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LASERMED
2025

**SECOND GUIDE OF BEST PRACTICES
FOR LOCAL ACTION TO PROMOTE
SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT
IN THE MEDITERRANEAN**

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Introduction:

In 2024, MedCities, with the technical and financial support of the Barcelona Provincial Council (Diputació de Barcelona or DIBA), launched the first "Guide of good practices: local action for sustainable socioeconomic development in the Mediterranean". This guide systematized the work carried out with members of the LASERMed Community throughout the year and highlighted nine concrete and transferable best practices at the legal, analytical, networking, and large-scale project levels.

In this context, a series of webinars was launched in December 2025 aimed at **promoting local innovation, sustainable and inclusive economic development, and learning among Mediterranean municipalities**. Its goal was to create a space for exchange between cities to share concrete and inspiring experiences in municipal services and innovative initiatives.

Two priority areas structured the program, showcasing three best practices from Mediterranean cities for each area¹:

- **Area 1 - Permanent mechanisms for local economic development and support for ecosystem stakeholders:** What institutional mechanisms are municipalities developing to address the challenges of inclusive and green local economic development? How do they identify territorial needs, establish sustainable mechanisms, mobilize the necessary resources, and measure the impact of their interventions?

- **Area 2 - Municipal spaces for entrepreneurship, innovation, and economic promotion:** What types of spaces have been created (coworking spaces, fab labs, training centers), how are they integrated into the overall municipal strategy, what governance and management models have been adopted, and what challenges have been encountered in ensuring their sustainability?

Finally, this guide also contains a summary of **the methodology for calculating integrated social value**, used for the first time in the cities of the MedCities network, thanks to the technical support of the municipality of El Prat de Llobregat and some of its local entities. This methodology was developed by a team from the multidisciplinary academic group GEAccounting, a non-profit organization dedicated to promoting social accounting.

¹ We thank the cities and local authorities of As-Salt, Berguedà, El Prat de Llobregat, Izmir, Saida, and Tunis.



CASE STUDIES



As-Salt (Jordan): Training in heritage restoration as a lever for inclusive local economic development

1. Context and issues

As-Salt, a city designated as UNESCO World Heritage Site in 2021 under the title "As-Salt - Place of Tolerance and Urban Hospitality," boasts a rich architectural heritage that reflects its

commercial history and cultural diversity. Faced with the need to preserve this unique heritage while simultaneously addressing the challenges of youth employment and local economic development, the Greater As-Salt municipality identified a strategic opportunity: transforming heritage conservation into a driver of skilled employment and economic growth.

The goal was to create a virtuous cycle where heritage preservation generates local skills, employment opportunities, and enhanced tourism appeal.



2. The experience in brief

The municipality of Grand As-Salt, through its Development Project Management Unit, has established a specialized training program in the restoration and maintenance of heritage buildings, open to members of the local community and individuals interested in this professional field.

This initiative is part of a broader vision: the **creation of the first national center dedicated to heritage restoration training**, in cooperation with relevant institutions. The program aims to train qualified local professionals to be able to ensure the long-term sustainability of heritage restoration, while positioning As-Salt as a national and international leader in architectural heritage preservation, linking urban identity, professional skills, and economic development.

3. . Key success factors

- Integrated strategic vision for heritage-employment-economy
- Anchoring in UNESCO status
- Inclusive and territorial approach
- Ambition to become a center nationally recognized
- Management by a dedicated municipal management unit

4. Challenges and solutions

- **Transforming heritage status into an economic opportunity:** moving beyond a purely conservative approach to heritage by demonstrating that its conservation generates jobs and income, with training becoming the tool for this transformation
- **Creating skills that were missing locally:** implementing a structured training program to develop a new professional sector within the region, avoiding dependence on costly external experts
- **Ensuring the sustainability of the system:** establishing a permanent national center rather than a one-off initiative, guaranteeing the sustainability of the approach and the gradual accumulation of local expertise
- **Integration with the institutional ecosystem:** building partnerships with relevant institutions (heritage, education, employment) to guarantee the recognition of training programs and the professional integration of graduates

5. Results and impacts

- Training a group of local community members, composed of young women and young men, in specialized heritage restoration and maintenance techniques
- Concrete job prospects for young people
- Enhancing the unique architectural identity of As-Salt
- Strengthening the tourist appeal and boosting commercial activity in the historic center
- As-Salt as a reference in heritage preservation

6. Lessons for peer learning

- Heritage as an infrastructure for economic development
- The importance of creating the supply of skills before the demand
- UNESCO recognition as a lever for municipal action
- Inclusion through local anchoring
- Conditions for replicability: political will to consider heritage as an economic asset, ability to identify or create institutional partnerships for training, existence of built heritage that genuinely requires restoration and maintenance
- Scaling up as a sustainability strategy



Saida (Lebanon): Collaborative governance ecosystem for inclusive and sustainable local economic development



1. Context and issues

Facing complex challenges of local economic development, the municipality of Saida recognized the need to move beyond the traditional siloed model of municipal administration. The challenge was to create a system capable of intelligently mobilizing the skills available within the territory (municipal technical expertise, civil society know-how, academic knowledge, and private sector capabilities) while ensuring citizen ownership of development strategies. In a context of limited municipal resources and multisectoral needs, Saida had to devise an institutional organization that would allow it to design and implement ambitious **local economic development (LED)** policies focused on inclusion and environmental sustainability.

2. The experience in brief

Saida has structured its LED approach around a collaborative governance ecosystem spanning several levels. At the heart of this system, **17 municipal sectoral advisory committees**, coordinated directly with the Mayor, develop thematic strategies with support from the municipal technical office. These strategies are then co-created with members of civil society who volunteer in a structured consultation process. The municipality formalizes this collaboration through thematic and temporary agreements with local associations, targeting specific action plans. External expertise (universities, NGOs, consultants, private sector) is mobilized according to identified needs. This architecture enables the deployment of a three-step methodology: participatory needs assessment, prioritization based on data and socio² environmental impact, and then collaborative implementation through public-private partnerships and alliances with civil society and international organizations.

3. Key success factors

- Integrated and flexible institutional architecture
- Intelligent mobilization of local skills
- Thematic and temporary conventions
- Strengthening local planning skills
- Effective feedback of expectations and information from the field
- Strong citizen ownership of strategies guaranteeing their legitimacy and sustainability
- Systematic methodological approach

4. Challenges and solutions

- **Coordination among 17 sectoral commissions:** the risk of fragmentation is mitigated by direct coordination with the Mayor and cross-cutting support from the municipal technical office, ensuring overall coherence
- **Voluntary mobilization of civil society:** formalization through targeted and temporary agreements makes engagement concrete and valuable, preventing the waning of traditional participatory processes
- **Access to specialized technical expertise:** the creation of partnerships with universities, NGOs, and consultants provides access to cutting-edge skills without increasing the municipal payroll
- **Transitioning from strategy to action:** diversification of implementation mechanisms (PPPs for investments, agreements with associations for social projects, academic partnerships for studies) ensures flexibility and operational efficiency

5. Results and impacts

- Development of a sectoral action plan covering industry, food and catering, and education
- Development of a roadmap for the green transition structured around five pillars (conserve, mitigate, adapt, prevent, empower)
- Implementation of investment projects through public-private partnerships
- Implementation of youth, women and SME empowerment initiatives carried out with local NGOs

6. Lessons for peer learning

- Collaborative governance as a capacity multiplier
- Temporary thematic conventions as a pragmatic tool
- The triple benefit co-construction: structured participation of civil society simultaneously generates political legitimacy, technical relevance, and social ownership
- External expertise as a strategic complement
- Conditions for replicability: political will, existence of a mobilizable local associative and academic network, technical coordination capacity within the municipality, and a culture of partnerships through agreements
- Methodological structuring as a guarantee of quality



Berguedà (Spain): Intermunicipal development agency - Reinventing the attractiveness of a struggling rural area



1. Context and issues

Berguedà, a rural region in northeastern Spain, in Catalonia, was severely impacted by 20th-century deindustrialization. After a period of significant industrial growth, the county was left in a form of rural decline with no clear future, facing a massive brain drain and loss of local skills to urban centers. The small municipalities that make up the region, too limited in size and resources, were individually unable to undertake structured local economic development. Faced with these constraints, the challenge was to reinvent Berguedà's attractiveness by identifying new, sustainable economic drivers and creating a capacity for collective action to implement ambitious local economic development (LED) policies despite the small size of the municipalities.

2. The experience in brief

Berguedà has created the Berguedà Development Agency (ADB), a shared inter-municipal public administration that acts as a shared structure serving all the municipalities in the county. While the local councils manage traditional social services (education, sports, public transport, social assistance, culture, and administrative procedures), the ADB focuses on developing the region's economic engine around identified strategic sectors: tourism, agri-food, industrial businesses, the timber industry, and the social and solidarity economy.

The Agency provides differentiated services to municipalities, businesses, and the region as a whole. This approach is implemented through interventions tailored to each sector and local context. A prime example of this approach is the transformation of the Santa Tecla Fair in Berga.

3. Key success factors

- Intermunicipal pooling of resources as a response to fragility
- Clarity of the institutional division
- Strategic sectoral approach
- Multi-level services
- Anchoring in local realities and traditions

4. Challenges and solutions

- **Territorial decline and brain drain:** identification of new sustainable economic sectors (sustainable tourism, local agri-food, timber industry) offering prospects for skilled local employment and anchoring wealth in the territory
- **Inability of small municipalities to implement LED policies:** creation of a professional inter-municipal structure capable of providing technical expertise that each municipality could not develop alone
- **Transformation of a fair losing visibility into a showcase for local agri-food entrepreneurship;** the case of the Santa Tecla Fair in Berga, a former livestock fair that lost its relevance with the mechanization and industrialization of livestock farming. The ADB led a multi-administrative team to create the Santa Tecla Gastronomic Space, respecting traditions while offering a new narrative: access to local small producers, cooking demonstrations, conferences, tastings, concerts and meals, with local products
- **Inclusion and sustainability:** 70% of artisanal food businesses are run by women, promoting the circular economy by encouraging the purchase of local rather than industrial products, and partnering with the local restaurateurs' association to anchor regional gastronomy

5. Results and impacts

- Creating a dynamic of territorial revitalization offering small municipalities a LED intervention capacity
- Transformation of the Santa Tecla Fair into an attractive gastronomic space
- A sector-based approach that allows for tailored interventions
- Multiplying the territory's investment capacity by capturing public and private funding through the Agency
- Anchoring a culture of sustainable development that promotes green and inclusive entrepreneurship

6. Lessons for peer learning

- Pooling resources as a survival strategy for small territories
- Territorial reinvention through the identification of new economic drivers
- Clarity of the institutional division
- Multi-level services as added value
- Conditions for replicability: political will, ability to identify promising economic sectors, acceptance of a clear division of roles between institutions, and minimum resources to create and operate a dedicated professional structure



Tunis (Tunisia): La Fabrique de la Ville - A municipal hub for urban innovation and territorial co-creation



1. Context and issues

Tunis is facing rapid urbanization and significant demographic pressure, generating growing inequalities between neighborhoods. Following the development of the City's Development Strategy, the municipality identified the need for innovation to foster its openness to its local ecosystem and to transform the relationship between the administration and citizens. This led to the creation of the "**Fabrique de la ville**" (City Factory) project. The project's vision is clear: "To build the city of tomorrow, with and for its inhabitants," by creating a municipal laboratory for territorial innovation capable of generating solutions co-created by the municipality, citizens, and local economic and community stakeholders.

2. The experience in brief

The municipality of Tunis has created "La Fabrique de la Ville" (The City Factory), a municipal collaborative workspace located in the Bab Souika district. This municipal hub positions itself as a place where public action, citizen initiatives, and entrepreneurial dynamics intersect. The space offers shared workstations, meeting rooms, and event spaces to accommodate two types of activities: entrepreneurial activities (requiring annual membership) and open collaborative activities (conferences, training sessions, and thematic workshops).

The model is based on an innovative mixed management approach: a municipal administrative team handles general oversight, logistics, and institutional relations, while a community-based team, an operational partner of the municipality, manages the space's day-to-day operations, supports project leaders, and facilitates synergies between stakeholders.

Access is entirely free, reinforcing its status as a municipal public service. The projects accepted must be led by residents or active members of the neighbourhood and **align with four key themes**: sustainable city and living environment, local economy and inclusion, culture and heritage, citizenship and local participation.

3. Key success factors

- Strategic positioning as a laboratory for territorial innovation
- Mixed municipal-association management model
- Territorial anchoring and inclusive access criteria
- Four key themes aligned with urban challenges
- Dual entrepreneurial and participatory mission

4. Challenges and solutions

- **Cultural transformation of the municipal administration:** shifting from a top-down approach to a collaborative one, requiring training for municipal staff and the creation of a dedicated team capable of working in partnership with civil society
- **Mobilizing and retaining a community of users:** entrusting the facilitation to a specialized association team rather than municipal staff fosters a genuine community dynamic and effectively supports project leaders throughout their journey
- **Balancing public service and project selectivity:** clearly defined membership criteria (local anchoring, thematic alignment, internal regulations) ensure the relevance of projects while maintaining the program's accessibility and free access
- **Integrating entrepreneurial logic and citizen participation:** a differentiated service architecture (annual membership for entrepreneurs, ad-hoc registrations for collaborative activities) allows these two groups to be served simultaneously without confusion

5. Results and impacts

- In-depth reflection on the role of municipalities in urban innovation
- Building a unique partnership between administration and community organizations
- Creating new ways of working within the municipality
- Prospect for replicability in other Tunis neighborhoods

6. Lessons for peer learning

- The municipal hub as a tool for institutional transformation
- Mixed municipality-association management as a model of efficiency
- Local anchoring and free access as levers for inclusion
- Thematic framing as a guarantee of coherence
- The dual entrepreneurial and participatory focus
- Conditions for replicability: strong political will, identification of a strategically located neighborhood, ability to identify and contract a legitimate and competent community organization, and a clear definition of priority themes aligned with local issues
- The prospect of territorial networking



El Prat de Llobregat (Spain): Lluís Serra Solidarity Coworking Space - Social Innovation through skills exchange



1. Context and issues

The Sant Cosme district in **El Prat de Llobregat** was built in the 1960s to house workers from Barcelona's shantytowns. Located near the airport and railway lines, this social housing estate accommodates a vulnerable population facing economic and social isolation. The municipality, through its Economic Development Center, sought to revitalize the area by creating links between local economic development and social inclusion. The challenge was twofold: to attract and retain entrepreneurs in a neighborhood they would never have chosen on their own, while simultaneously fostering positive interactions between their skills and the needs of the local community organizations.

2. The experience in brief

Inspired by the Barcelona-based SYNERGICS project, the Lluís Serra coworking space offers an innovative model based on **community building and social impact**. The space features two distinct areas: a workshop for manual labor (6 tables) and a flexible workspace for PC users (20 workstations accommodating 30 entrepreneurs), complemented by two modular meeting rooms, two individual micro-offices, and a kitchen.

Its distinguishing feature lies in its payment system: each entrepreneur contributes through four hours of work per month to benefit local social organizations, managed through the local virtual currency FLOC. The space managers facilitate connections between coworkers and associations to ensure these exchanges take place monthly.

3. Key success factors

- Strategic territorial presence
- Innovative solidarity-based economic model
- Local currency as a regulatory tool
- Active support for managers who identify the needs of associations

4. Challenges and solutions

- **Attractiveness of a stigmatized neighborhood:** creation of a modern and professional work environment combined with an accessible economic model, enabling the entrepreneurs to benefit from such premises they would not otherwise be able to afford
- **Operationalization of skills exchange:** clear structuring via a system of 4 mandatory monthly hours, management using virtual currency, and an active role for managers to facilitate connections between supply and demand and keep value at the local level
- **Sustainability of exchanges:** implementation of a self-sustaining ecosystem where entrepreneurs must maintain a positive FLOC account balance to continue accessing the space, creating a gentle but effective obligation to contribute

5. Results and impacts

- Creation of a space for social innovation
- Neighborhood associations benefit from professional expertise.
- Destigmatizing the neighborhood by attracting new profiles and creating a sense of belonging
- Stimulating the social and solidarity economy of the territory

6. Lessons for peer learning

- Social innovation as a lever for territorial development
- Skills bartering as a viable economic model
- The importance of the municipal facilitator role
- Conditions for replicability: existence or creation of a local currency, active associative network, political will to mix entrepreneurial and vulnerable populations
- Transformation of territorial perceptions



Izmir (Turkey): Municipal Vocational Training Center and FabLab - An evolving system serving employment and innovation



1. Context and issues

Facing challenges of employability and unemployment among vulnerable populations in **Izmir**, the metropolitan municipality created IZMEB in 2006, later renamed the Directorate of the Vocational Factory. The challenge was to offer a structured municipal response to the needs of the local labor market, primarily targeting the long-term unemployed, unemployed women and young people. Over time, the municipality identified an emerging demand for skills related to new technologies, innovation, and prototyping, leading to the addition of a FabLab (FabrikaLab İzmir) to complement traditional training programs and create a continuum between vocational training and innovative entrepreneurship.

2. The experience in brief

The Izmir system combines two complementary entities under municipal governance. **The vocational training center** offers free courses in 35 different fields, spread across 15 centers throughout the city, with approximately 141,000 people trained through 5,500 courses over 18 years. The training programs are tailored to the actual needs of the local labor market, identified in collaboration with multiple partners (the National Employment Agency İŞKUR, the Directorate of National Education, the Izmir Development Agency, Chambers of Commerce and Industry, UNDP, universities, NGOs, and the private sector).

FabrikaLab İzmir, established later through a project of the Development Agency, provides a space for technological innovation where architects and engineers support users in prototyping projects in robotics, renewable energy, autonomous vehicles, architectural modeling, and more. An Employment Development and Support Unit provides the link with the labor market via the website kariyerimiz.com.tr and a mobile employment bus launched in 2025 to guarantee territorial equity.

3. Key success factors

- Fully funded by the municipality
- Strategic adaptability to meet emerging needs
- Dense partnership ecosystem
- Continuum of education-employment-entrepreneurship
- Innovation in accessibility with the deployment of a mobile employment bus to reach all neighborhoods of İzmir

4. Challenges and solutions

- **Slow procurement procedures:** The main challenge identified is the purchase of class materials, which requires compliance with national public procurement laws. The municipality is working to optimize its internal processes while maintaining regulatory compliance
- **Diversity of profiles and needs:** Implementation of 35 different training areas covering both traditional trades (pastry making, ceramics) and emerging ones (digital product photography, barista, nail technician), while integrating the green economy (accessories made from recycled materials)
- **Transition from training to employment:** Creation of a dedicated unit that has become an İŞKUR service point, development of a web platform for connecting individuals, and tailored support according to desired career paths (employment, entrepreneurship, working from home)

5. Results and impacts

- Training of 141,000 people in 18 years
- Contact established with 11,000 job seekers and 432 successful job placements in 2025
- The certifications awarded are recognized and valuable in the job market
- Contribution to the green economy and the ecological transition through specific training programs
- Expanding territorial coverage with the mobile bus
- Positioning local public services as a central player in employability and innovation

6. Lessons for peer learning

- Scalability as a management principle
- Market calibration as a guarantee of relevance
- Municipal investment as a lever for equity
- The complementarity of training and FabLab as an accelerator of innovation
- Conditions for replicability: strong political will, significant budgetary capacity, a network of partners to be built, and qualified personnel for both training and technological support.
- Mobility as a response to territorial inequalities

INTEGRATED SOCIAL VALUE

What is the INTEGRATED SOCIAL VALUE?

Integrated social value is a scientific methodology that rigorously measures the social impact generated by an organization in a specific location, integrating both economic results and those affecting the well-being of the people involved.

Who could be interested in calculating the INTEGRATED SOCIAL VALUE?

Organizations with a strong social focus—such as associations, cooperatives, foundations, or any other organization that generates income while also having a social mission (inclusion of vulnerable populations, environmental activities, local community involvement, etc.).

How to calculate the INTEGRATED SOCIAL VALUE?

Phase 1 - Data Collection

Data is collected for the last completed fiscal year by the organization in the territory where the calculation is being performed.

Economic Data Collection

It is necessary to have general accounting data, particularly the profit and loss statement for the year to be calculated (subsidies, private donations, invoices, net/gross profit, personnel costs, supplier purchases, social security contributions, income tax, VAT, etc.).

Non-market data collection

To obtain this data, the following steps must be followed:

- **Identify stakeholders**, or interest groups affected by the organization's activity (beneficiaries, families, public administrations, local community, donors, etc.).
- **Identify value variables**, that is, identify the areas in which organizations generate value for their stakeholders. This is done by conducting interviews with a representative sample of interest groups (prioritizing the most relevant).

The testimonies from the interviews are used to identify value variables, which are elements that characterize the social impacts of a project according to the perceptions of stakeholders.

Example of an institution working with children with Down syndrome:

« This organization supported me emotionally and financially. With the institution, you feel psychologically safe, receive moral support, and build a relationship of trust. ».
In this case, the identified value variable was: "Health and multidisciplinary support."

— Identifying Indicators and proxies

The next step in the process is to convert the identified value variables into monetary terms. This monetization is achieved by linking each value variable to observable and measurable indicators, and to appropriate monetary proxies. A value variable can have more than one indicator.

Examples of an institution working with children with Down syndrome and an organization working with orphaned children:

Value variable	Indicator	Indicator comment	Proxy	Proxy comment
Health and multidisciplinary support	Number of psychology sessions	The association has this information in its reports	Average price of a psychology session	Either it's a price set by the state or the sector, or we can conduct a survey to obtain this information from leading professionals in the organization's operating area.
	Number of pediatric sessions		Average price of a pediatric consultation	
Access to schooling and educational support	Number of beneficiaries supported for public primary and secondary education per school year		Average annual cost of public primary and secondary education	

Phase 2 - Calculation of the integrated social value

During this phase, the integrated social value is calculated, consisting of the market value, recorded in traditional accounting, and the non-market value, generated from the value variables, indicators and proxies explained previously.

Calculation of the economic component or market value

Apart from the traditional calculation of the profit and loss statement, we must calculate the economic flows according to the different stakeholders involved in the activity

Organization's revenue (net profit after taxes, public billing, grants, private donations)
 - Organizational expenses (personnel costs, purchases from suppliers)
 - Organization taxes
= Traditional profit and loss statement

Wages = Valeur économique pour les salariés
Purchases = Economic value for suppliers
Taxes = Economic value of public administration

Calculation of the non-market part

To monetize the value variables, the indicator (output) is multiplied by the proxy, which gives it a market reference value. Thus, the expected results are also distributed according to the identified stakeholders.

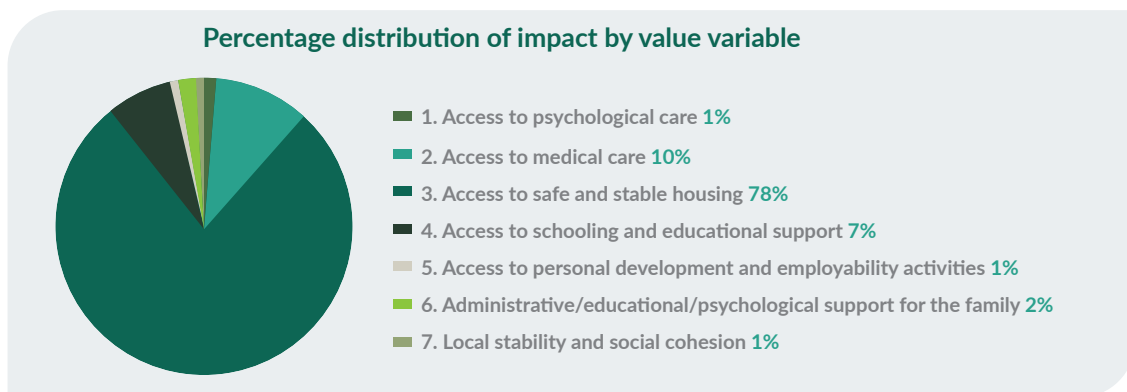
Example (stakeholders may vary depending on the organization):

Value variable	Measurement indicator (formula)	Proxy (Reference value)	Result (Company) - TOTAL	2024 results by stakeholder			
				Children and young people taken in care	Biological families and guardians	Employees of the organization	Ministry of Social Affairs
1. Health and multidisciplinary support	Number of annual psychology sessions	Average price of a psychology session	Number of sessions x Average price per session				
	200	60	12.000	12.000			12.000

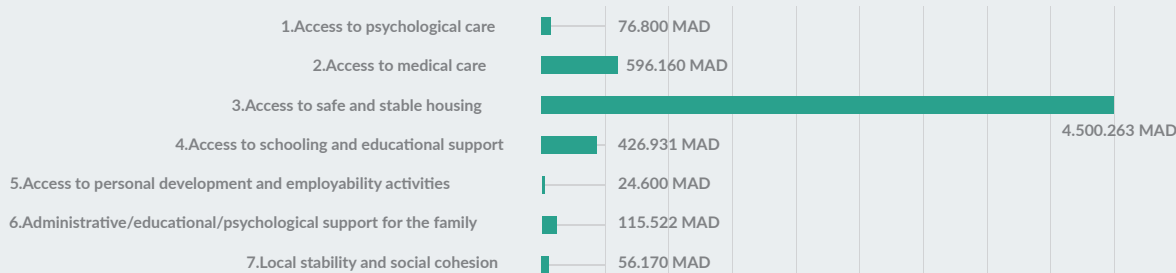
In this case, the example shows that the beneficiaries are the main direct recipients of this investment, and that public administrations benefit indirectly, given that the organization has incurred an expenditure that could have been attributed to it.

Furthermore, the complete calculation of the non-market part can give us interesting information regarding the decisions made by managers of organizations with respect to the impacts on the different stakeholders and, consequently, the consistency of the organization's mission.

Some examples concerning the results of non-market value by an entity that deals with the placement of vulnerable or orphaned children in Morocco:



Monetary value per value variable



Integration of the two results and calculation of the integrated social value

Once the market and non-market values have been calculated, the integrated social value can be calculated. The sum of these two elements result in the gross integrated social value. To obtain the net integrated social value, the budget available to the social entity for the development of its activities must be subtracted.

Example of the calculation for an entity in Morocco:

		SOCIÉTÉ
(A) DIRECT ECONOMIC VALUE	Salaries + taxes	5.800.457 MAD
(B) SUPPLIERS	Purchases	660.394 MAD
(C) INCOME	Revenues	20.744.313 MAD
SOCIAL MARKET VALUE [SMV]	(A)+(B)+(C)	27.205.165 MAD
SOCIAL NON-MARKET VALUE [SNMV]	Total Non-Market Value	5.796.446 MAD
INTEGRATED GROSS SOCIAL VALUE (Gross SV)	[SMV]+[SNMV]	33.001.610 MAD
Public funding	Subsidies	2.818.199 MAD
Private funding	Donations, merchandising, events, international donors	17.086.026 MAD
Total budget	Revenues	20.744.313 MAD
INTEGRATED NET SOCIAL VALUE (Net SV)	(Gross SV) - Total Budget	12.257.297 MAD

The previous table allows us to establish ratios that relate the market and non-market values generated by organizations and to compare the results

The main ratios used are:

Economic performance ratio → the value generated by economic transactions in relation to the budget used to develop the activity.

Non-market social performance ratio → social value generated in relation to the budget.

This ratio measures the organization's ability to generate social value beyond traditional financial accounting.

Integrated Social Value (ISV) ratio: → gross social value integrated in relation to the budget

It measures the organization's overall effectiveness in terms of value generation, integrating both market and non-market values.

Example of calculating ratios on the above profit and loss statement:

	Social impact (generated through the total budget)	Social impact generated through public administration	Social impact generated thanks to fundraising donors
Economic performance ratio	[SMV]/Total Budget 1,31	[SMV]/ Public funding 9,65	[SMV]/ Private funding 1,59
Social performance ratio	[SNMV]/Total Budget 0,28	[SNMV]/ Public funding 2,06	[SNMV]/ Private funding 0,34
Integrated Social Value (SV) Ratio	[Gross SV]/Total Budget 1,59	[Gross SV] / Public funding 11,71	[Gross SV] / Private funding 1,93

INTERPRETATION

If the SV ratio results are greater than 1, the organization generates greater social value than the economic value invested.

As you can see, these three ratios can be calculated using different budgetary denominators; the choice will depend on the objective of the analysis. For example, the SV ratio related to public funding is a useful indicator for guiding public policy.

Examples of real-world applications can be found here:

Municipality of El Prat de Llobregat -

<https://www.elprat.cat/empresa-comerc-i-ocupacio/municipi-cooperatiu/calcul-del-valor-social-integrat-vsi>

Cooperativa Heres Social -

<https://heressocial.eu/proyectos/calculo-del-valor-social-integrado-vsi-uiku-coworking/>

Publications of GEAccounting -

<https://www.geaccounting.org/publicaciones/>

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