



Places-3T Vademecum



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Presentation of Places-3T

PLACES-3T

*3rd type places for
Collaborative Creative Learning
and Entrepreneurship*

Erasmus+ KA2 2020 project

September 2020-August 2023

7 partners from 5 countries

The economic, social, environmental structures, employment, training, insertion, guidance in a constantly and rapidly evolving universe, lead to imagine new routes so that every person may create their own place into the ecosystem. The current development of working modalities implies more and more to reflect upon, and be able to implement successfully, the possibility of working in a hybrid way, partly on site and partly at distance.

Out of Institutional systems, various experiments have evidenced the desire and the possibility to develop spaces and places that enable people to find themselves, create their own journey, though cooperation, co-creation, co-learning.

The PLACES-3T Spaces are special, anchored in their territorial, social, cultural context. They support people in developing new ways of learning, creating value, based on new success criteria: trust building – trust in yourself, in others, in the future; respect of the persons and of the planet; valorisation of abilities acquired previously, and developed in cooperation and collaboration; value of the creative thinking ("flip thinking").

PLACES-3T produces:

- * a repository of successful innovative European practices;
- * a set of key success factors that may be re-appropriated in new contexts;
- * elements of sustainable business models that may be re-appropriated in new contexts;
- * elements to support the decision in process of hybridizing the spaces;
- * a methodology to accompany actors in creating, and animating "PLACES-3T Places";
- * pilot actions to experiment real life field implementations;
- * recommendations towards the decision and policy makers, who have the levers to enable the creation, support the development and sustain the life of these spaces.

The audiences as full actors of PLACES-3T

- * people questioning their trajectories, young people with difficult contexts, adults looking for a reorientation of their career, or who are looking for different ways of working;
- * people whose job it is to accompany the former ones, and who would like to have a kind of action more participative, more innovative;
- * people concerned with inscribing their journey in a system of values that aims at more social justice, more respect for the planet, more respect to the persons and their diversity;
- * people who desire to deploy their potential in creativity, entrepreneurial spirit, to create innovative business models and structures;
- * institutional actors and decision makers, in economy and politics, to help the PLACES-3T Spaces flourishing, to house them, to nurture them, to make them sustainable.

Partners

n°	Organisation	Short name	Contact person	Email	Phone	Ctry
P1	SMART COOP	SMART	Pierre Pevéé	pierre.pevee@smart.coop	+3225421085	Bel
P2	Forum des régions Européennes pour la Recherche, l'éducation et la Formation	Freref	Axel Joder	joderaxel@gmail.com freref@freref.eu	+33 6 30 93 90 32	Fra
P3	Pour la Solidarité	PLS	Sanjin Plakalo	sanjin.plakalo@pourlasolidarite.eu	+3225350689	Bel
P4	Fundacio Universitat Empresa de les Illes Balears	FUEIB	Luis Tudela	Lluis.tudela@fueib.org	+ 34 971 25 96 83	Spa
P5	Centro di Solidarietà di Reggio Emilia	CEIS	Andrea Ascari	aascari@solidarieta.re.it	+390522451800	Ita
P6	Dutch Foundation of Innovation Welfare 2 Work	DFIW2W	Pieter van Schie	pvs@dutchfoundationofinnovationwelfare2work.com	+31622696373	Nel
P7	Agence nationale pour la Formation Professionnelle des Adultes DR Auvergne Rhône Alpes	AFPA	Florence Perrin	Florence.perrin@afpa.fr	+33682842572	Fra

Planning

MONTHS	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
Project activity	9/20 02/21 08/21 2/22 08/22 02/23 8/23																																			
Project Management	[Blue bar]																																			
Reports	R1			R2													R4A	R3A																	R4B	R3B
Implementation (1)	[Blue bar]																																			
JPMs face2face			1						2								3										4									5
Multiplier events																											ME1									ME2
Learning Mobilities													PL1																PL2							
IO-1	[Purple bar]																																			
Practices collection	[Light purple bar]																																			
elaboration FCS + BM	[Light purple bar]																																			
Rapport (livrable R5)												V1																						VF		
IO-2	[Green bar]																																			
Methodology	[Light green bar]																																			
Elaboration mini-COOLS	[Light green bar]																																			
Pilotes phase 1	[Light green bar]																																			
Report (livrable R6)																		V1											V2				VF			
IO-3	[Blue bar]																																			
template / tools	[Light blue bar]																																			
Pilot Phase 2	[Light blue bar]																																			
Report (livrable R7)																																				VF
IO-4	[Dark blue bar]																																			
Valorisation	[Light blue bar]																																			
Capitalisation	[Light blue bar]																																			
Report (livrable R8)																																				VF
Evaluation	[Orange bar]																																			
Reports																		R4A																		R4B

Livrables

R1 Vademecum

R2 PAQ

R3A Intermediary report R3B Final report

R4A Interim evaluation report/ R4B final evaluation report

R5 Practices repository

R6 Methodological guide

R7 Pilot action Capitalisation

R8 Lessons learnt and recommendations

JPMs Plenary meetings

EM Multiplier Event

O1 Key success factors, economic models and hybridization process for Places-3T spaces

Partner in charge FUEIB (+CEIS)

Partner associated Smart, PLS, Freref, DFIW2W, CEIS, AFPA

Duration 01/09/20 – 01/06/22

Activities

- T1.1. Design and production of the web repository (all partners)
- T1.2. Analysis of the KSF for each practice and production of the "pivot" KSFs suitable for reuse in future implementations (all partners, coordination by FUEIB and CEIS)
- T1.3. Analysis of economic models and production of re-appropriable "pivot" elements (all partners)
- T1.4. Reflection support approach for the process of hybridization of spaces
- T1.5. Finalization of the directory (deliverable R5) (FUEIB and CEIS with contribution from all partners)

Executive summary (the detailed requirements are to be found in the application form)

Starting from successful existing practices allows us to validate feasibility options. The process then consists of studying these practices and deducing from them a set of Key Success Factors (KSFs) sufficiently rich to be able to undertake a de-contextualization process (find the elements that can be expressed outside the context in which they were produced.).

This then allows actors who seek to implement a PLACES-3T Space to re-contextualize these KSFs in their ecosystem in order to put the best chances of success on their side.

This output is also working on the processes allowing a variable level of hybridization of PLACES-3T spaces and propose some tools to enable it.

O2 Methodology to support the creation, animation and sustainability of PLACES-3T spaces

Partner in charge: FREREF

Partner associated: Smart, PLS, FUEIB, CEIS, DFIW2W, AFPA

Duration : 01/03/21 – 30/04/23

Activities

- T2.1. Construction of methodological elements (FREREF with all the other partners)
- T2.2. Construction of practical tools for the appropriation of the elements developed in O1: which KSFs? What economic model? what level of hybridization with what supports? (all partners)
- T2.3. Creation of mini COOLs and the PLACES-3T YouTube / PeerTube channel (all partners)
- T2.4. Writing of the methodological guide (deliverable R6) and critical proofreading (FREREF with contributions from all partners)

Executive summary (the detailed requirements are to be found in the application form)

This output consists of developing a methodological guide to support and accompany the implementation of a PLACES-3T space, based on the elements identified in the O1 production.

What is innovative is the way in which relationships between people are created and function, the mix of concerns: no separation between work, learning, creation, personal and collective, content and method, etc., but a permanent complementarity.

This guide does not therefore aim to provide a "single model", but to support and accompany the actors in the design and construction of THEIR space.

The guide therefore gives lines of action that allow actors to create the space that meets their wishes, taking into account their constraints, using the elements of success highlighted by the project, by building a self-assessed process. building knowledge, skills, supporting motivation and highlighting successes.

This approach produces a set of self-administered learning modules available online, mini-COOLs (Cooperative Open On-line Learning units), available on the PLACES-3T YouTube channel and / or on other spaces such as PeerTube, on which the actors can rely.

O3 Field Pilot Actions

Partner in charge SMART (+AFPA)

Partner associated PLS, CEIS,, DFIW2W, FUEIB, FREREF

Duration 01/02/22 – 30/06/23

Activities

- T3.1. guidebook for the development and evaluation of field actions (including appreciative participatory evaluation) (Smart with contributions from all partners)
- T3.2. Implementation of actions (Smart, AFPA, PLS, CEIS, FUIEB as field partners,
- T3.3. Report on pilot actions with focus on impacts, lessons learned and recommendations for sustainability (1 per field partner)
- T3.4. Report on the capitalization of pilot actions (deliverable R7) (Smart with the contribution of all partners)

Executive summary (the detailed requirements are to be found in the application form)

The results and productions of the two previous stages (O1 and O2) are experienced in field actions that can take different forms, such as:

- experimental evolutions of existing places, in their animation, etc. ;
- evolutions in the realization of places in project already advanced (short term), via support and developed tools;
- recommendations and support in the design of less advanced project locations (medium, long term);
- the idea of creating a place from scratch (short, medium, long term);

Each pilot actor (partner, associated partner, other) benefits from a guidebook, drawn up from the O2 methodological guide, which gives the main practical elements. This document includes models of questionnaires / interviews for the evaluation, and the standard plan of the experimentation report oriented, beyond the descriptive and narrative aspect, towards an analysis of the changes involved (impacts) which produces the lessons learned and recommendations for the sustainability of the PLACES-3T spaces.

Each pilot actor completes a report on the pilot actions and a summary report is produced under the coordination of Smart (in coordination with AFPA) and with the contribution of all the partners.

04 Maximization of Impacts, Lessons Learned and Recommendations

Partner in charge PLS

Partner associated Freref, Smart, CEIS, DFIW2W FUEIB, AFPA

Duration 01/10/21 – 31/08/23

Activities

- T4.1. Optimization of external communication on social networks (DFOIW2W and all)
- T4.2. Maximization of the changes involved (FUEIB with all partners)
- T4.3. Production of the lessons learned and recommendations document (deliverable R8) (PLS with contribution from all partners)

Executive summary (the detailed requirements are to be found in the application form)

The purpose of this production is to ensure the capitalization on all the actions and outputs of the project, to draw lessons from them, and to issue a set of recommendations to destination of all actors, operators, people from civil society, actors involved in the pathways to employment and in their guidance, institutional, possible funders, decision-makers, political and economic structures likely to interact with the promoters of the PLACES-3T spaces.

It is a key stage for the creation of value and the sustainability of the project's productions, for the actors in the territories, and at the European level. It is this work of reflection and synthesis which allows the outputs of the project to be re-appropriate in other contexts, by other actors, and that the innovation process initiated in PLACES-3T can spread in the territories. The dissemination is based on work carried out throughout the project which concerns the policy of maximizing impacts. An impact, or more exactly we prefer to talk about "change involved" is something that only happens if the action, the actors are involved in the idea of producing it. There is no "impactant" and "impacté," but a set of actions in which the actors involved collectively produce changes, most often desired, sometimes unexpected. This is how the project creates value for the participants, for the external actors and for all the networks of actors who are linked to it in the territories and at the European level.

Learning mobilities

Description

2 joint staff training event (JSTE) that will last 3 full days are forecasted during the project.

The number of participants for each partner is mentioned in the budget tables in the end of the Vademecum.

1st mobility: JSTE1, hosted by CEIS (Italy) in September 21

This event is made to share the results of the first two intellectual productions of PLACES-3T (O1 and O2) and the first feedback from actions in the field (O3).

The event consists of workshops, interventions, and a roundtable summary at the end of the day. It may be accompanied by an exhibition of works by cultural actors (visual artists, photos, sound animation, etc.).

It concerns all the actors identified for the project, networks of partners and local stakeholders, actors of PLACES-3T spaces, actors of the Social and Solidarity Economy, actors of culture and creation, local, national and Europeans, responsible for employment policies, adult training, youth, citizenship, sustainable development, managers of the European agencies Education, Employment, Youth, Entrepreneurship and Cooperative Movement, etc.

It is organized in Lyon, in the premises of AFPA, which allows participants to experience an ongoing development project.

2nd Mobility: JSTE2 , hosted by FUEIB (Spain) in January 23

This event is joined to the final conference of the project.

It does not only aim to present the conclusions of the project, but rather to bring together a community of actors in order to discuss the field and especially to build together the future of the PLACES-3T spaces.

The theme relates more particularly to cooperative entrepreneurship and citizenship, but in fact covers the full extent of the aspects envisaged throughout the PLACES-3T project.

In addition to the actors targeted in the first event, it makes it possible to address a set of stakeholders, decision-makers and politicians who have in their hands the capacity to ensure the sustainability of the approach and the recommendations by including them in regional and European policies.

This event can take a relatively "classic" form (Keynote speakers, workshops, round table), while keeping the atmosphere of the first event. This is facilitated by the fact that this event is hosted in a PLACES-3T space, at Smart, in Brussels.

Multiplier Event

Beyond the dissemination plan, 2 Multiplier events are forecasted during the project

-ME 1 in France, organized by Freref in April 2022 (expected participants : 30)

-ME 2 in Belgium, organized by SMART in June 2023 (expected participants : 50)

Project Meetings

5 Plenary meetings are planned in the Places-3T project.

They are supposed to last 1,5 days, but as long as the sanitary situation prevent any physical meetings, they will be held on two half days online

Here is an indicative agenda of these meetings; the specific dates will be decided during the Kick off meeting in Glasgow.

Kick Off	online	M2 (oct 20)
Plenary 2	Lyon	M9 (mar 21)
Plenary 3	Breda	M17 (jan 22)
Plenary 4	Lyon	M26 (oct 22)
Plenary 5	Bruxelles	M34 (jun 23)

Management, reporting and financial rules

One online meeting is organized each month in order to ensure the smooth ongoing of the project. These meetings will be done with skype and will length around 1 hour. It gathers the members of the Steering committee (contact persons mentioned p.3)

To go beyond the longitudinal appreciative evaluation process, every six months; partners will send reporting to the project coordinator.

Reporting periods

- **Report 1: M0-M6 → 02/2021**
- **Report 2: M7-M12 → 08/2021**
- **Report 3: M13-M16 → 02/2022**
- **Report 4: M19-M24 → 08/2022**
- **Report 5: M25-M30 → 02/2023**
- **Final Report: M31-M36 → 08/2023**

Quantitative report

The compulsory documents to be sent for the financial part are:

- the financial dashboard
- the time sheets for the Intellectual outputs (signed)
- the work contracts (or any document that proves the formal link between a person and the partner of the project)
- the travel tickets for the plenary meetings and Learning mobilities

All the budget items of the project are packages in Euro, so partners do not declare amounts of money but number of days of work or of participants. Nevertheless, if a currency rate exchange is needed by your own institution you can use the tool provide by the European Commission:

http://ec.europa.eu/budget/contracts_grants/info_contracts/infoeuro/index_en.cfm

Journal of Valorisation

The Journal of Valorization where partners should mention every citation of the project (during an internal meeting, on a website...). This file is shared on the Google drive and need to be updated at least every six months.

Budget (max grant by the Belgian Erasmus+ Agency)

partner	Project management	Travel&Stay plenary	Intellectual outputs	multiplier event	mobilities	exceptional costs	total
P1 SMART (Bel)	15 000 €	3 450 €	30 920 €	7 000 €	2 372 €	7 000 €	65 742 €
P2 FREREF (Fra)	12 000 €	3 450 €	38 150 €	4 000 €	2 372 €	10 000 €	69 972 €
P3 PLS (Bel)	9 000 €	3 450 €	38 960 €		2 372 €	- €	53 782 €
P4 FUEIB (Esp)	9 000 €	5 750 €	21 807 €		1 186 €	- €	37 743 €
P5 CEIS (Ita)	9 000 €	5 750 €	31 348 €		1 186 €	- €	47 284 €
P6 DFOIW2W (NI)	9 000 €	4 600 €	28 455 €		2 372 €	- €	44 427 €
P7 AFPA (Fra)	9 000 €	3 450 €	17 592 €		2 372 €	- €	32 414 €

NB: contrary to all other costs, subcontracting costs are only funded by 75% by the Erasmus+ program. The amounts indicated in the table above are just the part paid by the Erasmus+ program.

Budget by Partner

PO	SMART	indicative number of days for the Intellectual outputs	
Expenditures			
PMI	15 000 €		
Travel	3 450 €	Researcher/teacher	Technician
IO	30 920 €	65	105
IO1	5 640 €	15	15
IO2	6 450 €	15	20
IO3	13 450 €	25	50
IO4	5 380 €	10	20
Mobility	2 372 €	Number of participants	
JSTE1	1 186 €	2	
JSTE2	1 186 €	2	
Other cost	7 000 €		
Multiplier event	7 000 €		
Total	65 742 €		
Ressources			
Max grant	65 742 €		

Reminder : the "other cost" budget indicated here is representing 75% of the amount eligible.
example : for an invoice of 1000€, the project will reimburse 750€

P1		FREREF	
Expenditures		indicative number of days for the Intellectual outputs	
PMI	12 000 €		
Travel	3 450 €	Researcher/teacher	Technician
IO	38 150 €	95	110
IO1	6 710 €	20	15
IO2	15 040 €	40	40
IO3	9 950 €	20	35
IO4	6 450 €	15	20
Mobility	2 372 €	Number of participants	
JSTE1	1 186 €	2	
JSTE2	1 186 €	2	
Other cost	10 000 €		
Multiplier event	4 000 €		
Total	69 972 €		
Ressources			
Max grant	69 972 €		

Reminder : the "other cost" budget indicated here is representing 75% of the amount eligible.
example : for an invoice of 1000€, the project will reimburse 750€

P2		PLS	
Expenditures		indicative number of days for the Intellectual outputs	
PMI	9 000 €		
Travel	3 450 €	Researcher/teacher	Technician
IO	38 960 €	95	115
IO1	4 570 €	10	15
IO2	11 830 €	25	40
IO3	10 760 €	20	40
IO4	11 800 €	40	20
Mobility	2 372 €	Number of participants	
JSTE1	1 186 €	2	
JSTE2	1 186 €	2	
Other cost	- €		
Multiplier event	- €		
Total	53 782 €		
Ressources			
Max grant	53 782 €		

Reminder : the "other cost" budget indicated here is representing 75% of the amount eligible.
example : for an invoice of 1000€, the project will reimburse 750€

P3		FUEIB	
Expenditures		indicative number of days for the Intellectual outputs	
PMI	9 000 €		
Travel	5 750 €	Researcher/teacher	Technician
IO	21 807 €	81	105
IO1	4 818 €	24	15
IO2	5 800 €	20	30
IO3	6 409 €	17	40
IO4	4 780 €	20	20
Mobility	1 186 €	Number of participants	
JSTE1	1 186 €	2	
JSTE2	- €	0	
Other cost	- €		
Multiplier event	- €		
Total	37 743 €		
Ressources			
Max grant	37 743 €		

Reminder : the "other cost" budget indicated here is representing 75% of the amount eligible.
example : for an invoice of 1000€, the project will reimburse 750€

P4		CEIS	
Expenditures		indicative number of days for the Intellectual outputs	
PMI	9 000 €		
Travel	5 750 €	Researcher/teacher	Technician
IO	31 348 €	67	105
IO1	6 710 €	20	15
IO2	9 140 €	20	30
IO3	10 118 €	17	40
IO4	5 380 €	10	20
Mobility	1 186 €	Number of participants	
JSTE1	- €	0	
JSTE2	1 186 €	2	
Other cost	- €		
Multiplier event	- €		
Total	47 284 €		
Ressources			
Max grant	47 284 €		

Reminder : the "other cost" budget indicated here is representing 75% of the amount eligible.
example : for an invoice of 1000€, the project will reimburse 750€

P 5		DFIW2W	
Expenditures		indicative number of days for the Intellectual outputs	
PMI	9 000 €		
Travel	4 600 €	Researcher/teacher	Technician
IO	28 455 €	55	80
IO1	4 310 €	10	10
IO2	7 415 €	15	20
IO3	9 315 €	15	30
IO4	7 415 €	15	20
Mobility	2 372 €	Number of participants	
JSTE1	1 186 €	2	
JSTE2	1 186 €	2	
Other cost	- €		
Multiplier event	- €		
Total	44 427 €		
Ressources			
Max grant	44 427 €		

Reminder : the "other cost" budget indicated here is representing 75% of the amount eligible.
example : for an invoice of 1000€, the project will reimburse 750€

P6		AFPA	
Expenditures		indicative number of days for the Intellectual outputs	
PMI	9 000 €		
Travel	3 450 €	Researcher/teacher	Technician
IO	17 592 €	33	65
IO1	2 690 €	5	10
IO2	4 570 €	10	15
IO3	7 000 €	10	30
IO4	3 332 €	8	10
Mobility	2 372 €	Number of participants	
JSTE1	1 186 €	2	
JSTE2	1 186 €	2	
Other cost	- €		
Multiplier event	- €		
Total	32 414 €		
Ressources			
Max grant	32 414 €		

Reminder : the "other cost" budget indicated here is representing 75% of the amount eligible.
example : for an invoice of 1000€, the project will reimburse 750€