Mainstreaming the Social and Solidarity Economy: Perspectives from the Peer-learning Partnerships

Final Event

2 December 2021
13:00-15:30 CEST | Public Online Event
6 Areas of interest have been covered by PLP consortia

**DIESIS Network**: Social Solidarity Economy International Learning and Knowledge (SILK)
Community of Peers

**Impact Hub**: Global action to promote the internationalisation of SSE organisations and the role of women in the SSE

**CEPES**: Legal Ecosystems for Social Economy Peer Learning Partnership (PL4SE)

**French Impact**: Social Impact Measurement for the SSE

**Social Value**: Stakeholder Engagement Practices in Social and Environmental Impact Management and Measurement

**UpSocial**: Respond Rebuild Reinvent: Peer Learning Partnerships on SSE Ecosystems
SILK - Social Solidarity Economy
International Learning and Knowledge Community of Peers

2 December 2021 – PLPs Final Event

Global Action on Promoting Social and Solidarity Economy Ecosystems
What was the topic (or hypothesis) of learning?

*Internationalisation* is the process involving multilateral flows of goods, services, financial resources, information, skills and knowledge within and between organisations, and across countries.

The issue of internationalisation for SSE organisations has witnessed relevant developments.

**Learning objectives**

1. Develop *internationalisation* of SSEs organisations
2. Implement *peer learning*, which includes:
   - Practical and targeted research
   - Activities to foster organisational learning geared for key stakeholders (public authorities, individual organisations and networks, etc.)
   - The development of a community of peers
3. Facilitate a significant step forward in building more *resilient SSE ecosystems*. 
What did we learn? What are the findings?

23 LESSONS LEARNED REGARDING INTERNATIONALISATION STRATEGIES AND POLICIES

The lessons learned reflect the two pillars around which all the PLP revolves: public policies and SSEOs strategies. Here are some examples

- The overcoming of the paradox of proximity: how to go international in a re-localized world
- The role of “collaborators”
- Intangible assets more relevant for SSEOs than for classic
- International activity provide competitive advantages in local market
- Internationalisation is a long-term process with a learning curve for SSEOs
How can these findings help build a better ecosystems around SSE?

Phase 3 focused on reinforcing the lessons learned which has produced two initial set of tools, one mainly targeting SSE managers and another one targeting policy makers:

• **Tool 1** - A flow chart of issues to assess and decisions to take
• **Tool 2** - A list of questions an SSE organisation should ask itself when contemplating to internationalise; background information for each, exemplified with insights from case studies
• **Tool 3** - A list of indicators to determine where the organisation stands with regard to internationalisation and what needs to be addressed
• **Tool 4** - Application of the flow chart (T1) on the cases studies of SILK members
• **Tool 5** - Analysis grid of impact of Internationalisation to SSEs main distinction compared to private enterprises
• **Tool 6** - A policy brief summarizing key recommendations and guidelines for policy makers and advocacy actors.

STAY TUNED FOR NEXT THEMATIC EVENTS....
Social Solidarity Economy:
A people centred approach to Internationalisation with feminist principles taking centre stage
Key Learning Objectives

Our PLP defined three learning objectives, that guided our research and knowledge exchange:

1. **Entrepreneurs Motivations and Strategies:** Identify and capture SSE organisations-specific motivations and strategies to internationalise and the needed support associated with this;

2. **Global Replication and Adoption of Solutions:** Propose a roadmap that would make proven local SSE solutions become available to be globally replicated and adopted by identifying key aspects and elements to do so;

3. **Women’s Perspectives:** Identify how women’s perspectives can be brought into SSE to ensure that their values and principles strengthen the resilience of SSE and its internationalisation processes.
What we learned

Local solutions can help solve global problems, but need flexibility to adapt to different contexts

Internationalisation can be facilitated via networks and alliances

Key Findings

The support needed to unlock potentially global solutions

Women principles that are applicable to SSE internationalisation
Building better SSE ecosystems

- **Building compelling narratives** that inspires and provides motivation to others in the SSE to seek similar paths, taking into account local needs and challenges;

- **Enhance of the role of enablers** to act in different capacities, such as access to knowledge, business support, access to markets or access to the local beneficiaries;

- **Recognize and foster female principles** such as collaboration, culture of listening, bottom-up approach and flexibility, can help build successful local partnerships, adapt solutions to local needs and build relevant narratives that can inspire others and open new opportunities for the internationalisation process.
Legal Ecosystems for Social Economy Peer Learning Partnership
PL4SE – PLP

OECD GLOBAL ACTION
MAINSTREAMING THE SOCIAL AND SOLIDARITY ECONOMY: PERSPECTIVES FROM THE PEER-LEARNING PARTNERSHIP 2.12.2021
To create knowledge and experience sharing opportunities on social economy legal frameworks between different countries from three continents (EU27, Brazil, Canada, Korea, Mexico and the United States).
PL4SE-PLP Main findings to build a better ecosystem

SOCIAL ECONOMY: WIDE DIVERSITY OF LEGAL ENTITIES DRIVEN BY COMMON VALUES AND PRINCIPLES

KEY DRIVERS

Legal definition based on common principles and values that govern social economy

Registration & certification by Public Authorities

Mainstreaming social economy in key socioeconomic and environmental policies.

Structure and division of competences among the different Administration levels

Consultative bodies and independent representative organisations of social economy

Adapted support programmes are part of the legal ecosystems
PL4SE-PLP

How findings build a better ecosystems around Social Economy?

Legal definition based on common principles and values that govern social economy

Legal certainty and recognition of social economy as subject of Law

Registration & certification by Public Authorities

Verification that social economy is managed in accordance with its principles

Mainstreaming social economy in key socioeconomic and environmental policies

Social economy is embedded in the norms regulating both the markets and the economic operators
PL4SE-PLP

How findings build a better ecosystems around Social Economy?

Structure and division of competences among the different Administration levels

Enhance coherence, complementarity and coordination of public authorities involved in the regulations of social economy

Consultative bodies and independent representative organisations of social economy

Key role in law-making process of favourable legal ecosystem for social economy

Adapted support programmes are part of the legal ecosystems

Regulatory frameworks provide public authorities with a range of legal instruments to support social economy
Thank you!
Social Impact Measurement and the Social and Solidarity Economy
The role of the Sustainable Developments Goals (SDGs) in social impact measurement for Social and Solidarity Organisations

Why link social impact measurement to the SDGs?
- Arguments for and against
- Main challenges of standardisation
- Lessons learned about harmonisation of data requirements

How to link social impact measurement to the SDGs?
- Technical considerations (how should it be done)
- Implementation challenges (how can the adoption be accelerated?)

Diverse PLP membership to work on the topic
- 18 organisations, led by French Impact
- 9 countries
The SDGs are a very valuable tool for Social Impact Measurement, but need to be contextualized at the local level

Key reasons:

- Common language
- All dimensions of sustainability
  - Can be used by all organisations
  - Can help considering unintended consequences
- Learning tool for all stakeholders
- Mapping and matching tool

Areas to consider:

- Lack of interest/awareness
- Risk of impact washing
- Currently difficult operationalizability

Best practices are emerging

- List of examples from consortium and beyond
  - Looking at measurement process, identifying magnitude (e.g. scoring, counting, indicators), using tax incentives
- The how depends on why and context
- Toolbox with best practices, rather than prescriptive single approach

Key elements in the process:

- SDGs should be contextualized at the local level, involving stakeholders
- Avoiding heavy handed approaches that cannot be implemented
- Transparency how the contribution to the SDGs is happening is key
How can these findings help build better ecosystems around SSE?

Taking Actions

A stronger commitment from **policy makers**, demanding its stakeholders to use the SDGs

A stronger involvement of **investors & donors** to improve actual practices, involve social entrepreneurs and making link to SDGs a requirement

**Intermediary organisations** providing training, resources, software remain the key factor for success as well as involving every stakeholder of the SSE to use the SDG framework

**SSE organisations** should use the SDGs, but make sure they contextualize the SDGs as needed, involve stakeholders and make their assumptions transparent

Continued exchange between all the above stakeholders
Stakeholder Engagement in Impact Measurement and Management: Peer Learning Partnership

Putting stakeholders in the center when applying best practices for measuring and managing social & environmental impacts

2 December 2021
PLP Topic: Key questions and PLP journey

How do we support effective mechanisms in the social and solidarity economy that:
- leverage people’s insights and voices in decision-making that affects them, and
- hold organizations to account for the impact they have on people’s lives and on their environment?

Understand perspectives

Explore existing practice

Identify barriers and opportunities

Develop capacity building & policy solutions
Key Learnings of the PLP: Meaningful S.E

1. Meaningful stakeholder engagement is:
   - **Inclusive** – which engages representatives of all groups that matter
   - **Relevant and complete** – which engages on all the main issues that matter
   - **Conversational and generative** – which generates shared insights through mutual listening and responding
   - **Timely and actionable** – which generates data and insights that inform decision-making.

2. Meaningful stakeholder engagement requires:
   - **capacity** and skills to engage
   - **public policies** that enable the conditions for such skills to be fully utilized.

“Meaningful stakeholder engagement amplifies the voices of those whose lives are most ‘impacted’. It challenges power dynamics, creates solidarity and is a pre-requisite for achieving a more sustainable and fairer world.”

- Social Value International

“Lacking a culture of authentic engagement, stakeholder engagement becomes an exercise in box-checking, a source of irritation for decision makers and the feedstock for external stakeholder cynicism.”

– Social Value US
How can our findings help build a better ecosystem for the SSE?

**Capacity Building**

- **Governance** – stakeholder engagement needs to be embedded in organizational structures and processes to inform decisions about strategy, implementation and resource allocation.

- **Skills** – organizations need two types of practical skills.
  - *frontline staff* need skills for engaging stakeholders with integrity and transparency; capturing, analyzing, sharing and using stakeholder information.
  - *decision makers* need skills to: i) set the right internal culture; ii) ensure staff members have appropriate skills and tools; iii) communicate responses to stakeholders respectfully and manage stakeholder reactions; and iv) evaluate the impact risks associated with decision making.

- **Culture** – governance and skills capacities fail without an accompanying deeper shift in the capacity of an organization’s leaders to embrace the inherent benefit of stakeholder engagement.

**Policy**

Public policies can help enable the conditions for meaningful stakeholder engagement.

Three policy elements:

- **Raising awareness** – of the value and benefit of stakeholder engagement
- **Building skills and capacities** – of all organizations to do it better
- **Creating a conducive ecosystem** – of incentives and penalties through complementary public policies that support and reward meaningful stakeholder engagement practices within and across organisations.
The Respond, Rebuild, Reinvent project

The RRR project offers 9 cities the opportunity to learn, share, and collaborate across countries and world regions.

November , 2021
Main objectives and hypothesis of RRR

Main objectives:
- Explore how city administrations can improve cross-sectoral collaboration with SSE ecosystems
- Understand how to co-create more integrated support ecosystems for SSE development.
- Explore how city administrations can tap into the potential of SSE ecosystems to address COVID-19 related challenges

Main hypothesis:
- SSE ecosystems can unfold their potential at a local level collaborating with city administrations to better respond to COVID-19’s most pressing challenges
- Despite cultural and social differences, many innovative approaches to the SSE ecosystem could be transferred to address similar challenges in other cities
Main findings and learnings of RRR

- The pandemic has made City administrations more proactive in strengthening SSE ecosystems.

  - City administrations effectively set up and sustain platforms to convene and connect the SSE ecosystem

- City administrations aim to establish long-term more horizontal relationships with SSE organizations

- Cities are eager to improve coordination and effectively develop networks that work across siloed spaces.
Main findings and learnings of RRR

- The environment of survival generated by the pandemic created new interactions, cities are looking for ways to maintain these new dynamics and more flexible ways of collaboration.

- The relevance of SSE interventions seems to be increasingly recognized, but communication and awareness about what, both, the SSE means and does needs to be improved

- Despite cultural and social differences, many innovative approaches to the SSE ecosystem could be transferred to address similar challenges in other cities as long as:
  - Transfer is based on demand
  - Innovative approaches go through a process of adaptation
  - There is enough time to complete the process of adaptation, implementation and impact evaluation.
Join the conversation

socialeconomyandinnovation@oecd.org
www.oecd.org/cfe/leed/fpi-action.htm
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@OECD_local
www.oecd cogito.blog/
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