



National Report BELGIUM

BY Amélie Mernier, Sybille Mertens, Lola Arpigny



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COOPILOT Project

Template/Guidelines Reference Countries (RC)

Belgium, France, Italy and Spain

Country: BELGIUM

Report's author(s): Amélie Mernier, Sybille Mertens, Lola Arpigny

PART 1: COOPERATIVES ECOSYSTEM

1. General statistics

Number of cooperatives:

513 cooperative societies (2015) accredited by the National Cooperation Council, following the cooperative principles.

Industries- repartition of the number of cooperatives by industry:

Data from December 31st 2015, based on cooperatives accredited by the NCC (non complete).

Primary	16
Agriculture, Forest, Fishing	16
Secondary	22
Industry	11
Construction	8
Tertiary	130
Information and communication	5
Transport	4
Real Estate	3
Administration	20
Finance and insurance	17
Hotel and Catering	6
Trade	51
Professionals	18
Quaternary	8
Art	0
Health	7
TOTAL*	46

*All sections of the nomenclature are not included here; the sum of sub-sectors is therefore often lower than the sum of the four main sectors (primary, secondary, tertiary and quaternary).

Employment (full time equivalents)- total and by industry:

The 513 accredited cooperatives provided 7080 jobs in 2015, or **5554,46 FTE**.

Existing federation/network:

The « Conseil National de Coopération » (CNC), or National Cooperation Council

The "National Cooperation Council" is an advisory body founded by the law of 20th July 1955 regarding the creation of a National Council of the Cooperatives, in order to spread the cooperative principles and preserve the values attached to the cooperative ideal. The National Cooperation Council has two main duties:

1. To study and promote measures in order to spread the principles and the ideals of the cooperative movement ;
2. To give - upon request or spontaneously - advices and proposals regarding the cooperative activities to Ministers, in their respective competences, and to the Central Council of Economy, under the form of reports expressing the various points of view showed within the Council.

Nowadays, the CNC brings together more than 500 federations and companies committed to the core values of the cooperative movement.

Febecoop

Febecoop is the federation of the Social and Cooperative Economy in Wallonie and in Brussels. The federation aims to promote, defend and develop the cooperative business model in Wallonia and in Brussels.

USCOP

The Union of SCOP Wallonia-Brussels is a network of Belgian companies that share identical values and practices regarding workers' participation into business management. The USCOP want to develop a better legal, fiscal and social framework for cooperative, following the path of the French SCOP.

Coopkracht

Coopkracht is a cooperatives network in Flanders founded in 2008, today composed by 30 members. The network promote cooperative thinking and support the growth and development of cooperative companies.

2. Historical background and recent evolutions

The first cooperatives in Belgium were founded more than 150 years ago, inspired by the spirit of Rochdale, but also following the 1848 revolution in Paris and the social unrest which accompanied it.

The period between 1830 and 1880 was dominated by the idea of a transformation of the social system by association. However, the Belgian history of cooperation really began during the period 1880-1885 with the birth of the first neutral cooperatives and the extension of the socialist cooperatives.

Given the impossibility of reinforcing the socialist character of a cooperative founded in 1876 under the name of De Vrije Bakkers (Free Bakers), part of its members set out to create the first Belgian openly socialist cooperative. In 1880, the Vooruit (Forward) was born.

Very prosperous, thanks to its 1750 members since 1885, the Vooruit became famous by an important act of solidarity. In 1885, the miners of the Borinage started a hard strike, but suffered very quickly from the lack of resources. To help them, the Vooruit provided 10.000kg of bread. From global perspective, all strikes and workers' demonstrations in the mid-1880s struck public opinion and encouraged workers to join cooperatives in order to improve their standard of living.

Meanwhile, the first Vooruit small store spread, diversified its activities and became the « House of the People » (Maison du Peuple). Thus, besides bakeries, the cooperative launched several pharmacies, a newspaper, a central library, a weaving, etc., while financing political works, and education. On this model, many cooperatives have been created and developed throughout Belgium. For nearly half a century, they were the backbone of the Belgian Workers' party.

If the Socialists constitute the bulk of the cooperative movement, three other currents were part of it: the Liberal Cooperation (no collective aims, focusing on profit), the Catholic Cooperation (separation between commercial and social services) and the Neutral Cooperation (without commitment and political expenditure, therefore more profitable).

The competition resulting from the expansion of the number of cooperatives in Belgium (about 200 cooperatives) and the shortage of supplies during the First World War will lead to their regrouping. At the end of the war, five important cooperative unions were created in Liège, Philippeville and Charleroi, in the Center and in the Borinage.

After the Second World War, cooperatives became materially impoverished. The effects of the globalization, the growing individualism and the weakening of the common action due to the desire for independence led to the disappearance of many workers' cooperatives in the 1970s.

The 1980s saw a substantial increase in the number of cooperative societies. However, this increase was not driven by the emergence of entrepreneurship on the basis of cooperative principles, but was due to the excessive flexibility of the legal form (lower starting capital for example).

From the end of the 20th century, cooperative entrepreneurship has been rediscovered as a form of entrepreneurship to solve common problems through cooperation. Indeed, the renewed interest in cooperatives responds to new societal needs (proximity services, socio-professional integration, renewable energies, materials recycling, agriculture and organic distribution, etc.), as a result of labor market crises following the first and second oil shocks. This context also framed the emergence and recognition of the concept of social economy. Many local, regional and national public authorities have gradually supported cooperatives and / or social economy.

3. Legal context

Legal form

Since 1873, Belgian law has provided a specific legal status for cooperatives: the cooperative society (SC). As a result of the cooperative movement, the cooperative society is a society whose members work according to common objectives and share common values. In Belgium, the cooperative society is a specific form of commercial company, characterized by a certain number of partners and a variable capital. Cooperative societies are regulated by articles 350 and following of the Companies Code. Unlike other European countries, Belgian law does not refer to cooperative principles formulated by the ICA to grant the SC status.

Due to many abuses, this legal form was revised in 1991, with a limited liability variant (SCRL) and an unlimited liability variant (SCRI). Even after these changes in cooperative legislation, the legal status remained flexible, and leaves the possibility of establishing cooperative companies not operating according to the cooperative values and principles. 25,405 cooperatives (SCRL and SCRI) were established in Belgium in 2015.

In 1962, the National Cooperation Council (CNC) instituted an accreditation procedure. This accreditation is still applicable nowadays and is a quality label: approved cooperative societies must meet specific legal criteria, in line with the five main principles of the International Cooperative Alliance (ICA), namely :

- the Company's objective is to meet the needs of its partners;
- membership is free,
- clients and members benefit from rebates;
- all the shareholders of the same class of shares have the same rights and obligations;
- the vote at the General Assembly is democratic;
- directors and auditors are appointed by the General Assembly;
- the beneficial interest is limited to 6% of the capital contribution;
- directors and auditors hold office for free.

Statistics provided in the first section only concern these accredited cooperatives.

Accreditation process

The procedure for setting up a cooperative society directly depends on the type of company concerned.

An SCRI may be constituted by private deed. There is no mandatory minimum capital for the formation of an SCRI. However, it is the responsibility of the company's founders to provide sufficient funds to carry out its business.

An SCRL must be constituted by a deed validated by a notary. The deed determine a "fixed portion" of the share capital and the amount can not be lower than € 18,550. A part of the portion (6,200 €) must be paid up to the constitution. The paid-up share capital is the part of the share capital that the shareholders must pay into the company's bank account at the time the company is created. An exception exists for socially-oriented SCRL (SCRLFS), which may be set up with a minimum capital of 6,150 euros, paid up to 2,500 euros (article 665 of the Companies Code). Moreover, in the case of SCRL, contributions in kind and quasi-contributions must be analyzed by an auditor (articles 395 and 396 of the Companies Code).

Establishing a cooperative society requires three founders, unlike other types of companies. This is a substantial formality, the non-observance of which may lead to the nullity of the constitution.

4. Public policy

Public funding

Public funding which support cooperatives in Belgium mostly depend on the social purpose of the company rather than the SC status. In Belgium, there are a considerable number of public support schemes for the development of the social economy and social enterprises. While there is no real national network of social enterprises as such, but a variety of federations, associations of social entrepreneurs, and organisations that comprise social enterprises, offer various support structures.

Authorities provide both permanent fundings, mainly related to employment, and temporary fundings and calls for project. Financial support for social enterprises from public authorities is organized at the regional level and exists already several years.

* **BRUSOC**, Brussels

BRUSOC was set up in 2001. It invests in self-employed people, small businesses and social economy projects. Brusoc supports insertion enterprises and local employment development initiatives.

* **TRIVIDEND**, Flanders

Trividend was founded in 2001 as an initiative of several solidarity financiers in the social economy. In 2010, Trividend was recognized by the Flemish Government as the Flemish Participation Fund for the Social Economy.

* **SOWECSOM**, Wallonia

SOWECSOM (Société Wallonne d'Economie Sociale Marchande, or Walloon Society of Social Economy) was set up in 1995. SOWECSOM has three funding streams : market-social economy, socioprofessional integration and cooperatives. Brasero is a branch of SOWECSOM that supports cooperation projects which respects the values of cooperative model.

Fiscal and legal advantages

Accredited SC enjoys some tax and economic advantages, but the scope of these remains limited. Further more, only few cooperatives actually have the CNC accreditation : about 600 in 2017. Two main reasons can explain this situation. First, all cooperatives in Belgium do not operate according to the principles of the ICA. Secondly, cooperatives that operate according to the principles of the ICA do not always require the CNC approval because (1) they have never heard of it, (2) benefits of the accreditation aren't much relevant, or (3) there is confusion over the conditions for accreditation.

The advantages of accredited SC are the following :

- **Dividend exemption for natural shareholders:** The withholding tax is not levied on dividends paid by cooperatives on a first tranche of dividends per natural shareholder and by an approved cooperative. The amount of this tranche was €180 for the 2012 taxation year. In addition, dividends are partly exempt from personal income tax. The exemption applies only for natural persons and is limited for each declaration (and not per shareholder and cooperative company) to the first tranche of dividends exempted.
- **Absence of requalification of interest in dividends:** Interest on advances lent by partners of a company to that company is normally reclassified as dividends if the interest rate is higher than the market interest rate or if the amount of advances is greater than the paid-up capital. However, claims on approved cooperatives are not reclassified as dividends by the Income Tax Code.
- **Extended application of the reduced tariff to corporation tax:** There is a reduced tariff applicable to corporation tax whose taxable income does not exceed €322,500. Often, companies are excluded from the benefit of this reduced corporate tax rate. This applies in particular to holding companies, subsidiary companies and companies which do not allocate remuneration to one of their managers. Accredited cooperatives can still benefit from the reduced tariff, even if they fit the scope of one of these exclusions.
- **Exemption from the prospectus requirement:** Any company that makes a public offer of investment instruments on Belgian territory have to publish a prospectus. This would normally include public offerings from cooperatives. But this prospectus requirement does not apply to accredited cooperatives, if the acquisition or possession of shares constitutes the necessary condition for the holder to benefit from the cooperative services and if the offer amount is less than €2,500,000.
- **Workers' social security for directors:** Persons who devote their main activity to the

management of accredited cooperatives may benefit from the social security of workers.

- **Logo "Approved by the CNC»:** Accredited cooperatives may use the logo for their publications.

In a general point of view, the obstacles to cooperative creation and membership are numerous in Belgium. First, the cooperative confers its members a double risk because members invest both money and time. In the case of workers' cooperatives, those who invest in their business can lose their jobs and their savings.

Another disadvantage is that the private sector does not always consider cooperatives serious. The cooperative form is poorly known, the general public is unfamiliar with its principles, values and theoretical and concrete assets

Finally, the cooperative increases, at first glance, the cost associated to collective decision-making, which is more democratic and requires more time. Indeed, members interests of a cooperative will not be as homogeneous as those of investors primarily preoccupied with profitability.

However, associative activities are very developed in Belgium. It is mainly because of the legal status of non-profit companies (ASBL), which is very favorable and flexible. Many companies could have undertaken in the cooperative form but adopted the associative form, which is still fitting the practical application of the cooperative principles.

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PART 2: INSPIRING PRACTICES

Name Website, Contact information, ...	COOPCITY http://coopcity.be/ info@coopcity.be 72A Rue Coenraets, 1060 Saint-Gilles, Brussels, Belgium
Providers Name, type (private/public), year of establishment,...	Since fall 2016, created by 7 public providers : SAW-B, Febecoop, JobYourself, Impulse, Innoviris, ICHEC-PME and Solvay Entrepreneurs. COOPCITY is a project supported by Europe and the Brussels-Capital Region through FEDER funds.
Target Audience (age, gender, social environment...), geographical coverage, industries,...	* Audience: Entrepreneurs and future entrepreneurs * Geographical coverage: Brussels
Modalities 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,...	* Long * Theoretical and practical * « A priori » process : communication, support and training program
Content description	COOPCITY supports Brussels entrepreneurial initiatives that have a positive impact on society. The ambition is to support the creation and development of social economy projects, especially based on cooperation.
Objectives (development of skills, attitude, knowledge and/or others)	<ol style="list-style-type: none"> 1) Develop and support: Through its various coaching programs, COOPCITY helps project developers to put together their ideas. It also supports existing social enterprises in the development of their activities. 2) Inspire and raise awareness: COOPCITY aims to inform, educate and inspire future entrepreneurs regarding social entrepreneurship in Brussels and instil another vision of the economy. 3) Collaborate and cooperate: Through its various programs and activities, COOPCITY aims to provide an environment conducive to cooperation and collaboration between the social entrepreneurship actors in Brussels.

<p>Learning practices (active learning, project-based learning, experiential learning, activities outside the classroom/school linking students with the local community or businesses...)</p>	<p>Seeds @ COOPCITY is a program to support entrepreneurs who want to launch a project that meets a social, societal and / or environmental need in Brussels.</p> <ul style="list-style-type: none"> * A first immersion weekend to start working on the projects and live the cooperation * 7 month of project development support * A wide experts network to help future entrepreneurs trough their projects * A coworking space available
<p>Additional useful information</p>	

Name Website, Contact information, ...	Académie des Entrepreneurs sociaux (Social Entrepreneurs Academy) http://www.academie-es.ulg.ac.be/ Maxime Bouchat & Nathalie Jourdan info@academie-es.be c/o Centre d'Economie Sociale, HEC Liège, Sart Tilman B33 boîte 4, 4000 Liège
Providers Name, type (private/public), year of establishment,...	HEC Liège, University of Liège.
Target Audience (age, gender, social environment...), geographical coverage, industries,...	* Audience: social entrepreneurs, students, alumni, teachers
Modalities 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,...	* Punctual and long initiatives * Exchange between theoretical and practical learnings * Both <i>a priori</i> and <i>a posteriori</i> processes
Content description	The Academy of Social Entrepreneurs is a platform of training, support and networking of social entrepreneurs carried out by the Center of Social Economy of the University of Liège.
Objectives (development of skills, attitude, knowledge and/or others)	1) Connect different audiences - social entrepreneurs, students, alumni, teachers - who are involved in reflection and / or learning about social entrepreneurship issues; 2) Propose to these different publics a space for encounter, dialogue and exchange beyond their respective affiliations and sectors of activity; 3) Strengthen connections between social enterprises and the academic world , especially to make the link with scientific research.

<p>Learning practices (active learning, project-based learning, experiential learning, activities outside the classroom/school linking students with the local community or businesses...)</p>	<ul style="list-style-type: none"> * Long training : The Academy offers in the HEC courses: a Master in Management, specialized in Management of social enterprises, and one University Certificate in Management of Social Enterprises. * Short training : The Academy offers "à la carte" training courses which enable social entrepreneurs to acquire knowledge and tools in governance, human resources management, strategy, financial management or performance measurement. The Academy also organize "co-solving workshops" that bring together social entrepreneurs, researchers and students around a concrete management problem * Meetings between the members to exchange experiences and strengthen the network * Research and tools : In collaboration with its partners and members, the Academy ensures an easy access to the results of scientific research on social enterprise and social entrepreneurship.
<p>Additional useful information</p>	

Name Website, information, ...	Contact Panorama des coopératives (Overview of cooperatives) http://www.saw-b.be/spip/Panorama-des-cooperatives-et-de-la-info@saw-b.be 42/6 rue de Monceau-Fontaine 6031 Monceau-sur-Sambre
Providers Name, type (private/public), year of establishment,...	The initiative is provided by SAWB , a pluralist federation of social enterprises. Today, SAWB has more than 120 members, including 13 sectoral federations. Its members represent more than 300 social enterprises in Wallonia and Brussels, representing 15 000 workers. SAW-B is approved as a consulting agency by Wallonia and recognized as a permanent education actor by the Wallonia-Brussels federation.
Target Audience (age, gender, social environment...), geographical coverage, industries,...	Entrepreneurs and future entrepreneurs, cooperative members or anyone interested in the cooperative movement
Modalities 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,...	* Punctual formation * Theoretical * A priori process
Content description	The « Panorama des coopératives » is a 2 days formation organized 4 times a year in different places around Belgium.
Objectives (development of skills, attitude, knowledge and/or others)	1) Discover the cooperatives through history and philosophy of the cooperative movement 2) Clarify the Belgian legal framework 3) Explore the diversity of existing cooperatives supported by external stakeholders 4) Question the limits, issues and potential of the cooperative 5) Question the principle of cooperation and common principles for cooperatives
Learning practices (active learning, project-based learning, experiential learning, activities outside the classroom/school linking students with the local community or businesses...)	The learning methods used are participatory and the approach is partially co-built with participants. The formation include visits of local cooperatives and meetings with cooperative entrepreneurs.
Additional useful information	

Name Website, Contact information, ...	Tournée général https://www.foundationfuturegenerations.org/en/project/tournee-generale fgf@fgf.be
Providers Name, type (private/public), year of establishment,...	Provided by the Foundation for Future Generations , a Belgian foundation exclusively dedicated to the transition of our society towards a sustainable development mode,
Target Audience (age, gender, social environment...), geographical coverage, industries,...	<ul style="list-style-type: none"> * Project managers who are looking for good practices or who wish to extend their network. * Young people and students interested in sustainable management and corporate social responsibility
Modalities 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,...	6 workshops in 1 year Theoretical and practical approach 15 - 20 participants / year
Content description	Tournée Générale is a discovery tour that offers participants an opportunity to discover behind the scenes inspiring initiatives that integrate the various principles of sustainable development into their daily management. Each workshop is a visit of an initiative, including a meeting with other (future) project stakeholders interested in sustainable development, and above all: a direct dialogue with the initiative's stakeholders.
Objectives (development of skills, attitude, knowledge and/or others)	<ul style="list-style-type: none"> * Get inspired * Share impressions * Improve skills * Expand network
Learning practices (active learning, project-based learning, experiential learning, activities outside the classroom/school linking students with the local community or businesses...)	It is a complete introduction to the initiatives, initial analyses and mini-audits carried out by the participants themselves. The main issues addressed at all workshops are: <ul style="list-style-type: none"> * What's the vision at the origin of the initiative and what were the most important steps in its development? * How are the various dimensions of sustainable development, such as the environment, the promotion of social well-being and economic prosperity, integrated into day-to-day management? What about the participation of employees and stakeholders? * What is the secret recipe for the initiative' success ? * What are the challenges for the future and how can we respond to them?

Name Website, Contact information, ...	Do It Coop http://www.credal.be/ conseil@credal.be Place de l'Université, 16 à 1348 Louvain-la-Neuve
Providers Name, type (private/public), year of establishment,...	Provided by Credal , a Belgian cooperative founded in 1984 and active in solidarity finance in Wallonia and Brussels.
Target Audience (age, gender, social environment...), geographical coverage, industries,...	Future entrepreneurs
Modalities 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,...	Tailored program Practical support to cooperative creation and development Face-to-face process
Content description	Do It Coop is an individual support system for cooperative projects. This program includes: * Specific and individual accompaniment ; * Participation in group workshops according to the evolution of the projects; * Possibility of testing the activity before launching; * Meetings with field actors ; * Participation to the « coworking days »: possibility to come working at Credal, following workshops and to exchange with other promoters. * Free work space without accompaniment.
Objectives (development of skills, attitude, knowledge and/or others)	Do It Coop offers a specific support for social project's holder to : * Test assumptions, * Validate a strategic plan, * Choose the legal structure * And confirm financial figures and forecasts.
Learning practices (active learning, project-based learning, experiential learning, activities outside the classroom/school linking students with the local community or businesses...)	Active and experiential learning
Additional useful information	

Name Website, Contact information, ...	Forum des coopératives https://www.aei.be/en/home-page/eb.iea@ofni
Providers Name, type (private/public), year of establishment,...	Since fall 2016, provided by AEI (l'Agence pour l'Entreprise et l'Innovation), an operator in Wallonia offering support and guidance for economic, technological and digital development in the region.
Target Audience (age, gender, social environment...), geographical coverage, industries,...	Audience : Entrepreneurs, students and young people, operators of the social economy Geographical coverage : Walloon region
Modalities 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,...	1 day event Theoretical approach
Content description	The « Forum des coopératives » is a one day event that aim is to highlight social and cooperative entrepreneurship by holding debates and conferences. Speakers and participants come from the social economy and the cooperative sector as well as the traditional economy.
Objectives (development of skills, attitude, knowledge and/or others)	<ul style="list-style-type: none"> * Promote cooperative business model among a wider audience * Develop the cooperative economy through networking and exchange between different world * Inspire by showing successful projects and business models * Provide a casual and cozy environment to encourage networking
Learning practices (active learning, project-based learning, experiential learning, activities outside the classroom/school linking students with the local community or businesses...)	
Additional useful information	

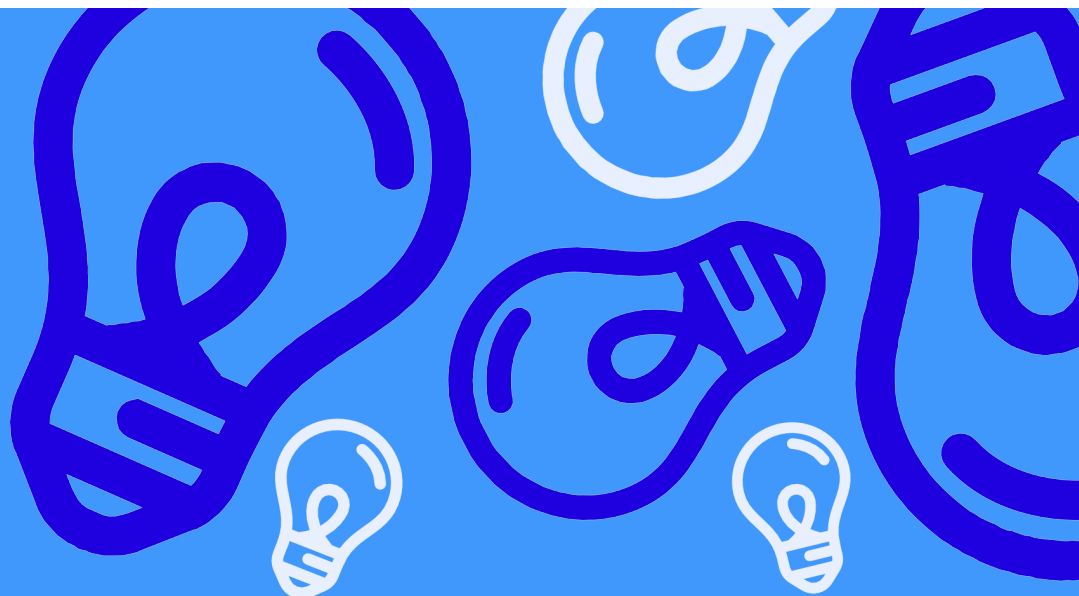
Name Website, information, ...	Master in Social Enterprises Management / University Certificate in Social Enterprises Management http://www.ces.ulg.ac.be/en_GB/education info@academie-es.be c/o Centre d'Economie Sociale, HEC Liège, Sart Tilman B33 boîte 4, 4000 Liège
Providers Name, type (private/public), year of establishment,...	Both formations are provided by HEC Liège, the Social Economy Center, the Social Entrepreneurs Academy and Liège University. HEC-ULg sets itself as a pioneer among French-language Belgian universities by proposing, from the 2010-2011 university year onward, a special orientation on the "Social Enterprises Management" within its Master programme in Management Sciences.
Target Audience (age, gender, social environment...), geographical coverage, industries,...	Audience : * Master : intended for holders of a BA in Economics and Management Sciences who want to further develop their capacity of analysis and management of enterprises, while favouring the development of competences useful in social entrepreneurship. But it is also accessible to students having graduated from other departments, students having graduated from high schools (inter alia in social work) and foreign student. In these cases, an application form must be submitted. * Certificate : The training is intended for executives already working in social enterprises and for persons interested by the sector. Applicants must hold a university master or have an experience in the field that can be valued through "Valorisation of the previous assets ».
Modalities 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,...	* Master : The special orientation on the "Management of social enterprises" is based on the core curriculum of the Master in Management Sciences. The students are also required to take six specialised courses, to do an internship and to write a thesis, over a two-year period . * Certificate : The training lasts 138 hours , on a one-day-a-week basis (outside the school holidays). * Face-to-face programs
Content description	The master and the certificate are both formations provided by Liège University and the Social Economy Center.

<p>Objectives (development of skills, attitude, knowledge and/or others)</p>	<p>The special orientation on the "Management of social enterprises" gives students:</p> <ul style="list-style-type: none"> * an analysis and management capacity: being able to manage the major functions of an enterprise, understanding the various forms of economic organisations and their roles and specificity, analysing and anticipating societal challenges; * operational tools: knowing the (economic, political, legal) environment in which enterprises operate (be it at the regional, national or European level), learning managerial practices of social entrepreneurship, mastering the tools designed to take into account social and environmental concerns; * a relational network: meeting the main actors of social entrepreneurship in Belgium, networking with similar experiences in Europe and elsewhere; * an intensive pedagogical guidance, focused on the gradual development of the student's autonomy. <p>The University certificate in Social Enterprise Management allows participants :</p> <ul style="list-style-type: none"> * To apprehend the role of social enterprises in the global economic context and the stakes that they represent. * To manage strategically the major sources of funding of social enterprises. * To fine-tune/deepen the knowledge of the specific models of governance and human resource management in social enterprises. * To develop the capacity to manage a team. * To explore, identify and seize the opportunities for social enterprise development.
<p>Learning practices (active learning, project-based learning, experiential learning, activities outside the classroom/school linking students with the local community or businesses...)</p>	<p>Active learning</p>
<p>Additional useful information</p>	

Name Website, Contact information, ...	Déclic Tour (Déclic-en-Perspectives ASBL) http://www.declic-en-perspectives.be/ info@declictour.be
Providers Name, type (private/public), year of establishment,...	The organization of the Déclic Tour is provided by the team of ten volunteers from ASBL Déclic en Perspectives, in partnership with SAW-B and the Academy of Social Entrepreneurs and with numerous supporters, including the Walloon Region.
Target Audience (age, gender, social environment...), geographical coverage, industries,...	* Audience : 30 future entrepreneurs in Belgium, aged from 20 to 35 * Geographical coverage : Brussels or Wallonia residents
Modalities 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,...	* Punctual program * Theoretical and practical perspective * Face-to-face process * « A priori » program
Content description	The Déclic Tour is a 8 days educational trip in French-speaking Belgium. The trip aims to inspire and creating the trigger for action to social entrepreneurship among young people aged 20-35.
Objectives (development of skills, attitude, knowledge and/or others)	* Inspire : Thanks to the encounter with social entrepreneurs and inspiring personalities who share their experiences. * Think : Each participant take time to come back on his own journey, to question his motivations, to identify his assets in order to define his personal project. * Create : Alone or in a collective, create a solution to answer the identified problem. The emergence phase is supported by workshops, meetings with coaches and experts to challenge the ideas of the project leader.
Learning practices (active learning, project-based learning, experiential learning, activities outside the classroom/school linking students with the local community or businesses...)	* Déclic tour : active learning and project-based learning linked with the local community * Post-accompaniment program : The « Déclic en action » program consists in several half-days spread over 3 months and allows the participants to work on the implementation and the very first steps of the creation of their social entrepreneurship project.
Additional useful information	

Name Website, information, ...	Cera-Sowecsom Tour Contact sowecsom@sriw.be
Providers Name, type (private/public), year of establishment,...	Provided by Cera and Sowecsom , HEC liège and the Académie des Entrepreneurs Sociaux (the Social Entrepreneurs Academy) and UniverSud-Liège
Target Audience (age, gender, social environment...), geographical coverage, industries,...	Audience : Student in social enterprises management and social entrepreneurs Geographical coverage : Liège
Modalities 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,...	<ul style="list-style-type: none"> * Punctual process * Theoretical and practical approach * Face-to-face learning * « A priori » formation
Content description	The "Sowecsom Tour" is a one-day guided tour of social economy initiatives offered to students in Liège . Many activities are planned including companies visits and meetings between Master 1 students in Management of Social Enterprises, participants of the certificate in Social Enterprises Management and social entrepreneurs.
Objectives (development of skills, attitude, knowledge and/or others)	The tour objectives are : <ul style="list-style-type: none"> * Exchange learning : theoretical background and practical experiences * Inspire student to social entrepreneurship * Create and develop a network between entrepreneurs, student and funds
Learning practices (active learning, project-based learning, experiential learning, activities outside the classroom/school linking students with the local community or businesses...)	Activities outside the classroom/school linking students with the local community
Additional useful information	

Name Website, Contact information, ...	HERA Awards http://hera.foundationfuturegenerations.org/en fgf@fgf.be
Providers Name, type (private/public), year of establishment,...	Provided by the Foundation for Future Generations , a Belgian foundation exclusively dedicated to the transition of our society towards a sustainable development mode,
Target Audience (age, gender, social environment...), geographical coverage, industries,...	Master's students and PhD students The academic community
Modalities 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,...	A posteriori process
Content description	The HERA Awards reward doctoral theses in all disciplines: the Doctoral Thesis Award for Future Generations (biennial price of € 7,500), and master theses in various fields: the Master's Thesis Awards for Future Generations (annual prices of € 2,500). * Master's Thesis Award - Sustainable Architecture * Master's Thesis Award - Cooperative Sustainable Economy * Master's Thesis Award - Sustainable Design * Master's Thesis Award - Sustainable & Responsible Finance * Master's Thesis Award - Sustainable Food * Master's Thesis Award - Sustainable Health * Master's Thesis Award - Sustainable IT
Objectives (development of skills, attitude, knowledge and/or others)	HERA's vocation is to support students and researchers who integrate the transversal approach of sustainable development. It is also to contribute to inspire the academic community.
Learning practices (active learning, project-based learning, experiential learning, activities outside the classroom/school linking students with the local community or businesses...)	
Additional useful information	



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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.alda-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>



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