

# URBAN REGIONS

## SOCIAL AND SOLIDARITY ECONOMY & SOCIAL INNOVATION

Frameworks and action levers for metropolitan areas,  
urban agglomerations and large cities to reinforce SSE











Social and solidarity economy (SSE) provides tangible solutions to the challenges our regions face. This belief was the impetus for the study carried out by Avise and RTES<sup>[1]</sup> in 2019; it has since been considerably reinforced. In the wake of a sudden and unprecedented pandemic with wide-reaching economic and social consequences, as well as increasingly urgent ecological and climatic challenges, the importance of building alternative regional development strategies that are truly sustainable has become abundantly clear.

Given their size and responsibilities, cities and their agglomerations are at the heart of the development of these strategies.

More and more metropolitan areas are relying on SSE and social innovation stakeholders. This can be seen in SSE's inclusion as a key focal point in France urbaine's programme for its 2020-2026 mandate. A separate commission has been specifically dedicated to the circular economy and SSE, and RTES and France urbaine also signed an ambitious working partnership agreement. This study is one result of this partnership, and an extension of Avise's work to strengthen the position of SSE stakeholders in local policy development and implementation.

Urban regions and their partners will find that this study presents the action levers at their disposal as well as action frameworks for policies supporting SSE, both of which are generally characterised by a form of co-development with stakeholders and implementation initiatives with other local authorities. The study provides numerous examples, and summarises the key findings and recommendations. The study is structured around four thematic foci, which highlight SSE's current and/or historic role in action areas that are particularly important for urban regions: the circular economy, food supply, housing and digital technology.

We hope that this study will help inspire urban regions, and enable SSE stakeholders to be recognised as essential and equal partners in the transition towards sustainable and resilient regions.

**Jérôme Saddier, Avise,**  
**Johanna Rolland, France urbaine**  
**Mahel Coppey, RTES**

[1] The Metropolis: social and solidarity economy & social innovation, Avise and RTES, 2019



# 05

## INTRODUCTION

# 07

## THE STUDY “URBAN REGIONS, SSE AND SOCIAL INNOVATION” BY AVISE, FRANCE URBAINE AND RTE

# 13

## LEVERS AND ACTION AREAS FOR URBAN REGIONS

### ACTION AREA #1

**Assistance for the  
support and financing  
ecosystem**

14

### ACTION AREA #2

**Direct support for  
SSE structures**

16

### ACTION AREA #3

**Support for regional  
cooperation dynamics**

18

### ACTION AREA #4

**Encourage access to land  
the creation of third places**

23

### ACTION AREA #5

**Developing social R&D  
and innovative  
collaborative initiatives**

25

### ACTION AREA #6

**Developing socially  
and ecologically  
responsible buying**

28

### ACTION AREA #7

**Facilitating local dynamics  
and raising awareness of  
SSE and social innovation**

32



# 37

## FOCUS ON FOUR THEMATIC ACTION AREAS

**ACTION AREA #1**  
**Circular economy**

38

**ACTION AREA #2**  
**Sustainable food supply**

41

**ACTION AREA #3**  
**Sustainable housing**

43

**ACTION AREA #4**  
**Responsible and  
solidarity digital technology**

46

# 49

## ACTION FRAMEWORKS, REGIONAL ORGANIZATION AND IMPLEMENTATION STRATEGIES FOR METROPOLITAN POLICIES

**ACTION FRAMEWORK #1**  
**Frameworks and areas of intervention** 52

**ACTION FRAMEWORK #2**  
**Co-developing public action  
with SSE stakeholders** 54

**ACTION FRAMEWORK #3**  
**Integrating and implementing  
regional initiatives** 58

**ACTION FRAMEWORK #4**  
**Evaluating public  
SSE policies** 64

**ACTION FRAMEWORK #5**  
**SSE and city  
policy divisions** 66

# 68

## CONCLUSION

# 69

## FOR MORE INFORMATION



# Key findings

## 10 levers for strengthening SSE in public policies adopted by cities, agglomerations and metropolitan areas:

- 1.** Develop SSE and social innovation (SI) training and awareness for elected representatives across all departments, and ensure these are internally managed and coordinated;
- 2.** Promote better understanding and knowledge of SSE stakeholders and their involvement in the ecological and solidarity transition;
- 3.** Increase responsible public procurement (socially and environmentally responsible), which can play a leading and structuring role in relevant national and European frameworks;
- 4.** Contribute to structuring existing sectors and new areas of activity (sustainable and solidarity-based food supply, circular economy, digital technology, etc.) by working in coordination with SSE stakeholders to strengthen the local and functional economy;
- 5.** Help structure, heighten visibility and consolidate current SSE stakeholder networks (mapping, websites, exchange groups, etc.);
- 6.** Involve SSE and social innovation stakeholders and local citizens in policy development, implementation and monitoring, including SSE specific policies;
- 7.** Improve governance and coordination across all levels (local, regional, national and European): SSE is a typical multi-level governance issue;
- 8.** Support SSE structures and cooperation (e.g. Regional Hubs for Economic Cooperation [Pôle Territorial de Coopération Economique, PTCE], notably via stimulus and ordinary loans, as major stakeholders developing regional resilience;
- 9.** Make local authorities aware of the European financing levers and cooperation tools in which SSE and social innovation can be included (European structural and investment funds under European cohesion policy, regional cooperation programmes, social innovation support, etc.);
- 10.** Strengthen the ties between SSE and the traditional economy in order to facilitate the transition to a more responsible and sustainable economic model and the wide-scale adoption of SSE.



# Introduction

Social and solidarity economy (SSE) and social innovation (SI) now enjoy greater recognition as essential components of regional economic and social development. The successive crises we are experiencing are accelerating SSE's visibility and general awareness of the relevance of its values (social utility, democratic governance, limited profitability) and types of action (cooperation, innovation, local anchoring) as a viable response to the challenges that regions currently face. During the pandemic, SSE enterprises clearly demonstrated the viability of their model (for example, relocating production or developing sustainable short food supply chains). They contributed to building regional economic and social resilience. Prior to the pandemic, several factors had already improved the general understanding of the role to be played and the conditions required to strengthen SSE and social innovation: the 31 July 2014 French Social and Solidarity Economy Act; knowledge and information development across various regional levels and the promotion of this information by all networks, researchers and stakeholders; the development of targeted public policies at all regional levels (from the local to the European level).

Many local authorities did not wait for the 2014 SSE law before implementing policies specifically supporting SSE. However, the law has nevertheless helped SSE be recognised as a «strategic approach» that brings together associations, cooperatives and foundations, as well as commercial enterprises whose objective is social utility. It has also strengthened or given new means for action to local authorities: regions' adopted a regional SSE strategy (the law on the new regional structure of the Republic adopted in 2015, known as the «NOTRe law», specifies this obligation and includes an additional SSE component for regional economic development, innovation and internationalisation plans); its definition in the law on subsidies; the possibility of investing up to 50% in the capital of collective interest cooperatives (Société Coopérative d'Intérêt Collectif, SCIC), etc. As we will see in this study, the 2020 municipal elections also increased the significance of SSE in policies adopted by urban regions.

**The current crisis has therefore accelerated the visibility of SSE and general awareness of the relevance of its values (social utility, democratic governance, limited profitability) and types of action (cooperation, innovation, local anchoring), as a viable response to the challenges that regions currently face.**









# THE STUDY URBAN REGIONS, SSE AND SOCIAL INNOVATION

**BY AVISE,  
FRANCE URBAINE AND RTES**



# Presentation of the study

In 2018, Avise, an agency specialised in alternative entrepreneurship, and RTES, a network of local authorities working to achieve a solidarity economy, initiated a joint working process to promote and support regional policies favouring SSE and social innovation, particularly in metropolitan areas. Thanks to the contributions of 22 French metropolitan areas, this process made it possible to complete the «Metropolises, social and solidarity economy and social innovation» study in 2019. This study analyses these stakeholders' frameworks and action levers that strengthen the social and solidarity economy and social innovation within their region.

In 2020, France urbaine, a network of large cities and agglomerations, urban communities and metropolitan areas, joined forces with RTES and Avise to update and expand this study, broadening the scope of the analysis to include large agglomerations and cities.

Avise, RTES and France urbaine share the conviction that SSE and social innovation provide robust solutions in response to the socio-economic challenges in urban regions, in particular:

- **in terms of the region's economic development and attractiveness**, in particular by developing the local economy, capturing and anchoring local incomes (local resident, corporate and administration consumption, retain companies' added value, local cash flows, etc.);
- **by strengthening social cohesion and regional equality**, by generating new services, projects that foster social interaction, cooperation and good citizenship;
- **by inventing new solutions to the challenges posed by the transition to an ecological and solidarity-based environment**, which are real drivers for the circular economy, sustainable food supply, sustainable housing, sustainable energy transition, responsible and solidarity-based digital technology, etc.

This study is based on the contributions of some fifty metropolitan areas, agglomerations and large cities that are members of RTES and France urbaine, and on the outcomes of a working and documentary research group. It illustrates the major role that urban regions can play in implementing synergies and regional dynamics that are favourable to the development of a more solidarity-based economy and the emergence of social innovation. There is a wide range of action levers at their disposal: development of socially and environmentally responsible purchasing, support for structuring economic sectors, raising awareness of SSE and promoting local dynamics, etc. The study also highlights urban regions' frameworks and modes of action: inter-departmental cooperation, co-development, evaluation, networking and articulation of regional actions, etc.

By focusing on a number of structuring and innovative actions, on the statements of elected representatives and other various insights, this publication:

- **clearly identifies the action levers** available to metropolitan areas, agglomerations and large cities in terms of SSE and social innovation;
- **provides keys to understanding** the institutional and legal frameworks for implementing their public actions in support of SSE.



# The Partners



## Enabling new forms of entrepreneurship

The role of Avisé is to enable the development of the social and solidarity economy (SSE) and social innovation in France by providing project owners with resources and helping to build a supportive ecosystem.

Created in 2002, Avisé is a non-profit agency working with public and private sector organisations committed to serving the public interest.

Avisé is involved at each stage of the life cycle of an SSE enterprise from its initial creation right through to the maximisation of its social impact, by producing tools, managing communities of local bodies and setting up specific support schemes.

In addition to its role in fostering the development of the Social and Solidarity Economy (SSE), Avisé has been an intermediate body for the European Social Fund (ESF) at national level since 2004. This involves funding initiatives aiming to create, safeguard and develop jobs in the SSE based on calls for projects.

### Contact

18 avenue Parmentier, 75011 Paris  
01 53 25 02 25  
[contact@avise.org](mailto:contact@avise.org)  
[avise.org](http://avise.org)  
[@avise\\_org](https://www.instagram.com/avise_org)



## The Local Authorities Network for a Solidarity Economy

Regions, departments, inter-municipalities, municipalities... French local authorities committed to supporting the social and solidarity economy (SSE) have joined RTES based on the conviction that SSE can provide viable solutions to their region's social, economic and environmental challenges.

### RTES:

- **promotes** regional initiatives through its publications (online newsletter, quarterly print newsletter), website, and by organising meetings.
- **highlights** the significance of actions undertaken with government stakeholders.
- **encourages** the sharing of best practices, with its communication and debate days and by creating training courses.
- **identifies** the conditions for improving the policies implemented.

At the European level, RTES has been working for years to voice the concerns of its member local authorities and promote the inclusion of SSE in the agendas adopted by European institutions.

### Contact

75 rue Léon Gambetta, 59000 Lille  
03 20 97 17 97  
[animation@rtes.fr](mailto:animation@rtes.fr)  
[rtes.fr](http://rtes.fr)  
[@ReseauRTES](https://www.instagram.com/ReseauRTES)



# The Partners



## France urbaine

France urbaine is an association of local authorities that embodies urban diversity and promotes alliances between regions. Supported by elected officials from all political parties, the association currently has 106 members. These include France's major cities, metropolitan areas, urban communities and agglomerations; France urbaine represents 2,000 municipalities of all sizes which are home to nearly 30 million French people.

France urbaine provides a political and technical vision for its members and citizens by engaging in a permanent dialogue with all of society's stakeholders at the local, national, European and international levels; it helps to clarify public decision-making on key issues for urban regions and decentralisation.

### Contact

France urbaine  
22-28 rue Joubert, 75009 Paris  
[franceurbaine@franceurbaine.org](mailto:franceurbaine@franceurbaine.org)  
[franceurbaine.org](http://franceurbaine.org)  
@France\_urbaine

## France urbaine is committed to SSE

SSE is now considered a major issue. In view of the growing interest of its members in these subjects, for its 2020-2026 term France urbaine has set up a new commission dedicated to the circular economy and SSE. The two issues regularly intersect, and public procurement is proving an accelerator for public policies and local strategies in this field. This commission is co-chaired by Émeline Baume, First Vice-President of the Metropolis of Lyon, and Frédéric Minard, Deputy Mayor of Roubaix.

For 2020-2023, an ambitious working partnership has been agreed between France urbaine and RTES, which have some fifty members in common. This agreement was signed on 20 May, 2021 in the presence of Olivia Grégoire, Secretary of State for the Social, Solidarity and Responsible Economy, and covers four areas of cooperation:

- Raise awareness of SSE among elected officials and France urbaine's technical specialists.
- Strengthen the position of SSE in the regional strategies under the new mandate (2020-2026), to ensure it is at the heart of the latest transitions (SSE in CRTes (Contrat de relance et de Transition écologique – Relaunch and Ecological Transition Agreement), reviving PTCEs, etc.).
- Develop responsible public procurement (change the current legislative and regulatory framework, SPASER (scheme to promote socially and environmentally responsible procurement), etc.).
- Strengthen cooperation and advocacy at the European level (particularly during the French Presidency of the Council of the European Union in the first half of 2022).





## ÉMELINE BAUME

### VICE-PRESIDENT OF THE METROPOLIS OF LYON

The Metropolis of Lyon has traditionally developed a close relationship with the economic players in its region in order to provide responses adapted to their needs. However, until now, social and solidarity economy stakeholders have not been included.

In addition to the Chamber of Commerce and Industry, the Chamber of Trades and Crafts, the Medef and the Confederation of Small and Medium-sized Enterprises, we have brought in the Union of Local Enterprises, the Centre for Young Business Leaders, the Auvergne Rhône-Alpes Regional SSE Chamber (Chambre Régionale de l'ESS, CRESS) and the Regional Scop Union. SSE is now an integral part of our regional economic governance!

There are nearly 6,500 SSE specific entities in the Lyon Metropolitan Area. SSE is an essential component of our local economic fabric and we want to be able to rely on these pioneers who are providing tangible solutions to the challenges we face, in order to support the development of an economy that is low in emissions and high in social justice.

Newly elected metropolitan officials have consequently chosen to rely on the development of a responsible purchasing scheme to promote the use of SSE stakeholders for public procurement. In addition to a strong integration clause performance (more than 435,000 professional integration hours in 2020), our aim is to multiply the number of reserved procurement contracts threefold and significantly develop the performance of environmental clauses.

Since July 2020, we have aimed to renew close relationships with the academic world. We are certain that it is a core lever, alongside stakeholders such as CRESS, in developing a regional research and development strategy.

We must also strengthen our region's capacity for innovation by drawing on the rich resources of our support ecosystem. These include incubators for citizen initiatives such as Anciela, the Ecumenical Cultural Centre (CCO) and the La Miete association, as well as other incubators, accelerators and implementation programmes run by structures such as Ronalpia, Alter'Incub, CentSept, etc. These programmes allow us to detect faint signals, and we want to give them sufficient visibility to support their development to a scale that is equivalent to the challenges our region is facing.

This is also why we relaunched the foundation for social innovation projects in the first half of 2021. This foundation provides investment and funding at each key project development stage. In order to further support collective entrepreneurship initiatives that address issues faced by the 59 municipalities in priority sectors, the Metropolis is looking to diversify its range of support for SSE stakeholders.

In this respect, the local authority has voted a financial package enabling it to position itself as a co-investor in collective projects. such as the Regional Economic Cooperation Hubs (Pôles territoriaux de coopération économique, PTCE), which are sometimes embodied in the framework of regional collective interest cooperatives (Société Coopérative d'Intérêt Collectif, SCIC) We have also broadened the scope of our semi-public property company so that it can provide property access solutions for SSE stakeholders.



# The definition

## OF SSE ENTERPRISES IN THE 2014 LAW

The 31 July 2014 Social and Solidarity Economy Act defines social and solidarity-based enterprises. Traditional social economy organisations (associations, cooperatives and foundations), as well as commercial companies that pursue social utility and respect several principles, as presented below, qualify as social and solidarity-based enterprises. These companies must enshrine these principles in their articles of association, and declare themselves SSE enterprises when they register with the trade and company register kept by the Commercial Court.

All SSE enterprises must comply with the following principles:

- a goal other than mere profit sharing;
- democratic governance, i.e. not exclusively governed by capital contributions;
- profits primarily allocated to the maintenance or development of the company's business;
- creating mandatory non-distributable reserves.

Regional SSE Chambers maintain and publish the list of SSE enterprises.

SSE enterprises can be accredited as «Social Utility and Solidarity Enterprises» (Entreprises Solidaires d'Utilité Sociale, ESUS). Several conditions must be met:

- a primary objective of social utility (as defined in the 2014 Act);
- profitability significantly affected by the search for social utility;
- a controlled remuneration policy.

At the end of 2020, SSE lost 0.9% of jobs compared to 2019 (18,783 jobs). These losses have been mitigated since June 2020, and are less significant than in the rest of the economy.

### SSE in a few figures

**2.4**  
million employees

**14%**  
private employment

**10.5%**  
of all employment

**222,000**  
employers

**700,000**  
retirements between now and 2025

**+4.5%**  
employment between 2010 and 2019, i.e.  
84,843 jobs created in SSE during this period

**+30%**  
of SCICs between 2016 and 2018

Source: ATLAS of the social and solidarity economy, National SSE Observatory - SSE France, 2020. Backing for the support and financing ecosystem.





# LEVERS AND ACTION AREAS FOR URBAN REGIONS

**TO SUPPORT SSE  
AND SOCIAL INNOVATION**



## ACTION AREA #1

# Assistance for the support and financing ecosystem

In order to support the regional SSE, many inter-municipal co-operation entities (Établissements Publics de Coopération Intercommunale, EPCI) and local authorities encourage the development of an ecosystem of stakeholders dedicated to supporting SSE and social innovation projects<sup>[1]</sup>. Developing a support and financing pathway enables any project owner to be supported, regardless of their profile, stage of development or location.

### Various forms of action

There are various action levers available, for example:

- driving a financing or support structure (incubators, generators, accelerators, etc.);
- financial backing for support and funding stakeholders;
- creating an integrated support pathway;
- support for coordinating support and funding stakeholders (steering committees, working groups, etc.);
- increasing project leader visibility and directing them to support systems in the area.

For example, the Émergence Île-de-France programme, run by France Active's regional associations, aims to provide nine months of support to project leaders of associations, co-operatives, integration through economic activity structures (Structure de l'Insertion par l'Activité Économique, SIAE) or social enterprises. This programme is free of charge for participants and enables them to build their socio-economic model while validating the project feasibility, improve their social impact, meet funders, forge ties with local socio-economic stakeholders, and join a network of SSE project leaders. Alongside national and European funders, many local public entities support this programme, such as the public regional establishments (Établissements Publics Territoriaux, EPT) **Grand Paris Sud, Grand Orly Seine-Bièvre, Est Ensemble and Plaine Commune, the communautés d'agglomération Roissy Pays, Paris Saclay, Paris Vallée de la Marne, the Communauté de communes du Pays de Limours, Cœur d'Essonne agglomération, etc.**

### A wide range of stakeholders to support

Some local authorities devote an entire division of their action strategy to support the heads of networks and structures specialised in SSE that welcome, guide and support project leaders: **Regional Social and Solidarity Economy Chambers (Chambres Régionales de l'Économie Sociale et Solidaire, CRESS), social innovation incubators, activity and employment cooperatives, SSE business incubators, France Active, integration through economic activity networks and other thematic networks (short food circuits, sustainable mobility, etc.), the Initiatives Factory, etc.**<sup>[2]</sup>



#### LE DISPOSITIF LOCAL D'ACCOMPAGNEMENT DE L'ESS

The DLA (Dispositif Local d'Accompagnement - Local support scheme) is the leading SSE support mechanism in France. It assists social utility organisations in consolidating and developing employment and projects.

Founded in 2002 by the State and the Caisse des Dépôts, it was quickly joined by the Mouvement Associatif, with the support of the European Social Fund (ESF), and more recently by Régions de France and SSE France. The system is supported and financed at the regional level by numerous local authorities (regional councils, departmental councils, municipal communities, etc.) and is operated at the national level by Avise.

For more information about the DLA in your region or department, visit: [www.info-dla.fr](http://www.info-dla.fr)

#### Main funders:



#### National pilots:



[1] For more information, see the Handbook on «Creating socially useful activities. Supporting the emergence of regional social enterprises», Avise, 2016 (updated: 2019)

[2] Find the complete map of the structures and entities supporting SSE and social innovation projects on <https://www.avise.org/content/ecosysteme-de-laccompagnement>.



## The structure of SSE and social innovation networks in Nantes Métropole

### Historical political support for SSE

As a result of historical political support for SSE and SSE stakeholder dynamics, **Les Ecosolies was founded in 2004, and has been recognised as a Local economic cooperation agency (PTCE)** since 2011. Solllab was inaugurated in 2014. It offers a wide range of services to promote SSE visibility and development: commercial space, co-working, farmers' markets, event spaces, etc. This space is managed and run by the Les lieux communs SCIC.

### A regional strategy

That same year, the metropolis wrote its first SSE-specific roadmap with objectives by 2020, which it shared with the region's SSE stakeholders. It is part of the ambition to increase the scale of SSE integration and aims to promote the development of SSE entrepreneurship and job creation. Four sectors have been prioritised in order to respond to inhabitants' needs: waste and resources, housing, food and short supply chains, and personal services.

At the same time, the Ecosolies support offer is structured as follows:

- **«Information/Training»:** workshops to «decode» SSE, to discover the ecosystem: developing a training programme for its members.
- **structuring a support strategy for the emergence of SSE projects, via:**
  - the Initiative Factory, which supports local stakeholders (public, private, individual citizens) in understanding local needs developing appropriate entrepreneurial responses;
  - Popcorn workshops, a project

- pre-incubation scheme;
- the incubator for social and environmental innovation.

### The seed fund SSE Nantes Factory

This scheme supports the emergence of SSE projects in the metropolitan area and aims to bring together the financing and support tools of six partners: Ademe, France Active Pays de la Loire, Écosolies, Crédit Municipal de Nantes and Caisse d'Épargne Bretagne Pays de Loire.

Eligibility requirements are SSE projects in the start-up phase, located in the metropolis, in one of the above-mentioned priority sectors. Nantes Métropole's participation in this fund is in the form of a grant, which makes it possible to finance, for example, a position to carry out a feasibility study required to start the project. The Nantes Factory SSE fund finances 14 projects per year.

A collective DLA support programme has been created with France Active Pays de la Loire and the Ecosolies. The aim is to help companies establish a commercial and communication strategy, and enable them to bounce back in the event of a crisis.

### The Nantes Transition Fund

This is a zero-interest loan that supports project owners developing innovative solutions that require testing: new mobility, regional food supply projects, inclusion, etc. This fund is financed by Nantes Métropole and the Banque des Territoires, and may be opened to other financial backers.

### An upcoming “regional accelerator”

The Nantes Factory SSE fund and French Impact collective partners are working on creating a regional accelerator to support the development potential of SSE enterprises that have proven their concept, by helping them to scale up: consolidating the professional network, supporting the company's strategy, increasing managerial skills. Particular emphasis will be placed on real estate, a major issue for corporate development. A solution is provided at each stage of the project's development.

### The social innovation award

The objectives of the Social Innovation Award are to:

- support social and solidarity entrepreneurship that generates employment and economic cooperation between SSE and non-SSE stakeholders;
- stimulate cooperative entrepreneurship;
- demonstrate SSE stakeholders' ability to innovate differently.

The theme for the 2021 award is responsible digital technology. Particular attention will be paid to whether solutions take into account accessibility for everyone, particularly for women, as well as the values of solidarity, equality and good citizenship.

Examples of anticipated projects: developing accessible, inclusive and sustainable services for everyone; developing training for new responsible digital technology professions, etc.



## ACTION AREA #2

# Direct support for SSE structures

There are many ways in which local authorities directly support SSE structures..

Local and regional authorities and their groupings can grant direct economic aid to SSE enterprises, like any other enterprise, provided that they **comply with the national framework and EU legislation**. The NOTRe law has established the Region's role as lead partner for economic support. Aid granted to companies by local authorities and their groupings must be compatible with the Regional Economic Development, Innovation and Internationalisation Plan (Schéma Régional de Développement Économique, d'Innovation et d'Internationalisation, SRDEII), which must include a section on SSE. The economic interventions of EPCs with their own tax status are limited to their field of specialisation, as specified by law or their articles of association.

### Two main resources: grants and calls for projects

This economic support usually takes the form of **grants** (e.g. for a feasibility study, investment support, operations support, job creation, etc.). The 2014 law made the grant legally secure.

In order to grant this funding, public entities sometimes use **calls for projects**, which have the advantage of allowing them to identify and mobilise stakeholders thanks to tight and targeted communication. This has been the preferred approach of **Grand-Orly Seine Bièvre, Grand Paris Sud Est Avenir, Grand Poitiers, Grand Angoulême, Rennes Métropole, Saint-Etienne Métropole, Paris and Villeurbanne**, to name but a few. These calls for projects can be thematic (SSE and circular economy, SSE and sustainable housing, etc.) or interdisciplinary, but also ad hoc or annual.

For example, since 2018, the **Communauté d'agglomération Pau Béarn Pyrénées** has been organising a social innovation prize to encourage and support the creation of emerging social innovation projects by granting an endowment to the winner for their project start-up. In 2020, **Toulouse Métropole** rewarded the 15 winners of the Toulouse Impact Award for supporting solutions focused on economic and social inclusion, the circular economy or sustainable food supply that were initiated during the health crisis and that generate positive change. In addition to financial support, these calls for projects help increase the winners' visibility.

### Key points and best practice

Nevertheless, SSE stakeholders may encounter some problems when funding is mainly organised through calls for proposals and awards: the emphasis on a project's essential innovative dimension can force people to reinvent a project within the project; themes may exclude some interesting projects; the time spent on the application; and the risk that some stakeholders specialising in response to the calls for proposals.

**A study conducted by the French National Agency for the Cohesion of Territories (Agence Nationale de la Cohésion des Territoires, ANCT)** on the sustainability of SSE enterprises in fragile regions identifies several levers to help local public decision-makers make their support for SSE projects more effective<sup>[1]</sup>. In terms of grants, for example, several best practices were identified. These include providing administrative, political and technical support in addition to financial support - by sponsoring skills, for example - or favouring multi-annual agreements with target objectives rather than annual grants, which generally make it possible to lighten administrative burdens, facilitate cash flow management, increase visibility and establish a long-term partnership. These multi-annual target agreements are particularly important for activities with a high social impact for which turnover alone cannot ensure sustainability.

**Local and regional authorities and their groupings can grant direct economic aid to SSE enterprises, like any other enterprise, provided that they comply with the national framework and EU legislation.**

[1] ANCT, L'économie sociale et solidaire (ESS), une chance pour les territoires fragiles, 2021 available online: <https://agence-cohesion-territoires.gouv.fr/leconomie-sociale-et-solidaire-ess-une-chance-pour-les-territoires-fragiles-447>



## The Metropolis of Lyon Social Innovation Support Foundation

### Context

In 2018, the Metropolis of Lyon brought together approximately twenty structures in the region in order to identify the needs of SSE enterprises in order to promote the development of social innovation in the region. For several years, the local authority had decided to fund only collective projects on a metropolitan scale. Funding mechanisms were insufficient to meet the requests from SSE structures. The challenge was to create a funding tool that could go beyond the constraints of traditional calls for projects, by being:

- **permanent**, with calls for projects throughout the year;
- **open**, with minimal selection criteria and no pre-determined sectors in order to allow versatile projects to apply;
- **focused on prioritising emergence**, in order to finance project research and development (R&D).

### Creating a sheltered foundation

The Metropolis of Lyon, the Caisse d'Épargne Rhône Alpes corporate foundation and the Caisse des Dépôts created the Social Innovation Support Foundation in 2019, under the aegis of the Foundation for the University of Lyon, which houses a number of funds.

The Foundation's aim is to support general interest socially innovative projects in the Lyon metropolitan area. The main criterion is that structures comply with SSE statutes.

Endowed with one million euros, thanks to contributions from founders, the sheltered

foundation has three areas of financing:

- **emergence phase**: 100% of eligible start-up expenses (feasibility study, specific skill study, etc.), up to €5,000 for individual projects and up to €10,000 for projects with high impact potential;
- **development phase**: maximum support of 50% of eligible expenses, up to €15,000;
- **scale-up and spin-off phase**: granting repayable advances up to a maximum of €100,000, with a repayment schedule over a maximum of 48 months (maximum 2-year grace period).

This foundation is a tool designed to serve the Metropolis' other public policies. The aim is that each department within the local authority can use it. One potential action could be, for example, to propose a call for projects on social innovation every three months and occasional thematic calls for projects (mobility, food supply, etc.).

### Examples of projects funded in 2019

In 2019, the Foundation received 88 applications. Of the 16 winners, 9 projects received development support (*Les clés de chez moi*, a training programme for the general public on housing ownership; *Réseau Entourage*, to «provide a network for those who no longer have one»; *Atelier Emmaüs*, *Tissu solidaire*, on including exiled people in the textile industry, *Les détritivores*, etc.), 3 received emergence support (*Regional Local Food Supply Grouping* (*Groupement régional alimentaire de proximité*, GRAP); *La Jardinière*; *Rejoué*, *Extime Vélos* and *Quartiers*), and 4 received scale-up support (*Constand et Zoé*, *Les Petites Cantines*, etc.).

**In 2019, 88 applications  
were submitted,  
16 winners were selected**



## ACTION AREA #3

# Support for regional cooperation

Stakeholder ability to cooperate is increasingly identified as a determining factor in a region's development and resilience. Various forms of cooperation involving several types of partners (SSE enterprises, other private enterprises, training organisations, citizens and communities) have developed in recent years. Beyond direct support for SSE enterprises, many local authorities play a structuring role in encouraging regional economic cooperation.

### A wide variety of resources to support cooperations

For SSE, the stakes are high: cooperation is at the heart of its values, but it is often caught up in sector or competitive divisions. These weaken its capacity to influence regions' economic dynamics. Local authorities can encourage decompartmentalisation, sharing and interdisciplinary partnerships. Local authorities can intervene not only by offering direct support (project financing, business premises, etc.) or indirect support (backing the support and financing ecosystem), but can also encourage a search for new economic and operating models based on cooperation, sharing and a search for synergies, rather than on competition.

Several local authorities encourage cooperation and sharing initiatives within their region, such as **Nantes Métropole**, **Valenciennes Métropole** and **Béthune-Bruay**, which provide long-term support for local SSE development clusters or groups.

Local authorities can also encourage these approaches in the criteria for their calls for projects. **Grand Paris Sud Est Avenir** adopted this approach in 2021 by identifying «economic cooperation or sharing between structures in the region» as one of the project selection criteria.

### Support for local economic cooperation agencies (PTCE)

Several local authorities are also involved in supporting **regional economic co-operation hubs (Pôles Territoriaux de coopération économique, PTCE)**. Collective initiatives born from stakeholders' commitment to the solidarity and ethical economic development of their region, PTCEs are today commonly recognised in the field of local cooperations. In light of the health crisis' impact in 2020 and 2021, their relevance is increasingly recognised. Their regional, multi-stakeholder approach helps create local jobs and structure economic sectors and regional eco-systems.

The outcome of an action-research approach led by the SSE Labo that has mobilised field stakeholders, local authorities

and researchers since 2009 and officially recognised in the 2014 SSE law, PTCEs represent a key approach for several public and private stakeholders in France, as well as in Europe.

Article 9 of the July 2014 SSE Law specifies: "Regional economic cooperation hubs are formed by grouping together social and solidarity economy companies in the same region, as defined in Article 1 of this law; these join forces with companies, in coordination with local authorities and their groupings, research centres, higher education and research entities, training bodies and/or any other natural or legal person, in order to implement a joint and ongoing sharing, cooperation or partnership strategy in the interest of socially or technologically innovative economic and social projects that promote sustainable local development."

Several urban regions are partners in the fifty or so active PTCEs: **Montpellier Méditerranée Métropole** and the PTCE REALIS – Réseau Actif pour l'innovation sociale (Active Network for Social Innovation); **Strasbourg** and the PTCE Kaleidoscoop, **Lyon** and the PTCE Le Bol, a cooperation cluster focused on food; **Grasse and Tétris, Plaine Commune, Rennes**, etc.

The announced relaunch of a national policy to support PTCEs should strengthen the development of PTCEs and the involvement of urban region in these entities.

### Support for creating and developing collective interest cooperatives (Sociétés Coopératives d'Intérêt Collectif, SCIC)

Finally, local authorities can support the creation and become members of **collective interest cooperatives** (see box). This form of enterprise is attracting growing interest from local authorities, which can support the creation of SCICs in a variety of ways: support the Regional Union of Cooperative and Participative Societies (URSCOP); use of services offered by the SCIC as part of a public contract; delegating a public service or commissioning an SCIC for a general economic interest service (e.g. **Eurométropole de Strasbourg** and **Métropole de Lyon**), defining a general support policy for SCICs (e.g. **Rennes Métropole** and **Clermont-Auvergne Métropole**) and SCIC society membership.

Approximately 40% of the local authorities that contributed to the study are currently members of SCICs (mainly metropolises) and several have indicated that they are in the process of considering this options. Some local authorities are members of several SCICs, which indicates a strong political will (for example, 7 SCICs for **Strasbourg Eurométropole**, 5 for



**Grenoble Alpes Métropole** and 4 for **Rennes Métropole** and the city of **Lille**). Areas of activity are varied: mobility (**European Metropolis of Lille**), support and financing (**Pau Pyrénées, Toulouse Métropole**), waste treatment and recovery (**Grand Lyon**), food supply (**Bordeaux Métropole**), early years (**Lille**), localised production (**Rennes Métropole**), energy transition, etc. SCICs dedicated to energy transition are growing rapidly and several local authorities have

indicated that they are currently participating in developing SCICs working to support the energy transition.

## SCICs CHARACTERISTICS OF A TOOL FOR THE COMMON GOOD

A recent company structure (February 2002), the SCIC is characterised by:

- devoted to economic activity for the collective interest and social utility;
- multi-partnership: SCICs make it possible to bring together multiple stakeholders in several colleges to focus on a single economic project. They must include employees or producers and beneficiaries (customers, suppliers, inhabitants), as well as natural or legal persons (partners, volunteers) and public authorities;
- its organisational structure, based on the principles of solidarity and democracy and that 1 member = 1 vote, with the possibility of weighting votes through the creation of colleges;
- a presence across all activity sectors, in particular ecological transition sectors (wood energy, organic food supply, renewable energies, sustainable mobility);
- an obligation to pay 57.5% of annual surplus to a so-called «non-shareable reserve», which cannot be distributed to private interests, but reinvested in the business.

The 2014 SSE law allows local authorities and their groupings to hold up to 50% of an SCIC's capital (previously 20%).



STÉPHANE  
PFEIFFER

### DEPUTY MAYOR OF BORDEAUX RESPONSIBLE FOR HOUSING, EMPLOYMENT, SSE, AND INNOVATIVE ECONOMIC STRUCTURES

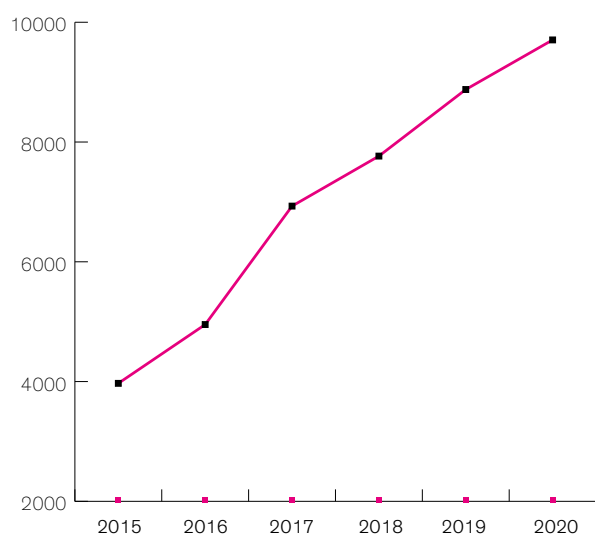
“SCICs are a way of creating a new form of public service, a public-private-citizen cooperation that takes into account the different interests operating in the region. By involving multiple stakeholders in their governance, they ensure that the project will benefit the region. Various interests are represented and the community, when involved in the capital, can play a role as guarantor of the general interest.”



# KEY FIGURES (2020)

- 1,060 SCICs registered in France, representing approximately 9,700 jobs
- 40% of SCICs have at least one local authority in their share capital

## Evolution of the number of SCIC employees



Source: CGSCOP, Annual report 2020 [available online at: <https://www.les-scop.coop/system/files/2021-03/RA%20SCOP%202020-final.pdf>]

# FOCUS

## The report on SCICs and possible follow-up

A report<sup>[1]</sup> on SCICs and activity and employment cooperatives, at the request of the Minister of Labour, Employment and Integration and the Secretary of State for the Social, Solidarity and Responsible Economy, was published in September 2021. This report was produced by the General Inspectorate of Finance (IGF) and the General Inspectorate of Social Affairs (IGAS).

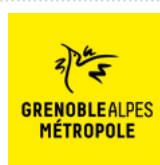
*"There were 1,060 SCICs in 2020, 83% of which were in the business sector and 99% of which were micro, small and medium-sized companies. The project identified four categories of obstacles to SCIC development:*

- *at the legal level, the absence of a definition of social utility for SCICs and their managers' status with regard to unemployment insurance;*
- *the uneven implementation of the cooperative audit, which does not guarantee their cooperative character;*
- *a doubly constrained status, which doesn't allow access to the advantages reserved for associations while constraining their funding conditions;*
- *an insufficiently secure legal framework for the support of local authorities and their groupings."*

[1] C.Branchu and A.Muscatelli, IGAS. - H.Pelosse and L. de Crevoisier, IGF. (May 2021). Les sociétés coopératives d'intérêt collectif (SCIC) et les coopératives d'activité et d'emploi (CAE). <https://www.igas.gouv.fr/spip.php?article831>



# EXAMPLES OF SCICS FUNDED





# FOCUS

## The Communauté d'agglomération du Pays de Grasse's support for the SCIC Tetris

### Context

The Communauté d'agglomération du Pays de Grasse supports the SCIC Transition Écologique Territoriale par la Recherche et l'Innovation Sociale (TETRIS), of which it has been a member since its founding, as part of its local policy to support SSE and social innovation. The SCIC runs the eponymous local economic cooperation agency (PTCE) and, in addition to the Communauté d'agglomération du Pays de Grasse, brings together 15 SSE structures and 41 volunteers and researchers who aim to revitalise the region focusing on tangible ecological projects by experimenting with an approach based on the **general interest**. The PTCE brings together support resources and partner structures to promote the emergence and development of economic activities that favour local development and the region's ecological transition through a social innovation approach.

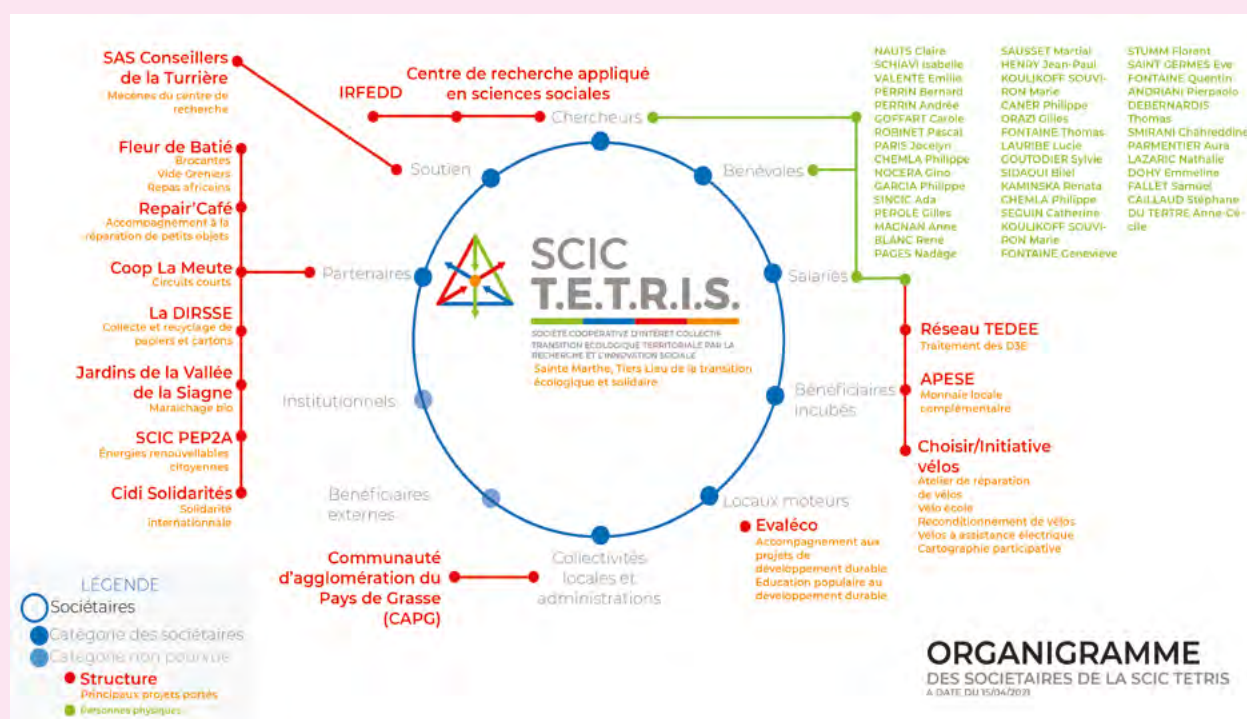
The PTCE focuses on 5 main areas:

- mobility;
- sustainable food supply;
- digital social economy;
- regional circular economy;
- solidarity development.

Since its founding, the SCIC, which is a recognised Young University Company, has been structured around an applied research centre. It has developed several regional infrastructures: a third place for the Ecological and Solidarity Transition (Transition Écologique et Solidaire, TES) which since 2019 has been certified as a «Digital Territory Factory»; a project

generator targeting project leaders or fulfilling needs identified in the region; a «learning space» including a training centre that organises activities related to formal learning; a Non-Formal Skills Acquisition Space (Espace Non Formel d'Acquisition de Compétence, ENFAC) where activities supporting non-formal learning are organised and carried out.

Cooperations made possible by the SCIC contribute significantly to the synergy between the region's public policies and its ability to participate in national calls for projects (Ecological Transition Contract, Action Cœur de Ville, French Impact, French Mobility, Nouveaux Lieux Nouveaux Liens, etc.).





## ACTION AREA #4

# Encourage access to land and the creation of third places

Facilitating access to land is an important lever for SSE public policies, and for economic development policies as a whole. Agglomerations and large cities are exclusively responsible for creating, developing, managing and maintaining the business parks located in their region. Intermunicipal authorities and municipalities provide support for corporate real estate, as well as land and building leases. More broadly, the region is important in terms of regulating land management, through urban development plans (Plans Locaux d'Urbanisme, PLU) or regional cohesion schemes (Schémas de Cohérence Territoriale, SCOT) for example.

### A variety of actions to support land access

For SSE stakeholders, local authorities are important partners in terms of facilitating access to premises that meet their needs and means, particularly given the context of rising land prices in urban areas. The objectives of proximity, social integration, job creation, quality of life and innovation depend on the ability to find locations that are suitably adapted to their projects and activities and located as close as possible to local inhabitants. The vast majority of urban regions that responded to the survey have initiatives in this field.

Support methods are varied. These range from providing premises free of charge or at low rents (**Grand Poitiers, Redon Agglomération, Villeurbanne**), to supporting and financing shared premises, such as the SSE gateway centre managed directly by **Plaine Commune** or the ARTIS gateway centres run by **Grenoble-Alpes Métropole**. As early as the 2000s, Grenoble-Alpes Métropole supported the construction of a gateway centre that brought together SSE structures and local businesses. "Encouraging real estate solutions adapted to the sector as well as economic cooperation through mixed-use locations" is still a strong driver of the SSE development plan in this region. It is developed on the basis of 2 objectives: "developing and managing ARTIS gateway centres that encourage clustering between SSE and local business stakeholders" and "project leader access to suitable premises by incorporating SSE in the existing corporate and commercial real estate".

The local authority has an important role to play in bringing people together. It can organise meetings dedicated to space sharing, or an exchange of association premises, as in **Villeurbanne** and **Grand Orly Seine Bièvre**. It also plays a role in supporting stakeholders in their search for premises, which it occasionally fulfils through a dedicated project manager, as in **Grand Paris Sud Est Avenir**. **Local authorities also mediate between SSE structures and public and private real estate operators** (social landlords, city, public developers, investors) in the search for premises with low rents that are accessible

to these enterprises. The mobilisation of public operators in support of SSE has been strengthened in recent years: **Lille**, with the local public development company La Fabrique des quartiers; **Strasbourg** with Locusem; **Rennes, Lyon** with the Grand Lyon semi-public property company. These particularly support economic development in regions that are not very attractive to private investors (such as the city policy priority neighbourhoods (Quartiers Prioritaires de la Politique de la Ville, QPV) or in innovative sectors where the local authority has identified a lack of private initiatives.

Some local authorities have carried out studies in order to better understand SSE stakeholders' land needs (**Métropole de Lyon, Plaine Commune, Grand Orly Seine Bièvre**, etc.) and consequently develop a structured policy in response. Consideration is being given to designing specific tools for *portage d'immobiliers* (a mechanism whereby property is made available to tenants with favourable financial conditions) for economic development, with low rents, as can be seen in Grand-Orly Seine Bièvre.

**For SSE stakeholders, local authorities are important partners in terms of facilitating access to premises that meet their needs and means.**

### Creating shared spaces and transitional urban development

Many shared spaces, which help strengthen SSE visibility as well as cooperation and sharing between stakeholders, have been supported by a local authority, either directly or via a semi-public company: Solilab in **Nantes**, Imaginations Fertiles in **Toulouse**, Point Commun in **Bordeaux**, Maison Stéphane Hessel in **Lille**, Quadri in **Rennes**, and the KaleidosCOOP project in **Strasbourg** (see p.24). Coworking spaces and third places have rapidly developed in recent years.

Many urban regions have understood that SSE and social innovation stakeholders could prove important partners, for example by occupying vacant space or heritage conservation. The stakes are high for agglomerations and large cities: they want to prevent the dilapidation and unsolicited occupation of



**Many shared spaces,  
which help strengthen  
SSE visibility as well as  
cooperation and sharing  
between stakeholders,  
have been supported  
by a local authority**

these spaces, but also enhance them and transform them into levers for socio-economic development. As with the former bus warehouses for the Bliida third place centre in **Metz**, former school or municipal buildings, former industrial sites, local authorities often rely on SSE stakeholders to permanently or temporarily develop these sites. Local authorities frequently issue calls for projects and expressions of interest. For example: the **European Metropolis of Lille's** call for digital third-party projects, jointly managed by the elected official responsible for SSE and the elected official responsible for the digital sector; **Est Ensemble** or **Grand-Orly Seine Bièvre's** calls for expressions of interest in temporary urban development projects, etc.

Finally, SSE stakeholders at the local or national level have been developing significant expertise in this field for several years: Plateau Urbain, an SCIC specialising in temporary urban development, Etic or Terre de Liens, solidarity property companies that can provide legal support, fundraising and technical site management, the third place Cooperative, etc.

### **The development of agricultural, natural or brownfield sites**

Many regions face the challenge of preserving agricultural areas within agglomerations and large cities, which has been further exacerbated by the Covid crisis. By combating urban sprawl and agricultural land encroachment, particularly by redeveloping brownfields, encouraging the buyback of brownfields from companies, renovating and reducing the amount of vacant space, and adopting a proactive policy for maintaining an agricultural belt, many regions are implementing policies to support and develop urban and peri-urban agriculture.



## FOCUS

### **The KaleidosCOOP cross-border cooperation third place**

One of the projects selected under Strasbourg Eurometropole's social innovation development strategy is the creation of a mixed-use work and social space that is open to everyone in order to facilitate meetings and the emergence of innovative ideas. Located on 9 hectares of industrial brownfield that belonged to the COOP Alsace, the KaléidosCOOP cross-border economic cooperation centre is a third place project that brings together employment, economic development and SSE stakeholders with the aim of creating new services and activities linked to employment, entrepreneurship and social innovation for the region's stakeholders and inhabitants. Co-piloted by the Maison de l'Emploi, the CRESS Grand Est and the SCIC Cooproduction (which brings together more than 50 partners), this centre will provide nearly 2,800 sq.m of offices and shared space as well as the SSE Vitrine, a shop that sells products and services from SSE stakeholders (short circuit food products, recycled products, solidarity-based second-hand goods, concierge services, etc.), a co-working space, and a café with a garden.

The SCIC KaléidosCOOP simplified joint stock company (SAS) was founded in November 2019 by 25 structures divided into 6 colleges, including a college of public institutions that counts among its members the City and Eurometropolis of Strasbourg, as well as the City of Kehl. KaleidosCOOP rents premises to Locusem, a semi-public company (Société d'Économie Mixte, SEM) created by the City and Eurometropolis of Strasbourg and dedicated to real estate for SSEs, very small enterprises (VSE) and city policy priority neighbourhoods (QPV). Finishing works are carried out by the SCIC, which pays rent to the SEM. The economic model is based on renting various spaces (café, multi-purpose room, offices, etc.). The City and Eurometropole of Strasbourg have set up a general economic interest service (Service d'Intérêt Économique Général, SGEI) for this project, which should be inaugurated in the first half of 2022.



## ACTION AREA #5

# Developing social R&D and innovative collaborative initiatives

### Support for social innovation

According to the Conseil supérieur de l'économie sociale et solidaire (CSESS – High Council for the social and solidarity economy), social innovation “consists in developing new responses to emerging social needs or those that are poorly addressed under current market and social policy conditions, by involving the stakeholders in question, and in particular end users and other users. These innovations must focus on the product or service as well as the mode of organisation, distribution, (...). They are subject to a multi-phase process: emergence, experimentation, dissemination, evaluation”.<sup>[1]</sup>

Although social innovation is not specific to SSE stakeholders and can be carried out by public stakeholders, citizens or companies in the mainstream economy, it is still an essential component of SSE. Ensuring that social innovation is recognised alongside technological innovation, and designing public policies in support of social innovation both, involve a number of challenges<sup>[2]</sup>:

- **open access to traditional innovation funding for social innovation** and support social innovation stakeholders so that they can mobilise said financing;
- **encourage convergent and multidisciplinary approaches** that bring together researchers, civil society, companies and associations;
- **encourage the exchange of best practices** in order to generate socially innovative projects and disseminate existing social innovations;
- **measure the social impact** of projects developed.

### Support for collective and collaborative initiatives

Several local authorities and EPCs have noted the need to decompartmentalise the action programmes for their sector-specific policies and strengthen collective and collaborative approaches in order to better meet the needs of project leaders. Developing a shared culture and definition of social innovation at the regional level (between local authorities, associations, companies, researchers, citizens, etc.) makes it possible to facilitate collective, convergent and multidisciplinary approaches.

For example, the **Eurométropole de Strasbourg** has allocated one operational strategy of its “Strasbourg Eco 2030” roadmap to developing social innovation: this strategy was written, is being developed and is piloted and co-supported by SSE stakeholders, local authorities and innovation agencies (including the Grand Est Semia incubator and Grand E-Nov agency).

**Developing a shared culture and definition of social innovation at the regional level (between local authorities, associations, companies, researchers, citizens, etc.) makes it possible to facilitate collective, convergent and multidisciplinary approaches.**

[1] Summary report of the Social Innovation Working Group, Conseil Supérieur de l'Economie Sociale et Solidaire, December 2011

[2] For more information, see the INSTRUCTIONS FOR USE: SOCIAL INNOVATION, Avise, 2020 [available online: <https://www.avise.org/ressources/mode-emploi-linnovation-sociale>]



## Support for research

Also, **many local authorities are strengthening their links with research stakeholders, particularly with the various Chairs dedicated to SSE and social innovation.** There are many types of partnerships: financial support, event co-organisation (seminars, training days, etc.).

For example, the **Communauté Urbaine du Grand Reims** is a partner of the SSE URCA Chair and provides support for research through various actions: funding a research engineer position; support to facilitate access to funding from the European Regional Development Fund (ERDF); participating in the Chair's steering committees, etc.

In Poitiers, the student SCIC B323 offers research and development and consultancy services. The **Communauté d'agglomérations Grand Poitiers** has called on the SCIC on several occasions for studies and research-action initiatives, and has supported it in terms of communication.

The **Grenoble Alpes Métropole** and the SSE Chair at Sciences Po Grenoble organise an annual seminar dedicated to social innovation that brings together a group of key SSE organisations in the region (organising challenges with students, cooperatives, carrying out observation studies of SSE in the region, etc.).

In 2018, the **Métropole Clermont Auvergne**, in partnership with the Godin Institute, created a social innovation research & development and transfer centre, CISCA, to highlight and support transformative social and solidarity economy and social innovation practices at the heart of regional development. Co-chaired by the metropolitan councillor in charge of SSE, the President of the University and the Director of the SCIC Epicentre Factory, CISCA has two core objectives. First, facilitate intermediation between R&D requests from socio-economic stakeholders and researchers in the area. Second, help identify thematic areas for R&D in social innovation in response to issues in the area, social entrepreneurship dynamics, citizen dynamics, etc.

**There are many types of partnerships: financial support, event co-organisation (seminars, training days, etc.).**

## LIST OF CHAIRS DEDICATED TO SSE

- SSE Chair of the University of Reims Champagne-Ardenne (URCA)
- SSE Chair at Sciences Po Grenoble
- SSE Entrepreneurship Chair at the University Lumière Lyon 2
- SSE Regions Chair (TerrESS) at Sciences Po Bordeaux
- SSE Chair of the University Paris Est Marne la Vallée (UPEM)
- Euro-Mediterranean Chair of Social and Solidarity Economy of Aix-Marseille University
- Inter-university and interdisciplinary chair in SSE and regional sustainability in Hauts-de-France (ChairESS)
- SSE Chair of the University of Maine
- SSE Chair of the University of Haute-Alsace
- SSE Chair of the Conservatoire National des Arts et Métiers (CNAM)



## The LAB3S Sols Savoirs Saveurs, an agro-ecological and food innovation laboratory in the Est Ensemble region

### The creation of LAB3S, at the heart of a research and innovation ecosystem for sustainable development

In the context of urban renewal and SSE and sustainable food project development in the neighbourhoods of eastern Paris, the Institut de Recherche pour le Développement (IRD – Institute for Research and Development) and the regional public entity Est Ensemble have co-founded the Laboratoire Sols Savoirs Saveurs (LAB3S), an innovative tool for the region and for research-action

LAB3S is located on the Innovation Campus in Bondy, Seine-Saint-Denis. This site hosts various innovation stakeholders in order to encourage the emergence and development of local projects, but also projects for developing countries: the Bond'Innov incubator, the Regional Wildlife Monitoring Laboratory, and the IRD's "Cofab-in-Bondy" fablab.

With the support of the National Agency for Urban Renewal (Agence Nationale pour la Rénovation Urbaine, ANRU), Est Ensemble and the IRD, LAB3S is developing an agro-ecological third place that includes an urban farm, an educational garden and a Food Lab project.

### An action research approach at the heart of innovation

In order to foster cooperation between scientific and SSE stakeholders, LAB3S encourages local resident involvement in research-action projects focused on its three main themes:

- urban land reclamation;
- neighbourhood food supply;
- pollination and biodiversity.

LAB3S' challenge is to imagine and implement collective, co-developed solutions that meet the Sustainable Development Goals (SDGs) as defined by the United Nations in terms of ecological transition, urban agriculture and sustainable food supply. The project is co-financed by the ANRU and Est Ensemble, which positions LAB3S as the reference ecological transition structure in the region. The association that supports the project brings together local authorities in the area, research stakeholders and local SSE organisations, such as Moulinot, Baluchon and La Butinerie.

### Implementing mobilising projects in the region

The projects implemented include awareness-raising activities and workshops to popularise and disseminate scientific culture. For example, since 2018, LAB3S has been piloting the Ingénierie Pédologique au service de l'Agriculture Urbaine et Participative (IPAUP) project with the support of Ademe, which aims to improve knowledge of issues related to urban soils and, more specifically, urban agriculture on polluted soils in Seine-Saint-Denis. Along with scientific research and experiments to develop technosols, the IPAUP project includes a socio-anthropological component to better understand the perception of urban soils, but also a cultural programme dedicated to sharing the project's lessons with local inhabitants (workshops, festive events, targeted communication, etc).

### Support for creating local and inspiring activities

The objective of LAB3S is to become an exemplary place for sharing knowledge and resources between SSE stakeholders and scientists, in order to encourage innovative and sustainable projects in urban food and agriculture. By 2022, a business incubator managed by Est Ensemble and equipped for food processing (shared professional kitchens), will be installed at the entrance to the campus.

LAB3S runs programmes to support the creation of projects in the region, in particular the culinary incubator launched in 2021 in partnership with Baluchon Association, which supports culinary entrepreneurial projects in the region for one year.

Training courses for elected officials and local authority technicians are being developed, based on the knowledge and research axes of projects promoted by LAB3S.



## ACTION AREA #6

# Developing socially and environmentally responsible procurement

Public procurement is an essential and increasingly recognised issue for the development of a more inclusive economy. The subject is on point, although it is not new (pioneering local authorities have been integrating social clauses into their contracts since the 1990s). The **Plan National d'Actions pour des Achats Publics Durables 2020-2025**, for example, sets out ambitious objectives: 30% of contracts must include at least one social consideration by 2025 and 100% of contracts must include at least one environmental consideration (whereas only 10% and less than 15% of contracts respectively currently do so). A guide to the social aspects of public procurement is due to be published in 2021. This articulates a broader view of social aspects: integration of people who are not in employment and the fight against discrimination, but also gender equality, ethical and fair purchasing, circular economy and social innovation.

### A favourable legal framework

The April 2016 public procurement reform has increased the possibilities of using public procurement for SSE development. Local and regional authorities have several levers to promote responsible public procurement<sup>[1]</sup>. Although still relatively little used, the possibility of incorporating social or environmental clauses in public contracts has gradually become part of public buyers' practices. Since the 2016 reform, it is possible to include these clauses in body of the contract and in its technical conditions. **With the entry into force of the Climate and Resilience Act (2021), including environmental considerations in works, service or supply contracts will become mandatory.**

Public procurement law also provides for the possibility of reserving contracts or lots for companies involved in integration through economic activity or for adapted companies. Article L2113-15 of the April 2019 Public Procurement Code allows for health, social or cultural service contracts to be reserved for SSE enterprises.

Several other provisions not specific to SSE can also facilitate the access of SSE stakeholders to public procurement:

- allotment, an important lever for facilitating access of small and medium-sized enterprises (SMEs) to procurement;
- Negotiated contracts, under €40,000 and without advertising or competitive bidding, meet the requests from SSE structures for administrative simplification and allow local authorities to work more closely with regions (Article R2122-8 of the Public Order Code);
- The local authority may require a certification at any stage of the public contract to prove the quality of a product or service;
- The concept of life-cycle pricing<sup>[2]</sup>, which came into force with the 2016 reform, makes it possible to qualify the environmental impact of products and services instead of only taking into account their purchase cost;
- Finally, local authorities can develop innovation partnerships and, until the end of 2021, award negotiated contracts without advertising or competitive tendering for innovative purchases under €100,000.

**In order to develop responsible public procurement, public purchasers' knowledge of SSE structures in the region and their products and services is essential.**

This knowledge can be developed in part by identifying structures in their region<sup>[3]</sup>, through specialised websites, organising meetings between buyers and SSE stakeholders and mobilising networks of stakeholders.

[2] The life-cycle consists of successive and interdependent stages throughout the life of a product, work or service: extraction of the energetic and non-energetic raw materials necessary for manufacturing, producing, marketing the product, as well as its condition, transport, use and maintenance, reuse, recycling, recovery, collection and disposal to end-of-life channels (definition adopted by the «Study Group on Sustainable Development and Environmental Markets» led by the State Procurement Directorate).

[3] A resource centre on socially responsible purchasing is available on social-ement-responsible.org. It includes a national directory of integration through economic activity structures, a list of regional platforms that reference socially responsible entities in the region, key stakeholders and tools, key action levers, buyers' testimonies and resources.

[1] For more information, see the Manual «Socially responsible buying», Avisa 2015



## Local authorities committed to responsible public procurement

Many local authorities, such as the **communautés d'agglomération de Cergy and Argenteuil**, organise business conventions, often with the support of CRESS, which enable meetings between contractors and SSE structures.

**Grenoble-Alpes Métropole** plays the role of facilitator throughout its region. Through its integration officers, the metropolis runs a network of contractors in the region, organises awareness-raising meetings with cities and analyses the markets likely to be the subject of a reserved contract. The metropolis is also working on developing access for integration through economic activity networks (IAE) to public procurement by allocating and reserving procurement contracts, diversifying the activity sectors for which procurement contracts are reserved, and systematizing requests for quotes to the SIAE in markets with adapted procedures. Grenoble-Alpes Métropole has also been organising public procurement conferences for two years.

At **Saint-Etienne Métropole**, economic and purchasing departments have developed an online platform (on the Metropolis' website) so that companies can list themselves and specify whether they are SSE registered and whether they have *Entreprise solidaire d'utilité sociale* (ESUS – solidarity company of social utility, a part of SSE) certification. The metropolis also organises training sessions (via the professional development fund) for SSE stakeholders, providing training in how to apply for procurement contracts as well as business meetings and visits to structures in conjunction with the CRESS (ESSpresso, economic conferences, etc.).

In the context of its procurement order for the recovery of textiles, linen and shoes, the **Eurométropole de Strasbourg** entrusted the contract to an SGEI. The order included public service obligations (PSO) concerning technical, environmental, social and innovative partnerships.

At the **Communauté d'agglomération du Pays de Grasse**, responsible purchasing is an action lever supporting SSE policy. The community has been very well structured and equipped in this regard for a long time, particularly with a clause facilitator. In 2014, it hosted the 1st edition of the So Eko responsible purchasing fair, co-organised with CRESS Sud, and was awarded the National Trophy for responsible purchasing. The authority decided to mobilise other buyers, given its relatively low direct purchasing volume. A platform to promote responsible purchasing has been created. It includes videos to raise awareness of preconceived ideas, information on unsuccessful contracts, examples of objections and a directory listing the region's SSE stakeholders.

## The scheme to promote socially and environmentally responsible procurement

Since the SSE law of 2014, local authorities whose public purchasing exceeds €100 million excluding tax per annum (less than 200 authorities affected) have been obliged to adopt a scheme to promote socially and environmentally responsible procurement (SPASER).<sup>[1]</sup> Only 20% of authorities subject to this obligation had adopted a SPASER by 31 December, 2020, according to the RTES analysis. **However, a SPASER can be a structuring tool for responsible public procurement.** As defined by law, the SPASER "determines the objectives for awarding public contracts with components of a social nature aimed at contributing to the social and professional integration of disabled or disadvantaged workers, and components of an ecological nature, as well as implementation and annual monitoring methods for these objectives. This scheme also contributes to promoting a circular economy."

**The Climate and Resilience Act requires that SPASERs be made public on the websites of the relevant buyers and that they specify precise data** on the percentage of socially and environmentally responsible purchases and target objectives in order to assess their progress.

Grenoble adopted a SPASER in 2014; Paris in 2015; Lyon, Bordeaux Métropole, Nice and Nice Côte d'Azur Métropole adopted a SPASER in 2016; Bordeaux, Nantes and Nantes Métropole adopted one in 2017; Rennes and Rennes Métropole, the city and Eurométropole of Strasbourg in 2018 (supported by the SSE Council, an entity created to encourage SSE dialogue and co-development); the European Metropolis of Lille in 2019; and Besançon and the Grand Besançon Region in 2021.<sup>[2]</sup>

In January 2021, the **Besançon** City Council adopted its SPASER, which also applies to the Centre Communal d'Action Sociale (CCAS – Communal Centre for Social Action) and the Grand Besançon Metropolis. The aim is to develop best market practices in three areas. The first is the ecological transition and the impact of purchases on the environment and health (waste reduction, bio-sourced materials, etc.). Besançon is one of the first local authorities to include clauses on animal welfare, particularly for food and maintenance contracts. The second focus area aims to promote ethical, inclusive and socially responsible public procurement to combat discrimination, by developing professional reintegration and reserved procurement contracts. Finally, the SPASER aims to facilitate local business access to procurement contracts.

[1] Article L. 2111-3 of the Public Order Code

[2] For more information: situation report on SPASERs, RTES 2020, and the RTES benchmark report on SPASERs



## FOCUS

# The European Metropolis of Lille SPASER

### **The process of mobilising EML SSE stakeholders**

In the European Metropolis of Lille (EML), public procurement total 400 million euros per annum. The local authority was therefore required to adopt a scheme to promote socially and environmentally responsible public procurement. The scheme to promote socially and environmentally responsible public procurement (SPASER), adopted in December 2018, was also an opportunity to structure the EML's procurement policy.

Coordinated by the Purchasing and Public Procurement departments, the development of the SPASER was intended to be exemplary and co-developed with the local authority's internal stakeholders and external partners (Maison de l'emploi, Regional Union for Integration Through Economic Activity (Union régionale de l'insertion par l'activité économique), APES, the regional SSE chamber, the chamber of commerce and industry, chamber of trade, professional federations, etc.) In addition to a benchmark of around ten local authorities, a seminar and four thematic workshops were organised (inclusion, disability, SSE and IAE, and green procurement) as well as an online consultation on the citizen participation platform.

### **Ambitious objectives**

The EML's SPASER aims to create a purchasing policy that fosters local development, in close collaboration with SSE structures. The following targets have been identified for the end of 2021: doubling the number of social integration hours to 300,000 hours per annum, including a social clause in 25% of public contracts awarded; doubling efforts to promote the integration of persons with disabilities; systematic consideration of environmental clause inclusion, etc.

One of the pillars of the EML's SPASER is the development of a virtuous ecosystem. This is why Marc Godefroy, metropolitan councillor in charge of SSE from 2014 to 2020, was determined to co-organise the "Osez SSE" meeting with APES, the network of SSE stakeholders operating in the metropolis. The aim was to promote knowledge sharing between metropolitan buyers, elected officials and SSE structures, by raising awareness among public buyers of the role of SSE in their purchases, but also by raising awareness of public procurement opportunities among

SSE stakeholders. On 26 November, 2019, the meeting brought together more than 150 participants to consider the restraints and growth levers for more sustainable public procurement. Presentations were given by public buyers detailing which purchasing needs were likely to be entrusted to SSE entities, followed by thematic workshops: food supply, mobility, housing, living environment and waste management. After this meeting, the Osons network was created, which brings together local stakeholders and public purchasers in the region. Its roadmap is to start from the basis of specific local needs and expectations in order to co-develop innovative solutions to meet the challenges of the transition to an ecological and solidarity-based economy.

**The EML's SPASER aims to create a purchasing policy that fosters local development, in close collaboration with SSE structures.**



## Metropolitan Social Clauses Platform in Montpellier Méditerranée Métropole

Montpellier Méditerranée Métropole has created the Metropolitan Collaborative Social Clauses Platform (Plateforme Collaborative Métropolitaine Clause Sociales) to encourage contractors operating in the region to use public procurement as a lever for integrating people who are excluded from employment, according to precise eligibility criteria.

Designed as a simple and efficient management tool for the region's contractors who are interested in committing to developing responsible public procurement, the platform facilitates the use of social procurement contract clauses thanks to contractor membership and notification, as well as integration and employment partners.

### **From political will to social innovation: a paradigm shift**

For this paradigm shift to take place, it was necessary to become aware of the region, raise awareness among various stakeholders, experiment with the scheme, share best practices and report on results. This move was only possible thanks to the platform, which offers a "bespoke" public service. The entire process is delivered upon engagement of the contractors from the start until the summary per operation. The obligation to implement these clauses through public procurement has made it possible to anchor this practice by making it legally secure.

2021 seems to be proving a milestone in terms of the change in behaviour, as the social clause is now widely accepted by the various stakeholders (principals, companies and partners). Raising companies' awareness is no longer simply a matter of removing obstacles linked to inserting clauses in their contracts, but of increasing the range of possibilities offered by public procurement. Social clause facilitators

have found their role has changed: in addition to convincing companies that responding to calls for tender does not affect their price, facilitators are working to provide a more qualitative and diversified range of tailor-made services. In 2021, social clauses were integrated into intellectual service contracts, contracts reserved for people with disabilities and disadvantaged workers, etc. For example, diversification has also been developed in sectors other than construction.

Every year, unexpected positive impacts are observed for both the companies and the beneficiaries: in particular, there is a windfall effect when integration beneficiaries come into contact with companies looking for personnel where there is a shortage. The results also show that the number of social clauses is increasing in the training sector due to companies' raised awareness of the opportunity of enabling people to qualify then hiring them as a way to meet their obligations as specified under the social clause. Thanks to the success of this scheme, the Metropolis would like to go further and aims to develop a SPASER to integrate sustainable development objectives into its public procurement.

### ● **Purchasing and Neighbourhoods Project**

In 2019, Montpellier Méditerranée Métropole and Bpifrance launched a call for projects to support job creation and entrepreneurship in city policy priority neighbourhoods (QPV). In this context, the association Alife Conseil, in partnership with Agence Adiver, was selected for the Purchasing & Neighbourhoods scheme, which facilitates business relations between QPV companies and large groups. The association is also working in partnership with Face Hérault to compile and present a directory of these companies located in QPV to the various buyers

in the area. An initial contract was signed between Bouygues Energies et Service and WEEN Korp, a local company, to supply organic or recycled cotton clothing for fleeces (nearly 20K euros).

### ● **Organisation of the Coventis Club on committed purchasing**

In coordination with the Metropolis, the CRESS is co-organising the "Coventis Club B To B" event on the theme of committed purchasing so that buyers in the region (SSE and non-SSE enterprises, public contractors) and companies providing products and services can hold business meetings. In 2021, this event is taking place in the context of an economic crisis where weakened companies, particularly SIAEs, are looking for new contracts. Some of the region's buyers are interested in diversifying their purchases but also in developing more links with the region's economic stakeholders.

The MatchMaking tool offered by CRESS provides an online catalogue that allows SSE enterprises (SIAE, adapted enterprises, QPV enterprises) to present their business and their products and services.



## ACTION AREA #7

# Facilitating the local dynamic and raising awareness of SSE and social innovation

### The public entity, the co-leader of a local dynamic

There is no social and solidarity economy without an ethos of participation and a dynamic of co-development and cooperation. In order to encourage synergies and cooperation, stakeholders networking and driving a local dynamic are both essential in order to be able to scale up SSE and maximise its impact. Also, SSE and social innovation sometimes suffer from a lack of visibility: awareness-raising and acculturation initiatives are therefore necessary to enable everyone to take ownership of the issues at stake and commit to their development.

Given their links with other local authorities, local businesses, national network leaders, academic stakeholders and local citizens, local authorities have an important role to play in fostering a dynamic between stakeholders that encourages the emergence of SSE projects and the sustainability of innovative partnerships.

In fulfilling this leadership role, public entities have a wide range of options at their disposal to support and give visibility to initiatives, local dynamics and available tools: organising events (SSE-specific festivals, conferences, and competitions), leading SSE or social innovation certifications, setting up consultation spaces, etc.

### Organising awareness-raising events

For example, many local authorities capitalise on November being SSE Month to organise or support local events (conferences, forums, awareness-raising parties, training, etc.). This is the case of the **Communauté d'Agglomération Pau Béarn Pyrénées** which contributes annually to SSE month by launching several calls for expressions of interest.

SSE Month is an annual themed event supported by the CRESS. The CRESS lead the project and mobilise stakeholders (national, regional and local), identify the events scheduled, ensure communication with national and local media coverage, etc.

### Actions to raise awareness of SSE among professionals

Every year since 2014, **Villeurbanne** has organised the SSE Encounters (*Rencontres de l'économie sociale et solidaire*). This event facilitates exchanges and workshops focused on the action levers that everyone can mobilise to support the development of SSE in their area.

The **Metropolis of Brest** helps support the social and solidarity-based economic fabric of its region by organising two flagship events. The first is an annual forum on business creation and takeover, organised in cooperation with the consular chambers and SSE support stakeholders (CAE Chrysalide, URSCOP, Bretagne Active, ADIE, etc.). The second is the annual participatory financing meetings, which bring together participatory financing platforms and project leaders to encourage feedback and networking between stakeholders.

As another example, **Grenoble-Alpes Métropole** is working on developing approaches to raise awareness of social entrepreneurship among economic stakeholders in its region, in partnership with the Grenoble Chamber of Commerce and Industry and the Isère Chamber of Trade. The local authority is aiming to develop tools for project leaders to educate them about SSE and help them choose the most appropriate legal structure for their project.

**There is no social and solidarity economy without an ethos of participation and a dynamic of co-development and cooperation.**



# FOCUS

## Complementary local currencies, tools for local promotion and support for the local economy

### Alternative means of payment recognised by law

The 31 July 2014 Social and Solidarity Economy Act provided a legal framework for the creation of local currencies in France. Registered in the Monetary and Financial Code, complementary local currencies are recognised as legal means of payment when issued and managed by SSE enterprises. Eusko, a local currency launched in 2013 in Basque Country, is the most widely used in Europe today. However, there are 82 complementary local currencies (CLCs) used in their respective regions by more than 40,000 individuals in France.

### A monetary and social innovation helping regions

CLCs are increasingly recognised as tools for regional development. In particular, they strengthen the local identity and stimulate the relocation of transactions and economic activity. CLCs can play a major role in promoting a responsible and solidarity-based economy, as they are a genuine means for citizens to reclaim their money. It is important to highlight the role of CLCs in accelerating social and environmental transitions by stimulating local economies and supporting the development of short circuits. For example **Grand Avignon** has experimented with a

conversion bonus, financing a 20% bonus when changing euros into the local currency, "la Roue" (10 euros = 12 Roues). For each Roue in circulation in the region, one euro is paid into a guarantee fund at the NEF or Crédit Municipal, two ethical and solidarity-based banks, which makes it possible to finance local social utility projects.

**CLCs can play a major role in the collective awareness of the possibility of creating a responsible and solidarity-based economy, as they are a genuine means for citizens to reclaim their money.**



# FOCUS

## Complementary local currencies, tools for local promotion and support for the local economy (cont'd)

### Multiple forms of community support

Complementary local currency projects are often spearheaded by groups of citizens and associations, and there are many ways in which local authorities can support them. In its study<sup>[1]</sup> conducted in 2021 on the social utility of local currencies and their contribution to sustainable regional development, the Sol Movement identified several ways in which local authorities can support CLCs:

**1. Joining the CLC association** to give it permanent economic support as well as symbolic support and, in some regions, a form of legitimacy. It also allows the community to actively participate in the democratic management of the currency, on a par with other stakeholders.

**2. Mobilise their institutional communication channels** to promote CLCs and facilitate networking and mobilising various regional stakeholders (public, private, local citizens, etc.) to give the project visibility.

*Example: The city of Lille and the European Metropolis of Lille have both included the creation of a CLC in their SSE development plans. A feasibility study carried out by the EML and Acteurs pour une Économie Solidaire (APES) in 2018, confirmed the shared interest of citizens, companies, local authorities and other economic stakeholders in the region in this project. A partnership committee made up of citizens' groups, the cities of Lille, Villeneuve d'Ascq and the Lille*

*Metropolis, consular and business organisations (CCI and CMA, Medef, Centre des Jeunes Dirigeants, the Alliances network, APES) monitors the work carried out by the Monnaies Locales association in the Lille metropolitan area. The association has been set up to deploy and manage this CLC.*

**3. Train elected officials and agents to understand the challenges of CLCs**, to promote a better understanding of CLCs and encourage innovation and experimentation with new forms of interaction between CLCs and public policies.

*Example: As a member of the Gonette association, a complementary local currency, the Metropolis of Lyon decided in April 2021 to open up the possibility for local elected officials to receive all or part of their salary in Gonette, following the example of elected officials in the city of Villeurbanne, also a member of the association. Launched in 2015, Gonette now has more than 1,000 users and can be used in more than 300 shops in the Lyon area.*

**4. Set up dedicated calls for projects** in order to mobilise the local currency in response to the needs identified in the region (energy transition, food accessibility, etc.) and encourage the founding of a collective to support a new CLC if one does not yet exist in the region.

*Example: After financing the feasibility study on the conditions for implementing a local and solidarity currency in the region via a call for SSE projects, the Communauté d'agglomération Grand Angoulême awarded an operating grant to the Poivre CLC association to launch and develop the local currency, "la Bulle", launched in the Charente region in 2019.*

**5. Create a dedicated endowment fund** to provide seed funding and development support for the project.

**6. Paying for services and public expenditure in local currency**

*Example: in the Basque Country, almost 50 local authorities accept payments in Eusko in at least one of their public services, which encourages the circulation of the currency and strengthens its local impact.*

[1] MOUVEMENT SOL, Local currencies: general interest currencies. Study on the social utility of complementary local currencies, April 2021 [available at <https://sol-monnaies-locales.org/l-impact-social>]



# SUMMARY

## Action areas

## Frameworks and action levers for metropolitan areas, urban agglomerations and large cities

### Assistance for the support and financing ecosystem

- Increase the visibility of support systems in the region, and guide project leaders.
- Financing support and financing stakeholders
- Encourage a support system (incubators, generators, accelerators, etc.) and funding
- Assist the coordination of support and funding stakeholders
- Creating an integrated support pathway

### Direct support for SSE structures

- Granting direct economic support (subsidies)
- Organise calls for projects and awards to stimulate the creation and consolidation of SSE projects
- Identify best practices to support the success of SSE enterprises: offer administrative support, promote multi-year target agreements, etc.

### Support regional cooperation (SCIC and PTCE)

- Encourage decompartmentalisation, sharing and interdisciplinary partnerships
- Support the emergence and consolidation of PTCEs
- Support the creation of SCICs and develop shareholding in SCICs
- Use the services offered by the SCIC within the framework of a public contract, a public service delegation or via an SCIC mandate for general economic interest service
- Define a policy to support SCICs

### Facilitating access to land and the creation of third places

- Identify the land needs of SSE structures in order to build a support policy and develop appropriate tools
- Supporting organisations in their search for premises
- Provide free or low-cost premises for SSE structures
- Supporting and financing shared premises
- Help region stakeholders network to facilitate premises sharing or exchange
- Connecting SSE stakeholders with public and private real estate operators

### Developing social R&D and dynamic collaborative initiatives

- Open access to traditional innovation funding for social innovation and support social innovation stakeholders so that they can mobilise said financing.
- Encourage convergent and multidisciplinary approaches that bring together researchers, civil society, companies and associations.
- Encourage the exchange of best practices in order to generate socially innovative projects and disseminate existing social innovations;
- Encourage assessment of the social impact of projects developed, by providing assistance for support entities or dedicated funding
- Assist research stakeholders through financial support, event co-organisation, etc.



---

**Develop socially  
and ecologically  
responsible buying**

- Develop the use of social and environmental clauses in local authority contracts
- Promote SSE stakeholder access to public procurement (allotments, negotiated contracts, use of labels, etc.)
- Reserving contracts or lots for companies involved in integration through economic activity or adapted companies
- Reserving contracts or lots for SSE enterprises (social, cultural or health service contracts)
- Support the referencing of social and solidarity enterprises
- Encourage the exchange of best practices between local authorities on sustainable procurement development
- Implement facilitating tools (online platforms, quality approach to inclusion contracts, etc.) to improve the relevance of public contracts (matching supply and demand)

---

**Facilitating local dynamics  
and raising awareness of  
SSE and social innovation**

- Connect stakeholders to promote cooperation
  - Regularly consult with stakeholders on their needs and vision for developing SSE
  - Create and facilitate spaces for dialogue and co-development of public policy, including SSE stakeholders
  - Co-organise events with SSE and social innovation stakeholders to raise awareness among public and private stakeholders, the general public, etc.
  - Create and manage SSE and social innovation certifications
  - Support the creation and development of complementary local currency projects
-





# FOCUS ON FOUR THEMATIC ACTION AREAS



## ACTION AREA #1

# Circular economy

- SSE represents 35% of entities operating in the household goods reuse and recycling sector;
- 21,000 SSE jobs in the re-employment sector;
- +35% of goods reused by SSE entities between 2012 and 2015<sup>[1]</sup>.

### SSE and circular economy

The circular economy encourages the transformation of production and consumption patterns towards greater moderation in order to preserve resources (primary raw materials and natural resources). **It is an economic model with a wide range of dimensions, and a variety of production and consumption modes, which echo the SSE business model:** local and sustainable supply, preservation and enhancement of resources in a region, extending goods' life span, consumer awareness, reuse and recycling activity development, creating non-displaceable jobs, etc. Historical SSE stakeholders - such as work integration social enterprises, recycling centres, resource centres, etc. - show that there are close links between these two economies.

The 2020 law on combating waste and on the circular economy (known as the "AGEC law") includes important provisions on reuse and recycling: a mandatory percentage imposed on extended producer responsibility (EPR) channels and the establishment of a dedicated fund for electrical and electronic products, furniture, textiles, sporting goods, DIY and gardening products. This fund will be fully dedicated to SSE stakeholders following the adoption of the 2021 Climate and Resilience Act. These funds will come into effect in 2022.

As part of the government's French Recovery Plan in response to the Covid-19 epidemic, Ademe, the French Agency for Ecological Transition, is reinforcing its existing measures and deploying new support measures for businesses and regions. Among other things, it offers an investment fund for reuse, repair and recycling, as well as plastic packaging reduction activities: SSE enterprises are fully eligible for investment grants in these fields.

The growing number of elected representatives from metropolises and large cities with a department combining SSE and circular economy is proof to this stronger link: **Nantes Métropole, Lyon Métropole, Ville de Paris**, etc. **Tours Métropole**, for example, is involving the waste, urban development and public procurement departments in the co-development of the metropolis' future SSE strategy.

### Action levers

The skill to manage household and similar waste is entrusted to inter-municipalities. They therefore have an important role to play in preventing and reducing waste production at source, and enabling its recovery through circularity<sup>[2]</sup>.

In order to respond to the challenges linked to the economy's interdependence with global trade, which have become particularly visible in the wake of the health crisis, local and regional authorities are encouraged to contribute to relocation to the region and development of local economic sectors. They have several other action levers:

- Partnerships can be developed with local authorities, their inter-municipalities, and mixed waste management syndicates, in order to facilitate access for SSE enterprises to certain sources of materials that have until now been under exploited (the 2020 AGECE law introduces special agreements with waste recycling centres);
- Support and facilitate consortium responses to public procurement;
- Encourage links between SSE stakeholders and eco-organisations to organise the funds for repair, reuse and recycling.

Use the new collaborative tools that are being implemented, such as **Carteco**<sup>[3]</sup>, which references the SSE structures involved in the circular economy, particularly waste prevention and management.

[1] Source: Commented ATLAS on the social and solidarity economy, Observatory National circularity of SSE -- SSE France, 2020

[2] See the definition in Article L110-1-1 of the Environmental Code.

[3] <https://carteco-ess.org>





## FOCUS

# The City of Paris' structuring of circular economy channels in cooperation with SSE stakeholders

The City of Paris is developing a sector-specific approach at the cross-roads of the circular economy and SSE. Led by the deputy in charge of SSE, the circular economy and the zero waste strategy, the City of Paris has embarked on structuring five reuse channels in coordination with SSE stakeholders:

- textiles;
- single-use plastic alternatives (re-use deposit schemes and development of bulk goods);
- waste electrical and electronic equipment (WEEE);
- furniture and construction;
- urban logistics ("last mile").

To this end, committees are set up to reflect on the entire value chain for each sector, to identify needs and draw up a map of all existing SSE stakeholders. The aim is to support stakeholders in each of these sectors, with the support of accessible funding from the France Relance plan, in particular via Ademe.

In a second phase, private stakeholders from the non-SSE and banking sectors are brought together to diversify funding sources and establish, for example, social joint ventures **facilitating a collaboration between associations and companies by creating a jointly owned subsidiary.**

This is the case of the "RepareSeb" work-shop which repairs household appliances. It was created in 2021 in the 18th arrondissement of Paris, and is supported by both the SEB group, a household appliance specialist, and the

ARES group, a social integration through economic activity stakeholder.

**SCICs are also effective tools for structuring these circular economy sectors:** in Paris, a number of SSE stakeholders are planning to develop their business model in this direction, particularly in the construction sector. The City of Paris is planning to invest in the share capital of some of these entities.

The work is coordinated by the City of Paris' Office of Circular and Solidarity-based Economies, which will establish an operational roadmap for each urban logistics sector ("the last mile").

**Committees are set up to reflect on the entire value chain for each sector, to identify needs and draw up a map of all existing SSE stakeholders.**



## FOCUS

# Orléans Métropole setting up recycling centres in waste collection centres with SSE stakeholders

Following a waste diagnostic and assessment, Orléans Métropole wanted to experiment with and develop the installation of re-use centres at several of its waste collection centres through a public procurement contract. A consortium of six SSE and work integration enterprises was selected. It brings together four associations specialised in object re-use (Envie, Emmaüs, La Ressource AAA and 1 - Terre-Actions) and two neighbourhood associations (Aabrasyie Développement and Respire). The contract covers the services provided on-site by the group's recovery agents, as well as object handling and transport between the waste disposal centres and partner workshops.

The purpose of the project is to use the existing waste disposal centre network to actively participate in preventing waste production in the region, thanks to the effects of reuse. The aim is to limit the impact of the inhabitants and the city

on resources and to respond to a growing demand from the inhabitants, while developing employment and integration. In 2020, despite the health crisis, **122 tonnes of items** were received: **66% of the items received were directed towards re-use** (via resale in shops or solidarity donations), **34% of these items were directed towards recycling channels** (household appliances in particular); **2% of these items were sent to waste collection centres.**

The purpose of the project is to use the existing waste disposal centre network to actively participate in preventing waste production in the region, thanks to the effects of reuse.



## ACTION AREA #2

# Sustainable food supply

Rarely has a subject such as sustainable food become so strongly established in so few years, among public stakeholders, economic players and local citizens. Sustainable food supply is a subject that mobilises local citizens. People are attributing greater consideration to quality, the link between health and the environment, fair remuneration for food producers, carbon footprint, etc. The stakes are also high for local and regional authorities: regional cooperation between urban, peri-urban and rural stakeholders; local food democracy; co-development of the food system and relocating local economic activities.

**In 2018, 75 large towns and cities signed France urbaine's declaration "For a transition in favour of a sustainable, responsible and solidarity food supply" (Pour une Transition en faveur d'une alimentation durable, responsable et solidaire). This formalised their local and international commitment to promote the emergence of increasingly regional food systems.**<sup>[1]</sup> Interest in the sector is growing and has been strengthened by the Covid-19 health crisis, which has favoured direct contact between producers and consumers and helped accelerate the development of local short circuits. The crisis has also highlighted the prevalence of food insecurity, the essential role of food aid associations in maintaining social ties and the need to secure supplies, with considerations that have emerged in terms of food sovereignty and food supply resilience.

SSE has a long history of involvement in this area: from the first cooperative bakeries in the mid-19th century to provide access to quality bread for workers, to the Biocoop network and the development of solidarity-based short circuits today. SSE is an important partner for local authorities, whether in terms of access to quality food for as many people as possible, the development of local agriculture (including urban agriculture), and local product processing. Local authorities involve SSEs in numerous regional food projects (RFPs).<sup>[2]</sup>

**Sustainable food supply is a subject that mobilises local citizens. People are attributing greater consideration to quality, the link between health and the environment, fair remuneration for food producers, carbon footprint, etc.**

[1] <https://franceurbaine.org/publications/pour-une-transition-en-faveur-dune-alimentation-durable-responsable-et-solidaire>

[2] Implemented by the 13 October 2014 law n° 2014-1170 on the future of agriculture, food supply and forests, RFPs are in the process of becoming more widely used.



## FOCUS



# City of Stains - Plaine Commune: La Ferme des Possibles, an inter-regional partnership in the form of a cooperative

Novaedia is an SCIC that brings together five colleges representing the founding associations, associated employees, local companies and associations, local authorities and residents. By supporting the Ferme des Possibles project in Stains, in partnership with the Pleyel employment assistance service entity (l'Établissement et Service d'Aide par le Travail, ESAT), Novaedia aims to participate in **building collective regional solutions in response to social and ecological emergencies**. This is an example of regional cooperation: the City

of Stains, the Plaine Commune regional public entity, and the Seine-Saint-Denis departmental council are part of the cooperative's college of local authorities united around the local, organic and solidarity-based food cycle project. It should be noted that the cooperative is also supported by the Île-de-France Regional Council.

### The project focuses on three main areas:

- Access to healthy food: growing

organic fruit and vegetables and promoting direct and local sales;

- Training and employment: increasing the value of working the land by employing young apprentices and persons with disabilities;
- Raising sustainable development awareness: raising awareness among young people by creating an educational space and partnerships with the city's schools, colleges and high schools.

## FOCUS

# Montpellier Méditerranée Métropole: The “resource farms” archipelago



Montpellier Méditerranée Métropole's ambition is to guarantee inhabitants a sustainable, supportive and ethical food supply, and to build an agro-ecological food system that meets the challenges of the ecological and food supply transition. In addition to preserving land, the aim is to consolidate the metropolitan farm's production potential, strengthen food autonomy through an ecological intensification of primary production, develop related agricultural employment while guaranteeing income, and develop agro-ecological innovation. In order to achieve these objectives, the metropolis can rely on the existing agricultural heritage, in particular the farmhouses and their estates, which are both independent and complementary. A dozen or so have already been identified as future

agricultural and food third places. **By supporting their operational implementation and networking, the metropolis is creating an archipelago of “resource farms” on its territory, thereby accelerating its agro-ecological transition.**

By supporting agro-ecological and food production activities, and fulfilling other functions (economic, educational, reception, social ties, etc.), these projects are intended as tools for mediation, knowledge and best practices sharing, research and awareness-raising, both for the general public and for the professional stakeholders of the agro-ecological and food transition. The aim is to encourage the deployment of various forms of agricultural practices, both professional and non-professional, particularly on urban

fringes: shared gardens, family gardens, educational workshops to raise awareness of the environment or the fight against food waste, agri-tourism, etc.

**Isabelle TOUZARD**, vice-president of Montpellier Méditerranée Métropole, in charge of the Ecological and Solidarity Transition, Biodiversity, Energy, Agro-ecology and Food — **“The Resource Farms Archipelago is a real lever for enhancing productive and educational functions, and will play an essential role in urban areas’ resilience by encouraging an acceleration of the region’s agro-ecological transition.”**



## ACTION AREA #3

# Sustainable housing

Sustainable housing is about fulfilling the right to decent and healthy housing for everyone, while focusing on improving buildings' energy and environmental performance. Three core pillars underpin sustainable housing: social, environmental and economic.

One form of sustainable housing is participatory housing. The National Network of Communities for Participatory Housing (RNCHP) was founded in 2010. Bringing together some thirty municipalities, inter-municipalities, departments and regions, this network aims to make participatory housing a key component of public policy, but also to share and exchange experiences. The RNCHP, which was given legal status by the 24 March, 2014 ALUR Act, is working on four main issues:

- Right to housing for all;
- The way the city is built and manufactured;
- SSE, in its position between public housing and private property development;
- Citizenship, in terms of inhabitants' capacity to collectively lead a project for living together in the city.

Primarily driven by residents a few years ago, **initiatives are now coming from cities and their agglomerations as they seek to facilitate access to land by reserving land for such projects.**

Initiatives can also come from solidarity land organisations, such as Coop' HLM, which form groups of future property buyers and support them until they acquire a quality home for a cost that is deemed "fair". We are also seeing the emergence of citizen developers specialises in the field, such as Habitat et Partage. Many are SSE stakeholders.

**The environmental dimension primarily focuses on building design and rehabilitation** (eco-design, bio-sourced materials, post-demolition material reuse), as well as energy efficiency. SSE stakeholders are also particularly relevant in this field, thanks to their social innovation capacity and solutions for making comfortable, eco-friendly, healthy and energy-efficient housing

accessible to the greatest number of people. Cooperative and participatory companies (Sociétés Coopératives et Participatives, SCOP) in the building and public works (BTP) sector are increasing in number. This reflects the dynamics of developing new economic sectors at the local level and local circular BTP cycles, particularly in terms of supplying materials for re-use. In this context, some local authorities (and their groupings) support these stakeholders by setting up platforms or materials "libraries".

**Other aspects of sustainable housing's environmental dimension include self-consumption and renewable energies.**

In 2018, the Caisse des Dépôts, Crédit Coopératif and Ircantec, in partnership with Ademe and Énergie partagée, created the "EnRciT" financing tool, in order to support the development of renewable energy projects led by citizens and regional local authorities. European legislation has also defined the concepts of "renewable energy communities - RECs -" (2018/2001 Directive) and "Citizen Energy Communities - CECs -" (2019/944 Directive), facilitating citizens involvement in energy projects. While RECs only aim to produce, consume, store and sell renewable energy, CECs include tasks such as providing energy services, electric vehicle charging services, etc. These directives are in the process of being integrated into French law by ordinance.



## FOCUS

### Est Ensemble and solidarity property

In order to diversify property across the region, the regional public entity Est Ensemble will create a solidarity land office whose purpose will be to develop joint real estate leases across the region's 9 cities. The aim is to facilitate households' access to home ownership (subject to income conditions), at a cost 30% to 40% lower than market prices.

Under the joint real estate lease (bail réel solidaire, BRS), the building is dissociated from the land. While purchasers own the walls, the inter-municipality, through the regional land office, retains ownership of the land and transfers occupancy rights in exchange for a maximum monthly fee of three euros per square metre. **This mechanism guarantees the property's long-term accessibility and combats property speculation.** The implementation of BRS operations will be entrusted to the regional public housing office (Office Public de l'Habitat, OPH), which is also in the process of being set up and will bring together the OPHs of Bagnolet, Bobigny,

Bondy and Montreuil.

Est Ensemble hopes to roll out this product to all cities, following a pre-planning study. This is currently underway and should enable the regional council to decide on the project by autumn 2021.

**The aim is to facilitate households' access to home ownership (subject to income conditions), at a cost 30% to 40% lower than market prices.**

## SOLIDARITY LAND ORGANIZATIONS

Created by the 2014 "ALUR" law, the solidarity land agency (Organisme de Foncier Solidaire, OFS) is a new land stakeholder,

and is designed to promote social housing. Inspired by the British Community Land Trust model, these entities aim to offer a private land ownership alternative and regulate property price inflation by separating the land, owned by the SFO, from the buildings, owned by the household. Today, the State has approved more than 64 structures as "OFS" which allow access to affordable housing in privileged and supported conditions. These structures are grouped together in the Foncier Solidaire France network, whose objective is to promote and facilitate access for everyone to solidarity property.



# FOCUS

## ULISSE Énergie, integration company in Grenoble

ULISSE Énergie is a member of the ULISSE solidarity-based economic group (groupe économique solidaire, GES), which is now under the status of a special SCIC SA. Grenoble-Alpes Métropole is a shareholder, and its purpose is to define a coherent policy of integration through economic activity, of the regional development of employment and the social solidarity economy. ULISSE Énergie, based in Grenoble and founded in 2014, is an **integration company that offers local authorities, social landlords and energy suppliers an innovative energy management support service for households suffering from energy insecurity**. SOLENI energy advisors are employees on a professional integration scheme.

SOLENI advisors' tasks are to carry out a socio-technical diagnosis, covering both household use and equipment, to raise awareness of saving energy, to install energy-saving equipment and carry out small-scale works to improve thermal comfort, to direct beneficiaries towards other support schemes and ultimately help them out of energy insecurity. Struggling households are generally identified by social workers, social housing providers and even energy suppliers.

Households that have used the services offered by SOLENI have seen their electricity consumption fall by 15-20% on average, which represents a savings of around 100 euros per year.

**The aim is to define a coherent policy of integration through economic activity, of the regional development of employment and the social solidarity economy.**



## ACTION AREA #4

# Responsible and solidarity digital technology

In an increasingly connected and interconnected world, digital skills seem essential and even have an integrative function in society. Digital skills and the use of digital technology can be seen as a lever for the effective inclusion and integration of vulnerable groups.

The health crisis has reinforced and accelerated the digitalisation of administrative procedures. This process will be further expanded under the government's "public action 2022" programme. A large number of professional activities have also gone digital, thanks to the widespread use of work from home by a large proportion of the working population, and recourse to home schooling. At the same time, **the crisis has reactivated the digital divide and made it more visible, as digital tools have become truly essential to everyday life.**

SSE stakeholders play a major role in providing access, equipment and use of technology, and support people who are excluded from the job market or struggling with digital technology. Human mediation is in this case necessary to overcome the difficulties encountered. Digital and social stakeholders, institutions, associations... access to digital rights represents a wide range of stakeholders and initiatives within a region. A certain amount of coordination is therefore necessary and can be driven by local authorities, through digital and SSE policies and strategies.

**However, the increased use of digital technology also has an environmental impact.** Aware of the importance of local action in facing these challenges, France urbaine's member local authorities, the Assembly of Cities of France and the Interconnectés, **affirmed their shared ambition to build and support with regional stakeholders an ambitious, socially and ecologically sustainable digital transformation, and signed a manifesto to this effect in March 2021.**<sup>[1]</sup>

Furthermore, social innovation is developing rapidly in the field of inclusive digital technology, particularly via "Social Tech" or "Tech for Good" SSE structures, whether by supporting people who are alienated from the digital world or by providing new solutions to associations and structures working to reduce the digital divide.

Finally, local authorities also support free and open digital technology, to which SSE stakeholders can also contribute. For example, the SCOP Les Fées Spéciales, which uses free software (such as Blender and Krita), produced animations for the "Fabre and the city" location application for the Fabre Museum at the request of **Montpellier Méditerranée Métropole**, in order to help visitors and citizens alike (re)discover iconic medical sites in Montpellier. Another example is the ADULLACT initiative, an association of free software developers and users for administrations and communities.

**Digital skills and the use of digital technology can be seen as a lever for the effective inclusion and integration of vulnerable groups.**

[1] <https://franceurbaine.org/publications/manifeste-pour-des-territoires-numeriques-responsables>





# FOCUS

## Brest Métropole and the City of Brest, for an inclusive digital environment

**For twenty years, Brest Métropole has been developing an ambitious policy to encourage the development of the digital economy and the social adoption of digital tools.** The metropolis maintains a permanent dialogue with its inhabitants. The long tradition of exchange, collaboration and cooperation between citizens, stakeholders and the metropolis has helped the implementation of digital accessibility, mediation, digital inclusion, and social innovation policies.

This provides a solid basis for the development of the 'collaborative and connected city'. It has made it possible to create a network of more than a hundred public Internet access points (PAPIs) in public locations frequented by inhabitants, who are accompanied by public service and local stakeholders. **Providing public access to the Internet in libraries, neighbourhood town halls, socio-cultural facilities and associations makes it possible to disseminate digital tools in the city. This encourages access to public services, individual support, the use of tools by residents and association stakeholders, and the emergence of user projects.**

The Internet in Social Housing system has also been deployed in Brest for 12 years, with over 8,100 eligible homes. Consumer associations - the Consommation Logement Cadre de Vie (CLCV) and the Confédération Syndicale des Familles (CSF) - can also help tenants with commercial and legal issues relative to Internet access providers. This scheme also allows those who wish to do

so purchase a desktop computer for €40 from the "Un peu d'R" recycling centre.

Today, **this commitment aims to establish a shared 2.0 culture and to support the companies in this sector,** particularly through the new "Brest Digital

**The aim is to promote social inclusion and citizenship through digital technology (...) and support innovation and experimentation in terms of integration and the social solidarity economy, particularly in terms of short circuits.**

Horizon" strategy and structuring projects such as the SIG 3D, the Capucins project, the social innovation and digital mediation dynamic bringing together @Brest, Wiki Brest, the PAPI, the Village by CA, etc. The objective is to promote social inclusion and citizenship through digital technology, as well as develop uses for the greatest number of people. It also aims to support innovation and experimentation in terms of integration and the social solidarity economy, particularly in terms of short circuits.

The metropolitan economic development strategy places Brest Métropole in a digital, environmental and societal transition process. The metropolis therefore provides financial support for transition-related projects via a permanent

call for projects, which provides subsidies up to 50% of eligible expenses or a repayable advance. Also, since 2005, the City of Brest has launched an annual call for projects to promote a collaborative knowledge-based society open to everyone. This call for projects aims to:

- ensure support for public access, skills development and access to services;
- facilitate multimedia expression;
- help people gain recognition and regain self-esteem;
- support sharing and collaborative practices;
- develop digital social innovation and usage innovations.

At the same time, every year since 2010, the City of Brest has enabled a dozen or so Brest-based associations to learn about the culture of open collaborative practices that support and enable the development of social innovation.









# ACTION FRAMEWORKS, REGIONAL ORGANIZATION AND IMPLEMENTATION STRATEGIES FOR METROPOLITAN POLICIES



# Regional SSE governance: driving public policy

By fulfilling their responsibilities, particularly in terms of planning and economic, social and cultural development, metropolises, agglomerations and large cities can play a leading role in federating all public and private stakeholders around a shared regional project to develop SSE and social innovation. Pascal Chevalier, a university professor in geography, speaks of «regional capital» to designate a region's capacity to federate and create a cooperation network, a key factor for success in SSE development, and one of whose characteristics is to have a strong local base. As facilitators of local development dynamics, it is in the interest of local authorities to develop their SSE support strategies in consultation with the stakeholders behind social innovation and the region's driving forces, i.e. dedicated SSE structures and non-SSE enterprises, support stakeholders, public authorities, consular chambers, citizens, etc. Their capacity is made particularly clear in the entities that can be set up to participate in regional development dynamics.

**Metropolises, agglomerations  
and large cities can play a  
leading role in federating all  
public and private stakeholders  
around a shared regional  
project to develop SSE  
and social innovation.**





**STÉPHANE  
MARTOT**

## **ELECTED TO THE MÉTROPOLE ROUEN NORMANDIE**

SSE enterprises are privileged partners when it comes to supporting Métropole Rouen Normandie's ecological and social transition strategy. Thanks to their values and commitment, SSE enterprises are a resource for implementing this regional transformation: this is demonstrated in their ability to mobilise citizens, which is key for many projects such as local food supply, reuse, intergenerational ties, ecology, etc.

The Metropolis' objective is to support the creation and development of these companies and to encourage the spread this model throughout the region. To do this, we work closely with the municipalities where these companies are based, and we deploy or assist appropriate support mechanisms such as incubators, real estate support or financing tools.



**NATHALIE  
BERLU**

## **VICE-PRESIDENT RESPONSIBLE FOR SSE**

In many fields and business sectors, SSE associations and companies have pioneered the invention of new innovative and socially useful models. For several years now, solidarity-based land and property solutions have been emerging, sometimes with the support of local authorities. This is excellent, as urban areas increase regional inequalities and weaken the impact of local development stakeholders. Unfortunately, housing is no exception to the rule and there is an urgent need to expand solutions with SSE housing stakeholders.



## ACTION AREA #1

# Frameworks and areas of intervention

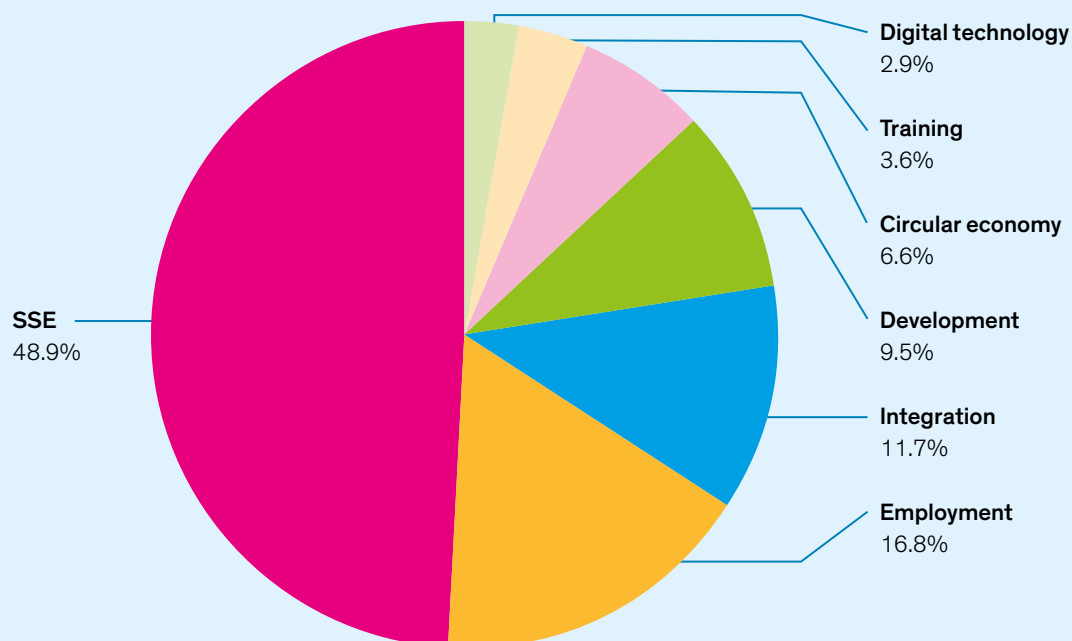
### Strong political visibility in local communities

**Of the 128 local authorities studied (mainly France urbaine members and the large cities and intermunicipalities that are RTES members), 84 have appointed an elected official as responsible for the social and solidarity economy.** For more than half of the authorities (66 out of 128), the term "social and solidarity economy" is explicitly mentioned in the title of the delegation.

Other roles can be found within said delegations, and this great diversity illustrates SSE's interdisciplinary: employment (23 elected representatives), inclusion (15 elected representatives), economic development (13 elected representatives), circular economy (9 elected representatives), training (5 elected representatives) and digital technology (4 elected representatives).

Other fields appear, although less frequently: trade, innovative economic forms, urban policy, budget, community life, innovation, mobility, waste, zero long-term unemployed territories, sustainable economy, public procurement, attractiveness, European and international affairs, housing, HR, short circuits, local economy, transition economy, social innovation, tourism, social cohesion, collaborative economy, research and higher education, local currency, student life, sport and the 2024 Olympic Games, health, participation, SMEs/VSEs, local development, agriculture, energy and climate strategy.

### Terms used in elected SSE representative delegations





### **SSE primarily attributed to economic development**

Of the 42 survey respondents, the majority of officials responsible for SSE are from economic development or employment departments or directorates.

Most staff job titles include the word SSE. Some also fall under employment, social innovation, integration and entrepreneurship.

**The local authority's objective is to gain a better understanding of SSE in its region and promote the strength of local stakeholders and initiatives that play an important role in the metropolis' economic and social development and its ecological and solidarity transition.**

### **SSE visibility in institutional communication**

In terms of metropolises, 10 of the 22 metropolises surveyed have a page dedicated to SSE on their institutional website which specifies the principles of this economy, key figures, the community's action plan and the SSE department's contact details.

Some local authorities have developed specific SSE tools. As part of its web series, **Rennes Métropole** has produced an episode devoted to SSE with testimonies from local stakeholders. **Grenoble Alpes Métropole** and **Saint-Etienne Métropole** created a specific brochure to present SSE to local citizens and stakeholders. **Bordeaux Métropole** has developed a website dedicated to SSE where news about the SSE in the region is published: events, calls for projects, employment, recovery plan, etc.

As part of their partnership, the CRESS Île-de-France and the **Métropole du Grand Paris** produced the Metropolitan SSE Atlas in 2020, providing an overview of SSE in the region. This publication presents key figures for each regional public institution (scale and evolution of SSE jobs, major business sectors, types of institutions, etc.) but also information on a series of initiatives and portraits of inspiring projects. The local authority's objective is to gain a better understanding of SSE in its region and promote the strength of local stakeholders and initiatives that play an important role in the metropolis' economic and social development and its ecological and solidarity transition.



## ACTION AREA #2

# Co-developing public action with SSE stakeholders

One of the characteristics of SSE public policies is the way they are developed, based on the principle of co-development with stakeholders. The 2014 SSE law was in fact one of the first laws that articulated this principle. Co-development defines an institutional and legal framework, a way of doing politics differently, that lies in the interstice between representative democracy and participatory democracy: “co-development is a process of open and organised participation of multiple stakeholders in elaborating, implementing, monitoring and evaluating public policies.”<sup>[1]</sup>

Many local authorities have co-developed public SSE policies in their region, sometimes going so far as to implement a “co-management of the region’s SSE policy between elected officials, citizens and users”<sup>[2]</sup> (**Clermont Auvergne Métropole**).

### The role of SSE stakeholders in co-development

Whether it is a case of an ongoing or an ad hoc process, for example when redefining SSE support policy, the challenge is to involve the relevant stakeholders throughout the various stages of policy development, implementation and evaluation. Approaches vary, but all generally proceed through the following key stages: shared diagnostic, discussing the region’s priorities, setting up an entity to determine public policy guidelines, defining an action plan, joint evaluation of results based on agreed indicators.

These processes imply an evolution in the roles of both local authorities and SSE entities: for SSE stakeholders, it is a question of positioning themselves as partners able to address regional issues and articulate a vision for the region; for local authorities, it is a matter of rethinking local stakeholder support in producing goods and services, and of listening to regional stakeholders who can articulate the general interest. The elected representative (and more broadly the community) is no longer just a decision-maker but becomes a catalyst and facilitator for change.

### Entities responsible for consultation and collective work at different policy stages

Several inter-municipalities and cities have set up consultation or co-development entities for public policies. They can be involved at different public policy stages, from initial development to monitoring outcomes.

**Grand Poitiers** led a consultation meeting for developing the SSE roadmap; **Rennes Métropole** delegated the consultation for the evolution of the metropolitan SSE policy to Réso Solidaire, the network of SSE actors in the Rennes region. **Grenoble-Alpes Métropole** runs a consultation body, the SSE stakeholder committee, as do **Clermont Auvergne Métropole** and the **Communauté urbaine d’Arras**. **Toulouse Métropole** leads the Toulouse Impact Collective, which brings together 17 partners around **Toulouse Métropole**, including 12 SSE networks and key stakeholders to ensure a co-developed and co-facilitated SSE policy: the **Communauté d’agglomération du Pays de Grasse** leads a regional collective for SSE governance. Every year, **Plaine Commune** organises a monitoring committee that brings together about a hundred people and enables stakeholders and the community to exchange information and work together.

Co-development defines an institutional and legal framework, a way of doing politics differently, that lies in the interstice between representative democracy and participatory democracy

[1] Definition adopted within the framework of the research-action scheme (2016-2018) bringing together researchers (Laurent Fraise and Jean-Louis Laville) and networks of stakeholders and local authorities (Mouvement associatif, Collectif des associations citoyennes, Ufisc, RNMA and RTES)

[2] Excerpt from the Strategic and Operational Project for the Development of the Social and Solidarity Economy and Social Innovation of Clermont Auvergne Métropole, adopted on 7 October, 2016



However, beyond SSE policy, local authorities can involve SSE stakeholders in a variety of public policies. For example, **Villeurbanne** has co-developed its early childhood policy with local SSE entities, and **Rennes** involves SSE stakeholders in the implementation of its international cooperation with Quebec.

The **European Metropolis of Lille** (EML) has developed several co-development entities: the metropolitan SSE committee, chaired by the dedicated representative and consisting of SSE networks, metropolitan and municipal elected representatives, trade union and employer delegations and consular chambers (CCI and Chambers of Trade), meets once or twice a year. This entity is mainly used to exchange information on actions carried out. The 2015-2020 SSE development plan was co-developed by elected officials, technical specialists and stakeholder networks in 2015. Stakeholders are also involved in public policy implementation: the CRESS and APES (stakeholders for a solidarity economy) are involved in drafted the specifications and selecting the successful applicants for the SSE calls for projects, and they co-create SSE policy in coordination with the EML.

**Nantes Métropole** has developed a permanent co-development process in collaboration with SSE stakeholders that is organised through the Ecosolies structure. The city holds monthly technical meetings with Ecosolies coordinators and city agents, and quarterly political meetings between the city's and Ecosolies' elected representatives. SSE stakeholders are involved in all of the local authority's partnership entities, with the intention of sharing strategic objectives and making SSE stakeholders an essential part of the various sector-specific policies developed by the metropolis.

**The challenge is to involve the relevant stakeholders throughout the various stages of policy development, implementation and evaluation.**

## CO-DEVELOPING CRTEs WITH SSE STAKEHOLDERS

The aim of the Recovery and Ecological Transition Contracts (Contrats de Relance et de Transition Écologique, CRTE) is to bring together all public policies agreed between local authorities and the State in a single contract. It is an opportunity to formalise the resources committed to economic recovery, regional cohesion and ecological transition in a single contract.

For the 2020-2026 municipal mandate, these contracts must be co-developed with all regional stakeholders (economic and social stakeholders, including citizen initiatives).

For more information:  
<https://agence-cohesion-territoires.gouv.fr/crte>



# FOCUS

## The SSE Council, an entity whose purpose is to co-develop and co-pilot public SSE policy in the Strasbourg Eurometropole

### Context and objectives

In 2010, the City of Strasbourg, the Eurometropole and the Grand Est Regional Chamber of the Social and Solidarity Economy created the SSE Council in order to guide SSE strategy and co-develop public action supporting the SSE within the metropolitan region. Council members are SSE stakeholders, heads of SSE networks and of the CRESS, elected and other officials of the City of Strasbourg, the Eurometropolis and local municipalities, and other institutional partners (State, Grand Est Region, European Collectivity of Alsace, Caisse des Dépôts). **This public policy co-development entity responds to two challenges: developing interdisciplinary cooperation between public and private stakeholders and improving the visibility of SSE projects in the region.**

### Method

**Open to all SSE stakeholders, the Council holds plenary sessions once or twice a year, and meets more regularly throughout the year for thematic workshops that encourage collaborative work.** The Eurometropole President and the Mayor of Strasbourg are systematically present at plenary sessions, during which the strategic orientations and annual themes are discussed and voted, which are then the focus of subsequent workshops. Extraordinary sessions may also be organised when major news or events impact or are likely to impact SSE policy. For example, after the French Government nominated Strasbourg as the "European SSE Capital" for 2019 within the framework of the 2015 Luxembourg Declaration, the SSE Council met to collectively reflect on the opportunities and actions to be carried out in order to capitalise on this title, increase SSE visibility and further develop SSE at the European level. The SSE Council's operating costs are quite low (about €20,000 per year), and no specific budget has been adopted.

### Key results

Approximately forty proposals have been made on a range of topics: city policy, business real estate, public purchasing, business creation, collective initiatives and experiments by residents, zero waste territory, SPASER, fair trade, etc. **More than 500 people have participated in the SSE Council's sessions since 2011, and more than a hundred attend each plenary session.**

**Develop interdisciplinary cooperation between public and private stakeholders and improving the visibility of SSE projects in the region.**



## Examples of achievements

- Creating a 5-year travelling exhibition on SSE;
- Publishing a special edition of *Alternatives économiques* dedicated to SSE in the region in 2012;
- Integrating CRESS at the strategic and operational level of the region's economic roadmap (with the Eurometropole development council and the Climate Agency);
- Initiatives to raise awareness of SSE entrepreneurship among support structures and at the "Create your own business" expo
- Raising awareness among city of Strasbourg and Eurometropole staff about the use of integration clauses and encouraging employment through public contracts;
- Launching a responsible purchasing platform;
- Developing a strategy and action plan for social innovation development (BoostInno European programme);
- Supporting residents' collective initiatives in Strasbourg's neighbourhoods.

## The themes selected for the coming period are:

- Open the next SSE Council to other consular chambers in order to work on new innovative partnerships between economic stakeholders in the region;
- Improve support for residents' initiatives;
- Support SSE employment development by providing tools to measure progress;
- Use the SSE as a lever for social inclusion and economic development in QPV;
- Focus on the circular economy and support the ecological transition (particularly in terms of building renovation to improve energy performance).

## Key success factors for the approach

- **A shared SSE culture and vision of the general interest** among stakeholders in the same region (which is both a factor and one of the results of the SSE Council's work);
- **Goodwill and empathy**, which allow each person and entity to understand the reasons, interests, challenges and difficulties of other stakeholders while working together to overcome difficulties and contribute to the common good;
- **Democratic management** and public stakeholders' firm commitment to integrating proposals and recommendations into their political decisions, but also to profoundly change the way in which public policy is designed and implemented.



## ACTION AREA #3

# Integrating and coordinating regional initiatives

Urban regions are increasingly striving to develop their SSE policies in coordination and coherence with other regional levels:

- **For reasons related to the distribution of responsibilities**, the NOTRe law indicates, for example, that “in view of their economic significance, metropolises are involved in the process of drafting and adopting the SRDEII”;
- **For reasons related to the specificity of the SSE** (and its economic, social and environmental dimensions) and its regional anchoring as close as possible to where people live;
- **For reasons related to new approaches to regional dynamics** and developing awareness of the interdependence between regions.

## EPCI AND MEMBER MUNICIPALITIES

### Metropolises and municipalities

Common law metropolises, as defined by the 27 January, 2014 MAPTAM law<sup>[1]</sup> exercise by operation of law certain reinforced rights in the place of member municipalities, in a number of areas:

- Economic, social and cultural development and planning;
- Metropolitan urban space planning;
- Local housing policy;
- Urban policy;
- Managing general interest services;
- Protection and improvement of the living environment and related policies.

The history of metropolitan development, as the most integrated form of intermunicipal cooperation, partly explains the diverse range of relationships between metropolises and municipalities. In terms of SSE policies, this diversity is also the result of political will. Some regions initiated an SSE policy at the metropolitan level from the outset (e.g., **Nantes Métropole**), others began at the municipal level (e.g., **Lille**). In **Grenoble**, the city and the metropolis have long had their own SSE policies and services, but since 2015 the city of Grenoble's SSE department has been merged with that of the metropolis.

Given SSE's interdisciplinary nature, aims and regional anchorage, municipalities support a range of SSE stakeholders, particularly in terms of associations, but also stakeholders that align with municipalities' responsibilities. Municipalities and metropolises often cooperating on specific projects. Nantes Métropole would like to strengthen its regional network within the framework of

the next SSE roadmap that is currently being defined for 2021-2026: it is therefore considering how it can better integrate municipalities, in terms of their elected officials and technical specialists, in order to improve SSE deployment throughout the region. For example, the metropolis is planning to invest in the circular economy by supporting municipalities in creating recycling centres within their territories. **Saint-Étienne Métropole**, is mobilising municipalities around responsible purchasing and in order to strengthen cooperation, it is planning a communication drive around public SSE policy in 2021.

When municipalities implement a policy to support SSE with a dedicated elected official and department (as is the case for **Lille**, **Lyon**, **Villeurbanne**, etc.), cooperation with their intermunicipality can be more formalised. The European Metropolis of Lille, for example, has developed a process of consultation and alliance with the regions and cities. While affirming its role as leader and guarantor of the overall strategy and coherence, the EML articulates its will to “support the action plans of municipalities involved in SSE” in its own action plan. It has also created a call for expressions of interest from municipalities in the area, offering targeted support. The City of Lille participates in the calls for projects selection committee and in regular meetings with the metropolis.

Within the Lyon metropolitan area, several municipalities have assigned elected officials to an SSE delegation: **Lyon**, **Villeurbanne** and **Vaulx-en-Velin**. During the 2010-2015 regional mandate, municipalities and the metropolis had agreed on the metropolitan challenges for the different fields of the economic sector contract (promotion, social innovation, entrepreneurship and business development). A steering committee was organised twice a year, presenting the projects, and arbitrating expectations and focal points. A new dynamic is now underway with the Lyon French Impact certification. Supported by 16 stakeholders, the application specifies that the three municipalities have expressed their desire to be involved with the process as “priority cooperation regions”.

[1] 27 January, 2014 law on metropolis affirmation and modernisation of their regional public action.



There is a growing ambition for increased cooperation. The **Métropole Rouen Normandie** supports structuring a network in a municipality via an agreement with the CRESS (earmarked funding) and manages the relationship with municipality agents in terms of SSE. Other metropolises cooperate closely with the main city (**Toulouse Métropole** for example - exchanges, subsidies for SSE enterprises - which nevertheless maintains separate SSE budgets) and also engage in ad hoc cooperation with other municipalities. Finally, some metropolises, such as **Rennes Métropole**, have developed technical support for municipalities. The subject will certainly be closely considered under the framework for future SSE strategies. For example, **Tours Métropole Val de Loire** has set up a working group dedicated to SSE with 15 metropolitan elected officials in order to share a vision for the SSE in the region, define an SSE strategy and support the regional project currently under development. The **City of Bordeaux** is studying the possibility of an agreement with the metropolis, the department and the greater region.

The history of metropolitan development, as the most integrated form of intermunicipal cooperation, partly explains the diverse range of relationships between metropolises and municipalities.

## Agglomerations and cities

SSE policy is primarily initiated by the agglomeration. Cooperation can be ad hoc, through partnerships or projects, such as **Est Ensemble**'s "Est'ploration, Impact Positif!" event, or it can be more structured. For example, **Grand Orly Seine Bièvre** organises quarterly coordination meetings for elected SSE officials from the cities and region in order to identify SSE topics and issues that could be the subject of inter-municipal action and exchange best practices and experiences. The **Communauté d'agglomération de Cergy-Pontoise** ensures a technical exchange with those in charge of citizen associations and certain themes that are important to its municipalities.

The **Communauté d'agglomération Roissy Pays de France** supports the creation of a community to engage in a concerted action plan with cities and create SSE support mechanisms. Within the **Communauté d'agglomération du Pays de Grasse**, a plan for SSE deployment within the region is underway: 5 out of 23 municipalities have already expressed an interest. Assistance will consist in supporting engineering and initiatives (shared regional diagnostic, drafting action plans and supporting initial implementation stages, etc.). There is also a regional SSE governance collective at the intermunicipal level. The agglomeration can also provide cities with technical and engineering support, for example in terms of developing SSE projects as part of the New National Urban Renewal Programme (Nouveau Programme National de Renouvellement Urbain, NPNRU) for **Grand Orly Seine Bièvre** or in the context of responses to calls for projects, such as those for integration workshops and initiatives (ACI) for the **Communauté intercommunale Réunion Est**.

The agglomeration can also play a role in informing and raising awareness of SSE in municipalities, as Valenciennes Métropole or the Communauté urbaine d'Alençon are doing within the framework of the zero long-term unemployed region project (Territoire Zéro Chômeur Longue Durée).

Finally, cooperation also takes place in terms of financing. Cities can then be involved in developing calls for projects (as is the case for Plaine Commune or Lorient agglomeration, where several projects have received subsidies, primarily in the main city).



## COMMUNITIES OR EPCI AND NEIGHBOURING REGIONS: “REGIONAL ALLIANCE”

The vast majority of urban regions that responded to the survey have not yet cooperated on SSE and social innovation with surrounding regions. Some urban regions, such as the Ile-de-France's public regional establishments, have nevertheless engaged in informal information and experience sharing at a technical level. For a minority of regions, a space for collaboration exists (such as regional conferences for public action), or inter-regional cooperation is formalised by an agreement, particularly the “reciprocity agreement”.

Regional alliance is seen as a solution to generate a new development model and substantiate cooperation between urban, peri-urban and rural areas. **The challenge is to include SSE, which is not yet overly present, in these contractual agreements**, particularly in light of the objectives and fields of cooperation in question, such as mobility, food supply, economic development and tourism. This is the case for the reciprocity agreement between **Nantes Métropole** and the **Pays de Retz**, or between the **Strasbourg Eurometropole** and the **Communauté d'agglomération de Saint-Dié-des-Vosges** and the **Communauté de communes de la Vallée de la Bruche**, which includes four areas of cooperation: “people's lives” and mobility; tourism and leisure activities; mountain agriculture (with priority given to short circuit supply with local providers); and industrial sectors.

It should be noted that the **Métropole de Brest** and **Toulouse Métropole** were pioneers in this field. In addition to carrying out regular exchanges with the Occitanie Region and the Haute-Garonne Department, Toulouse Métropole started a working group in 2020 that brought together the Occitan territories certified as “**French Impact Territory**” (local social innovation ecosystem)<sup>[1]</sup>: Toulouse Métropole, Grand Narbonne, Figeac and Occitanie Est.

**Regional alliance is seen as a solution to generate a new development model and substantiate cooperation between urban, peri-urban and rural areas.**

Inter-regional cooperation can also take place within the framework of a metropolitan cluster. The cluster that connects the **Métropole Rouen Normandie** and then **Communauté d'agglomération Seine-Eure** could soon see projects emerge in the SSE field. A network of SSE officers from local authorities and EPCIs has also been set up in the Région Normandie to facilitate the sharing of best practices.

Cooperation between regions is also possible on a regional natural park (parc naturel régional, PNR) scale: the **Communauté d'agglomération de Cergy-Pontoise**, for example, carries out joint actions with the **Parc naturel régional du Vexin** (business agreement, regional food project, etc.). Similarly, the **Communauté d'agglomération du Pays de Grasse** has joined forces with the **Parc naturel régional des Préalpes d'Azur**, to present a wider territory as part of the “French Impact Territory” certification: the Regional Natural Park participates in the governance of the French Impact approach, and both partners are developing shared projects, such creating third places, and are conducting a joint study on regional solidarity-based finance and a metropolitan cluster.

The Grand Orly Seine Bièvre public regional establishment has not developed a formal SSE inter-regional cooperation, but it addresses economic development and planning concerns by means of a committee of economic development and employment partners, which was created following the implementation of the NOTRe<sup>[2]</sup> law on employment catchment areas. Similarly, the **City of Argenteuil** participates in the SSE working group led by the Boucle Nord de Seine employment catchment area (organising awareness-raising events and meetings). The **Communauté intercommunale Réunion Est (CIREST)** undertakes technical cooperation with other schemes for local integration and employment (Plans Locaux pour l'Insertion et l'Emploi, PLIE) in order to support integration workshops and initiatives (ACI).

Moreover, some urban regions are interested in launching or expanding their involvement in inter-regional SSE cooperation, particularly within the framework of the region's future strategy, but these ambitions sometimes remain undefined. Other regions are considering strategies to be implemented at the EPCI level in order to promote the deployment of an SSE support policy across a wider region. With new local executives and the ongoing definition of new frameworks and strategies, it will be interesting to observe the evolution of **SSE's significance in regional alliances** in the months and years to come, insofar as it significantly contributes to building regional resilience (economic, social and environmental).

[1] <https://www.le-frenchimpact.fr/nos-programmes/territoires>

[2] 7 August 2015 law n° 2015-991 implementing a new regional structure for the Republic of France.



## RELATIONSHIP OF LOCAL AUTHORITIES OR EPCI WITH DEPARTMENTS AND REGIONS

### Department

Given its inescapable social dimension and contribution to the various transitions ahead, SSE echoes many of the department's responsibilities (social, employment and integration, youth, sport, culture, support for urban policy, tourism and natural areas, etc.).

As for Ile-de-France EPTs, Plaine Commune is in regular contact with the Seine-Saint-Denis Departmental Council. Est-Ensemble occasionally cooperates with the department, particularly in the context of the "Est'ploration, Impact Positif!" event, and with the City of Saint-Denis. Co-developed SSE projects are also underway for Grand Paris Sud Est Avenir and the Val-de-Marne Department.

In addition to regular exchanges, a more formal relationship with the department can sometimes be observed. For example, the **Communauté urbaine d'Arras** participates in the **Conseil départemental de l'ESS (CDESS)** du Pas-de-Calais. Indeed, since 2013, the Pas-de-Calais Department has made SSE a major focus of its public policies. In order to federate partners, particularly local authorities and EPCIs, it has set up a CDESS, a forum for expression, exchange and information on the SSE.

We also note the participation of local authorities and EPCIs in the context of flagship events organised by the department. For example, the **City of Paris** - a regional authority with a unique status that exercises the responsibilities of a municipality and department - collaborates with the Les Canaux association, the Délégation Générale des Jeux Olympiques Parisiens (DGJOP) and neighbouring regions in the context of the 2024 Olympic Games. The **Communauté urbaine Creusot Montceau** is involved with the "SSE Days" organised by the Saône et Loire Department.

Finally, in order to respond to the need for local authorities and EPCIs in Gironde to exchange information, in addition to the regional club, a "**Local Authority and SSE Club**", managed by the TerrESS Chair of the Sciences Po Bordeaux, CRESS and RTES, was created at the departmental level.

### With the Region

Economic development, innovation, vocational training, circular economy, tourism, transport, agriculture... **SSE falls under the responsibility of Regions**. Regional councils play an important role in recognising and developing SSE and its stakeholders. To do this, they co-develop and lead the SSE component of their region's SRDEII and implement support mechanisms dedicated to SSE stakeholders.

The SRDEII is a prescriptive planning document. Its drafting procedure must be subject to consultation and it must be presented and discussed to the **Regional Conference on Public Action (Conférence Territoriale de l'Action Publique, CTAP)**. The region must draft this plan in consultation with metropolitan areas and EPCIs with their own tax status. When the SRDEII is intended to apply to a metropolitan region, the

strategic objectives are determined on a joint basis. In the event of a disagreement, the metropolitan council can develop its own strategic objectives document, which takes the regional schema into account.

If some metropolises and EPCIs have not formalised a cooperation with their region, others have set up **partnership initiatives to better coordinate their SSE activities**. They have therefore chosen to go beyond regulatory obligations and make a joint commitment to developing SSE. Some urban regions have also launched studies in order to strengthen the partnership between the Region and the EPCI, especially after the June 2021 regional elections. The aim is to prepare new roadmaps and regional strategies for SSE.

The **Eurometropole of Strasbourg** has formed a partnership formalised under the framework of a regional appendix to the SRDEII and an Offensive Growth and Employment Pact (Pacte Offensif Croissance Emploi, POCE) with the Grand-Est Region. The latter participates in the strategic and operational committees for the "Strasbourg Eco 2030" roadmap, just as the metropolis participates in the SRDEII governance through the "Be Est entreprendre" network, and in the Grand Est united SSE governance (GUEST). **Rennes métropole** has also formalised its partnership with the Region via a general agreement based on the SRDEII and participates in the coordination platform for regional SSE strategy in Brittany; the Region participates in the Rennes Métropole commitment committee.

On the other hand, the **Métropole Rouen Normandie** has not been particularly involved in the SSE dimension of the SRDEII, apart from a general contribution from the metropolis. However, there are ongoing discussions on preparing a new roadmap and, in particular, on the difficulties faced by SSE as a result of the health crisis and in terms of establishing a consultation forum, the "**SSE Recovery Committee**". Initiated and co-chaired by the State and the Region, this committee will mobilise local authorities and SSE network leaders in the region. The **Communauté urbaine d'Alençon** is also involved in a collective effort to develop the SSE strategy for Normandie.

La **Communauté urbaine Creusot Montceau** traite de l'ESS avec la Région Bourgogne-Franche-Comté via la définition du contrat métropolitain. La **Communauté d'agglomération Cap Excellence** a été associée via la mise en place d'une convention-cadre déclinant la mise en œuvre du SRDEII.

**Tours Métropole Val de Loire** now participates in selection committees set up within the framework of the regional social innovation incubator Alter'Incub, Centre Val de Loire and the regional Efferve'sens participatory financing platform. The **Communauté d'agglomération Béthune Bruay Artois Lys Romane** works with the Hauts-de-France Region under the framework of the "Starter SSE" scheme; it is also present in the regional "Tremplin" network and network of communities, led by the CRESS.

In terms of **business support**, only the region can define and



grant aid for creating or expanding economic activities. In terms of the economic support paid by inter-municipalities to SSE stakeholders, this aid must be compatible with the Region's SRDEII support scheme. However, unlike other EPCIs which have their own tax status, metropolises can act without prior intervention by the Region in two areas: it can provide subsidies to organisations whose sole purpose is to participate in creating or taking over companies, and it can invest in the share capital of some companies (investment capital companies or regional

financing companies, for example). Like municipalities and EPCIs with their own tax status, metropolises also have the ability to allocate **business property grants**.

Finally, in order to respond to the need to exchange information on the deployment of SSE policies, networks, such as groups of local authorities dedicated to SSE, which are led by the CRESS and RTES, are being set up at the regional level in the **Île-de-France, Auvergne-Rhône-Alpes** or **Nouvelle-Aquitaine**.

## RELATIONSHIP OF LOCAL AUTHORITIES AND EPCIs WITH THE STATE AND EUROPE

### State

The State Secretariat for the Social, Solidarity and Responsible Economy communicated its roadmap to the Higher Council for SSE on 12 February, 2021. As a response to the economic and structural crisis the country is facing, SSE must be supported as it is scaled up, particularly in terms of greater visibility. To do so, it is recommended to bring stakeholders together and support exchanges between SSE and the rest of the economy to enable the traditional economy to review its impact and commitments. To summarise, according to the roadmap: **"SSE must pollinate the responsible economy"**.

The roadmap also demonstrates a desire to act in close collaboration with regions, particularly by identifying SSE points of contact who are State representatives at the regional level. Various government initiatives for regional development have been launched: social impact contracts (public/private partnerships), reviving PTCEs, etc.

Added to this is the ongoing evolution of the French legislative and regulatory framework for socially and environmentally responsible public procurement. This is particularly tied in with the adoption of the Climate and Resilience Act and the national action plan for sustainable public procurement, a powerful lever to be mobilised by all public authorities.

**In terms of the relationship between the State and local authorities, a new contractual framework is proposed with the CRTEs<sup>[1]</sup>, based on the Regional Project, with the ecological transition as its main focus.** The CRTE aims to centralise all existing contracts for the region, help channel ministerial funding for recovery and available under common law, and ultimately, facilitate the regional implementation of public policies to best meet the needs of local inhabitants. At first sight, the social dimension of the CRTEs does not seem obvious, especially in terms of the role of SSE stakeholders. However, it has been confirmed that a social dimension is included in the "regional cohesion" dimension of the scheme. **Moreover, the government reaffirmed that an ecological transition is inseparable from a social transition.**

On 17 May, 2021, France urbaine signed a framework agreement with the State for economic, ecological and social recovery<sup>[3]</sup> in which SSE is a priority focus, with particular attention paid to the issue of financing regional SSE and circular economy strategies.

Also, in light of the Covid-19 health crisis and its widespread consequences and impacts, State support for SSE structures has been strengthened, particularly with support for small SSE structures (associations and companies with 1 to 10 employees) via the UrgencESS fund launched in employment 2021, the publication of an online summary of support measures<sup>[2]</sup>, and highlighting France Relance's calls for projects for SSE initiatives.<sup>[3]</sup> The health crisis has shown that SSE structures are essential stakeholders for urban territories, as help building regional resilience.

[2] <https://www.economie.gouv.fr/mesures-soutien-structures-ess>

[3] <https://www.economie.gouv.fr/france-relance-appels-projets-economie-sociale-solidaire-ess>

[1] ANCT resource on CRTEs:  
<https://agence-cohesion-territoires.gouv.fr/CRTE>



## Europe

Although current terminology at the European level speaks more about social entrepreneurship and social innovation, recent guidelines can support the development of SSE. For example, social innovation is one of the levers identified in the **Europe 2020 strategy, “a strategy for smart, sustainable and inclusive growth”**. Social innovation is part of the **EU’s social investment strategy**. It must be integrated into policy-making and linked to identified social priorities, such as implementing the EU’s recommendations for each country (including through the use of the European Social Fund<sup>[1]</sup>). A European Programme for Employment and Social Innovation (EaSI)<sup>[2]</sup> has been exercised during the 2014-2020 European budget period. For the period 2021-2027, the EaSI programme will become a strand under the European Social Fund Plus (ESF+)<sup>[3]</sup>.

**European Structural and Investment Funds (ESIF)** which are primarily managed by Regions (they are the managing authorities for the ERDF and a portion of the ESF), and sectoral programmes managed directly by the Commission can be important levers in promoting SSE development in the region.<sup>[4]</sup>

Although some progress has been made, given the future implementation of the European cohesion policy which is part of the Partnership Agreement between France and the European Commission for the period 2021-2027, **SSE and SI are still relegated to the social and ESF+ division under strategic objective 4 “A more social Europe”**, rather than as a component of the economy and ERDF division under strategic objective 1 “A more intelligent Europe”.

There is also the question of what **link exists between Recovery and Ecological Transition Contracts (CRTE) and regional programmes under the European cohesion policy**, which are supposed to contribute financially to these contracts. However, for the 2021-2027 period, some Regions have opted not to implement regional strategic objective 5 entitled “A Europe closer to its citizens”, even though this objective is specifically aimed at integrated regional projects with a multi-stakeholder participatory approach, which corresponds to the CRTE “philosophy”. Therefore, all Regions should systematically implement strategic objective 5 in order to facilitate the operational implementation of future CRTEs and its potential SSE component.

[1] <https://ec.europa.eu/social/main.jsp?catId=1022&langId=fr>

[2] <https://ec.europa.eu/social/main.jsp?langId=fr&catId=1081>

[3] <https://ec.europa.eu/social/main.jsp?catId=325&langId=fr>

[4] See the publication, “Europe and SSE, challenges and action levers for local authorities” (*Europe et ESS, enjeux et leviers d’actions pour les collectivités locales*), Collection ReperESS, RTES, 2018



## ACTION AREA #4

# Evaluation of public SSE policies

There are multiple reasons to evaluate public SSE policies. First, it is important to understand SSE impact beyond economic benefits: this impact is complicated to quantify and evaluate, but doing so is essential in order to understand the added value of solidarity-based economic models compared to profit-based models. The evaluation also helps to raise awareness and mobilise people within the community. It also makes it possible to adapt internal processes for better resource management. An evaluation makes it possible to know whether or not the means implemented (human, financial, etc.) have made it possible to achieve the target objectives and to redirect the strategy on the basis of evaluation's conclusions. It is a support mechanism designed to clarify the operational decisions of the community, based on its own feedback, and to move towards a more efficient and coherent form of public management.

**The evaluation also helps to raise awareness and mobilise people within the community.**

As part of the evaluation process, the local authority can involve SSE stakeholders at various key stages:

- **determining the objectives** of the evaluation and process framework;
- **selecting monitoring indicators** so that they are consistent with the realities on the ground;
- **collecting data**;
- **during the analysis and interpretation** of evaluation results;
- **finally, during the proposals and recommendations phase**, which serves as the basis for revising a public policy.

This work can also be used by the community to communicate the results of public action more easily with citizens in order to defend and confirm a clear strategic position. Moreover, an evaluation of public policy can be an opportunity for the local authority to increase the involvement of SSE stakeholders in local public action.



## Evaluation of the public SSE policy by the City of Lille

### A history of the evaluation of SSE policy in Lille

Since 2001, the City of Lille has been implementing and deploying an ambitious SSE development policy in its region through 4 multi-annual Lille Social and Solidarity Economy Development Plans (Plans Lillois de Développement de l'Economie Sociale et Solidaire, PLDESS).

**The City of Lille is one of the first local authorities in France to have developed a public initiative dedicated to SSE, and to exchange on best practices with other elected officials and local authority officials within the RTES.**

An initial evaluation of the 1st PLDESS 2002-2007 was carried out to assess the public policy and propose ways to improve its effectiveness for SSE development. Since then, as part of the local authority's proactive approach, each PLDESS has been evaluated in consultation with local stakeholders, which has in turn enabled the next PLDESS to be drafted.

In the 2016-2020 PLDESS, four priority principles were included in the strategic and operational objectives:

- **encourage** socio-economic experimentation and innovation;
- **support** the emergence and consolidation of local economic and solidarity projects;
- **strengthening** SSE in all municipal policies;
- **promote** the region and raise awareness of SSE.

In 2021, this plan will be evaluated on the basis of these 4 focal points, with a view to drawing up the 2021-2026 PLDESS.

### The 2016-2020 PLDESS evaluation method

To carry out this evaluation, the City was assisted by Les Petites Rivières and Asdo.

**The purpose is to analyse the strengths and weaknesses of public policy in order to initiate a forward-looking approach for the next plan.**

The evaluation makes it possible to assess the situation in coordination with the various regional stakeholders by means of questionnaires and individual or group interviews. The project is monitored by a steering committee that brings together various stakeholders (elected City representatives from different departments, the European Metropolis of Lille, SSE networks such as the Regional Chamber of SSE, the URSCOP or RTES, support stakeholders such as APES, the PTCE Initiatives et Cité, Maillage, etc).

In the framework of this new evaluation, particular attention is expected to be paid to the place and consideration of youth in SSE policy, and to integration through economic activity. To this end, a benchmark of several cities with SSE policies (Strasbourg, Lyon, Bordeaux, etc.) was carried out to identify innovative approaches in these areas. Also, the significance of the local economy has been analysed, reflecting the impact of the Covid-19 crisis on SSE stakeholders, the local economy and local citizens' needs.

**The evaluation makes it possible to assess the situation in coordination with the various regional stakeholders by means of questionnaires and individual or group interviews.**



## ACTION AREA #5

# SSE and city policy priority neighbourhoods



RÉPUBLIQUE  
FRANÇAISE

*Liberté  
Égalité  
Fraternité*

AGENCE  
NATIONALE  
DE LA COHÉSION  
DES TERRITOIRES

AGENCE  
NATIONALE  
DE LA  
COHÉSION  
DES  
TERRITOIRES,  
(ANCT)

**DEVELOP SSE  
IN FRAGILE REGIONS:  
A LEVER FOR  
IMPROVING SOCIAL  
AND REGIONAL  
COHESION  
AND PROMOTING  
ATTRACTIVENESS**



- **SSE in priority neighbourhoods: what are the challenges for urban local authorities?**

The 1,514 QPVs are home to 5.4 million inhabitants, i.e. 8.2% of the French population<sup>[1]</sup>. These are primarily located in large and medium-sized urban centres and are characterised by a deteriorating economic and social situation in terms of their environment. The QPV poverty rate is 42%, which is three times higher than the rate for the whole of France. The unemployment rate is also two and a half times higher than the national average (22.5% versus 8.2%).

Also, the share of economic entities operating in the non-agricultural market located in the QPV (4.1%) is relatively low compared to the population in these areas.

- **Thanks to its values and action principles, the SSE is able to provide targeted responses for an integrated regional development.**

Focused on providing innovative and local solutions, the SSE makes it possible to compensate for the reduced presence of the for-profit sector, to create jobs that cannot be relocated and further develop existing local resources. The figures show the importance of SSE entities as employers in QPV: 13.7% are located in or in direct proximity to QPV. In regions most affected by urban policy (Île-de-France, Hauts-de-France, Provence-Alpes- Côte d'Azur), there is a clear over-representation of SSE entities in priority neighbourhoods compared to those in the for-profit sector. An analysis of the business of SSE entities located in QPV shows that they are specialised in social action, which corresponding to the support required by a population facing instability<sup>[2]</sup>. Employment: 103,900 employees were employed in 2018 by SSE entities located in QPVs, the majority of whom were women; they employed more young people than the national average, which fulfils the urban policy objectives.

- **Communities have the opportunity to include SSE in their strategic frameworks.**

435 city contracts have been signed by local authorities and their inter-municipalities. These allow them to promote SSE development under an economic development specification<sup>[3]</sup> and within the framework of local calls for projects and annual loan allocations.

Recent decisions by the Interministerial Committee on Cities, which met at the end of employment 2021 under the direction of the Prime Minister, and the government's efforts to support priority neighbourhoods under the recovery plan have reinforced the dedication of local authorities.

New schemes dedicated to employment and economic development, such as the Employment Hubs and Productive Neighbourhoods scheme, are also intended to include regional dynamics driven by SSE structures.

National calls for expressions of interest (CEI) launched by the ANCT also enable associations and operators to carry out large-scale projects for the benefit of priority neighbourhood inhabitants. This is the case of the CEI TremplinAsso (42 winners for 45 million euros over 3 years) and the CEI Fabriques de Territoires (300 Fabriques de territoire, 150 of which are located in QPVs, benefiting from 150,000 euros over 3 years)

Finally, in the context of NPNRU operations, like all integration through economic activity (IAE), the social clauses required in public contracts by ANRU agreements are a first step in favouring local employment for priority neighbourhood inhabitants.

- **Priority geography, a public policy target and management tool available to local authorities?**

Urban policy's priority geography<sup>[4]</sup> is based on a detailed regional grid that makes it possible to better target beneficiaries and evaluate the results of public policies. In order to unambiguously correlate the priority geography of urban policy and the beneficiaries of an action, the ANCT offers an online tool to identify whether an address is located in urban policy priority neighbourhoods, as well as a geo-referencing platform that makes it possible to determine which addresses are located in QPVs<sup>[5]</sup>.

- **European funds such as ERDF and ESF can also be mobilised to support SSE initiatives in the QPV.**

In fact, for the 2014-2020 period in France, 10% of these two funds were allocated to sustainable urban development and priority neighbourhood inhabitants: support for SSE projects can be implemented under this framework. For the 2021-2027 EU funding period, 8% will be allocated for integrated urban development. Regions and the Ministry of Labour (through the General Delegation for Employment and Vocational Training - (Délégation Générale à l'Emploi et à la Formation Professionnelle, DGEFP)), are the managing authorities of these funds, and can then decide to dedicate a portion of these loans to projects in priority neighbourhoods.

[1] Source: National Agency for Regional Cohesion : <https://agence-cohesion-territoires.gouv.fr/>

[2] Employment and social and solidarity economy enterprises in urban policy priority neighbourhoods. State of play in France and its regions. National SSE Observatory and CGET, June 2019 [https://ess-france.org/media/client/gridfichier/page1/rapportetudeemploiagetcnress2019\\_vf.pdf](https://ess-france.org/media/client/gridfichier/page1/rapportetudeemploiagetcnress2019_vf.pdf)

[3] As a result of the 21 February, 2014 law for city and urban cohesion, each city contract is based on three core pillars: social cohesion; the living environment and urban renewal; and economic development and employment.

[4] <https://sig.ville.gouv.fr/>

[5] Registration for this service is free (create an account).



# Conclusion

The “Urban territories, social and solidarity economy and social innovation” study illustrates the different development levers for the social and solidarity economy that are available to metropolises, agglomerations and large cities. **It shows how these stakeholders can fully integrate social innovation ecosystems in order to improve the living environment of inhabitants and promote the equity and attractiveness of their region thanks to an urban development strategy that is economically, socially and environmentally responsible.**

The rise in greenhouse gas emissions and global warming, service digitalisation and the digital divide, population impoverishment and social isolation, etc. **In the face of the complex issues that are shaping the society in which we live, we need to combine the strengths and resources of all of society’s stakeholders in order to find and implement transformative solutions that will create positive structural changes.**

Thanks to its values (defending the common good, democratic governance, stakeholder reciprocity, etc.) and characteristic cooperative approach, **the social solidarity economy facilitates experimentation and the development of activities that capitalise on local resources in order to best meet regional needs.** It therefore represents a key asset for urban regions in terms of the circular economy, soft mobility and access to services (including public services), civic engagement, new working practices, cultural access, etc. However it requires strong support from public authorities. By focusing on the common good, local authorities are now more than ever implicated in their region’s sustainable development.

Urban regions therefore have a number of advantages for implementing these transformative dynamics and can equip themselves with multiple tools to encourage networking and co-develop collective solutions. **SSE is truly a method of doing business differently and is integrated in all activity sectors: the policy of supporting SSE and social innovation is above all interdisciplinary and requires decompartmentalisation both internally, in terms of services, and externally, to encourage synergies and cooperation.**

**This study shows that there is a diverse range of actions that are more or less easy to implement in order to strengthen social innovation dynamics.** SSE stakeholders lie at the heart of these actions, contributing to the sustainable regional development.

**By focusing on the common good, local authorities are now more than ever implicated in their region’s sustainable development.**



# For more information

## Avisé publications

- **MANUAL:**  
*Socially responsible buying*  
March 2015, Avisé
- **MANUAL:**  
*Social innovation*  
July 2015, Avisé
- **MANUAL:**  
*Creating social utility activities*  
June 2018, Avisé
- **MANUAL:**  
*Regional social and solidarity economy*  
February 2016, Avisé
- **MANUAL:**  
*SSE and rurality*  
September 2020, Avisé and RTES
- **GUIDE:**  
*Engaging in an innovation process*  
December 2018, Avisé

Find all the thematic files on [avise.org/sectors](https://www.avise.org/sectors): sustainable agriculture, SSE & digital technology, sustainable food, sustainable housing, silver economy, sustainable mobility, energy transition, circular economy, social and solidarity tourism... [Download from avise.org](https://www.avise.org)

## RTES publications

- *Developing SSE in urban policy districts*  
March 2020, ReperESS collection, RTES
- *Land access for SSE stakeholders*  
April 2019, ReperESS collection, RTES
- *Europe and SSE, challenges and action levers for local authorities*  
September 2018, ReperESS collection, RTES
- *Public procurement and SSE, with a focus on reserved procurement contracts*  
updated August 2021, coll. Points de RepèrESS, RTES
- *Collective interest cooperatives and local authorities*  
updated July 2019, coll. Points de RepèrESS, RTES
- *Le Kit MunicipaLESS*  
updated October 2021, RTES

[Download from rtes.org](https://www.rtes.org)

## Publication team:

Cécile Leclair (Avisé)  
Anne-Laure Federici (RTES)  
Olivier Landel (France urbaine)

## Editorial team:

Floriane Vernay (Avisé)

## Writing team:

Anne-Laure Federici (RTES)  
Delphine Bourdin (France urbaine)  
Floriane Vernay (Avisé)  
Chloé Secher (RTES)

## Writing secretariat:

Avisé and RTES teams

## Graphic design teams:

Anne-Laure Durand Servin

## DTP:

Maude De Goër

## Translation:

PARIS TRADUCTIONS

## Publisher:

Avisé, 18 avenue Parmentier Bâtiment cour  
75011 Paris

## Printing:

ESAT Imprim'Services in Lille - Ecolabel certified paper

**Print completion date:** November 2021

**ISBN:** 979-10-91375-17-7

We would like to thank all RTES and France urbaine members who took part in the project, and whose numerous contributions helped make this publication possible.

© Avisé November 2021  
All rights reserved



# URBAN REGIONS,

## social and solidarity economy & social innovation

What advantages does the social and solidarity economy (SSE) provide in response to socio-economic challenges in urban areas? What local strategies support social innovation?

Produced by Avise, RTES and France urbaine, this study aims to shed light on urban regions' frameworks and action levers to support social innovation and SSE. It includes inspiring examples and statements by elected officials, as well as keys to understanding certain institutional and legal frameworks.

Published for the elected officials and technical specialists of metropolises, agglomerations and large cities, this study was based on numerous contributions from some fifty RTES and France urbaine members, as well as on documentary research. It shows how these public stakeholders can fully integrate social innovation ecosystems in order to improve the living environment of inhabitants and promote the equity and attractiveness of their region thanks to an urban development strategy that is economically, socially and environmentally responsible.