



2024

Activity



report



 **avise**

Enabling new forms
of entrepreneurship

AVISE - ENABLING NEW FORMS OF ENTREPRENEURSHIP

As a non-profit agency committed to serving the public interest, Avise's role is to support the development of the social and solidarity economy (SSE) and social innovation in France. Avise is the French National Competence Centre for Social Innovation in Europe

4 drivers:



PROVIDING TOOLS

and guidance for all SSE and social innovation stakeholders via the avise.org website.



COORDINATING

national communities of local SSE and social innovation support bodies.



SUPPORTING

SSE enterprises and developing national programmes.



FUNDING

national SSE projects through the European Social Fund+ (ESF+).

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Editorial

It will be my last opportunity to address you via this editorial. The General Assembly on June 3 will vote for a new president of Avise and I will not be standing for re-election. I feel that nine years as president was long enough and it is time to pass the baton to another team.

These nine years have been marked by numerous actions, missions and programmes expanding Avise’s outreach in the SSE ecosystem and its environment while upholding its purpose: providing guidance for project owners, tools for support bodies and input to ensure a collaborative design process.

I am proud of the dimension that Avise has taken: a trusted partner of support and local development bodies, a reputed expert in social and environmental impact assessment and social innovation; a leading voice in the ecosystem but also an intermediate body for the ESF+ with an ambitious new programme.

Avise has widened its outreach while remaining true to its purpose. My wish for the future is that it continues to be a good fit for an SSE ecosystem which has undergone considerable change. There is, of course, always room for improvement and that’s a good thing. I shall be on hand to help the new team transition to this next step.

All my thanks to the team, the community members and partners who have enabled Avise to play a key role in the SSE and social innovation and support its stakeholders at a particularly crucial time given the political and economic context.



Jérôme Saddier,
President of Avise





Véronique Louwagie,
Minister Delegate for Trade,
Small-Scale Industry,
Small and Medium-Sized
Enterprises and the Social
and Solidarity Economy.

France is in the process of building its SSE development strategy: what are your priorities?

First of all, I would like to say that implementing this French SSE strategy is a priority for me. We have leveraged resources and involved many administrative and local bodies to make it happen. At this stage, the priorities for the national SSE development strategy have - intentionally - not yet been defined. We have chosen to join forces with stakeholders, funding organisations, local authorities and citizens to develop it. This is why we have put in place a local, national and public consultation process across France. To give everyone a chance to share their opinion freely, this consultation focusses on four main areas: governance, funding, transitions and development.

One thing is certain: I want to work towards bringing the conventional economy and the SSE closer together. The SSE offers an alternative form of production, employment and entrepreneurship but it needs to scale up. I am not alone in wishing to see it grow and develop. We need to work together if we are to succeed in defining the right priorities and the best way to achieve them.

“Avisé will play an essential role in this movement as the benchmark support consultancy.”

Avisé is the national agency which serves the SSE support ecosystem (in particular the DLA local support scheme): in your view, what is the role of the support mechanism in helping implement this strategy? What are the expectations in the current environment in which SSE organisations find themselves in difficulty?

Support is a key driver to allow SSE organisations to build capacity, cross milestones and address economic, social and environmental challenges. The strategy should lay down the role of each of the main SSE stakeholders for the next ten years. Avisé will play an essential role in this movement as the benchmark support consultancy which possesses valuable expertise and a clear vision of the bigger picture. I would like it to occupy a special place in the implementation of the national strategy as it has the resources required to organise, coordinate and improve the standard of support across France. The DLA support scheme which it operates will continue to be a cornerstone of this action with a stronger focus on organisations which are struggling in the current situation.

Avisé is also the National Competence Centre for Social Innovation for France at EU level. What role will social innovation play in the national strategy?

In a changing world, social innovation is a driver of impact, local engagement and inspiration for the economy as a whole. It brings new responses to inadequately or unmet social needs through experimentation, invention and change. This is why the funding bodies who convened to work on preparing the national strategy put such a strong focus on the financing of social innovation. Avisé must contribute to organising a more streamlined, better funded environment which encourages innovative projects so that social innovation is better known and acknowledged.



Christophe Genter,
director of the Social and
Territorial Cohesion department
at the Investment division
of the Banque des Territoires.



Cécile Leclair,
Executive Director of Avisé.

The Caisse des Dépôts group founded Avisé in 2002 and is now a statutory member and strategic partner of the agency: what is your shared ambition for the SSE and social innovation?

Christophe Genter: The SSE ecosystem works for the benefit of the most vulnerable sectors of the local population. The Caisse des Dépôts group strives to achieve greater social and territorial cohesion across France. It is therefore essential to help social entrepreneurs produce innovative economic models to deal with the socio-economic difficulties with which our country is increasingly faced. In this connection, Avisé's capacity building tools are extremely valuable to help share best practices and develop the skills of project owners who often have hybrid business models which require complex financing.

What are the challenges of SSE development today in a tougher, more volatile context?

Christophe Genter: There is a lot of pressure on the public purse, so it is a priority to work on SSE funding plans so that they are not over-reliant on central or local government subsidies, seek EU funding which tends to be a lengthy process and attract investors with more reasonable expectations in terms of profitability in exchange for significant, measurable extra-financial impacts.

Cécile Leclair: Concerning access to EU funding, in 2024 Avisé stepped up its support by clearly mapping the various funding solutions potentially available to the SSE and social innovation via the ESF+. In the future, it intends to create a network of project owners from France and other EU countries to simplify consortium creation. In addition to financing issues, Avisé is focussing on adapting support schemes to the new requirements of the SSE in this environment. In 2025, Avisé will be working with all the local support scheme (DLA) operators to identify and prevent problems and offer suitable guidance to SSE enterprises in extreme difficulty.

The Banque des Territoires supports the SSE on an everyday basis: what contribution does Avisé make?

Cécile Leclair: As a general rule, Avisé assists the Banque des Territoires in its missions by means of capacity building and managing the SSE and social innovation support ecosystem at local level. The aim is to build capacity and further develop SSE enterprises. Avisé also works on two key aspects to simplify decision-making by investors such as the Banque des Territoires: assessing the SSE's social and environmental impacts and endorsing social innovation. In this connection, Avisé is the National Competence Centre for Social Innovation for France and - from 2025 onwards - will bolster its position as resource provider to remove the barriers between public, private and SSE social innovation ecosystems so that France can network with the other EU member states more effectively.

Our highlights 2024

30 January

Results of a call for proposals on "Assisting national SSE enterprise support programmes"

9 successful applicants selected by the ESF+ intermediate body represented by Avise.



21 February

Launch of the P'INS 2024 call for proposals

To support and fund 8 SSE organisations in scaling up and expanding their social innovation.



1 March

Launch of the 2024 TRESSONS project

Purpose: identify and robustify the contribution of the SSE to the development of sustainable farming projects and the attractiveness of rural areas.



4 and 5 June

Avise hosted members of the EU social innovation community in Paris

27 member states of the European Union convened to debate on: "How to scale up social innovations".

7 June

New Avise publication: "A better understanding of EU funding opportunities for SSE enterprises: mapping and fact sheets"



18 June

Launch of the 2nd Graines d'autonomie programme

Four coalitions selected to receive support in stepping up and developing cooperation projects with a socially innovative component in the field of autonomy.

See page 11.

HORS CHAMP

21 October

Launch of the national Hors Champ programme

This programme, run in partnership with the RTE Foundation, the French Higher School of Decorative Arts (ENSAD) and the Quercy Rouergue Rural University (URQR) supports SSE solutions addressing women and young people in rural communities.

8 and 9 October

Avise organised the National Gathering of SSE support bodies at the Cité Internationale Universitaire in Paris



SPECIAL FEATURE

See page 8

28 August

Release of the handbook "Work integration: how to deploy a digital marketing strategy."



10 July

Results of the call for proposals "Support for the inter-regional scaling of social impact projects from social and solidarity economy enterprises."

18 applicants selected by the Avise ESF+ intermediate body.

See page 17.

13 November

Avise and the local support scheme (DLA) were represented at the National Forum of Non-profits and Foundations



5 November

End of the Social and Territorial Utility Cultural Entrepreneurship programme

This programme was rolled out together with the Entreprendre Foundation with grants from the Haplotès endowment fund, the Daniel and Nina Carasso Foundation and the ESF+ to support the development of social utility cultural entrepreneurship in rural communities.

17 December

Accreditation of two new Initiative Factories (FAI)

After several years of experimentation, Le Filon (Moselle) and CocoShaker (Auvergne) were awarded accreditation.



19-20-21 November

Avise attended the 2024 French Mayors and Local Authorities Convention



The National Gathering of SSE support bodies

Avisé organised the second National Gathering of SSE support bodies at the Cité Internationale Universitaire in Paris on 8 and 9 October 2024.

Purpose: bring together SSE support bodies and their partners to network and discuss the main challenges facing SSE development and support.

400

participants

65

speakers

30

workshops and panels

A major conference

covering the challenges of supporting the SSE bringing together public stakeholders, funding bodies and SSE and support representatives.

Debates

open to everyone on the subject of "Cooperation to develop the SSE" as well as workshops for support bodies facilitating the sharing of best practices and expertise.

Inter-community meetings

coordinated by Avisé on 9 October: Local support schemes, Initiative Factory network, the Emergence & Acceleration Community, Social Value France network.

"Thanks to Avisé for having organised this event during which stakeholders were able to discuss support while keeping a priority in mind: offering a continuously improving service to project owners by sharing best practices, identifying any gaps, ensuring better coordination and increasing coverage by adopting an outreach approach."

Christophe Genter, director of the Social and Territorial Cohesion department at the Investment division of the Banque des Territoires.



"We are really lucky to belong to a community of stakeholders, to be able to exchange views between peers, it is incredibly useful. It allows us to make faster and better progress."
SSE supporter

"People involved in local support schemes from all over France gathered at the Cité Universitaire. Their commitment is crucial."

Marie-Agnès Poussier-Winsback, Minister Delegate for the Social and Solidarity Economy, and Profit-Sharing



"Thanks to the Avisé team for providing an opportunity to spend time together, exchange views and mutually enhance our knowledge as well as for the provision of open-source documentary resources!" SSE supporter



"The added value of support can be measured in economic terms, but it also has a social dimension and - we mustn't forget - a democratic one."
Benoît Hamon, President of ESS France



"Two days of talks, workshops and valuable debates to get to know each other outside of our regions, to learn more and challenge our tools, attitudes, models and future!" SSE supporter



"It was great to have had an opportunity to discuss with all our peers and underline the growing importance of helping social entrepreneurs become more resilient and secure their future."
SSE supporter



"We are so lucky to be part of this community and benefit from this forum for discussion between SSE support bodies. Opportunities to discover new practices and boost our SSE support mechanisms."
SSE supporter



DLA positive outcomes

France's first SSE support scheme, set up in 2002, the DLA provides free assistance to more than 6,000 social utility organisations a year to help them build capacity and develop further. Here are some examples of support provided by DLAs:



Promotion of cooperation between Sport-Health Centres (MSS) and their official recognition

Aid from the DLA: collective support for several months provided to fifteen Sport-Health Centres by the Regional Chamber of the Social and Solidarity Economy (CRESS) for Brittany which is in charge of the local DLA.

Outcome: the creation of the first regional collective of Sport-Health Centres!

“ This support enabled us to have a clearer orientation and a better idea of how to go about things. [...] Ingrid gave us clarity and now we know where we are heading. ”

Maëlla Guigoures,
coordinator, Sport-Health Centre,
Lorient



Job creation while running a project to fight waste and exclusion

Aid from the DLA: full support for the *Comptoir électroménager solidaire*, a social household goods store under the oversight of the Les Landes DLA through the Landes Tec Coop Entrepreneurial Support Mechanism (BGE). **Purpose:** allow underprivileged households to purchase household appliances at low prices by means of a goods collection and repair service including a work integration scheme for people excluded from the job market. A territorial evaluation and feasibility study were carried out with the DLA which also provided advice on submitting a request for work integration accreditation.

Outcome: the Comptoir received its work integration accreditation and now has around ten employees!

“ The support we received allowed us to create a well-structured project. That saved us a lot of time. ”

Charlène Tato,
co-founder of the *Comptoir de l'électroménager solidaire*.



Setting up of a solidarity reuse&repair hub

Aid from the DLA: individual support from the Terres de Loire (BGE) for a strategic project for a reuse&repair hub based in Mainvilliers, *Reconstruire ensemble*.

Outcome: the creation of eleven jobs after two years in existence!

“ The DLA provided precious technical assistance via a consulting firm who helped us structure our ideas, in particular because there were several different partners. They helped us think about who should do what, how to proceed and the sort of project we should put in place. ”

Bernard Monguillon,
director of *Reconstruire ensemble*.

To find out more

A video testimonial from the
DLA Terres de Loire DLA

Impact Social par le Sport Consortium: a coalition to develop the community sport sector!

The 2024 *Graines d'autonomie* programme initiated by the OCIRP Foundation and Avise supported four coalitions seeking to develop innovative social cooperation projects in the field of autonomy. A focus on one of them: the Impact Social par le Sport consortium

Why did you create this coalition?

Physical exercise has lots of benefits. One of them is using sport to meet a societal need such as inclusion for young people and vulnerable adults.

provides input for public policymaking. Ultimately, it is seeking to see spin-offs and replication of **community sports projects** in **new regions and organisations**.

Who is on board with the project?

The project involves grassroots experts, academics, private sector and institutional stakeholders. It calls on research laboratories to ensure efficient analysis of the action taken in collaboration with sporting federations, in particular, the French Federation of Multi-sport Clubs. The governance takes the form of a steering committee with members from the Ministry of Sport, the French National Agency for Territorial Cohesion (ANCT), the National Sport-Innovation Resource Hub (PNRI) and three non-profits, Breizh Insertion Sport, DAHLIR and Rebonds!

What are the expected outcomes?

In addition to a joint repository of skills, sectors of expertise and activities, the consortium hopes to see the **creation of an efficient sustainable and impactful community sport sector**, which benefits vulnerable people, fosters social inclusion and contributes to meeting wider social and economic goals. This nationwide cooperation should also **lead to the creation of a national organisation** as the coalition currently covers eight regions of mainland France.



The purpose of the consortium is to promote the use of sport as a tool for social inclusion. It is made up of the following members: Action Prévention Sport, Azur Sport Santé, Breizh Insertion Sport, Daytour Sport, Drop de Béton, DAHLIR, Rebonds ! and Sport Dans la Ville. The purpose is to create a **clear framework, develop tools for practitioners and encourage cross-cutting collaboration**.

What are the goals of the consortium?

The project supplies **practical and theoretical resources** to people working on the ground and sports clubs (evaluation tools, handbooks etc.) so that community sports bodies can share, assess and improve their skills and practices. By encouraging collaboration rather than competition, the project fosters new partnerships and **helps bring together organisations across the social, healthcare, education and sports sectors**. It also

Co-organisers of the *Graines d'autonomie* programme



2 projects supported by CE&A incubators and accelerators

Led by Avise since 2015, the Emergence & Acceleration Community (CE&A) is a network of SSE and social innovation support bodies in France. A closer look at two of the projects supported since their inception.



Les Sages Gosses: leveraging the arts for local development

The non-profit Les Sages Gosses was founded at the end of 2023 by a collective made up of six students determined to boost the cultural scene of the Alpes-de-Haute-Provence region by organising multidisciplinary events (festivals, live performances etc.). These events address a community lacking a local cultural offering and seek to give a stage to budding local talent.

The collective was backed by the Animafac network of student associations for six months in 2024 attending group workshops and receiving individual coaching to define the governance, find the first financial partners and deploy a communication strategy. They were voted the most popular project by the incubator and received a €3,000 start-up award.



© Animafac

Association Pot'Sol: tackling poverty with a community vegetable patch

Pot'Sol is a non-profit set up in the Haute-Vienne department in 2023 to help supply fresh produce to food aid providers, local markets and collective catering establishments. It offers to take over available land belonging to businesses, local authorities and private individuals to grow quality fruit and vegetables, organise workshops and network with local partners.

An SSE incubator in Haute-Vienne, Liess 87, took on the project in 2024 providing advice on setting up and coordinating a collective of trustees and members. Pot'Sol received assistance with drafting its by-laws, defining its business model and shaping its service offering. Lastly, Liess 87 helped the non-profit find funding, enabling it to take on its first salaried employee.

A third place for wood reuse with the non-profit PARACHutes: a project supported by the Centre Alsace Initiative Factory!

Since 2022, the **Centre Alsace Initiative Factory** belongs to a consortium with La Maison de la Nature du Ried et de l'Alsace Centrale nature and heritage centre, the Ecooparc incubator and the France Active Alsace SSE entrepreneurs organisation. It supports local initiatives with the same goal: **encouraging the creation of circular economy activities to contribute to reducing waste and connecting local non-profits and businesses.**

In 2023, the **Val d'Argent Community of Municipalities**, the **Sélestat Alsace Centrale Territorial and Rural Cluster (PETR)** and the **Alsace Centrale Intermunicipal household waste management authority (SMICTOM)** consulted the Factory to explore locally-based solutions for the circular economy, in particular involving the reuse of wood. The Initiative Factory supported the emergence of the project for a year. Then Marion Mohn, a trained designer

who ran a circular economy enterprise and belonged to a working group on wood reuse, stepped up and agreed to lead the project. She then followed an 11-month course at the Ecooparc project incubator before launching the PARACHutes collective which took off in September 2024 and hired its first employee in January 2025.

It performs the following activities:

- collecting timber scraps from local companies (industry, woodworking firms, integration workshops etc.);
- creating interior design projects using recycled fittings and furniture for businesses, non-profits and local authorities;
- running induction and awareness-raising workshops on wood reuse for local government, non-profits and companies.

The collective plans to open a shared wood workshop and a reuse and repair hub for the population of Centre Alsace in 2025.

The role of the Factory during project creation was to:

- put in place a project methodology to organise meetings and structure ideas and working time;
- highlight local needs in terms of the circular economy;
- bring local stakeholders on board to help shape the solution;
- identify potential project owners and coach them in entrepreneurial skills;
- act as a prescriber and give the collective legitimacy to enable networking and future partnerships;
- suggest an incubation scheme to the main project owner to strengthen the collective and produce a more efficient business model.



The Initiative Factory network includes 30 organisations in charge of supporting the emergence of projects which benefit the community.

Purpose: address the challenges faced by local communities by connecting public and private sector stakeholders and citizens to generate social innovations to meet social and environmental challenges.

“The woodworking non-profit was the fruit of a working group run by the Centre Alsace Initiative Factory for nearly two years. The working group led to the emergence of both a collective and a viable business model.”

Julie Da Costa,
administrative officer
of PARACHutes

Stakeholders involved

AC:TIONS network | Schmidt Groupe | AXAL | Groupe Schroll | the Centre Alsace Territorial and Rural Cluster (PETR) | the Centre Alsace Intermunicipal household waste management authority (SMICTOM)

2024 results

1

employee after
6 months

750 kg

of wood
reused

15

awareness raising
workshops conducted
with local authorities,
non-profits and businesses

107

participants

10 years on: where the successful P'INS candidates are today!

The P'INS Programme sponsored by the Macif Foundation and Avise has been assisting and funding between six and eight projects a year selected following calls for proposals in their scale up and expansion across France since 2014. The 10-year anniversary of P'INS provided a good opportunity to ask four previous successful applicants where they are today.



©Bertrand Gaudillère

VRAC – successful candidate, P'INS 2017

This non-profit fosters the development of **centralised purchasing platforms for quality produce** (organic, ethical, short supply chain) in priority neighbourhoods for urban policy and other working-class communities. Its purpose is to allow low-income households to **have access to food that they have chosen themselves in line with a sustainable and engaged model of consumption** by selling produce at cost price or between 10% and 50% cheaper.

7 years after P'INS, where do you stand today?

“ VRAC now exists in 23 areas, in mainland France, overseas and in Belgium. University spin-offs have been set up on campuses. Our non-profit is now recognised as an authorised food aid provider entitling it to funding from the “*Mieux Manger Pour Tous*” fund and allowing us to offer three-tier pricing to members. VRAC France is recognised by a number of ministries due to the accreditation and funding explained above but also its inclusion in the National Council of Cities and successful candidacy for the National Food Programme. ”



©Yann Villaret

Énergie partagée – successful candidate, P'INS 2020

Energie Partagée is a movement by and for citizens which helps households and local authorities produce their own clean energy on their doorstep. Our purpose is to encourage citizens to reclaim energy, climate and democracy tools by enhancing expertise around citizen-led energy projects, setting up collectives and bringing as many people as possible on board.

4 years after P'INS, where do you stand today?

“ Énergie Partagée is currently responsible for 405 citizen-led energy projects across France, 13 regional networks (hyper) active nationwide, more than 80,000 people involved and more than 560,000 educated on energy transition and the role citizens can play! ”



©Afo Abass Tchitara

Les petites cantines – successful candidate, P'INS 2017

Les Petites Cantines is a **non-profit network of local canteens** where people can come together and socialise while enjoying sustainable collaborative meals on a pay-what-you-can basis. It relies on the principle of mutual aid and collective intelligence to forge strong relationships and contribute to a **society based on trust**.

7 years after P'INS, where do you stand today?

- “ • 14 canteens opened
- 25 third places for food sharing (canteen and non-profit cafés) supported
- More than 15,000 members
- 35 jobs created
- More than 125,000 meals served since day one ”



© Jérôme Poullier

Kabubu – successful candidate, P'INS 2021

Kabubu leverages sport to simplify the inclusion of exiles in society and the labour market.

3 years after P'INS, where do you stand today?

“ We have consolidated our action in our two branches in Paris and Lyon. More than 5,000 people participated in our activities in 2025. We are getting better connected between cities. We are considering how to proceed with the nationwide scale-up of a new social franchise and partnership model. ”

Developing social innovation in Europe with the BIRDS programme

Three years to boost transnational collaboration

Avisé is responsible for coordinating the Boosting Initiatives & Resources to Develop Social innovation (BIRDS) project which runs from June 2024 until 2027. It is one of five projects selected by the European Competence Centre for Social Innovation to foster collaboration between the national competence centres in different member states. This initiative follows on from the call for proposals issued by the EU Commission in 2020. Avisé was a member of one of the winning consortia - Building Capacity for a Sustainable Society (BuiCaSuS) - from 2021 to 2023.

The BIRDS consortium consists of four National Competence Centres for Social Innovation (NCCSI) hailing from France, Spain, Portugal and Sweden.

- **Avisé**, which is the NCCSI for France under a mandate from the General Delegation for Employment and Vocational Training (DGEFP), the national managing authority of the ESF+.
- **The National Development and Cohesion Agency and Portugal Social Innovation**, an initiative under the auspices of the Portuguese government which has raised €152 million to tackle societal challenges by means of innovative financial instruments.
- **The Forum for Social Innovation Sweden (FFSIS)**, a Swedish platform for knowledge and collaboration in the field of social innovation created by six universities.
- **The Spanish Ministry of Social Rights, Consumer Affairs and 2030 Agenda**, which oversees the development of the National Competence Centre in collaboration with other ministries and institutions.

France counts twelve associated partners: the General Delegation for Employment and Vocational Training (DGEFP) | The Treasury | ESSEC business school | INCO Ventures | the Macif Group Foundation | ESS France | France Active | Le Labo de l'ESS | Régions de France | Institut Jean-Baptiste Godin | The National Scientific Research Centre (CNRS) | The Bordeaux Institute of Political Studies.



Five focus areas to foster social innovation in Europe

The BIRDS project addresses five areas at transnational level:

- **encouraging the emergence** of social innovation and **breaking down barriers** between the various stakeholders;
- **assessing impact** and support for **scaling up**;
- **funding** solutions;
- **consolidating national competence centres** for social innovation (NCCSI);
- **capitalising on** and **disseminating** the knowledge acquired.

This work is intended to build the NCCSIs' capacity in their role as expert, resource and partnership centres for social innovation while promoting collaboration and synergy at national and EU level.



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Social
Innovation
Initiative

Meeting of the National Competence
Centres for Social Innovation
in Brussels in June 2024

Impact assessment: focus on the successful applicants of the call for proposals issued by Avisé and the ESF+

Nine SSE enterprises were chosen out of 37 applicants to develop their social and/or environmental impact assessment practices and co-create pertinent new tools.

They are entitled to funding from the ESF+ as well as collective coaching from Avisé. The issues tackled range from child protection and social mediation to housing.



Activ'Action

Evaluation of the systemic change brought about by **collaboration between stakeholders in priority neighbourhoods for urban policy (QPV)**.



ESSEC

Creation, testing and dissemination of an evaluation approach of the social impact of **social innovation support from incubators**.



Nexem

Development of **social impact measurement tools for child protection** for wide-scale dissemination.



Arviva

Design and sharing of an open-source tool to assess **the environmental impact of the arts sector** (in particular with regard to biodiversity and resource management).



SOLIHA housing federation

Production of a **rental intermediation framework** based on cost savings.



National Network of Maisons des Associations Community Centres

Co-development and sharing of a method for evaluating the **impact of organisations supporting non-profits** in order to highlight the community dimension and their power to act.



Île-de-France Regional Chamber of the Social and Solidarity Economy (CRESS)

Development and testing of a **social impact framework for SSE sectors of activity** in Île-de-France and Pays de la Loire.



France Médiation – Network of Social Mediation Bodies

Development and testing of an impact assessment approach in order to update the **social utility of social mediation framework**.



Terre de Liens

Creation, testing and dissemination of an evaluation approach of the social impact of **land use measures on environmental transition** in farming.

Scaling up: 18 scale-up and spin-off projects supported by Avise and the ESF+

Avise's intermediate body of the European Social Fund+ (ESF+) selected 18 projects from the 79 submissions for the call for proposals "Support for the inter-regional scaling of social impact projects from social and solidarity economy enterprises" in July 2024.

The successful applicants qualify for funding to the tune of nearly €3 million from the ESF+ to design, test and manage the rollout of their project across several regions. Check them out here!



©Règles élémentaires

APF Handicap

This disability charity advocates for the rights of the disabled and their families to fight the discrimination which they experience and provide everyday support.

Association Nationale Compagnons Bâisseurs

This non-profit helps marginalised people renovate their homes.

Association Nationale des Groupements de Créateurs

This non-profit helps people excluded from the job market with their entrepreneurial projects and fosters their autonomy in social, economic and decision-making terms.

Sport dans la Ville

A non-profit promoting social inclusion and vocational integration for young people through sport.

Caracol

An organisation advocating for solidarity house shares for disadvantaged people by occupying vacant dwellings in the main conurbations.

Études et Chantiers Île-de-France

This integration non-profit is developing a network of workshops for bicycle repair, SoliCycle.

Fondation Falret

This foundation supports young people who have relatives with mental health issues or psycho-social difficulties by means of the Les Funambules Falret prevention and support scheme.

Regional neighbourhood food supply chain group (GRAP)

This is a network of independent businesses or entrepreneurs (workers cooperatives, registered companies or non-profits) which are active in sustainable food supply in a particular area.

Maison des Enfants Extraordinaires

This centre offers treatment and services for children with learning difficulties, parenting support and vocational training.

Rebonds!

This organisation uses sport as an educational, social and vocational integration tool via various actions.

Règles élémentaires

This organisation fights period poverty and the associated taboos.

Solidarité alimentaire France (ANDES)

This organisation advocates for food as a universal human right and as a means of sustainable integration for people in poverty thanks to its social supermarkets.

Solinum

A non-profit fighting poverty by developing innovative digital tools ensuring widespread access to information about benefits and social services.

Toutenvélo

A network of cooperatives finding logistics solutions for last-mile journeys by bike.

National Union of Non-Profits (ADMR)

The ADMR helps people who are dependent remain in their own homes thanks to the *Autono'Vie* scheme.

Voisin Malin

An organisation which seeks to give a new lease of life to working class neighbourhoods by spotlighting residents' skills and creating neighbourhood networks to share information, raise awareness and reach out to vulnerable or isolated people.

VRAC

A non-profit which tackles poverty and advocates for access to quality sustainable food for everyone and more responsible eating habits.

Wake up Café

An initiative which helps prison inmates and ex-offenders reintegrate into society without the risk of re-offending.



©Association Nationale Compagnons Bâisseurs





PROVIDING TOOLS

2024 RESULTS

Avisé.org in 2024



1st page

of Google results for "SSE", "social innovation" and "social impact" (terms in French)



26,000

single downloads of resources



425,000

pages viewed



37,900

views of the *Entreprendre Autrement* newsletter



2,150+

new LinkedIn subscribers



30 articles publicising calls for proposals,
62 news articles,
34 new resources,
19 inspirational pages,



62

events organised by the Avisé teams (talks, workshops, webinars, training etc.)



with

1,600

participants



COORDINATING

2024 RESULTS

The Emergence & Acceleration Community

Led by Avisé since 2015, it brings together support bodies involved in SSE and social innovation **project creation** in France.

125

SSE incubators and accelerators belong to the CE&A; 500 professionals



9,200*

people educated about the SSE

* Figures obtained in 2024 referring to support in 2023

5,900

SSE projects assisted (early -stage, incubation, post start-up)



2,200
early-stage incubation projects



2,600
projects being incubated



1,100
projects in post-start-up phase



women project owners or co-owners

200

creation support and acceleration programmes

40 %

concern SSE projects in priority neighbourhoods for urban policy (QPV)

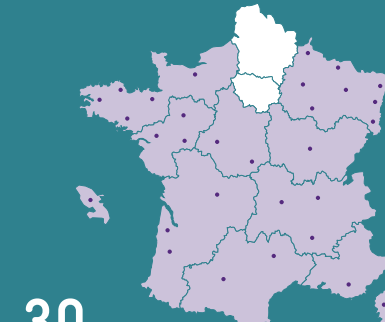
COORDINATING



The Initiative Factories

Avisé created a network of Initiative Factories in 2010 in response to the challenges faced at grassroots level by bringing together public and private stakeholders and citizens to generate social innovation. It has about thirty member organisations who are dedicated to project creation.

More information: <https://fabriqueainitiatives.org>



30

Factories being tested or already certified in 54 departments of France

* Figures supplied by 26 Factories in 2024

50

FTEs* dedicated to Initiative Factories (FAI)

The projects

24 new activities created
46% in rural sectors of activity

Out of 115 projects conducted by 20 FAIs:

125 ideas for future solutions

140 expediency studies

71 feasibility studies



2,839

partners involved



323

brainstorming sessions/ local events

The sectors

Local services (38%)

Food/Sustainable food supply (37%)

Other ecological transition-related sectors (36.5%)

The circular economy (30.4 %)

Venues and third places (28.7%)

The DLA

France's first SSE support scheme, the DLA provides free assistance to social utility organisations to help them build capacity and develop further.

To find out more: www.info-dla.fr



of the organisations assisted are non-profits



1,741

individual consultations – 512 collective consultations



5,600+

SSE enterprises assisted by the DLA

80,000+ FTEs

(out of 149,000 jobs)



12.2%

of organisations assisted in the framework of Neighbourhoods for Urban Policy (QPV)



15.1%

in Rural Regeneration Zones

The three main beneficiary sectors:

culture, art, heritage

social work

employment

The Social Value France network

The number 1 network for discussion and sharing of impact assessment practices and news. A member of Social Value International.



185+ members from:

135+ organisations



4

themed plenary sessions

The P'INS Programme

Since 2014, the P'INS Programme sponsored by the Macif Foundation and Avise has been supporting between six and eight selected projects a year, providing funding and support for socially innovative project owners in their geographical expansion strategy.



8
successful
candidates in 2024



74
alumni since the
project was created

45

attendees at the P'INS
annual alumni forum
on 29 May 2024

The TRESSONS Programme

The Rural Communities and the SSE, Tools and New Synergies Programme (TRESSONS) came into existence in 2018 thanks to funding from the Ministry of Agriculture, the French National Agency for the Cohesion of Territories (ANCT) and the EAFRD. Its aim is to harness the benefits brought by the SSE for rural and farming communities, study how best to consolidate it and implement joint actions to accelerate its development (experimentation, capitalisation and resource provision).



4
newsletters sent
to **5,545**
recipients

18
organisations interviewed and
connected thanks to the project



The BIRDS Programme

The Boosting Initiatives & Resources to Develop Social innovation (BIRDS) project is one of five projects selected by the EU to foster collaboration between the national competence centres in different member states. The BIRDS project is steered by Avise in its capacity as National Competence Centre for Social Innovation for France. With members from France, Spain, Portugal and Sweden, it focusses on generating social innovation, removing barriers between stakeholders, assessing impact, encouraging scale-up and funding.



80
European social innovation stakeholders
(from the 27 EU member states) met
in Paris on 4 and 5 June 2024



8
meetings of representatives of the 27 member
states, including 4 face-to-face, to consolidate
and boost social innovation in Europe



Avise, intermediate body for the European Social Fund+

Avise has been a national intermediate body for the European Social Fund Plus (ESF+) since 2004. It is tasked with funding the scaling up of SSE projects as well as capacity building and initiatives to offer more effective support to SSE projects and social innovation at national level.

Under the National Programme (NP) of the European Social Fund+, Avise manages a grant totalling €70 million under delegation for the 2021-2027 period which it uses to subsidise the following successful applicants of calls for projects:

- the local support scheme (DLA) to help fund the DLA's sectoral resource centres in France as well as territorial DLA operators in charge of diagnostics, guidance and support for SSE organisations;
- nationwide capacity building, coordination and resource provision projects intended to foster the development of social utility organisations and consolidate the SSE.



178 organisations selected
following Avise's ESF+
calls for projects for the
2021-2027 period

€26.87M
programmed

Call for proposals "Design, test and disseminate social impact assessment approaches and tools"



9
successful
applicants

€902,378
programmed ESF+
funding

**DLA and DLA Resource Centre
call for proposals**

142
operations

€18.64M
ESF+ funding

Call for proposals "Support for national SSE enterprise assistance programmes" on important topics for the country such as urban farming, digital inclusion, shared housing, mobility and renewables.



9
successful
applicants

€1.5 M
programmed
ESF+ funding

Call for proposals "Inter-regional spin-off of social impact projects owned by SSE enterprises" on important topics for the country such as mobility, social rehabilitation, shared housing and sustainable food chains.



18
successful
applicants

€2.98M
in programmed
ESF+ funding



85
balance sheets audited =
€8.6M expenditure



11
site visits to
project owners



4
workshops conducted
for successful
applicants

Avise's governance

Avise's governance consists of a Strategic Council and Executive Board elected unanimously for a three-year term of office at Avise's General Assembly held on 23 June 2022. It has around forty members, legal persons and qualified representatives all keen to make their contribution to the development of the social and solidarity economy (SSE) and social innovation.

STRATEGIC COUNCIL

- President**
Jérôme Saddier
- Treasurer**
Adelphe de Taxis du Poët
- Honorary President**
Hugues Sibille
- Officers**
Maud Carrichon
François Dechy
Diane Dupré la Tour
Myriam Faivre
Jean-Guy Henckel
Claire Tournefier
- ADRESS NORMANDIE**
Pierric Hourcourigaray
- ATIS**
Axel Guibert
- BANQUE DES TERRITOIRES**
Marianne Fauchoux
- CENTRE FRANÇAIS DES FONDS ET DES FONDATIONS**
Nicolas Mitton
- CGSCOP**
Fatima Bellaredj
- COORACE**
Laurent Pinet
- CRÉDIT COOPÉRATIF**
Valérie Vitton
- CRESS BRETAGNE**
Michel Jezequel
- CRESS PAYS DE LA LOIRE**
Chloé Durey
- ECOOPARC**
Dominique Rivière
- ESS FRANCE**
Antoine Détourné
- FAIR**
Patrick Sapy
- FÉDÉRATION DES ENTREPRISES D'INSERTION**
Nadia Landry

They include SSE enterprises, support bodies (incubators belonging to the Emergence & Acceleration Community, local support scheme operators), heads of SSE representative networks, funding bodies and the *Banque des Territoires*.

EXECUTIVE BOARD

- President**
Jérôme Saddier
- Treasurer**
Adelphe de Taxis du Poët
- Maud Carrichon
François Dechy
Diane Dupré la Tour
Myriam Faivre
Jean-Guy Henckel
Claire Tournefier



A tribute to Claude Alphandéry

Claude Alphandéry passed away on 25 March 2024 at the age of 101. He was a member of the resistance, an economist, the founder of France Active and the Labo de l'ESS and occupied the post of honorary president of Avise since its inception.

Avise's team



The Avise team attending a seminar in Bordeaux in November 2024

A team of around thirty committed professionals with the shared goal of addressing major societal challenges by “enabling new forms of entrepreneurship” and leveraging social innovation.

- THE MANAGEMENT TEAM**
Executive Director
Cécile Leclair
Chief Financial and HR Officer
Pauline Flury
Programme Director
Louise de Rochechouart
Financial and Administrative Director
Hosni Ben-Mimoun
Finance and HR Officer
Odile Villeret
Finance Officer
Hala Rezgui
Executive Assistant – general services
Véronique Martin
- CREATION UNIT**
Manager
Morgane Lang
Policy Officer
Pauline Sy
Trainee
Félicité Ollivier
- IMPACT UNIT**
Manager
Lydia Fenner
Policy Officer
Julia Colussi-Corte
- COMMUNICATION AND EDITORIAL TEAM**
Manager
Fanny Etienne
Communication Officers
Pierre Benhamou
Mathilde Hirtz
Anaïs Remili
- TERRITORIES AND SOCIAL INNOVATION UNIT**
Manager
Morgane Lang
Policy Officer
Nadège Serrero
Trainee
Félicité Ollivier
- CONSOLIDATION UNIT (VIA THE DLA)**
Manager
Jean-François Simon
Policy Officers
Perrine Albert
Maxime Belliard
Maëlle Kassis
Sarah Mokrani
- AND THE DLA WORK INTEGRATION RESOURCE CENTRE**
Manager
Diane Vanderstegen
- CONSOLIDATION AND SCALE-UP UNIT**
Manager
Mickael Barth
Policy Officers
Auriane Helaine
Mélanie Joffret
Trainee
Corentin Lillo Casado
- SOCIAL INNOVATION AND EUROPE UNIT**
Manager
Alexis Bouges
Policy Officer
Dominika Szereda
- INTERMEDIATE BODY FOR THE EUROPEAN SOCIAL FUND+**
Manager
Solène Jourdain
Policy Officers
Pauline Chambon
Anthony Khiari
Emelyne Lenormand
Trainee
Emma Charles
- Other team members in 2024**
Astrid Anfray
Maud Bailly
Nina Carrère
Bérengère Daviaud
Céline Gros
Yasemin Hasdemir
Marina Meister
Virginie Schmidt
Baptiste Tosca



Our commitment to an ecological and solidarity transition

Over and above the legal obligations imposed by public procurement regulations and entitlement to EU funding, Avisé does its utmost to choose service providers from the SSE or with environmentally and socially responsible practices (work integration establishments, cooperatives, suppliers using eco-design etc.).

Avisé's commitment to **ecological transition** is also reflected in its modes of consumption (lower energy consumption, fewer printouts, procurement of 100% renewable energy, waste recycling, sorting of food waste for biogas, reuse etc.).

Stakeholders active in the SSE and social innovation

Avisé members



Avisé supporters



Avisé is a committee or jury member



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