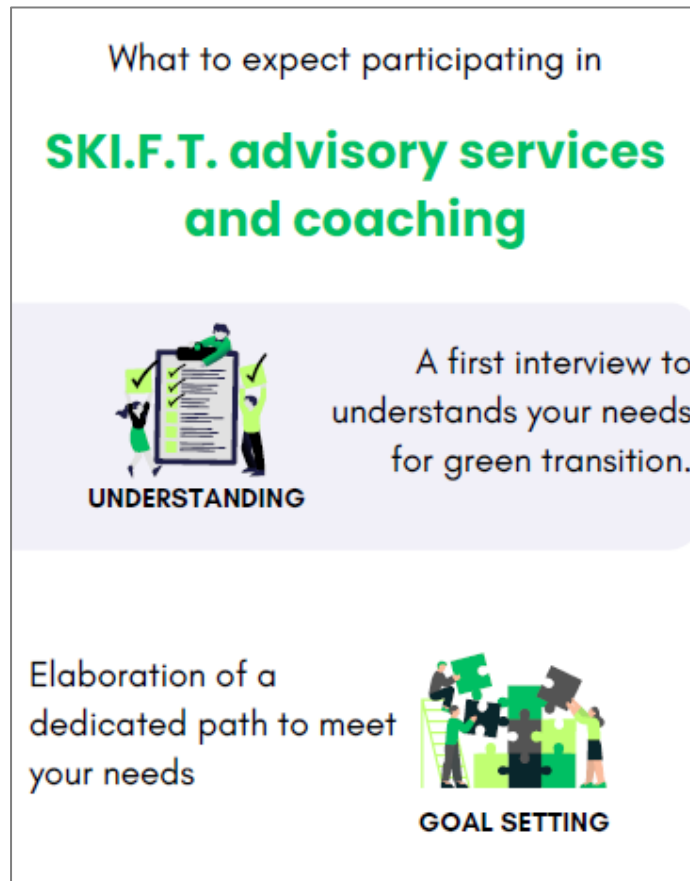
	Co-entrepreneurs/Cooperators/ Members (with decision-making competences)		Employees (without decision-making competences)		Suppliers		Public Customers	
	Areas of Improvement	Governance/ Communication	Areas of Improvement	Governance/ Communication	Areas of Improvement	Governance/ Communication	Areas of Improvement	Governance/ Communication
Quality of the Product/Service								
Purchase Practices								
Transport								
Energy								
Use of resources, including circular practices and waste management								
Possible other fields to be added ...								

SKI.F.T. methodology – Possible point of departure (2)

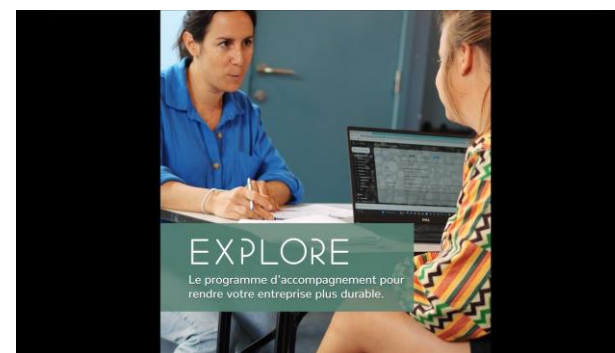
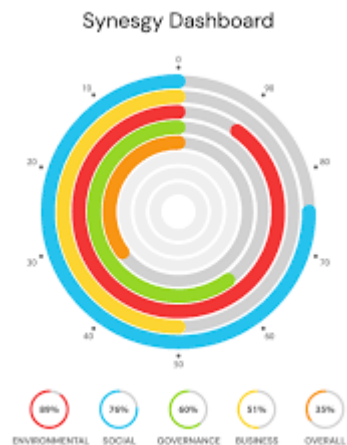


	(Potential) Private Partners		(Potential) Public Partners		Local Community	
	Areas of Improvement	Governance/ Communication	Areas of Improvement	Governance/ Communication	Areas of Improvement	Areas of Improvement
Quality of the Product/Service						
Purchase Practices						
Transport						
Energy						
Use of resources, including circular practices and waste management						
Possible other fields to be added ...						

SKI.F.T. methodology – Advice and coaching



Transnational (online) capacity-building seminars as an opportunity to get in touch with experts/practices&tools



... and others...





SKI.F.T. Beneficiaries of advice, coaching & direct financing

Involved so far:

More than 60 micro and small social economy enterprises
(mainly cooperatives and associations) ...

... covering different fields of activity (food and retail, education and training, IT, social services, circular economy or research, ...)

... from Denmark, Italy and Poland, but also Malta, Greece, Poland, Spain and Turkey





What you can still expect:

- **Final publication including repository of tools** (to come in August/September 2025)
- **Newsletters** (including interviews with beneficiary enterprises, social economy intermediary organisations, local and regional authorities)
- **List of providers of capacity-building services**
- ... and other material...

Website: <https://skift.kooperationen.dk/forside/>

Thank you very much for your attention!



ZEROBAN

spółdzielnia socjalna

*Aga, Ania, Danusia,
Magda, Ola and Tetiana*

Patrycja, Karola and Joanna

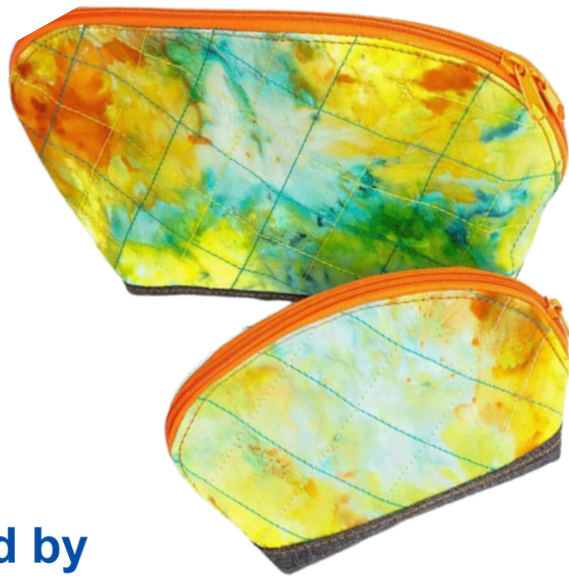
*Exceptional women working at the Zeroban Social
Cooperative,
despite facing barriers such as autism spectrum
disorders, dystonia, deafness, intellectual or physical
disabilities, and the experience of being war refugees.*



Co-funded by
the European Union

WHAT WE DO:

- *work at the intersection of circular economy, social innovation, and design*
- *foster sustainable practices and social inclusion through upcycling and education*
- *promote circular economy and social engagement*
- *successfully combine a social mission with business*
- *make the world a little better one day at a time*



Co-funded by
the European Union



TICE



Mission

We dream a world where everyone is self-aware, expresses their potential, and builds the change they dream of

Since 2006:

- Evidence-based psychological clinics
- Focus on children, adolescents, young adults

Partnerships

- Collaborations with universities (PhDs, internships, projects)
- Locations: Piacenza & Correggio



SERVICES AND APPROACH



Services

- Developmental & educational psychology
- Clinical psychology & psychotherapy
- Research & innovation
- Training & supervision
- Psychodiagnostics
- Psychological groups & communities

Approach

- Emphasize individual strengths & potential
- Tailored interventions
- Promote neurodiversity as natural human variability



SKI.F.T. – Strasbourg 2025



Rhodes Project SCE

Rhodes Centre for History and Social research



01

Mission

- Create sustainable jobs within digital humanities and social sciences

03

Vision

- Develop Research & Development (R&D) in insular regions

02

Purpose

- Nurture a knowledge - based ecosystem adapted to the exigencies of the archipelago



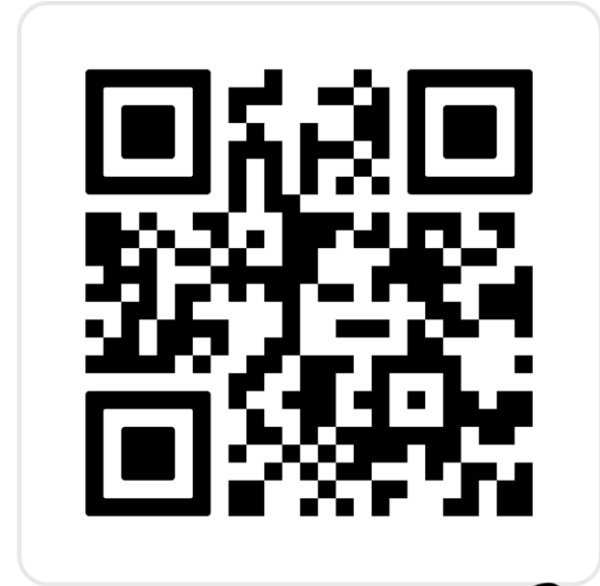
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SKI.F.T. – Strasbourg 2025



THANK YOU!

info@rhodesproject.gr



SCAN ME



Rhodes Project SCE



Co-funded by
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SKI.F.T. Fourth Capacity-building meeting/Final conference

“Skills for Transition: Creating territorial ecosystems facilitating green transition of micro and small social economy enterprises”

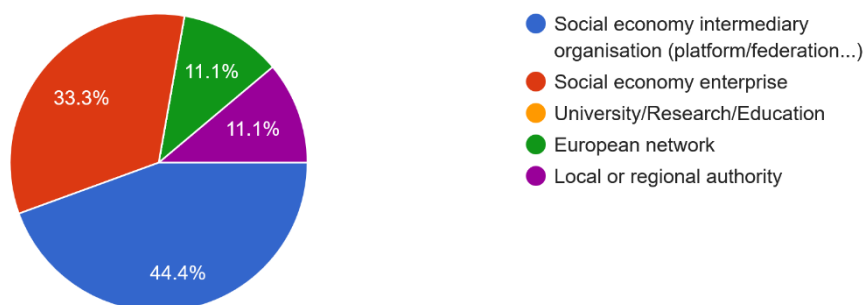
15 May 2025, 9.00 - 17.15 CET

Evaluation by participants

1. Which profile/type of organisation do you represent?

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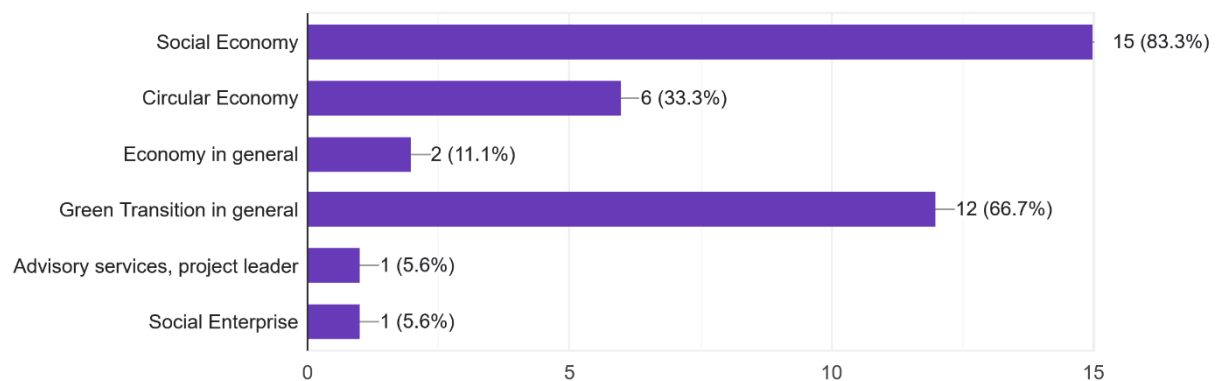
18 responses



2. In your day-to-day work, which of the following topics do you deal with (several choices possible)?

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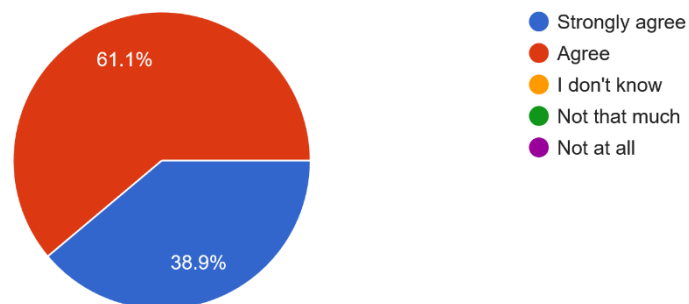
18 responses



3. Did this event meet your expectations in terms of content and acquisition of new knowledge?

Did this event meet your expectations in terms of content and acquisition of new knowledge?

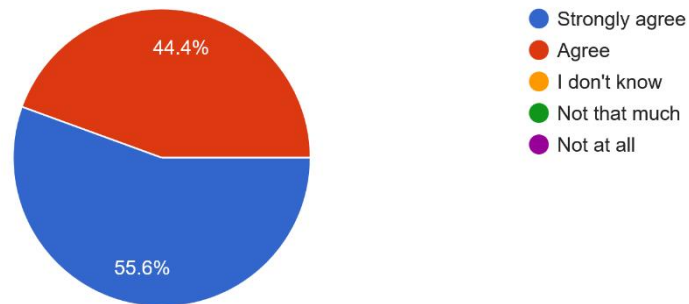
18 responses



4. Were all participants encouraged to take actively part in the discussions?

Were all participants encouraged to take actively part in the discussions?

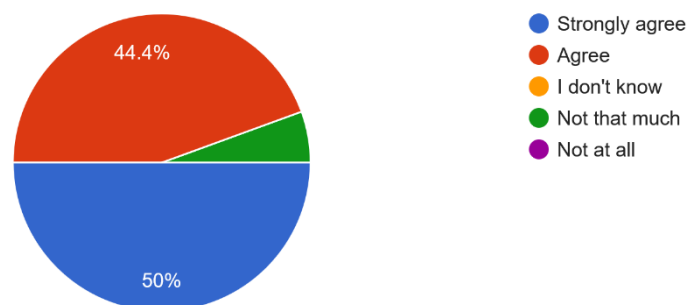
18 responses



5. Will you be able to use knowledge and contacts acquired during the event for your future (project) activities?

Will you be able to use knowledge and contacts acquired during the event for your future (project) activities?

18 responses



6. Which part of the event did you find particularly useful?

- The workshops, panel discussions
- SKI.F.T. presentation
- Workshops, meetings with social enterprises
- Workshops, field visits
- Chat with SKI.F.T. beneficiary enterprises, group work
- Group discussions
- Getting in touch with local subjects/projects
- Meetings with local social enterprises
- Field visits and speed-dating with local social enterprises
- Presentations from ZEROBAN, Luan Riberiro, Green Enterprise Partnership Programme, Okoté, and Gaïa - and the dinner for networking. I liked the whole atmosphere and your structure for the day and the place, Kaleidoscoop. Perfect location! I went home with lots of hope and inspiration.
- Field visits, conference
- Speed-dating with social economy enterprises
- It was useful to have a presentation part of the project. Particular useful then the work in thematic groups and the panel discussion
- Field visits
- All

7. Which topics would you like to deepen in the future?

- Democratic governance
- Cross-border cooperation
- Co-creating and metrics
- How social economy can include ESG vision in its strategies.
- Consideration of ESG and other standards in 1) the operations of SEOs and 2) assessments as part of the social clauses
- Financing Social and Solidarity Economy entities
- Innovation strategies
- Healthcare services as provided by social cooperatives around Europe, focusing on social inclusion and community needs and trying to filling gaps in the public healthcare systems
- model of social enterprises and sustainability best practice
- local policy framework in connection with EU policies
- Requalification of industrial and social buildings
- not sure

- increasing and boost relations between Social Economy Entities and Public Sector on all level EU, Member State, Local Authority
8. Do you have any suggestions/comments regarding content and/or methodology that could help us to improve similar events in the future?
- Workshops on democratic governance
 - Everything worked very well.
 - None. The event was highly engaging and addressed urgent topics with expertise and a practical approach.
 - Longer time dedicated to discussion in groups
 - Everything was ok. Contents and methodology were perfectly matching with the core of the SKIFT project
 - very effective speed dating of social enterprises is very interactiv and give the opportunity to get to know more realities
 - Yes, I would like it to be more change-making and real process-oriented, so that we go away with new, collaborated insights and actions to pursue. I would like to facilitate that.
 - Really good format
 - I liked the diversified methodology.
 - I think you are doing a good work and a good methodology.
9. Do you have any suggestions regarding aspects we could improve in the organisation of this kind of event (logistics, communication, etc.)?
- This event was super well prepared.
 - Everything worked very well.
 - None. The event was really well-organised.
 - The whole organization was excellent. Maybe Phare Citadelle (or a similar place) could have been a better site for the last dinner: more informal and good to continue discussion and dialogue among participants.
 - Maybe, on May 15th, attention and concentration were fading in the final hours. But maybe these are only individual limits :)
 - Translation was excellent.