THE SUSY PROJECT BRINGS TOGETHER AND SHOWS YOU EXAMPLES OF THE SOLIDARITY ECONOMY, SO THAT PEOPLE INVOLVED AND INTERESTED IN SOLIDARITY-BASED INITIATIVES CAN NETWORK AND INTERACT, AND WE CAN SHARE AND OPEN UP THE IDEA OF THE SOLIDARITY ECONOMY TO MORE AND MORE PEOPLE. BY COLLECTING AND SHARING THESE EXAMPLES, WE AIM TO GAIN NEW INSIGHTS INTO THE SOLIDARITY ECONOMY. WE HOPE TO ENABLE REFLECTION AND DISCUSSION IN ORDER TO DISCOVER AND EMBARK ON MORE AND MORE FUTURE OPPORTUNITIES AND POSSIBILITIES FOR THE SOLIDARITY ECONOMY. AT THE SAME TIME – LIKE OTHER INITIATIVES IN THE SOLIDARITY ECONOMY – WE ARE BUILDING LINKS WITH POLITICAL DECISION MAKERS SO TO INCREASE THEIR SUPPORT FOR AN ALTERNATIVE WAY OF DOING THINGS.

WE ARE A NETWORK OF 26 ASSOCIATIONS IN 23 EUROPEAN COUNTRIES ENHANCING THE COMPETENCES OF LOCAL ACTORS THAT ARE ENGAGED IN THE SOCIAL AND SOLIDARITY ECONOMY, SUPPORTING A NEW PARADIGM OF ECONOMIC DEVELOPMENT IN ORDER TO FIGHT POVERTY AND TO DIFFUSE AN EQUITABLE AND SUSTAINABLE WAY OF LIVING.

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SUSTAINABLE AND SOLIDARITY ECONOMY:

MONTE-ACE

1. Description of the SSE Good practice
1.1) Name, Organization and/or network responsible for the practice, Location, Sector.

MONTE is an Association, non-profit private entity, aims to promote social and economic development and advocacy on rural regions, particularly Central Alentejo. Monte was founded in 1996 by a group of four local development associations: Aliende (Local Development Association from Montoito), ADIM (Association for the Defense of Monsaraz Heritage), ADMC (Montes Claros Development Association) and Trilho (Rural Development Association). These associations were challenged to find an organization that could manage LEADER II (important component of EU Rural Development Policy for over 20 years) in the region, so they decided together to create Monte. In 2010 other local association integrates Monté’s associates Vendas Novas – Porta do Alentejo.

Besides the associates, Monte create a Cooperation Council involving other organizations that could be representative of all the community like municipalities, universities, local organizations and regional public entities. This process was mainly encouraged by Leader program, because this program has a major principle the cooperation and local governance (The local development groups should be representative of the community and other agents of the territory)

Since 2002 Monte is a NGO for Development with the legal status of public utility. It’s also a Local Action Group (LAG)¹.

Monte develops its activity in Central Alentejo, covering 11 of the 14 municipalities of this region. The headquarters of ADREPES is in Arraiolos. Besides the intervention in Portugal Monte has being developing cooperation projects in Guinea Bissau, in the region of Cachéu, and also Cape Verde, in the region of Santo Antão

Website: http://www.monte-ace.pt/site/uk/home_uk.html

1.2) Proposed activities

The basis of Monte’s work was the LEADER program and the aim to promote initiatives and social and economic development in low density areas.

Monte was the regional manager of LEADER and also SP3 Rural Development Programme - PRODER. These programs aim to give financial support to rural development plans at different levels. From individuals to associations and municipalities. Henrique Sim-Sim refers that Monte was very competent at this level, promoting different activities such as local tourism (an area where the region had good

¹ http://www.monte-ace.pt/site/uk/BI_UK_2014_WEB.pdf and Marta Alter Interview
results), supporting innovative projects in the field of agri-food sector.

All over the years Monte grew and extended its activity to other fields, participating in other programs at the level of social development, employment and training. Covering different aspects of local development in the region and abroad.

The most representative domains of activity are the following: Organic Agriculture, Fair Trade, and local governance. These domains are translated in four strategic areas and projects at national level:

- Territorial promotion (local products promotion, Summer School for Rural Development) – promoting handcraft and local based initiatives like tourism
- Entrepreneurship (PRODER; Entrepreneurship Skills Development: Lifelong Learning, CREMP – Resources Center for Female Entrepreneurship)
- Social Innovation (Development Plan for the Territory 2014-2020, Social Store, Gender Equality and fight against domestic violence, New Deal for Employment – Project to promote youth employability trough agriculture promotion and entrepreneurship)
- Attending that cooperation is one of LEADER methodologies “Through cooperation we learn together, so we start to cooperate with other national territories that work in a similar context

(...) then we start to cooperate with Spain, because we share the same problems, rural problems. (...) That way we can work a brand, significant practices, reflect on the processes, achieving scale. Then we enlarge the territory and start to develop some projects in PALOPs”

Cooperation projects:

- with other national territories (PROVE – commercialization of fruit and vegetables from small local producers that in Arraiolos in named Cabaz do Hortelão), promote the typical gastronomy of each region
- With other European countries “Becoming a Change Agent for Rural Citizenship”
- With Portuguese Speaking African countries
  - Santo Antão Regional Council of Partners – Dissemination of LEADER project; Capacity building of local NGOs, knowledge transfer, cooperation between different actors, namely Portuguese business and an online platform with contents adapted to the national context of Cape Verde
  - Guinea Bissau – With the support of a local team, Monte

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2 2014 Activities Report and interviews
3 Henrique Sim-Sim and José Veiga interviews
4 Marta Alter interview
5 http://quapro.eu/
is promoting projects to develop rural areas, capacity building of local agents and preserving and restoring natural resources from Cacheu region.

1.3) Management model and stakeholders involvement

The members of Monte are 5 private associations, each of them representing different associates, representing a total of 844 individuals\(^6\). Besides this in its Legal Statutes Monte has the figure of a cooperation Council that is composed by several organizations public (municipalities, universities) and private (companies, other organizations).

It’s a very democratic process and the advantage of this process is that all of them have the territorial knowledge (In terms of needs and stakeholders) and have the facility to promote a real stakeholders engagement at different levels of decision.

Monte’s management model is very flexible. In 2014 Monte promoted a collective reflection in order to define the Central Alentejo Territorial Partnership for 2014-2020 (59 participants defining and signing the document)

In order to pursue its mission and develops projects that suit the real needs of the community, in most of the projects the association tries to engage local stakeholders and community. “A strategy to promote local development needs to organize the territory with a bottom-up approach, with a real diagnosis defined by the basis. The local governance is one of the major principles of Monte”\(^7\) and its added-value in the territory.

1.4) Turnover and job creation/quality

Regarding internal activity of Monte:

- The board is composed by representatives of different organizations: 3 on General Assembly, 5 on the Administration Council and 3 at fiscal council. are men representing the 5 collective associates. Monte has also in the board a Cooperation Council represented by a woman.
- The technical team is composed by 16 people (12 in Portugal and 4 in Guinea Bissau). The coordinator is a woman. The gender ratio is 68% of women. Most of the team has between 25 and 46 years (87, 5%). Most of the team is at Monte for more than 10 years, so the turnover is low and this is assumed as an added-value of the organization.

\(^6\) Article 5, Legal Statutes

\(^7\) José Veiga interview
lives as well as equitable income between women and men.

- The team is multi-task and from different academic areas. 13 of the team members are high qualified (3 people have a master in different areas from Regional Planning, Human Resources or Local Development). Besides this there is a clear bet in human resources qualification attending to the participation in a national program of capacity building of social NGOs and also the hours of training (379h).

1.5) Social and ecological externalities

Monte’s supports different local organizations and projects, promoting the creation of new jobs, an entrepreneurial spirit and the recovery of local activities like tourism, handcraft and agriculture. The main social externalities of Monte are concerned with job creation or recovery as well as the investment in the territory preventing for instance the migration of youth.

Attending to some of the results of the projects developed by Monte in 2014\(^8\) in the framework of SP3 PRODER:

- 187 projects approved;
- 237 jobs created in Central Alentejo region,
- 1141 people that benefit from CLDS (Local Partnership for Social Development), 1 volunteer network, 1 network of entrepreneurial women, 415 PROVE fresh baskets per month, 1 local development strategy for 2014-2020 with 59 local organizations
- Cape Verde: 1 association of local producers developed in Santo Antāo (63 members), capacity building of local agents in the field of Communitarian Tourism (17 technicians), capacity building action for farmers (53 people)
- Guine Bissau: environmental education at different levels (Support to change the way of production of food in markets, support applications to National Programs to Protect Environment, projects in schools and capacity building of teachers).

1.6) Communication and advocacy

“We give an huge attention to the communication. We always try to involve social media and in all projects have some budget to be used in communication”\(^9\)

In terms of research we can validate this information. Indeed communication is a fundamental issue at different levels

- External communication and transparency
  - Monte has information about the projects and also internal issues in the website (Different documents like the Annual Reports, Strategic Planning for next 3 years or Work Plan for 2016 as well as the human resources and

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\(^8\) 2014 Activities Report

\(^9\) Marta Alter Interview
organizational development – internal training).

- Monte follows different approaches/instruments in order to promote people and organizations participation (Cooperation Council, Projects Showroom, Forums, Projects Public Discussion)

- In specific projects communication had an added-value:
  - Projects concerning prevention of domestic/relationship violence. "We try to do some advocacy in this is a very difficult area to work in small contexts, so we had to find different strategies. We use theater but we also tried to involved local social media. During two years we had a monthly program in the radio with different people to talk about the thematic"\(^{10}\)
  - Monte developed a project of capacity building of social media in the field of communication for development and ethical issues in the media\(^{11}\)
  - In the field of communication and knowledge transfer/sharing Monte has developed different material covering various thematic such as local governance or domestic violence or unemployed people training\(^{12}\)
  - Although Monte didn’t recognize a role in the field of advocacy one Pedro Krupensky Pedro Krupenski\(^{13}\) refers that one of the distinctive mark of Monte’s work as well are the advocacy projects in some relevant issues in the field of social economy such as local short marketing chains. Promotion of new attitudes among consumers: Responsible consumption more engaged with local resources; Consumers awareness of the ecological impact of their consumption and also contributing for the local economy. This process in integrated in PROVE project. Monte was one the entities that disseminate the process and is working in some thematic groups about this.\(^{14}\)

1.7) Networking, affiliations and openness of the Good practice to the existing networks

Monte is recognized by its role in the field of local governance but also for the promotion of the work in cooperation and networks. “Monte

\[\text{References}\]

10 Marta Alter Interview
11 [http://www.monte-ace.pt/site/PlanoFormacao_Curso-Radar.pdf](http://www.monte-ace.pt/site/PlanoFormacao_Curso-Radar.pdf)
12 [https://issuu.com/monteace/docs/manual_mirabal_net]; [https://issuu.com/monteace/docs/guia_formacao_desempregados]; [https://issuu.com/monteace/docs]
13 President of Portuguese Non-Governmental Development Organizations (NGDOs) Platform
has at least three or four levels of participation: local, regional, national and transnational\(^\text{15}\)

- **Local Level** – Knowledge of the territory, its agents and needs, working together with the community and local actors:
  - CLAS (Local Councils for Social Intervention/Action) – Monte participates in different CLAS in the region of Central Alentejo; Villages Assemblies
- **Regional**:
  - Working with the municipalities and regional structures of the government, such as the Directory of Agriculture and Fishery from Lisbon area; LDAs Networks from Alentejo
- **National Level**
  - Rede Rural Nacional (National Rural Network) join agents of rural development located in Portugal. It works as a platform for the dissemination and sharing of information, experience and knowledge, to facilitate the development and cooperation of actions to be implemented in order to improve the implementation of programs and measures of rural development policy and the qualification of the intervention of those involved in rural development\(^\text{16}\). "Monte is very committed with this network since the beginning\(^\text{17}\)."
- **A Minha Terra** is a private non-profit organization with public interest. It was established in 2000 by a large group (currently 53) of Local Development Associations (Associações de Desenvolvimento Local - ADL), and aims at the implementation of solutions for the development of rural areas. Monte is one of its affiliate and an active partner, collaborating with the development of different activities\(^\text{18}\).
- **ANIMAR** - Portuguese Association for Local Development constituted by 82 collective associations and 110 individuals. This network bet the sharing of knowledge and practices among its associates, promoting local employment initiatives, dissemination of products and experiences, for cultural and economic communities, based on the potential resources, culture, heritage and local staff.
- **Portuguese Non-Governmental Development Organizations (NGDOs) Platform** is a private non-profit organization that

\(^{15}\) Henrique Sim-Sim Interview
\(^{17}\) José Veiga Interview
\(^{18}\) Information from A Minha Terra (Collected on the 1st phase of the project)
represents a group of 68 NGDOs, registered in the Ministry of Foreign Affairs. The Platform represents and supports Portuguese NGDOs at a national and international level, contributing to strengthen the intervention of the civil society in the areas of Development Cooperation, Humanitarian and Emergency Aid and Development Education.

- International Level
  - EUROACE Network – network of LDAs from Extremadura (Spain) and Portugal (Alentejo Region and Center Region). A euro-region create to promote knowledge transference
  - European Anti-Poverty Network is the largest European network of national, regional and local networks, involving anti-poverty NGOs and grassroot groups. as well as European Organisations, active in the fight against poverty and social exclusion. Monte is the responsible for the coordination of this network in Evora Region since 2014.

The role of Monte in all the networks is “to contribute to the network, because the network gives us a lot. Be in a network represents an added-value because we share and we learn. In each network we look to the areas that can be more interesting for the development of our work and we are committed with them”19

2. Evaluation of the Good practice
2.1) The Good practice’s economic and social impact and potential

The most important contribution recognized by all the interviews, from beneficiaries to the regional entities was the role of Monte in enhancement of endogenous resources (human, natural and financial). This has an economic impact, that most of times is difficult to quantify, but also a social impact, promoting the territory.

“Monte was one of the booster of projects to promote agriculture recovery and stimulating youth interesting in the agriculture”, promoting the competitiveness of low density territories and new opportunities to young people. “Nowadays local products, endogenous resources are important assets of Alentejo, bringing qualified youth to the territory in order to promote a more sustainable development.”20 Projects like PROVE or New Deal for Youth Employment have an economic impact but mainly social

One of the major impact of Monte’s activity, specially as regional manager of some programs, is the fact that it gives new opportunities to small actors that otherwise would be excluded of communitarian funds. Monte promote the creation of new jobs, support innovative projects. “Created employment in the territory, support

19 Marta Alter Interview
20 Henrique Sim-Sim Interview
different companies to grow or consolidate, qualified the territory and support territory development (…) But the capacity building of people contribute to the qualification of the community and with impact in the origin, in the families.²¹

“The social impact of Monte is stronger, because this association encourages the self-organization of local agents. That territorial animation helps to consolidate initiatives.”²²

### 2.2) The transformative impact on the territory and beyond

Transformative impact in the way they look at the territory terms of as intervention that is act closed with the people, it’s part of local actors and its their self-organization that is relevant. Monte is disruptive in the way the organization looks to the territory, It creates disruption in some territories and dynamics, adding value. A work with the most vulnerable, developing common strategies with the women, youth, the unemployed working deep in the field of qualification, crossing interests. Monte has strong competences and strong networks, hard skills but also relational skills, qualifying itself but also its territories. That makes the difference in the territory.²³

Local Pacts for Employment or the Project New Deal for youth unemployed are contributing to a new economic and social dynamics in the territory: youth returning, youth staying, more qualified youth in the territory, new business and

The most relevant role of Monte in the territory is to keep the rural world alive and dynamic, maintaining people in their villages, in their mountains, but having access to some support to maintain themselves in these places (…) Its not about economic viability but maintain a living landscape, because there will be no rural world without people, if no one lives there. If we lose this all the tourists lose the interest.”²⁴

This vision of Monte wok is real important as this issues are so relevant that the Portuguese Government decided to create last month a new structure to reflect about the desertification and promotion of low density territories.

The transformation of mentalities and local awareness were shared by almost all the stakeholders. Mainly concerning the way people look at their territory, improving the partnership and a communitarian approach. We can analyze these impacts on PROVE.

### 2.3) Policy impact of the Good practice

In what concern with policy impact the analysis is not obvious.

Attending that most of Portuguese policies are defined at a central level it’s difficult for an organization or its stakeholders to clear identify areas in each they did the difference and had a real policy impact.

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²¹ Henrique Sim-Sim Interview
²² José Veiga Interview
²³ Henrique Sim-Sim
²⁴ Alberto Pirata
However almost all the interviewees referred that Monte contribute for sure for some changes together with others. The principal contribution was in the field of rural policies:

"Monte and other LDAs are responsible for the release of a set of initiatives and policies like rural entrepreneurship. This was a concept that policy-makers didn't use. (...) However with the development of different projects in the field of handicraft or local products that started to be regulated at a communitarian level and the Protected Designation of Origin, LDAs open this field. (...) Not directly Monte but attending to the networks in which Monte’s participate, this association influenced positively these discussions at a political level. At this level we can considerer the impact of PROVE Project in which Monte participate actively and that contribute for change at a policy level in terms of the short marketing chains with new regulation at a national level.

Monte is also recognized as an organization that promotes local governance. And that for sure has impacts at a policy level. "Monte introduced a new way to be in the territory. Open, competent, innovative, in relation with others. This has been transferred not only for local organizations but also for municipalities and regional entities. At local level is particular relevant the importance of policy integration. This approach is recognized at high level (European Commission). According with Barca Report local initiatives, as LEADER, have shown that they can be successful in developing new ideas, promoting policy integration and institutional cooperation. This integration has a significant impact at regional level: “Originally this kind of organization were created to ‘implement’ an approach of local development that would converge to integrate the public policies at a local level and that can be done with small grants, because they should only operate in the failures of the policies”. The role that Monte and other ADLs in the territory was not clearly this but their activities contribute to policy integration. Monte also recognize this role internally: “The intervention that Monte and other entities as ours do, in this kind of territories where the support/grants are not enough. The central politics doesn’t take into account the specific local needs I believe we are making the difference mainly because we are trying to adapt, adjust and integrate the policies. We try not only to share our knowledge but also influence the politics of our region, having a close interaction with the municipalities in order that our opinion can be taken into account in the formulation of new programs and policies.”

2.4) Sustainability of the practice

Attending to the circumstances of this kind of organization the sustainability has to be analyze at different levels:

• Organizational level: Monte as an association developing social projects and manager of some regional funds - At this level the organization is always dependent of external grants, mainly from Government. “Nowadays the sustainability of this organizations is not easy for different reasons: economic and social conjuncture, when organizations launch new projects they are always dependent of grants and financial aids. And these grants have specific goals. The sustainability of this organization is also affected by new political cycles, new agents”

• The organization is aware of this dependency. And Monte is recognized as an organization that is always trying to innovate and develop different strategies. And this is a field in which Monte is also investing, trying to use new tools like the social impact bonds (in partnership with the private sector of the region). Besides this “when Monte doesn’t get the grant, they try to develop the initiative in a different way more related with reflection or stakeholders engagement”

• Projects level:
  o Built in a bottom-up approach and answering to real needs, clearly identified in participatory diagnosis and taking into account the target-group. As a manager of LEADER and PRODER Monte support initiatives that are clearly sustainable, and give them support in order they can grow and consolidate their action;
  o Valorization of endogenous resources: natural resources and economic activities as well as human resources (capacity building of local agents assures part of the sustainability of the processes), promoting the social sustainability of the territory and people (Projects like New Deal for Employment or the projects developed in Cape Verde or Guinea)
  o Knowledge transfer at different levels and direction: from other territories but also to other agents through the definition of methodologies and a practice of evaluation (external and internal)

• Governance level: One of the added-value of Monte is the local governance "rural communities can organize themselves and Local governance – That will never finish. The Government requires that Monte, as a LDA, be representative of all local agents and can have that legitimacy, in order their program can match the collective interests and needs”

31 Henrique Sim-Sim
32 Henrique Sim-Sim interview
33 José Veiga
2.5) Participatory space open to the territory

Monte follows all the principles of a democratic organization attending to its foundation, an association of collective organizations. So the internal processes are all very participatory. Besides the involvement of the Cooperation Council not only in the definition of the strategy but mainly in the field of the local plan and strategies for the territories.

One of its principles is participation and proximity and Monte is recognized by all the interviews as an organization that is based on local governance. Indeed, Monte aims to promote an integrated development, through participation and placed based intervention, involving different stakeholders. In most of their projects the beneficiaries identified their needs and help to identify the solutions. Some examples like CLDS (Local Contract for Social Development) or New Deal for Youth Employment

This is recognized by different stakeholders as the added-value of this organization. In what concerns advocacy Monte is being developing some interventions together with other NGOD or LDAs:

- Monte participated as a representative of the Portuguese NGDOs Platform, a working group of the Camões Institute of Cooperation and language to promote a strategy of sectoral Portuguese Cooperation on Food Security and Nutrition for sustainable development,

- Member of the Portuguese Network for Sovereignty and Food and Nutritional Security. www.realimentar.org;

- Relevant stakeholder in a network of ADLs (Local Development Associations - http://www.animar-dl.pt/) with different interventions/campaigns in the field of social economy and local development - Work Group of “Lei de Bases da Economia Social” (The most important national regulation in the field of Social Economy)

- One of the promoters of the project Active Rural Citizenship (http://www.monte-ace.pt/site/Flyer_web_2013-04-24-ps-2.pdf)

3. What can we learn from the described Good practice?

Attending to the results of the interviews as well as the research about Monte we can identify clearly the main results of this practice at national and international level:
o Contribution to SSE – Principles and projects developed
  o Empowerment of communities based on the enhancement of endogenous resources and through a real involvement of communities in their own development;
  o Social and economic inclusion of most vulnerable, the ones that are marginalized and don’t benefit from public policies.
  o Promoting rural entrepreneurship and the recovery of economic dynamics through innovation and territorial animation
  o Developing projects in cooperation with others, involving other in decision-making, supporting them. "We are growing together, looking for new solutions for a common territory (...) learning together and this way of work is so consistent, so natural, that it’s easy for us to cross strategies and projects."
  o Monte was created and consolidate under the LEADER program as this approach is real important because inspired the local/regional development (This methodology was transferred to urban context) and most of LEADER principles are the same of the ones of SSE: improve the rural territories (more vulnerable than urban) and reinforce the economic and social dynamics in a bottom-up approach (Promoting endogenous resources, local products and tourism)
  o Crossing two major areas: cooperation for development and a practice of regional SSE
  o Attending that this was one of the main points of this study its important to emphasis the role that Monte is having at this level, inspiring other organizations because this area is assumed as natural development of the organization by almost all the stakeholders and partners interviewed.
  o “They start with actions in their own territory and doing cooperation is like an extension of their intervention in a field that they know well. It’s a win win relation. They implement projects together with local organizations, they are not located there and their main concern is the capacity building of local NGOs.” When Monte developed the first project in Cape Verde was to disseminate a LEADER experience. The approach was exactly the same than in Portugal and based of

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34 Inácia Rebocho Interview
35 Hermínia Ribeiro Interview (1st phase), Networking for Development Platform
capacity building of local agents in order to promote their own endogenous resources. Then they started to work in Guinea and maintain the approach but went deep with a local intervention in the promotion of local resources, mainly natural resources in Cacheu region, helping the local agents to promote economic dynamics and economics competitiveness but maintaining and preserving the natural resources\(^\text{36}\). The principles, the knowledge is the same because is deeply dependent of the local needs.

- Although this approach seems very clear and simple at the national context has a huge impact because as identified in the Premises chapter in Portuguese context there are NGOD developing projects in development countries and, mainly, citizenship awareness or advocacy in Portugal (And in the last two or three years we have some of this organizations developing small experiences of SSE in Portugal), or local organizations promoting SSE and developing cooperation for development in quite different areas from the ones that they develop in Portugal (renewable energy). Experiences like Monte are very few and this practice can inspire other organizations in both directions, organizations developing projects in cooperation or organizations bringing the practices that they have and disseminate in Portugal, in a win-win relationship.

- Knowledge transfer
  - One of the major points stated by all the stakeholders is the way as Monte transfers knowledge from other territories to Alentejo, being a mediator of knowledge from Europe to the region, codifying, working and preparing all the knowledge to be disseminated and transferred to other region with different characteristics like Guinea or Cape Verde\(^\text{37}\).
  - The knowledge transfer is also very important at a community level: “When we talk about rural development is very important to enhance the knowledge related with the rural promotion but also the intergenerational knowledge, Indeed is important that the values and the image of the territory, that is distinct from


\(^{37}\) Henrique Sim-Sim interview
others, can be incorporated and valued by the ones that live here but also by others.

- **Qualification of territories and people**
  - Different stakeholders referred this as the major input of Monte to its territories. Not only related with the fact that this organization is high qualified and put this qualification available to the territory. But promoting a real qualification of the territory through sharing knowledge.
  
  For instance in **CREMP – Resources Center for Female Entrepreneurship** where the capacity building of potential entrepreneurs is promoted directly by Monte but also encouraging the peer qualification, sharing knowledge between potential entrepreneurs and business women.

- **Innovation**
  - Monte is an organization recognized as having a deep knowledge of the territories and constantly improving their approach in order to find new solutions for old problems, like youth unemployment, or looking for new partners or methodologies. During the last 20 months, Monte had the capacity to regenerate itself and look for new challenges. The organization never stopped to reflect and innovate.\(^{38}\) Projects trying to fix youth in the territory were highly innovative and inspire other organizations in different parts of the country.

  - Another differentiating factor of Monte’s work is the bridge that they try to promote between the needs of the vulnerable territories and the tools and policies created to supported that needs. “Monte knows the territory, the local needs but also know the tools, the grants that are available to promote a sustainable development in the region, making this process in partnership”\(^{39}\)

### 4. Individual story \(^{40}\)

In Monte we identified two individual stories that are relevant and translate the different approaches and projects of this entity. Monte support the activities of two small associations form their territory, assuring not just productive processes but mainly projects with social viability and the involvement of the community in their own development.

\(^{38}\) Henrique Sim-Sim interview

\(^{39}\) Inácia Rebocho Interview

\(^{40}\) Full interview recorded, filmed and transcribed (Attachments)
**Dupla Personalidade Association**

The story of the project in small steps: Alberto is a youth that was supported by Monte at different phases of his life, first as a children/teenager when he went to Monte just to use the internet (Monte’s resource center was very important for youth because they just have internet at school and at Monte they have the opportunity to use the internet for other things and to be with friends in a different space), then as an association leader and then in terms of internship. The story shared here is about the support that Monte gave to his organization. Alberto and other teenagers had a theater group in School and they decided to create a youth association in order to organize small theater performances. This association **Dupla Personalidade** aims to promote arts, culture and sports through different initiatives; promote youth; promote citizenship and solidarity in the community. The diversification of some of their activities was due to the work that they develop with Monte.

Indeed, Alberto shared that thanks to the support of Monte they were able to pursuit some training in professional theater. All over the years they also have support sharing equipment and human support. “We have some support from the municipalities, some grants, but an association like our need a different support, more human, helping us to reflect and to grow, to pursuit our aims and our activity. And in Monte we found that space and support”.

This group is working, together with Monte, some social issues through theater. Like gender violence. Monte develops a project to support the victims and in that project Dupla Personalidade participate developing some work in the field of community theater. This kind of partnership and support helps the entity to develop it’s activity and gain some space in their community.

Alberto regards that Monte give particular attention to the needs of the local community. “Monte is like a factory of new agents in the region, involving youth in the processes in order they recognized they are needed and a resource for the development of their own territory”\(^\text{41}\).

\(^{41}\) Alberto, Dupla Personalidade Association
Another project and organization that was supported by Monte was Liga dos Pequenos e Médios Agricultores de Montemor-o-Novo (Association of small and medium farmers of Montemor-o-Novo). The project was born in 2012 mainly because the community wanted a space to produce some goods for their own consumption. Attending to this need the municipality gave to this association a large property in order they can manage and distribute some land plots to different people. The organization of this process was only possible with Monte’s support. Through PRODER they get the financial support to manage the land and also to implement an irrigation system.

That way was possible to promote community gardens. This way the community assure their own fresh products and plants as well neighborhood improvement, sense of community and connection to the environment and intergenerational share of knowledge and experiences.

“Although this project assured small agriculture production, it’s impact is higher than that, attending that it contributes to occupy usefully some people, to help people to overtake some difficulties, for instance unemployment, or loneliness, or some financial constraints, contributing to the family income, intergenerational exchange.”

The main role of Monte in this process was indeed to understand the relevance and social feasibility of the project, because “in a project like this we can’t expect economic feasibility, profit but only social issues. That support, the understanding of the project impact was the major element that allowed the development of this project”.

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42 Alexandre Pirata, interview
43 Alexandre Pirata, interview
### ADDITIONAL INFORMATION

#### STAKEHOLDER MAPPING

<table>
<thead>
<tr>
<th>LOW POWER</th>
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<td><strong>HIGH PROFILE</strong></td>
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| - Cidadania e Território  
- ISCTE  
- ANIMAR  
- EAPN  
- Observatório de Lisboa  
- UCP – ES  
- Universidade de Évora | - Rede Intermunicipal  
- FCG  
- Plataforma ONGD  
- CIMAC  
- Fundação EDP |
| **LOW PROFILE** | **HIGH PROFILE** |
| - UCCLA  
- CASES  
- Camões IP  
- CCDR–A  
- Seg. Social – CPD  
- CCDRLVT |
Interviews

With the contributions of the following stakeholders:

- **For the selection of the Good Practice:**
  - Network of rural associations: Luís Chaves and Luís Pedroso (Federação A Minha Terra);
  - Non Governmental Development Platform: Pedro Kruspensky (ONGD Platform) and Hermínia Ribeiro (*Networking for Development: From Town Twinning to More Efficient Cooperation*),
  - SSE sector: Eduardo Figueira (ANIMAR) and Cátia Cohen Cases and Jorge Nunes (Informal Network: Cidadania e Território)

- **For the evaluation of the good practice we interviewed**
  - Representative of Local/regional Authoraties: José Veiga (*Directory of Agriculture from Alentejo Region*)
  - Beneficiaries: Alberto Santos (Dupla Personalidade Association), Alexandre Pirata (Manager of Liga dos Pequeños e Médios Agricultores de Montemor-o-Novo)
  - Responsible for the organization: Marta Alter (General Director of Monte)
  - Worker: Inácia Rebocho