MedRiSSE

Replicable Innovations of SSE in the provision of services and creation of decent jobs in the post Covid-19 crisis recovery

ROADMAP FOR REPLICABILITY

Incentive scheme for public-private co-production of SSE support services:

MoreThanAJob subgrant mechanism

Executive summary

The Roadmap was elaborated within the framework of the ENI CBC **Med MedRiSSE project** (Replicable Innovations of SSE in the provision of services and creation of decent jobs in the post covid-19 crisis recovery) and it analyses the experience of the subgrant system which was designed and implemented within the European funded **MoreThanAJob** project ("Reinforcing Social and Solidarity Economy for the unemployed, uneducated and refugees"; 2019-2023) in **Spain, Palestine, Italy, Jordan, and Tunisia**.

The MoreThanAJob **subgrant mechanism** proves to be a **good practice** when it comes to materialising a way to bring **Social and Solidarity Economy (SSE) actors** and **public institutions** to **work together** for the provision of support services for unemployed people. In practice, the subgrant provides funding to cooperation projects carried out by SSE actors together with Public Administrations to improve support services for vulnerable groups, such as the uneducated and newly arrived migrants and refugees, therefore increasing their opportunities of **social and labour inclusion**. In coherence with this purpose, the call for subgrants addressed **SSE actors** in the five partner countries and exclusively targeted projects foreseeing the **collaboration with a Public Administration**. Moreover, the subgrant design required this collaboration to be formalised with the signature of at least a **Memorandum of Understanding** between awarded SSE actor and the identified public body during the project lifetime.

With a view to the potential **replicability** of the model, this Roadmap retraces and analyses the overall process, the key phases and respective main actors, resources, and actions that were necessary for the MoreThanAJob subgrant design and implementation. Key determinants to replicate the practice, as well as potential risks and respective mitigation measures, complete the overall assessment of MoreThanAJob **subgrant mechanism** for those readers who might be interested or even considering embarking on a similar experience elsewhere

In a nutshell, setting up the MoreThanAJob subgrant scheme required a **first background and preliminary process** which mainly consisted of building a **theoretical Framework of social schemes** drawing from **desk and evidence-based research** on the national and international best practices and success stories concerning public-private co-production of support services. This step also included a **wide awareness-raising stakeholder consultation process** with key Public Administrations and SSE actors in all partner countries who also benefitted from a **large-scale training programme** on SSE principles and identified best practices. Following the elaborated theoretical Framework of social schemes, a **second stage** was dedicated to the d**esign and implementation** of the MoreThanAJob subgrant mechanism. A **third phase** of the process focuses on the **key sustainability measures** (currently effective, at the time of writing) of the scheme which are likely to provide long-term positive results.
Indeed, the accumulated experience through the MoreThanAJob subgrant scheme could be capitalised to inspire the replication of the model in other contexts given its **positive support to the SSE** and the **constructive promotion of public-private collaboration** for the benefit of the community.

In addition to the necessary financial resources needed for the design and implementation of the subgrant scheme, **key contextual determinants** for a positive replication of the practice may be summarized as follows:
• Having on board **key public actors, institutions** and **Public Administrations** which can play a role in addressing unemployment and related key social issues - especially for the vulnerable groups - and that are (potentially) willing to engage in collaborations with SSE sector actors.

• Counting on **key SSE actors and organisations** offering (or planning to offer) support services for social and labour inclusion - especially for the vulnerable groups.

• Counting on **private sector actors and institutions** facilitating strong linkages with the business sector.

• Relying on a minimum level of **social capital** allowing stakeholders to collaborate to effectively achieve a common purpose, building on mutual trust, cooperation, openness, respect for one another.

• Having access to **strategic networks** with key Public Administrations and SSE actors addressing unemployment and related key social issues.

• Including **Universities and research centres** which can provide solid theoretical grounds and scientific solidity to the preliminary SSE research activities.

• Having access to up-to-date and quality **data, studies**, and **research** on socio-economic issues and the stage of development of the local, national, and international SSE sector.

• Having on board individuals with strong **theoretical and empirical SSE background**

knowledge and **expertise** and **key skills** such as communication, facilitation, and training skills.

To avoid the potential risk of subgrantees not (or poorly) meeting the subgrant objectives, which might occur if replicating the MoreThanAJob subgrant scheme, it is crucial to set up and follow **effective selection criteria**. It is suggested to require, for example, **verifiable prior experience** of applicant SSE actors in the support projects they are proposing. Moreover, during the interview phase of the subgrantees' selection process, it is advisable to thoroughly investigate the social purpose of applicants, whether they are truly committed to meet the social goals and to really make a difference for their target groups. Another challenge that actors may face if replicating the MoreThanAJob subgrant scheme is some degree of structural and/or cultural **mistrust** between public institutions and SSE actors which may hamper the effectiveness of co-production processes. To mitigate such risk, it is key to plan for **effective preliminary awareness-raising** activities, such as SSE training, literature and evidence-based research on public-private co-production processes, and participatory dialogue with multi-sector and multi-level public and private key territorial stakeholders.

DISCLAIMER

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Acronyms

ARCO: Action Research for CO-development

CSO: Civil Society Organisation

ENI CBC Med: European Neighbourhood Instrument - Cross-Border Cooperation

Mediterranean Sea Basin Programme (2014-2020)

EU: European Union

IBP: International Best Practice

MSB: Mediterranean Sea Basin

MoU: Memorandum of Understanding

PA: Public Administration

SSE: Social and Solidarity Economy

1. **Introduction**

MedRiSSE PROJECT

This Roadmap was developed within the framework of the **European funded project MedRiSSE (Replicable Innovations of SSE in the provision of services and creation of decent jobs in the post covid-19 crisis recovery)** under the **ENI CBC Mediterranean Sea Basin Programme 2014-2020**[1]. The 24-month project launched in September 2021 is currently (at the time of writing) being implemented in **Spain, Palestine, Italy, Jordan**, and **Tunisia** by 8 partner organisations with a total budget of **1.1 million euros** (with 90% EU contribution).

The overall objective of MedRiSSE project is to develop a **Mediterranean scalability pathway for social innovations** that enable the co-production of public social services with local Social and Solidarity Economy (SSE) agents that have emerged from interactions between the government and the SSE involved in several ENI funded projects. The initiative aims to demonstrate **that co-production of public social services with SSE actors can provide with low-cost, highly effective, and scalable solutions** to fight poverty and promote equality, social inclusion, and environmental sustainability. These innovations, in fact, represent successful and efficient practices for the achievement of the SDGs in general, and for the protection of the most vulnerable groups in the post Covid-19 economies in the Mediterranean Sea Basin (MSB). In the post pandemic era, it will be necessary to promote social inclusion and fight against poverty through cooperation, offering basic services in a different way, recovering, and creating decent employment through diverse and complementary organizational models of production. Many SSE are already responding to the COVID-19 pandemic in the fields of social and health protection, provision of food and prevention equipment, financial support, education and training, organization of community aid, converting their production to face the emergency, re-localizing supply chains, and many more.

However, the full potential of the SSE for the recovery stage will depend on **governments' willingness** to co-design and **co-implement** public policies and recovery measures within **a multi-stakeholder approach**, as well as civil society's capacity to act and mobilize resources.

In this respect, the **capitalization and dissemination of good practices** has the potential to inform and inspire similar experiences and solutions through a multiplicative global effect on local communities. It is against this backdrop that MedRiSSE project developed the Mediterranean Replication Toolkit building on the learnings and capitalization of 5 EU funded projects, namely MedTOWN, MoreThanAJob, MedUP!, IESS! and RUWOMED.

THE ROADMAP

The **aim** of this Roadmap is to provide **guidance and resources** for **policy makers**, **public servants**, and **SSE practitioners** in the Mediterranean **wishing to replicate social innovation and co-production models and initiatives**.

A total of **5 Roadmaps**, one for each good practice identified from **MedTOWN**, **MoreThanAJob**, **MedUP!**, **IESS!** and **RUWOMED** projects, were elaborated under the MedRiSSE project within the *Replication Toolkit*. The other 4 Roadmaps are accessible *here*.

Each Roadmap was built upon the results of the **replicability assessment** carried out by MedRiSSE partner **PIN S.c.r.l.**- Didactic and Scientific Services for the University of Florence/ *ARCO – Action Research for CO-development* - research centre (Italy). The assessment followed an evaluation framework elaborated by ARCO following a thorough literature review on replication and scalability methods on social innovations. Moreover, the framework was grounded on a conceptual and interpretative framework based on the **Sustainable Human Development paradigm** and C**apability Approach perspective** (Sen; 1985,1999) which frames the Social and Solidarity Economy with a territorial ecosystem perspective. The assessment was primarily based on the desk review of project documents and materials, as well as information and insights collected during the semi-structured interviews carried out with key informants of the good practices [the assessment **methodology** is described in detail in the *Toolkit*].

HOW TO READ THIS ROADMAP?

The objective of this Roadmap is to provide readers a **practical guidance to replicate the analysed good practice** (or similar initiatives) i**n other contexts and territories**. However, the overall process as well as the identified key determinants, which are presented in this Roadmap as important elements for a positive implementation of the good practice, should be always and carefully (re)considered in the **local and national contexts** in which replication may take place. In other words, an underlying and thorough understanding of the readers' contexts must be taken into consideration in order to tailor and adapt the process and the suggestions here reported.

The Roadmap is structured as follows:

• **Presentation of the good practice**: its origin and context, triggering factors and main objectives, its distinctive features, innovativeness and value-added.

• **Theory of change**: a schematic overview of how inputs, actions, outputs, outcomes and impacts of the good practice are related, in order to facilitate the planning and the implementation of similar practices in other contexts.

• **The process**: an overview of all the sequenced main phases which allowed the execution of the good practice, from the triggering factor(s) to planning, implementation and, finally, sustainability phase, identifying for each key actors, resources, and actions. Additionally, Suggested Actions and Self-Assessment Questions are also provided to assist the reader when considering the feasibility of this model in his/her own context. The purpose is to offer supporting tools allowing to abstract key elements from the assessed good practice to be applied in other contexts.

• **Key determinants for replicability**: an outline of the **main contextual determinants** that emerged during the analysis when seeking to identify key "ingredients" and conditions that should be in place in a given context for the replicability of the analysed good practice. The purpose is to support readers in running a quick general screening of their own context to assess the preliminary feasibility of replicating the practice.

• **Drawbacks and risks**: a list of possible drawbacks and potential risks that may arise for future replications, accompanied by possible coping strategies for prevention and/or mitigation.

• **Final remarks**: a final overview of why this practice can be considered an effective driver for sustainable human development and the objectives that could be reached by implementing this practice.

2. **The good practice**

The **sub-grant scheme** which was developed and piloted within the framework of the European funded **MoreThanAJob project** ("Reinforcing Social and Solidarity Economy for the unemployed, uneducated and refugees") proves to be a good practice when it comes to materialising a way to bring **Social and Solidarity Economy (SSE) actors** and **public institutions** to work together for the provision of support services for unemployed people, especially vulnerable groups, such as the uneducated and newly arrived migrants and refugees.

MoreThanAJob - started in Septembe**r 2019** and expected to conclude in March **2023** - falls under the **EU ENI CBC Med** programme priority A.3: "Promotion of social inclusion and fight against poverty (Promote economic and social development)". The project, which gathers a consortium of seven partner organisations from **Palestine, Jordan, Lebanon, Italy,** and **Greece**, aims at promoting **social inclusion** of vulnerable unemployed individuals through **socially innovative best practices** entailing more effective **collaboration between SSE actors and Public Administrations**. More specifically, MoreThanAJob pursues the following 3 main objectives:

• Enhancing the access to **employment and education systems for vulnerable groups** as, for instance, uneducated and refugees who do not possess formal proofs of qualifications and skills.
• Designing and adopting a framework of new social pilot schemes, based on international best practices, which can **assist the SSE actors** working in the field of employment and facilitate their interaction with relevant **Public Administrations;** and
• Developing a **virtual multilingual interactive space**

(portal) to enrich the **interaction** between these SSE actors and Public Administrations.

The current crisis caused by the Covid-19 global pandemic has showed the importance of the role of the SSE sector in supporting the delivery of social services to tackle unemployment especially for vulnerable social groups and people at risk of marginalization. For this reason, the **promotion of effective collaboration between SSE actors and Public Administrations** remains the ultimate goal of the MoreThanAJob project.

Against this backdrop, the relevance of the MoreThanAJob **subgrant scheme** goes beyond the injection of 200.000,00 euros to SSE actors in partner regions. In fact, it lays its innovative feature in a **preliminary learning process** which informed the subgrant design and shaped its key features. The latter builds on **a theoretical framework of social schemes** which was elaborated following a thorough **country-specific context analysis** and a **cross-study of international SSE best practices** and **national success stories** which have succeeded in contributing to poverty reduction through socially innovative practices. The framework also draws from an **intensive and wide collective concertation process**, dialogue and mutual exchange with partner organisations, hundreds of SSE actors, and Public Administration officials from all partner countries.

Desk & evidence-based research

International & National SSE Best Practices

National socio-economic context

Theoretical framework of SSE social schemes

MTAJ subgrant scheme

SSE Training Programme

SSE ACTORS

MoUs

PUBLIC ADMINISTRATIONS

Social inclusion support initiatives

Online portal for social inclusion initiatives
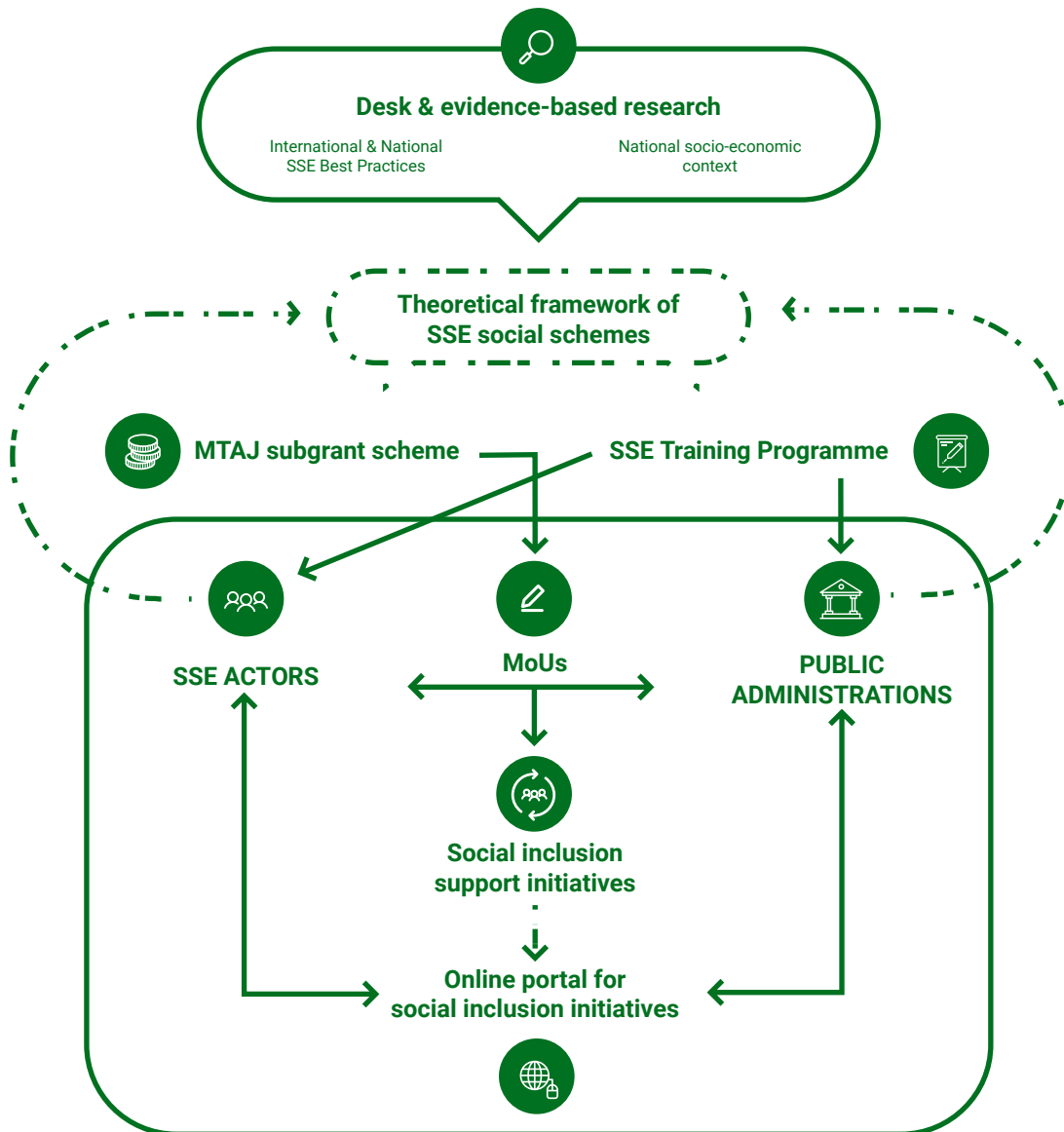
In particular, the following **social pilot schemes** were selected drawing from the identified **5 international best practices** (IBPs) underlying the MoreThanAJob framework:

• **IBP1**: worker-owned homecare cooperative (Cooperative Home Care Associates in the US)
• **IBP2**: Integrated community-based waste-picking system (Amanercer de los cartoneros cooperative in Argentina)
• **IBP3**: "Accreditation for prior learning" (APL) for migrants and refugees without proof of formal, informal, or non-formal qualifications (certificate of experience in Netherlands)

• **IBP4**: Market integration by language education (Language training for refugees) Adult Migrant English Program (AMEP) – Australia
• **IBP5**: Bridging programmes to support competency-based assessment for uneducated & refugees (Australia and Canada)

Hence, the Framework presents the analysis of these IBPs, highlighting for each (i) the underlying pilot social schemes, (ii) the targeted communities, (iii) the implementing partners, (iv) the key activities / processes, (v) the expected results, (vi) the inclusiveness indicators and (vii) the relevant policy areas.

More broadly, the **MoreThanAJob framework for new social pilot schemes** targets SSE actors, Public Administration officials, project consortium members, policy makers and academic researchers, aiming to provide an **SSE social scheme guideline** as well as a **policy advocacy, capacity development** and **social audit** tool.
As such the Framework:

• provides **guidance and inspiration for innovative social inclusion initiatives to SSE actors** working in the field of unemployment and education, especially for the most vulnerable groups.

• **informs Public Administration officials** in charge of implementing improved social inclusion policies.

• benefits partner organisations in developing **capacity building programmes** for SSE actors and Public Administration officials.

• provides **insights and evidence to policy makers** advocating for policy improvement in the field of social inclusion.

• provides academic researchers with a **tool for social audit on Public Administrations' performance** in applying social and economic inclusion approaches.

The elaborated framework **informed the design of the MoreThanAJob subgrant scheme** which, in fact, **financed cooperation projects following similar practices carried out by SSE actors together with Public Administrations to improve support services for vulnerable groups**, therefore increasing their opportunities of social and labour inclusion. In coherence with this purpose, the call for subgrants addressed **SSE actors** in the five partner countries and exclusively targeted projects foreseeing the **collaboration with a Public Administration**. This collaboration had to be formalised with the signature of at least a **Memorandum of Understanding** with the identified public body during the project lifetime. Moreover, subgrant proposals had to present the best workplans for the implementation of support services schemes based on the 5 IBPs underlying the MoreThanAJob framework.
Overall, **10 proposals** were selected and financed in the 5 project countries and are currently (at the time of writing) concluding the implementation phase. To promote the sustainability of such collaboration practices between SSE and public stakeholders

an online portal[2] was set up through constant cooperation between project partners. The portal aims to provide a window for citizens, particularly vulnerable ones, to know about and benefit from existing social and labour inclusion support services and opportunities across all project countries. The portal aims to expand in terms of number and typology of membership, as well as opportunities and services to be provided.

This Roadmaps retraces and analyses the key phases, and respective main actors, resources, and actions, which led to the design and implementation of the MoreThanAJob subgrant scheme. Key determinants to replicate the model, as well as potential risks and respective mitigation measures, complete the overall assessment of MoreThanAJob subgrant scheme for those readers who might be interested or even considering embarking on a similar experience elsewhere.
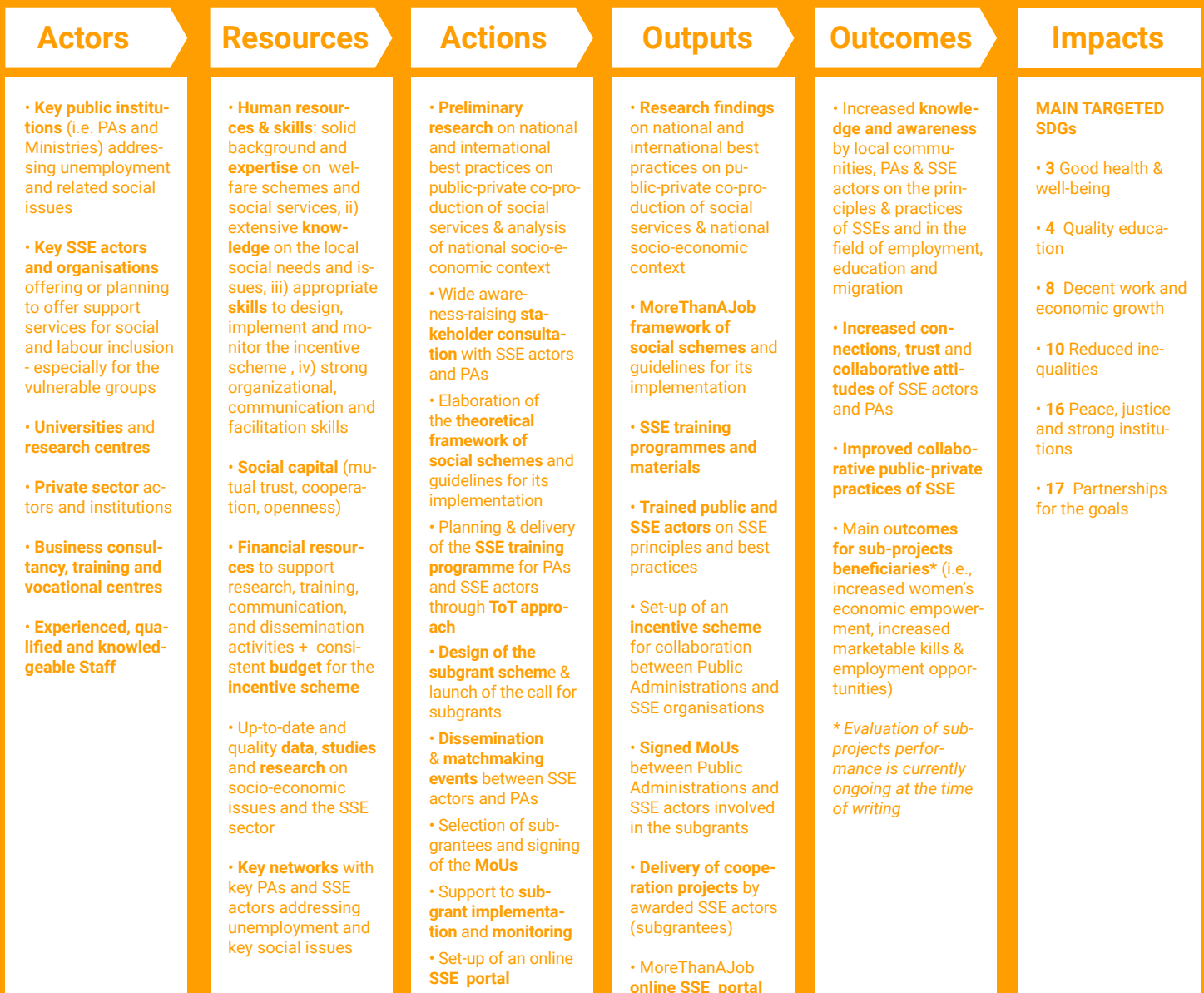
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[2] www.joinmorethanajob.org

3. **Theory of change**

TRIGGERING ELEMENT

Concrete collaboration processes between Social and Solidarity (SSE) and public actors still struggle to materialise. The MoreThanAJob subgrant mechanism responds with an incentiving subgrant scheme aiming to break the silos between SSE actors and Public Administration (PA) to **better co-design and co-deliver social services for unemployed people,** especially those belonging to vulnerable social groups (i.e. unducated, migrants and refugees).

Actors	Resources	Actions	Outputs	Outcomes	Impacts
• **Key public institutions** (i.e. PAs and Ministries) addressing unemployment and related social issues • **Key SSE actors and organisations** offering or planning to offer support services for social and labour inclusion - especially for the vulnerable groups • **Universities** and **research centres** • **Private sector** actors and institutions • **Business consultancy, training and vocational centres** • **Experienced, qualified and knowledgeable Staff**	• **Human resources & skills**: solid background and **expertise** on welfare schemes and social services, ii) extensive **knowledge** on the local social needs and issues, iii) appropriate **skills** to design, implement and monitor the incentive scheme , iv) strong organizational, communication and facilitation skills • **Social capital** (mutual trust, cooperation, openness) • **Financial resources** to support research, training, communication, and dissemination activities + consistent **budget** for the **incentive scheme** • Up-to-date and quality **data**, **studies** and **research** on socio-economic issues and the SSE sector • **Key networks** with key PAs and SSE actors addressing unemployment and key social issues	• **Preliminary research** on national and international best practices on public-private co-production of social services & analysis of national socio-economic context • Wide awareness-raising **stakeholder consultation** with SSE actors and PAs • Elaboration of the **theoretical framework of social schemes** and guidelines for its implementation • Planning & delivery of the **SSE training programme** for PAs and SSE actors through **ToT approach** • **Design of the subgrant schem**e & launch of the call for subgrants • **Dissemination & matchmaking events** between SSE actors and PAs • Selection of subgrantees and signing of the **MoUs** • Support to **subgrant implementation** and **monitoring** • Set-up of an online **SSE portal**	• **Research findings** on national and international best practices on public-private co-production of social services & national socio-economic context • **MoreThanAJob framework of social schemes** and guidelines for its implementation • **SSE training programmes and materials** • **Trained public and SSE actors** on SSE principles and best practices • Set-up of an **incentive scheme** for collaboration between Public Administrations and SSE organisations • **Signed MoUs** between Public Administrations and SSE actors involved in the subgrants • **Delivery of cooperation projects** by awarded SSE actors (subgrantees) • MoreThanAJob **online SSE portal**	• Increased **knowledge and awareness** by local communities, PAs & SSE actors on the principles & practices of SSEs and in the field of employment, education and migration • **Increased connections, trust** and **collaborative attitudes** of SSE actors and PAs • **Improved collaborative public-private practices of SSE** • Main o**utcomes for sub-projects beneficiaries*** (i.e., increased women's economic empowerment, increased marketable kills & employment opportunities) ** Evaluation of subprojects performance is currently ongoing at the time of writing*	**MAIN TARGETED SDGs** • **3** Good health & well-being • **4** Quality education • **8** Decent work and economic growth • **10** Reduced inequalities • **16** Peace, justice and strong institutions • **17** Partnerships for the goals

4.
The process

For the purpose of this Roadmap, 4 key phases of the process enabling the MoreThanAJob subgrant experience were identified and analysed, starting from the triggering factors (Phase 0) to planning (Phase 1), implementation (Phase 2) and, finally, sustainability phase (Phase 3), identifying for each key actors, resources, and activities.

In summary, a **first background and preliminary process** underlined the subgrant design which mainly consisted of building a **theoretical Framework of social schemes** drawing from **desk and evidence-based research** on the national and international best practices and success stories concerning public-private co-production of support services. This step also included a **wide awareness-raising stakeholder consultation process** with key Public Administrations and SSE actors in all partner countries who also benefitted from a **large-scale training programme** on SSE principles and identified best practices. Following the elaborated theoretical Framework of social schemes, a **second stage** was dedicated to the **design and implementation** of the MoreThanAJob subgrant mechanism which entailed the signing of MoUs between Public Administrations and awarded SSE actors. A **third phase** focuses on the **key sustainability measures** of the scheme (currently effective, at the time of writing) which are likely to provide long-term positive results.

Phase 0

Phase 1
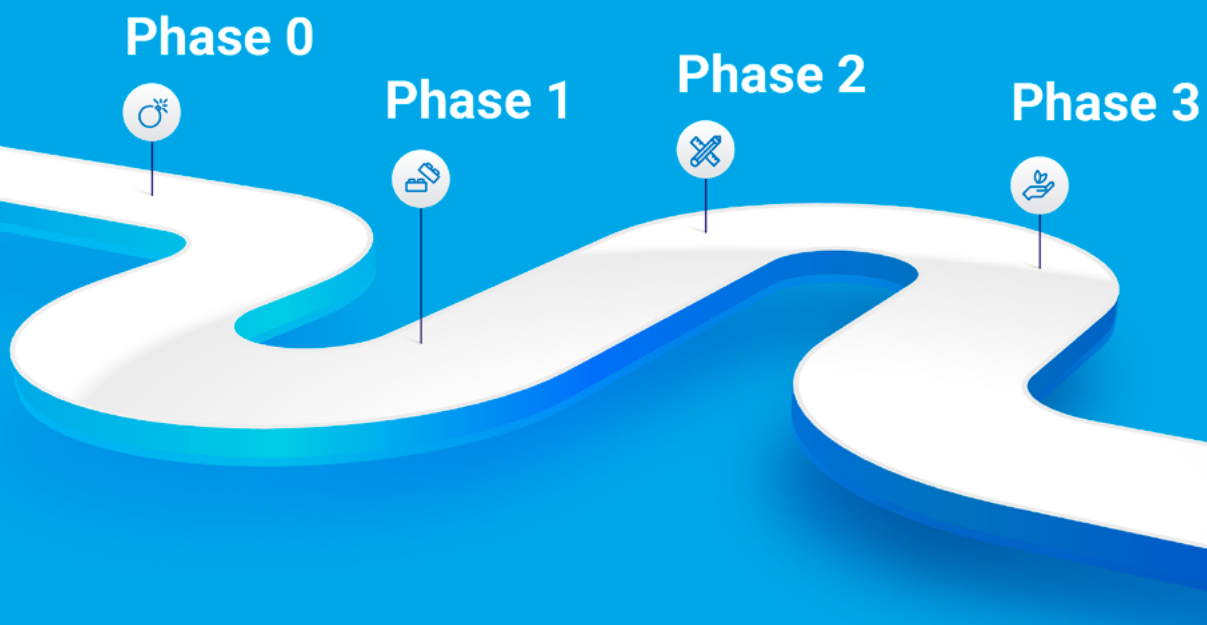
Phase 2

Phase 3

Phase 0 ☄
TRIGGERING FACTORS

Insights from the intervention	Self-assessment questions
The MoreThanAJob project subgrant mechanism is an incentive scheme aiming to break the silos between SSE actors and PAs to **better co-design and co-deliver support services tackling uneployment**, especially for people belonging to vulnerable social groups (i.e. unducated, migrants and refugees). In fact, the relevant SSE sector support in the delivery of social services to better reach people at risk of marginalization has become more and more evident, especially in light of the current crisis caused by the Covid-19 global pandemic. Yet, **concrete collaboration processes** between SSE and public actors still struggle to materialise as stakeholders lack knowledge and awareness of theroetical and empirical evidence of the benefits of such cooperation, as well as awareness, knowledge and connection of/with key actors.	• Is **unemployment**, especially for individuals belonging to vulnerable social groups (i.e. unducated, migrants and refugees) a relevant issue in your territory? • How is the issue of unemployment, especially for individuals belonging to vulnerable social groups, addressed in your territory? Who delivers (if any) **support services** to address unemployment in your territory? Are there **tailored** support services addressing unemployment for individuals belonging to vulnerable social groups in your territory? • What is the role of **local PAs** in addressing the issue of unemployment in your territory? Are there public support services addressing the issue? Are they effective? • Are there **SSE actors** in your territory that are working to tackle unemployment, especially for individuals belonging to vulnerable social groups? • Are these SSE actors and (if any) PAs working in silos or **cooperating** for the delivery of such support services? Are PAs aware of these SSE actors and their work? Are there common grounds for incentivising mutual support, complementarity and collaboration between SSE actors and PAs to improve the delivery of support services to better tackle unemployment, especially for individuals belonging to vulnerable social groups?

Phase 1 ✍

PLANNING: BUILDING ON BEST PRACTICES AND PREPARING THE GROUND FOR PUBLIC-PRIVATE COLLABORATION

Insights from the intervention	Suggested actions	Self-assessment questions
MAIN ACTORS		
This first preliminary phase mainly involved the following key actors:		
• **Public actors and institutions**, such as ministry-level officials (i.e., Ministry of Labour, Ministry of Social Development, Ministry of Education, Ministry of Women's affairs) and local PAs.	• Engage **key public actors and institutions** which can play a strategic role in addressing unemployment and key social issues (i.e., welfare, social inclusion, education, immigration).	• Who are the key **public actors and institutions** which can play a strategic role in addressing unemployment and key social issues (i.e., welfare, education, immigration, social inclusion) in your territory? How are they currently tackling these socio-economic issues? Which public support services do they deliver? Are they aware of key principles and approaches of the SSE? Are they aware of the benefits of collaboration with SSE actors for the delivery of support services? Are they willing to collaborate with SSE actors?
• **SSE actors and organisations**, mainly local organisations working in the field of employment, and key social issues such as welfare, social inclusion, education, immigration (i.e., NGOs, cooperatives, mutual benefit societies, associations, foundations, social enterprises).	• Engage key **SSE actors and organisations** working in the field of employment and key social issues such as welfare, social inclusion, education, immigration (i.e., NGOs, cooperatives, mutual benefit societies, associations, foundations, and social enterprises).	• Who are the key **SSE actors and organisations** addressing unemployment in your territory? Which support services do they deliver? How can they be engaged? Are they aware of the benefits of collaboration with PAs for the delivery of support services? Are they willing to collaborate with PAs?
• **Private sector actors and institutions**, such as the Chambers of Commerce.	• Having on board **private sector actors and institutions**, such as the Chambers of Commerce, allows for strong linkages with the business sector which is crucial when working on employment and job insertion.	• Who are the key **private sector actors and institutions** in your territory which can allow access to/strong linkages with the business sector to tackle unemployment?
• **SSE experts/trainers, business consultancy, training and vocational centres** who delivered the SSE training activities to targeted public actors and SSE actors.	• **Specialized and qualified SSE experts, business consultancy, training, and vocational centres**, whether within the staff team or hired as external service providers, are key to ensure strong technical knowledge and expertise when delivering training activities in the SSE sector.	• Are there **qualified SSE experts, business consultants, training and vocational centres** in your territory which can provide strong technical knowledge and expertise to deliver training activities in the SEE sector?

Insights from the intervention	Suggested actions	Self-assessment questions
MAIN ACTORS		
• **Universities and research centres** that provided solid theoretical grounds and scientific solidity to the research activities to map, identify and analyse the national social and economic needs, trends, and contexts, as well as the development of the international and national SSE sector.	• It is key to count on the collaboration of **universities and research centres** which can provide solid theoretical grounds and scientific solidity to the research activities (i.e., literature review, desk research and evidence-based research) to map, identify and analyse the national social and economic needs, trends, and contexts, as well as the development of the international and national SSE sector.	• Who are the **key research centres and universities** in your territory studying national social and economic issues (i.e., migration, unemployment, social exclusion) as well as the state of the art and development of the international and national SSE sector?
• **Project staff** – actors ranging from universities and research centres, private sector institutions (i.e., Chambers of Commerce), business consultancy organisations, and vocational centres across the 5 project partner countries, namely Palestine, Jordan, Lebanon, Italy, and Greece.	• Rely on a **staff team** that can ensure **qualified** and c**omplimentary expertise** on SSE sector.	• Can you rely on a **staff team** that can ensure **qualified** and **complimentary expertise** on SSE sector?
MAIN RESOURCES		
• **Human resources** (project staff) having **strong theoretical and empirical background, knowledge and expertise** on socio-economic issues, the SSE sector and local welfare schemes to carry out research and training activities, as well as **solid communication**, **facilitation**, **and training skills** to carry out meetings and consultations.	• It is key to have on board **project staff** having **strong theoretical and empirical background, knowledge and expertise** on socio-economic issues, the SSE sector and local welfare schemes, as well as **solid communication, facilitation, and training skills**.	• Can you count on a staff team having **strong theoretical and empirical background, knowledge and expertise** on socio-economic issues, SSE sector and local welfare schemes, as well as solid communication, facilitation, and training skills?
• Up-to-date and quality **data**, **studies** and **research** on socio-economic issues and the SSE sector.	• Rely on up-to-date and quality **data**, **studies** and **research** on socio-economic issues and the SSE sector.	• Can you rely on up-to-date and quality **data**, **studies** and **research** on socio-economic issues and SSE sector covering your territory?
• **Training materials** (i.e., Power Point slides, videos) used both for the Training-of-Trainers course as well as the training programme delivered to PAs and SSE actors in project partner countries. The training materials mainly focused on principles and approaches of the SSE, the application of the MoreThanAJob framework of social schemes built on the IBPs, and on the fields of employment, education, refugees, and migrant support.	•Elaborate effective **training materials** (i.e., Power Point slides, videos) which can be easily accessible, reused and disseminated by targeted public actors and SSE actors. The latter should facilitate the learning and awareness-raising of, among others, principles and approaches of the SSE, existing national and international best practices on social innovation and public-private co-production processes, and updated key contextual data and information in the fields of employment, education, refugees, and migrant support.	• Can you elaborate/access **training materials** on SSE principles and best practices that are effective, appropriate, easily accessible, reusable, and shareable by targeted public actors and SSE actors?
• **Financial resources** to support research and facilitation activities carried out by the project staff.	• Secure appropriate **financial resources** to support research, training, communication, and facilitation activities needed to set up the subgrant scheme.	• Can you intercept appropriate **financial resources** to support the preliminary research and facilitation activities needed to set up the subgrant scheme?

Insights from the intervention	Suggested actions	Self-assessment questions
MAIN ACTIVITIES		

This first preliminary phase was carried out over a one-year period and mainly consisted of four key actions, namely i) research, ii) stakeholder consultation, iii) elaboration of the framework of social schemes and IV) training.

i) Research:

Insights from the intervention	Suggested actions	Self-assessment questions
• The project team conducted a thorough **literature review** on existing **SSE international best practices** (IBPs) concerning innovative social pilot schemes for the delivery of public-private support services tackling unemployment.	• Analyse (if present) or carry out (if not available) a thorough and up-to-date **literature review** on existing **SSE international best practices** to learn about innovative social pilot schemes for the delivery of public-private support services tackling unemployment especially for the most vulnerable social groups.	• Are you aware of existing **SSE international best practices** to learn about innovative social pilot schemes for the delivery of public-private support services for vulnerable groups?
• Each project partner organisation carried out **desk research** to collect up-to-date data on the **national socio-economic context** of each project partner country assessing key dimensions such as economic growth, unemployment, quality of education, social cohesion, labour protection, livelihood, and refugees' integration.	• Analyse (if present) or collect (if not available) up-to-date data on your **country socio-economic context** assessing key dimensions such as economic growth, unemployment, quality of education, social cohesion, labour protection, and refugees' integration.	• What is the **current socio-economic context** in your country in terms of economic growth, unemployment, quality of education, social cohesion, labour protection, and refugees' integration?
• Each project partner organisation carried out **evidence-based research** about efficient implementation of best practices which led to identifying 10 "**national success stories**", namely interventions which have succeeded in contributing to poverty reduction through social inclusion in the field of employment, education, and immigration.	• Analyse (if present) or map (if not available) **success stories/interventions** which have proved to be effective **in your country** in contributing to fight poverty and unemployment.	• Are there **successful experiences/interventions which have proved to be effective in your country** in contributing to fight poverty and unemployment? What can be learnt from these experiences in terms of what works and what doesn't in your country context?

ii. Stakeholder consultation and engagement:

Insights from the intervention	Suggested actions	Self-assessment questions
• Collected research findings, data, and evidence about efficient implementation of best practices and success stories were presented and **extensively discussed in meetings with partners and public and private stakeholders** across all project countries. Hundreds of SSE actors, government (i.e., Ministry-level actors) and PA officials participated in the discussions. This early-stage **wide stakeholder consultation and engagement** was crucial to raise awareness on SSE and to **prepare the ground for public-private collaboration** which was later concretised through the subgrant scheme.	• Foster **extensive and participatory dialogue with multi-sector and multi-level key stakeholders** in your territory (i.e., SSE actors and PA officials) to present and discuss collected research findings, data, and evidence about efficient implementation of SSE best practices and success stories. If wishing to foster effective public-private collaboration practices, targeted local actors need to be engaged since the preliminary phases of the process. This supports greater commitment and ownership on the part of local actors, greater alignment and adaptation to the local context and greater chances of the future subgrant-funded collaboration practices to be successful.	• Who are the **key public and private stakeholders** in your territory which can be consulted and engaged to foster a fruitful, collective, and participatory dialogue and exchange on SSE experiences and best practices? How can they be successfully engaged in a participatory and dynamic discussion on SSE practices? Could they benefit from acknowledging existing **SSE international and national best practices** concerning innovative social pilot schemes for the delivery of public-private support services for vulnerable groups?

Insights from the intervention	Suggested actions	Self-assessment questions
MAIN ACTIVITIES		

iii) MoreThanAJob framework of social schemes:

• Drawing from the previous activities, key **inclusion indicators** were elaborated to **select**, in a participatory manner, **the 5 SSE IBPs** that could work for the project countries. Subsequently, the **MoreThanAJob Framework of social schemes** was elaborated presenting the analysis of the selected IBPs. Additionally, **Guidelines for the pilot implementation** were also delivered to support the country context adaptation of the IBPs.

• Co-define a **conceptual framework grounded both in theory and empirical evidence** according to what worked and what can work in your context (international and national SSE best practices). The framework can then guide, inspire, and incentivise SSE actors and PAs in your territory to implement collaborative strategies for social innovation schemes. Moreover, it can inform **policy advocacy** as well as **capacity development** for SSE actors.

• Could a solid **framework grounded both in theory and empirical evidence** on international and national SSE best practices guide, inspire, and incentivise SSE actors and PAs in your territory to implement collaborative strategies for social innovation schemes? Could it be useful to inform **policy advocacy** and **capacity development** for SSE actors?

iv) SSE Training:

• Through a **Training-of-Trainers** (ToT) approach, an intensive **training programme** was delivered in all project countries engaging in training workshops and seminars projects staff, and hundreds of SSE actors and public institutions. As a first and fundamental step to **foster collaboration between PAs and SSE actors**, these trainings prepared the ground to **raise the communities' awareness on key principles and approaches of the SSE**, getting them familiar with the concept, the mindset, as well as the application of the MoreThanAJob Framework on social schemes. Additionally, the trainings covered key issues in the field of employment, education, support to refugees and migrants, among others. The trainings also provided the opportunity for participants to learn more about the existing social services offered by PAs and SSE, and, for all participants to have a space for **interaction**, **mutual knowledge**, **exchange**, and **networking**.

• Delivering a comprehensive **training programme** through a Training-of-Trainers approach can be an effective strategy to raise the awareness of targeted SSE actors and PAs on key principles and approaches of the SSE. Moreover, trainings can offer the opportunity to create a space for interaction, mutual knowledge, exchange, and networking between PAs and SSE actors, which is a key step to foster public-private collaboration. Make sure such trainings cover key principles and best practices of the SSE, as well as key contextual social issues such as employment, education, immigration, among others so that it is clear how the first can successfully address and tackle the latter.

• Can a structured cycle of **trainings**, through a **Training-of-Trainers approach**, be an effective and feasible strategy in your territory to raise **SSE actors and PAs'** awareness on key principles and approaches of the SSE? Can it be useful to create a space for **interaction**, **mutual knowledge**, **exchange**, and **networking** among SSE actors and PAs? Can it be a good strategy to prepare the grounds for **effective public-private collaboration** to tackle unemployment?

Phase 2 ✕

IMPLEMENTATION: DESIGNING AND APPLYING A SUBGRANT SCHEME FOR PUBLIC-PRIVATE COLLABORATION

Insights from the intervention	Suggested actions	Self-assessment questions
MAIN ACTORS		
Actors targeted by the project subgrant scheme (Phase 2) were mainly the same who benefitted from the trainings in Phase 1, namely **public actors and institutions** (i.e., PAs and ministry-level officials), and **SSE actors and organisations** working in the field of employment and social inclusion (i.e., NGOs, cooperatives, mutual benefit societies, associations, foundations, non-profit and social enterprises; for-profit entity could also participate to the subgrant, provided that their participation was strictly on a non-profit basis). Additionally, the **project staff and collaborators** were key to set up, implement and monitor the subgrant mechanism in each of the 5 project countries.		
MAIN RESOURCES		
• A **total dedicated budget** of 200.000,00 euros available for awarded subgrants in the 5 partner countries.	• Secure a **consistent budget for the incentive scheme** (i.e., subgrant mechanism) which is proportionate to i) the target number of initiatives to support, ii) the type and size of targeted organisations, iii) the type and scale of targeted services to support, and iv) management cost of the staff overseeing the subgrant design, implementation, and reporting.	• Can you secure a **budget for the incentive scheme** (i.e., subgrant mechanism) which is appropriate for i) the target number of initiatives you envisage to support, ii) the type and size of organisations you foresee targeting, iii) the type and scale of targeted services you aim to promote and iv) management cost of the staff overseeing the subgrant design, implementation, and reporting?
• **Human resources** (project staff) with **management and financial skills** to design, implement and monitor the subgrant scheme and with **organizational**, **communication and facilitation skills** to secure effective and targeted **territorial outreach activities** when disseminating the call for subgrants	• Engage **appropriate** (in number) **and qualified human resources** to design, implement and monitor the incentive scheme (i.e., the subgrant scheme), as well as **strong organizational, communication and facilitation skills** to carry out **targeted territorial outreach activities** to effectively disseminate the incentive scheme (i.e., the call for subgrants).	• Can you rely on a **staff team** having **appropriate** (in number) **and qualified human resources** to design, implement and monitor the incentive scheme (i.e., the subgrant scheme), as well as strong **organizational**, **communication and facilitation skills** to carry out **targeted territorial outreach activities** to effectively disseminate the incentive scheme (i.e., the call for subgrants)?
• **Financial support** to cover the cost of human resources as well as the outreach and dissemination activities (workshops, seminars, field visits and public meetings) needed for the implementation of the subgrant scheme.	• Secure **appropriate financial support** to cover the cost of human resources and outreach and dissemination activities (workshops, seminars, field visits and public meetings) needed for the implementation of the incentive scheme.	• Can you secure **appropriate financial support** to cover the cost of human resources and outreach and dissemination activities (workshops, seminars, field visits and public meetings) needed for the implementation of the incentive scheme?

Insights from the intervention	Suggested actions	Self-assessment questions
MAIN RESOURCES		
• **Networks with key PAs and SSE actors** addressing unemployment and related key social issues (i.e., welfare, social inclusion, education, immigration, etc.)- especially for the vulnerable groups, to encourage their engagement in the subgrant scheme.	• Leverage **territorial networks with key PAs and SSE actors** working on employment and related key social issues (i.e., welfare, social inclusion, education, immigration, etc.) - especially for the vulnerable groups to encourage their engagement in the incentive mechanism.	• Can you leverage **strategic territorial networks** with key PAs and SSE actors/organisations addressing unemployment and related key social issues - especially for the vulnerable groups - to reach out to potential targets to be engaged in the incentive mechanism (i.e., the call for subgrants)?
• Online and offline **communication channels** (i.e., social media) to disseminate the call for subgrants and reach out to the targeted audience.	• Make **strategic use of appropriate online and offline communication channels** to properly disseminate the incentive mechanism (i.e., the subgrant) and reach out to the targeted audience.	• Which online and offline **communication channels** can be most effective and strategic to disseminate the incentive mechanism (i.e., the call for subgrants) and reach out to the targeted audience?
MAIN ACTIVITIES		
Activities carried in Phase 1, particularly the MoreThanAJob Framework of social schemes, were key to later **design and implement the subgrant scheme** to incentivise and finance similar social schemes in the 5 project countries. Key activities in this phase were the following:		
• **Design** of the MoreThanAJob subgrant scheme: - **Objective & scope**: the overall aim of MoreThanAJob subgrant was to finance cooperation projects among SSE actors and PAs to **improve social services for vulnerable groups** to increase their opportunities of **social and labour inclusion**.	• Make sure the **incentive mechanism** (i.e., subgrant scheme) you are designing truly (and exclusively) addresses actions and projects in line with the pursued aim, namely improving **public-private co-production of support services for social and labour inclusion** of targeted social groups. **Clear objectives and scope** of the incentive mechanism should be stated to ensure **alignment** with your overall aim.	• Are there any **incentive schemes** for **public-private co-production services/ projects** in your territory, such as **support and/or funding opportunities**? When designing an incentive mechanism (i.e., subgrant scheme) in your territory to improve **public-private co-production of SSE support services**, how can you make sure you target actions and projects that are truly aligned with this aim?
- **Eligible applicants**: The call for subgrants was exclusively **addressed to SSE actors** in partner countries having the specific feature of producing goods, services and knowledge while **pursuing both economic and social aims and fostering solidarity** – i.e., NGOs, cooperatives, mutual benefit societies, associations, foundations, non-profit and social enterprises; for-profit entity could also participate, provided that their participation was strictly on a non-profit basis.	• By setting clear **eligibility criteria**, make sure the incentive mechanism clearly **targets** the **type of SSE actors** you are aiming to support.	• What type of SSE actors do you wish to target with the incentive mechanism? Which **eligibility criteria** can ensure your incentive mechanism best targets the **type of SSE actors** you are aiming to support?

Insights from the intervention	Suggested actions	Self-assessment questions
MAIN ACTIVITIES		
- **Conditionalities**: The call was restricted to initiatives foreseeing the **collaboration with PAs**. Moreover, as a mandatory requirement, the collaboration with a PA had to be formalised, during the project's lifetime, with **the signature of at least one MoU with an involved public institution**.	• To incentivise **public-private co-production services** for **social and labour inclusion** of targeted social groups you need to set up a **mechanism** which concretely incentivises and formalises concrete collaboration between SSE actors and PAs. You may opt for a **subgrant scheme conditioning financial support** for applicants (SSE actors) to their **formal collaboration** with **PAs** in the implementation of support services. Make sure the incentive scheme is **appealing** (i.e., funding) and **accessible to SSE actors**, in terms of **cost-benefits** for them to deliver their support services. Also, make sure the collaboration with SSE actors is **appealing to PAs** in terms of cost-benefits (i.e., public savings in the long run) and social return for the community.	• What kind of **incentives/ conditions** could work in your territory to encourage SSE actors to **collaborate** with PAs? (i.e., funding, resources, strategic support, visibility, partnerships). Could a subgrant scheme conditioning financial support to formalised collaboration with PAs work as an incentive? And, in turn, can collaborative practices with SSE actors be **appealing** for PAs in your territory? How can you make sure they are?
• Before and during the subgrant call, **numerous and targeted outreach activities** were carried out by the project team in all partner countries to **secure an effective dissemination of the call for subgrants**. Hence, many workshops, seminars, field visits and public meetings with public institutions, NGOs, SSEs actors and other grassroots organization were organised with the following objectives: - **Raise awareness**: clarify the concept of SSE best practices, the benefits of collaboration between SSE actors and PAs and, hence, the logic behind the MoUs. - **Bridge the existing gap the public-private (SSE) sectors**: targeted organisations, actors and institutions who had benefitted from the trainings in Phase 1 were brought together again in workshops and seminars to actively foster connections, getting to know about each other, the services they provide, and potential areas for cooperation. - **Encourage SSE actors to apply for the call for subgrant**: many targeted field visits were organized to many SSE organizations to explain the idea behind the subgrant, to clarify the application process and to encourage their application.	• Carry out **numerous and targeted territorial outreach activities** to encourage SSEs actors to seize the opportunity offered by the incentive mechanism (i.e., a call for subgrants). In this respect, workshops, seminars, field visits and public meetings with public institutions, SSEs actors and other grassroots organization can be good strategies. If not properly and strategically **disseminated**, the incentive mechanism may fail to reach the targeted groups and, hence, to achieve its goal. Conversely, SSE actors need to be directly engaged to **encourage their application** to the incentive mechanism. Moreover, both SSE and public actors need to be properly targeted by **awareness-raising actions** clarifying the concept of SSE best practices, and the benefits of public-private collaboration. Also, dissemination and targeted outreach activities also offer the opportunity for **public-private connection and mutual exchange**.	• What kind of **outreach and engagement strategies** could work to incentivise PAs in your territory to formalise collaboration with SSE actors for the provision of SSE support services? How can you ensure targeted public and private actors in your territory are **aware** of the opportunity offered by the incentive mechanism? How can you facilitate their **access** to the incentive mechanism? How can you make sure they **understand** the benefits of SSE practices and public-private collaboration? How can you **encourage** SSE actors to apply? Which disseminating activities could support **public-private connection and mutual exchange**?

Insights from the intervention	Suggested actions	Self-assessment questions
MAIN ACTIVITIES		
• Moreover, to concretely **support collaborative matchmaking with public actors**, applicants who submitted their proposals were then invited to another round of workshops where they could present their project proposals to participating PAs and public officials. This offered visibility and fruitful interaction space for SSE actors and PAs to better assess potential for collaborations.	• Actively **foster interaction/ matchmaking opportunities between SSE actors and PAs** for them to get to know each other and the services they provide and to assess the potential for collaboration.	• How can you **foster real interaction spaces/opportunities for SSE actors and PA officials t**o meet, exchange and concretely assess their potential for collaboration?
• Once applications were thoroughly evaluated and subgrantees were awarded, **MoUs** were successfully signed primarily with **Ministry-level officials** in all partner countries with the support and facilitation of the project staff. Depending on the type of social service provided by the awarded organisations, **collaboration with public actors took different forms**, such as, for example: releasing ministerial certificates, providing public spaces/equipped spaces to deliver social services/trainings, linking SSE organisations with public vocational centres/institutions or public programs, subcontracting public services. Such collaborations greatly supported subgrantees in the delivery of their services.	• Make sure you find the **appropriate formal agreement form**, balancing **commitment** and **flexibility**, to formalise collaboration between PAs and SSE actors.	• Which **agreement form** balancing commitment and flexibility can better formalise collaboration between PAs and SSE actors in your territory? Are there PAs in your territory that would be **willing** to concretise/formalise collaboration with SSE actors for the provision of support services tackling unemployment for vulnerable groups? And SSE actors willing to do the same with PAs?

Phase 3

SUSTAINABILTY: FOSTERING SUSTAINABLE PUBLIC-PRIVATE COLLABORATION

Insights from the intervention	Suggested actions	Self-assessment questions

The following key features of the MoreThanAJob subgrant scheme can be considered promising measures to ensure **the sustainability of the practice** in the future:

INSTITUTIONAL SUSTAINABILITY:

• **Formalising collaborations through MoUs**: conditioning the subgrant financial support to establishing **formal agreement of the collaboration between SSE actors and public bodies** (MoUs) not only supports the achievement of the subgrant purpose, but also **improves the likeliness of a medium-to-long term cooperation** between these actors, even beyond the intervention timeframe. Albeit not binding the parties into legal nor financial obligations, **MoUs nevertheless publicly formalise the expression of good will for cooperation**. Should MoUs provide evidence of benefits for both parties, the latter are more likely to continue collaborating in the future as well as testing the same collaborative approach with other actors/organisations, therefore driving a sort of **collaborative multiplier effect**.

• Set up an **incentive mechanism** to foster, support and **formalise** collaboration between SSE actors and PAs to deliver support services tackling unemployment for vulnerable groups.
Choose an **appropriate agreement form**, balancing **commitment** and **flexibility**, to formalise collaboration between PAs and SSE actors and to improve the **likeliness of a medium-to-long term cooperation** between these actors.

• What kind of **incentives** or **conditions** would be necessary to encourage PAs in your territory to formalise collaborations with SSE actors for the provision of support services for vulnerable groups? And for SSE actors to engage with PAs? Could a subgrant scheme conditioning financial support to formalised collaboration with PAs work as an incentive?
Which **agreement form** can better formalise collaboration between PAs and SSE actors in your territory and which balances **commitment** and **flexibility** for the parties?

Insights from the intervention	Suggested actions	Self-assessment questions
• **Fostering public-private collaboration through an online portal**: another key strategy for sustainability was the set-up of **an online portal** designed as a tool to: - Provide a simple and **complete overview for citizens**, particularly vulnerable ones, of the **existing** social and labour inclusion support s**ervices and opportunities** across all project countries. - Promote **collaboration and co-design processes** between SSE and public stakeholders for the development of new or improved services for job insertion and social inclusion of vulnerable groups.	• Set-up an effective **virtual space** (i.e., an online portal) fostering and facilitating **information sharing**, **connection**, **networking** and **collaboration** between SSE actors and public institutions as well as easier access for citizens, especially the vulnerable ones, to the services they need. Identify a **portal facilitator** to keep the portal engaging, active and dynamic by supporting SSE actors and PAs in the registration phase and in the upload of content, as well as in reaching out to stakeholders to encourage them to join the portal.	• Can a **virtual space** (i.e., an online portal) foster and facilitate **information sharing**, **connection**, **networking** and **collaboration** between SSE actors and public institutions in your territory? Can it facilitate **citizens' easier access** to the services they need, especially for the vulnerable groups? Which actor is best suited in your territory to become a **facilitator** of this virtual space for it to be functional, dynamic, and engaging?

5.
Key contextual determinants for replicability

The following table aims to inform readers of the **main contextual determinants** that emerged during the analysis when seeking to identify key "ingredients" and conditions that should be in place in a given context for the replicability of the MoreThanAJob subgrant scheme. The table should support readers in running a quick general screening of their own context to assess the preliminary feasibility of considering replicating the practice.

Key determinants	Self-assessment questions
SOCIAL CONTEXT	
• **Social capital** is a crucial resource allowing stakeholders to collaborate to effectively achieve a common purpose, building on **mutual trust, cooperation, openness, respect for one another**, hence feeding the propensity to collaborate between SSE and public sector actors.	• Can your territory count on a minimum level of s**ocial capital** allowing key public and SSE sector actors to work together to effectively achieve a common purpose?
FINANCIAL RESOURCES	
• Appropriate **financial resources** to support research, training, communication, and dissemination activities (workshops, seminars, field visits and public meetings).	• Can you intercept appropriate f**inancial resources** to support the research, training, communication, and dissemination activities?
• **Consistent budget for the incentive scheme** (i.e., subgrant mechanism) which is proportionate to i) the target number of initiatives to support, ii) the type and size of targeted organisations, iii) the type and scale of targeted services to support.	• Can you secure a **consistent budget for the incentive scheme** (i.e., subgrant mechanism) which is appropriate for i) the target number of initiatives you envisage to support, ii) the type and size of organisations you foresee targeting, iii) the type and scale of targeted services you aim to promote, and iv) the management cost of the staff overseeing the subgrant design, implementation, and reporting?
HUMAN CAPITAL	
• Staff team having **strong theoretical and empirical background, knowledge and expertise** on socio-economic issues, the SSE sector and local welfare schemes.	• Can you count on a staff team having **strong theoretical and empirical background, knowledge and expertise** on socio-economic issues, SSE sector and local welfare schemes?
• **Appropriate** (in number) **and qualified human resources** to design, implement and monitor the incentive scheme (i.e., the subgrant scheme).	• Can you rely on **a staff team** having **appropriate** (in number) **and qualified human resources** to design, implement and monitor the incentive scheme (i.e., the subgrant scheme)?
• Suited **human resources** having **strong organizational, communication and facilitation skills** to carry out **networking and targeted territorial outreach activities** to effectively disseminate the incentive scheme (i.e., the call for subgrants) and to engage relevant stakeholders.	• Can you count on a staff team having strong **organizational, communication and facilitation skills** to carry out targeted territorial outreach activities to effectively disseminate the incentive scheme (i.e., the call for subgrants)?

ACTORS AND ORGANISATIONS

Key determinants	Self-assessment questions
• **Key public actors, institutions** and **PAs** which can play a role in addressing unemployment and related key social issues (i.e., welfare, social inclusion, education, immigration, etc.) - especially for the vulnerable groups - and that are (potentially) willing to engage in collaborations with SSE sector actors.	• Who are the key **public actors, institutions** and **PAs** in your territory which can play a strategic role in addressing unemployment and related key social issues (i.e., welfare, education, immigration, social inclusion, etc.) especially for the vulnerable groups? Are they willing to collaborate with SSE sector actors?
• **Key SSE actors and organisations offering** (or planning to offer) **support services for social and labour inclusion** - especially for the vulnerable groups - and that are (potentially) willing to engage in collaborations with PAs (i.e., NGOs, cooperatives, mutual benefit societies, associations, foundations, non-profit and social enterprises; for-profit entity provided that their participation to incentive mechanism is strictly on a non-profit basis).	• Who are the key **SSE actors and organisations** in your territory addressing unemployment and key social issues (i.e., welfare, social inclusion, education, immigration, etc.), especially for the vulnerable groups? Are they willing to collaborate with local PAs?
• **Universities and research centres** which can provide solid theoretical grounds and scientific solidity to the research activities (i.e., literature review, desk research and evidence-based research) to map, identify and analyse the national social and economic needs, trends, and contexts, as well as the development of the international and national SSE sector.	• Who are the **key research centres and Universities** in your territory studying national social and economic issues (i.e., migration, unemployment, social exclusion) as well as the state of the art and development of the international and national SSE sector?
• **Private sector actors and institutions**, such as Chambers of Commerce, allowing for strong linkages with the business sector to effectively work on employment and job insertion.	• Who are the key **private sector actors and institutions** in your territory which can allow access to/strong linkages with the business sector to tackle unemployment?
• **Staff** having a **solid background** and **expertise** on **local welfare schemes** and available support services, as well as extensive knowledge on the local **social needs and issues**.	• Con you count on skilled **staff** having a **solid background** and **expertise** on **local welfare schemes** and available support services, as well as extensive knowledge on the **local social needs and issues**?

Key determinants	Self-assessment questions
NETWORKS • **Networks with key PAs and SSE actors** addressing unemployment and related key social issues (i.e., welfare, social inclusion, education, immigration, etc.)- especially for the vulnerable groups - to reach out to potential targets to be engaged in the incentive mechanism (i.e., the call for subgrants).	• Can you leverage s**trategic territorial networks** with key PAs and SSE actors addressing unemployment and related key social issues - especially for the vulnerable groups - to reach out to potential targets to be engaged in the incentive mechanism (i.e., the call for subgrants)?
DATA • Up-to-date and quality **data**, **studies**, and **research** on socio-economic issues and on the stage of development of the SSE sector, internationally, nationally as well as at the local level.	• Can you rely on up-to-date and quality **data**, **studies** and **research** on socio-economic issues and SSE sector covering your territory?

6.
Drawbacks and risks

DRAWBACKS AND RISKS
The main risks which may arise when replicating the intervention

COPING STRATEGIES
The best strategies that could be implemented to cope with and/or prevent these risks

LACK OF MUTUAL TRUST BETWEEN SSE ACTORS AND PAs

• Some degree of rooted **mistrust** between public institutions and SSE sector actors is to be expected and may result in mutual **reluctancy** to engage in public-private (SSE) collaborations. Such mistrust and resistance can largely depend on **lack of awareness** on theroetical and empirical evidence of the benefits of such cooperation, as well as **lack of knowledge and connection** of/with public-private (SSE) actors delivering social services. Failing to address such rooted tendencies may hamper the success of co-production processes between public-private (SSE) actors, as the incentive behind the collaborative scheme on its own (whether financial or in other forms) may not be sufficient.

NETWORKING, AWARENESS-RAISING & MATCHMAKING ACTIVITIES

• To overcome rooted mistrust and resistance between actors from different sectors (public and SSE sector), it is crucial to dedicate much effort in actively **bridging this gap** by:

- Fostering **extensive and participatory dialogue with multi-sector and multi-level SSE key stakeholders** in your territory to present and discuss research findings, data, and evidence about efficient implementation of SSE best practices.

- Elaborating a sound **conceptual framework grounded both in theory and empirical evidence** according to what worked internationally and nationally and what can work in your territorial context that can guide, inspire, and incentivise SSE actors and PAs to implement collaborative strategies for social pilot schemes.

- Delivering a **training programme** through a Training-of-Trainers approach to foster collaboration between PAs and SSE actors, raise the communities' awareness on key principles and approaches of the SSE, and create a space for interaction, mutual knowledge, exchange, and networking.

- Organising and promoting strategic **workshops, seminars & matchmaking initiatives** to create fruitful opportunities for mutual dialogue and exchange to identify areas and channels for potential collaborations between PAs and SSE actors.
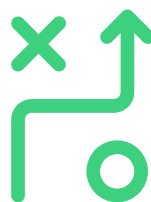
DRAWBACKS AND RISKS
The main risks which may arise when replicating the intervention

COPING STRATEGIES
The best strategies that could be implemented to cope with and/or prevent these risks

RISK OF MODEST PERFORMANCE BY AWARDED SUBGRANTEES

• There may be a risk of modest outcomes concerning the services delivered by awarded subgrantees (i.e., training sessions to vulnerable groups) if awarded subgrantees (SSE actors) simply act as service providers. Instead, it is key that they go beyond responding to basic needs and focus on **well-rounded support** to bring about **transformative social change** for beneficiaries. This means, for example, providing empowering tools to target groups: i.e., support them in an entrepreneurial project having true income-generation and job-creation potential.

EFFECTIVE SUBGRANT SELECTION PROCESS

• When implementing a subgrant scheme to incentivise public-private collaboration, establishing e**ffective selection criteria** is crucial to mitigate the risk of subgrantees not (or poorly) meeting the subgrant objectives. It is suggested to require, for example, **verifiable prior experience** of applicant SSE actors in the support projects they are proposing. During the interview phase of the selection process, thoroughly **investigate the social purpose of applicants**, whether they are truly committed to meet the social goals and to really make a difference for their target groups.

7. Final remarks

The **SSE** has long demonstrated its ability to promote more **sustainable and inclusive development** by creating **quality jobs** that generate **positive social and environmental impacts**. The relevant SSE sector contribution in the delivery of support services to tackle unemployment, especially for people at risk of marginalization, has become more and more evident, especially in light of the current crisis caused by the Covid-19 global pandemic.

Yet, **concrete collaboration processes** between SSE and public actors still struggle to materialise as key actors lack knowledge and awareness of theroetical and empirical evidence of the benefits of such cooperation, as well as awareness, knowledge and connection of/with key stakeholders.

Against this backdrop, the MoreThanAJob subgrant mechanism proves to be an interesting **incentive mechanism** aiming to actively **promote effective collaboration practices between SSE actors and Public Administrations**. The model, in facts, conditions the awarding of financial support to SSE actors to the signing of a **Memorandum of**

Understanding formalising collaborative practices with a public actor for the delivery of their services (i.e., release of ministerial certificates, provision of public spaces/equipped spaces to deliver social services/trainings, subcontracting of public services). Such incentive mechanism not only encourages the delivery of support services tackling unemployment for the most vulnerable, but also **improves the likeliness of a medium-to-long term cooperation** between SSE and public actors. Should MoUs provide evidence of benefits for both parties, in fact, the latter are more likely to continue collaborating in the future as well as testing the same collaborative approach with other actors/organisations, therefore driving a sort of **collaborative multiplier effect.**

SSE practitioners, policymakers and local administrations searching for ways to improve the public-private collaboration for the delivery of support services to tackle unemployment in their own territories may consider replicating the MoreThanAJob subgrant model provided that key ingredients are in place and the process is well adapted to their specific context.

8.
Useful Contacts

An-Najah National University
Website: *https://najah.edu*
Contact person: Dr. Imad Brik
E-mail: iibrik@najah.edu

ARCO C/O PIN S.r.c.l.
Didactic and Scientific Services
for the University of Florence
Website: *www.arcolab.org*
E-mail: info@arcolab.org

www.enicbcmed.eu/projects/medrisse
Community of practice: cop.acpp.com

medrisse@acpp.com

@medrisseproject