



BREED Project D 1.1

Consortium Agreement & Management Plan including Set-up of Project Steering Committee and internal communication plan & tools

This project has received funding from the European Union's COSME Programme 2020 under Grant Agreement N. 01074094 — BREED — SMP-COSME-2021-RESILIENCE

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Lead Beneficiary: Fondazione Comunitaria di Agrigento e Trapani

Contributing Beneficiaries :

1. European Network of Social Integration Enterprises (BE)
2. Municipality of Katerini (EL)
3. Mancomunidad de La Ribera Alta (ES)
4. Municipality of Paredes (PT)
5. Municipality of Alcamo (IT)



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A	29/06/2022	First issue

Abstract

This document represents the first deliverable of the BREED project as it deals with the establishment of main tools for the project set up and implementation. The document contains :

1. Consortium Agreement discussed and signed by all partners ;
2. Management Plan discussed and agreed by all partners, including tools and processes for project activities management in order to ensure partners' alignment and the achievement of set objectives. The document contains a section dedicated to risks analysis and identification as well as the mitigation measures proposed to deal with them ;
3. Steering Committee Set Up and Settlement, containing the rules adopted by the Steering Committee during its first official meeting, held online on 15th June 2022

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1. Consortium Agreement signed
2. Project Management Plan, including risk analysis and management plan
3. Steering Committee Set Up and Settlement



SMP-COSME-2021-RESILIENCE

Project with multiple beneficiaries under the Single Market Programme (SMP)

Multilateral Partnership Agreement

Grant Agreement No. Project 101074094 – BREED

Building community RESilience and sustainable Development through social economy

This multilateral Agreement shall govern relations between:

FONDAZIONE COMUNITARIA DI AGRIGENTO E TRAPANI (FCAT)

Official legal form: Non profit organisation
Official registration number: 431II
Official address in full: Viale Leonardo Sciascia n. 36, 92100 Agrigento, Italy
VAT number, if applicable: n.a.
Fiscal code number 93080160844
PIC number: 895467238

hereafter named “the Coordinator”, and represented for the purpose of signature of this Agreement by **Pietro Basiricò, president** of the Foundation on the one hand and:

1. EUROPEAN NETWORK OF SOCIAL INTEGRATION ENTERPRISES (ENSIE)

Official legal form: Non profit organisation
Official registration number: 0475.190.924
Official address in full: RUE BOTANIQUE 75, BRUSSELS 1210, Belgium
Fiscal code number: BE475190924
PIC number: 950209479

hereafter named “the Partner” on the other hand, represented for the purposes of signature of this Agreement by **Corine van de Burgt, president and legal representative** of ENSIE

2. DIMOS KATERINIS (MUKA)

Official legal form: PUBLIC ENTITY
Official registration number: N/A
Official address in full: DIMARCHEIOU SQ., KATERINI 601 33, Greece
VAT number: EL998066810
PIC number: 928407953



hereafter named “the Partner” on the other hand, represented for the purposes of signature of this Agreement by **Stavros Christoforidis**, legal representative as **Deputy Mayor** of Dimos Katerini

3. MANCOMUNIDAD DE LA RIBERA ALTA (MANRA)

Official legal form: PUBLIC ENTITY
Official registration number: N/A
Official address in full: CALLE DEL TARONGER 116, ALZIRA VALENCIA 46600, Spain
Fiscal code number: P9600005D
PIC number: 936533934

hereafter named “the Partner” on the other hand, represented for the purposes of signature of this Agreement by **Txema Pelàez Palazón**, legal representative of Mancomunidad de la Ribera Alta

4. MUNICIPIO DE PAREDES (PAREDES)

Official legal form: PUBLIC ENTITY
Official registration number: N/A
Official address in full: PARQUE JOSE GUILHERME, PAREDES 4580 130, Portugal
Fiscal code number: 506656128
PIC number: 948760202

hereafter named “the Partner” on the other hand, represented for the purposes of signature of this Agreement by **Alexandre Almeida**, legal representative as **Mayor of Município de Paredes**

5. COMUNE DI ALCAMO (ALCAMO)

Official legal form: PUBLIC ENTITY
Official registration number: CF80002630814
Official address in full: PIAZZA CIULLO 1, ALCAMO 91011, Italy
Fiscal code number: 80002630814
VAT number: IT00078230810
PIC number: 913555119

hereafter named “the Partner” on the other hand, represented for the purposes of signature of this Agreement by **Domenico Surdi**, legal representative as **Mayor of Comune di Alcamo**.

All the parties have agreed as follows:

Article 1 – Scope of the Partnership Agreement

Within the SMP programme, the Coordinator and the Partners undertake to carry out the project and work programme as set out in the present Partnership Agreement. This Partnership Agreement is subject to the conditions of the concluded through the Grant Agreement between the Beneficiary and the the European Innovation Council and SMEs Executive Agency (EISMEA) (‘EU executive agency’ or



‘granting authority’), under the powers delegated by the European Commission (‘European Commission’), (hereinafter “the Agency”) relating to the project entitled

BREED - Building community RESilience and sustainable Development through social economy

The total budget of the project for the contractual period of 2 years covered by **Grant Agreement No. 101074094 SMP-COSME-2021-RESILIENCE**, all financing combined, is estimated at **€ EUR 218 350.62** and the total grant is estimated at **€ EUR 199 990.00**

The present Partnership Agreement governs relations between the Coordinator and the Partners as well as their respective rights and obligations with regard to their participation in the project. The scope of the present Partnership Agreement and the project relating to it are set out in detail in the annexes, which form an integral part of this Partnership Agreement and which each party declares to have read and approved.

Article 2 – Duration

The present Partnership Agreement shall come into effect on **01.05.2022** for a period of **24 months** and shall end on **30.04.2024**.

Article 3 – Obligations of the Coordinator

The Coordinator undertakes:

- to make the necessary arrangements for the preparation, coordination, execution and smooth running of the project and its work programme, which is the subject of the present Partnership Agreement, in accordance with the aims of the project as set out in the Grant Agreement signed between the Agency and the Coordinator;
- to provide the Partner with copies of the official documents relating to the project, such as the Grant Agreement between the Beneficiary and the Agency as well as the various reports;
- to inform the Partner of any modifications made to **Grant Agreement project N. 101074094**;
- to define, together with the Partner, the roles, rights and obligations of each part, including those relating to the allocation of intellectual property rights.

Article 4 – Obligations of the Partners

The Partners undertake:

- to make the necessary arrangements for the execution and smooth running of the project and its work programme, which is the subject of the present Partnership Agreement, in accordance with the aims of the project as set out in the Grant Agreement signed between the Agency and the Beneficiaries;
- to comply with all the provisions of the Grant Agreement between the Beneficiaries and the Agency;
- to provide the Coordinator with any information or document it may require and which are necessary for the administration of the project and reporting to the Agency.



- to define, together with the Coordinator, the roles, rights and obligations of both parties, including those relating to the allocation of intellectual property rights.

Article 5 - Financing

As stated in the **Grant Agreement project n. 101074094** (art. 5 and following):

- The grant is an action grant which takes the form of a budget-based mixed actual cost grant (i.e. a grant based on actual costs incurred, but which may also include other forms of funding, such as unit costs or contributions, flat-rate costs or contributions, lump sum costs or contributions or financing not linked to costs).
- The maximum grant amount is set out in the Data Sheet of the Grant Agreement and in the estimated budget (Annex 2).
- The funding rate for costs is 100% of the eligible costs for financial support to third parties and 90% of the eligible costs for the other cost categories. Contributions are not subject to any funding rate.
- The estimated budget for the action is set out in Annex 2. It contains the estimated eligible costs and contributions for the action, broken down by participant and budget category. Annex 2 also shows the types of costs and contributions (forms of funding) to be used for each budget category.

The total expenditure to be incurred by each Partners during the period covered by this Partnership Agreement is estimated at:

1. ENSIE Total Budget 36.021,18 EUR

EU Grant: 32.310,00 EUR

1st Instalment of EU grant	€ 9.693,00
2nd Instalment	€ 6.462,00
3rd Instalment	€ 6.462,00
Final Payment up to	€ 9.693,00

2. MUKA Total Budget 34.984,72 EUR

EU Grant: 32.400,00 EUR

Cofunding rate: 90% except for third parties support (100% covered)

1st Instalment	€ 9.720,00
2nd Instalment	€ 6.480,00
3rd Instalment	€ 6.480,00
Final Payment up to	€ 9.720,00

3. MANRA Total Budget 40.865,44 EUR

EU Grant: 37.700,00 EUR

Cofunding rate: 90% except for third parties support (100% covered)

1st Instalment	€ 11.310,00
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2nd Instalment	€ 7.540,00
3rd Instalment	€ 7.540,00
Final Payment up to	€ 11.310,00

4. PAREDES Total Budget € 25.414,64

EU Grant: 23.900,00 EUR

Cofunding rate: 90% except for third parties support (100% covered)

1st Instalment	€ 7.170,00
2nd Instalment	€ 4.780,00
3rd Instalment	€ 4.780,00
Final Payment up to	€ 7.170,00

5. ALCAMO Total Budget 31.137 EUR

EU Grant: 29.000,00 EUR

Cofunding rate: 90% except for third parties support (100% covered)

1st Instalment	€ 8.700,00
2nd Instalment	€ 5.800,00
3rd Instalment	€ 5.800,00
Final Payment up to	€ 8.700,00

Article 6 – Payments

The Coordinator undertakes to make payments under this Partnership Agreement to the Partner in line with the following schedule and payments forecast by the **Multilateral Partnership Agreement for Project No. 101074094**.

6.1. First pre-financing payment

The aim of the pre-financing is to provide the partners with a float. The pre-financing (corresponding to 30% of the maximum grant amount specified per partner in this Partnership Agreement and representing the 1ST tranche) remains the property of the EU until the payment of the balance.

By 30th November 2022, each partner must complete a progress report on the implementation of the Project, covering the reporting period from the beginning of the implementation of the Project 1st May 2022 to 31st October 2022. Partners have to deliver these reports by 30.11.2022 at latest.

6.2. Pre-financing payment after 1st Interim Report

By 30th November 2022, each partner must complete a progress report on the implementation of the Project, covering the reporting period from the beginning of the implementation of the Project 1st May 2022 to 31st October 2022. Partners have to deliver these reports by 30.11.2022 at latest.



The coordinator will pay to the partner within 60 days after the correct delivery of this report a payment corresponding to 20% of the maximum grant amount per partner specified in this Partnership Agreement and representing the 2nd tranche.

6.3. Pre-financing payment after 2nd Progress Report

By 30.05.2023 each partner must complete a progress report on the implementation of the Project, covering the reporting period from 01.11.2022 to 30.04.2023.

The coordinator will pay to the partner within 60 days after the correct delivery of this report a payment corresponding to 20% of the maximum grant amount per partner specified in this Partnership Agreement and representing the 3rd tranche.

By 30.11.2023 each partner must complete a progress report on the implementation of the Project, covering the reporting period from 01.05.2023 to 31.10.2023.

6.4. Final report and request for payment of the balance

Within 60 days after the end date of the Project (30.04.2024), the coordinator in close collaboration with all partners must complete a final report on the implementation of the Project and upload the final report (both narrative and financial) in the EC Platform. The report must contain the information needed to justify the contribution requested on the basis of actual cost declared and unit contributions where the grant takes the form of the reimbursement of unit contributions or the eligible costs actually incurred in accordance with the conditions set out in the **Grant Agreement of project N. 101074094 and Annexes**.

The final report is considered as the coordinator's request for payment of the balance of the grant.

Each partner must certify that the information provided in the request for payment of the balance is full, reliable and true. It must also certify that the costs incurred can be considered eligible in accordance with the Agreement and that the request for payment is substantiated by adequate supporting documents that can be produced in the context of the checks or audits.

The payment of the balance reimburses or covers the remaining part of the eligible costs incurred by the beneficiaries for the implementation of the project, in accordance with the grant rates provided in the Grant Agreement and Annexes.

The Funding Agency determines the amount due as the balance by deducting the total amount of pre-financing already made from the final amount of the grant determined.

If the total amount of earlier payments is greater than the final amount of the grant determined in accordance with the Grant Agreement and Annexes, the payment of the balance takes form of a recovery as provided for by Article 22 of the Grant Agreement.

If the total amount of earlier payments is lower than the final amount of the grant determined in accordance with the Grant Agreement and Annexes, the Agency will pay the balance within 60 calendar



days from when it receives the final reports and documents referred to in Chapter 4 Section III of the Grant Agreement.

Payment is subject to the approval of the request for payment of the balance and of the accompanying documents. Their approval does not imply recognition of the compliance, authenticity, completeness or correctness of their content.

The coordinator will pay to the partner within 60 days after the transfer of the final instalment from the Agency a payment corresponding to up to the maximum contribution indicated for that partner specified in the Partner Contract.

Article 7 – Bank Account

The Coordinator undertakes to make the payments to the Bank Account specified by each Partner:

1. European Network of Social Integration Enterprises (ENSIE)

Account Holder: ENSIE IVZW

Address of Account Holder: Rue du commerce 72 – 1040 Brussels

Contact Person: CATERINA GRIMALDI, Tel: +32 (0)2 20 15 337, E-mail: info@ensie.org

Name of Bank: BNP Paribas Fortis

Address of Bank: Montagne du Parc, 3 – B-1000 Bruxelles

IBAN-Code: BE 52 00 13 56 38 10 09

Swift Code/BIC-Code: GEBABEBB

2. Dimos Katerini (MUKA)

Account Holder: ΔΗΜΟΣ ΚΑΤΕΡΙΝΗΣ/BREED

Address of Account Holder: Dimarcheiou Sq, 60133, Katerini, Greece

Contact Person: Dimitrios Kosmas – Mail: kosmas@katerini.gr – Phone: 2350350419

Name of Bank: Alpha Bank

Address of Bank: 16is Oktovriou 6, 60133, Katerini, Greece

IBAN code: GR2901408400840002002022830

BIC/SWIFT: CRBAGRAA

3. Mancomunitat De La Ribera Alta (MANRA)

Account Holder: MANCOMUNITAT DE LA RIBERA ALTA

Address of Account Holder: C/TARONGER 116, 46600 ALZIRA (VALENCIA) SPAIN

Contact Person: GEMA MARCH Tel: 646951412, E-mail: gmarch@manra.org

Name of Bank: CAJAMAR

Address of Bank: PLAZA DEL REGNE 11, 46600 ALZIRA (VALENCIA) SPAIN

IBAN-Code: ES18 3058 7105 3827 3200 0025

Swift Code/BIC-Code: CCRIES2AXXX

4. Municipio de Paredes (PAREDES)

Account Holder: MUNICIPIO PAREDES

Address of Account Holder: Parque José Guilherme 4580-130 Paredes

Contact Person: Alexandra Teixeira Tel:00351967229177 E-mail: alexandra.teixeira@cm-paredes.pt

Name of Bank: Caixa Geral de Depósitos

Address of Bank: Largo Nuno Alvares 35, 4580-170 Paredes



IBAN-Code: PT50 0035 0585 00043604830 82

Swift Code/BIC-Code: CGDIPTPL

5. Comune di Alcamo (ALCAMO)

Account Holder: Comune di Alcamo

Address of Account Holder: Piazza Ciullo, 1 – Alcamo (TP) - 91011

Contact Person: Rimi Mariano, Tel: 0924 590 233, E-mail: mariano.rimi@comune.alcamo.tp.it

Name of Bank: Unicredit S.p.A.

Address of Bank: PIAZZA CIULLO 10, ALCAMO (TP) - 91011

IBAN-Code: IT31P0200881782000300683847

Swift Code/BIC-Code: UNCRITMMXXX

Article 8 – Reports and Use of IT Tools

The Partner shall provide the Coordinator with the necessary information and supporting documents for drawing up the deliverables and progress reports, the interim report and the final report according to the provisions of Grant Agreement no later than 15 days before the foreseen submission date to the Agency. All deliverables will be submitted in the EC platform, in line with roles and responsibilities defined per Work Package and Task set out in the Project Application. Deliverables and Reports should be delivered in the way indicated by the Coordinator on the requirements of the Grant Agreement signed, of COSME programme and Project Officer(s) assigned to the action.

Article 9 – Protection and Safety of participants

The partners must have in place effective procedures and arrangements to provide for the safety and protection of the participants in their project. The partners must ensure that insurance coverage is provided to participants involved in mobility activities abroad.

Article 10 – Additional provisions on use of the results (including intellectual and industrial property rights)

In addition to the provisions of Article 16 of the Grant Agreement, if the partnership produces educational materials under the scope of the project, such materials must be made available through the Internet, free of charge and under open licenses.

Article 11 – Additional provisions on subcontracting

In accordance with article 9.3 of the Grant Agreement, the partners must not subcontract any activities if not provided in from the budget category subcontracting. Any allocation of task to subcontractors must be approved by the Project Coordinator under request made to the Project Officer, and consequently requires a formal, prior request in advance.

Article 12 – Special provisions on the financial responsibilities for recoveries

The financial responsibility of each partner other than the coordinator is limited to the amount received by the partner concerned.



Article 13 – Additional provision on the visibility of union funding

In accordance to the rules set out in article 17 of the Grant Agreement, the partners must acknowledge the support received by the EU in all communication and promotional material. The guidelines for the beneficiaries and other third parties are available in the Grant Agreement and Annexes.

Article 14 – Parental/guardian consent

The partners must obtain the Parental/Guardian consent for participants of minor age prior to their participation in any mobility activity.

Article 15 – Support to participants

If, while implementing the project, the partners have to give support to participants, the partners must give such support in accordance with the conditions specified in Article 9 and Annexes of the Grant Agreement. Under those conditions, the following information must be stated at least:

- Costs for providing financial support to third parties (in the form of grants, prizes or similar forms of support; if any) are eligible, if and as declared eligible in the call conditions, if they fulfil the general eligibility conditions, are calculated on the basis of the costs actually incurred and the support is implemented in accordance with the conditions set out in Annex 1 of the Grant Agreement.
- These conditions must ensure objective and transparent selection procedures and include at least the following:
 - a. or grants (or similar):
 - i. the maximum amount of financial support for each third party ('recipient'); this amount may not exceed the amount set out in the Data Sheet (see Point 3) or otherwise agreed with the granting authority
 - ii. the criteria for calculating the exact amount of the financial support
 - iii. the different types of activity that qualify for financial support, on the basis of a closed list
 - iv. the persons or categories of persons that will be supported and
 - v. the criteria and procedures for giving financial support
 - b. for prizes (or similar):
 - i. the eligibility and award criteria
 - ii. the amount of the prize and
 - iii. the payment arrangements.

Article 16 – Monitoring and Control

The partner shall immediately give the coordinator any information that the latter may require concerning the implementation of the project as set out in this Partnership Agreement. The partner shall provide the coordinator with copies of any documents which enables him to check that the said project is being implemented or has been implemented. Each partner must keep recording and documents in accordance with the rules set out in the Grant Agreement and Annexes. In case of a financial and/or operational audit by the competent authorities, the partner shall cooperate with the coordinator, so that the latter has access to all the requested information.



Article 17 – Liability

Each contracting party shall exonerate the other contracting party from all civil liability arising from damages suffered by itself or its staff, resulting from the execution of this Partnership Agreement, insofar as these damages are not due to a serious or intentional error on the part of the other contracting party or its staff. The partner shall guarantee the Granting Authority, the coordinator and their staff against any action for compensation for damages occurring to third parties, including project staff, resulting from the execution of this Partnership Agreement, insofar as these damages are not due to a serious or intentional error on the part of the Granting Authority, the coordinator or their staff. No party shall be liable to another for indirect or consequential loss or damages, such as but not limited to loss of profit, loss of revenue or loss of contracts. The total liability of a party towards another party under this Partnership Agreement shall be limited under all circumstances to the liability stated in the applicable mandatory laws.

Article 18 – Termination of the Agreement

In the event of the non-performance by the partner of any of the undertakings arising from this Partnership Agreement and independently of the consequences provided for by applicable law, this Partnership Agreement may be legally terminated or annulled by the coordinator, without needing to proceed with any further legal formality, if an official demand sent to the partner by registered letter is not complied with within one month. The partner shall inform the coordinator immediately, providing him with all relevant information, of any event likely to prejudice the carrying out of this Partnership Agreement.

Article 19 – Jurisdiction clause

Where an amicable solution cannot be found, the Courts of Agrigento, Italy shall have sole jurisdiction in any dispute between the contracting parties in respect of this Partnership Agreement. The Law applicable to this Partnership Agreement shall be the Law of Italy.

Article 20 – Amendments and Additions to the Partnership Agreement

Any modifications to this Partnership Agreement may only be made by means of an additional clause signed for each party by the signatories of the present Partnership Agreement.

Article 21 – Copies

This agreement is made in two copies of equal legal force, one for each party.

Article 22 – Annexes

The following Annexes will be delivered with this Partnership Agreement and are part of it:

Annex I: An electronic copy of the Grant Agreement Nr. 101074094

Annex II: An electronic copy of the project proposal

Annex III: The approved project budget



Annex IV: An electronic copy of the Financial and contractual rules

Done at Agrigento, in two copies.

For the Coordinator ,

Fondazione Comunitaria di Agrigento e Trapani
Pietro Basiricò - President of the Foundation



Basirico'
Pietro
22.06.2022
14:51:41
GMT+00:00

For the Partner,

ENSIE

Corine van de Burgt - President of the Foundation President

Corine van de Burgt, president ENSIE (22 jun 2022 13:36 GMT+2)

MUKA

Stavros Christoforidis - Deputy Mayor

STAVROS CHRISTOFORIDIS
Deputy Mayor
16.06.2022 14:07

MANRA

TXEMA PELÀEZ PALAZÓN - President of the Mancomunitat Ribera Alta

TXEMA|PELAEZ|
PALAZON

Firmado digitalmente por
TXEMA|PELAEZ|PALAZON
Fecha: 2022.06.13
12:57:43 +02'00'

PAREDES

Alexandre Almeida - Presidente

JOSE
ALEXANDRE DA
SILVA ALMEIDA

Assinado de forma digital
por JOSE ALEXANDRE DA
SILVA ALMEIDA
Dados: 2022.06.15
18:32:26 +01'00'

ALCAMO

Domenico Surdi - Sindaco del Comune di Alcamo



DOMENICO
SURDI
17.06.2022
07:41:52 UTC



Co-funded by
the European Union

Project: 101074094 — BREED — SMP-COSME-2021-RESILIENCE

Management Plan

**PROJECT
BREED
Building community RESilience and sustainable Development through
social economy
Project Acronym: BREED
MANAGEMENT PLAN**

**COSME Programme
01074094 — BREED — SMP-COSME-2021-RESILIENCE**



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1. THE PROJECT

Start Date: 01/05/2022

End Date: 30/04/2024

SUMMARY

The project targets urban contexts in Italy (Alcamo), Spain (Alzira), Greece (Katerini), Belgium (Brussels) and Portugal (Paredes) that face similar social, economic and demographic challenges. In all target urban communities, the COVID-19 pandemic has triggered an unprecedented structural crisis that is ongoing through all productive sectors. According to EUROSTAT (Statistics Explained - Early estimates of income inequalities during the 2020 pandemic) at-risk-of-poverty rates are significant in Greece (27,5%), Spain (27%), Italy (26%) and Portugal (20%). The rate of children at risk of poverty or social exclusion in 2020 in Spain is 31.8%, Greece 31.5%, Italy 29,3%, Portugal 26%. The COVID-19 pandemic has contributed to the increase of already-existing economic and social challenges in all regions and urban communities involved: economic recession and market downturns, growing social inequalities and marginalization (including a high number of refugees and migrants living in precarious conditions and not integrated in the labour market), high rates of youth unemployment (Spain had in 2020 the highest youth unemployment rate in Europe at 39%, with Greece having the second-highest youth unemployment rate at 34%, Italy at 30%, Portugal at 23,4%), including, demographic trends related to massive emigration of young people, depopulation and ageing. The pandemic has exacerbated pre-existing inequalities, having a strong asymmetric socio-economic impact that is likely to be worse for discriminated or vulnerable groups, such as the homeless, the elderly, people with disabilities, migrants and refugees, Roma people, victims of violence, women, youth, children and those working in the informal economy. In Spain, national reports estimates that since the outbreak of the pandemic, about half the population has some difficulty making ends meet, and poverty is persistently higher for children, migrants, and Roma populations. In Portugal, a study published by PROSPER (Católica-Lisbon's Center of Economics for Prosperity) in June 2021 estimates that the pandemic led to a 25% increase in poverty and a 9% increase in inequality (seen by comparing the scenarios with and without the crisis). Based on a study conducted by the University of Aegean in 2020, in Greece the impact of the pandemic has increased social poverty (56.4%), health degradation (26.7%) and social exclusion (11.8%). In Italy, specifically in Sicily (target area), NEETs & unemployment rates are among first in EU and lack of job opportunities & future vision is forcing more and more people to leave the area. Sicily is among last EU regions in terms of socioeconomic development. As shown by the OECD (The territorial impact of COVID-19: Managing the crisis across levels of government, 2020), unemployment and inequalities are expected to increase as a fallout of the pandemic. Urban areas have already seen a significant rise in the number of people seeking food aid and basic health and material assistance. Social inequalities and marginalization are also deepening, with deprived urban areas being the most severely affected and requiring specific measures tailored to new emerging and multidimensional health, social and economic needs. The pandemic has paralysed all economic sectors, putting also the social ecosystems under unprecedented pressure. The target urban communities include a variety of small and micro social businesses and organisations that have demonstrated a remarkable ability to contribute to face to a wide spectrum of social community challenges during the Covid pandemic. Many social economy organisations have showed resilience and flexibility to transform their activities to respond to pressing societal challenges and to the urgent needs of their target groups.

However, at the same time, many social organisations have been affected by the crisis facing operational challenges, lack of financial resources, fragmentation, limited entrepreneurial, managerial and digital skills, including limited public/private cooperation and effective support mechanisms. A relevant number of small and micro social businesses and associations had to suspend their activities, thus generating severe social repercussions. Local authorities are unable to contrast such impoverishment trends due to low-skilled staff, limited public/private cooperation, low digitalisations, including weak infrastructures in the community and local regulatory frameworks / policies that often fail to boost the potential of social economy. COVID-19 has exacerbated existing problems but also opened new possibilities which could not have existed before, accelerating the need to rethink and develop new forms of governance and interaction among the public sector, civil society organizations, social enterprises and citizens. Local administrations and social enterprises are at



the frontline of the changes affecting the civil society. On the one hand, local administrations require a high degree of preparation and expertise to implement social strategies that can be accessible to anyone. On the other hand, social enterprises, by promoting sustainable practices in their daily activities, need to cooperate with local authorities to ensure joint strategies and boost recovery in the target communities (Social economy and the COVID-19 crisis: current and future roles”, OECD, 2020). In this frame, local authorities and social economy organizations should be actively and reciprocally engaged in building community ecosystems, with an increasing number of social, economic, cultural and civic stakeholders becoming involved and associated to boost social impact and drive a sustainable, green and digital recovery in the target communities.

GENERAL OBJECTIVE

To increase the capacity of local communities to foster social change and sustainable development through social economy.

SPECIFIC OBJECTIVES

1. To strengthen the capacity and resilience of local public administrations, social organizations and civil society to boost innovative community development models based on social economy.

EXPECTED RESULTS

The project's expected, in line with the project's objectives, are:

1. Fostered transnational cooperation, exchange of good practices and synergies between local public administrations, social economy organizations and civil society in the field of social economy to mitigate health, social and economic consequences of the COVID-19 pandemic in the target communities.
2. Increased capacity of local public administrations, social economy SMEs and civil society to face current community challenges and overcome them through innovative community development models based on social economy, public-private governance and multistakeholders' engagement.
3. Increased social innovation, quality & provision of action plans and community-based social services addressing community health, social and economic challenges in the target areas.

EXPECTED OUTPUTS

1. Mapping of social community challenges, needs and characteristics of the social eco-system in the target communities in Italy, Spain, Portugal and Greece.
2. Transnational and inter-regional peer-learning: N.5 social economy missions (study visits) in each target community involved, bringing together local administrations accompanied by regional and local social economy stakeholders (social enterprises, cooperatives, associations, SMEs, etc.) from all participating countries. The transnational study visits will inspire and contribute to the elaboration of local action plans to improve business environment and supporting sustainable business models based on social economy.
3. Development of innovative community social action plans with the cooperation of local authorities, social economy stakeholders (public & private sector) and existing social networks in each target area (in Italy, Spain, Portugal, Greece) for supporting the local communities in the pandemic environment. Through public-private governance & multi-stakeholders' engagement, the action plans should establish a strong cooperation among public administrations, social, cultural, environmental cooperatives and SMEs, social economy stakeholders and local communities. Each local community involved in the project will develop its own local plan, fitting to specific local realities & challenges to overcome. The plans will be an instrument for local administrations, social businesses & stakeholders to set up common vision, objectives, strategies & support measures to enable local social economy ecosystems to foster a more resilient, inclusive green & sustainable development in the target communities.
4. Based on & experiences built during the project, resulting from the transnational social missions and the development of local social action plans, the consortium will formulate at the end of the project key recommendations to be scaled-up in other regions and local communities across Europe, including guidelines on how to develop a “generative” community social action plan & highlighting community



best practices and multi-stakeholder development models in response to the current societal, economic & environmental challenges. Multiplier events for the promotion of the project results will be organised in every partner country, by involving local stakeholders (among those involved in the action implementation).

TARGET GROUPS

- TG1: Representatives and managers from social cooperatives, social SMEs, NGOs, not for profit associations, other social economy stakeholders from both public and private sector that are engaged in social inclusion, education, culture, arts, sports & community development in general.
- TG2: Policy makers and managers from local public administrations that are engaged in the social economy and community development in general.

TRANSNATIONALITY

The project addresses needs & challenges that are shared across the target areas involved. The project contributes to the commitment to implement the European Pillar of Social Rights and the announced European Action Plan for the Social Economy, by engaging local authorities, social partners and other relevant community actors, in a collective endeavour to accelerate the implementation of the Social Pillar principles. It contributes also to the implementation of the EU Industrial Strategy (the 14 key industrial ecosystem “Proximity, social economy and civil security”), the EU Action Plan on Integration and Inclusion 2021-2027, the Recovery Plan – Next Generation EU and the Agenda 2030 for Sustainable Development. The project builds on the community-led practices of the partner organizations involved over the last years and contributes to strengthen the capacity of local public governments, social economy actors and the civil society to co-develop and lead local community change strategies based on social economy and innovation. Specifically, the project is complementary with several interventions and activities carried out by all partner organizations at both local/regional and EU level.

INDICATORS

- Number of local administrations & private social organizations committed in the partnership: 6
- Number of transnational social missions engaging public and private actors on peer learning and dialogue: 5
- Number of public and private actors who are engaged in the transnational social missions and have increased their capacity to develop sustainable business models based on social economy: 125 (25 per transnational social mission), including N.60 policy makers and managers from local public administrations and N.65 representatives and managers from social cooperatives, social SMEs, other social economy stakeholders from the private sector.
- Number of new grassroots community social actions plans: 4 (1 in each community context)
- Number of partnership social business actors established in the community social actions plans: 80 (20 in each community context)
- Number of key recommendations that could be replicable in other regions and local communities across Europe: 1
- Number of local citizens and people consulted and reached by the communication and awareness raising activities: 400

PARTNERSHIP

- FONDAZIONE COMUNITARIA DI AGRIGENTO E TRAPANI – Italy;
- EUROPEAN NETWORK OF SOCIAL INTEGRATION ENTERPRISES (ENSIE) – Belgium;
- DIMOS KATERINIS (MUKA) – Greece;
- MANCOMUNIDAD DE LA RIBERA ALTA (MANRA) – Spain;
- MUNICIPIO DE PAREDES (PAREDES) – Portugal;
- COMUNE DI ALCAMO (ALCAMO) – Italy



2. PROJECT MANAGEMENT

The project management aims to achieve successful and coherent implementation of the project.

The objectives of the project management are:

- 1) to manage project administration and finances;
- 2) to develop and monitor the progress of each step within the action plan (content and timing);
- 3) to establish and run a cohesive and proactive partnership;
- 4) to find solutions to problems that may arise.

Milestones / Approaches:

- Drafting and conclusion of partner agreement. The terms of collaboration in the project will be laid out in a partnership agreement. It will be drafted by the coordinator, discussed and agreed upon at the kick-off meeting;
- Monitoring of project's progress - Each activity has a leader selected according to their expertise.

The achievements of each outcome will be monitored by the leader in cooperation with the project coordinator on the basis of the action plan developed at the kickoff meeting.

- Organisational and administrative work;
- Financial and operational reporting to Commission (mid-term + final reports);
- Organising 4 Transnational Staff Meetings and online meetings.

The project meetings:

- Kick off meeting in Italy;
- 2 transnational work meetings in Belgium and Spain;
- Final meeting in Greece.

2.1. Decision Making

The decision-making structure of the project is a hierarchical one. There are two committees:

- I. Steering Committee (SC), in charge of the general project leadership; this committee is in charge for taking decisions and trying to resolve conflicts; it is also in charge of managing the internal project monitoring. It includes the Project Coordinator (PC) in charge of project management, internal communication, transnational coordination and implementation of the work plan; the financial coordinator (FC) in charge of the financial, procurement and budgeting aspects; n.1 Cooperation Leader (CL); and 1 project coordinator and 1 financial coordinator (Local Project Leader - LL) per each partner organization involved. Under the general coordination of the Project Coordinator, the SC is responsible for the coordination and monitoring of the project's activities progress in line with the work plan, budget progress and quality standards
- II. The Social Research Committee will be in charge of the development of the capacity building and peer learning program, the social community action plans and the final recommendations, including N.5 Researchers (N.1 for each local context involved).
- III. Quality Assurance Committee will be composed by N.1 Internal Evaluator in cooperation with the steering committee members.



2.1.1. ROLES

STEERING COMMITTEE

The primary function of the Steering Committee is to take responsibility for the implementation and the achievement of outcomes of the project. The Steering Committee will monitor and review the project status, as well as provide oversight of the project deliverable rollout. The Steering Committee provides a stabilizing influence so organizational concepts and directions are established and maintained with a visionary view. Under the general coordination of FONDAZIONE, all decisions will be discussed and taken within this steering committee.

The Steering Committee serves as the management and control body within the project and is primarily responsible for ensuring the fulfillment of the following tasks:

- Monitoring and validation of project contents: This includes verifying that the project implementation is in line with activities and outputs defined in the approved Application Form. Furthermore, it means validating the quality of main project outputs and the progress towards achieving set objectives;
- Monitoring of project finances: This includes monitoring the project budget, budget flexibility and project spending;
- Review of the management performance and of the quality of progress reporting towards the programme bodies;
- If applicable, decisions on required project modifications (e.g. content, partnership, budget, duration) to be requested for approval to the programme bodies. If a partner jeopardizes the implementation of the project, the Steering Committee can decide to exclude the partner in question from the project. In this case, it will be necessary to address a request for change to the Programme Authorities;
- Working groups, task forces and advisory groups may be established to coordinate the day-to-day running of activities, to fulfill specific tasks, etc. Adequate representation of involved partners must be observed in establishing decision-making and coordination mechanisms.

THE MAIN LEADERS IN THE STEERING COMMITTEE

- PL is in charge of the general coordination of project activities. He is responsible of the correct implementation of all planned activities.
- LL is responsible for the correct implementation of the project activities at local level.
- CL is exclusively in charge of assuring the cooperation. He isn't troubled by any technical or organizational task and is totally devoted to maintain contacts with the project partners and to address any kind of cooperation problem. He has to analyze in-depth territorial features and cultural issues and quickly detect potential critical items. He is involved when a contrast risks to put a halt to a project activity.
- FC is in charge of the financial, procurement and budgeting aspects; FC supervises the compliance of allocation of financial resources with the planned budget, facing any related troubles; FC assesses financial problems talking with the other leaders, devises solutions with them and drives the project change process up to the final decision made by the Steering Committee.

MANAGEMENT METHODOLOGY

The basic methodology of the project implies the setting up of a collaborative professional environment to enable the partners to develop their own work through constantly mirroring the other partners' activities that will be reaching the same goals through the same tasks in their own context.

This means that communication among the partners, exchange of news, activity reporting, reflection notes, information on stakeholders' viewpoints and creative solutions will provide the right qualitative structure for the project to successfully reach its envisaged outcomes.



General rules

Every step of the project will be discussed among the partners and decisions taken collegiately. Where consensus would be not reached, the majority will decide.

The Activity leaders, according to their main expertise, will produce an Action Plan for the implementation of the Activity they lead. According to the agreed action plan, the partners will perform specific tasks in a determined time framework. They will connect to each other through the common platform to exchange messages, news and any kind of files they need to share.

Four partnership meetings are planned strategically according to the needs of the work and time plan. These are excellent opportunities for the partners to work together on review of project implementation, project management, monitoring and evaluation as well as to give impulse to the realization of the outputs, to the dissemination and to the exploitation plans. They are also useful to create team spirit.

The lead partners of specific outputs will supervise the collective work, according to the agreed action plan, until completion and evaluation.

Each phase and major areas of the project will be monitored and evaluated (see application below) and corrective measures taken if necessary.

Involvement of stakeholders

Stakeholders will be involved since early stages of the project. Experts on social entrepreneurship and people working with the adults/unemployed people will be invited to take part in the project activities, especially to clarify the needs and discuss on the tools they would use in their daily work to improve local social economy models and public-private cooperation in this field. Their feedbacks will be taken into consideration when preparing the project outcomes (in particular local Social Economy Action Plans and Recommendations).

Milestones.

- Selection and proper involvement of participants;
- Preparation of Social Economy Missions' contents and activities;
- Collection of best practices
- Collection of insights on local needs, challenges and potentialities

Financial management

The coordinator will provide financial templates for the partners to fill every six months, as well as a booklet with financial rules. The coordinator will review templates filled by partners and will check that the project accountancy follows Erasmus+ regulations, according to the approved budget.

The dissemination, including the design and the development of the project webpages on partners' websites and of the project pages on agreed social medias, and the monitoring/evaluation activities will start at the beginning of the project and will end at the end of the project.

2.2. Internal Communication

The communication and cooperation between the project partners will be managed by FONDAZIONE that, as Project Coordinator, is leader of project management activity.

Main Internal Communication Tools

- **Skype:** online meetings via Skype will take place every 2 months;
- **Email:** a regular email correspondence will also contribute to the timely and effective implementation of the project activities;
- **Shared platform:** in order to ensure a transparent and well-structured project documentation, a shared platform (G-Drive common folder) will be created for uploading and storing all internal documentation. This will prevent loss of documents and will make it easier and quicker for partners to access certain documents.

As a general rule, all documents, reports, financial and other information will be provided to the project



partners during the transnational partner meetings, but will be also made available electronically (Skype, email, GDrive).

Minutes will be prepared after every transnational partner meeting summarizing the main decisions, agreed tasks and responsibilities.

Furthermore, each partner will appoint one member of the project team to be in charge of dissemination.

In connection with a certain activity, each activity will have its leader, who will be in charge of managing its implementation on the level of the whole consortium. In order to ensure a successful implementation of a given activity, a three-level communication will be applied: Project coordinator – Activity leader – Project Partners. The Activity leader stands in the middle, receiving the information from the Project coordinator and transmitting it towards the Project Partners, and the other way round.

TRANSNATIONAL PROJECT MEETINGS (to be defined and approved)

A total number of 4 partner meetings are planned, 1 kick-off meeting, 2 work meetings and a final meeting summarizing project main outputs and results to be valorised during the last months of the project.

Transnational Project Meeting	Venue	Partner responsible	Date	Duration
Kick-off meeting	Italy	FONDAZIONE	Jul. 2022	2 days
Second meeting	Belgium	ENSIE	Nov. 2022	2 days
Third meeting	Spain	MANRA	May 2023	2 days
Final meeting	Greece	MUKA	Jan. 2024	2 days

In between the transnational partner meetings, all partners PM will meet on a regular basis via Skype conference calls, in order to ensure smooth and professional implementation of the aligned tasks. Skype meetings are foreseen to be held on regular basis (indicatively once every 2 months).

2.3. Budget Control and Time Management

The Coordinator will be mainly responsible to check for the adherence to budget and time table.

At the kick-off meeting the project coordinator will provide a clear time frame for each activity and the necessary management tools: project work-programme, Gantt charts and templates; the templates will be used for internal descriptive and financial reporting by the partners.

In order to ensure the budget control and time management, the following measure will be taken:

- at the first meeting the consortium will discuss and agree on Management Plan and tools;
- each meeting will include a set time for discussion on project management which includes the status quo of the work plan, time table and budget; if necessary adjustments are made;
- each meeting will be documented by minutes;
- discussions are lead via on-line tools to ensure the visibility and accessibility of the discussions at a later time in the project;
- communication will be constant in the project - milestone are the meetings (face-to-face but also Skype) ;
- each partner will report their expenses to the coordinator on a regular basis, every 6 months, according to the timetable provided in the Partnership Agreement.



2.4. Monitoring and Evaluation of the project progress, quality and achievements

The project will be evaluated internally within the project cycle. An Evaluation Committee will be established including n.1 external coordinator and n.1 local evaluation coordinator from each partner. An evaluation strategy plan & instruments will be developed & implemented to evaluate the social impact of the project.

QUALITATIVE AND QUANTITATIVE INDICATORS

There will be both qualitative and quantitative indicators used for measuring the quality of project's results. These are the following:

ACTIVITIES	QUANTITATIVE INDICATORS	QUALITATIVE INDICATORS
1. PROJECT MANAGEMENT	<ul style="list-style-type: none"> - Project meetings, both transnational partner meetings and online meetings - min. 9; - Participants at transnational partner meetings - min. 5; - Tasks distributed / partner at each meeting - min. 5. 	<ul style="list-style-type: none"> - Above 75% positive feedback received on effectiveness of project meetings provided by partners through internal survey following each project meeting; - Above 75% positive feedback on project management and coordination, provided by the project partners through internal survey in the middle (M12) and at the end of the project (M24); - Positive assessment of the interim and final report by the Funding Agency.
1. QUALITY MANAGEMENT	<ul style="list-style-type: none"> -Internal evaluation surveys carried out during the lifetime of the project - min. 2; - Recommendations for project improvement, received from the internal evaluator during the interim and final external evaluation sessions - max 2. 	<ul style="list-style-type: none"> -Above 75% positive evaluation of project results from internal evaluator in semi-annual and final quality management reports.
2. WP 2 - Identification, transnational peer learning and capacity building on community practices based on social economy	<ul style="list-style-type: none"> ✓ D2.1 Achieved (reference contexts analysis) ✓ Involvement of 16 beneficiaries per target area to send to Transnational Social Missions ✓ Implementation of n. 5 Social Transnational Missions ✓ D2.2 achieved (Report on the Transnational social missions implemented in Italy, Portugal, Greece, Spain and Brussels, including beneficiaries' selection processes implemented in each Member State) ✓ D2.3 achieved: N. 1 Compendium of guidelines for the development of the social action plans 	<ul style="list-style-type: none"> -The project progress and development in line with the work plan; -Achievement of comprehensive results and objectives; - Satisfaction by partners involved with project management and financial handling; - Learning outcomes of target groups - Satisfaction of target groups in relation to Social Missions contents and outputs



<p>3. WP 3 – Development of social economy local action plans with the cooperation of social economy actors and stakeholders (public and private) in all target local communities</p>	<ul style="list-style-type: none"> ✓ Implementation of at least 1 info day/workshop per target area dedicated to the development of Social Action Plan ✓ D3.1 achieved (report on the local activities implemented with target groups to foster the development of Social Action Plan) ✓ N. 4 local Social Action Plan developed ✓ N. 25 stakeholders involved per target area ✓ D3.2 achieved (Copy of local thematic social economy action plans elaborated under BREED project including information about their dissemination amongst relevant stakeholders) 	<ul style="list-style-type: none"> -The project progress and development in line with the work plan; -Achievement of comprehensive results and objectives; - Quality of the final outputs in line with needs of target groups; - Learning outcomes of target groups; - Innovation (new social economy and public-private partnership model/practices introduced into the communities involved); - Satisfaction by partners involved with project management and financial handling; - Satisfaction by target users and local stakeholders in relation to final outputs.
<p>4. WP 4 – Formulation of shared recommendations to be scaled up in other regions and local communities in Europe</p>	<ul style="list-style-type: none"> ✓ D4.1 achieved (Final recommendations on the development of community social action plans & promotion of social economy in small & medium-sized EU communities) 	<ul style="list-style-type: none"> -The project progress and development in line with the work plan; -Achievement of comprehensive results and objectives; - Quality of the final outputs in line with needs of target groups; - Learning outcomes of target groups; - Innovation (new social economy and public-private partnership model/practices introduced into the communities involved); - Satisfaction by partners involved with project management and financial handling; - Satisfaction by target users and local stakeholders in relation to final outputs.
<p>5. WP5 Communication, dissemination and exploitation</p>	<ul style="list-style-type: none"> • Dissemination channels used during the life-time of the project - min 7 • Publications about the project in printed and web-based media - min 12; • People attending dissemination events in partner countries - min. 120; • Visits to project webpages by the end of the project - min. 600; • Exchanged links with related projects by the end of the project - min 2; • N. of local public administrations 	<ul style="list-style-type: none"> - Above 70% of positive feedback on the developed project outputs, provided to event participants; - Above 70% of positive feedback about the project, provided by the participants of project events:



	<p>reached by the dissemination activities by the end of the project: 18;</p> <ul style="list-style-type: none"> • N. private social organizations reached by the dissemination activities by the end of the project: 200 • Participants of national multiplier events - min: 100 (50 per target area); • N. of stakeholders reached through online dissemination tools: min. 300 	
THE INDICATORS FOR ACHIEVING THE PROJECT'S OBJECTIVES ARE:		
<ul style="list-style-type: none"> - N. of local administrations & private social organizations committed in the partnership: 6 - N. of transnational social missions engaging public and private actors on peer learning and dialogue: 5 - N. of public and private actors who are engaged in the transnational social missions and have increased their capacity to develop sustainable business models based on social economy: 125 (25 per transnational social mission), including N.60 policy makers and managers from local public administrations and N.65 representatives and managers from social cooperatives, social SMEs, other social economy stakeholders from the private sector. - N. of new grassroots community social actions plans: 4 (1 in each community context) - N. of partnership social business actors established in the community social actions plans: 80 (20 in each community context) - N. of key recommendations that could be replicable in other regions and local communities across Europe: 1 - N. of local citizens and people consulted and reached by the communication and awareness raising activities: 400 		

2.5. Identification of risks and risk management plan

The monitoring of the project implementation is ensured by the project Steering Committee,

ACTIVITIES	RISKS	SOLUTIONS
Project Management	Lack of communication among partners	1. Set-up of different communications tools & lead partner reports to coordinator if there are some delays in reply, not prompt collaboration & communication. 2. The continuous internal communication and cooperation among the SC members will ensure that possible emerging criticalities & risks linked with the project implementation can be promptly faced and solved. 3. The internal evaluator will support the project coordinator and the steering committee - to monitor and evaluate the progress, quality, coherence & relevance of the project.
	Non-compliance with the time schedule	1. Appointment of experienced project managers to control schedule of activities. 2. Monitoring and reporting of milestones during monthly steering group meetings. 3. Significant delays to be raised immediately by partners at the earliest stage and any required amendments to be proposed and approved by the consortium and the COSME agency, if necessary.
	Excessive expenditure	Financial rules, templates and financial reporting system explained during kick off, 4 financial reporting periods (3 mid-term before the final one) & all reported costs must have supporting documents & before submission to Funding



		Agency will be approved by Financial Manager.
Technical Risks	Lack of engagement of target groups	1. Project information leaflet & target groups / stakeholder engagement plan to be initiated by month 3, specifically targeting target groups at the local/regional level in each project country. 2. Mobilization & engagement of local/regional key actors.
	Gender equality	1. The project will adopt a gender-sensitive approach at all stages of planning, implementation, monitoring and evaluation, drawing on the expertise of all partner organizations involved that have previously managed local actions and advocacy initiatives on human rights and gender. A transversal gender perspective will be taken into consideration taking a gender perspective into the whole project implementation and ensuring gender balance and equality between women and men as an integral element
	Privacy and personal data protection	1. Project Consortium will uphold highest standards of data security in respect of all target groups with whom they come into contact, in strict compliance with relevant national and European law.
	Covid pandemic restrictions	1. On-line implementation of activities, staff meetings, social missions, other events, including prompt rescheduling of the work plan and the budget progress in line with guidelines and confirmations by the EU Project Officer.
External and Uncontrollable Events	Force majeure in one of partners' countries	In the case such an event in one of partners' countries should occur, prompt decisions will be taken by the Steering Committee. In special circumstances the EU Project Officer will be consulted

3. PROJECT ACTIVITIES

The project is made up of the following activities:

WP number	Activity title	Coordinator
WP1	Project management and coordination	FCAT
WP2	Identification, transnational peer learning and capacity building on community practices based on social economy	ENSIE
WP3	Development of community social economy local action plans	FCAT
WP4	Formulation of shared recommendations	MANRA
WP5	Communication, dissemination and exploitation	MUKA



3.1. WP1 - Project management and coordination

Leading Organisation	FONDAZIONE
Participating Organisations	ALL
Objectives	<ol style="list-style-type: none"> 1. To ensure the effective and synchronous implementation, coordination and monitoring of the project to achieve its expected outcomes and objectives. 2. To ensure financial coordination, administration and monitoring of the project's budget. 3. To ensure quality, efficacy, efficiency, relevance and sustainability of the project outputs.
Timing	M1 to M24
Description	<p>This activity is related to leading, administering, coordinating and controlling the project activities and partners in order to reach the aims and objectives within the frames of the founding of the project.</p> <p>The Management is both at activities and administrative/financial level.</p> <p>The objectives of the project management are:</p> <ol style="list-style-type: none"> 1) to manage project administration and finances; 2) to develop and monitor the progress of each step within the action plan (content and timing); 3) to establish and run a cohesive and proactive partnership; 4) to find solutions to problems that may arise. <p>Specific tasks are:</p> <ol style="list-style-type: none"> 1.1 Partners Agreements 1.2 Creation of a Project Management 1.3 Set-up of a Project Steering Committee 1.4 Work plan monitoring and reporting 1.5 Administrative and financial management (Mid-term and final reports) 1.6 Internal communication 1.7 Transnational project staff meetings 1.8 Risk Management 1.9 Evaluation 1.10 Communication with the funding agency

List of deliverables

Deliv. N.	Deliverable Name	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D1.1	Consortium Agreement and PM Plan (including Set-up of Project Steering Committee and internal communication plan & tools)	FCAT	R — Document, report	SEN — Sensitive	M2 30/6/2022
D1.2	Minutes of transnational project meetings in Italy, Belgium, Spain and Greece	FCAT	R — Document, report	SEN — Sensitive	M22 29/02/2024
D1.3	Report on the impacts achieved by the project based on reference context analysis and info on indicators mentioned under “Expected impacts” section of BREED project proposal	FCAT	R — Document, report	SEN — Sensitive	M24 30/04/2024



3.2. WP2 - Identification, transnational peer learning and capacity building on community practices based on social economy

Leading Organisation	ENSIE
Participating Organisations	ALL
Objectives	To foster transnational peer learning, exchange of good practices and cooperation between local governments and social economy stakeholders (public and private) from each target community to work together on common challenges, share community practices on social economy & innovative social business models.
Timing	M2 to M14
Description	<p>This activity is dedicated to the reference context analysis and to the organization of 5 Transnational Social Missions, aiming to foster cooperation and exchange of best practices between public and private social economy stakeholders established in the target areas</p> <p>Specific tasks are:</p> <ul style="list-style-type: none"> 2.1 Data collection & analysis for preliminary reference contexts analysis 2.2 Transnational and cross-city peer learning & capacity building development programme: organization of n.5 social economy missions in each target community involved 2.3 Selection, engagement and pre-departure preparation of private and public target users in all participating countries 2.4 The transnational social mission in Italy 2.5 The transnational social mission in Portugal 2.6 The transnational social mission in Greece 2.7 The transnational social mission in Spain 2.8 The transnational social mission in Brussels 2.9 Compendium of guidelines for the development of the social action plans

List of deliverables

Deliv. N.	Deliverable Name	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D2.1	Data collection & analysis for preliminary reference contexts analysis	ENSIE	R — Document, report	SEN — Sensitive	M6 31 Oct 2022
D2.2	Report on the Transnational social missions implemented in Italy, Portugal, Greece, Spain and Brussels, including beneficiaries' selection processes implemented in each Member State	ENSIE	R — Document, report	SEN — Sensitive	M12 30 Apr. 2023
D2.3	Compendium of guidelines for the development of the social action plans	ENSIE	R — Document, report	PU — Public	M14 30 Jun 2023



3.3. WP3 Development of social economy local action plans with the cooperation of social economy actors and stakeholders (public and private) in all target local communities

Leading Organisation	FCAT
Participating Organisations	ALL
Objectives	1. To develop community social action plans through public-private governance and multi-stakeholders' engagement. 2. To establish a strong cooperation among public administrations, social, cultural, environmental cooperatives, SMEs & stakeholders in each target local community
Timing	M10 to M19
Description	This activity is dedicated to the development of 4 social economy local action plans (1 per target area), setting up the basis for social economy stakeholders' cooperation on stable basis. Specific tasks are: 3.1 Community engagement and local workshops 3.2 Establishment of community agreements 3.3 Community social action plans

List of deliverables

Deliv. N.	Deliverable Name	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D3.1	Report on community involvement activities and establishment of community agreements in the frame of the social economy action plans between the public authorities and social economy stakeholders in each target community (IT, ES, PT & EL)	FCAT	R — Document, report	SEN — Sensitive	M15 31 Jul 2023
D3.2	Copy of local thematic social economy action plans elaborated under BREED project including information about their dissemination amongst relevant stakeholders	FCAT	R — Document, report	SEN — Sensitive	M19 30 Nov. 2023



3.4. WP4 Formulation of shared recommendations to be scaled up in other regions and local communities in Europe

Leading Organisation	MANRA
Participating Organisations	ALL
Objectives	To share recommendations on the development of community social action plans and the promotion of the role of a “generative” social economy to be scaled-up in other small and medium-sized communities in Europe.
Timing	M14 to M22
Description	<p>This activity is dedicated to the development of guidelines and recommendations related to the development of social action plans based on project outcomes to be spread at EU level.</p> <p>Specific tasks are:</p> <p>4.1 Development of Final recommendations on the development of community social action plans & promotion of social economy in small & medium-sized EU communities</p>

List of deliverables

Deliv. N.	Deliverable Name	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D4.1	Final recommendations on the development of community social action plans & promotion of social economy in small & medium-sized EU communities	MANRA	R — Document, report	PU — Public	M22 29 Feb 2024

3.5. WP5 Communication, dissemination and exploitation

Leading Organisation	MUKA
Participating Organisations	ALL
Objectives	<ol style="list-style-type: none"> 1. To raise awareness about the project and its opportunities at both local and EU level. 2. To inform and engage target groups, duty bearers, stakeholders, policy makers and a wider educational community at both local and EU level 3. To disseminate the final outputs and results at both local and EU level
Timing	M1 to M24
Description	<p>This activity is dedicated to the management of communication and dissemination activities, aiming to raise awareness about the project, to involve beneficiaries and stakeholders and to promote the replication and cross fertilization of project outputs.</p> <p>Specific tasks are:</p> <p>5.1 Communication & Dissemination Plan and annexes development</p> <p>5.2 Visual identity & informative materials</p> <p>5.3 Stakeholder engagement plan</p> <p>5.4 Social media strategy</p> <p>5.5 Project description & articles in partner website</p>



	5.6 Newsletters 5.7 Press release 5.8 Multiplier conferences 5.9 Dissemination report 5.10 The exploitation plan
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List of deliverables

Deliv. N.	Deliverable Name	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D5.1	Communication & Dissemination Plan and annexes	MUKA	R — Document, report	SEN-Sensitive	M3 31 Jul. 2022
D5.2	The project platform	MUKA	DEC	PU — Public	M9 31 Jan. 2023
D5.3	Report on Communication & Dissemination activities, including exploitation plan for project results further development	MUKA	R — Document, report	SEN-Sensitive	M24 30 Apr. 2024



4. TABLE PROJECT DELIVERABLES



WP N.	Deliverable Related No	Del. N.	Deliverable Name	Description	Lead Partner	Type	Dissemination Level	Due Date
WP1	D1.1	D1	Consortium Agreement and PM Plan (including Set-up of Project Steering Committee and internal communication plan & tools)	<p>D1.1 Consortium Agreement and PM Plan (including Set-up of Project Steering Committee and internal communication plan & tools) - (FCAT in cooperation with all partners). The report deals with the set up of the project processes & tools necessary for an effective and efficient project implementation. It will contain:</p> <p>1. Partners' Agreement Type - Document signed by parts in original, - Format (printed), language (English), approximate number of pages (15), target groups - project consortium</p> <p>2. Report on the set up of Project steering committee Type - Document, Format (electronic), language (English), approximate number of pages (5), target groups - project consortium</p> <p>3. PM Plan, including internal communication plan and set of communication tools Type - Document, Format (electronic), language (English), approximate number of pages (30), target groups - project consortium</p> <p>4. Risk management plan Type - Document, Format (electronic), language (English), approximate number of pages (20), target groups - project consortium</p>	FCAT	R	SEN	31 May 2022



WP1	D1.2	D2	Minutes of transnational project meetings in Italy, Belgium, Spain and Greece	<p>D1.2 Minutes of transnational project meetings in Italy, Belgium, Spain and Greece (FCAT in cooperation with all partners)</p> <p>Type - Document, Format (electronic), language (English), approximate number of pages (20), target groups - project consortium</p> <p>The report will collect all the minutes of transnational project meetings implemented by partners including: Invitation & agenda, signed presence list, target group (project coordinators), number of estimated participants (6 – n.1 project coordinator per partner), duration of the event, report of the event, presentations, evaluation report & feedback.</p>	FCAT	R	SEN	29 Feb 2024
WP1	D1.3	D3	Report on the impacts achieved by the project based on reference context analysis and info on indicators mentioned under "Expected impacts" section of BREED project proposal	<p>D1.3 Report on the impacts achieved by the project based on reference context analysis and info on indicators mentioned under "Expected impacts" section of BREED project proposal - (FCAT in cooperation with all partners)</p> <p>Type - Document, Format (electronic), language (English), approximate number of pages (20), target groups - project consortium</p>	FCAT	R	SEN	30 Apr 2024
WP2	D2.1	D4	Data collection & analysis for preliminary reference contexts analysis	<p>D2.1 Data collection & analysis for preliminary reference contexts analysis (ENSIE in cooperation with all partner organizations)</p> <p>Report Public Report - Format - electronic, English (translated in partners' national languages) - Publication in partner organizations' channels / website /social media</p>	ENSIE	R	SEN	31 Oct 2022



WP2	D2.2	D5	Report on the Transnational social missions implemented in Italy, Portugal, Greece, Spain and Brussels, including beneficiaries' selection processes implemented in each Member State	D2.2 Report on the Transnational social missions implemented in Italy, Portugal, Greece, Spain and Brussels, including beneficiaries' selection processes implemented in each Member State (ENSIE in cooperation with all partners) Report including Agenda, signature list, minutes, evaluation from the Project Meeting - Format: Electronic document, Language: English - Publication in partner organizations' channels / website /social media	ENSIE	R	SEN	30 Apr 2023
WP2	D2.3	D6	Compendium of guidelines for the development of the social action plans	D2.3 Compendium of guidelines for the development of the social action plans (ENSIE) Report - Format - electronic, Language - English (translated in partners' national languages) - Publication in partner organizations' channels / website /social media	ENSIE	R	PU	30 Jun 2023
WP3	D3.1	D7	Report on community involvement activities and establishment of community agreements in the frame of the social economy action plans between the public authorities and social economy stakeholders in each target community (IT, ES, PT & EL)	D3.1 Report on community involvement activities and establishment of community agreements in the frame of the social economy action plans between the public authorities and social economy stakeholders in each target community (IT, ES, PT & EL) (FCAT in cooperation with all partners) Report - Format - electronic, Language - English Invitation & agenda of the meetings implemented between public entities and local stakeholders, signed presence list, duration of the event, report of the event, presentations, report on community agreements	FCAT	R	SEN	31 Jul 2023



				content development, feedback questionnaire				
WP3	D3.2	D8	Copy of local thematic social economy action plans elaborated under BREED project including information about their dissemination amongst relevant stakeholders	<p>D3.2 Copy of local thematic social economy action plans elaborated under BREED project including information about their dissemination amongst relevant stakeholders (FCAT in cooperation with all partners)</p> <p>N.4 economy action plans in Italy, Spain, Portugal, Greece - Format (electronic), language (National languages; Summary of each plan in English), approximate number of pages (50 per community), target groups – local social economy stakeholders, vulnerable social and cultural groups, citizens</p>	FCAT	R	SEN	30 Nov 2023
WP4	D4.1	D9	Final recommendations on the development of community social action plans & promotion of social economy in small & medium-sized EU communities	<p>D4.1 Final recommendations on the development of community social action plans & promotion of social economy in small & medium-sized EU communities (MANRA in cooperation with all partners)</p> <p>Report Public 20 N.1 final recommendations - Format (electronic), language (English), approximate number of pages (60), target groups –local public and private social economy stakeholders, policy makers, local</p>	MANRA	R	PU	29 Feb 2024



				authorities and citizens at both local, national and EU level.				
WP5	D5.1	D10	Communication & Dissemination Plan and annexes	<p>D5.1 Communication & Dissemination Plan and annexes (MUKA with all partner organizations) (MUKA in cooperation with all partners) Communication & Dissemination Plan - Format – digital document, English – No Publication / Target groups: project consortium</p> <p>A Communication & Dissemination Plan will be elaborated within the first 3 months of the project, including guidelines to be implemented by partners within the project. The document will lead the partners' communications and dissemination activities and will include:</p> <ul style="list-style-type: none"> - Visual identity & informative materials (logo, brochure etc.) - Stakeholder engagement plan - Social media strategy - Guidelines on Press releases and articles and on the organization of multiplier conferences (in each local community) 	MUKA	R	SEN	31 Jul 2022



WP5	D5.2	D11	The project platform	D5.2 The project platform (MUKA) Format: English & other partners' languages – Publication in partner organizations' channels / website /social media -Target groups: public & private social economy stakeholders, policy makers & citizens	MUKA	DEC	PU	31 Jan 2023
WP5	D5.3	D12	Report on Communication & Dissemination activities, including exploitation plan for project results further development	D5.3 Report on Communication & Dissemination activities, including exploitation plan for project results further development (MUKA in collaboration with all partner organizations) (MUKA in cooperation with all partners) Report on communication and dissemination activities implemented during the project, including guidelines to support project results exploitation and further development. Format – digital doc -Language: English – No Publication / Target groups: project consortium	MUKA	R	SEN	30 Apr 2024



Co-funded by
the European Union

Project: 101074094 — BREED — SMP-COSME-2021-RESILIENCE

Steering Committee Settlement

Steering Committee Set up & Settlement

Project BREED

*Building community REsilience and
sustainable Development through social
economy*



Considering that:

- The BREED project has been selected in the frame of the Call SMP-COSME-2021-RESILIENCE ;
- The Grant Agreement n. 101074094 and all its annexes has been signed on May 2022 between the Project Coordinator, the Partners and the the European Innovation Council and SMEs Executive Agency (EISMEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission')
- The Consortium Agreement signed between the Project Coordinator Fondazione Comunitaria di Agrigento e Trapani (hereinafter referred to as the Coordinator) and its partners (hereafter named "the Partner") listed below:
 1. EUROPEAN NETWORK OF SOCIAL INTEGRATION ENTERPRISES (ENSIE)
 2. DIMOS KATERINIS (MUKA)
 3. MANCOMUNIDAD DE LA RIBERA ALTA (MANRA)
 4. MUNICIPIO DE PAREDES (PAREDES)
 5. COMUNE DI ALCAMO (ALCAMO)

It is agreed as follows :

Art. 1 - Competences and duration of the Steering Committee

The competences of the Steering Committee (SC) concern exclusively the Project ACRONYM AND TITLE: BREED, Building community REsilience and sustainable Development through social economy Ref n.:101074094 co-financed within the framework of the COSME Programme, Call SMP-COSME-2021-RESILIENCE.

The Steering Committee will therefore be operational during the implementation period of the Project and will expire at its closure.

Article 2 – Composition

The Steering Committee is composed by one representative (that can delegate another person from the same organisation) duly authorised by the legal representative of each project partner to take any decision legally binding on the institution represented.

The Steering Committee is chaired by the representative of the Project Coordinator. The Chairperson is responsible for:

- Convene the meetings of the SC and supervise the organisation of the partners in charge
- Drafting the agenda for SC meetings in agreement with the other members of the SC
- Directing the work of the SC;
- Ensure the smooth running of meetings in accordance with these SC rules.

All communications to the SC should be addressed to the Chair who will be responsible for circulating them to all members.



The names of the members of the SC will be communicated by each partner to the Project Coordinator before the first meeting of the Steering Committee during which these rules will be adopted unanimously: in the event of the absence of the legal number of voters, a written approval procedure may be envisaged. All changes will be communicated in writing by the legal representative or its delegate of each Partner to the Project Coordinator, indicating the name of the new representative.

Article 3 - Functions

The mission of the Steering Committee is to support the partnership in the management, coordination and monitoring of the activities foreseen in the framework of the "BREED" project according to the Application Form approved by the Granting Authority (GA) of the Programme as part of the Grant Agreement. In particular, the support concerns

- the technical and operational implementation of all activities and actions foreseen by the action plan of the "BREED" project;
- the follow-up of the financial management (submission of interim and final progress reports)
- adoption of any decision concerning major modifications to the Grant Agreement and the Consortium Agreement (composition of the partnership, including the withdrawal or replacement of a partner, modification of the budget by more than 20%, extension of the project duration);
- the coordination of the communication plan as well as of the dissemination and visibility actions on the territories concerned, whose target groups are the regional, national and European actors
- Intermediate and final evaluation of the results obtained and the progress of the activities, offering any necessary suggestions and modifications to the established schedule;
- promotion and coordination activities for the relations and networks to be built between the different actors interested in the project activities (public and private institutions, NGOs and representatives of social economy organisations).

Moreover, after the constitution of the SC, it could be useful to review, during the first meeting, the detailed activity programme that were drawn up during the drafting of the project, if necessary, because a considerable period of time can elapse between the moment of the project planning and the moment when the Grant Agreement has been signed. Each Partner must first indicate what changes have been made to the detailed programme of activities to enable the Committee to validate the variations.

All the main changes must be approved by the GA.

Article 4 – Operating rules

A. Quorum for the validity of meetings

At least 2/3 of the members must be present and legally represented for the SC meeting to be valid.

B. Decision-making

In the case of major modifications to the Grant Contract and the Partnership Agreement (composition of the partnership including withdrawal or replacement of a partner, modification of the budget higher than 20%, extension of the project duration, modification of the timetable) the decision must be taken unanimously and the approved minutes must be attached to the request for modification that the



Project Coordinator will have to submit to the GA to activate the written consultation procedure for changes approval.

Decisions are taken by simple majority for all other matters.

The President must be present for the meeting to be valid. If this is not possible, the President may delegate a substitute or entrust the chairmanship of the meeting to another member.

Participation in the SC is also allowed by electronic means, provided that it is possible to identify the member.

C. Written procedure

The SC can be consulted by written procedure at the initiative of the President or a partner.

The written consultation procedure will be used whenever it is necessary to take decisions on specific issues that may arise during the implementation of the project. The Chairperson shall send the documentation concerning the decision to be taken to all SC members and shall verify that the documentation has been received by the SC.

All members must express their opinion in writing within 7 calendar days (which may be reduced to 3 days in the case of an emergency procedure) from the date of confirmation by e-mail of the documentation. Therefore, the written procedure will be considered as closed by attesting the possible comments received.

Article 5 – Convocation of the Steering Committee meetings

The SC will meet at least once every 2 months for the duration of the project, encouraging, where appropriate, meetings by videoconference, or whenever at least 2/3 of its members formally request the Project Coordinator to meet in writing.

The date and agenda will be set by the Project Coordinator in agreement with the members of the Committee. The convening note with the indication of the date and the agenda, as well as the documents to be discussed, will be sent to all members at least 5 calendar days before the scheduled date. Members must confirm receipt of the invitation by e-mail within 2 (calendar) days. After this period, the communication (sent to the contact indicated by each Partner) is deemed to be received and approved.

Changes to the agenda or documents should be communicated to members as soon as possible. At the beginning of each meeting, each member may propose the introduction of a new item in the agenda.

Article 6 – Minutes of the meetings

Minutes of SC meetings include a list of participants and absentees, a summary of the issues discussed during the meeting and the decisions taken by the SC.

The minutes should be taken by the SC Chair after each meeting, although a draft version can be taken immediately.

The final version of the minutes will be distributed within 10 days of the meeting to all members. It will be considered officially adopted if no suggestions for changes are submitted by any member or by the Project Coordinator within 7 days from the receipt of the document. After this deadline, the approved minutes will be sent to all project partners.

The documents must include the Programme logo, the European Union emblem, the words "Project co-financed by the European Union" and the Project logo.

Article 7- Request for rule change

A request for changes to the current rules may be submitted by a SC member to the Committee and will be implemented if accepted by the SC unanimously.



Art. 8– Entry into force of the Rules

These Rules shall enter into force immediately following their adoption at the first valid meeting of the SC.

The text of these Rules is adopted unanimously during the Steering Committee set up meeting, held online on 15th June 2022

For the Coordinator, Fondazione Comunitaria di Agrigento e Trapani
Mariacristina Morsellino

For the Partner,

ENSIE
Patrizia Bussi

MUKA
Maria Ntanami

MANRA
Gema March Redal

PAREDES
Alexandra Teixtera

ALCAMO
Mariano Rimi