



Montréal 2016
Global Social
Economy Forum

Stimulation of WISEs @ local level

Nienke Boesveldt & Corine van de Burgt
Utrecht University NGO De Omslag



Universiteit Utrecht

de omslag
zinnvolle zaken

✘ Gemeente
✘ Amsterdam
✘



overview

- ① **context**: changing welfare state
- ② governance and effects of **upscaling**
- ③ role and activities of De Omslag
- ④ activities and responses of the local administration
- ⑤ **conclusion**: questions, similar experiences, discussion



① ② ③ ④ ⑤

introduction and context: changing welfare state

Local government increasingly responsible for social **care and participation** of people with mental health issues or physical disabilities

- historical perspective
- large cuts public expenditure
- decentralisation of care (city support)
- find private solutions



governance arrangements

policy

goals
instruments
model

structure

allocation of responsibilities
allocation of budgets
network structure

management

vision on relationships within
politics / administrations and
between them and society,
e.g. accountability

2012

care: daytime activities
financing network
De Omslag

two departments
(care & participation)
De Omslag in network

close relations:
De Omslag with politics
and administraion

processes

social procurements
combinations
(risk of isomorphism)
social enterprises

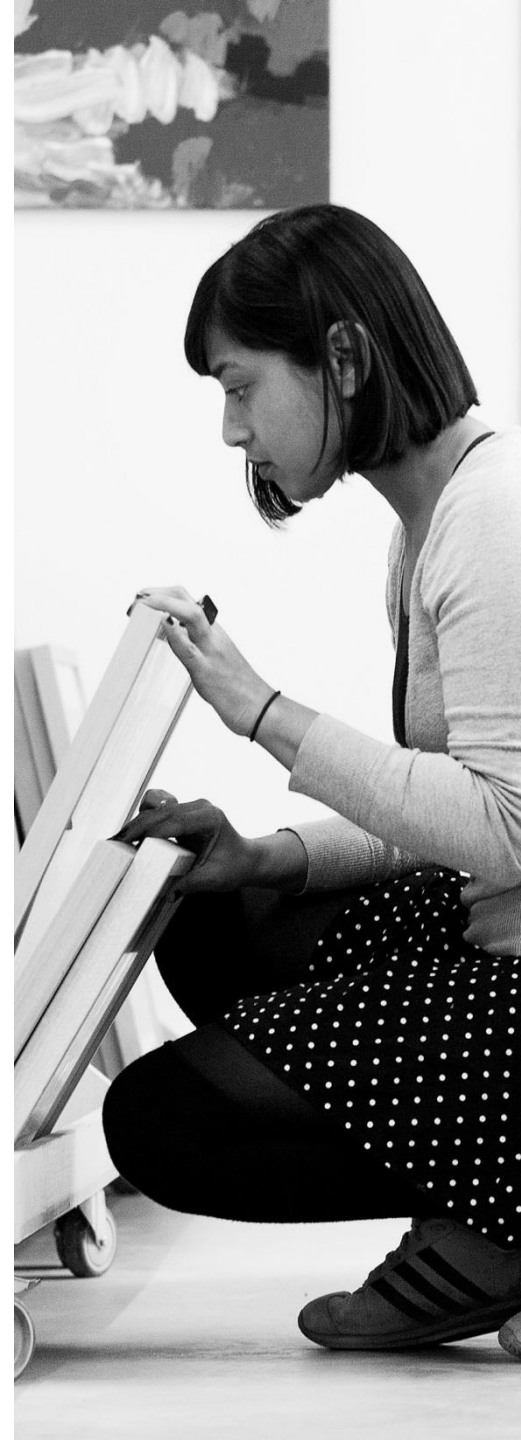
societal effect

of people in
social enterprises
of people in
paid jobs

① ② ③ ④ ⑤

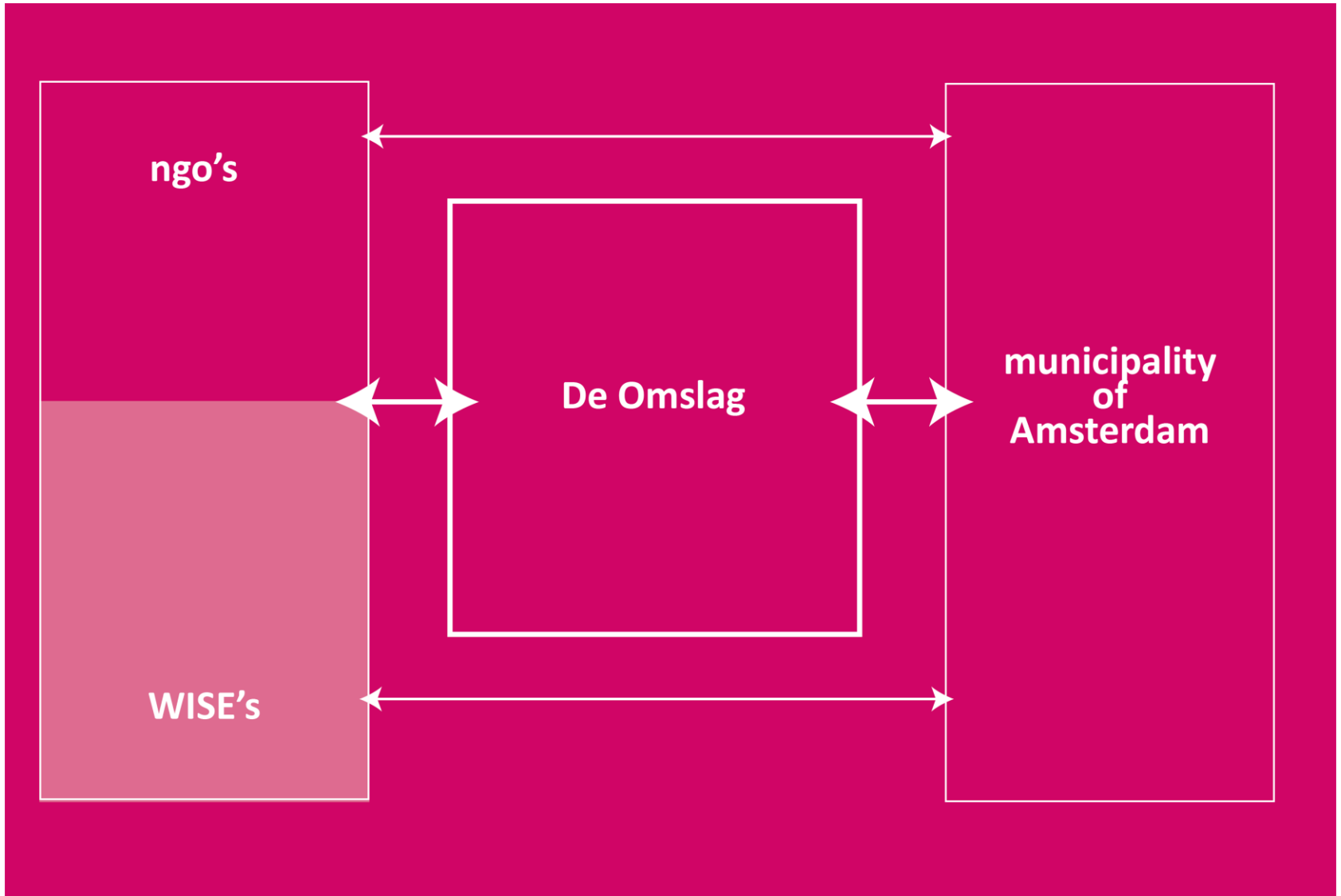
scientific concept of isomorphism

a progressive **loss of inner characteristics** under the pressure of legal frameworks or **professional norms** coming from the for-profit private or public sectors



- ①
- ②
- ③
- ④
- ⑤

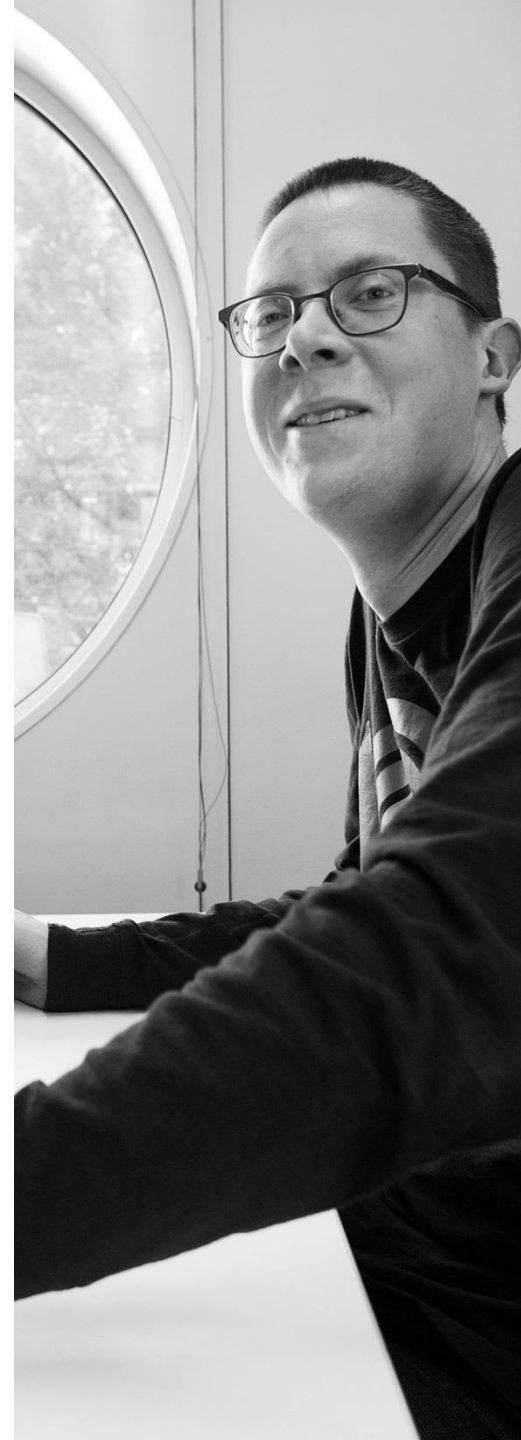
role & position De Omslag



① ② ③ ④ ⑤

momentum

- **mid 2012**: De Omslag **lobbies** for research and support of the concept of SE after announcement severe budget cuts
- **end 2012**: official residence conversation on social enterprises. City draws up **tender** together with local stakeholders, De Omslag + **manifesto**



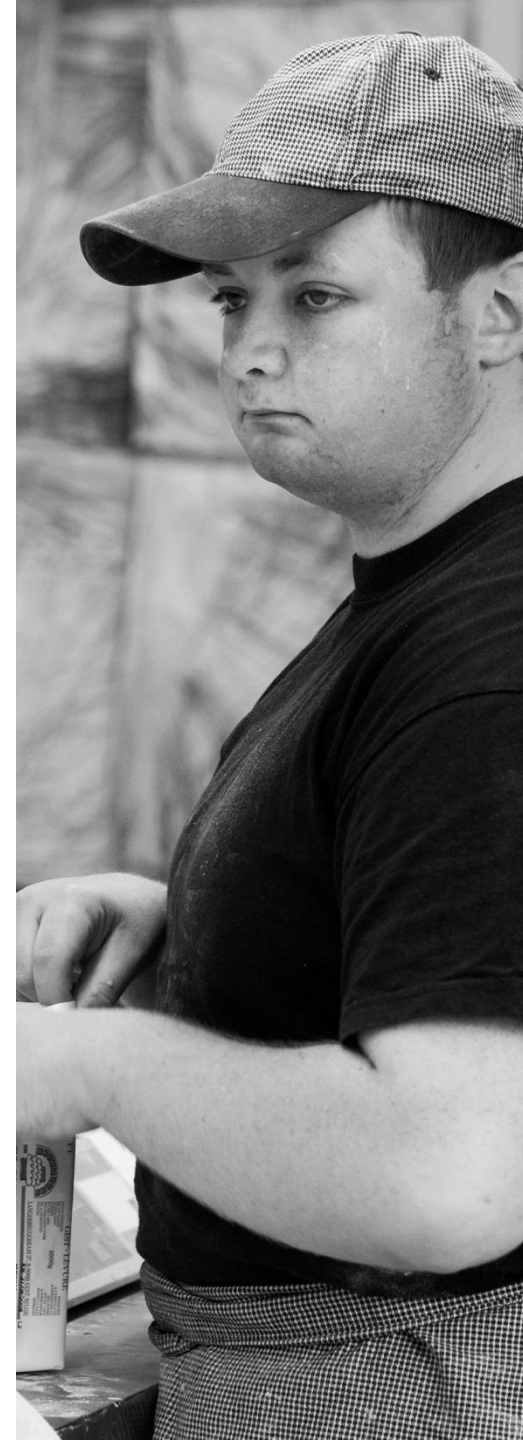
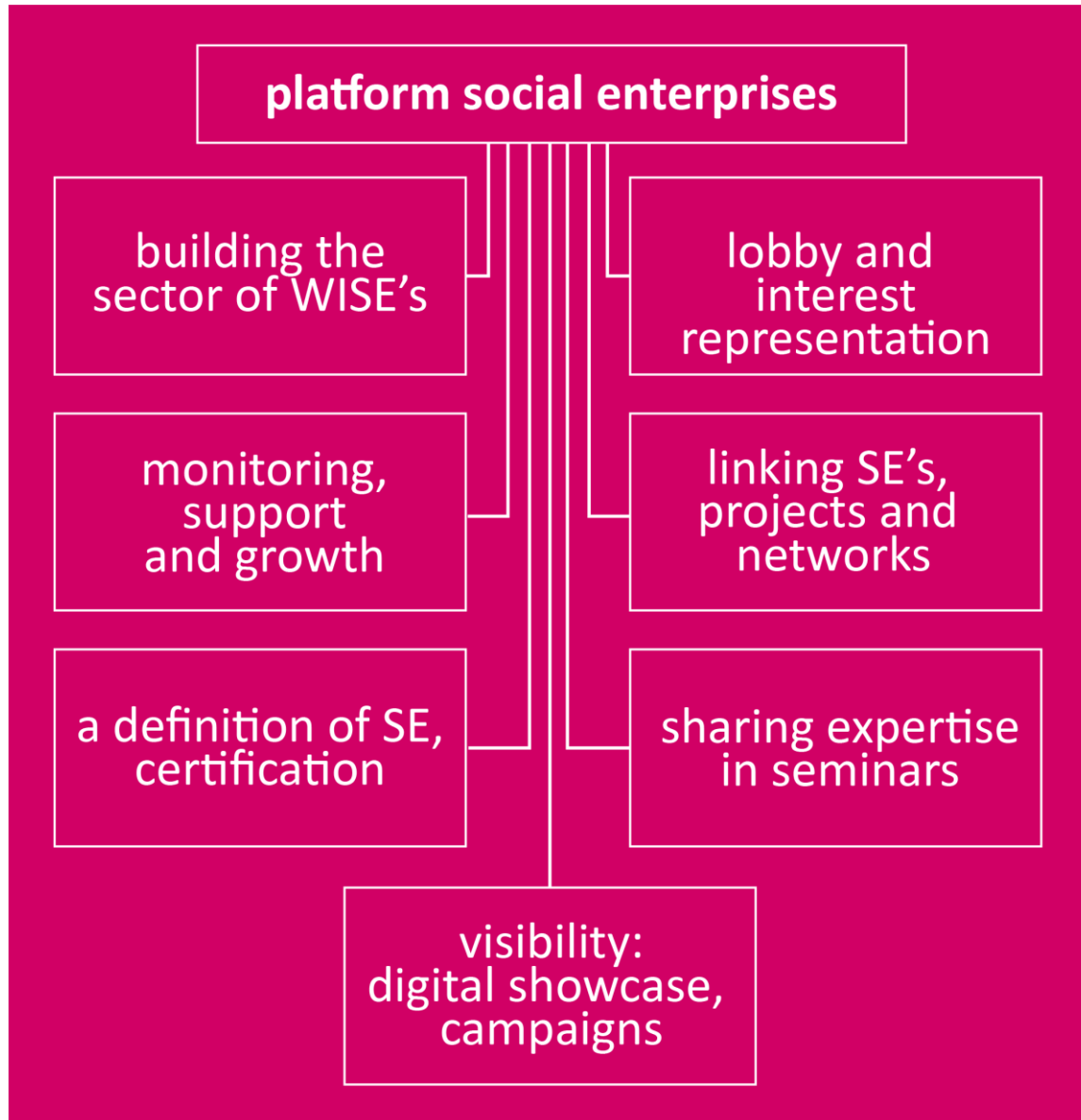
① ② ③ ④ ⑤

collectively out!

- **conference:** a joint production of local authority, De Omslag and research bureau
- opened by the alderman on care
- **presentation** of research findings
- workshops and debates with the **entire field:** care, welfare, employment and social organisations
- increased awareness

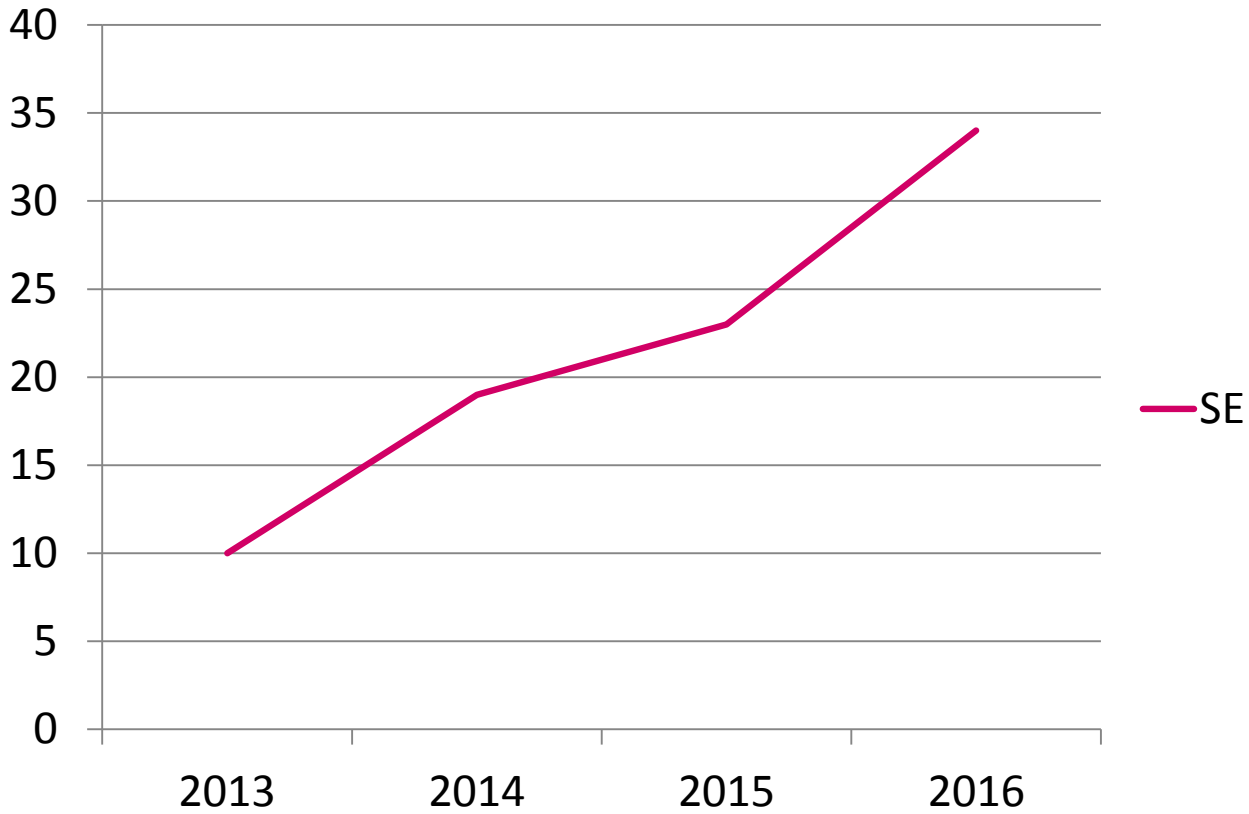


- ①
- ②
- ③
- ④
- ⑤



- ①
- ②
- ③
- ④
- ⑤

Increase of sector SE



① ② ③ ④ ⑤

outcomes (2016)

- **2,720** persons with vocational impairments found work within social enterprises
- **431** persons were able to move on into paid jobs
- achievement of a positive (public) image of the sector in its totality



① ② ③ ④ ⑤

effects of upscaling

- **supporting** entrepreneurs and local authorities, bringing them together and enhance knowledge
- **more effective** instruments: lobbying, monitoring the sector, increasing self-awareness of SE as local movement and solution



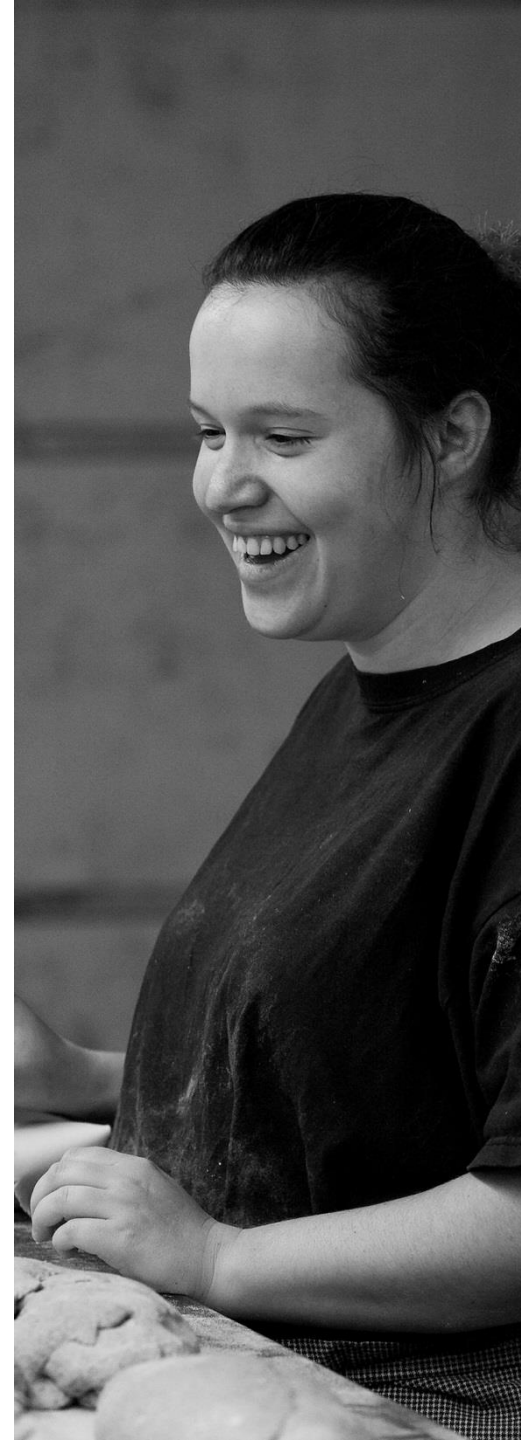
① ② ③ ④ ⑤

effects of upscaling

- increase of governmental and corporate **social procurement**
- in Amsterdam, the sector of social enterprises grows

However:

implementing innovative projects may clash with old structures



① ② ③ ④ ⑤

policy

- co creation: improving policy through collaboration, balancing
- policy model: displacement no longer mentioned in arguing against SE
- **more effective** instruments?
 - subsidising SE platform
 - social buying
 - non financial support



① ② ③ ④ ⑤

structure

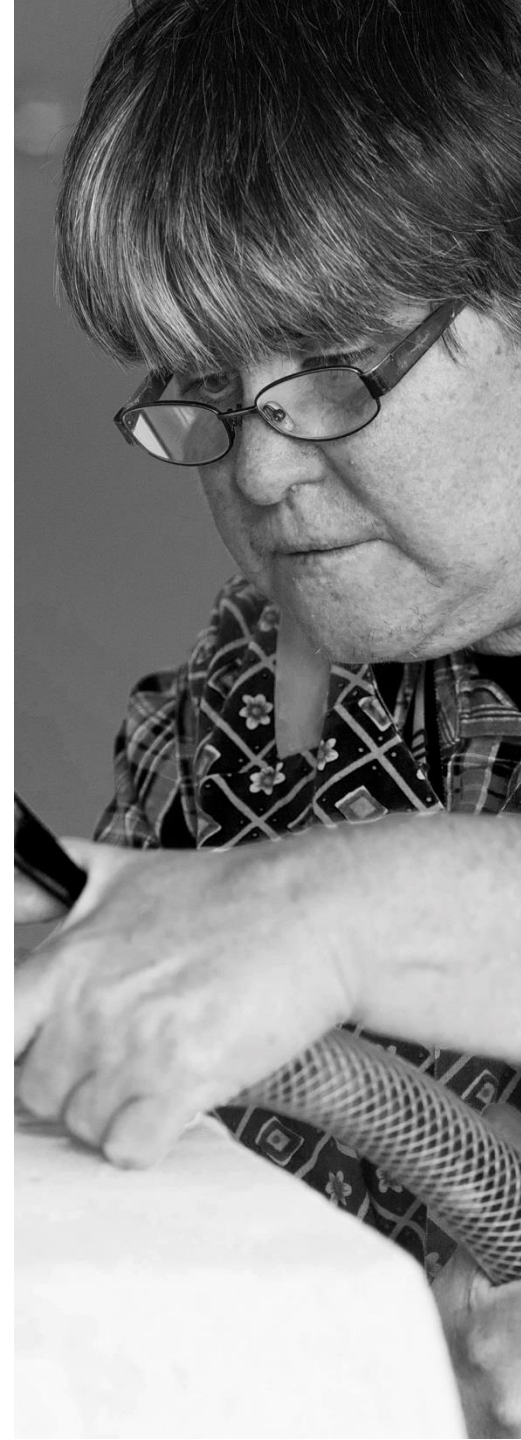
- more effective **allocation** of responsibilities, involvement of economical dept.
- **Law on** participation more focused



① ② ③ ④ ⑤

management

- Dutch style of mutual influencing
- 'Momentum' resulted in **internal** changes in governance



upscaling WISEs

governance arrangements

policy

goals
instruments
policy model

structure

allocation of responsibilities
and budgets (e.g. decentralised)
network structure

management

vision on relationships within
politics / administrations and
between them and society,
e.g. accountability

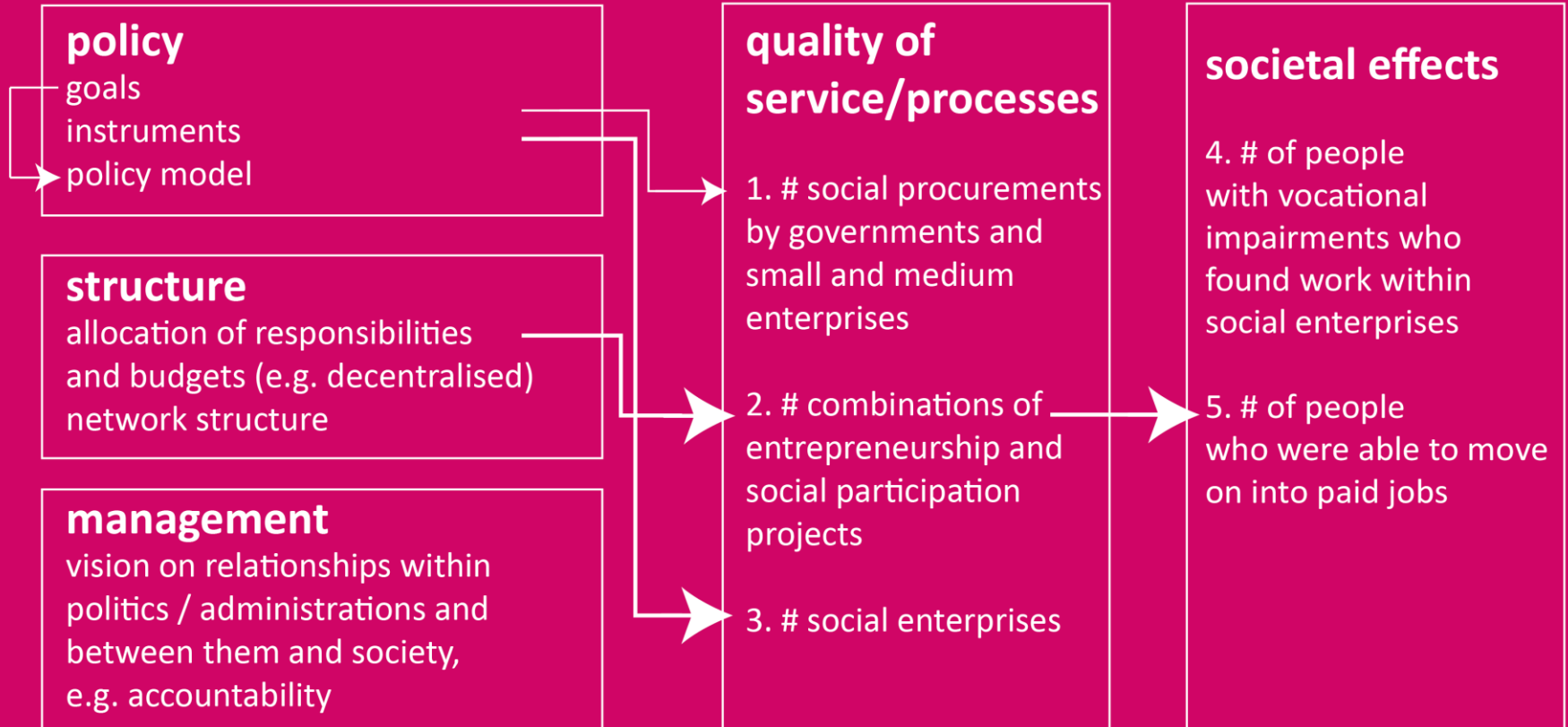
efficacy of governance arrangements

quality of service/processes

1. # social procurements by governments and small and medium enterprises
2. # combinations of entrepreneurship and social participation projects
3. # social enterprises

societal effects

4. # of people with vocational impairments who found work within social enterprises
5. # of people who were able to move on into paid jobs



① ② ③ ④ ⑤

elements of isomorphism

- writing policy together
- hybrid identity protected by **increased identity** SE sector

And also:

- governance structures for support and innovation
- procedures social procurement/buying



- ①
- ②
- ③
- ④
- ⑤

conclusion

we want to show you how local **public-private cooperation** results in a content-driven policy that stimulates the social entrepreneur sector



① ② ③ ④ ⑤

conclusion

In this case, one of the **key success factors** in the stimulation of SEs is the outsourced SE platform.

For a local authorities to coordinate the SE platform itself holds the risk of isomorphism



- ①
- ②
- ③
- ④
- ⑤

conclusion

In this case, the local authorities report on processes and output rather than outcomes on client levels

Governance on content and processes is deemed more **effective** than local governance on assimilation



discussion

Can we see this **innovation** as a **positive** one?

- meeting the challenges in collaboration between the social business sector and the local government
- the efficacy of WISEs in strengthening the participation of socially excluded citizens



① ② ③ ④ ⑤

questions

- the experience of the people in the audience in supporting WISEs
- exchanging **strategies** on the stimulation on the local level
- the national regulations supporting the local policies
- best practices



