



USE-IT! TRANSFER MECHANISM

INVESTMENT PLAN FOR ROTTERDAM

By

Nathalie Noordpool, Voor Goed Agency

Suzanna Vergouwe, Social Impact Fonds Rotterdam

Sophie Harbers, City of Rotterdam

Mirelle van den Berg, City of Rotterdam

Vildana Gacic, City of Rotterdam

CONTENTS

Executive Summary	3
PART 1 - Introducing USE-IT! Transfer Mechanism.....	5
1.1 Introducing the activities of USE-IT!	6
1.2 Brief details about the USE-IT! Transfer Mechanism.....	7
1.3 The role of the URBACT Method	8
1.4 About the Investment Plans	8
PART 2 - The Policy Context	10
2.1. The thematic policy challenge being addressed.....	11
2.2 The scale of the challenge	11
European level.....	11
National level	12
Local level.....	14
2.3 The existing policy framework.....	15
European level.....	15
National level	16
Local level.....	18
2.4 Contributing to the policy framework through USE-IT!	19
PART 3 Rotterdam’s Investment Plan.....	20
3.1 The proposed Overarchingplan	21
3.2 the Procurement plan.....	22
PROCUREMENT- ACTIVITIES AND ACTIONS	24
3.3 The Social Enterprises and Cooperative formulation plan	26
Workplan.....	29
Budget	29
3.6 Partnerships	30
3.7 Sources of Funding	32
3.8 Evaluation and Monitoring	33
PART 4 Summary action tables.....	34
Part 4 Appendices	39
Appendix 1 – Urban development policy	39
Appendix 2 – LEARNINGS FROM BIRMINGHAM	41
aPPENDIX 3 - City districts.....	43
Delfshaven	44
Rotterdam South.....	44

EXECUTIVE SUMMARY

The city of Rotterdam has experienced significant economic growth in recent years. Despite the growing prosperity, we see that social problems such as poverty, unemployment and social isolation persist for many Rotterdammers, particularly in certain neighborhoods. These Rotterdammers do not benefit from the city's growing prosperity. In recent years we have seen the livelihoods of people in less well-off areas decline, and environmental damage, pollution and energy poverty strike dramatically throughout the city. Minimum wages are insufficient, and people lapse into poverty much more quickly. The old ways of working no longer suffice to tackle the needs of the world and the communities we live in. At the same time, we see residents show remarkable resilience when local assets are uncovered and appreciated by the broader community. We are inspired by the coherent approach Birmingham has taken as part of USE-IT!, and see many similarities to our city. Therefore, we are eager to bring the learnings from our cooperation with Birmingham as part of the URBACT/UIA USE-IT! Transfer Mechanism to Rotterdam and support the building of stronger communities in the neighborhoods that need it most. We seek to understand how these neighborhoods function and how bringing micro and macro assets together can benefit the people forming these communities. In order to do this, we need to bring all stakeholders together and find new ways to cooperate. In order to do this, we need time and financial support, which is the focus of this Investment Plan.

Who are we?

The initiator of this USE-IT! approach and Investment Plan in Rotterdam is the Rotterdam Impact Coalition (RIC), which consists of the municipality of Rotterdam, Social Impact Fonds Rotterdam (SIF-R), Thrive Institute and Voor Goed Agency. Together with various partners in the social ecosystem (universities, social enterprises, neighborhood cooperatives etc.) of the city, we are working on developing an integral way to research and put innovations into practice. Bringing all of these parties together in a long-term project is an important prerequisite for success, as they all have different roles to play in the future ecosystem.

USE-IT: Building bridges between assets: anchor institutions and the neighborhood

With the USE-IT! approach (Unlocking Social and Economic Innovations Together), the aim is to build more bridges between large public organizations and the neighborhoods. Through the USE-IT! transfer mechanism successful innovations are transferred by the lead partner city (Birmingham) to three other project partners (Rotterdam, Poznan, and Trapani). The innovative approach, developed by the city of Birmingham, includes a new mindset in how anchor institutions leverage their buying power and internal organization, so that the local neighborhood's social fabric and economy are stimulated. By seeing both as being part of one ecosystem the view on what is the right thing to do becomes more holistic and shared. Besides the economic gain, there are other positive effects from the return on investment of the anchor institutions - for Birmingham an initial investment of 4 million euro led to an estimated return of 25 million euro. By partnering with the organizations in the local communities, the anchor institutions have direct access to new employees, and they can gain important social knowledge which can improve their services. Therefore, Birmingham's USE-IT! approach can be characterized as a combination of a "top-down" and "bottom-up" approach. Over the past five years, the City of Birmingham has gained valuable experience and knowledge in this area through various innovative pilots, which have been shared with Rotterdam between March 2021 and November 2022.

What will be done

During 2022 it has been thoroughly investigated which aspects of the USE-IT! activities, tools and methodologies from Birmingham could be applied in Rotterdam. We want to adopt the holistic approach of understanding community assets and needs through community research and connecting the assets of the local community to assets of anchor institutions and social enterprises. What we want to do in Rotterdam is to bring two developments further: Develop a procurement hub and a unique and sustainable operational structure for neighborhood work-cooperatives.

The "procurement hub" will be a collaborative network including the municipality, various anchor institutions and social enterprises. Within the framework of the social return program, the municipality of Rotterdam already cooperates in the field of social purchasing with 12 anchor institutions from the city, so a good foundation has already been laid. The USE-IT! framework offers us the opportunity to expand these collaborations, shape them better, and focus even more on making impact in communities where there is a need for socio-economic growth. In addition, Rotterdam will also adopt the Preston Spend Analysis methodology¹. This tool will give the anchor institutions a full insight into their purchasing pattern and thereby detect the volume spent on social and local procurement.

The second development that will be enhanced is further building and strengthening of the network of social enterprises and community organizations in their work and to gain more autonomy and control to shape their lives and livelihoods. This includes developing asset-based community research as a tool to identify the communities' needs and assets. As well as building a financially sustainable structure to the existing community cooperatives, which employ people with a long distance from the labor market, these cooperatives often fulfill an important social function in the neighborhood when it comes to the participation of target groups in a vulnerable situation. By helping them develop a strong and sustainable operational structure, they will be able to better serve the investing power of anchor institutions.

Thus, building bridges between the local communities and anchor institutions will have a positive impact on the wellbeing and wealth of the city and its people. Over the next five years, the USE-IT! team in Rotterdam is dedicated to this goal, which they are proud to present in this Investment Plan.

¹ This was developed as part of the URBACT funded Making Spend Matter Transfer Network.

PART 1 - INTRODUCING USE-IT! TRANSFER MECHANISM

'Creativity is thinking up new things. Innovation is doing new things' - Theodore Levitt

Funded through the European Regional Development Fund and URBACT, the USE-IT! Transfer Mechanism has sought to transfer a successful Urban Innovative Actions (UIA) project from a Lead Partner City (in this case Birmingham) to three other Project Partners (in this case Rotterdam, Poznan, and Trapani). By the end of this document, you will have a good idea of the innovations Rotterdam aims to apply in the city as well as policies already in place and possibilities for funding.

The transfer is based on three key methodological activities.

1. The transfer has happened through Project Partners (PPs) participating in a series of Transnational Meetings and Individual Workshops where the principles and activities of USE-IT! have been explored in depth, and where relevant directly transferred.
2. The transfer has happened through each PP developing an URBACT Local Group (ULG) to embed the transfer of knowledge around USE-IT! and its activities at the local level.
3. The transfer will continue to happen into the future through the implementation of this document, the Investment Plan for Rotterdam.

Our goal is to tackle poverty and unemployment, through making the bridge between macro assets and micro assets. It is a 5 year plan and focuses on 2 city areas (Delfshaven and Rotterdam South). Rotterdam has chosen two aspects of USE-IT! to focus upon in this Investment Plan, because they are most suitable for the Rotterdam context:

- Procurement.
- Cooperative formulation.

This opening section of the Investment Plan provides more detail about the Birmingham led USE-IT! UIA project, before introducing the process that has been utilised to develop this Investment Plan and introducing the aspects of USE-IT! that Rotterdam has chosen to focus upon for this Investment Plan and into the future.

1.1 INTRODUCING THE ACTIVITIES OF USE-IT!

Over the course of the last 30 years, cities across Europe have adopted a relatively orthodox approach to regeneration and economic development. By developing their city centres physically and by seeking to attract inward investment, cities have assumed that the benefit of such activities will 'trickle-down' to neighbourhoods and communities and will contribute towards addressing local economic, social and environmental challenges. However, this approach has not always worked – whilst city economies have continued to grow in Gross Domestic Product (GDP) terms, levels of inequality within cities have increased, and poverty has also continued to grow. This is not what regeneration and economic development should be about.

In 2016, the City of Birmingham (UK) started to think differently to the orthodox approach outlined above and inspired by a desire to change Birmingham's approach to regeneration and economic development and make it more innovative, a small number of individuals came together to develop a successful bid for Urban Innovative Actions (UIA) funding, through a project called USE-IT! Funded by just under 4 Million Euros of UIA resource, the USE-IT! project had the following five overarching aims, with a geographical focus on the West Birmingham and Smethwick area of Birmingham.

- The first aim was **to bring together the key relevant individuals and organisations with a stake in the regeneration of West Birmingham and Smethwick and form a coherent partnership**. In particular, there was a desire to link the top-down approach to regeneration (driven by inward investment) to the 'bottom-up' (driven by the community of West Birmingham and Smethwick) to ensure a collaborative approach.
- The second aim was **to understand the organisations already active in delivering economic, social, environmental, and community benefits in West Birmingham and Smethwick**. In particular, there was a desire to understand and link macro and micro assets. By macro assets, this meant the large public sector Anchor Institutions based in the area and by micro assets, this meant local voluntary community and social enterprise organisations, community activists and residents of West Birmingham and Smethwick.
- The third aim was **to understand the complex challenges facing the community of West Birmingham and Smethwick in more depth and use this intelligence to develop projects and activities**. In particular, there was a desire to use community research to understand challenges around unemployment, poor business sustainability, low air quality, community cohesion, crime and disorder, and poor health (amongst many other things).
- The fourth aim was **to take advantage of the range of public and private sector development activities happening in the West Birmingham and Smethwick area and build bridges between the macro and micro assets**. By taking advantage, this meant ensuring that the local West Birmingham and Smethwick community benefited through accessing new employment opportunities, through linking existing community organisations and social enterprises to procurement opportunities associated with the developments and ensuring more generally that the local community was involved in the development.
- The fifth aim was **to deliver upon the aims, objectives and activities of existing strategic documentation, but in a slightly different manner**. In the case of USE-IT!, the key existing strategic document was the Greater Icknield Masterplan which set out a series of physical and economic regeneration activities.

The above aims and principles shaped the activities of the UIA USE-IT! project over the course of the period 2016 to 2020. As such they were used to inform the focus of activities which were both general in their nature and broken down into four specific work packages of activity as follows:

- The first activity undertaken was **to develop a coherent steering group** of partner organisations to deliver on the requirements of the USE-IT! project in the short term and stimulate a new approach to regeneration in the longer term.
- The second activity undertaken was **to map the macro (public and private sector) and micro (voluntary community and social enterprise sector organisations and people) assets** operating in the West

Birmingham and Smethwick area and seek to understand their contribution and potential contribution to the regeneration of the area.

- The third activity undertaken was **to develop a communications campaign** and activities for the USE-IT! project and to promote it to a wider audience both within Birmingham and the West Midlands Combined Authority area, and wider across the UK and Europe.
- The first of the four work packages was around **Community Research** and developing a network of Community Researchers.
- The second of the four work packages was around **Jobs and Skills** and particularly seeking to match residents of West Birmingham and Smethwick with employment opportunities at a key anchor institution in the area, namely the NHS.
- The third of the four work packages was around creating and further developing **Social Enterprise** in the area.
- The fourth of the four work packages was around **Community Assets and Finance**, and where a range of community led projects were developed, alongside embedding the process of Community Economic Development planning.

1.2 BRIEF DETAILS ABOUT THE USE-IT! TRANSFER MECHANISM

Before we dive deeper in the question *what* exactly Rotterdam has learned from Birmingham in this USE-IT project and what activities we are going to undertake through this Investment Plan, we want to explain *how* exactly this transfer has taken place and which methods /tools were used.

The USE-IT! Transfer Mechanism has been operating since March 2021 and will conclude in November 2022.

In Rotterdam we have formed a ULG working group where three organisations from the Rotterdam Impact Coalition (RIC) are represented (Voor Goed Agency, Social Impact fund Rotterdam and the City of Rotterdam). One key aspect of the USE-IT method is to build bridges between different organisations and micro and assets and to look at regeneration in a new, innovative way. The formation of this group in Rotterdam made it easier for us to adopt the "*USE-IT! way of thinking*" due to the fact that these different organisations at the table have their own views and expertise, encouraging us to look beyond the obvious and build bridges between our programmes. It also enabled us to engage multiple stakeholders in the development of this Investment Plan, whether that be anchor institutions, social enterprise, businesses or cooperatives.

The ULG group has developed this Investment Plan over the course of the 20 months of the Transfer Mechanism. Each of the activities which the ULG group has participated in over the last twelve months have contributed to the development of the Plan and particularly:

- The initial Transnational Meeting held in April 2021 where Birmingham explained the principles and activities (work packages) of USE-IT!
- The development of the Transferability Study, whereby Birmingham and the Lead Expert explored with us the extent to which we were already undertaking USE-IT! activities and the extent to which there was opportunity for transfer during the Transfer Mechanism.
- The subsequent Transnational Meetings held in October 2021, December 2021, and February 2022 where we have explored USE-IT! activities in more depth, where relevant transferred them organically, and where we have identified the activities of focus for this Investment Plan.
- The Individual Workshops held in November 2021, January 2022 and March 2022 where the activities for adapting and including in the Investment Plan were discussed in more depth.
- The Peer Review of our Draft Investment Plan held in May 2022.

- The one-to-one support provided by the Lead Partner Coordinator and Lead Expert for the USE-IT! Transfer Mechanism.
- The Coordination Meetings through the lifetime of the project.
- The round table conversations with entrepreneurs, anchor institutions and partners through the lifetime of the project.
- The project visits to Poznan in June 2022 and Birmingham in September 2022.
- The internal meetings of the Rotterdam team through the lifetime of the project.

1.3 THE ROLE OF THE URBACT METHOD

We have used the URBACT method in several ways, in order to inform and shape this Investment Plan. Throughout the development of this Investment Plan for Rotterdam, we have followed the principles of the URBACT Method in four main ways.

1. First, we have ensured that the principles of Integrated Urban Development are thought about and implemented in the development of this Investment Plan. This Investment Plan seeks to think about policy across the territorial spheres of economic, social and environmental, it seeks to create long-lasting and effective local partnerships, it seeks to engage different levels of governance, and it seeks to promote both 'hard' and 'soft' investments.
2. Second, the activities included in this Investment Plan have been framed by URBACT's principles for the transfer of good practice of 'Understand, Adapt, Re-Use'. We have looked to understand each of the aspects of USE-IT! which are relevant for use in Rotterdam, we have identified the activities for transferring directly in the duration of the Transfer Mechanism and adapted to the context of Rotterdam, and we have identified activities for re-using through this Investment Plan.
3. Third, we have shaped the development of the Investment Plan by the learning gleaned during Transnational Meetings, with this not only coming from Birmingham, but also colleagues from Poznan and Trapani.
4. Fourth, we have made the development of the Investment Plan participatory, with it being driven by the members of our ULG, main stakeholders, many of whom will be integral to its delivery (as detailed in section PART 3 Rotterdam's Investment Plan).

1.4 ABOUT THE INVESTMENT PLANS

The aims and principles of the original USE-IT! project as described above have shaped the activities of the USE-IT Transfer Mechanism. As such, the Transfer Mechanism has sought to transfer the principles and some of the activities organically in the duration of the Transfer Mechanism through Transnational Meetings and Individual Workshops, and through engagement with the ULGs have been able to identify activities associated with USE-IT! that each PP wanted to adapt and include in their Investment Plan for delivering into the future.

The Investment Plans are therefore designed to outline the activities which each PP wants to transfer, adapt and re-use from the original successful UIA USE-IT! project into their own contexts and circumstances into the future. It is important to emphasize the Investment Plans are not set in stone. Priorities and activities may change over the remainder of the Transfer Mechanism and into the future. It should not be viewed as a static document. The Investment Plan details the following:

- How USE-IT! activities link to contemporary policy challenges and frameworks at EU, National, and Local levels.
- The starting point or baseline position for each of the chosen USE-IT! activities.

- A description of the activities that we wish to deliver through the Investment Plan, along with associated timeframes, governance arrangements, and potential risks.
- An estimation of the costs required to deliver the chosen USE-IT! activities into the future, along with the identification of potential sources of funding at EU, National, and Local levels to enable the transfer of those chosen activities to be realised.
- An overarching approach to evaluation and monitoring in order to assess whether the transfer has been effective in the longer term.

PART 2 - THE POLICY CONTEXT

A transfer cannot happen successful without taking the local policy context of Rotterdam into account. After all, although Rotterdam and Birmingham have some similarities in terms of size and demography and often face the same kind of challenges in our more impoverished communities, we are different cities in two different countries. Therefore, a thorough investigation into the policy and local context is necessary in order to apply the USE-IT! Principles and activities of USE-IT! In Rotterdam.

This section of the Investment Plan for Rotterdam places the principles and activities of USE-IT! and the Transfer Mechanism in the context of policy challenges and policy frameworks at the European, National, and Local levels. It does this by describing the policy challenges that are generally being faced around **procurement and cooperative formulation** at each of the three geographical levels (including statistics), before outlining contemporary policy frameworks which are designed to enable the evolution of the identified activities at the three geographical levels. It concludes by detailing how the activities outlined in this Investment Plan will potentially contribute towards addressing policy challenges and realising policy frameworks into the future.

2.1. THE THEMATIC POLICY CHALLENGE BEING ADDRESSED

The original USE-IT! project fell within the Urban Poverty theme of Urban Innovative Actions. In this UIA were looking for projects that helped address one of the key objectives of the Europe 2020 strategy which was to reduce the number of people at risk of poverty or social exclusion by 20 million relative to the levels in 2010. "Poverty is characterised by an accumulation of interconnected forms of inequality and exclusion in areas such as education, employment, housing, health and participation. It has multiple contributing factors such as unemployment or precarious jobs, low income/pensions, low educational attainment, health inequalities, high housing costs/poor housing quality among others, which makes it a crosscutting and complex issue". (Source: <https://uia-initiative.eu/en>).

The UIA call from 2015 in which the USE-IT! proposal and project was successful sought to focus on projects that operated in particular deprived and impoverished communities and developed innovative solutions that brought together people and place. Hence the focus in the original USE-IT! on West Birmingham and Smethwick. The transfer of USE-IT! from Birmingham to Rotterdam through this USE-IT! Transfer Mechanism retains an overarching thematic policy challenge that it is seeking to address of poverty, with poverty therefore being the key thematic policy challenge being sought to be addressed through this Investment Plan.

2.2 THE SCALE OF THE CHALLENGE

EUROPEAN LEVEL

The eighth [report](#) of the European Commission on economic, social and territorial cohesion from February 2022 details the contemporary scale of the challenge at the EU level when it comes to the thematic policy challenge and also explores the impact of the Covid-19 Pandemic. The report states that: "the number of people at risk of poverty and social exclusion has fallen by 17 million between 2012 and 2019, mostly due to the decline of the number of people in severe material deprivation in eastern Member States. The pandemic, however, increased the number of people at risk of poverty and social exclusion by 5 million in 2020." The rising energy prices and the huge inflation in the European Union this year will contribute to even more people at risk of poverty and social exclusion.

In relation to the two aspects of the USE-IT! model which Rotterdam is focusing upon in this Investment Plan, the following provides some commentary around the scale of the challenge at the European level.

In relation to **Procurement**, public sector institutions across EU Member States spend an estimated 2000 billion Euros per annum buying goods, services, and works through the process of procurement, which accounts for 14% of Gross Domestic Product. Despite the EU Procurement Directives from 2014 actively encouraging procurers to utilise the process of procurement to contribute towards addressing wider social and environmental goals and supporting Small to Medium Sized Enterprises (SMEs) to bid for procurement opportunities, many procurers continue to focus upon lowest price in procurement decision-making. There is a challenge in shifting the behaviour of procurers so that the process can be used as a lever to address wider challenges, including poverty and unemployment.

In relation to **Cooperative formulation**, and according to the [European Cooperative Centre](#), there are some 250,000 Cooperatives across the EU, owned by 163 million citizens, and employing 5.4 million people. In the Netherlands, Cooperatives form 83% of the market share in the agriculture sector. In the framework of USE-IT! Cooperatives are not so much of a policy challenge, but more of an opportunity to build upon existing policy at the EU level, and which will be discussed shortly.

NATIONAL LEVEL

In this paragraph we take a deeper dive into the policy context in relation to poverty, regeneration, procurement and cooperatives.

Poverty

Despite the welfare state in the Netherlands, where citizens can receive several benefits when they are in need, there are still (too) many citizens living in poverty. As mentioned before, the rising energy prices and inflation will put even more people at risk of being in poverty. Statistic Netherlands (CBS) views a household below the low-income threshold as a household under the risk of poverty. 6,8% households had to financially survive with low-income in 2020. Despite the COVID-associated crisis, we witnessed a decrease in this rate from the previous years. This is the result of the relatively big improvement in purchasing power thanks to current collective labour agreements, various tax measures introduced by the government and massive financial corona support packages. Households with a long-term low-income is 3,1 %.

Part of the 55- to 65-year-olds became dependent on benefits for an extended period of time as a result of the previous economic crisis, which in many cases led to a (long-term) risk of poverty. But with the decline in the incidental poverty risk, the long-term risk declined in 2020. And where there was an initial stabilization in the younger groups up to age 55 after the crisis, a decline in long-term risk also occurred in 2020.

Over 20% of households with a non-Western migration background had low income in 2020. Refugees from Syria and Eritrea with a residence permit are most at risk. The majority of these households live on welfare. Among Western households, those with an Eastern European background are the most likely to have a low income. Bulgarian households top the list. The majority of Polish, Bulgarian, and Romanian at-risk households derive their income primarily from employment.

Households with incomes below the low-income threshold report financial problems more often than households with higher incomes. They are more likely to have payment arrears and are often unable to afford certain expenses. In addition, there is an accumulation of health problems among those on low incomes. People at risk of poverty report poorer health and an unhealthier lifestyle: they exercise less, smoke more and are overweight more often than higher-income people. In addition, low-income earners are more likely to be socially excluded: they participate less in society and have less access, for example, to health care and decent housing.

Rotterdam ranked first in 2020 with 12,8% in relation to the group of people with the low-income. Groningen with 12% and Amsterdam with 11,9% and Den Haag with 11,7%. In addition to nationwide policies, the municipalities take measures to fight against poverty in their own regions.

Regeneration

The way the governments work in the United Kingdom (UK) in relation to regenerating regions, cities, and neighbourhoods within cities has many comparisons with the way we work in the Netherlands. Attempting to financially incentivize social change has been a difficult challenge. Yet, there is a systemic need to harness market forces to work towards positive social outcomes. As in the UK there are a number of potential reasons as to why regeneration has not worked as expected in the Netherlands. A very important one, regeneration has been driven and delivered in a very top-down way.

Second, regeneration has often been 'done to' places, rather than 'done with' places. By this we mean regeneration has been driven by Masterplans and Regeneration Strategies that have been developed by external organisations that do not have a base in the neighbourhood in question, and which whilst having undertaken community consultation do not have a full and coherent understanding of the issues and challenges which need addressing in the opinion of the communities that live there.

Third, all major cities in the Netherlands have 'anchor institutions' in the form of hospitals, colleges and universities, and other public sector institutions. All cities have volunteers, communities and social enterprise

infrastructure and organisations. All cities have people that are willing to engage and be involved in the neighbourhoods in which they live. Whilst regeneration, has often had a rhetoric of partnership working, it has not always harnessed the potential of these institutional and organisational assets.

Procurement

With regard to procurement in the Netherlands, we can conclude that this is a way to make potentially a lot of social and environmental impact. This is for three reasons.

First, the spending volume of public organisations in the Netherlands is relatively high. A fairly recent study by [Significant](#) has established that the total purchasing volume of the Dutch government amounts to approximately 73 billion euros. As visible in the table below, a purchasing volume of approximately 25 billion euros is accounted for by the municipalities.²

Type of contracting authority	Total in billions	Above tender thresholds	Under procurement rules
Government	22,3	8	14,3
Local government	41,5	14,9	26,5
Social security funds	0,8	0,3	0,5
General	8,6	3,1	5,5
Total	73,3	26,4	46,9

Second, socially and environmentally responsible procurement is becoming a more often used tool in the Netherlands within public organisations and it gets a better position on the political agenda of many public organisations.

Third, the laws in the Netherlands on procurement, also stimulate public organisations to procure in a responsible way. According to the Dutch law all governmental institutions are required to procure in responsible way. Despite a positive trend in the applicability of this regulation, it is however still not applied fully in practice and in all organisations. One reason is that the organisations do not have the "how-to" yet. Hence more knowledge-sharing and guidance is required in this area.

Cooperatives

Approximately 8.000 cooperatives are registered with the Dutch Chamber of Commerce. This number increases annually. Amongst them cooperatives have more than 30 million memberships. This means that on average every Dutch citizen is member of at least one cooperative. Citizens are most often members of a cooperative health insurance organizations, and increasingly members of other cooperative forms of organization. In an increasing number of sectors one can find cooperatives with an economic as well as a social mission (cooperatie.nl and [video](#) about cooperatives). The sectors where most cooperatives are found are services, energy generating and health care.

All cooperatives are legally regarded in an equal manner. The initiators and members make the difference as to what the cooperative looks like and acts. For example: farmers, shopkeepers, insurance companies, energy cooperatives, local cooperatives. See overview of varieties in cooperatives (chart, cooperatie.nl). The national board of cooperatives (NCR) had formulated a [code of conduct](#) in 2019.

² The type of contracting authority can be further subdivided. For example, the Central Government includes the Central Government and other central government. Local government consists of provinces, municipalities and common regulations, water boards and other local government. General includes, for example, academic hospitals and special sector companies. In the report, a further elaboration of the figures is made.

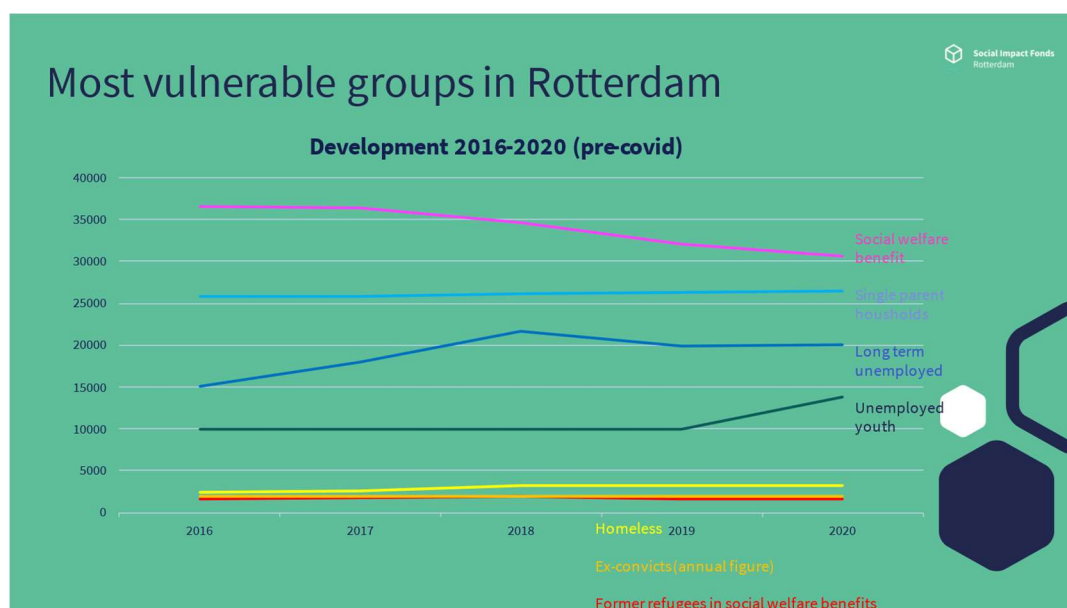
LOCAL LEVEL

In this paragraph we explain the policy context on a local level. As unemployment and local economy have an influence on poverty in communities, we will provide information on these topics as well.

Poverty and unemployment

Unfortunately, the unemployment rate in Rotterdam, is the highest in the Netherlands. Many factors have and continue to contribute to this, such as the relocation of the Port of Rotterdam further away from the city, and a high number of people without qualifications and language barriers.

Until the end of 2021, the unemployment in Rotterdam was double the national average (7.6% vs 3.6%) and experienced a 9% increase in 2020 alone. However, since the beginning of 2022 there has been an extreme decline in unemployment in Rotterdam – in second quarter of 2022 it was 3,5%. Since 2020, unemployment among lower educated in Rotterdam has been falling. This indicates that the demand for lower educated people has increased due to the growth of services requiring an easily accessible workforce, e.g., meal and package delivery services. These are also the services that have had a huge rise during the COVID pandemic.



In general, 15.1% of residents live in low-income households. Groups of people in Rotterdam especially affected by persistent poverty and who are furthest away from employment include people with bicultural backgrounds (51% of Rotterdam's population), young people with a criminal record (9.3%), people with intellectual disabilities (1%), and women (48,6% unemployed) and men (22,4% unemployed) with poor education qualifications. These groups are overrepresented in the unemployment numbers in the Netherlands in general, and in Rotterdam in particular. For many, multiple factors contribute to their vulnerability, especially women with poor education qualifications raising children are subject to many problems and the poverty gap. This creates additional levels of complexity in providing lasting solutions.

The corona crisis led to a contraction of the economy in 2020 of Rijnmond (larger Rotterdam area including suburbs) that was milder than previously feared. In addition, there was no substantial increase in unemployment. Employment (in employed persons) in Rijnmond in 2020 has decreased with 0.6%. It is expected to increase again by 0.3% in 2021 and 0.5% in 2022. The limited increase in employment could arise from demand constraints, supply constraints or a combination of both. Despite the increased uncertainty we see that the number of vacancies has remained high and is even increasing - there is a huge demand for workers across many sectors such as health care, construction and transport. Therefore, it seems that the demand for

labor will be maintained, and that employment growth is limited by supply constraints.³ Due to social problems such as health, debts and poverty, it is often very difficult to make the right match between an employer and a job seeker.

Rotterdam's diversity

Rotterdam - in all its diversity is a great city. 206 different nationalities live in Rotterdam and the diversity does not stop here. Also, if you look at philosophy of life, sexual preference, religion, culture, income and age, then you can't get around it everything that people can be, is present in Rotterdam. No matter how you look at it: Rotterdam is a city full of differences. This type of diversity has driven the city through times and developed it to the current metropolitan city it is. However, this diversity also gives challenges. The changes that have taken place in our city in recent decades have had many positive effects but have also led to alienation. This alienation will only disappear when people feel connected to each other, respect each other and help each other when necessary. In the policy programme "Relax, this is Rotterdam"⁴ from 2019, the ambition has been to bring more relaxation to the way we live together. We need to pay extra attention to the people for whom it is not self-evident that they can participate. Equality, connection and enforcement are therefore the pillars of this program.

2.3 THE EXISTING POLICY FRAMEWORK

In this paragraph, we are going to look into the existing policy framework on a European, national and local level. These are the frameworks that we deal with and have an influence on the activities we are going to undertake.

EUROPEAN LEVEL

As already outlined, the core European level policy challenge that the original USE-IT! project and indeed this Transfer Mechanism is seeking to address is that of poverty. Combating poverty and social exclusion is one of the specific social policy goals of the EU and its Member States. Since 1975, this has resonated in a number of policy and legislative documents including the Treaty of Amsterdam, the Lisbon Agenda, and the Europe 2020 Strategy. It is in the Europe 2020 Strategy that targets were first set around addressing poverty, with an objective to move 20 million people out of poverty by 2020 – new targets have subsequently been set to move a further 17 million people out of poverty by 2030.

The European Commission is seeking to realise these targets through a number of legislative, policy and programme interventions. One of the core delivery components of the 2020 Strategy has been around the development in 2017 of the European Pillar of Human Rights which sets out 20 principles for delivering new and more effective rights for EU citizens across the themes of: equal opportunities and access to the labour market, fair working conditions, and social protection and inclusion – all of which potentially alleviate poverty.

The USE-IT! model is also intrinsically linked to EU policy agendas around Regional Development and Sustainable Urban Development and particularly the five objectives of Cohesion Policy around: Smarter, Greener, Connected, and Social Europe and the new cross cutting objective to bring Europe closer to citizens through supporting locally developed investment strategies across Europe. Two initiatives were presented under the European Pillar of Social Rights in March 2021, namely the EU Strategy on the rights of the child and the proposal for a council recommendation establishing a European Child Guarantee.

³ [Economische Verkenning Rotterdam 2022 \(evro10.nl\)](https://www.evro10.nl)

⁴ <https://rotterdam.notubiz.nl/document/7235898/1>

In relation to **Procurement**, activities around this are driven by the EU Procurement Directives of 2014 and which predominantly seek to ensure that procurement is undertaken in a compliant and competitive way. However, the Directives also introduced three further aims to make procurement more flexible, to increase the ability of SMEs to bid for and win procurement contracts, and to use procurement as a lever to achieve wider social and environmental goals

In relation to **Cooperative formulation**, the European Cooperative Centre defines a Cooperation as “an autonomous association of persons united to meet common economic, social, and cultural goals and which achieve their objectives through a jointly-owned and democratically-controlled enterprise.” There are a number of policies at European level that seek to enable the growth of Cooperatives, including a Working Group on Cooperatives, an initiative designed to support existing businesses to convert to Cooperative ownership, and a specific project focused upon addressing youth unemployment through the set-up of Cooperatives.

NATIONAL LEVEL

In this paragraph we take a deeper dive into the policy context in relation to poverty, regeneration, procurement, and cooperatives at the national Netherlands level.

Urban development and Poverty Policy⁵ - (see Appendix 1 for detailed description)

Regenerating cities was and is an important issue in the Netherlands. During the past 50 years large investments were done to modernize neighbourhoods from perspectives of social renewal and urban development. In this respect it should be noted that the Netherlands has the highest proportion of social housing in the EU, about 33% of the housing stock, and in the current large Dutch cities this percentage can be as high as 50%. The beginning of the 1990s saw an increase in socio-economic problems in the larger cities. Policy however was mainly concerned with privatization. Urban housing policy was characterized by a decrease in the resources made available by government and a greater dependence on private initiatives. The combination of urban renewal and decreased priority for inner-city regeneration led to increased pressure on economic aspects.

Regeneration

The focus of regeneration in the Netherlands has largely been upon physical aspects of those regions, cities and neighbourhoods and enhancing the economy – so a series of construction projects and housing developments designed to improve both the physical appearance of places and with an objective to make them attractive to economic and inward investment from elsewhere. This focus upon physical and economic aspects of regeneration has come with the assumption that if regions, cities and neighbourhoods attract inward investment and grow economically then the benefits of such growth will automatically ‘trickle-down’ to communities with associated benefits in terms of jobs, skills and environmental improvements, alongside reductions in poverty and inequality.

Whilst this approach may improve the appearance of neighbourhoods and attract more capital to those neighbourhoods; it could be argued that this has come without many of the expected local economic, social and environmental benefits for the communities, thus making ‘trickle-down’ a fundamentally flawed concept. Indeed, rather than inequalities narrowing within cities as a result of regeneration activities, in many places they have actually widened.

⁵ References ABF research (2002); Stadsvernieuwing gemeten: Basisanalyse KWR 2000. Delft: ABF research. Couch, C., C. Fraser and S. Percy (2003); Urban Regeneration in Europe. Oxford: Blackwell Publishing. Drewe, P., J. Klein and E. Hulsbergen (eds.) (2008); The Challenge of Social Innovation in Urban Revitalization. Amsterdam: Techne Press. Roberts, P. (2000).

Procurement Policy

In the Netherlands, there is no national policy on socially responsible procurement. The National Procurement Act states that professional procurers are expected to purchase products, services or works which are as sustainable as possible. Accordingly, the impact of any procurement on people and the environment must be considered in addition to price considerations by professional procurers. Professional procurers are free to interpret policy on socially responsible procurement in their own way. However, the implementation of a policy on socially responsible procurement should always be consistent with both European and local law. In line with European law, public procurement policy must comply with the general principles of public procurement law: non-discrimination, objectivity, transparency and proportionality.

In the city of Rotterdam, we have had a policy on socially responsible procurement since 2005. Rotterdam's policy on socially responsible procurement requires the use of social clauses in suitable public procurement contracts worth €50,000 and above, to provide employment opportunities to people with a distance to the labour market. Each year, around 3000 people with a distance to the labour market get a job or internship because of the social return policy. However, Rotterdam's policy on socially responsible procurement is not all about creating jobs. Since 2019 we renewed our policy. Rotterdam now offers employers more customisation and flexibility, broadening the activities they can undertake to fulfil their social return obligations. It is no longer just about giving someone a job. For instance, companies can choose to buy goods or services from social enterprises or organise a 'societal activity' for people with a distance to the labour market such as a working visits. The USE-IT! Methodology has opened our eyes for new opportunities and chances in relation to procurement, which we will discuss in more detail in the next section.

Cooperatives

There are subsidies available specifically for collective local energy resources from the side of the national government (<https://wetten.overheid.nl/BWBR0044882/2021-04-01>). There is no specific policy from national government to support the creation of the cooperative model. In some regions in the Netherlands local councils do propose the formation of cooperatives as a viable model to sustain the existence of sport unions, local day care for people living at home, etc.

In some cases, the local municipality has become a member of the social cooperative, from the viewpoint that both are striving for the same social aims and are equally responsible and involved to make the cooperation work (Breda example). <http://socialecooperatie.nl/>

Social Impact Fonds Rotterdam was established to strengthen the gap between the need for more impact based enterprises. Its strategy for 2022-2023 is envisioned in the picture below:

Social Impact funds Rotterdam – Investing road map for 2022-2023

Trajectory 1: Strengthen and create Wijk-werk (neighbourhood) cooperatives

Create neighbourhood cooperatives in all vulnerable neighbourhoods and make sure there is always enough work to do for long-time unemployed and single parent households. This procurement hub will be a constant motor for participation by the most vulnerable groups in these neighbourhoods.

Trajectory 2 - Employee owned companies

Make sure enterprises in vulnerable neighbourhoods in Rotterdam where a neighbourhood cooperative is located, become employee owned. Enable – as Evergreen did – those enterprises or family businesses without follow up, to be owned by employees.

We would very much like to involve Brett Jones and Jonathan Welle (experts on employee owned enterprises and bottom up development from Cleveland, Ohio) and invite them to come to Rotterdam and coach us through this trajectory. We will need funds in order to be able to do that.

Trajectory and role call

Local cooperatives – experts, member of steering committee

Voor Goed - coordination Birmingham traject, enabler of movement to buy locally (employment, services, goods), involving social entrepreneurs in the neighbourhood

Local city council of Rotterdam – facilitator Birmingham trajectory, engaging anchor institutions, policy making for neighbourhood development

Thrive – research on impact and critical thinking about the process

SIFR –strategy, develop business cases with entrepreneurs and cooperatives in neighbourhoods. Investor in cooperatives and enterprises, network in impact investing.



LOCAL LEVEL

As almost all the cities in the Netherlands, Rotterdam used to have an orthodox approach to Economic Development Strategy. However, in the past years, in line with the principles of the USE-IT! model, the City of Rotterdam has started to think differently about its approach to Economic Development Strategy. Rather than focusing Economic Development Strategy on delivering pure economic growth for the city of Rotterdam and enhancing GDP, the strategy has over the last fifteen years started to explore and identify how that growth can be accompanied by social, cultural, and environmental benefits. This approach challenges the notion of 'trickle-down' economics and is reflected in both the strategic and spatial development frameworks produced by the City of Rotterdam in recent years and the 2016 Resilience Strategy, which was produced in the frame of the Rockefeller Foundation's Resilient Cities Programme.

There are seven objectives to the Resilience Strategy of:

- a balanced community with skilled, active and engaged citizens;
- a global port city running on clean and reliable energy;
- cyber port city;
- resilience to climate change taken to a new level;
- infrastructure for the 21st century;
- a network city – in which residents, public and private organisations, businesses and knowledge institutions together determine the resilience of the city;
- and embedding resilience in the city.

The Frameworks and Strategies detailed above have been largely put together by the City of Rotterdam in association with Higher Education Institutions and in some cases the private sector and NGOs. However, the wider involvement of the bottom up, in the form of residents has not always been evident. More details on Rotterdam's local policy context can be found in the section **Error! Reference source not found.**

2.4 CONTRIBUTING TO THE POLICY FRAMEWORK THROUGH USE-IT!

It is clear from the above analysis that the City of Rotterdam is already looking to progress its approach to regeneration and local economic development, is already using procurement as a lever to create employment opportunities and is seeking to formulate social enterprises and cooperatives to enable a different form of ownership in the economy of the two defined neighbourhoods and Rotterdam. All of these activities contribute towards reducing and alleviating poverty and unemployment.

USE-IT! is an opportunity for Rotterdam to further evolve a Community Wealth Building approach through harnessing learning from Birmingham and indeed Poznan and Trapani to further advance activities around procurement, community research, and cooperative formulation. We believe the USE-IT! approach, in tandem with our existing approach can be used as a mechanism towards achieving policy priorities at local, national, and EU levels. We detail how in the following sections of this Investment Plan.

PART 3 ROTTERDAM'S INVESTMENT PLAN

The American entertainment industry ex Tom Freston once said *"Innovation is taking two things that already exist, and putting together in a new way"*. In the case of Rotterdam, we put together three things that already existed – Voor Goed Agency, SIF-R and the City of Rotterdam, and together with Birmingham through the USE-IT! Transfer Mechanism, we sought new ways to combat poverty in impoverished communities. This section of the Investment Plan for Rotterdam sets out a detailed workplan of what we are going to do in the future in Rotterdam to deliver each of the identified USE-IT! activities. In this, we focus particularly upon the activities, exactly what they will be made up of in Rotterdam, their timeframes, and any potential risks. In addition, we also outline a list of partners for each activity which will be involved in the delivery of the Investment Plan into the future.

As mentioned before, the goal of this Investment Plan is to strengthen the city's social economy and to combat poverty and unemployment, by learning from Birmingham and implementing some of the methods (Community Wealth Building etc) applied there. But not only the methods of Birmingham are important here. It is important to note that we have tried to adopt the USE-IT! Innovative approach and the USE-IT way of thinking, when developing this Investment Plan. For instance, we have tried to ensure a collaborative approach to our activities, which is a combination of the top-down approach to regeneration (driven by inward investment) to the 'bottom-up' approach.

The focus of our Investment Plan will be in two main city districts, Delfshaven and Rotterdam South, (more information about these neighbourhoods is provided in Appendix 3) and on the following 2 points.

1. Identify funding to build and plan activities to strengthen the procurement policy within the anchor institutions
2. Identify sources of funding and create a strategy on how to strengthen the existing neighbourhood work cooperative (Afrikaander Wijkcooperatie) and replicate their methodology to Delfshaven and maybe even other city districts.

On the following pages the city districts and the two main focus areas will be discussed.

The initiators of this plan are, as mentioned before, the City of Rotterdam, Social impact Funds Rotterdam and Voor Goed Agency. Together with THRIVE Institute they form the Rotterdam Impact Coalition since 2019. The Rotterdam Impact Coalition was formed to strengthen the ecosystem for social entrepreneurs in Rotterdam

RIC (Rotterdam Impact Coalition)
City of Rotterdam
Social impact Fund Rotterdam
Voor Goed agency
THRIVE Institute

The RIC is an example of the attitude *"Just do it and don't be afraid to be judged for right or wrong"*. The municipality of Rotterdam dares to look beyond the obvious and enlists the help of others.

For the implementation of this plan, cooperation was sought with the neighbourhood cooperation [Afrikaander Wijkcooperatie](#) and several anchor institutions. The plan is in line with the broader strategy of the Rotterdam Impact Coalition to develop neighbourhoods together with social enterprises, cooperatives, and businesses.

3.1 THE PROPOSED OVERARCHING PLAN

The USE-IT! approach makes it possible to look at collaborations and challenges in a different and innovative way. The first aim in Rotterdam is to therefore bring together the key relevant individuals and organisations with a stake in the regeneration of Rotterdam South (NPRZ) and Rotterdam Delfshaven and form a coherent partnership. There is a desire to link the top-down approach to regeneration (driven by inward investment) to the 'bottom-up' (driven by the community of Rotterdam South and Delfshaven) to ensure a collaborative approach. This task has been taken up from the perspective of making new connections, identifying funds and stimulating the strategy for economic development.

The second aim is to understand the organisations already active in delivering economic, social, environmental, and community benefits in NPRZ and Delfshaven. In particular there is the desire to understand and link macro and micro assets. By macro assets, the large public sector anchor institutions based in the area, and micro assets; the local voluntary community and social enterprise organisations, community activists and residents of the selected neighbourhoods.

The reason we are more than happy adapting the USE-IT! Method in Rotterdam is because the original USE-IT! initiative demonstrated how this system can be changed so that a better, more sustainable economy can be genuinely delivered for ALL by:

- Utilising community research to ensure local assets, opportunities and challenges are properly understood.
- Embedding Community Economic Development plans so that the 'bottom up' is in the strongest possible position to maximise the benefits being delivered 'top down'.
- Developing and investing smart intermediary organisations to be 'the bridge' between 'top down' and 'bottom up' such that maximising this benefit is not left to chance.
- Identifying specific opportunities for early action, against the themes of local employment and procurement, such that good practice and trust is being built from day one.
- Ultimately using all the above to break down silos and change cultures such that the USE-IT! approach is mainstreamed.

Once this overarching governance is in place and we have understood our macro and micro institutions in more detail, we will then move on to implementing 2 specific aspects of USE-IT! around procurement and social enterprise and cooperative formulation. The following sections provide much more information on how we will do this.

3.2 THE PROCUREMENT PLAN

Although we are doing quite a good job in Rotterdam when it comes to socially responsible procurement, the USE-IT! transfer mechanism has opened our eyes for improvements that we can make. First, we discuss the current programme on socially responsible procurement in Rotterdam, and after this, we explain activities that we are going to undertake because of the transfer and as part of this Investment Plan.

A recent report from the Rotterdam audit office, has concluded that from all the municipalities in the Netherlands, Rotterdam is the frontrunner and generates the most social impact through procurement. Since 2011 socially responsible procurement has been an important part of social policy both internally within the municipality and for the wider region Rijnmond. We work closely together with 15 smaller municipalities in the Rijnmond region on a policy and operational level. There already have been many opportunities to apply social clauses in contracts of the municipality and of the other municipalities. Through these clauses the city and the anchor institutions have been able to employ around 3000 people yearly into jobs since 2018. In addition, five years ago, the city of Rotterdam has started the programme Maatschappelijk Verantwoord Inkopen, "sustainable procurement", which does not only include social clauses, but also environmental and circular economy clauses.

To make more impact city wide, there have been collaborations with anchor institutions such as housing associations in Rotterdam since 2019, to support them in creating their own socially responsible procurement policy. Since the city of Birmingham has had experience with creating partnerships with anchor institutions in this area, Rotterdam has learned a lot from them on how to do this on a bigger level and further harness the local economic, social and environmental benefit of their procurement spend and the spend of the anchor institutions. Rotterdam has a large number of residents with a distance to the labour market. The municipality and the businesses in Rotterdam are trying to make those people productive through work placements and internships. This way they are able to build experience and possibly get a paid/ regular job.

The municipality is trying to reach this goal through their procurement. For each procurement (above € 50.000) there is social paragraph included in the contract. The social return is added as an additional condition. What does social return mean for the companies? When a company is signing in for a contract, they agree with the social return condition. Broadly this means the company needs to reinvest a certain percentage of the contract price in Rotterdam.

Social return stimulates different policy goals of the municipality, including increasing the labour participation of people with a distance to the labour market, sustainable procurement, increasing craftsmanship by providing/teaching workshops and internships and realizing economic advantage. By increasing the unemployed people getting a paid job, it is possible to lower the costs of social allowance.

The target groups for the social return are all people who are receiving a social allowance from the municipality. Another target group are the students with a low education level.

There is a variety of social return activities, that an employer can undertake to meet the social return obligation. In Rotterdam, we think it is important to offer a wide range of possibilities for employers to meet the social return obligation. In our experience, giving this "freedom" to employers create the best results and impact. Every employer is different and has something unique to offer. Here is a list of possible social return activities:

- hiring unemployed people.
- hiring trainees.
- providing work placements (for students with a low education level).
- providing social coaching, education or training to unemployed people.
- provision of a 'societal activity' such as training.
- Buying goods or services from a social enterprise.

The company has the responsibility to meet the social return condition. The companies must register the social return activities (as described above) in an online registration system. Unique about our social return programme, is that a company risks a fine when it does not meet the social return obligation. In the Netherlands, this is a rare approach. Most municipalities do not fine companies and stimulate companies to meet their obligation in other ways.

Although there is a risk for a company of getting a fine, we try to avoid this, and the municipality works together tightly with the companies to meet the social return obligation. In our experience, the best results are being achieved by working together and helping companies with their obligation.

A social return team is composed with people from different departments within the municipality. This team is responsible for all the internal and external communication. The other roles of the coordination team are also:

- advisory role;
- responsible for registration;
- monitoring appointments;
- reporting to the management and politics.



PROCUREMENT- ACTIVITIES AND ACTIONS

As explained above, the municipality of Rotterdam has its own policy and programme on socially responsible procurement ('social return programme') and the city of Rotterdam also works together with some anchor institutions when it comes to socially responsible procurement. We are going to apply the USE-IT! methodology and lessons in the municipality of Rotterdam itself, but also in our collaboration with our anchor institutions. Below, we describe the actions and activities that are going to be undertaken in the municipality of Rotterdam and other anchor institutions around procurement.

Municipality of Rotterdam

First of all, it is important to note that the lessons of the USE-IT! transfer network helps us to shape our social return programme and makes it more future proof. At the moment, we are developing a new strategy and policy on socially responsible procurement, and the lessons and methods of Birmingham, in particular the lessons on working together with citizens and social enterprises, will be taken into account. For more details on what we learned from a visit to Birmingham in September 2022, please have a look at the appendix 2.

Implementing USE-IT methodology through Rotterdam Employment Paragraph (RWP)

We think that the USE-IT! methodology can be applied to a project that is currently running at the municipality of Rotterdam. The project is referred to as 'Rotterdamse Werkgelegenheids Paragraaf' (Rotterdam Employment Paragraph or 'RWP') This project started back in 2021, in response to the pandemic, and the impact it made on society and the economy, the city council of Rotterdam took some drastic and remarkable steps in 2020: It decided to invest in seven major construction projects, all worth several million euros. These projects, initially scheduled for 2024, are now scheduled to be executed much earlier to give a boost to Rotterdam's economy and to prevent people from losing their jobs because of the pandemic.

The city council decided that the contracts of the seven construction projects, should be marketed in a special, innovative way. The focus of the plan was to create as much as possible value with regard to local employment and local economy through these investments. This meant that the tendering had to be done in a different way than before. Hereafter, a working group was established which had the task to design some innovations, so that as much as possible social and economic value could be created through these seven investments. The working group has since designed some innovations that have links to the USE-IT! activities that Birmingham has undertaken in the past. The working group has concluded that 'co-creating' and working closely together with contractors at the start of the procurement process is the way forward. The current idea is that the contractors, together with the municipality, create a deal which is part of the contract where the exact social impact and impact on local economy is agreed upon. When the contractor does not meet the requirements and conditions of the deal, there are financial consequences.

Our proposal is to use the lessons of USE-IT! into the development of the RWP. For instance, USE-IT! has made us realise that investing time and energy in building 'trust' and understanding between municipality and other parties is key and gave us tools and ideas on how to do so. It also gave us more insight on how to involve communities in activities of the municipality and how to build a network in a specific community. The way we have built up the procurement requirements may not fit the realities of people. Social enterprises that want to participate need to be facilitated to do so, not curtailed. Our analysis is that there are assets in the communities where these projects are taking place that are not utilised at the moment. The construction sector is in desperate need of workers. The USE-IT! methodology can help us to find new workers in the communities involved and to match the people of that community to the building companies. In addition, we would like to link up contractors to social enterprises and local enterprises in the area. This all means that we have to move away from the "old" ways of purchasing, where the governments have requirements in the tender policies and the market must act on them.

Collaborations with Anchor institutions

Helping social enterprises grow and flourish through socially responsible procurement of our anchor institutions.

The municipality of Rotterdam is working together with 12 anchor institutions in the city. This is what a typical collaboration with an anchor institution currently looks like:

- The municipality helps these anchor institutions to develop a policy on socially responsible procurement and hence attach social clauses in their contracts. The municipality (freely) offers expertise and shares knowledge on socially responsible procurement. For instance, we advise on drafting social clauses in a

contract (and the different types of clauses) and we advise on the implementation of a policy on socially responsible procurement

- We assist anchor institutions when it comes to monitoring the policy on socially responsible procurement. We offer our registration system to the anchor institutions, where contractors can register social activities.

Linking anchor institutions to local enterprises and social enterprises

At the moment, we do not actively link anchor institutions to social enterprises or other local assets in the area. USE-IT! Has helped us to develop a strategy on this. In Birmingham, we have seen some very interesting and successful examples of the procurement of anchor institutions being linked to social enterprises in the area where they are located in. In our current collaborations in Rotterdam with anchor institutions, we rarely take into account what the opportunities are when it comes to working together with local social enterprises in the area where the anchor institution is located in. A common shared experience in Rotterdam and Birmingham is that having a policy on socially responsible procurement as an anchor institution, does not automatically mean that local and social enterprises will benefit from this policy. There are many barriers that prevent social enterprises from benefiting, such as strict contract criteria, the need for certificates and the (huge) size of contracts, that prevent social local enterprises from winning contracts. We need to break down these barriers in Rotterdam and build more bridges between local enterprises and anchor institutions. We are going to do this, in the spirit of the USE-IT! mechanism, by physically bringing together social enterprises and procurement officers from anchor institution at different events for instance speed date sessions. We need to invest time and great effort to organise multiple (physical) meetings as they also generate "trust" and mutual understanding between macro organisations and social enterprises.

At the moment, social enterprises are not always well prepared and fully equipped to get a contract from a large macro institution, because of limited capacity. On the other hand, macro institutions design tenders in such a way that is not helping social enterprises to win a contract - for instance by having very strict criteria on quality, or by bundle different contracts together in one big contract. We need to bring the world of macro institutions and social enterprises more together, by training both social enterprises and the purchasing employees of anchor institutions.

Offering spending analysis and impact analyses to anchor institutions

One of the tools from Birmingham that we were impressed by, are the spending analyses on social impact that are offered to macro institutions that (seek to) have a policy on socially responsible procurement. It is our experience that anchor institutions often do not know how much social value they create through their procurement. A spending analysis is research and analysis undertaken on the social and local impact of procurement spend. Having an overview and deep understanding of the social impact and impact on the local economy that is made through procurement can be very helpful to get a better collaboration with an anchor institution in the area of socially responsible procurement in many ways. First of all, it can help to raise awareness for this topic and to improve (political) support in an anchor institution. In addition, having a spending analysis helps organisations to monitor their policy on socially responsible procurement and professionalise the process around socially responsible procurement.

Setting up a procurement hub and steering group

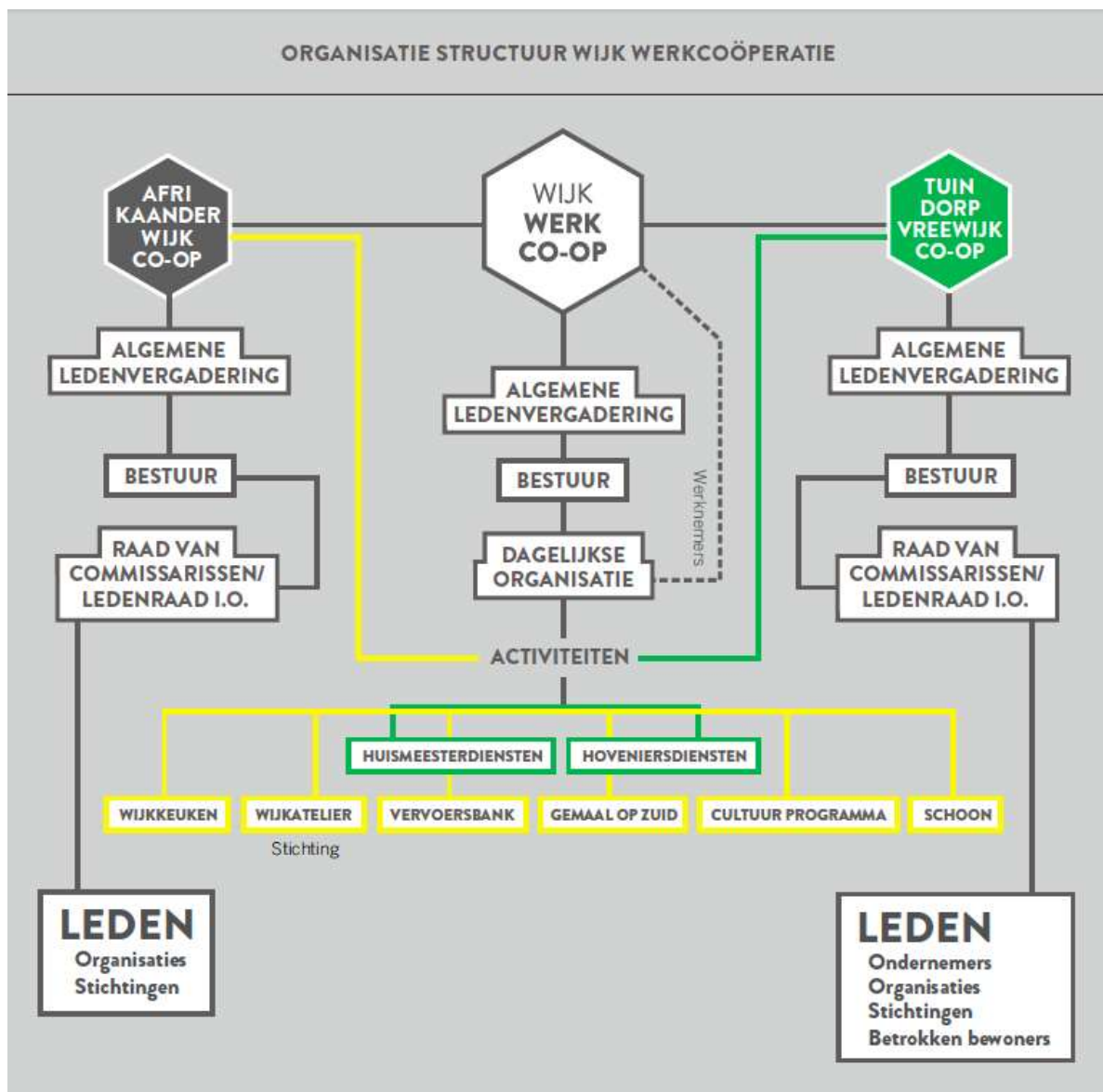
Up until now, the city of Rotterdam collaborates with several anchor institutions in the city such as housing associations, the hospital and Rotterdam harbour, but there is no collaboration between all these parties together. In line with the USE-IT! activities, our goal now is to set up a procurement hub and a steering group, together with all the anchor institutions in Rotterdam we collaborate with. In this procurement hub, tools, methods and best practices of the anchor institutions can be shared. By collaborating with each other and combining forces, we can make a lot more social and local impact in the city.

Going from a top-down approach, to a more collaborative, bottom-up approach

The USE-IT! activities of Birmingham has made us realise that we frequently use a 'top-down approach' when it comes to collaborating with anchor institutions. Policies and strategies on socially responsible procurement are often made within the municipality or the anchor institutions itself, and (local) companies and citizens are sometimes consulted, but not to the extent we have seen in Birmingham. In Birmingham, we have clearly seen the benefits of 'community research' and our plan is to work together more closely with citizens through community research to develop better policies and thus create more positive outcomes.

3.3 THE SOCIAL ENTERPRISES AND COOPERATIVE FORMULATION PLAN

Then the last aspect of USE-IT! that inspired Rotterdam, cooperative formulation. Our idea is to help certain work cooperatives grow and flourish in Rotterdam. Obviously, we only focus on cooperatives and social enterprises where the expected outcome is that poverty and unemployment in the city will be reduced. Again, Rotterdam is lucky to have existing cooperative formulas in Rotterdam Zuid and Delfshaven (Wijk Werkcoöperatie) and city wide (Energy of Rotterdam). Local networks and local work will be a fantastic starting point to bring community wealth in the selected areas. Building confidence as a professional and to feel valued will bring even more into neighbourhoods than only wealth. It can make a neighbourhood flourish. We are looking to build upon the existing activity and the experience of Birmingham to develop further Social Enterprise Networks and stimulate worker owned cooperative formulation. These are both key mechanisms of shifting the ownership of the economy and wider community wealth building.



Women Social Enterprise Hub

In Rotterdam unemployment and risk of poverty is higher amongst single parent households, mainly mothers. According to data Rotterdam counts 23,000 single mothers raising children between 0-18yrs. Many of them are not working or have several jobs to make ends meet. Often, they face insufficient wages or wages just at or below existence minimum. Various social enterprises in Rotterdam offer programmes for single mothers and there is one social enterprise aiming to create jobs for single mothers (Mama Taxi). We think that a more solid and city-wide strengthening of the labour market opportunities for single mothers, including adjacent facilities, can be developed if we join forces. Birmingham has developed a successful hub for women social enterprise, where women can obtain and strengthen their skills and develop their career. Building on that expertise we would like to explore the viability of a similar hub in Rotterdam, in cooperation with social enterprises such as Mama Taxi, Talentfabriek010, Ondernemershuis op Zuid, Wijk Werk cooperatie etc.

Accelerator programme for social entrepreneurs

One of the building blocks for solid growth and development of existing social enterprises is the availability of the right support. In our conversations with social entrepreneurs, we hear that 1-on-1 business support and coaching, and group sessions for mutual learning, are lacking but needed in the Rotterdam context. Other cities in the Netherlands have these hubs or training programmes but there is none yet in Rotterdam. Based on the analysis of needs and the development of this programme we aim to build an accelerator programme for Rotterdam that strengthens social entrepreneurs and the network for the years to come.

We did an inventory of active cooperatives in the city of Rotterdam, related to employment and community building. Highlighted in green are those located in Delfshaven/Bospolder Tussendijken and South of Rotterdam – target neighbourhoods for this Investment Plan and programme. As one can see, there are 7 cooperatives in these neighbourhoods, two of which are partners in our project team (WijkWerk Cooperative and Energy of Rotterdam).

Cooperative	neighbourhood	sector	
Afrikaander Wijkcooperatie	Zuid - Afrikaanderwijk	employment and community building	http://wijkcooperatie.org
Blijstroom	Blijdorp	local energy, anyone can join	https://blijstroom.nl
Delfshaven Energiecoöperatie	Delfshaven	local energy, anyone can join	https://delfshavenenergiecooperatie.nl
Delfshaven Cooperatie	Delfshaven - BoTu	neighbourhood development	https://delfshavencooperatie.nl
De Middellander	Middelland	local energy, employment, community building	https://middellander.nl
Wijkcoöperatie Rotterdam Noord	Noord	connecting communities, learning trajectories	wijkcoop010.nl
Alex Energie	Prins Alexander	local energy, anyone can join	https://www.alexenergie.nl
WijkWerk Cooperatie	City wide	employment and community building	http://wijkcooperatie.org
Coöperatie Wijkmobiliteit Rotterdam	City wide	jobs and learning trajectories	https://cwr.nu
Rotterdams Woongenootschap	City wide	affordable housing for middle class families	https://www.rotterdamswoongenootschap.nl
Energie Coöperatie Rozenburg	Rozenburg	local energy, anyone can join	http://energievanrotterdam.nl
Tuindorp Vreewijk Cooperatie	Zuid - Vreewijk	employment and community building	https://www.vreewijkcooperatie.nl
Energie van Rotterdam	City wide	local energy, employment in energy transition	http://energievanrotterdam.nl

Social Impact fund Rotterdam will invest in strengthening the business model and returns of the WijkWerk Cooperative in the spring of 2022. Together with this cooperative and two other (undisclosed) social enterprises SIF-R intends to roll out an employment strategy based on demand for training and skilled jobs for residents in the energy transition sector (solar panel infrastructure, installation of energy sockets for electric cars).

Some figures on cooperatives in Rotterdam

Afrikaander and Wijk Werk cooperative:

- 54 employees (parttime and fulltime) in South of Rotterdam. Contracted jobs in cleaning, green services, catering, horeca and cultural sector.
- Role out to Zuidwijk (as of January 2022): jobs in construction work, cleaning.
- Role out to Delfshaven (West): no fte or jobs yet, looking for right key persons.

Wijk energie werkt:

- training and jobs in sustainable energy (solar panel installation, construction jobs with housing corporations, insulation of houses).

Energie van Rotterdam:

- no full time employees yet. Extending of grid of solar panels on rooftops of communal buildings in Delfshaven. Investment by all residents possible (starting from €25). Commons based decision making on revenues.



We also see that we need to invest with all partners involved in the network of cooperatives to broaden the possibilities for residents to be trained, to participate and find jobs in this sector. This is one of the pillars on our Investment Plan for the next 5 years.

Birmingham used a magnificent way to collect data in neighbourhoods by executing community research, which has both generated new type of jobs in the neighbourhoods and also made the research more impactful on the local level. In order to formulate the cooperative structure and purpose, Rotterdam could use the same method. In Rotterdam there is a lack of knowledge and well documented research about the social economy and people's needs in the poorest neighbourhoods of Rotterdam. The neighbourhood cooperation 'Afrikaanderwijkcooperatie' could possibly adopt this method as one of their services and particularly because they just started the process of setting up their own consultancy bureau. Bringing the community research method together with the plans of the Afrikaanderwijkcooperatie, residents will learn to do research so companies, universities and municipalities can hire them for collecting data and to do community research. The focus areas will be Rotterdam Delfshaven and NPRZ 'Rotterdam-Zuid'. Furthermore, a connection with the research agency [Veldacademie](#) and the NGO [Wijk Collectie](#) has been established to further develop the idea of starting a Community Research Hub in Rotterdam.

WORKPLAN

Table 2 (workplan) details a summary of the activities we will deliver in Rotterdam as part of this Investment Plan and their timeframes for delivery. More information is provided in our action sheets in section 4 of this Investment Plan and in the overarching budget in Appendix 4.

Table 2 – Workplan

Aspect of USE-IT!	Activity	Timeframes
Overarching (Community Wealth Building)	To create community ownership of the local economy	Year 2
	Increase Worker owned Cooperative Membership across neighbourhoods	Year 3
Procurement	Present Spend Analysis method to other anchors	Year 1
	Identify core group of anchors	Year 1
	Implement Spend Analysis method with other anchors	Year 2
	Disseminate findings of Spend Analysis to detail baseline position	Year 3
	Develop recommendations for future cross anchor social return policy	Year 4
	Develop database of potential suppliers – SMEs and Social Enterprise	Year 2
Cooperative Development	To link 2 cooperatives to anchor institution purchasing	Year 1
Community Research	Engage with universities (faculty of business, faculty of public administration) and Veldacademie around existing research activities	Year 1
	Develop topics of focus for future research activities e.g., employment, poverty	Year 1
	Identify group of community researchers	Year 1
	Train community researchers and provide qualifications	Year 2
	Find organisations that want to commission research	Year 1

BUDGET

Table 3 details a summary of the costs of each of our activities. These costs are broken down further in our full budget as detailed in Appendix 4.

Table 3 – Overarching Budget

Project aspect	2022	2023	2024	2025	2026	2027	Total investment
Procurement Hub	€ 230.000	€ 565.000	€ 510.000	€ 565.000	€ 510.000	€ 565.000	€ 2.945.000
Spending analysis	€ 62.500	€ 165.000	€ 165.000	€ 165.000	€ 165.000	€ 165.000	€ 887.500
Cooperative/social enterprise business development	€ 162.000	€ 420.000	€ 420.000	€ 420.000	€ 420.000	€ 420.000	€ 2.262.000
Community Research	€ 69.000	€ 283.000	€ 283.000	€ 283.000	€ 283.000	€ 283.000	€ 1.484.000
Management and development total plan	€ 89.000	€ 550.000	€ 550.000	€ 550.000	€ 530.000	€ 530.000	€ 2.799.000
Total investment	€ 612.500	€ 1.983.000	€ 1.928.000	€ 1.983.000	€ 1.908.000	€ 1.963.000	€ 10.377.500

3.6 PARTNERSHIPS

The following outlines a list of the partners that will be involved from Rotterdam in the delivery of the two activities detailed in this Investment Plan.

PROCUREMENT

The following will be involved in the delivery of the procurement aspect of the Investment Plan. The table below gives an overview of the social return partnerships that Rotterdam has with various anchor institutions. Rotterdam is currently actively working together with 12 partners to stimulate, advise and implement a social return policy. These are mainly (semi)public organisations. In addition, there are various Anchor Institutions that are considering getting started with socially responsible procurement.

Due to our collaboration these five anchor institutions already apply social clauses in their contracts: Woonstad, Havensteder, Vestia, Woonbron and Erasmus Medical Centre.

The collaboration with these five partners is the most extensive. We share the same online registration system and harmonised the policy and implementation.

		Anchor Institutions Rotterdam 2021 - 2024				
		<i>Social Return Partners</i>				
		Social Return Partners / Anchor Institutions Rotterdam	Spend	Type of (public) organization	Total spend/ spend with SR = 50%	Activities
1	Active partnerships	Rotterdam	800 M	Municipality	3,0 Bn	social procurement: procurement from a regular supplier by adding social clauses (social return) Or direct procurement from a social enterprise or Social Workfacility
2		Havensteder	100 M	Housing Corporation		
3		Woonbron	100 M	Housing Corporation		
4		Vestia	100 M	Housing Corporation		
5		Woonstad	100 M	Housing Corporation		
6		Erasmus MC	750 M	Medical Centre		
7		Evides	160 M	Watercompany		
8		Erasmus Universiteit	150 M	University		
9		Sportbedrijf	20 M	Sports company		
10		Stedin	200 M	Energy company		
11		Hoogheemraadschap	190 M	Water board		
12		Port of Rotterdam	300 M	Port of Rotterdam		
13	Inactive partnerships	Zadkine	40 M	Secondary education		
14		RET	150 M	Rotterdam transport company		
11		Albeda	25 M	Secondary education		
16		DCMR		Environmental Service		
17		HH Delfland	60-70 M	District water boards		
18		Veiligheidsregio Rijnmond	100 M	Safety region		
20		Hoge school R'dam	40 M	University of applied science		
21		In Holland	30 M	University of applied science		
22	Prospects	Overige woningcorporaties		Housing corporations		
23		Ziekenhuizen (5)		Hospitals		
24		Provincie	280M			
25		Rijkswaterstaat	3Bn	Part of the Dutch Ministry of Infrastructure and watermanagement		



COOPERATIVE FORMULATION

The following will be involved in delivering the cooperative formulation aspect of the Investment Plan

- Social Impact funds Rotterdam
- WijkWerk Coöperatie

The following will be involved in delivering the community research aspect of the Investment Plan

- Veldacademie
- Stichting Wijkcollectie
- Erasmus University
- Rotterdam School of Applied Sciences

3.7 SOURCES OF FUNDING

The following funds and resources are potentially available at the European, national (Netherlands) and local (Rotterdam) level in relation to each of the aspects of the Investment Plan.

	Procurement	Cooperative Formulation	Community Research
European level	Making Spend Matter Toolkit	Statute for European Cooperative Society	The Employment and Social Innovation Programme
	EU Urban Agenda Partnership for Innovative and Responsible Public Procurement	Social Economy Action Plan	
	URBACT Online Training Course on Strategic Procurement	The European Urban Initiative	
National level	Stichting Bevordering Volkskracht	Facicom Foundation	
	START Foundation	Adessium foundation	Rabobank foundation
	Oranje fonds		The DOEN foundation
Local level	Stichting Bevordering Volkskracht	Stichting Aelwijn Florisz	Stichting A.M.V.J. Gebouw Rotterdam
	Stichting Kindertehuizen Rotterdam	Stichting Elise Mathilde Fonds	Henri Bernard Stichting
	Sint Laurens fonds	Social Impact fonds Rotterdam	Stichting het Heilige Geest Huis
		Stichting de Verre Bergen	Stichting organisatie van effectenhandelaren te Rotterdam
		Stichting Bevordering Volkskracht	Erasmusstichting
		Stichting Job Dura Fonds	J.E. Jurriaanse Stichting

3.8 EVALUATION AND MONITORING

Our approach to evaluation and monitoring will seek to identify both output data and evidence of outcomes being realised through our USE-IT! activities in Rotterdam. In this, and subject to attracting the resources required to deliver upon the activities, we will look to monitor our activities around procurement, community research and cooperative formulation against the output indicators detailed in table 4.

Table 4 – Indicators

Aspect of USE-IT!	Indicator 1	Indicator 2	Indicator 3	Indicator 4
Procurement	% of total procurement by anchor institutions spent with Rotterdam based suppliers	% of total procurement spend by anchor institutions with social enterprise	Number of jobs created for residents of the 2 neighbourhoods of focus	Turnover growth social enterprises from procurement hub
Cooperative formulation	Number of cooperatives set up	Number of contracts with anchor institutions	Number of jobs created through the cooperatives	Growth in happiness employees cooperatives
Community Research	Number of potential community researchers identified	Number of community researchers trained	Number of community research undertaken by community researchers	The amount of researches implemented in the community archive

In addition to the above quantitative indicators, we will also look to evaluate the change that the activities undertaken through adapting and implementing the USE-IT! approach have had. We will be interested in understanding the following outcomes or impacts:

- How the behaviour of anchor institutions has changed around the process of procurement. Is there a greater emphasis upon embedding social considerations into procurement processes?
- What types of community research projects have been undertaken and what influence has this had upon policy formulation in the neighbourhoods?
- What types of cooperatives have been formulated and what are their long term approaches?
- What impact has USE-IT! had upon the overall approach to regeneration and local economic development in Rotterdam?

PART 4 SUMMARY ACTION TABLES

Action: 1		Action Name: <i>Procurement – Further Development of RWP</i>			
Lead actor	Key partners	Outcomes	Cost of delivery	Resources available	Timescale
WSPR Social enterprise	Municipality of Rotterdam Involved contractors Involved social enterprises Involved local community	Implementing USE-IT! methodology through Rotterdam Employment Paragraph (RWP)	See budget (appendix 4)	Methodology from the original USE- IT! SR specialists Social enterprises	See budget (appendix 4)
Context. Links to the strategy	Our proposal is to use the lessons of USE-IT! into the development of the RWP. For instance, USE-IT! has made us realise that investing time and energy in building 'trust' and understanding between municipality and other parties is key and gave us tools and ideas on how to do so. It also gave us more insight on how to involve communities in activities of the municipality and how to build a network in a specific community. The way we have built up the procurement requirements may not fit the realities of people. Social enterprises that want to participate need to be facilitated to do so, not curtailed. Our analysis is that there are assets in the communities where these projects are taking place that are not utilised at the moment. The construction sector is in desperate need of workers.				
Main activities the action entails	To use the power of the collaboration between municipality, contractors, social enterprises and community to shape how the deal which is part of the contract where the exact social impact and impact on local economy is agreed upon.				
Milestones	<ul style="list-style-type: none"> • Year 1 - Develop the collaborative partnership • Year 1 - Build a small team of the partners involved • Year 2 – Develop the first contracts together • Years 3 to 4 - An independent network working together on social paragraphs • Year 5+ - Expansion to other projects 				
Social Results		Environmental Results		Economic results	
Community wealth for local residents by working for the contactors, social enterprises or cooperations		Local residents having ownership of their life environmental improvements so more likely to utilise the opportunities.		Economic projects better designed to respond to local issues, priorities, opportunities etc so have greater economic impact.	
Risks	<ul style="list-style-type: none"> • It will take time for a combined team to get up to speed. 	Contingency actions	<ul style="list-style-type: none"> • To seek funding for the social partners' 		

Action: 2		Action Name: <i>Procurement: Linking anchor institutions and social enterprises</i>			
Lead actor	Key partners	Outcomes	Cost of delivery	Resources available	Timescale
Voor Goed SIF-R WSPR	Municipality of Rotterdam Part of the 12 Anchor institutions Involved social enterprises Voor Goed Agency SIF-R	Linking anchor institutions to local enterprises and social enterprises	See budget (appendix 4)	Methodology from the original USE-IT! SR specialists Procurement specialists Anchor institutions	See budget (appendix 4)
Context. Links to the strategy	In our current collaborations in Rotterdam with anchor institutions, we rarely take into account what the opportunities are when it comes to working together with local social enterprises in the area where the anchor institution is located in. A common shared experience in Rotterdam and Birmingham is that having a policy on socially responsible procurement as an anchor institution, does not automatically mean that local and social enterprises will benefit from this policy.				
Main activities the action entails	We need to break down these barriers in Rotterdam and build more bridges between local enterprises and anchor institutions. We are going to do this, in the spirit of the USE-IT! transfer mechanism, by physically bringing together social enterprises and procurement officers from anchor institutions at different events for instance speed date –sessions. We need to invest time and great effort to organise multiple (physical) meetings as they also generate "trust" and mutual understanding between macro organisation and social enterprises.				
Milestones	<ul style="list-style-type: none"> Year 1 - Develop the collaborative partnership Year 1 - Build a small team of the partners involved Year 2 – Regular meetings between the partners Years 3 to 4 - An independent network working together Year 5+ - Expansion network 				
Social Results		Environmental Results		Economic results	
Inspired anchors, SE's and communities that work together on their neighbourhoods		Local companies having the ownership of environmental improvements so more likely to utilise the opportunities.		Customers and sellers knowing each other and helping each other forward for everyone's benefit.	
Risks	<ul style="list-style-type: none"> It will take time to build trust in this new formulation. Making the network independent and sustainable. 		Contingency actions	<ul style="list-style-type: none"> There is a serious base already there. To seek funding for the necessary activities for the network. 	

Action: 3		Action Name: <i>Procurement: Spend Analysis</i>			
Lead actor	Key partners	Outcomes	Cost of delivery	Resources available	Timescale
WSPR SROI	the 12 Anchor institutions	Offering spending analysis and impact analyses to anchor institutions	See budget (Appendix 4)	Methodology from Preston spending analysis WSPR SR specialists Procurement specialists Anchor institutions	See budget (Appendix 4)
Context. Links to the strategy	Having an overview and deep understanding of the social impact and impact on the local economy that is made through procurement can be very helpful to get a better collaboration with an anchor institutions in the area of socially responsible procurement in many ways.				
Main activities the action entails	A spending analysis helps organisations to monitor their policy on socially responsible procurement and professionalise the process around socially responsible procurement.				
Milestones	<ul style="list-style-type: none"> • Year 1 – Analysing and discussing the Preston method with partners. • Year 1 – Highlighting the benefits of the method. • Year 1 – Discussing the method with legal and finance departments. • Year 2 – First analysis. • Year 2 – securing data analysis. • Years 3 to 4 - Preston analysis other partners. • Year 5+ - An every 5 year Preston analysis. 				
Social Results		Environmental Results		Economic results	
More social procurement		More work in neighbourhoods.		Better designed procurement arrangements for social and local procurement	
Risks	<ul style="list-style-type: none"> • Getting SR partners to share their administrative papers for the Preston analysis. • Getting partners to pay for the analysis. 		Contingency actions	<ul style="list-style-type: none"> • Making sure the data will be secured 	

Action: 4		Action Name: <i>Procurement: setting up Procurement Hub</i>			
Lead actor	Key partners	Outcomes	Cost of delivery	Resources available	Timescale
SIF-R Voor Goed WSPR	Social Enterprises 12 Anchor institutions Community partners	Setting up a procurement hub and steering group	See budget (Appendix 4)	WSPR SR specialists Procurement specialists Anchor institutions	See budget (Appendix 4)
Context. Links to the strategy	Up until now, the city of Rotterdam collaborates with several anchor institutions in the city such as housing associations, the hospital and Rotterdam harbour, but there is no collaboration between all these parties together. In line with the USE-IT! activities, our goal now is to set up a procurement hub and a steering group, together with all the anchor institutions in Rotterdam we collaborate with.				
Main activities the action entails	In this procurement hub, tools, methods and best practices of the anchor institutions can be shared. By collaborating with each other and combining forces, we can make a lot more social and local impact in the city.				
Milestones	<ul style="list-style-type: none"> • Year 1 - Develop partnership • Year 1 – Community research on the needs in neighbourhood's • Year 1 - To utilise community research • Year 2 – Developing Procurement hub • Years 3 to 4 - Procurement hub established • Year 5+ - Procurement Hub independent. 				
Social Results		Environmental Results		Economic results	
More employment possibilities for local communities. More wealth in communities and neighbourhoods		Local residents having more to spend and to take care of.		More opportunities for social entrepreneurs to sell services and products Social economic growth within the city	
Risks	<ul style="list-style-type: none"> • Making the procurement hub sustainable. 	Contingency actions	<ul style="list-style-type: none"> • Will seek to secure long term core funding to allow network to work autonomy 		

Action: 5		Action Name: Social enterprise and cooperative formulation			
Lead actor	Key partners	Outcomes	Cost of delivery	Resources available	Timescale
Key cooperations and social enterprises	SIF-R Voor Goed 12 Anchor institutions Community partners	Growth and flourishing for cooperatives and social enterprises	See budget (Appendix 4)	Funding need	See budget (Appendix 4)
Context. Links to the strategy	Local networks and local work will be a fantastic starting point to bring community wealth in the selected areas. Building confidence as a professional and to feel valued will bring even more into neighbourhoods than only wealth. It can make a neighbourhood flourish.				
Main activities the action entails	We are looking to build upon the existing activity and the experience of Birmingham to develop further Social Enterprise Networks and stimulate worker owned cooperative formulation. These are both key mechanisms of shifting the ownership of the economy and wider community wealth building.				
Milestones	<ul style="list-style-type: none"> • Year 1 - Develop partnership • Year 1 – Community research on the needs in neighbourhood's • Year 1 - To utilise community research • Year 1 – People working via cooperatives and social enterprises • Year 2 – Expansion of cooperatives and social enterprises • Years 3 to 4 – Constant collaboration between anchor institutions and cooperatives, SE's • Year 5+ - Community wealth. 				
Social Results		Environmental Results		Economic results	
More employment possibilities for local communities. More wealth in communities and neighbourhoods		Local residents having more to spend and to take care of.		More opportunities for social entrepreneurs to sell services and products Social economic growth within the city	
Risks	<ul style="list-style-type: none"> • The different languages the partners speak • Getting to trust each other • Secure the collaboration 	Contingency actions	<ul style="list-style-type: none"> • Will seek to secure long term core funding to allow network to work autonomy 		

PART 4 APPENDICES

APPENDIX 1 – URBAN DEVELOPMENT POLICY

Urban development in relation to poverty policy⁶ -

Regenerating cities was and is an important issue in the Netherlands. During the past 50 years large investments were done to modernize neighbourhoods from perspectives of social renewal and urban development. In this respect it should be noted that the Netherlands has the highest proportion of social housing in the EU, about 33% of the housing stock, and in the current large Dutch cities this percentage can be as high as 50%. The beginning of the 1990s saw an increase in socioeconomic problems in the larger cities. Policy however was mainly concerned with privatization. Urban housing policy was characterized by a decrease in the resources made available by government and a greater dependence on private initiatives. The combination of urban renewal and decreased priority for inner-city regeneration led to increased pressure on economic aspects.

Particularly renewal of the city of Rotterdam was an interesting example nationally and internationally in the period 1975-1993 (Stouten, 2010). Due to large investments from financial and social capital, large parts of old neighborhoods have been modernized. Fundamental changes on the labour and housing market put the housing question of the constructed buildings, environments and living conditions on the agenda again. Since mid-1990s approaches led to a degree of integration of social, economic and building policies. Most of these programs of social renewal, subsequent Big City policies (Grote Stedenbeleid) and neighborhood approaches started in Rotterdam and were later adopted by the central government.

From the 1990s onwards: regeneration between 1975 and 1993, urban renewal and social housing had a major effect on urban planning in the Netherlands, particularly in its major cities. From the mid-1980s onwards the policies of different ministries defined objectives creating a real patchwork of urban policies and problems. Social measures were brought under the 'problem accumulation areas' policy. This policy was concerned with social renewal and urban problems. Furthermore it is characterized by an increase of the opportunities available to the long-term unemployed and poorly educated, by improving quality of life and social security and by measures to stimulate the integration of minorities.

At the beginning of this millennium the integral approach returned to the scene in the former urban renewal areas through the reintroduction of the area approach, the designation of priority areas and the designation of 'prize areas' (prachtwijken) in 2007. Sustainable urban regeneration requires more than traditional land use plans have to offer. There was a need to improve planning and develop new methods to deal with new problems. Strategic planning was no longer only concerned with so-called flagship projects but helped to give shape to the renewal. The general strategies were based on the use of specific features of the city, such as the river, the harbours, the canals and so on. These strategies concentrated on the intensification of the existing urban area in combination with high-quality public transport and services. Residential environments were developed for specific lifestyles, taking into account an increase in the flexibility of labour and the consequences of internationalization and migration. All this under the expectation that phenomena as the home as workplace (teleworking), as school (tele-education) and as shop (teleshopping) were still capable of spectacular growth. The content of the area-based strategy was different for the centre than for other urban areas. To increase the

⁶ References ABF research (2002); Stadsvernieuwing gemeten: Basisanalyse KWR 2000. Delft: ABF research. Couch, C., C. Fraser and S. Percy (2003); Urban Regeneration in Europe. Oxford: Blackwell Publishing. Drewe, P., J. Klein and E. Hulsbergen (eds.) (2008); The Challenge of Social Innovation in Urban Revitalization. Amsterdam: Techne Press. Roberts, P. (2000).

vitality and attractiveness of the centre the aim was to increase the number of residents to achieve a ratio of 1:1 between jobs and dwellings. At the time only 28,000 people lived in the Rotterdam's city centre, while the number of jobs was 80,000. According to central government, a great deal of investment will be necessary in coming years to make cities attractive to middle-income and higher-income groups by increasing the number of owner-occupied properties. This objective – attracting higher-income groups – could to a considerable extent already be found in the policy of the city of Rotterdam.

Till 2008, the central government expected an increase of the demand for the owner-occupied sector. As it was argued in a period of economic growth but also during the current crisis policies are driven on stimulating this tenure at the expense of the social sector. Since mid-1990s the construction of 100.000 dwellings per year were forecasted but this number was never reached. At the same time the waiting lists for tenants looking for new homes were not cleared and prices in the owner-occupied sector increased. Due to new European regulations, in the near future, middle class households will run into trouble in finding a decent home. They get sandwiched between the social and owner-occupied sector. When they earn more than 33.000 euro a year, they become excluded from the social sector and will have hardly any chance in getting a mortgage. Moreover, a lack of training and a low level of education mean that a number of young people entering the housing market as starters will be in no position to buy.

Last decade there have been a lot of critics on urban regeneration about failing measurement against social deterioration e.g., social safety and criminality. The positive results of urban renewal were mostly ignored while policies contributed to vast improvements of the building stock, services and amenities (see also ABF research, 2002). According to my research (Stouten, 2010) floor plans of newly built housing were highly appreciated by the residents. The appreciation of tenants and professionals of modernization of old housing is sometimes less positive. The current residents rated houses flexible in use of the floor plan and specific dwellings for elderly highly. Solving structural problems, e.g., unemployment and income division, goes beyond the area level. In the period 1975-1993 urban renewal was part of welfare strategies with opportunities for low-income groups and minority ethnic groups to improve their living conditions. Due to urban renewal strategies including a broad societal orientation of housing associations the development of ghettos was avoided. One of the important aims that were reached is to prevent displacement. Residents of the Oude Noorden area did not want to move house from their newly-built or modernized housing (Stouten, 2010). Also, middle class households did want to continue their housing career in this urban renewal area. The quality of the services and facilities is well appreciated but concerning social safety, drugs and crime the balance is still shaky. Despite these negative experiences most of the tenants wanted to stay living in the area and a small majority said that 'people live together in a pleasant way' though 'they hardly know each other'. Urban renewal areas have a heterogeneous social fabric. This situation could be threatened due to the development of a more homogeneous vulnerable social fabric. This development is caused by an increase of households becoming dependent on social benefits, decrease of purchasing power and new European regulations on limited access to social housing for only incomes below 33.000 euro per year.

APPENDIX 2 – LEARNINGS FROM BIRMINGHAM

Learnings visit Birmingham

After an amazing time in Birmingham we evaluated everything we saw.

We had several questions which you can find below included the answers.

When you are making plans together with different NGO's and Social enterprises, do these organisations get paid to think with you?

For the original USE-IT! project there was a core group of partners that got paid through the UIA funding. This meant the voice of NGO's and Social Enterprise was always included in our plans. However, others got involved without payment because, for the social enterprises, they were receiving free business support and links to new potential markets and for the NGO's because we were helping them deliver their core organisational targets and we helped them to attract funding from other sources. For USE-IT! #2 the NGO's involved so far are receiving a very small amount of funding from our transfer mechanism budget but in reality they are involved because they see the value of what USE-IT! will deliver for them for years to come.

How do you secure the relationships and social strategics in the organisations when there is one star player like Jim from the NHS? How do you make sure you do not remain dependent on the individuals?

You have identified a key challenge when it comes to organisational culture change – because often you are dependent on one 'star player'. The way forward is to first of all work with that individual, give them all the support you can, focus on an opportunity that will solve a problem for that organisation (the NHS had a problem with recruitment) and generate successes that can then be communicated to the rest of the organisation – particularly senior management. If senior management like what they see try and move quickly to try and embed the work in organisational strategies or action plans. But the likelihood is always going to be that this journey is going to start with one individual so give them all the support you can!!

How do you weave the organisations together, what have you done e.g. those 12 months with that group around the hospital?

This is at the very heart of USE-IT! and this is YOUR job! You have to be the person that brings these organisations together. They won't do it on their own. Start by getting to know them individually. Accept any invite to visit. Find ways to offer them help and support. Listen and understand their specific priorities and problems. Once you are confident in your knowledge of the organisation and the trust/relationships you have built bring them together to develop something SPECIFIC. It has to be a problem/opportunity that is relevant to all of them and, just as important, a problem/opportunity where each can see the particular role they are going to play and what they will bring to the partnership. But even when they are working together you need to keep 'being the bridge' because, if you leave them to their own devices, there is the risk they will either drift apart or one will take over to the detriment of the others – or both! Partnerships are ongoing work.

Are there more numbers available from the hospital, how many people are working there now? How much does the hospital buy in socially now? Concrete examples? Materials? Movie? Case study?

We received several reports, case studies and an other report on figures.

The NHS is bought in totally to the programme and continues to fund the full cost of the language training for all the participants – about £5k per person. This money goes to the NGO providing the training.

What other contracts are currently in place with the other 6 anchor institutions? With concrete numbers and examples. How much money is involved?

The attached document 'All anchors 25k analysis' summarises are findings about current anchor institution spend on small contracts.

What did the grant of 5 mln. delivered? And how have you captured that impact? And communicated it?

The value of the original USE-IT project was Eur3.5m. We never asked for full Eur5m available and, in all fairness, we didn't need it as the hospital was funded from the national funds. Most of the other UIA projects had a capital investment in their budgets.

The impact indicators were only agreed with the UIA Secretariat in 2019 towards the end of the delivery due to a misunderstanding between us and the Secretariat which actually allowed us to develop indicators that were a lot more realistic as opposed to high level indicators (i.e. poverty decreased, unemployment rate reduced) that would have never been achieved. Something to keep in mind – high level indicators are attractive to our politicians and senior managers but to make a real difference with the USE-IT model you need to start small.

Was there a baseline measurement?

Not before we started the project. Poverty modelling using the community research data failed us in Y1, so we tracked our progress instead. We also did a series of mapping exercises within the Social Economy Work Package (we mapped all SEs in the patch) and mapped market opportunities for them, we also continuously mapped the third sector organisations.

We never told you but at the beginning of the project we actually had KPMG as one of our delivery partners. They were going to map all macro assets on the patch. This never happened because they dropped out from the project. What we found out through was that the knowledge was there in the partnership anyway. We knew the upcoming development opportunities from Planning colleagues and the community knew what their local assets were i.e. the playing field we all visited last week.

APPENDIX 3 - CITY DISTRICTS

The two neighbourhoods of Rotterdam that we will be focusing on in the Use It! Project (Rotterdam South and Delfshaven), the diversity is evident and seen as a great vehicle for a positive change. In this project we will focus on 2 city districts Rotterdam South and Delfshaven. As can be viewed in the table below both districts are running behind on the general average of both Rotterdam and The Netherlands when it comes to employment, income and education.

Indicators	The Netherlands	Rotterdam city wide ²	Rotterdam Zuid	Delfshaven
Population (January 2022) ¹	17.590.672	655.106	208.053	76.293
Number of inhabitants aged up to 27 as % of total population (2022) ¹	30,2%	32,7%	33,7%	35,7%
% one-parent households with at least 1 child under 18 living at home (2021) ¹	19,2%	33,0%	39,6%	36,2%
Average disposable household income, standardized (2019) ²	€ 32.300	€ 29.000	€ 25.500	€ 25.500
% Households with a disability benefits or pension (WWB-AO or WW) (2019) ²	8,1%	13,5%	16,3%	
% Households with a general social security (WWB or WW) (2019) ²	4,6%	9,7%	11,7%	
% Households with base pension (AO) (2019) ²	3,5%	3,6%	4,6%	
% Households with an income up to 110% of the social minimum (2020) ³	10,2%	18,5%	22,2%	23,3%
Children up to 18 years of age in a household with income up to 110% of the social minimum as % of all children up to age 18 in a household (2020) ³	7,9%	16,6%	22,1%	
Non-working population (as % of age group 15 to 75) (Oct 1, 2020) ⁴	6,6%	12,2%	15,0%	
% secondary or higher education, as % of population 15 to 75 years (Oct 1, 2020) ³	72%	69%	62%	65%
% young people with a starting qualification, aged 18 to 22 (Oct 1, 2020) ³	69%	68%	59%	
% of population with migration background (January 2022) ⁵	25%	54%	65%	69%

¹: Source: CBS, statline / BRP, OBI

²: Source: CBS, Integraal Inkomens- en vermogensstatistiek kalenderjaar 2019, bewerking OBI

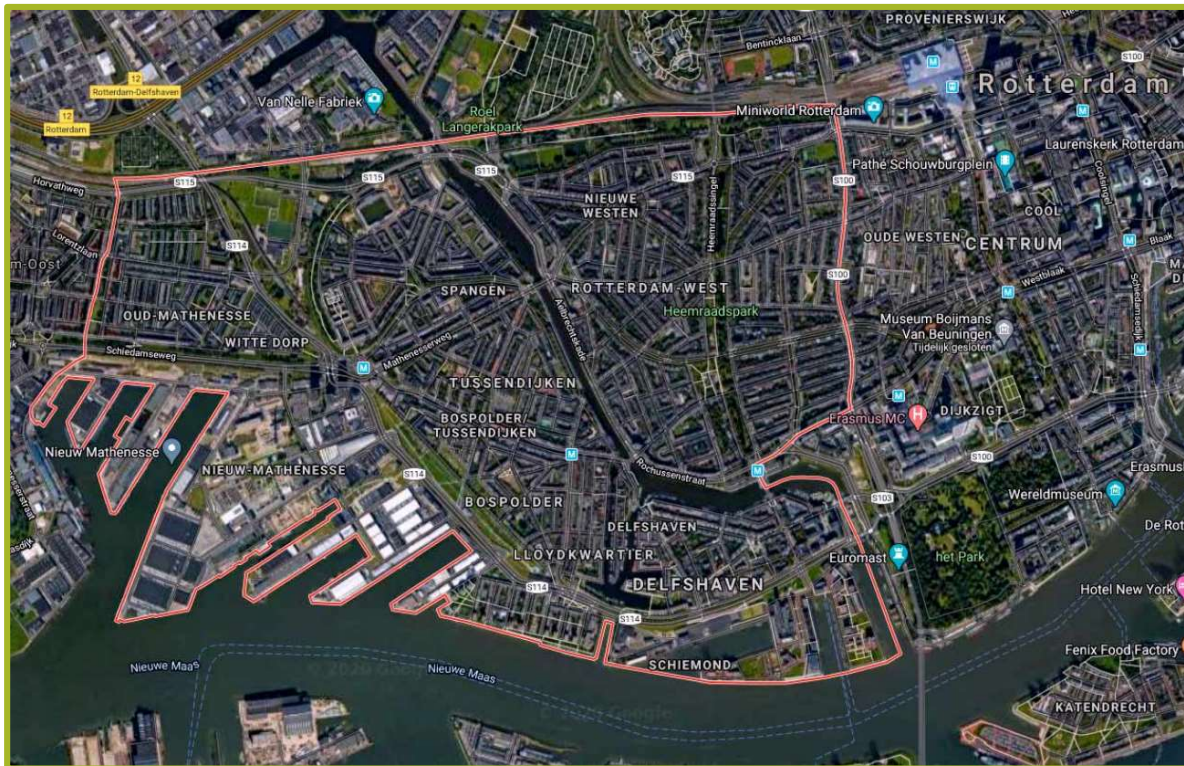
³: Source: CBS, Integraal Inkomens- en vermogensstatistiek kalenderjaar 2020, bewerking OBI

⁴: Source: Werk en werkenden in de Rijnmond (SSB, CBS, bewerking OBI)

⁵: Source: CBS, statline / BRP, OBI 1 januari 2022

DELFSHAVEN

Delfshaven has approximately 76,786 inhabitants and an area of 5.80 km², which can be viewed on the map below. Delfshaven came into existence in 1389, when the Delfshavense Schie was dug to give the city of Delft a connection to the Maas. Originally, Delfshaven was a part of Delft. In 1795 it became independent, to be annexed by Rotterdam in 1886. More statistics about the city district can be viewed in the table below.⁷



General statistics on Delfshaven – from 2021	
Number of inhabitants	76.786
Number of households	39.120
Residents between 15-65 years of age	74 %
Residents with a migrant background	69 %
One person households	50 %
Number of housing stock	34.114
Social housing	48 %
Private rentals	25 %
Privately owned housing	26 %
Number of jobs	19.564
Residents with low income	60 %

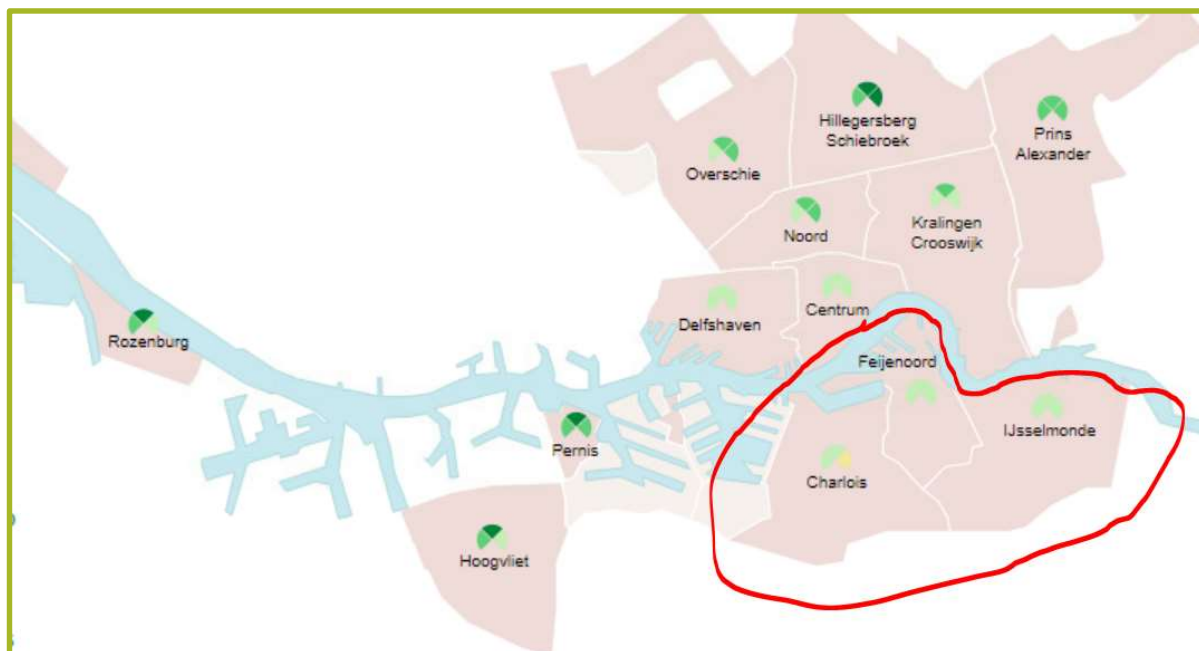
ROTTERDAM SOUTH⁸

Our second focus city district is Rotterdam South, where we are focused on three main neighbourhoods: Charlois, Feijenoord and IJsselmonde, see picture below. These areas started developing at the end of 19th century as the harbour activity grew. The growth and development have since been progressive and the development of economic activity has had a great effect on the workforce. The current population is around

⁷ [2022 | Wijkprofiel Rotterdam](#)

⁸ [MKBA NPRZ nieuw.pdf](#)

208.000 and very diverse. Through our time workforce with different migration backgrounds has been settling here. In the 1960s and 1970s large amounts of guest workers from mostly Turkey and Morocco came to work in the port and in recent years a from Central and Eastern Europe.



General statistics on Rotterdam South from 2021	Feijenoord	Charlois	IJsselmonde
Number of inhabitants	76.965	69.470	61.075
Number of households	37.221	35.024	28.867
Residents between 15-65 years of age	70 %	71 %	65 %
Residents with a migrant background	69 %	68 %	55 %
One person households	46 %	50 %	43 %
Number of housing stock	35.517	33.0171	27.859
Social housing	61 %	42 %	47 %
Private rentals	24 %	31 %	17 %
Privately owned housing	33 %	26 %	36 %
Number of jobs	42.133	20.577	20.243
Residents with low income	65 %	62 %	55 %

Currently, more than a half of the residents in the Feijenoord, Charlois and IJsselmonde districts have a low income and 32% have a middle or high income. The cheap housing stock has attracted disadvantaged and low-income people.

In 2012, national and local government, healthcare institutions, housing corporations, schools and businesses joined forces and started the National Programme Rotterdam South (NPRZ). [This short video](#) gives a good impression of the programme and its goals. NPRZ wants to improve life in Feijenoord, Charlois and IJsselmonde. NPRZ intervenes on three themes, which are defining in improving the socio-economic position of the residents: School, Work and Housing.

1. School as a place where young people are trained to advance to gainful employment, develop the skills they need to improve their socio-economic position from the South and where they receive support at times when they cannot manage on their own. Problems are quickly identified and tackled in an integrated way.

2. Employment. Not only to improve income positions, but also to allow people to participate in society in a meaningful way to enable them to take control of their own lives and help them to be an inspiring example to others.
3. Housing. Rotterdam South as a place where you want to live, even if your socio-economic circumstances are good. It is precisely the social up-and-comers who can serve as role models for talented young people.

We assume that the NPRZ will help an additional 233 people find a job from a benefits situation each year. This saves society 15,000 euros per year per FTE. Over the entire period we estimate the benefit to be 674 million euros.

Appendix 4 - Budget

	Programme	Roles and activities	fte	Costs per year					2027 EU financing	Cofinancing	Partner
				2023	2024	2025	2026	2027			
				1 fte = bruto bruto							
Procurement Hub	Capacity										
	Local government	Programme manager	0,5	40.000	40.000	40.000	40.000	40.000	0	200.000	Employers service centre Rijnmond (WSPR)
		Accountmanager	1	80.000	80.000	80.000	80.000	80.000	0	400.000	Employers service centre Rijnmond (WSPR)
	Overall	Backoffice	1	60.000	60.000	60.000	60.000	60.000	0	300.000	Employers service centre Rijnmond (WSPR)
	Anchor institutions	Sales and procurement	1	80.000	80.000	80.000	80.000	80.000	200.000	200.000	Local housing cooperations, hospitals, universities
	Cooperatives and social enterprises	Procurement coordinator and business development for socia	1	80.000	80.000	80.000	80.000	80.000	400.000	0	Afrikaanderwijk Cooperative and Delfshaven cooperative
Development towards procuring locally, among Rotterdam's social and regular enterprises and anchor institutions	Capacity building and coordination of network in Rotterdam	Accountmanager at local social enterprise or cooperative	1	80.000	80.000	80.000	80.000	80.000	400.000	0	Social Entrepreneurs/Cooperatives/VoorGoed Agency
	Communication	Communications officer	0,5	40.000	40.000	40.000	40.000	40.000	200.000		VoorGoed Agency
	Overall costs Procurement Hub based in community	Meetings, capacity building, website, etc		20.000	20.000	20.000	20.000	20.000	50.000	50.000	WSPR/anchors/cooperatives/VoorGoed Agency
		subtotal	6	480.000	480.000	480.000	480.000	480.000	1.250.000	1.150.000	
Spending analysis	Spending analysis anchor institutions	Accountmanager	1	40.000	40.000	40.000	40.000	40.000	0	200.000	OBI - research institute local government of Rotterdam
		Additional costs		5.000	5.000	5.000	5.000	5.000	12.500	12.500	Thrive/WSPR/anchor institutions
		subtotal	1	45.000	45.000	45.000	45.000	45.000	12.500	212.500	
Community Research											
start in 2 local communities Delfshaven and Afrikaanderwijk	Accreditation of inhabitants of Delfshaven and Afrikaanderwijk										
		Training programme (trainers, participation and accreditation fees) pp €4,000		40.000	80.000	80.000	80.000	80.000	135.000	225.000	educational institutions, foundation Wijkcollectie
	Coordination (2x 0,5fte for two neighbourhoods)	Coordinating research hub, intervision groups, supervision Exhibitions and debates	1	80.000	80.000	80.000	80.000	80.000	300.000	100.000	Cooperatives and Foundation Wijkcollectie
		Location (rent for events, etc)		15.000	15.000	15.000	15.000	15.000	0	75.000	Cooperatives and Foundation Wijkcollectie
	Maintenance research hub	Back office (for both communities), digital acces, maintenanc	1	12.000	12.000	12.000	12.000	12.000	30.000	30.000	Cooperatives and Foundation Wijkcollectie
	Overarching research by university or college	Researchers (publications, evidence based research)	1	60.000	60.000	60.000	60.000	60.000	200.000	100.000	Cooperatives and Foundation Wijkcollectie
		subtotal	3	267.000	307.000	307.000	307.000	307.000	865.000	630.000	University and Hogeschool Rotterdam
Cooperative/social enterprise business development											
	Innovative business models	developing business cases Rotterdam South and Delfshaven, legal support	1	80.000	80.000	80.000	80.000	80.000	400.000	0	Business development partner
	Seed and scale up of local cooperatives	programme budget		20.000	20.000	20.000	20.000	20.000	100.000	0	Business development partner
		one cooperative in every neighbourhood	1	80.000	80.000	80.000	80.000	80.000	400.000	0	C+N3B+N41
	Local cooperatives	capacity on the job for 2 cooperatives initially	1	80.000	80.000	80.000	80.000	80.000	220.000	220.000	WSPR/local partners
		Apart from social enterprises involvement of community organisations	1	80.000	80.000	80.000	80.000	80.000	220.000	220.000	WSPR/local partners
		Coach on debt relief	1	80.000	80.000	80.000	80.000	80.000	200.000	200.000	Local government and SIF-R
		subtotal	5	420.000	420.000	420.000	420.000	420.000	1.540.000	640.000	
Women training and enterprise hub	Formation and development	Developed by 4 local partners (Ondernemershuis op Zuid, Cuzina, Talentfabriek010)	2	160.000	160.000	160.000	160.000	160.000	400.000	400.000	Social enterprises/VoorGoed/SIF-R
	facilitation budget	training, events, etc		80.000	80.000	80.000	80.000	80.000	400.000	0	Social enterprises/VoorGoed/SIF-R
		subtotal	2	240.000	240.000	240.000	240.000	240.000	800.000	400.000	
Accelerator programma	Social enterprise development Rotterdam	1-to-1 coaching for social entrepreneurs with growth potential	1	80.000	80.000	80.000	80.000	80.000	300.000	100.000	VoorGoed/local partners
starting 2023/2024	Programme for 10 entrepreneurs each year	programme costs		30.000	30.000	30.000	30.000	30.000	100.000	50.000	VoorGoed/local partners
		subtotal	1	110.000	110.000	110.000	110.000	110.000	400.000	150.000	
Management and development total plan	Strategic advise and development on social economy strategy	Strategic experts (Birmingham, Cleveland - Ohio)	2	60.000	60.000	60.000	60.000	40.000	280.000	0	WSPR/Local municipality/SIFR/VoorGoed/local partners
		Programme budget :		30.000	30.000	30.000	30.000	30.000	150.000	0	WSPR/Local municipality/SIFR/VoorGoed/local partners
	Core Team: strategy and programme development	resources for coaching team and programming budget		40.000	40.000	40.000	40.000	40.000	200.000	0	WSPR/Local municipality/SIFR/VoorGoed/local partners
		VoorGoed, SIFR, WSPR, local government MO department	1	80.000	80.000	80.000	80.000	80.000	400.000	0	VoorGoed
		core team members are also part of divisional teams	1	80.000	80.000	80.000	80.000	80.000	400.000	0	SIF-R
		working on the different parts of the USEit programme	1	80.000	80.000	80.000	80.000	80.000	400.000	0	
		programme officer local government	1	80.000	80.000	80.000	80.000	80.000	400.000	0	
		social enterprise representative	1	80.000	80.000	80.000	80.000	80.000	400.000	0	
	Impact research (during whole period)	Data gathering and analysis Thrive institute	1	80.000	80.000	80.000	80.000	80.000	400.000	0	Thrive Institute/local partners
		Fieldwork and reporting budget		35.000	35.000	35.000	35.000	35.000	175.000	0	Thrive Institute/local partners
		subtotal	7	565.000	565.000	565.000	565.000	545.000	2.805.000	0	
		Total	25	2.127.000	2.167.000	2.167.000	2.167.000	2.147.000	7.672.500	3.182.500	

