

Local Action Plan for the Social Economy Municipality of Alcamo

Deliverable

D 3.2 - Local thematic social economy action plans elaborated under BREED project including information about their dissemination amongst relevant stakeholders

INTRODUCTION

The Alcamese territory, in line with the regional, national and European context, is currently facing a phase of profound structural transformations affecting social, economic and cultural aspects. Three significant transitions - digital, ecological and demographic - are redefining the balance of communities, changing the prospects of local economic and social systems.

The pandemic and the ensuing international tensions acted as a shock, generating immediate and long-term effects on human relations, weakening the economic system and increasing cases of social marginalisation and families at risk of poverty, consequential to the relentless rise in the cost of living due to inflationary pressures.

The fast technological and digital transition brings with it great opportunities and new frontiers of innovation within business contexts and in relations between public authorities and private citizens. Nonetheless, the speed with which our lifestyles are being reshaped by technological innovations generates what is called 'digital poverty', causing inequalities and social exclusion, as well as new barriers to labour market entry, weakening the employment prospects of those who do not have the skills to go through the change, thus remaining on the margins.

Social risks are also intertwined with the ecological crisis, jeopardising wellbeing and community cohesion. Extreme climate events, environmental changes and unequal distribution of resources amplify social vulnerability, generating impacts on the health, poverty and security of citizens. In this context, a targeted and equitable green transition is crucial. Environmental policies must go hand in hand with social and economic measures, avoiding distributional contradictions and promoting new models of sustainable development. The green transition is not only an ecological necessity, but also an opportunity to create jobs, improve energy impact and promote community resilience, integrating planning for the present with the interests of future generations.

Demographic change plays a crucial role in socio-economic dynamics, significantly affecting our economies, welfare and healthcare systems, as well as budgets and infrastructure needs. Understanding the roots of demographic transitions is crucial to effectively managing their consequences and proactively preparing for the future. The ageing population and the marked decrease in the youth population, especially in non-metropolitan areas, have a tangible impact on daily life and the very structure of our society. This highlights the importance of dynamic measures to support parents, facilitating a better reconciliation of family aspirations and work commitments. The need for quality childcare facilities and the promotion of an appropriate work-life balance clearly emerges. To ensure the well-being of the younger generation, it is imperative to facilitate access to the labour market and implement policies to develop the skills needed to thrive. At the same time, attention must be paid to the autonomy of older generations, ensuring their continued well-being and full social integration.

In this context of profound social transformations, today more than ever, we are witnessing a growing individualism that causes an alarming distancing of citizens from the will to participate, weakening the sense of community. It is necessary, through new approaches of social innovation, to increase opportunities for common participation, involving citizens in decision-making processes. To do this, transparent and effective communication must be strengthened by the public sector, which must become a facilitator for the construction of new networks capable of connecting third sector organisations, businesses and all citizens, according to the principles of the social economy.

THE SOCIAL ECONOMY

The social economy represents a diverse universe of enterprises and organisational models, such as cooperatives, mutualities, associations, foundations, social enterprises, and other legal forms. This variety of organisations shares common principles and characteristics that generate a unique identity:

- Primacy of people and social purpose over capital;
- Democratic and participatory governance;
- Voluntary and open membership;
- Combination of the interests of members/users and society (common interest);
- Promotion and application of the principles of solidarity and responsibility;
- Autonomous management and independence from public authorities;
- Reinvestment of the majority of profits to realise sustainable development goals, services of common interest.

In addition to these values and characteristics, the social economy is characterised by its strong anchoring within the local communities in which it operates. The social economy is a major player on the European scene, with 2.8 million enterprises and organisations, ranging from SMEs to large groups in the EU. Present in all sectors, it employs 13.6 million people and contributes 8% of European GDP.

On 9 December 2021, the European Commission adopted an Action Plan for the Social Economy.

This plan aims to promote innovation, support the development of the social economy and exploit the potential for economic and social transformation.

THE BREED PROJECT

The project 'BREED - Building Community Resilience and Sustainable Development through the Social Economy' (Project No. 101074094), funded by the European COSME Programme under the Call for Proposals SMP-COSME-2021-RESILIENCE has as its main objective to support the resilience of the European economy in the post-pandemic era, through inter-institutional cooperation between local public administrations, social organisations and civil society, for innovation and green and digital transition.

The project involves urban contexts in the Mediterranean area and Southern Europe that face similar social, economic and demographic challenges.

The Project strategy is based on three self-reinforcing components:

- Inclusive community development through individual and collective learning processes, with a strong emphasis on social and environmental awareness to strengthen community participation mechanisms.
- Transnational and *peer-to-peer* exchanges: to create direct links between public and private target groups, stakeholders, partner organisations and local communities.
- Co-design of innovative models of action plans for the social economy based on inter-institutional cooperation, bottom-up approach and social economy.

BREED is a transnational consortium of local public administrations, social economy organisations and stakeholders from different European countries: Italy (Alcamo and the Agrigento and Trapani Community Foundation), Spain (Alzira), Greece (Katerini), Portugal (Paredes), Belgium (Brussels).

The project, in its first phase, envisaged 5 transnational social missions, one per participating country, involving social economy actors and partner municipalities, to address common challenges, share community practices and develop local action plans.

Social Mission in Italy (7-11 November 2022): Focus on social agriculture, youth entrepreneurship and social inclusion of disadvantaged groups.
Social Mission to Portugal (27 November - 1 December 2022): Focus on lifelong learning, education and sport to promote employment and social inclusion.
Social Mission to Greece (23-27 January 2023): Focus on green and digital inclusion to foster employment, equality and integration.
Social Mission to Spain (13-17 March 2023): Focus on social protection, housing and health.
Social Mission to Belgium (18-22 April 2023): Focus on the analysis and development of shared guidelines for community social action plans.

Each partner was responsible for selecting the beneficiaries involved in each social mission during the first months of the project. In this respect, the local authorities involved published a notice addressed to existing organisations in their area to ensure transparent selection methods.

In total, the municipality of Alcamo selected 18 social economy actors, in the whole project there were as many as 106 beneficiaries who participated in the 5 transnational social missions, denoting the great importance of the social economy in each of the partner municipalities.

During the first mission to Alcamo, which took place from 8 to 10 November 2022, the fundamental value of networking and a new approach to participation in city life became clear. Detailed presentations, interactive workshops and visits of successful case studies provided not only an in-depth analysis of Alcamo's social economy, but also the opportunity to share experiences and good practices. The concluding workshop, in which the cross-border Co.Art project based at the Cittadella dei Giovani was presented, stimulated a collective reflection on how to effectively integrate the social economy into the entrepreneurial environment, with an emphasis on collaboration, co-working and building a solid network for city innovation.

THE LOCAL ACTION PLAN

Despite their contribution to society, social economy organisations often encounter obstacles in developing and expanding their activities due to a lack of understanding and recognition of their business models. To solve these problems, the draft [Council Recommendation](#), following the drafting of the EU Local Action Plan for the Social Economy of 2021, invites all member states to **elaborate comprehensive strategies for the social economy, in order to** promote a favourable environment for all sectors involved, by adapting policy and legal frameworks, for the creation of quality jobs, to stimulate the local economy and to strengthen social and territorial cohesion.

¹ COUNCIL RECOMMENDATION on developing social economy framework conditions Strasbourg, 13.6.2023 COM(2023) 316 final

This is the basis for the second phase of the BREED project: to develop, through a multi-stakeholder approach with a bottom-up operational methodology, the Local Action Plan for the social economy as a pilot instrument for city innovation.

Alcamo's Local Action Plan for the Social Economy is naturally intertwined with the strategic objectives defined in the 2021-2026 Mandate Policy Guidelines, representing a further building block for their achievement. In particular, the heart of the policy planning defined in the guidelines is the enhancement of relations between people, the associative fabric, cultural heritage and all private stakeholders.

To this end, five strategic guidelines were developed:

1. **Alcamo Città Aperta e Funzionale (Alcamo Open and Functional City)**, which aims to make the public authority efficient, digital and accessible to citizens, starting with the reorganisation of the internal structure and the re-engineering of work processes;
2. **Alcamo Intraprendente**, which aims to make the Alcamo area a real catalyst in the production of value, through simplification for enterprises and third sector organisations, innovation and the promotion of cultural identity for the strengthening of networks and cooperation;
3. **Alcamo Verde e Vivibile (Green and Liveable Alcamo) for the** climate and ecological challenge, in order to develop local *governance* for an effective green transition, based on a balanced consumption of resources (water cycle, waste cycle and land consumption), sustainable mobility and the provision of protection measures against adverse events and the rethinking of urban spaces for a safe, clean and sustainable city;
4. **Alcamo Inclusive, Safe and Solidary** aimed at making the city capable of effectively countering the consequences described above. This implies a constant commitment on the part of the administration to approach the difficulties and needs of citizens, through the strengthening of social services and cooperation with the third sector, family policies, quality education, urban regeneration and sport;
5. **Alcamo City of Art and Culture**, which aims to fully valorise Alcamo's cultural and artistic heritage.

THE METHODOLOGICAL APPROACH FOR DRAFTING THE PLAN

For the development of the Action Plan, the Project foresaw the involvement of stakeholders at all stages, both preparatory and strictly operational, to draft the strategic actions. In this context, questionnaires were drafted and disseminated through an institutional communication strategy with the Municipality's press office and direct transmission to organisations, citizens and professionals active in the area.

The Municipality of Alcamo, moreover, in its role as leader of the Western Sicily Intermunicipal Urban Ranking System - a coalition of 23 municipalities for the management of the 2021-2027 ERDF Regional Programme - has launched a further survey called "Dreams and Priorities" addressed to a wider audience of stakeholders.

Data collection through questionnaires provided significant empirical input for strategy formulation. The analysis of the data ensured an approach based on the real needs of the population, providing a solid basis for decisions taken in spatial development.

The 'Dreams and Priorities' survey collected a total of 397 responses, offering an interesting distribution of the age groups of the participants. The results indicate that around 45% of the participants are between the ages of 25 and 40, followed by another 35% who fall in the age range of 45 to 60. There is also a significant proportion of young people under the age of 25 (around 11%) and older people over 65 (8.6%).

It is important to emphasise that the sample also included a considerable number of people who were not employed, jobseekers or students, making up about 19% of the total.

Analysing the answers given by the participants regarding the interventions needed to improve the quality of life, several priorities emerge.

Firstly, 60.5% of the participants indicate the need for dedicated services for young people, while 58.2% highlight the importance of high quality health services and medical care. Furthermore, 57.4 per cent consider efficient transport infrastructure to be essential, while 50.9 per cent call for the implementation of green spaces and public parks.

Other significant demands concern social welfare services for citizens in difficulty (43.8%), public safety (32%), efficient and convenient public transport (39.3%), public administration services (40.3%) and access to the Internet (21.2%).

Analysing the works and infrastructures considered indispensable for improving the quality of life, the priorities identified by the participants are as follows: 59.2% consider the water supply network to be fundamental, 52.6% indicate roads and motorways, 48.1% call for the presence of kindergartens, while 47.6% emphasise the importance of purification systems and sewers. Finally, 38.5% point to the need for adequate public lighting.

Concerning the productive sectors to be strengthened as a priority in the area, according to the stakeholders, a particular focus emerges on Tourism and Hospitality, mentioned by 32.6% of the participants, followed by the Agriculture and Agro-Food sector mentioned by 28.8%.

Finally, the main environmental issues that require immediate attention in the area were identified as follows: the lack of green spaces and public parks (24.7%), the risk of forest fires (15.7%), the low use of renewable and non-polluting energy sources (15.4%) and the poor waste separation (13.1%).

While the results of the questionnaire drawn up for the co-design of the Local Action Plan reflect a significant involvement of seven Sicilian organisations that signed the memorandum of understanding in the context of the Project. The diversity of the participating actors emerges, with 42.9 per cent identified as non-profit organisations, another 42.9 per cent as social enterprises or social cooperatives and the remaining 14.3 per cent as private individuals with public agreements.

Among the priority areas for development and improvement indicated are crucial issues such as employment policies and support for entrepreneurship, cultural development, employment, education, social services and tourism development. The responses outline a broad and integrated view of the challenges and opportunities in the area.

Specific initiatives prioritised include: the importance of public funding, support desks, collaboration between associations or public bodies in organising activities, and targeted investment in staff training in schools. Incentives to encourage recruitment and funding of social activities emerge as key strategies to promote culture and a sense of community.

In the context of the legal and regulatory infrastructure needed to support the growth of the social economy, programme co-design (85.7%) and project co-design (71.4%) were recognised as particularly crucial. Memoranda of understanding (42.9%) and local public funding (57.1%) were also identified as important supporting instruments.

Further considerations from the responses indicate a willingness to favour the creation of a common calendar on the municipality's website or social media in order to promote visibility and networking among local organisations. Furthermore, the importance emerges of promoting actions at any level that can contribute to cultural change, breaking down prejudices and strengthening educational agencies, especially towards people considered 'different', 'disabled' or 'foreign'.

Once the preliminary analysis of the territorial context on needs was completed, a series of operational meetings for the co-design of the Local Action Plan was started. There were four meetings:

- Friday, 20 October 2023, a day dedicated to a comprehensive overview of the objectives and contents of the Social Economy Action Plan, based on the European guidelines and referring to the 20 European pillars for the social economy.
- On Tuesday 14 November 2023, a meeting aimed at facilitating access to European funds, with a workshop session organised by the Agrigento and Trapani Community Foundation, at the end of which the Sicilian participants discussed how to implement a stable facilitation system for monitoring and participating in calls and calls for public financial resources.

- Monday, 20 November 2023, operational meeting dedicated to the first draft of the contents of this document; the Miro board software was used for the meeting for the analysis and collective stakeholder engagement.
- Friday, 24 November 2023, last meeting to fix the ideas and strategies that emerged from the previous meetings, preparatory to the drafting of this document.

The analysis of the data obtained, which can be consulted at the following link https://miro.com/app/board/uXjVNeH8QjY=/, highlights 6 clusters for strategic actions to be developed:

1. Environment
2. Social Inclusion
3. Welfare
4. Youth Policy
5. Employment policies
6. Digitisation and accessibility of services

An analysis of the data from the co-design sessions reveals several critical areas, ranging from lack of planning to social inclusion, from environmental sustainability to employment opportunities for young people.

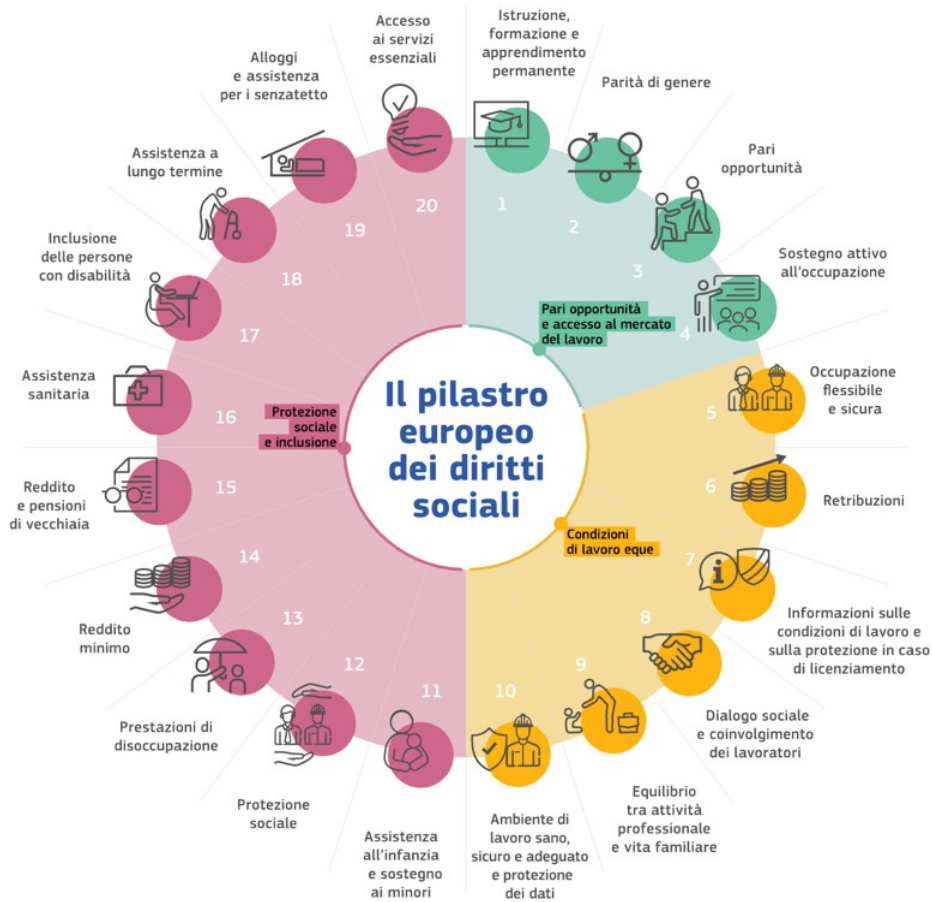
Specifically, the following topics were addressed:

- tourist infrastructure and communication; public connections and sustainable mobility;
- networking;
- waste management and shared planning;
- social inclusion, education, and cultural mediation;
- employment opportunities;
- youth policies;
- support measures for vulnerable, ex-convicts and over-indebted persons;
- gender equality.

TOWARDS A LOCAL ACTION PLAN FOR ALCAMO'S SOCIAL ECONOMY

Shared strategies for a resilient and sustainable city.

The European Pillar of Social Rights, proclaimed on 17 November 2017, establishes several principles to support fair and well-functioning labour markets and social protection systems. These include Principle 1 on the right to quality and inclusive education, training and lifelong learning, Principle 2 on gender equality, Principle 3 on equal opportunities, Principle 4 on active support for employment, Principle 5 on flexible and secure employment, Principle 11 and Principles 16 to 20 on social protection and inclusion of children, persons with disabilities and homeless persons, and on access to essential services, health care and long-term care.



This Plan aims to provide innovative guidelines for the achievement of European and institutional strategic objectives.

1. THE FACILITATING ROLE OF THE LOCAL AUTHORITY
2. SHARED STEWARDSHIP OF THE COMMONS AND URBAN REGENERATION
3. YOUTH POLICIES
4. EMPLOYMENT POLICIES
5. STABLE AND EFFECTIVE NETWORKS
6. INCLUSION AND SOCIAL COHESION
7. TRAINING
8. PUBLIC GREEN AND ENVIRONMENTAL SUSTAINABILITY
9. ENHANCEMENT OF CULTURAL AND ARTISTIC HERITAGE

Strategic objectives transversal to the nine points are digital transition, ecological transition, social inclusion, and enhancement of cultural heritage.

THE FACILITATING ROLE OF THE LOCAL AUTHORITY

The municipality of Alcamo could take a proactive role as facilitator in supporting social economy organisations in accessing European, national and regional funds, recognising the complexity of bureaucratic mechanisms and the need for specialised assistance.

Through a dedicated consultancy service, offering potential support in the presentation of projects and guiding organisations towards the funding opportunities most congruent with their initiatives, administrative barriers would be overcome, promoting the active participation of local realities by increasing the social impact for the community resulting from the development of innovative local projects.

Furthermore, the creation of a regular newsletter and specific fact sheets, focused on clearly explaining the essential requirements for participation in each funding opportunity, could not only foster greater awareness of available funding opportunities, but would also be an educational tool.

SHARED STEWARDSHIP OF THE COMMONS AND URBAN REGENERATION

In line with the Lighthouse Convention, which emphasises the importance of strengthening people's sense of belonging and promoting shared responsibility for the common environment, the Municipality of Alcamo could adopt an innovative approach to the management of common goods through the model of Collaboration Pacts.

Art. 71 of the Third Sector Code offers a concrete tool, allowing local authorities to grant movable and immovable assets of their property to social economy actors in order to carry out their activities.

This tool can be used to support third sector organisations in the implementation of urban regeneration projects, allowing them to use spaces not used for institutional purposes.

Experimentation with management models based on a bottom-up logic is essential and Collaboration Pacts could be an effective operational model.

These agreements, which actively involve citizens, administrators and sector experts, are key tools for the identification of available common goods, co-design and shared management of urban regeneration interventions.

The creation of a Permanent Council of Urban Commons, actively involving citizenship, could ensure participation in decision-making processes, promoting fundamental principles such as accessibility and shared care.

In this way, the Alcamo Municipal Administration could not only address urban challenges in a resilient manner, but also promote a more participatory, sustainable and common good-oriented *governance*, creating a city in harmony with the demands of the ecological transition and the sustainable future of the community.

YOUTH POLICIES

Investing in the youth of Alcamo is the key to creating the foundations for a stimulating and sustainable future. Youth policies must therefore be a fundamental part of a path aimed at the growth of the city, fairly involving young people as protagonists of change and not only as beneficiaries. As part of this commitment, cooperation with social economy organisations is crucial to create synergies and maximise the impact of initiatives.

A fundamental first step is the enhancement of spaces dedicated to young people, real innovation hubs where they can meet and also share interests to bring common projects to life. These places become forges of ideas, incubators of talent and meeting points that nurture personal and collective growth.

In order to promote the active participation of Alcamo's younger generations in local decision-making, it is crucial to invest in quality communication that reaches them effectively and fuels their curiosity about common issues.

In order to stem the phenomenon of braindraining (so-called brain drain), modern cities urgently need to create an attractive environment for new skills, both professional and digital, capable of stimulating and increasing the area's liveability in a *smart* key.

In order to foster youth employment, particularly of those young people who are neither employed nor following a school or training pathway, with the active support of the third sector, new internship programmes could be set up in local companies, promoting partnerships between local authorities, schools, universities and businesses. The creation of an online section on the institutional website for career guidance would be equally strategic, guiding young people in the process of choosing their career and facilitating their integration into the world of work.

Finally, the municipality aspires to become the promoter of events, workshops and activities that stimulate youth creativity and talent. Initiatives related to art, music, sports and technological innovation can help create a dynamic and stimulating environment for young people, pushing them to explore new frontiers and discover their potential.

In parallel, cooperation with social economy organisations becomes the glue of this process. Joint training programmes, social inclusion projects, mentorship and tutoring, social incubators and active participation must be fundamental pillars of this collaboration. A public-private network can create an ecosystem that not only nurtures individual growth, but fuels collective progress, transforming Alcamo into a place where citizens want to live and are eager to contribute to its development and prosperity.

POLICIES FOR ACCESS TO THE LABOUR MARKET

To ensure fair and inclusive access to the labour market, the municipality of Alcamo, in cooperation with social economy actors, can adopt a proactive approach, recognising and supporting the added value of these organisations.

This commitment is geared towards fostering the creation of quality jobs for all, while at the same time improving the fairness of working conditions, occupational safety and health, and promoting equality and combating discrimination.

The first step is to develop partnership opportunities involving the social economy in the co-design and implementation of active labour market policies, providing adequate attention to social economy actors in order to properly integrate disabled persons, women, disadvantaged groups and other under-represented groups (e.g. ex-prisoners, migrants, over-indebted persons) into the labour market.

The municipality can support the reintegration of over-indebted individuals into the world of work through partnerships with organisations specialised in financial counselling and psychological support, such as the Over-indebtedness Crisis Resolution Body. The creation of financial training programmes and access to debt management resources can help eliminate the sense of social exclusion, promoting a true reintegration process.

Through customised training programmes and the establishment of partnerships with specialised social economy organisations, the municipality can help break down barriers to employment and ensure a real process of social and labour reintegration.

Promoting gender equality in the social economy requires an active commitment against discriminatory stereotyping, undervaluing women's work and reducing the employment gender gap. Offering tailored support to women, including access to mentoring and coaching programmes, is essential to ensure equal leadership and pay.

Also in this case, it could be interesting to feed, in direct collaboration with employment centres and organisations specialised in the sector, a special section of the institutional website of the institution with the main vocational training offers and possible job offers.

SOCIALLY RESPONSIBLE PROCUREMENT

Social Responsible Public Procurement implements social criteria in public contracts in order to achieve positive social outcomes.

The SRPP aims to address the impact on society of goods, works and services purchased by the public sector.

It can act as a motor for:

- Promoting employment opportunities and social inclusion;
- Providing opportunities for social economy enterprises;
- Incentivising decent work;
- Ensure compliance with social and labour laws;
- Accessibility and design for all;
- Respect human rights and address ethical issues in trade;
- Offer high quality social, health, educational and cultural services;
- Achieving sustainability goals;

SRPP is based on European public procurement rules. Public procurement is an important pillar of the European single market. The harmonised EU public procurement rules of 2014 regulate the European public procurement market on the basis of the Treaty principles of transparency, equality and non-discrimination between competitors. At the same time, the public procurement directives make it clear that public authorities may take social aspects into account during the entire procurement cycle.

SRPP can be a powerful tool to generate positive social impact, offer quality at affordable prices in services, incentivise sustainable and ethical production and mitigate the negative effects of the crisis on the labour market.

Italy has also incorporated this instrument in its own contract code with Legislative Decree 36/2023, providing in Article 127 et seq. special provisions for certain contracts when the subject of the award falls, for instance, on services to the person, cultural goods and special forms of partnership, without prejudice, however, to the provisions of the Third Sector Code, especially with regard to co-designing by exploiting collaborations with social economy operators.

It is evident how the regulatory framework favours these strategic lines, thus enabling a concrete tool for the development of the social economy by guaranteeing competitiveness and equal access of the actors involved.

INVOLVEMENT AND NETWORKING

During the dialogue sessions with stakeholders, a constant need emerged, especially from social economy actors: the lack of competences to create constructive and stable networks between private organisations themselves. As a facilitator, the municipality is called upon to create the conditions to increase the opportunities for confrontation between social entrepreneurs and the third sector as a whole, thus giving rise to new project initiatives that are fundamental for the innovative development of Alcamo.

To address this need, the municipality can actively promote networking platforms and periodic thematic meetings aimed at fostering interaction and the exchange of ideas between the various realities of the local social and economic fabric. These moments can act as a stimulus for the formation of strategic partnerships, enabling organisations to collaborate in shared projects.

Among the strategic objectives to be pursued through the creation of strong networks, the focus should be on ecological transition, digital transition, social inclusion and the enhancement of the city's cultural and tourist heritage.

Furthermore, the municipality could support the creation of a digital platform dedicated to monitoring needs, involving stakeholders with questionnaires on services provided, project opportunities and new strategic initiatives, facilitating communication and sharing of information resources between organisations.

This tool could be a virtual space where social entrepreneurs, associations and other third sector entities can interact, share their experiences, propose initiatives and find potential partners for collaborative projects.

The objective is to promote a culture of collaboration and co-creation, turning the lack of networks into an opportunity for growth. In this way, the municipality becomes not only a coordinator of initiatives, but also an active promoter of a solid and interconnected local ecosystem, in which synergies between organisations can assert themselves for the collective benefit of Alcamo.

VOCATIONAL AND ENTREPRENEURIAL TRAINING

The ever-changing landscape of the world of work requires a constant commitment to fostering vocational training and entrepreneurship, thus contributing to the sustainable growth of Alcamo. In this context, the municipality has a valuable resource at its disposal: the Cittadella dei Giovani, a public building that is becoming a strategic pole for the promotion of knowledge, innovation and entrepreneurial development.

The Citadel building, with its current facilities, including an incubator for start-ups, conference rooms and co-working spaces, is an ideal environment for training programmes and entrepreneurial initiatives. The municipality can act as a facilitator by making new partnership agreements with cooperatives specialised in vocational and entrepreneurial training. These training events could cover specific professional skills, but also issues related to the social economy and its values of democratic participation, social impact, environmental sustainability and the primacy of people in corporate governance.

The conference stations and co-working space in the Youth Citadel can become dynamic places for knowledge sharing and meetings between professionals, entrepreneurs and aspiring startupper.

The start-up incubator in the Cittadella dei Giovani can become the beating heart of social innovation in Alcamo. The municipality can encourage the birth of new social enterprises by offering advice and expertise.