



# National Report SPAIN

BY Francesco Garcea & Pedro Campano del Río



COOPilot

**COOpilot** is co-financed by DG  
Internal Market, Industry,  
Entrepreneurship and SMEs of the  
European Commission

*October 2017*



**COOPILOT Project**  
**Template/Guidelines Reference Countries (RC)**  
 Belgium, France, Italy and Spain

Country: Spain

Report's author(s): Francesco Garcea and Pedro Campano del Río.

## **PART 1: COOPERATIVES ECOSYSTEM**

### **1.1 General statistics**

Number of cooperatives and labour societies<sup>1</sup> in Spain<sup>2</sup>:

30.416 Cooperatives and labour societies.

373.134 people employed.

Employment by sectors:

Industry: 84.299

Agriculture: 40.391

Construction: 17.354

Services: 231.090

Andalucía Region:

6.114 cooperatives and labour societies

78.851 people employed

Industries- repartition of the number of cooperatives by industry:

Not available.

*Existing federation/network:*

CEPES España: [www.cepes.es](http://www.cepes.es)

CEPES is the national federation that aggregates and represents Cooperatives, Labour Societies, Mutual Societies, Employment Integration Enterprises, Sheltered Workshops, Associations in the Disability Sector, with more than 200 support structures at regional level.

In Andalucía FAECTA is the Federation representing Workers Cooperatives, and "Cooperativas Agroalimentarias" the Federation representing the agricultural cooperatives that are the two main sectors in our region.

### **1.2 Historical background and recent evolutions**

The first official act documenting the number of cooperatives in Spain is from 1932, even if it is well known that since the second half of XIX century there were already many cooperatives

<sup>1</sup> Labour society is a specific type of enterprise of Spanish Social Economy whose main characteristic is that workers own at least the 51% of the capital of the company.

<sup>2</sup> Source : INE – Instituto Nacional de Estadística de España – available at :

[http://www.empleo.gob.es/es/sec\\_trabajo/autonomos/economia-soc/EconomiaSocial/estadisticas/SociedadesAltaSSocial/2017/1TRIM/AVANCE\\_TOTAL.pdf](http://www.empleo.gob.es/es/sec_trabajo/autonomos/economia-soc/EconomiaSocial/estadisticas/SociedadesAltaSSocial/2017/1TRIM/AVANCE_TOTAL.pdf)

active in Spain, mainly in the agricultural sector. They were linked to the trade union of agricultural workers in rural areas. The first law of cooperative is dated 1931.

During the civil war and the subsequent Franco dictatorship, cooperative movement did not flourish and was under strict control by the regime, at least until the decade of 1960, when the agricultural and workers cooperatives experimented a constant increase in number and membership, due to the favourable economic conjuncture.

Since the end of the dictatorship in 1975 the cooperative movement experimented a great boost: the number of cooperatives created increased at a rate of 40-50% per year and workers' cooperatives were seen as strategic tools to promote employment and wealth redistribution, so that during the decade of '80 the governments took political initiative to promote and support the cooperative sector.

The growth of the cooperative movement slowed down in the second half of the '80s, just to grew again in the first half of the '90s, corresponding to an economic crisis in the traditional capitalistic enterprises.

In the XXI century the dynamics of cooperative movement went on moving in anticyclic fashion compared to the general economic situation of the country: in the periods of economic growth and expansion it slowed down, since the capitalistic society was favoured by government policies and was considered more attractive by entrepreneurs; in the periods of crisis the creation of cooperatives expanded, since they were considered as more appropriate to safeguard employment and more resilient to the economic crises.

In the decade of the 2000-2010 the cooperative sector had a relevant role in the decentralisation and delegation of many health, residential and home care services, in particular aimed to elder people, so that many cooperatives were created in this specific sector of "personal services and assistance", offering formal employment opportunities to many women especially.

In the current context of slow economic recovery, cooperatives in Spain are still in a phase of slightly decrease, both in numbers of coops and in terms of employment: even if new legal formulas and business opportunities rose, for example in Andalucía with the creation of the mixt cooperative and entrepreneurship promotion cooperative, it is still to be seen how much these innovations will impact in cooperative sector evolution.

On the one hand in urban areas we assist to the creation of cooperatives founded and managed by young people in the ICT and advanced services sector that combine a consistent grade of innovation with specific focus on social impact. On the other hand, most of the Spanish cooperative movement is challenged by internationalization trends, due to the relatively small size of many cooperatives, their conservative management and a traditional lack of financial investment to capitalize them, promote R&D, modernise production.

Sources:

CEPES España: [www.cepes.es](http://www.cepes.es)

Evolución del sector cooperativo en España, Díaz-Foncea, Millán and Marcuello, Carmen, Universidad de Zaragoza, Spain. Available at: [http://www.ciriec-ua-conference.org/images/upload/pdf/PAPERS/347\\_Diaz-Foncea%20and%20Marcuello.txt.pdf](http://www.ciriec-ua-conference.org/images/upload/pdf/PAPERS/347_Diaz-Foncea%20and%20Marcuello.txt.pdf)

### 1.3 Legal context

The legal norm at national level is the law 5/2011 (29th March 2011) – Law of social economy, that defines the boundaries of the social economy and the different forms of organizations that according to Spanish law are considered part of this sector.

Specifically, cooperatives are regulated by law 27/1999 - Law of Cooperatives.

This is the general framework at national level, but since in Spain regional governments are granted high autonomy, every region has its specific cooperative or social economy law.

Specifically, in our region, Andalucía, the law was reformed in 2011 (law 14/2011), introducing new possibilities and innovative legal formulas for co-operatives.

Among them it is worth to mention:

- Cooperative for entrepreneurship promotion - “Cooperativas de impulso empresarial”, that can act as umbrella for smaller enterprises in their incubation phase and for independent workers associated to them, granting a legal status and social security coverage to their activities.
- Mixt cooperatives, that encompass different members’ qualities and status in their constituency: for instance, consumers and workers all together.
- Public services cooperatives that are cooperatives that pursue the delivery of public services to the community and that can be participated by public bodies.
- Not for Profit cooperatives that pursue a social aim and decide not to distribute any eventual profit but rather reinvest them completely in the institutional activity and business development, so that they are equate to NGOs or Not for Profit Organisations.

The accreditation process has been much simplified and almost the whole process is now possible through online application and documents. The new law eliminated the obligation of the subscription of a minimum capital facilitating the constitution of co-operatives by young people and persons who cannot dispose of large amount of money.

#### 1.4 Public policy

The main fiscal advantages of cooperatives in the Spanish system are related to the corporation tax on profits: for cooperatives it is on average 20% instead of 25%, and depending on cooperative performance and workforce structure, it can be reduced down to 10%.

Moreover, they are exempted from the tax on patrimonial transfers related to the cooperative activities and are granted a 95% reduction on the tax on economic activities.

For what concerns public policies, in Spain these are regulated by each regional autonomic government. In the case of Andalucía, since 2002 the representative organisation of Social Economy entities (CEPES Andalucía), the Regional Government and the main Trade Unions have negotiated periodic trilateral agreements that define the public policies and the financial support to the Social Economy sector.

The measures included in these agreements usually include:

- Grant to Confederations and Federations to support their representation and advocacy role on behalf of social economy organisations.
- Grant aimed to the awareness raising and dissemination of Social Economy.

- Grant aimed to training and development programmes within the Social Economy.
- Financial grants for cooperatives who contract new workers and new members.
- Grants for technical assistance and consultancy program to develop the competitiveness and modernisation of the sector.
- Grant to promote social entrepreneurship initiatives.

## PART 2: INSPIRING PRACTICES

<b>Name</b>	Fides Emprrende
<b>Providers</b> Name, type (private/public), year of establishment,...	Fundación Escuela Andaluza de Economía Social Private Foundation, created in 2002.
<b>Target</b> Audience (age, gender, social environment...), geographical coverage, industries,...	Persons aiming to design, validate and start-up their own collective and /or social business idea. Geographical coverage: Andalucía territory. Sectors: all indistinctively. Average age of participants: from 25 to 45 years old. Gender: 50% males and 50% female on average.
<b>Modalities</b> Punctual versus long, theoretical versus practical, face-to-face versus distance, <i>a priori</i> versus <i>a posteriori</i> (e.g. award), residential format or not,...	The methodology is totally practical and combines different strategies: <ul style="list-style-type: none"> <li>• 9 face to face sessions (1 and ½ day duration each – 12 hours). Participants are hosted in School's residence during face to face sessions.</li> <li>• On-line training sessions</li> <li>• Team work on the entrepreneurial project and cross-team work</li> <li>• Group coaching by experts</li> </ul> Duration: between 4 and 6 months
<b>Content description</b>	<ul style="list-style-type: none"> <li>• Cooperative principles and values, ethics</li> <li>• Micro and Macro environment analysis</li> <li>• Lean Start – Up methodologies</li> <li>• Customer discovery and validation</li> <li>• Value proposal design and validation</li> <li>• Business model design</li> <li>• Marketing and Customer relationships</li> <li>• Team work and team organisation</li> <li>• Finance for entrepreneurs</li> </ul>
<b>Objectives</b> (development of skills <sup>3</sup> , attitude <sup>4</sup> , knowledge <sup>5</sup> and/or others)	Starting from their collective business idea, participants acquire the competencies to elaborate their entrepreneurial project, validate it in the marketplace and adjust or pivot it on an iterative basis in order to start their own enterprise.
<b>Learning practices</b> (active learning, project- based learning, experiential learning, activities outside the classroom/school linking students with the local	Learning practices are based on: <ul style="list-style-type: none"> <li>• Agile and lean methodologies for business start-up</li> <li>• Learning by doing</li> <li>• Project based- learning</li> <li>• Team learning</li> </ul>

<sup>3</sup> Creativity, planning, financial literacy, managing resources, uncertainty, risk, teamwork...

<sup>4</sup> Self-confidence, sense of initiative, problem solving mind,...

<sup>5</sup> Ability to assess opportunities, role of entrepreneurs in society, entrepreneurial career options...

community or businesses...)	<ul style="list-style-type: none"> <li>• Peer and cross team learning</li> <li>• Coaching methodologies</li> </ul> <p>Participants work directly on their own business project, according to its stage of development applying learning to their day to day entrepreneurial practice.</p>
<b>Additional useful information</b>	<p>A presentation of the program (in Spanish) is available to download at:  <a href="http://escueladeeconomiasocial.es/sites/default/files/cursos/presentacion_emprende_2015_web.pdf">escueladeeconomiasocial.es/sites/default/files/cursos/presentacion_emprende_2015_web.pdf</a></p>

<b>Name</b> Website, Contact information, ...	LEINN – Undergraduate in Entrepreneurship Leadership and Innovation <a href="http://mondragonteamacademy.com/mta/leinn">http://mondragonteamacademy.com/mta/leinn</a>
<b>Providers</b> Name, type (private/public), year of establishment,...	Mondragón Team Academy Mondragón University Business School <a href="http://mondragonteamacademy.com/">http://mondragonteamacademy.com/</a>
<b>Target</b>	Mainly young people attending undergraduate programs at university Geographical Coverage: País Vasco, Spain, Europe. Sector: not defined, but with focus on new technologies and innovation.
<b>Modalities</b>	Face to Face Training. Project based learning and learning by doing. 240 ECTS
<b>Content description</b>	<ul style="list-style-type: none"> <li>• Fundamentals of Enterprises' Creation and Management</li> <li>• Leadership and Knowledge Management</li> <li>• Entrepreneurship and Client Perspective</li> <li>• Network innovation for value creation</li> <li>• Global citizenship</li> <li>• Enterprises' start-up process and business specialization.</li> <li>• Undergraduate Project</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Team learning</li> <li>• Team leadership</li> <li>• Team entrepreneurship</li> <li>• Development of a global mentality</li> <li>• Tools for business creation and management</li> </ul>
<b>Learning practices</b>	Participants create their own enterprise from day one of the undergraduate organized in teams. The practice leads the theory. They are challenged to create a real enterprise with program support. Moreover the program provide the opportunity to participate in 4 study trips, to Finland, Silicon Valley (USA), China and India.
<b>Additional useful information</b>	



<b>Name</b> Website, Contact information, ...	Programa Vives Emprende <a href="https://www.accioncontraelhambre.org/es/emprende">https://www.accioncontraelhambre.org/es/emprende</a>
<b>Providers</b> Name, type (private/public), year of establishment,...	Fundación Acción Contra el Hambre <a href="https://www.accioncontraelhambre.org/es">https://www.accioncontraelhambre.org/es</a>
<b>Target</b>	People in situation of unemployment or instable employment who will to start their own business. Specifically targeted to women, people below 35 years old and immigrant persons.
<b>Modalities</b>	Design of a personalised itinerary adapted to the evaluation of each participant's situation: Individual Entrepreneurship Development Plan. Individual technical and financial advising Microcredit Online and face to face group training. The duration is tailored to each participant necessities.
<b>Content description</b>	<ul style="list-style-type: none"> <li>• Technical knowledge about the entrepreneurship itinerary and Business Plan elaboration.</li> <li>• Basic entrepreneurship competences</li> <li>• Basic financial education</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Acquire basic competences to start up a business</li> <li>• Train entrepreneurship competences: self-confidence, proactivity, decision making, flexibility</li> <li>• Enhance self-knowledge and personal development</li> <li>• Facilitate access to financial microcredit support to start up a business</li> <li>• Support participants to become part of an employment inclusion network</li> </ul>
<b>Learning practices</b>	<ul style="list-style-type: none"> <li>• Tailored support</li> <li>• Individual and group training</li> <li>• Technical and financial counselling</li> <li>• Practical help with the bureaucracy needed to start a business</li> </ul>
<b>Additional useful information</b>	There is a parallel program named Vives Aprende y Emprende, directed to people between 16 and 30 years old who are out of employment, education and training (NEET) The duration of the program in this case is 2 months.

<b>Name</b> Website, Contact information, ...	Dinamizadores para el emprendimiento colectivo Social Economy entrepreneurship promoters
<b>Providers</b> Name, type (private/public), year of establishment,...	Fundación Escuela Andaluza de Economía Social Private Foundation created in 2002.
<b>Target</b> Audience (age, gender, social environment...), geographical coverage, industries,...	Business advisor, entrepreneurship trainers and consultants in the social economy sector. Geographical coverage: Spain and Latin America Average age of participants: from 30 to 55 years old.
<b>Modalities</b>	This training is offered in different formats: on-line, face to face and blended. The format is usually adapted to clients' needs and requirements. It encompasses both theoretical and practical modules. Its duration can vary from two weeks (80 hours) face to face to three months in the on-line or blended versions.
<b>Content description</b>	<ul style="list-style-type: none"> <li>• Cooperative principles and values, ethics</li> <li>• The route to collective entrepreneurship</li> <li>• Theoretical fundamentals of coaching</li> <li>• Group coaching methodologies, techniques and resources</li> <li>• Lean Start – Up methodologies</li> <li>• Business model design</li> <li>• Team work and team organisation</li> <li>• Finance for entrepreneurs</li> <li>• Marketing for entrepreneurs</li> </ul>
<b>Objectives</b> (development of skills <sup>6</sup> , attitude <sup>7</sup> , knowledge <sup>8</sup> and/or others)	Participants acquire competences in accompanying and coaching the entrepreneurial team through <ul style="list-style-type: none"> <li>• the business model search, design, validation and start-up,</li> <li>• the team creation, the definition of mutual expectations, the negotiation of roles and responsibilities, the self –organisation.</li> </ul>
<b>Learning practices</b>	<ul style="list-style-type: none"> <li>• On-line training sessions or Intensive two weeks program (sometimes blended training)</li> <li>• Lectures, team work, practical exercises, simulations and role playing</li> <li>• Development of an entire entrepreneurship itinerary during the course</li> <li>• Sometimes study visits to entrepreneurs experiences are programmed.</li> </ul>
<b>Additional useful</b>	A presentation of the program (in Spanish) is available to download at: <a href="http://escueladeeconomiasocial.es/sites/default/files/cursos/dinamizadores_en_ees_web.pdf">escueladeeconomiasocial.es/sites/default/files/cursos/dinamizadores_en_ees_web.pdf</a>

<sup>6</sup> Creativity, planning, financial literacy, managing resources, uncertainty, risk, teamwork...

<sup>7</sup> Self-confidence, sense of initiative, problem solving mind,...

<sup>8</sup> Ability to assess opportunities, role of entrepreneurs in society, entrepreneurial career options...

<b>information</b>	
<b>Name</b> Website, Contact information, ...	TEAMINN Mastery <a href="http://mondragonteamacademy.com/mta/TEAMINN">http://mondragonteamacademy.com/mta/TEAMINN</a>
<b>Providers</b> Name, type (private/public), year of establishment,...	Mondragón Team Academy Mondragón University Business School Partus LTD
<b>Target</b>	Business professional, teachers and trainers, managers.
<b>Modalities</b>	Face to face training 6 training modules
<b>Content description</b>	<ul style="list-style-type: none"> <li>• Team Learning &amp; Teampreneurship</li> <li>• Team Coaching on Cocreating with Customers &amp; Service Design</li> <li>• Team Coaching on Leadership &amp; Leading Thoughts</li> <li>• Team Coaching on Innovation, Knowledge management &amp; Developing Learning &amp; Innovation Ecosystems</li> <li>• Team Coaching on Products &amp; Service Development &amp; Branding</li> <li>• Creating your own MTA Team Coach Character</li> </ul>
<b>Objectives</b>	Acquire new teaching and training practices and tools. Acquire competences in team management and team coaching.
<b>Learning practices</b>	The program is focused on the methodology of team coaching and the processes of learning and entrepreneurship of the Mondragon Team Academy.
<b>Additional useful information</b>	This program is run currently in Europe, China and Latin America.

<b>Name</b> Website, Contact information, ...	Máster Internacional Ejecutivo en Intraemprendizaje e Innovación Abierta International Master in Intra-entrepreneurship and Open Innovation <a href="http://mondragonteamacademy.com/mta/minn">http://mondragonteamacademy.com/mta/minn</a>
<b>Providers</b> Name, type (private/public), year of establishment,...	Mondragón Team Academy Mondragón University Business School <a href="http://mondragonteamacademy.com/">http://mondragonteamacademy.com/</a>
<b>Target</b>	Experienced business professionals and entrepreneurs in innovative projects.
<b>Modalities</b>	The process is based on 8+1 learning face to face modules that happen in 12 months. As well as inter-modular tasks and support from coaches that will help the participant to keep connected in between the modules and leverage each project. MINN master methodology combines the development of a personal learning and team experience in order to achieve new innovative skills.
<b>Content description</b>	<ul style="list-style-type: none"> <li>• Team leadership, Team learning and Team entrepreneurship</li> <li>• Ecosystems &amp; human centered innovation.</li> <li>• Experience economy and beyond</li> <li>• Strategy for Disruptive Innovation</li> <li>• Intrapreneurial teams + 360 Feedback</li> <li>• Emerging markets &amp; Global challenges</li> <li>• sustainability &amp; U-theory,</li> <li>• Co-creating with customers &amp; Collaborative innovation</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Learn, experiment and implement the use of tools for innovation, entrepreneurship.</li> <li>• Team leadership and strategies/sources of funding for start-ups and intra-enterprise promotion.</li> <li>• Interact with real (local and international entrepreneurial cases) companies in order to explore best practices in the management of intrapreneurship, innovation and collaborative self-managed teams.</li> <li>• Experience a radical learning and innovator experience closely linked to personal passions and professional projects.</li> <li>• Professional network development with people faced with similar challenges and projects.</li> </ul>
<b>Learning practices</b>	Combining different individual and team learning tools, the participant will develop a commitment to the project which is leading while deeps into the dialogue, team action, team leadership and new experiences. Active learning Focus on processes System thinking and Knowledge Creation System
<b>Additional useful information</b>	This program is run currently in Europe, China and USA.

<b>Name</b>	Fides Directivos y Directivas
<b>Providers</b> Name, type (private/public), year of establishment,...	Fundación Escuela Andaluza de Economía Social Private Foundation, created in 2002.
<b>Target</b>	Managers and professionals already employed in social economy enterprises and organizations. Geographical coverage: Andalucía territory. Sectors: all indistinctively. Average age of participants: from 35 to 55 years old. Gender: 50% males and 50% female on average.
<b>Modalities</b>	The methodology combines different strategies: <ul style="list-style-type: none"> <li>15 face to face sessions (1 and ½ day duration each – 12 hours). Participants are hosted in School's residence during face to face sessions.</li> <li>On-line training sessions</li> <li>Team work on a team project to be developed integrally.</li> <li>Individual work on application of learning in each participant's organisational context.</li> </ul> Duration: 8-9 months
<b>Content description</b>	<ul style="list-style-type: none"> <li>Cooperative principles and values, ethics</li> <li>Micro and Macro environment analysis</li> <li>Strategic thinking &amp; Business Models</li> <li>Marketing and Customer relationships</li> <li>HR Management and Development</li> <li>Financial management</li> <li>Team work</li> <li>Creativity and innovation</li> <li>Inter-cooperation</li> <li>Communications</li> <li>Negotiation and conflict management</li> <li>Societal norms and management</li> </ul>
<b>Objectives</b>	Participants acquire and reinforce their competencies in most strategic management areas in order to enhance their direction of social economy organisations and enterprises.
<b>Learning practices</b>	Learning practices are based on: <ul style="list-style-type: none"> <li>Project based- learning</li> <li>Team learning</li> <li>Peer and cross team learning</li> </ul> Participants work together in small teams on designing and validating a common innovation or intra-entrepreneurship project. Moreover, they are required to evaluate and apply directly in their business and organizational context their learning.

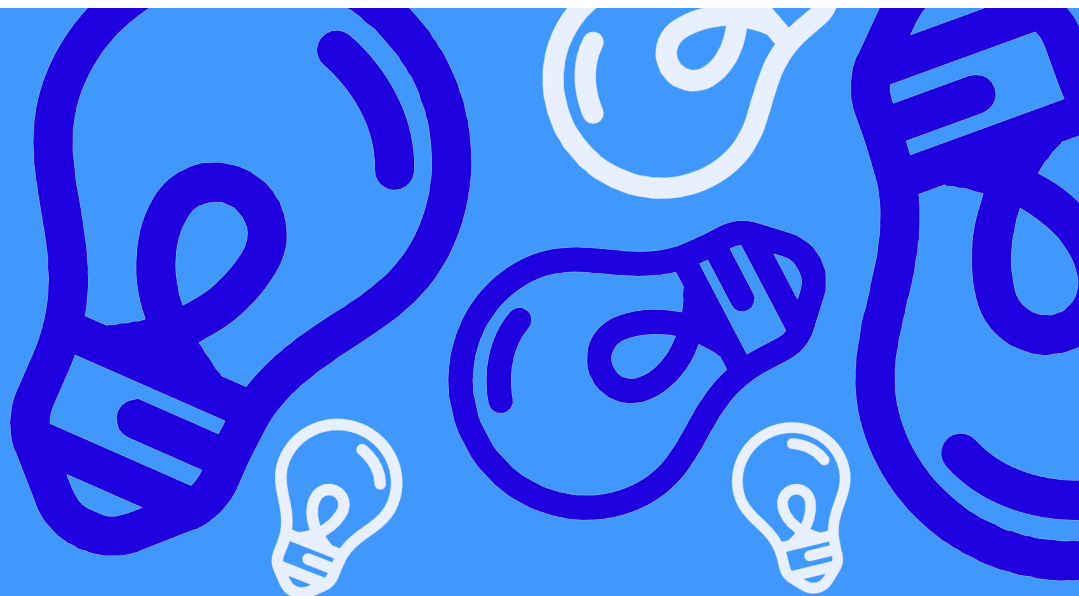
<b>Additional useful information</b>	
------------------------------------------	--

<b>Name</b> Website, Contact information, ...	Máster Universitario en Economía Social y Empresa Cooperativa Master in Social Economy and Cooperative Enterprise <a href="http://www.mondragon.edu/es/estudios/master/economia-social-y-empresa-cooperativa/">http://www.mondragon.edu/es/estudios/master/economia-social-y-empresa-cooperativa/</a>
<b>Providers</b> Name, type (private/public), year of establishment,...	University of Mondragon
<b>Target</b>	People with an undergraduate willing to deepen their knowledge about managing cooperative business People already working in the Social Economy and Third Sector.
<b>Modalities</b>	Online training with the option of undertaking one module during two weeks through face to face intensive training in Mondragon University.
<b>Content description</b>	Social Economy and the changes of our age. Context and fundamentals. Mondragon cooperative experience Cooperative and Social Economy Organisations Management (I) Cooperative and Social Economy Organisations Management (II) Specialization in Social Economy and Cooperative Movement.
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Contribute with a wide theoretical and practical base about cooperatives and Social Economy in their different models and sectors, both at national and international levels.</li> <li>• Strengthen participants' capabilities to get involved with the cooperative movement, creating an impact in participation, democracy, solidarity, etc.</li> <li>• Contribute to enhance participants competences to develop business areas (strategic management, organisation, accountability, etc.) and inter-cooperation to develop social economy and cooperative enterprises.</li> </ul>
<b>Learning practices</b>	
<b>Additional useful information</b>	

<b>Name</b> Website, Contact information, ...	Coaching for cooperative and social economy enterprises
<b>Providers</b> Name, type (private/public), year of establishment,...	Fundación Escuela Andaluza de Economía Social Private Foundation Created in 2002
<b>Target</b>	Entrepreneurs in cooperative and social economy initiative who have already started their business and need to enhance its viability, stabilize and develop it.
<b>Modalities</b>	<p>The program is tailored entirely to cooperatives and social economy enterprises' needs and requirements: it provides entrepreneurs' team with a pair of experienced coaches who support and advise them to focus on their sustainability challenges. The coaches support and accompany the team to formulate their objectives, to elaborate an initial diagnostic of their current challenges and problems, to explore the different options they have and finally to design an action plan to pass from the current to the desired state. This plan is then monitored and adjusted with the support of coaches.</p> <p>The program usually offers:</p> <ul style="list-style-type: none"> <li>• 5 to 7 group sessions with coaches</li> <li>• 1 to 2 joint training and networking sessions among all the teams participating to the program</li> </ul> <p>The coaches move to visit the teams directly in their workplace and work together with them in their work environment.</p>
<b>Content description</b>	Contents vary according to teams needs and challenges: business model design and validation, innovation, financial and economic analysis, team development and relationships management, etc...
<b>Objectives</b>	To support newly created social economy enterprises in their journey towards viability and sustainability.
<b>Learning practices</b>	Group coaching. Entrepreneurship coaching. The GROW model adapted and used with the entrepreneurs' team.
<b>Additional useful information</b>	



<b>Name</b> Website, Contact information, ...	Liderazgo e Innovación Social Leadership and Social Innovation <a href="http://www.esade.edu/research-webs/esp/socialinnovation/formacion/LIS">http://www.esade.edu/research-webs/esp/socialinnovation/formacion/LIS</a>
<b>Providers</b> Name, type (private/public), year of establishment,...	ESADE – Institute for Social Innovation
<b>Target</b>	Professional with direction and executive responsibilities in NGOs and Social enterprises
<b>Modalities</b>	5 independent but inter-related and complementary modules Theoretical sessions combined with practical exercises and cases, group reflection and debates, round-tables.
<b>Content description</b>	<ul style="list-style-type: none"> <li>• Social Leadership: characteristics and competencies. Direction and Governance bodies</li> <li>• Result oriented metrics in social organizations.</li> <li>• NGO - Not for Profit cooperation with private companies</li> <li>• Public campaigns and public impact. Alliances and network.</li> <li>• Innovation and social entrepreneurship in civil society organisations</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Provide solid conceptual fundamentals to promote the search for innovative solutions</li> <li>• Develop and strengthen the vision, knowledge, capabilities and skills needed to face the emerging challenges and exerting leadership in an uncertain and dynamic environment.</li> </ul>
<b>Learning practices</b>	
<b>Additional useful information</b>	



*This publication is the result of the European **project COOPilot**, led by a consortium of 11 partner organisations established in 9 EU countries, with the support of DG Internal Market, Industry, Entrepreneurship and SMEs of the European Commission, from April 2017 to March 2018. The project aims to provide innovative responses to the youth employment challenge in the European Union, by stimulating cooperative entrepreneurial spirit through education and training.*

For more information, please contact COOPilot partners:

**European think & do tank POUR LA SOLIDARITÉ** - Belgium, Project coordinator  
(<http://www.pourlasolidarite.eu>)

**Université de Liège - Le Centre d'Économie Sociale** - Belgium (<http://www.uliege.be>)

**National school of political studies and public administration** - Romania (<http://www.snspe.ro>)

**Federazione trentina della cooperazione** - Italy (<http://www.cooperazionetrentina.it>)

**Fundacion Escuela Andaluza de Economia Social** - Spain (<http://escueladeeconomiasocial.es>)

**Mladinska zadruga Krektor, Z.B.O., Socialno podjetje** - Slovenia

**Social Economy Institute** - Greece (<http://www.social-economy.com>)

**Scuola Nazionale Servizi Foundation** - Italy (<http://www.scuolanazionale.servizi.it>)

**Association des agences de la démocratie locale, ALDA** - France (<http://www.ald-europe.eu>)

**Chamber of commerce and industry Vratsa sdruzhenie** - Bulgaria (<http://www.cci-vratsa.org>)

**Authority for Cooperative Societies** - Cyprus (<http://www.cssda.gov.cy>)

For more information: <http://www.coopilot-project.eu>



COOPilot

**COOPilot** has been funded with support from the **European Commission**.

This publication reflects the views only of the author, and the Commission cannot be held responsible for any use, which may be made of the information contained therein.

