reticulate

D7.3 Strategy Report: How to reach the project goal

Project Title	RETICULATE
Grant Agreement Number	VS/2021/0247
Project Duration	November 2021 - June2024 (33 months)
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STRATEGY REPORT
How to reach the project goal

Premise:

The Reticulate project aims to strengthen the integration between social services and employment services by targeting specific groups whose poverty is characterized by multidimensional factors not merely related to income. It addresses new vulnerable groups among the impoverished population: 1. Homeless individuals, who are particularly difficult to reach, and 2. Poor families with children who receive financial support without additional activation measures. The operational goal is to experiment with the integration of services and opportunities offered by the current system, recognizing and overcoming its fragmentation. In the new One-Stop Shops (OSS) implemented in four areas of the Tuscany Region, services, procedures, and tools are co-designed by public authorities, NGOs, and vulnerable groups.

The activation of multi-professional teams is extensively provided for in the guidelines for holistic care connected with the Citizenship Income (RdC), the main income support measure currently active, though it is being phased out and transformed starting in 2023. Methodologically modeled on the concept of holistic care and defined as an Essential Level of Performance (LEP), the team is a multi-professional and multi-dimensional tool aimed at analyzing complex needs, often characterizing many people and families in poverty.

However, a specific survey conducted in 2020 showed that only eight zones had formalized the teams with specific acts. Although this should not be concluded as an absolute lack of multidimensional evaluation processes, it indicates a certain fragility of the system.

Reticulate thus aims to promote inclusion pathways that, while focusing on integrating socially excluded individuals through employability pathways, intend to impact various levels:
- At the individual level, by enhancing the competence of service users and promoting personalized pathways that consider the contributions individuals can make, including identifying specific access barriers.
- At the service provision level, by creating inclusive territorial systems that integrate social and employment responsibilities with social and health care (addictions and mental health), thus creating unified access and evaluation pathways that facilitate service use, especially for individuals experiencing severe marginalization.
- At the social level (macro-impact) in the community, by activating Third Sector organizations' networks in strategic partnerships based on the tools identified by the Third Sector Code (Legislative Decree 117/2017).
- Impact on communities: RETICULATE directs its operational strategies towards developing resilient communities. The following six actions can identify the foundational elements of a resilient ecosystem:
  - Institutional integration (horizontal and vertical subsidiarity);
  - Integration of public and private resources in a context of co-programming and partnership;
  - Activation of citizens in asymmetric/excluded conditions as resources for systemic change;
  - Analysis of the service system according to a rights/equality approach;
  - Participatory evaluation following the action-research model.

Finally, to activate this resilient ecosystem, RETICULATE acts on:
1. Involving key institutional actors with specific competencies.
2. Involving competent entities to reach and activate targets in conditions of particular exclusion.

Framework of Regional and National Policies – Ongoing Work

We can identify the following pillars of inclusion policies:

- Minimum income
- Active labor policies
- Quality enabling services
- Multi-professional integration
- Intersectoral integration
- Multidimensional approach and recovery
- Integrated governance
- Community networks (community welfare) and public-private partnerships (co-programming and co-design)

The Poverty Reduction Plan

The poverty reduction plan represents the fundamental document guiding public policies in this area. The National Plan for Interventions and Social Services to Combat Poverty 2021-2023 (hereinafter referred to as the Poverty Reduction Plan) is the result of the programming activity of the Network for Protection and Social Inclusion, provided for in Art. 21 of Legislative Decree No. 147 of September 15, 2017, an organization with the purpose of coordinating the system of interventions and social services as provided for by Law 328/2000.

This planning activity is divided into three pillars: 1) the national plan for social services, 2) the poverty reduction plan, 3) the plan for non-self-sufficiency: three-year plans, which can be updated annually on a rolling basis.

This approach can be seen as "infrastructural," aiming to identify resources specifically dedicated to the plans and anchored to the definition of Essential Levels of Social Services (LEPS) and Service Objectives. This refers to the LEPS founded by Art. 22, paragraph 2, of Law 328/2000 based on Art. 117 of the Constitution, reformed in 2001, organized in a matrix structure, and the Service Objectives referred to in Law 42/2009 on fiscal federalism, which in Art. 18 speaks of "the convergence path of service objectives to essential levels of services and fundamental functions," again referring to Art. 117 of the Constitution, paragraph two, letters m) and p).

The framework is also represented by some fundamental European documents such as: the Charter of Fundamental Rights of the European Union (2000 and 2007), the UN Convention on the Rights of Persons with Disabilities (2006, ratified in 2009), and the European Pillar of Social Rights with its Action Plan (2017 and 2021).

The Tuscany Region, with the contribution of ANCI Toscana and Federsanità Anci Toscana, has elaborated the Regional Programming Act for Interventions and Social Services to Combat Poverty 2021-2023 (hereinafter referred to as the Poverty Reduction Plan), derived from the national plan, which, pursuant to D.G.R. 917/2021, was discussed and integrated by the Technical Steering Committee and finally shared by the Regional Table for Protection and Social Inclusion in a dedicated session involving consultations with social partners and Third Sector representative organizations.

The Poverty Reduction Plan is inspired by the national plan, particularly its "infrastructural" approach, in reference to constructing territorial contexts characterized by:

1. The definition of Essential Levels of Social Services as already provided for by Art. 22, paragraph 2, of Law 328/2000, based on Art. 117 of the Constitution, reformed in 2001, organized in a matrix structure;
2. The definition of Service Objectives as referred to in Law 42/2009 on fiscal federalism, which in Art. 18 speaks of "the convergence path of service objectives to essential levels of services and fundamental functions," again referring to Art. 117 of the Constitution, paragraph two, letters m) and p);
3. A multidimensional approach to processes of impoverishment and social inclusion;
4. The definition of integrated universalist care pathways based on integrated access and the activation of multi-professional teams for the evaluation of complex needs;
5. Community welfare that, within a shared framework, promotes partnership processes between public and private resources, characteristic and differentiated according to territorial diversity;
6. The centrality of programming processes connected to both Integrated Health Plans and Zonal Plans for Inclusion for the promotion of integrated governance, participation, and synergy between converging sectoral policies.

Strengthening the social service

As is well known, the Budget Law 2021 (L. 178/2020) in Article 1, c. 797 confirms the objective of ensuring an adequate number of social workers for an indefinite period of time, quantifiable in at least one social worker for every 5,000 inhabitants, motivating it with the centrality of the public service in this key function of guaranteeing the right to care. This Leps is ordered to the strengthening of municipal social services, managed in single and associated form, and of the services addressed to the beneficiaries of Citizenship Income as per Article 7 c. 1 of Legislative Decree 147/2017.To the strengthening of the professional social service contributes in a qualitative sense what is provided for in the PNRR[1] Mission 5 C2, sub investment 1.1.4 "Interventions to strengthen social services and burn out prevention

Guaranteed minimum income (Reddito di Cittadinanza)

The italian law of March 28, 2019, No. 26 identifies the *Reddito di Cittadinanza* as LEPS[2] and in particular:
Art. 1 (*Reddito di Cittadinanza*) paragraph 1: "The Rdc constitutes an essential level of performance within the limits of available resources";

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[1] Next Generation EU Programme

[2] LEPS: Livelli Essenziali delle Prestazioni Sociali - Essential Levels of Social Services

Art. 4 (Work Pact and Social Inclusion Pact) paragraph 14: "The Work Pact and the Social Inclusion Pact and the supports provided therein, as well as the multidimensional assessment that may precede them, constitute essential levels of performance, within the limits of the resources available under current legislation."

A specific area of focus for integration could be childhood: among the specific objectives of the Rdc Program is the need for intervention in the first 1000 days, a theme that runs through the PIPPI program, the Child Guarantee program, and the GET UP school program. The current fragmentation at the level of territorial teams and the related definition of care pathways, which are still far too categorical, will certainly need to be addressed in the strategic development of services at the territorial level, also involving counseling activities according to multicultural approaches. The *Reddito di Cittadinanza* measure is undergoing significant changes. The law of December 29, 2022, No. 197, containing "State budget forecast for the financial year 2023 and multi-year budget for the three-year period 2023-2025" under the title Provisions for the reorganization of measures to support poverty and work inclusion (Art. 1, paragraphs 313 to 321)

The regulations stipulate that, during 2023, pending an organic reform of measures to support poverty and active inclusion, citizenship income is to be recognized for a maximum of seven months, except in cases where there are disabled persons, minors, or persons at least sixty years of age in the family.

From January 1, 2023, it is mandatory for *Reddito di Cittadinanza* recipients required to adhere to a personalized pathway for labor and social inclusion to attend a training and/or professional retraining course for six months, under penalty of forfeiture of the benefit for the entire family.

The provision of citizenship income to recipients aged between 18 and 29 who have not completed their compulsory schooling is also conditioned on attendance in educational pathways necessary to fulfill this obligation.

Furthermore, municipalities are required to employ all residents who are *Reddito di Cittadinanza* recipients and sign a labor or social inclusion pact, rather than just a third of them, in projects useful to the community.

The benefit will always be forfeited if a family member does not accept the first job offer, even if it is received within the first eighteen months of enjoying the benefit.

The regulations also stipulate that the additional income from seasonal or intermittent work contracts, up to 3,000 euros gross, will not be included in the determination of the economic benefit.

It is also stipulated that the portion of *Reddito di Cittadinanza* provided to families residing in rented accommodation is to be paid directly to the landlord of the property, who credits it towards the partial or total payment of the rent.

Finally, the regulations provide for the repeal of the laws establishing *Reddito di Cittadinanza* and Pension from January 1, 2024.

As a result of these measures, the spending authorization for funding *Reddito di Cittadinanza* and Pension is reduced by 743 million euros for 2023. However, the allocation for the universal single allowance for dependent children is increased by 11 million euros in 2023 and by more than 700 million euros annually from 2024. Finally, a "Fund for the Support of Poverty and Active Inclusion"

is established within the Ministry of Labor and Social Policies, into which resources from the abolition of *Reddito di Cittadinanza* and Pension will be transferred.

In terms of integrated social-labour pathways, it is appropriate to emphasise the integrations at the regional level with the provisions of the PNRR Mission 5 C1, Investment 1.1 'Active labour policies and training' - National Programme Guaranteed Employability of Workers (GOL). It envisages, among the priorities, that relating to recipients of social security and income support for which conditionality is envisaged (beneficiaries of NASPI[3], DIS-COLL[4] and RdC[5]), with the start of pathways within 4 months from the accrual of the right to the economic benefit.GOL envisages the activation of customised interventions, which can be summarised in five types of pathways - employment pathways, addressed to beneficiaries close to the labour market; - upskilling pathways (updating), for beneficiaries needing an adjustment of skills; - re-skilling pathways (retraining), for beneficiaries needing a strengthening of skills; - work and inclusion pathways, addressed to beneficiaries for whom active labour policies alone are not sufficient to improve the employability of the worker, as there are obstacles and barriers that go beyond the labour dimension: - collective outplacement pathways, for groups of workers, for example, in company crisis situations but still formally employed.

GOL involves the activation of personalized interventions, summarized into five types of pathways:

- Occupational pathways, aimed at beneficiaries close to the labor market;

- Upskilling pathways, for beneficiaries who need to update their skills;

- Reskilling pathway*, for beneficiaries who need to strengthen their skills;

- Work and inclusion pathways, aimed at beneficiaries for whom active labor policies alone are not sufficient to improve employability, as there are obstacles and barriers beyond the work dimension;

- Collective relocation pathways, for groups of workers, such as in cases of corporate crises but who are still formally employed.

Especially in the case of complex needs, which therefore require the activation of work and inclusion pathways, GOL also emphasizes the importance of creating actions that involve work services and the local network of educational, social, health, and reconciliation services in an integrated manner, as already prescribed under the RdC (Reddito di Cittadinanza). Among GOL's objectives are:The local service network and the implementation of integrated territorial policies; The centrality of essential levels of performance, aimed at overcoming the heterogeneity of services and performances present in the area; The proximity of services and the expansion of their physical and digital offerings;The personalization of interventions.

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[3] *Nuova Assicurazione Sociale per l'Impiego* (New Social Insurance for Employment)

[4] *Indennità mensile di disoccupazione (*Monthly unemployment allowance)

[5] *Reddito di Cittadinanza* (Guaranteed minimum income)

Particularly relevant to the purposes of this document is pathway No. 4, which includes integrated intake, multidisciplinary assessment, and the development of a personalized work inclusion project. The most fragile and vulnerable users, who have complex needs, are extremely weak in terms of employability (Weaker), given the presence of obstacles and barriers of various kinds that go beyond the work dimension. For these individuals, active labor policies alone are not sufficient, but it is necessary to activate local networks (institutions, the third sector, businesses, etc.) capable of providing integrated responses to relevant needs, ensuring greater sustainability of the interventions themselves.

Homlessness

In alignment with the National Plan, interventions should reference the "Guidelines for Combating Severe Adult Marginalization in Italy." These guidelines were agreed upon in the Unified Conference on November 9, 2015, and serve as the main reference tool for Regions and Municipalities in the construction and implementation of local social intervention systems to combat extreme poverty, also leveraging the contributions of volunteer organizations and other Third Sector organizations.

The guidelines promote the transition from emergency approaches to more structured ones:
- Housing Led, Housing First, and Temporary Housing: These approaches take rapid reintegration into housing as the starting point for homeless individuals to begin a path to social inclusion;
- Intake": Common to all structured approaches and a point of divergence from emergency services, it starts with recognizing the individual's state of need and the institutional mandate to a social worker. It involves a targeted project to enhance the person's capabilities to exit their disadvantaged condition and regain control of their life and autonomy;
- Low-threshold or harm reduction services and interventions: Conceived in a non-emergency logic, these are part of a structured system of services strategically oriented towards achieving the highest possible degree of social inclusion for each person in need. They aim to primarily address the basic needs of homeless individuals through prompt and initial reception services conducted on the streets or in easily accessible facilities, in close proximity to the person, creating the conditions for subsequent intake.

Regarding Housing First, resources made available by the PNRR[6] Mission 5 Sub-component 2 Investment 1.3. Sub-investment 1.3.1 are noteworthy. These were recently funded by the Ministerial Call for 20 areas of the Region, aimed at creating temporary apartments to facilitate protected discharges from hospitals for people in severe marginalization, as well as developing home care services for the homeless population.

The intake activity, as mentioned in the introduction, forms the basis for initiating a pathway for people in conditions of homelessness and, more generally, for all those experiencing material deprivation. In such conditions, access to the full range of services and benefits should be as

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[6] Next Generation EU Programme

facilitated as possible, including through the definition of the Essential Level of Performance related to Services to support access to residence registration for homeless citizens and traceability.

The need for multidisciplinary intake particularly involves Addiction and Mental Health services, given the high prevalence of related pathologies among the homeless population, both Italian and migrant.

Service Centres

For access to services for people in conditions of poverty or marginality, including extreme or at risk, the Service Centres aim to guarantee integrated care and a participatory accompanying pathway that is functional to the health, economic, family and work status of the person concerned.The Service Centre for the fight against poverty can also favour integration with other services, not falling within the administration's competence, with particular reference to health services (addictions; post-acute; mental health; other specialist services). In this regard, the operational connection with the AUSLs is important, both within the Health Societies and in the context of the socio-sanitary conventions.The integration of these structures also with the Community Homes and, therefore, with Mission 6 of the PNRR is evident.The Service Centre and the measures connected to the PNRR Mission 5 Subcomponent 2 Investment 1.3. sub investment 1.3.2 have recently been financed by the Ministerial Call for 20 areas of the Region.

Regional Strategies in Tuscany

The Community of Practice on Social Inclusion in Tuscany (CDP) was born from a partnership between the Tuscany Region, Anci Toscana, and the Social Research Institute of Milan, which is the scientific partner of the project, also driven by the significant processes of taking charge established as LEPS (Essential Levels of Social Services) within the Citizenship Income framework.

The project immediately adopted a multi-year horizon and aimed to characterize itself as a setting for participatory collective learning based on the exchange of experiences, knowledge, operational methods, and tools for social inclusion. This was done considering the different ongoing evaluative and planning processes and active interventions in the territory. In short, a bottom-up approach that, starting from the practices and professional skills of the participants, nevertheless moved within a horizon of recomposing territorial policies for inclusion.

The implemented model includes three levels:
1. Didactic-Training Level
2. Informative-Documentary Level
3. Level dedicated to specific 'thematic seminars'

Didactic-Training Level:

This is achieved through plenary seminars, addressed to all 28 Zones and Employment Centers, for launching and feedback on the paths and operational workshops on service integration. In the workshops, territorial service experiences are presented, and simulations, practical exercises, and subgroup work are carried out to promote mutual knowledge and the exchange of good practices.

Informative-Documentary Level:

This is based on an online platform (https://www.faqfedersanitaancitoscana.it/) that allows for the cataloging of documents, regulations, and zonal experiences. The platform, duly maintained and animated by the various CDP stakeholders and the partner staff involved, represents a valuable 'archive' of materials, practices, and models useful for service work, also promoting greater uniformity in the management of interventions within the Region and a vehicle for disseminating useful data for planning and design.

Another useful product for information and documentation is the newsletter, mainly developed by the Scientific Partner IRS, which is sent bimonthly to the participants of the Community of Practice to provide periodic updates on the evolving regulatory framework and the main available data, conveying national contents in an ordered and easily usable way. The reports are divided into appropriate sections (national regulations, regional regulations, data, etc.).

Level dedicated to specific 'thematic seminars'

The topics to be addressed are decided based on the needs emerging from the CDP, also concerning significant innovations in national and regional policies that have operational impacts on the territories.

The horizon of the CDP (Community of Practice) is essentially about building inclusive territorial policies with a multidimensional approach inspired by the concept of inequalities. Without indulging in a perpetual "work in progress" state, it has shaped its construction with a snowball approach, integrating successive perspectives.

Driven significantly by the establishment of LEPS (Essential Levels of Social Services) processes as part of the Citizenship Income, with an eco-systemic perspective that also involves children, the CDP has gradually included the employment-work dimension. This promotes the participation of the "work sector" and specifically the Regional Agency for Employment in Tuscany (A.R.T.I), linked to the need to build integrated practices centered on the individual. This involves the construction of interprofessional and multidimensional paths that lead to the creation of social-work micro-teams.

This is a significant system action that, on the front of Public Policies, has seen synergy between the Regional Welfare Assessor and the Regional Labor Assessor. With their respective Directions, they have always supported this action, which, as mentioned above, has the characteristics of "bottom-up construction" while acquiring perspectives connected to regional planning.

Chronologically significant is the intertwining with the Workers' Employability Guarantee Program (GOL), a reform action of the active labor and professional training policies system. It is promoted

within Mission 5 Component 1 Reform 1.1. of the National Recovery and Resilience Plan (PNRR), funded with Next Generation EU European funds, and implemented by the Tuscany Region through a Regional Implementation Plan (resolution 302 of March 14, 2022), approved by ANPAL with note 7395 of June 6, 2022.

The development of reflection on the GOL Program has given impetus to consider an approach typical of the labor sector but less used in social services, in contrast to a culture strongly focused on personalization: profiling and clustering procedures of the population. Without losing the centrality of personalized projects, there has been an attempt to identify typical profiles of people who approach services and map possible responses with available tools and resources between social and labor sectors. This takes into account different profiles of fragility and activability, seeking a complex capacity-building approach.

In the second half of 2022, the Community of Practice further broadened its scope to include services related to Addictions and Mental Health, thus fully entering the space of multidimensionality and recovery.

Central to this is the functioning of multi-professional teams with a high degree of systematicity, coherence, homogeneity, and territorial diffusion.

Finally, the Community of Practice serves as a driving force for a constructive dialogue with the planning of inclusion policies and the fight against inequalities. In this sense, the context prepared by the Tuscany Region through the Network for Inclusion and the Steering Committee (DGR 917 of 06/09/21), and more generally, the realization of the territorial system of access and integrated taking charge proposed by the guidelines for the implementation of DM 77/2022 in Tuscany, constitutes a privileged area for dialogue.

The realization of Unified Access Doors, structures such as the Service Centers provided for in Mission 5 C2 of the PNRR in investment 1.3.2, and the experimentation of One Stop Shops ongoing within the European project Reticulate, together with the work carried out within the Tuscany Empowerment Action for Migrant System (TEAMS - Fami 2014 -2020) project aimed at migrants, constitutes a context of complexity and opportunity. Alongside the involvement of Third Sector Entities, which are strongly present in territorial practices and in the Tuscan regulatory context (LRT 65/2020), these are challenging horizons for the CDP, called to give coherence to inclusion policies by overcoming access asymmetries and developing coherent systems.

ESF plus: new European fund programming cycle 2021-2027

We mention here, without further detail in order to give further perspective to the document, the positive but certainly challenging impact of the new ESF fund programming on both the national and regional level. The ESF+ brings together four funding instruments that were separate in the 2014-2020 programming period: the European Social Fund (ESF), the European Aid to Indigents Fund (EAD), the Youth Employment Initiative, and the European Programme for Employment and Social Innovation (EaSI). In particular, the EaSI programme, with respect to which a European project is already under way and in which the Tuscany Region is a partner, will support the inclusion paths according to the European Social Pillar. Lastly, we would

like to point out that the four territories are the subject of the regional programme connected to the ESF Pon Avviso 4 funds, dedicated precisely to the homeless and are recipients of the marginalisation fund component of the services quota and, in addition to this, all four territories are committed both through PRINS funds and through PNRR Mission 5 C2 investment 1.3 funds in the constitution of Service Centres and Housing first/Housing led. As far as the municipality of Capannori is concerned, however, reference is made to the neighbouring municipality of Lucca, which collaborated in this part of the project: both municipalities are part of the Piana di Lucca district-area. The development of emergency social intervention is also envisaged (Tuscany has a specific programme called S.E.U.S) and the P.I.P.I. programme financed both by regional funds and by the PNRR Mission 5 C2 investment 1.1.

The project strategy in the WPs structure

In the following, the project strategy will be outlined from the structure of the WP's, a graphical representation of which is provided: as can be seen, the heart of the project is wp 1-3.

Figure 1 Reticulate: the WP layout
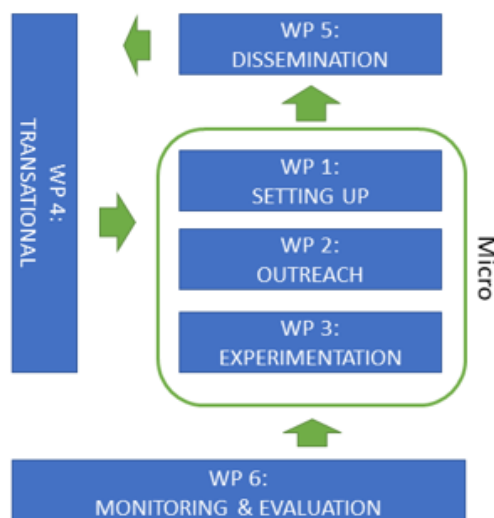
WP1- Setting up the experimentation structures: scoping and design of the actions and capacity building

The priority objective of WP 1 is to analyse the working mechanisms and the rooms for improvement and development of integrated service models to support vulnerable people (targets of the project) in the 4 territories of Tuscany involved in the experimentation. The analysis provides for the collection of information and the comparison among experiences currently in place, both at local, national and European level.
The WP also focuses on the factors that prevent services from reaching the beneficiaries (project targets).
Finally, the WP envisages supporting the strengthening (through capacity building actions) of the operators skills involved in the experimentation in order to promote collaboration between public and private services and to get, where it is possible, a simplification of the assessment procedure of the beneficiaries and a greater rationalization of the working times of the personnel involved.
L'indagine avrà un approccio sia quantitativo che qualitativo con l'obiettivo di coinvolgere fin da subito i professionisti dei servizi, sia con ruoli di coordinamento che di front office, che enti del terzo settore dei quattro territori: saranno infatti utilizzati sia una survey attraverso questionario, sia interviste approfondite ai singoli professionisti, sia focus group integrati.
The aim is:
1. Realisation of four territorial case studies (Livorno, Grosseto, Lucca, Pistoia).
2. Realisation of a transversal analysis of the main strengths and weaknesses of integration, taking into account European good practices and the experiences covered by the study visits, as well as the constraints preventing to reach the target groups.

Within WP 1, a specific task deals with capacity building in a participative environment and aims at fostering the exchange between public and private services in the 4 territories and at providing training

support to all the actors of the territorial network. Two workshops will be organised in each territory, the first aimed at mapping the network of actors involved in the services for the project's target groups and their activities, and the second aimed at gathering their contributions on the design and operation of the One Stop Shops (e.g. suggestions on beneficiaries, organisation of the service access point). This approach is in line with the integrated Public-Private model that has been developed, also with the development of a specific regulatory framework, in the regional territory with a strong presence of Third Sector Bodies alongside Public Services in the concrete development of Territorial Welfare.

WP2- Reaching out to households in need and homeless: testing an innovative outreach approach

The Work-package 2 aims to identify and analyse the main barriers to access the services by the project target groups: vulnerable families with children and homeless peoples. Within this WP, according to the innovative and integrated service system model that will be experimented during the project, specific strategies are being developed to ensure adequate access to the integrated services and the full involvement of these target groups and their perspectives in the structuring of the new services.

Oltre ad incontri e gruppi focus integrati con gli operatori dei centri per l'impiego e dei servizi sociali dedicati, all'interno delle attività del wp2, si procederà al diretto coinvolgimento dei gruppi target per l'individuazione delle barriere di accesso e delle strategie di miglioramento dell'accessibilità del sistema dei servizi. In this context, in the light of the exploratory study on poverty and social exclusion in the 4 territories involved in the experimentation and of the main evidence collected through the research activities under the task 2.1 (through the administration of questionnaires and the organisation of the focus groups addressed to the representatives of the social services in the 4 territories), the field research phase was launched. The field research is based on participatory techniques, which envisage the direct involvement of the homeless and vulnerable families in the project actions.

WP3 - Testing and implementation of the new model of integrated approach between key stakeholder

The Work-package 3 started on 11M. It aims to test an innovative model of taking charge and responding to the needs of the project targets (homeless and families in need with children) through the activation of multidisciplinary teams, the integration of current services and the creation of a single point of access (One Stop Shop).

The **Task 3.1** provides in particular for the implementation of an integrated take-up (care) system between social services and employment services (ARTI) through the creation of multidisciplinary teams for integrated care in each of the four territories subject to experimentation. Within this task, a model for the establishment and functioning of a multidisciplinary team made up of social and labor operators will be defined and shared. A model for the collection and sharing of data between social and employment services relating to the taking charge will be defined too.

This task takes into account the results of the research activities carried out within WP1 and WP2 and the work of analysis of good practices at European level carried out within WP 4 and coordinates with the experimentation monitoring system, which has been implementing under WP6.

WP4 – Transnational cooperation

Transnational cooperation is a key Work package. It has the following objectives:

- Promoting transnational cooperation to support the local experimentation, providing examples of similar practice in place or being developed in other EU countries. These practices should provide suggestions on how to tackle difficulties and promote effective ways of reaching- vulnerable population that are the target of the project;
- Learning about practices implemented in other countries to contribute to a capacity building exercise for the professionals involved (in the form of on-job-training);
- Clarifying the conditions under which in other political contexts it has been possible to make different sectors of public administration and policies cooperate, and how public administrations have succeeded in cooperating effectively with private organisations (third sector, for profit or not for profit) in delivering essential services to vulnerable people.
- Promoting cooperation on a larger scale by fostering the exchange of good practices at EU level through the collection of existing experiences of integrated approaches aimed at supporting people in the most vulnerable situations, mutual exchange of views between local public administrations from different EU countries;
- Drafting and dissemination of a practical guideline for an integrated approach among employment and social services for vulnerable population.

The actions outlined above within the "backbone" of the Reticulate Project, constituted by WPs 1-3, are complemented by the work of comparison with project partners from Belgium and Greece and the related study visits that will directly bring into contact the experiences and strategies of operators and territories of employment centers and social services of the 4 territories with already consolidated experiences of one-stop shop implementation, although in different contexts at least from the point of view of governance and welfare structuring. For this purpose, the visits will be organized at two levels: a level of comparison on the structuring of welfare at the level of central government structures, and a level of comparison with concrete experiences and discussions with operators at the local level of implementations.

Finally, to make what the team has learned at the European comparison level more comparable with the implementation of the One-Stop Shop in the Tuscan territories involved, care will be taken to organize two study visits: one in Turin, with the objective of specifically probing the dimension of the homeless, one of the project targets, and one in Palermo, especially aimed at the target families with minors and NEETs.

A comparison between the One-Stop Shop models that will be visited and other European models will be particularly important, not only to imitate implementation solutions but to integrate into the framework of policies implemented at the European level.

The study visit to Capannori will focus on building integrated teams, the core of the Reticulate project and a testing ground for the implementation phase. The study visit to Capannori will mark the substantial completion of WP 1 and WP 2 actions towards the beginning of the implementation phase envisaged by WP 3. On this occasion, the Regional Board will also meet to formalize, even at the policy level, this transitional moment potentially bringing operational obstacles.

WP6 – Monitoring and evaluation

The monitoring and evaluation activities are meant to follow all the steps of the project implementation, in order to assess the activities carried out and their outcomes, and to support the identification of possible criticalities and the corrective measures needed for more effective project actions and services. All the project's actions within each WP were mapped and analysed, with their outcomes, outputs and deliverables and the implementation mechanisms put in place.

The design of the monitoring system includes the definition of appropriate monitoring quantitative and qualitative indicators and data and information collection tools (questionnaires, WP monitoring fiches templates for data collection, ecc.) on the project's activities, on-going outcomes and outputs, target groups, stakeholders, professionals and services involved.

The evaluation process includes the definitions of evaluation questions related to the process and implementation outcomes and the identification of the key elements to analyse. The evaluation methodology involves using quantitative-qualitative data collected by the monitoring system and through other tools (direct surveys, interviews addressed to different stakeholders and target groups).

The monitoring and evaluation activities will result in the drafting of specific half-yearly monitoring and annual evaluation reports. Finally, periodic monitoring meetings/calls between IRS, the evaluator and the WP leaders are been carrying as well as with the territorial programme managers involved in the local experimentation.

An evaluation plan sets out the details of the evaluation (as questions, methods and activities, and a work plan). The evaluation plan includes information about what the evaluation is trying to do (what is to be evaluated, the purposes of the evaluation, the evaluation approach and key evaluation questions) and how it will be done (what data will be collected, how and when, how data will be analyzed, and how and when results will be reported).

The evaluation of RETICULATE will adopt theory-based methods; furthermore, a participatory approach will be used to establish stakeholder perceptions and expectations (key stakeholders will be involved to compare and discuss the results of the evaluation).

The evaluation design describes the evaluation's approach, method and tools that will be used to meet the evaluation's purpose, objectives, and key questions. It includes how cross-cutting issues and social impacts are addressed under relevant criteria (as relevance and utility, efficiency, effectiveness, impact and sustainability).

The evaluation design is based on the reconstruction of the intervention logic (using Logical framework approach) and the expected results, as reported in main project documents and discussed with IRS. The reconstruction of the logic of the intervention considers each WP and related tasks to which the objectives will be traced.

At the same time, the theory of change underlying the project has been identified to be verified during the implementation of RETICULATE. Theory of change (ToC) explains how activities are understood to produce a series of results that contribute to achieving intended impacts, but it can also be used during the implementation process to explain how project's activities are working. ToC highlights the connection between activities and outcomes. Assumption about behavior, causal relation and context are made explicit supported by evidence by ToC.

The evaluation will identify the implementation mechanisms and key elements such as:
- methods of involvement of target groups in the experimentation;
- tools used for taking in charge and addressing to services;
- tailor-made paths and integration of social, employment, heath care and housing services in One-Stop-Shop;
- key role of case managers and operators and feedback;

- networking and exchange of practices;
- differences in implementing activities between different territories;
- involvement of public authorities and dialogue with stakeholders

WP5 - Communication, dissemination, Mainstreaming

Dissemination activities will be addressed to a wide variety of stakeholders, such as: policy makers, managers of public and private organizations involved in social and employment services at local, regional, national and EU level, operators of public and non for profit private social services, employment offices. The main goal of this Work-package is to implement external communication (at local regional, national and European level) to disseminate progress and results of the project experimentation to interested/relevant stakeholders at all levels through the production of materials, practices and tested methodologies.

This WP also includes mainstreaming and scaling up activities aimed to improve the implementation of practices and tools for an integrated approach in policy making. They are also targeted to allow the evaluation by the Tuscany Region about the opportunity to embed the model experimented in regional policy (from practice to actual policy).

From this point of view, while foreseeing specific actions within the project WPs, the partnership with the Labour Sector, and the Welfare and Social Innovation Sector of the Region of Tuscany and the central role of ANCI in relation to the inclusion policies that the Region of Tuscany puts in place, makes the Reticulate project particularly strategic, understood as a permanent laboratory, a dynamic relationship also with the construction of policies of which the one-stop shops are in fact an innovative concretisation.

WP 7 Project management monitoring

The main objectives of the WP7 are:

- Ensuring that the project is pursuing the planned overall and specific objectives providing strategic and day-to-day guidance, methods and tools for effective project implementation, also through constant consultancy with the Advisory Board, and periodical, collective reviews of the strategy.
- Setting in place and maintaining appropriate governance systems and working flows across WPs and Tasks' teams, with clear responsibilities and assignments;
- Ensuring clear and transparent communication within the Consortium, towards the Commission and external stakeholders, as well as on time and content-relevant technical and financial reporting.

Anci Toscana will implement a double level of management both on the level of the formalisation of the administrative processes and of the correct development of the project in relation to what was agreed with the European Union and on the level of the development of the contents, always taking into account both what the national and Regional Policies develop and, in particular, the methodologies and the organisational processes that the one-stop shops intend to put in place also in relation to the diversity of the territories subject of the experimentation. Anci Toscana also assumes a coordinating role of the actions of the various partners, constituting in fact a project Community of Practice that relates both physically and through shared platforms.

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For this to happen, RETICULATE's management system attempts to establish a distributed governance structure at the experimentations level, whilst maintaining stewardship and control at the central project level. Therefore, the management structure is organized around three levels:

Strategic Board

The strategic level, embodied by the Strategic Board, who shall assure that a clear development strategy is set for RETICULATE.

The responsibility for the project's overall strategy of implementation lies on the Strategic Board (SB) All the project partners (leads, co-applicants and associates) participate in the Strategic board. They will be represented by the top manager of their organization or by administrators capable of guiding the strategies of their organization. In this way the political endorsement to the project will be ensured. The Project manager will chair the strategic board.

Experimentation Board

The experimentation level, embodied by Regional Experimentation Board assures the uniform development of the experimentation on Tuscan territories and promotes the networking of the public and private organizations involved in social services, employment services and granting of minimun income.

Project Board

The Project Board (PB) guides and oversees the actual implementation of the project, following the strategic inputs of the SB.

The Project Board has decision-making power for everyday project management; it can also propose new managers to each of the management roles described below, should this become necessary. It also has the power, through consultation with the EC, to propose partner changes, if required.

Advisory Board

The organizational structure of the project includes also an Advisory Board.

The Advisory Board (Scientific Committee) is the guarantor of the scientific quality of the whole work and will be involved from the early stages of the preparation of the tools and setting of the experimentations. A strategic support will be played also in the interpretation of the results of the monitoring and evaluation phases.

Figure 2 Reticulate: the layout of Wp in connection with Boards