

SOCIAL INNOVATION

policy toolkit



www.atlantic-innovate.eu

Contents

Chapter 1. Introduction.....	3
Chapter 2. The policy framework of Social Innovation.....	7
Chapter 3. Local actors in Social Innovation	11
Chapter 4. Social innovation in action: summary of social value	19
Chapter 5. Social innovation in action: the social innovation tools.....	25
Chapter 6. Social innovation tools	31
6.1. Crowdfunding	33
6.2. Social Impact Bonds.....	35
6.3. Co-creation	37
6.4. Incubators and other supporting organisations for social ventures.....	39
6.5. Volunteering and social entrepreneurship.....	41
6.6. Changing regulations and administrative practice.....	43
6.7. The funding and sustainability of social innovation	45
6.8. Measuring performance.....	47
Chapter 7. References	51
7.1. Publications	53
7.2. Web sites.....	55
Chapter 8. Case studies	59
Glasgow Caledonian University: Scotland.....	62
Mid-West Regional Authority: Ireland	81
Aviles: Spain	101
CAMARA: Spain	113
Fomento San Sebastian: Spain.....	125
Primus: Portugal.....	140
CDAPP: France.....	151





chapter 1
Introduction



INTRODUCTION

This document intends to provide policy guidance on social innovation based on a series of social innovation case studies from each of the regions participating in the INNOVATE project and the proceedings of the project Conference on Social Innovation that took place in San Sebastian in February 2014.

INNOVATE is a European project developed under the Atlantic Area Transnational Programme (2007-2013). The main objective was to increase the capacity of the local and regional authorities to promote economic change and the development of a knowledge based economy. The project originally involved six partners representing all countries of the Atlantic area sharing a common challenge: implementing new initiatives and ideas to stimulate economic conversion out of their regional endogenous potential. The joint work in the project has given partners the opportunity to exchange information and ideas for new and more effective policies, and also resources to implement innovative actions. Partners have cooperated to identify and generate new policy tools to promote the development of knowledge-based activities and have implemented some of these measures through individual Local Action Plans with a transnational component. One of the key features of the INNOVATE project has been on the development of innovation to achieve economic growth across the Atlantic Area. The general area of innovation has been further refined to focus attention on social innovation as a means of transforming both economic and social environments across the regions. This document is a contribution to our understanding of social innovation as a catalyst for economic and social change that delivers social value in areas currently suffering some form and level of deprivation.

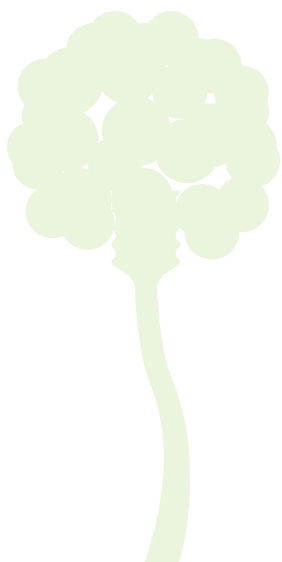
The partners on the social innovation case studies part of the INNOVATE project include:

- [Fundación Municipal de Cultura del Ayuntamiento de Avilés \(Spain\).](#)
- [Mid-West Regional Authority \(Ireland\).](#)
- [Promoção e Desenvolvimento Regional, S.A. - PRIMUS MGV \(Portugal\).](#)
- [Communaute d'Agglomeration Pau Pyrenees \(France\).](#)
- [Glasgow Caledonian University \(Scotland, United Kingdom\).](#)
- [Cámara Oficial de Comercio, Industria y Navegación de Sevilla \(Spain\).](#)
- [Fomento San Sebastian \(Spain\).](#)

Each of the partners was assigned the task of delivering four social innovation case studies that delivered social value. Key indicators of social value were given to each partner as a guide to the choice of social innovation along with a template for the design of the case studies. This was important to ensure that a level of consistency in the key areas of discussion was maintained. The template consists of an introduction covering the name of the social

enterprise or other organisation or individual delivering the social innovation, a description of the social innovation, and the sector and region where the social innovation was developed and implemented. There was also space for explaining the financial support mechanism for the initiative. The introduction is followed by analysis and discussion featuring insights into the added value of the social innovation, the practical implications of its implementation, and the key innovation enablers that help leverage social value. The sustainability of the social innovation provides an assessment of how the providers intend to scale-up the social innovation or achieve growth, longevity and a lasting legacy. Finally, the conclusion draws together the key issues around the chosen case study.

This document provides a valuable contribution to our understanding of social innovation and its implementation across different regions. It provides useful insights into how economic, social, cultural and technological factors can provide the focus for designing specific types of interventions that can deliver social value. The cases also reveal the different types of organisational settings through which social innovation can be managed, developed and shaped to address different types of social problems. The next section provides a summary of the social value evident in the chosen case studies.





chapter 2

The policy framework of Social Innovation



Social innovation is concerned with the generation of new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations. Social Innovation refers to new ideas that resolve existing social, cultural, economic and environmental challenges for the benefit of people and the environment. It is systems-changing – it permanently alters the perceptions, behaviours and structures that previously gave rise to these challenges. In essence, a social innovation must work for the public good by creating and delivering social value.

Social innovation has generated a significant amount of interest from policymakers, academics, support agencies and other stakeholders in recent years. This has led to a plethora of different definitions of the term with no definitive consensus emerging. Phillis et. al. (2008) define a social innovation as “a novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions and for which the value created accrues primarily to society as a whole rather than to private individuals” (p.36). The generation of accrued benefits for the wider community (citizens, local groups, a stakeholder group etc.) is one of the distinctive features of social innovation, vis-à-vis business innovation which primarily intends to bring economic benefits for an individual or group of individuals (business owners, shareholders etc.). For social entrepreneurs the value proposition lies in the large-scale, transformative effects that benefit segments of society, or society as whole, over the pursuit of economic profit.

The focus of social innovation in solving social problems and the potential externalities of social entrepreneurship also explains the great interest of governments and policy makers in promoting social innovation initiatives. This focus is clearly recalled by Murray et. al. in collaboration with NESTA (2010) in the definition of social innovation as “innovation that is explicitly for the social and public good. It is innovation inspired by the desire to meet social needs which can be neglected by traditional forms of private market provision and which have often been poorly served or unresolved by services organised by the state. Social innovation can take place inside or outside of public services. It can be developed by the public, private or third sectors, or users and communities – but equally, some innovation developed by these sectors does not qualify as social innovation because it does not directly address major social challenges.” (Murray et al. 2010)





chapter 3

Local actors in Social Innovation



Local action is one of the distinctive features of Social Innovation. Technological business oriented innovation is mostly aimed at developing products or services to cater for global non-distinct consumer needs, whereas social ventures are usually to solve a concrete problem that arises within certain local conditions, even if the innovative solution might be transferred into other environments.

Murray et al. (2010) identify that the emerging social economy is formed around distributed systems, rather than centralised structures and that it handles complexity not by standardisation and simplification imposed from the centre, but by distributing complexity to the margins, to the individuals within their specific context.

Obviously, as Murray et al. (2010) underline, governments with large budgets and law-making powers can achieve large-scale change more easily than small community groups. Yet most social change is neither purely top-down nor bottom-up. It involves alliances between the top and the bottom, or between what we call the 'bees' (the creative individuals with ideas and energy) and the 'trees' (the big institutions with the power and money to make things happen to scale).

In their presentations at the Innovate Social Innovation Conference, Iñigo Olaizola, from Fomento de San Sebastian, and Chris Durkin, Associate Professor of the University of Northampton, shared the initiatives undertaken by the city of San Sebastian and the University of Northampton to mobilize and support social innovation, and to create a local and a university environment more open and responsive to social innovation.

Local communities and institutions are very important to breed social innovation at local level. At the Innovate Conference, Iñigo Olaizola quoted Lizzie Crowley to highlight the relevance of the local environment for social innovation:

Cities don't innovate – but they provide the support environment for firms, entrepreneurs and institutions within them to innovate. But cities are vital for innovation, they foster the creation of knowledge by bringing businesses, people and institutions together – the innovation ecosystem. They help the flow of ideas, facilitate localised knowledge spill-overs and enable innovation (Crowley, 2011).

Social innovation is also related to the evolution of the innovation models to increasingly involve the citizens and other organizations and institutions together with the Triple Helix agents, the companies, the government and the academia. All citizens and organizations can be and must be agents of social innovation as they are best suited to identify and understand the new social challenges, and to act or support the actions to address them.

Social innovation is still an emerging concept that needs to be incorporated into local policies, although it does have the potential to produce a profound impact and unleash social transformation processes. Social innovation calls on local agents to launch intersectorial cooperation, to break silos and to fully involve citizens in the identification and implementation of innovative solutions to local issues. Social innovation is therefore an instrument to build



active citizenship and to make citizens and local organisations part of the solution to the major challenges that local communities are facing.

Even prior to the economic and financial crisis that started in 2008, public budgets have been under stress to cater for all the needs and demands raised by citizens and interest groups. Government budgets are falling short to meet increasing social needs due to demographic or social factors. The crisis has exacerbated the public sector financial constraints (fall of receipts and increase of expenditures) and governments at different levels are reassessing the services they may be able to fund and manage. Partnerships with NGOs and third sector organizations are then sought to provide services governments cannot cover, or do so inefficiently. However, the non-for-profit sector also faces the challenge of economic sustainability, especially if they are unable to attract wider sources of funding sources or if they remain dependent on government grants.

Innovation is obviously a key feature of social innovation. Social innovators explore new ways to meet social needs. Social innovation is a relatively open field and a relatively open process, and therefore is a fertile space for exploration. Social innovation can arise from the private market, the public sector, the third sector or even from loose citizen movements or the individuals, and very often social breakthroughs come from the interaction between institutions, organizations or individuals from the different sectors. The role of leaders and change-makers, such as the Noble Laureate Muhammad Yunus, is quite frequently very relevant in the generation of social innovation.

Local action is usually the cradle of social innovation. Social entrepreneurs and social innovators typically launch the initiatives to address pressing local problems and needs. Then, the challenge is to replicate and to scale up those that could have been successful at local level and to apply them in different contexts. Successful innovations may not be mimetically applied under different social, economic, political or regulatory conditions, but much of their spirit is translated by other local innovators. Emulation and inspiration also play a critical role in spreading an idea or practice (Murray et al., 2010).

The city of San Sebastian is trying to develop its own social innovation environment, taking into account the local conditions. The good physical (infrastructure) and social capital (human capital, relational capital) available in the city and its neighbour areas are very good supporting structures. The adaptation of traditional sectors (tourism and commerce) will be complemented by the emergence of new sectors (energy, audio-visual, surf and gliding technologies, assistive technologies...). Also, the city is developing a Smart City platform, a living lab, to test innovative technologies before they are implemented.

San Sebastian is particularly interested in involving citizens in innovation processes and activities. The traditional Triple Helix model (Academia, businesses, Government) evolves into a quadruple helix model in which citizens and citizens' organisations become active partners in innovation at local level. They are key partners in social innovation and are well placed to identify social challenges and opportunities and they can cooperate with other local agents in the design and implementation of the appropriate measures, co-creating with other agents,

institutions and stakeholders. Therefore, social innovation requires taking forward the citizen empowerment, as we move from a knowledge society to an innovation society, as suggested in Rosted et al. (2009):

People centred innovation is crucial in our way of thinking about policy, actions and instruments. It means that public policy can link people to opportunities, infrastructures, competencies and incentives. Innovation policy to reinvent a new Europe in the future will involve many actors. It is not about the government running or doing things alone.

Social innovation at local level means developing a multi-level, multi-agent and multi-sector local governance model in cooperation and partnership with different local stakeholders. Local partnerships will involve a wealth of social, economic and technological stakeholders that interact at different levels and in different sectors. Local government can play a strategic role in bringing together the local diversity to contribute to a number of key shared objectives, to help scaling up successful projects and to disseminate good practice. To set up and consolidate the new governance model, it may need to overcome serious cultural and political barriers, very often within the public organisations themselves.

Professor Durkin provided a detailed insight of the socio-political underpinnings of social innovation and how the local environment has been evolving, taking into account the influence of global and national political trends, such as the neo-liberal school or the Third Way. In an increasingly complex society, top-down, centralist approaches have long been discarded as being inefficient. As a reaction, the reduction of the public intervention and the rise of market provision has become a dominant trend in many countries. Market provision, however, has also shown serious weaknesses and failures, which in many cases have been covered by a growing voluntary sector that caters for the social needs that are left aside by the market. Over the last 30 years, the third sector have expanded and become a key actor in social interventions, in partnership with the public sector or attracting private funding.

Not-for-profit organisations and social enterprises -under different legal forms depending on the national regulations- have also contributed to community empowerment, as they are often born to address specific local issues and they are deeply rooted in the local communities. Unfortunately, the impact of the economic and financial crisis has been strong on the third sector, as it has increased social needs (unemployment, poverty, immigration, social exclusion) whilst simultaneously putting more pressure on public budgets. Third sector organisations are struggling to survive and they are trying to find alternative ways to provide for the social needs, thus accelerating innovation in services and organisation, particularly in fundraising.

Emerging social issues and challenges are requiring new responses as institutions are finding increasingly difficult to provide solutions based on traditional methods. Professionals and users are demanding an increased involvement in the design and delivery of social services, especially in the aspect of the management of public services. Modern social challenges are better addressed through broad partnerships that contribute to building social networks and social capital at local level. In the more advanced countries, co-creation,



i.e. the engagement of users and professionals, is increasingly used for the delivery of social and other public services.

Social innovation has become a priority item on the EU political agenda. A number of reports and initiatives have been launched to promote social innovation, to disseminate good practices, and to give coherence to the theoretical and practical underpinnings of social innovation. As a result, as Agnès Hubert, one of the authors of the influential report 'Empowering people, driving change: Social innovation in the European Union', underlines:

Since 2009, Social innovation has become increasingly recognised; it has been promoted not only as a way of answering the urgent social needs brought about by the crisis but also as an innovative solution to societal issues which triggers more structural changes thus improving economic efficiency whilst increasing citizens' well-being in a dynamic society. The crisis has proven to be fertile ground for innovative solutions that answer questions that administrations and experts have found difficult to cope with. (Social Innovation Europe).

Interview with Agnès Hubert: How has social innovation changed in Europe? March 2014)

Governments, institutions, NGO's and other organisations worldwide have been exploring the challenges and opportunities behind the social innovation concept, and applying social innovation approaches and methodologies to their specific situation.

Universities are indeed a fertile field for experimentation and promotion of social innovation, both from the academic and research, and from the practical and operational point of view. The social changes that underpin social innovation are opening new job opportunities for university graduates, but they are also requiring new skills and competences that traditional academic approaches may not be in position to provide. A whole redesign of the academic curricula may need to be undertaken to turn Universities into a social innovation booster.

The University of Northampton has put social innovation in the core of the University strategy, and set the strategic goal to be Britain's leading university for social enterprise by 2015. It has partnering with the Young Foundation or with Ashoka to develop social enterprising partnerships, such as the first Ashoka Changemaker Campus in Europe. The University of Northampton has developed the Social Venture Builder (SVB), a programme created to provide a balanced mix of support and skills development for organisations focused on social innovation to effect positive social change, and designed to help social innovators develop their ideas, open up new networks and build leadership skills.

The SVB and the Social Innovation MA are just a couple of the several initiatives launched by the University of Northampton to support social entrepreneurship, providing information and advice (Inspire2Enterprise), training (The Enterprise Club), promotion, or funding (Big Bonanza, Enterprise Inc.). The University has also entered partnerships with other organisations, university professors or students to support concrete social ventures, such as Coco Careers (to tackle graduate unemployment), Goodwill Solutions (to help ex-offenders to get back into mainstream society) and others.

The University of Deusto, in the Basque Country, has also embarked on promoting Social Innovation in the university environment and beyond. According to Deusto's view, the University can no longer be an isolated agent, but rather a community engaged one that pushes social transformation. The Deusto Push is an acceleration programme to boost social ventures, the "Extraordinary Social Ventures", by offering a number facilities and services: training, co-working space, financing, networking, and others. Different institutions are therefore supporting social and creative entrepreneurs, such as the 'Proyecto Lunar', in Andalusia. It offers a range of services, such as consultancy and training services, market access, financing, office space, networking, but for start-ups and to consolidate and up-scale the creative companies (see case study).

Javier Castro and Irene Unceta introduced the Urban Social Innovation Index based on the Regional Social Innovation Index (RESINDEX) developed by Sinnergiak, the Social Innovation research unit of the University of the Basque Country, in collaboration with the Basque Agency for Innovation (INNOBASQUE) during 2012-2013. The conceptual model is based on the concept of absorptive capacity, activity linked to the capacity of organizations to transform knowledge into new or improved products, methods and/or services in order to attend to unmet social demands. RESINDEX is a relevant contribution to the construction of indicators to measure social innovation in a given territory, based on three main building blocks or sub-indexes: the Potential Capacity for Innovation, the Social Orientation and the Social Innovation. As the authors highlight, a system of indicators is essential to consolidate a concept as complex as that of "Social Innovation" which covers very different areas (Sinnergiak, 2013). More integral measuring methods are required to place the social and environmental issues at the same level as the economic issues.





chapter 4
Social innovation in action: summary
of social value



As has been noted, social innovation is concerned with the generation of new ideas (products, services and models) that simultaneously meets social needs (more effectively than alternatives) and create new social relationships or collaborations. Fundamentally, social innovation benefits people and/or the environment by tackling some pressing social, economic, cultural or environmental challenges. Social innovations are transformational in the effect they have on perceptions and behaviours that create these challenges.

Social value can be derived in many different ways. It may link to an improvement in image or reputation. Image refers to the perception of stakeholders to the activities and outputs of an individual, group of individuals or an organisation. Image can be real or merely perceived. Reputation is closely aligned to image. It is the sum total of social goodwill expressed by stakeholders in the activities and outcomes of an individual, group of individuals or an organisation (key players). Reputation is an intangible asset that adds value to the relationship between key players and stakeholders. Enhanced reputation invariably leads to greater access to opportunities for achieving economic and social wealth in future. A number of the case studies have image and/or reputation gains as either a direct aim or as an indirect benefit from the implemented social innovation. For example, Impact Arts in Glasgow has as its main aim the use of artistic expression as a means of tackling social alienation among marginalised groups such as the elderly. However, the impact extends to enhancing the image of an area of Glasgow that is characterised by endemic deprivation. Similarly, in Ireland, the Going for Gold project is primarily a competition designed to encourage people to engage in activities that improves the local environment. However, it has also contributed to changing perceptions about the town of Limerick which has earned an unfortunate reputation for deprivation, crime and violence in recent decades.

Often social innovations can be viewed as an investment in activities that deliver social value. Whereas interest payments or economic rents are rewards derived from financial investments, social investment derives a social benefit. Social investment refers to all resources that are channelled towards social capital returns and usually refers to human and/or intellectual capital investment. Social growth refers to the capacity of an implemented policy to deliver increases in social capital. Indicators vary but essentially social growth refers to increases in the value of social capital such as increases in participation in cultural events. Guadalinfo in Andalusia is a prime example of a social innovation being used as a social investment for enhancing access and use of digital technologies. The Digital Incubator in France is another good example. The social investment is designed to reap social and economic rewards in future as it helps bring people suffering from the digital divide into the mainstream of information technology and communications (ICT) skills that enhances job prospects, improves social participation and links into enhanced social cohesion. Others have a more immediate and direct practical input such as RadarISE in the Basque region of Spain where a social innovation tool has been designed to help social entrepreneurs roll out better and more specific social innovations that meet the needs of stakeholders. The Lunar Project project in Andalusia also delivers important social innovation support and can be considered a social investment. This directly increases the capacity of social innovators to deliver programmes and activities that create social returns on investment. The SCIC



initiative in the Pau Pyrenees area of France is similarly designed to create conditions and outputs that lead to social returns through incubating and then supporting social innovations.

Another important social value driver is access. Access refers to bridging any divides in society that limits access (eg broadband internet availability; arts provision in rural areas) to social amenities. Here again it is evidenced in the case study of Guadalinfo in Andalusia as well as Cybervolunteers in the same region that is designed to empower citizens through giving access to ICT skills. ReBoot in the Highlands region of Scotland not only provides a green solution to obsolete computing equipment but also delivers access to key skills and training to a wide range of people including retired citizens and the unemployed. ILEN boats provide access to traditional skills in boat repair and building in Ireland. In some instances it is the free market mechanism that denies access to goods or services or amenities to citizens. Market failures have negative effects on the economy because an optimal allocation of resources is not attained. In other words, the social costs of producing the good or service (all of the opportunity costs of the input resources used in its creation) are not minimized, and this results in a waste of some resources. Access can also be meant in the literal sense. The Streets4all project in Porto is an example of social innovations improving physical access around the city for disables and people with mobility challenges. This links in to a more socially inclusive community with all the health and welfare issues that stem from that.

Market failure may lead to intervention by organised bodies such as government or business support agencies whereby a redistribution of resources is undertaken to supply the good or service when the market fails to do so. The establishment of the Puma currency in Andalusia is an expression of local citizens taking control of their financial independence outside the usual currency markets organised by central governments or financial institutions. Interventions around market failure may take the form of subsidies for social enterprises that innovate in ways that delivers social amenities to sectors of society that would otherwise not be able to access the products or services. For example, support for community arts delivered by a social enterprise such as Impact Arts in Glasgow ensures that the delivery of culture as a social good is maintained. The Melting Pot in Edinburgh is another example of a social enterprise delivering space and facilities to social entrepreneurs and social innovators that would not be readily available to them through the normal market means. The concept of fabricated laboratories created at MIT in the USA has been adopted in France. The case of FabLab is another prime example of space and facilities being created for experimenting with digital-based social innovations. The case of Sandawe in Belgium is another good example of a social intervention delivering access to opportunities to sections of society that the market cannot reach. In this instance it is giving comic artists the exposure that their talent deserves.

At a broader level of social innovation interventions the concept of civil society becomes relevant. Civil society refers to the arena for collective action based around shared interests, purposes and values. The Transformers project in Portugal is a prime example of interventions designed to change attitudes, beliefs and values of young people as a means of improving civil society. Institutions that form civil society agents are distinct from those

of the state, and market, even though the boundaries between these are often unclear due to the complexity of inter-organisational relationships. Civil society commonly embraces a diversity of spaces, actors and institutional forms, varying in their degree of formality, autonomy and power. Typical civil society agencies are registered charities, development non-governmental organizations, community groups, women's organizations, faith-based organizations, professional associations, trade unions, self-help groups, social movements, business associations, coalitions and advocacy groups. A number of social innovation cases in these documents focus on civil society outcomes as the key aim. In particular, San Ignacio in the Basque region of Spain provide important access to educational programmes to children; VoxCivica activate civil society by providing citizens with the tools and knowledge required to play a leading, responsible, conscious and critical role in a range of socially responsible project in the San Sebastian area of Spain.

The Basque region of Spain is very well represented in the development of social innovation. This has also had an impact on regeneration programmes and sustainable green economy projects. Social innovation can also contribute to the regeneration of an area, two or city. Regeneration is concerted social, economic and physical action to help people in targeted areas who experience forms of deprivation reverse decline and create sustainable communities. Regeneration is a comprehensive and integrated vision and action which leads to the resolution of identified social, economic and physical environmental problems by delivering lasting solutions. For example, the Arrebata project in Porto aims to regenerate the city centre by refurbishing derelict buildings that are a magnet for crime and disturbance. Regeneration can include physical (new buildings, parks), psychological (safer streets), social (greater community cohesiveness), intellectual (access to education or knowledge) and cultural (entertainment, arts, festivals) outputs. The TXITA project in the Basque region of Spain is designed to empower citizens by facilitating a green solution to transport problems, principally through access to bicycles in the urban area of Donostia-San Sebastian. Similarly the Horta a porta project in Porto has a green environmental focus by educating and demonstrating means by which citizens can improve the physical environment around them by simple gardening and agricultural techniques.

In many ways social innovation is about generating the ideas that transform into action that has a social benefit and that improves the quality of people's lives. The term 'quality of life' is used to evaluate the general well-being of individuals and societies. The term is used in a wide range of contexts and numerous different measures are used to quantify it. Key areas of investigation include health, crime, educational attainment and access, climate and environment, employment, access to life-enhancing opportunities such as cultural events. The case of Sustain Dunbar is a prime example of a social innovation designed to educate citizens on the social value of green living and the improvements it can make to the environmental quality of life.

Quality of life issues are very much linked into the concept of social cohesion. Social cohesion is a term used to describe the bonds or "glue" that bring people together in society, particularly in the context of cultural diversity. Social cohesion is a multi-faceted concept covering many different kinds of social phenomena from race relations to housing.



Social cohesion can be measured and analysed from economic and social perspectives such as employment, income, health, education and housing. Social cohesion is lowered within communities when people lack work and endure hardship, debt, anxiety, low self-esteem, ill-health, poor skills and bad living conditions. These basic necessities of life are the foundations of a strong social fabric. The social benefits of inclusion and welfare provision feature in the cases of El Sistema in Venezuela and the World Central Kitchen that focuses on innovative ways of bringing culinary skills to disadvantaged people around the world most notably in Haiti. Others include Patterns Dance Collective and Spleodar in Ireland where artistic expression is designed to enhance the quality of life in local communities through engagement and participation of citizens.

At societal level social cohesion is linked to levels of social order, safety and freedom from fear. Tolerance and respect for other people, along with peace and security, are hallmarks of a stable and harmonious urban society. Social cohesion is also determined by the networks between individuals and communities. Such contacts and connections are potential resources for places since they offer people and organisations mutual support, information, trust and improved levels of social inclusion in the community. The Rushey Green Time Bank in Lewisham is a prime example of a social intervention that encourages citizens (in this case it is mostly the elderly) to emerge from isolation and take an active and meaningful part in the communities in which they live.

Each of the case studies chosen for the INNOVATE project has contributed to our knowledge and understanding of the design, implementation and social value of social innovations in different regions and contexts. The insights given can act as a springboard to further investigation and propagate new and effective forms of social innovation that can help deal with the myriad social problems facing communities. This document provides a valuable contribution to the extensive research taking place across Europe into social innovation and the means by which it can significantly improve the lives of citizens and stakeholders in communities around the globe.



chapter 5

Social innovation in action: the social
innovation tools



Part of the case studies analysed above and reported in the annex, were also presented at the Social Innovation Conference in San Sebastian, which paid particular attention to social innovation in arts and creativity.

Impact Arts founder and CEO, Lynne Carr, explained how the venture uses the arts to help people make positive lasting change in people at risk of suffering exclusion, such as disadvantaged kids and teenagers, or the elderly. Flagship programmes such Gallery 37 or Creative Pathways are aimed at tackling early school dropouts and youth unemployment through arts and creativity. 16-19 year old participants in the Creative Pathways can develop skills that will lead them to opportunities in the creative industries. The Craft Café (case study reported) creative environment helps older people to avoid isolation and loneliness and encourage social inclusion.

From the organisational point of view, Impact Arts has been trading since 1994. It became a charity in early 2000's to incubate and deliver new projects that fitted with Impact Arts social purpose and to enable access to contracts and funding not usually directly available to private businesses. Impact Arts has developed into a sustainable social enterprise through securing a mix of commercial commissions and publicly funded arts projects and programmes, and employs more than 40 staff and nearly 100 freelance artists. Impact Arts have undertaken a rigorous assessment of the social impact of some of the projects, such as the Craft Café, using financial proxies to estimate the project Social Return on Investment (SROI). It has also used alternative funding sources such as crowdfunding to support some of the projects.

Hirikilabs Director, Josian Llorente, introduced Hirikilabs – Citizen Labs, a project carried out in the Basque Country within the framework of Donostia 2016 European Capital of Culture. Hirikilabs uses different strategies and actions to connect technology, co-creation and citizen empowerment. Collaboration, co-creation and knowledge sharing are valuable tools to help people to develop their personal capabilities. Technology education and training activities provide the participants with the basic tools and techniques to develop projects where technology can have a creative application (Hirikikas). The Hirikilabs Plaza offers a meeting point to develop projects that are born from the interaction and cross-fertilisation of ideas from a diversity of individuals, groups and communities. Hirikilabs is also running working groups around the open access and the hacker/maker culture where knowledge is made openly accessible and flows to spur innovation. It connects with the long Basque Country manufacturing tradition by generating new digital industry handcrafters ("nuevos artesanos").

Angie Smalis, Artistic Director, explained Limerick-based Patterns Dance Collective objectives and activities. The Collective are a group of dance artists with intellectual disabilities who practice and rehearse new dance pieces, and collaborate with local artists from different artistic disciplines such as film makers and musicians. Patterns Dance Collective perform in small settings as often as possible, participate in festivals and other performing arts events and organize workshops and inclusive social events.



Patterns Dance Collective case (case study reported) shows the enormous challenges that social ventures face to become self-sustainable. Like many others, the project still relies on the voluntary contribution of the leading individuals. In fact the Collective is the continuation of a previous initiative that failed due to financial constraints. The determination of the promoters has attracted some support from certain institutions, and since 2013, Patterns Dance Collective have been artists in residency at the Hunt Museum, Limerick, which allows the group to have a continuous setting for rehearsals and performances, and therefore to make the public aware of its artistic and social merits.

The Vox Liminis project in Scotland shows the impact that social innovation may have in tackling pressing social needs, and the difficulties social entrepreneurs often have in overcoming them to make it possible. Innovation is about breaking the established truth and to conform a new one. Technological and industrial innovation play in a level field, but social innovation needs to break down the social rules, and change or modify regulations, each of which tend to involve difficult transformational changes.

Vox Liminis is a social venture supported by the IRISS (Institute for Research and Innovation and Improvement) to develop creative arts-based practices within the criminal justice system to both support individuals and to better inform civic discourse on crime and punishment. The Vox Liminis initiative builds on research that demonstrates the success of arts-based interventions in helping offenders develop new ways of thinking differently about themselves, their relationships with others and their future place in society.

Vox Liminis can apply for grants through its charitable status. During the set-up process the venture has also been supported by the Social Incubator “The Melting Pot” and funded by the National Lottery and by ScotlandUnLtd. It has also explored the opportunities that crowdfunding (donations) may provide for specific campaigns or events. Vox Liminis is therefore combining technical and financial support from different sources to become financially and commercially sustainable.

Public-private partnerships are a driving force of social innovation. Matt Gott, from the UK-based think-tank Innovation Unit, presented the case of the Life Programme, developed as a partnership between Participle and Swindon Borough Council and then extended to other councils in the UK. The programme is based in what Participle has called Beveridge 4.0, a review of the welfare state which builds on Lord Beveridge’s work and “re-evaluates it for the specific demands of our time” (Participle, 2008).

The programme worked intensively with a limited number of families for whom traditional interventions had failed to have an impact. According to estimates, about £250,000 is spent in direct costs each year on engaging with, reporting on and monitoring a family in chronic crisis, but nothing of that is spent in offering opportunities for change, building capabilities or support networks. The research found that only 14% of the time of the staff dealing with troubled families is spent in direct connection with the family, and most of it used to collect data for administrative purposes, and that the distance between workers and families was evident. The Life Programme tried to change the way of working with these families,

involving families and workers in the design and implementation of alternative measures to support conflictive families into independence by building their capabilities. Evaluation shows that these small scale programmes make a difference for beneficiaries but they may also have a great impact on the efficiency of public expenditure, as they prevent future costs that would be incurred in a “business as usual” situation.





chapter 6
Social innovation tools



6.1. Crowdfunding

The Bielskok-Biała Declaration “Realising the full Potential of Crowdfunding Initiatives”¹ defines crowdfunding (literally, “funding by the crowd”) as the funding of projects by individuals using social networks. Although nothing new in itself, the popularity of crowdfunding has grown significantly in recent years. This source of funding has supported a wide range of initiatives from the traditional and well-established cultural projects such as music and cinema to fast-growing start-up social ventures.

The European Crowdfunding Network (ECN) identifies four types of crowdfunding, depending on the relationship between the fund raiser and the funder:

- **Donation:** a donor contract without existential reward.
- **Reward:** purchase contract for some type of product or service.
- **Lending:** credit contract, credit is being repaid plus interest (crowdlending).
- **Equity:** shareholding contract, shares, equity-like instruments or revenue sharing in the project/business, potential benefit on exit (crowdinvesting).

The two first categories are being extensively used for social initiatives. Donation and reward based approaches are targeting smaller campaigns, and are also focused more on societal, health and environmental issues as well as on education, community and religion. According to the Crowdfunding Industry Report, donation and reward-based crowdfunding accounted for over a half of the total \$2.7 billion raised by the 1 million crowdfunding campaigns launched in 2012 worldwide, although part of the funding went to reward-based campaigns run by companies².

Crowdfunding has experienced a boom in the last ten years thanks to the development of on-line platforms and web-based social networks that help create connections between potential funders and social entrepreneurs. The growth of crowdfunding has also run in parallel with that of the relational economy with some commentators referring to a “democratisation of capital”. Gajda et al (2013) study shows that crowdfunders are motivated firstly by an emotional engagement and personal interest in a specific project that seeks funds. The impact of crowdfunding can be relevant at local level as people want to help other people and projects they have an emotional attachment to or a geographical link. Some people are primarily interested in investing in projects that share their own values, that are locally engaging, or that create jobs in their community.

The crowdfunding platforms are the hubs for the social and business entrepreneurs seeking peer-to-peer funding. There may be over 450 crowdfunding platforms worldwide. Some platforms specialise in business funding, others in cultural production or social

¹ Approved on 18 November 2011 at Agorada 2011+

² <http://www.crowdsourcing.org/editorial/2013cf-the-crowdfunding-industry-report/25107>



campaigns. A reference site for the crowdfunding industry³ lists 315 crowdfunding sites under the Donations, Philanthropy and Sponsorship category alone. Some platforms screen the applications received against specific criteria, others are more widely defined. The fund-seekers usually set a funding objective that makes the project feasible; if the goal is not achieved, the platform usually returns the funds to the 'crowd'. The platform showcases the fundraising campaigns during a specified time using different marketing tools such as video pitches or social networks to disseminate the information and attract potential funders. Some fundraising campaigns have become viral and attracted a lot of public attention, which is also an added value for the future development of the projects. The platform usually charges a commission for their services (a standard market fee would be 5% of the fund raised).

Crowdfunding regulation is still in development. Some of the crowdfunding models, such as the equity crowdfunding is usually subject to capital markets regulations and is therefore restricted in terms of funding amounts, geography and marketing possibilities. In the US, the recently passed Jumpstart Our Business Start-ups (JOBS) Act has eased the regulatory restrictions on crowdfunding and allows platforms and companies to sell equity to non-accredited investors provided that the total raised by each offering does not exceed \$1million and the total invested by each individual does not exceed the lesser of \$10,000 or 10% of his/her annual income.

Social crowdfunding is less constrained by the financial regulations as it is usually carried out under the donation or reward-based model, but there are also social impact projects that take the equity or the loan-based model, combining social and financial returns for crowd investors.

Some examples of crowdfunding platforms dealing with social impact projects are:

- **Kickstarter** is probably the reference for crowdfunding platforms. Kickstarter is a reward-based crowdfunding platform for creative projects: from films, games, and music to art, design, and technology. Kickstarter claims that since 2009, 6.5 million people have pledged \$1 billion, funding 65,000 creative projects⁴. The success rate of projects seeking funds is 44%. Other large platforms, such as **Indiegogo** or **RocketHub**, follow a similar structure.
- **JustGiving** is the world's leading platform for charity giving. According to the platform, it has raised £1.5 billion for over 13,000 charities and causes since 2001. JustGiving is supporting the **Yimby** platform for social projects.
- **Kiva** is one of the main crowd-lending platforms. Kiva works through a network of organizations (field partners) that identify the social needs of people at the bottom of the social pyramid either through financial services or by using credit to help expand access to products and services. Kiva and its field partners channel contributions

³ <http://www.crowdsourcing.org/>

⁴ <https://www.kickstarter.com/help/stats?ref=footer>

from individual lenders to the individual borrowers ensuring that there are no gaps and all the funding flows smoothly.

- **Boomerang** is Denmark's first and largest reward-based crowdfunding platform where entrepreneurs, artists, associations and other creative entrepreneurs can raise money to realize their ideas and projects from individuals to which they offer different incentives and rewards depending on the amount donated. **Sellaband** is a well know platform based in the Netherlands that specializes in music crowdfunding.
- **Abundance Generation** raises funds for renewable energy projects in the UK. The platform motto is "Investments that build a better world to spend your money in". The platform was set up by three experts in the energy and financial markets and is supported by angel and institutional investors. So far they have attracted nearly 6.5 million pounds from over 1,300 investors. Investors buy a regulated investment product, a debenture, a certificate or contract that represents a loan, that pay a cash return twice a year, which comprises an income payment and repayment of capital.
- Science is becoming a relevant field for crowdfunding initiatives, particularly following the reduction of public funding. Science projects have raised funds through reward-based platforms, and dedicated platforms have been developed more recently, such as **Experiment** (formerly **Microryza**), **Petridish** or **Vorticex** are different kind of these platforms, the first two based in the United States, the latter in Spain.

6.2. Social Impact Bonds

Social Impact Bonds (SIB's) can be defined as a contract whereby the public sector commits to funding projects that derive social value. On the basis of this contract, investment is raised from socially-motivated investors (that might be for-profit or not-for-profit organisations). This investment is used to pay for a range of interventions to improve social outcomes. If social outcomes improve, investors will receive payments from government. These payments repay the initial investment plus a financial return. The financial return is dependent on the degree to which outcomes add social value (Social Finance, 2013)

SIBs are an innovative way of attracting private investment around outcomes-based contracts that bring benefit to individuals and communities, and to share the risk of the intervention with the private sector, thus enabling a re-allocation of risk between the two sectors. SIBs are multi-stakeholder partnerships, which provide upfront funding for social service providers by private investors instead of the government. Based on the savings that the service generates for the government, the government repays the investors, giving investors a possible return on their investment. The public sector pays if (and only if) the intervention is successful. Investors only get their financial returns if social outcomes are improved. If outcomes do not improve, then investors do not recover their investment.

Governments are therefore looking at SIBs as an instrument to help reform public service delivery. The SIB allow public authorities to access private investment to pay for interventions,



particularly for prevention or early intervention, which may suffer from the public sector financial constraints, and remove the risk that interventions do not deliver outcomes from the public sector. SIBs improve the social outcomes of publicly funded services by making funding conditional on achieving results. Investors pay for the project at the start, and then receive payments based on the results achieved by the project.

With decreasing governmental budgets some social interventions may suffer underfunding, and there are a number of socially-concerned investors that are looking for new opportunities to make investments, which will have a positive impact on society and the environment. For example, large firms with sizeable Corporate Social Responsibility (CSR) programmes. These developments create room for growth and new products in the impact investing sector, of which Social Impact Bonds (SIB) is one.

The world's first Social Impact Bond was launched in the United Kingdom in September 2010, targeted at reducing prison recidivism at Peterborough prison. Hereafter, the scheme has been applied to numerous other social programmes, particularly those relating to child care, prevention of school dropout, and in health services. The scheme has potential for being extended to many other contexts.

The UK Government has set up a Centre for Social Impact Bonds to support the development of social impact bonds. The site offers:

- A repository of expert information and guidance on how to develop SIBs.
- Practical tools to develop SIBs.
- Funding for a portion of outcome payments for new SIBs.
- Case studies of how SIBs are transforming public service delivery and building an evidence base of what works.
- A place for stimulating and sharing the latest thinking, research and media coverage on SIBs.

According to the information available at the Centre, there are around 10 cases of Social Impact Bonds being implemented in the UK, the US, Australia and more recently in the Netherlands. One of the reported cases is the £30m Youth Unemployment Innovation Fund (IF) established in May 2011 by the Department for Work and Pensions (DWP) to back Social Impact Bonds (SIBs) aimed at helping disadvantaged young people who are, or are at risk of becoming, not in education, employment or training (NEET). It is expected that the social impact investment, which is the broader category the SIB fall under, will expand over the coming years. An indication of this trend are the expansion of the number of SIBs over the last few years, or the creation of the Big Society Capital, a financial institution set up to help grow the social investment market in the UK, or the investments made by Goldman Sachs in several SIBs in the US.

However, as a recent report by McKinsey (2012) recognises, the extension of the SIB model may need to overcome some serious challenges. SIB may be technically difficult to set up,

as it is necessary to clearly and carefully define the social outcomes whose achievement would trigger payments, and to carry on thorough evaluation to assess them. SIBs will need to be well understood by all the partners involved and well communicated to the community. Private partners need to understand the risks involved in such an instrument, and that they may not expect big profits. Social providers need to learn to focus on outcomes rather than on inputs or outputs. Also, the communities may need to accept that the up-front funding for social interventions may come from private funders and that taxes will be used to reimburse the private partners their funding plus the agreed profits should the social outcomes are achieved.

Advantages	Challenges
<div>Saving public money.</div> <div>Correcting poor incentives.</div> <div>Unlocking new funding for social needs.</div> <div>Promoting evidence based action.</div> <div>Real risk transfer.</div> <div>Allocating to greatest impact areas.</div> <div>Offer returns for commercial investor.</div> <div>Impact and fund recycling for Charitable funders.</div> <div>Provide a stable framework for delivery agencies.</div>	<div>Execution risk, as it might be difficult to anticipate if an intervention will be successful.</div> <div>Measurement risk, both in targets and in outcomes.</div> <div>Basis risk, to assess to what extent the outcomes translate into real savings.</div> <div>Unintended consequences, such as displacement of current spending.</div> <div>Technical design and implementation.</div>

Source: Mulgan, G. Reeder, N. Aylott, M. Bo'sher, L. (2011) Social Impact Investment: the challenge and opportunity of Social Impact Bonds. The Young Foundation.

6.3. Co-creation

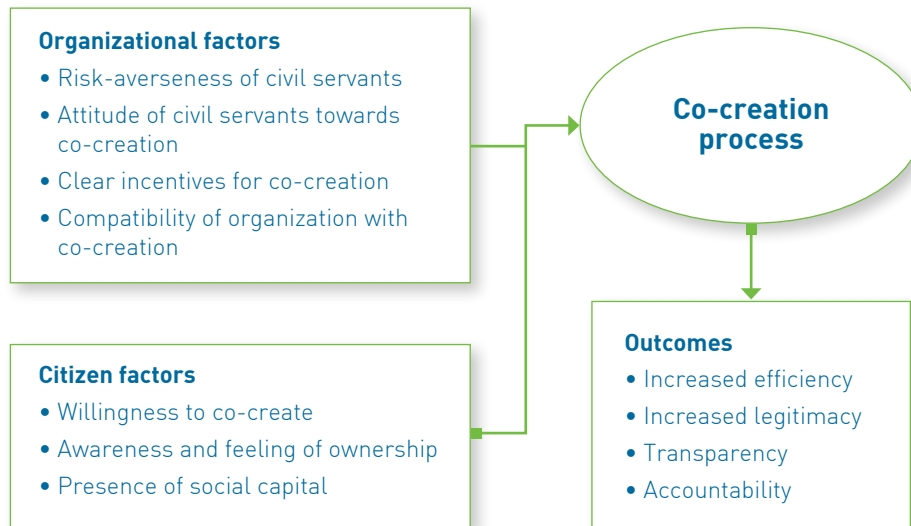
Co-creation is one of the main instruments in boosting innovation. Co-creation implies the collaboration between the organisation producing goods or providing services and the clients or users in the design, production and delivery of goods and services. Co-creation is rooted in the cooperative and participatory design, aimed at achieving design results that really fit the needs of the prospective users. Co-creation is a further development in which design is becoming a collaborative process, in which the 'user' is not just involved as a source of information, an input for the work of the designers, but the 'users' ARE the designers. As Maase and Dorst (2006) note, the adoption of such an approach has far reaching repercussions for the role of the designer, who has to share the creative part of the process with a group of stakeholders.

Co-creation has become a major tool for public policy and public services reform and improvement, involving citizens, businesses and other key recipients of public services much more directly in the innovation process. As Danish MindLab director Christian Bason has underlined, co-creation allows government to tap into the creativity and innovative potential



of ordinary citizens by inviting them to submit their own ideas about how to solve societal problems. It focuses not just on understanding present challenges, but also on creating new futures with people, not for them (Bason, 2010).

As the Social Innovation Exchange (SIX) co-creation guide reflects, the engagement of citizens and service users will help administrations to find more effective new solutions to solve social problems (Pulford et. al., 2011). Many governments and institutions are using co-creation to improve quality and efficiency of services. A review of the academic literature reporting on co-creation initiatives has identified two groups of factors that may influence the initiation, progress and success of the co-creation process.



Source: Voorberg, W., Bekkers, V.J.J.M. & Tummers, L.G. (2014) Co-creation in social innovation: A comparative case-study on the influential factors and outcomes of co-creation Ottawa: IRSPM.

Organizational factors seem to be a pre-requisite for the co-creation process. The risk aversion of the governmental bureaucracies and the attitude of politicians and particularly of the civil servants in favour or against the participation of citizens is critical for any co-creation process to succeed. Very often administrators and politicians regard civil involvement as uncontrollable and unreliable, and creates a hostile administrative environment that deters citizen engagement. As in other social innovation efforts, leadership is critical:

Co-creation is an attitude from the initiators. You can have a series of steps and plans, but unless you have an attitude from the person who initiates the action, real co-creation is difficult to achieve. Co-creation necessitates an attitude of learning and listening from the people you are working with. It begins with a personal attitude before it reaches out to the range of different methodologies. Unless you have got the attitude right, the

methodologies are going to fail. To move the field of co-creation further is more about attitudinal change than it is about a toolbox. Co-creators must take the role of facilitators, not experts. The experts are often the ones who are closest to the issues.

Garth Japhet (Hearlines / Soul City), cited at SIX Co-creation Guide. Realising Social Innovation together

Although co-creation still needs to demonstrate its power to be a productive instrument of delivering significant outcomes in terms of improved public interventions (being more effective, gaining more efficiency and creating more customer satisfaction) and become a game changer (Voorberg et al. 2014), it is widely perceived already as a value in itself, as an instrument to increase citizen involvement.

A good example of the potential of co-creation for social innovation is the Territories in Residence project implemented by the France's 27ème Région, an innovation lab designed to support public actors at the regional level and help them face technological as well as societal challenges (Thenint, 2010). The Territories in Residence programme aims at finding solutions to issues and problems faced by public places, public equipment, as well as their actors and users through the co-operation of an interdisciplinary team composed mainly of designers together with its actors and users in the territory.

6.4. Incubators and other supporting organisations for social ventures.

Setting up and growing a social venture is not an easy task, sometimes even more challenging than a commercially oriented one. From office space to management, from fundraising to team building, from networking to administrative stuff, running a social venture needs similar skills as any other venture. Social innovators and entrepreneurs very often lack the resources and the skills needed to turn a voluntary initiative into a fully operating and self-sustainable venture. Incubators and other similar supporting structures offer social innovators the appropriate environment to initiate and grow their initiatives. They also become networking hubs where social entrepreneurs can meet and exchange experiences, learning from each other's successes and failures.

Social incubators were first set up in California in the 2000's as a way to promote and improve sustainable development in the less developed countries of the world through promotion and support of entrepreneurship initiatives with high social impact. They rapidly evolved to offer support to initiatives in other social fields, particularly to those working with distressed communities or disadvantaged groups. The incubation model has become widespread, and many institutions and organizations, public and private, are offering space and support services to social innovators.

As reported in part 7 of this document, The Melting Pot is a good example of an independent incubator that offers social entrepreneurs the appropriate environment to foster social innovation by bringing together a mix of people, services, strategies and ideas, thus creating the conditions for the emergence of social innovations which strengthen civil society.



It provides the infrastructure, the advice and the consultancy services that an innovative company needs regardless of its growth lifecycle position. The Melting Pot provides working space to develop co-working and networking, the possibility to collaborate or to seek collaboration with other members of The Melting Pot in different events, or consultancy and knowledge services to create or grow a successful social business. The Melting Pot project has been partly funded by the Scottish Government, although it has also attracted charitable and private funding, but acts independently of its funders.

There are many other examples of successful Social Innovation incubators and incubation initiatives worldwide. Social innovation centres and hubs are usually more than shared work spaces, to become places which bring people together to learn, share and collaborate. They are places where social entrepreneurs, community activists, non-profits and others can come together to share ideas, insights and experiences. Social innovation hubs provide economies of scale and scope – as hub members share associated costs (overheads, meeting rooms, connectivity and so on). Global networks of incubators have been created. The Impact Hub Global Community is a network of innovation centres that offer space, training programmes, events and networking opportunities under a single global brand and image. The Young Foundation's Launchpad drawn from the experience of many different kinds of incubator and innovation agency to develop a model which seeks to create new ventures and back social entrepreneurs, with a multidisciplinary team, a staged investment model, and an emphasis on linking business expertise with understanding of policy contexts. Recently, the Young Foundation has launched The Accelerator, a training and support scheme to help social ventures acquire the skills and connections needed to secure substantial social investment, contracts and/or grant funding which will enable them to scale up their operation and increase their social impact.

Some Universities are particularly active in promoting social innovation. Some of them have established specific academic programmes, others have even set up virtual or physical incubation centres. The seminal role of the Stanford University on social innovation and entrepreneurship is acknowledged, and many Universities have followed up. In the UK, the Glasgow Caledonian University and the University of Northampton are actively engaged in promoting social innovation among professors, students and alumni. Deusto University or ESADE are good examples in Spain, as the Catholic University of Porto in Portugal. The Monterrey Institute of Technology (ITM) in Mexico has developed a successful incubator to support social entrepreneurship. Nowadays, 54 social incubators in Mexico are connected to the ITM, in what is the biggest initiative on this topic in all Latin America.

Social innovators have also been targeted by the innovation accelerators that offer intensive training and support programmes to boost the most promising technology-oriented ventures, such as the Telefonica Wayra, which has joined the social enterprise support network UnLtd, specifically dedicated to assisting digital start-ups in the social enterprise space to open an academy for social digital ventures. The academy is 50% funded by the UK Government's Social Incubator Fund.

Other agencies are providing assistance to social entrepreneurs to start-up or grow their initiatives. The Institute for Research and Innovation in Social Services (IRISS) is a charitable company with a mission to promote positive outcomes for the people who use social services in Scotland by promoting the use of, tools and techniques for embedding knowledge, evidence and innovation in practice. IRISS supports policy makers and practitioners that try out new ideas, and embed new ways of working. IRISS disseminate good practice, training materials and guidelines, and also support the implementation of new ideas in social services. The Social Incubator North is a public-private partnership initiative led by Sheffield-based Key Fund, in collaboration with Locality and four North of England Social Enterprise Partnerships that provide intensive support and loans up to £25,000 to innovative social projects. The fund is half funded by the UK Social Innovation Fund.

6.5. Volunteering and social entrepreneurship

Many examples of social innovation breakthroughs have been achieved thanks to the strong personal involvement of the social entrepreneurs, the change-makers. Global and local charities and NGOs are strongly dependent on the time devoted by volunteers that support their activities; smaller local initiatives in sport, culture, or social issues such as child or elderly care are also sustained by the benevolent contribution of volunteers. According to the International Labour Office (ILO), volunteer work, often referred to simply as “volunteering,” is a crucial renewable resource for social and environmental problem-solving the world over (ILO, 2011). The ILO estimates that every year volunteers make a \$400 billion contribution to the global economy.

The Institute of Volunteering Research (IVR) defines volunteering as an activity which is unpaid, undertaken through an act of free will and of benefit to others (IVR, 2010). There is a broad consensus on the absence of financial reward, the free-will and the benefit to others as distinguishing features of volunteering. There are however grey areas that may modulate those features, as the United Nations has recognized (UN General Assembly, 2005):

- The activity should not be undertaken primarily for financial reward, although the reimbursement of expenses and some token payment may be allowed.
- There may be volunteering schemes which could encourage, and sometimes require, students to get involved in voluntary work.
- The activity should be of benefit to someone other than the volunteer, or to society at large, although it is recognized that volunteering brings significant benefit to the volunteer as well.

Volunteering encompasses a wide and multidimensional reality, whether it is an individual, collective or organised through permanent organisations, or whether volunteering activities are carried out on a permanent basis or just occasionally. The IVR has identified seven different perspectives that can be taken of the volunteering activity: as a job, as a philanthropic



activity, as an activist engagement, as a creative leisure activity, as care activity, as a form of participation, or as a learning experience. Under each perspective different features of volunteering are highlighted, although each of them only offers a partial view of what is involved in volunteering (IVR, 2010).

There has been a permanent tension between volunteering and social entrepreneurship: free contributions from volunteers make some initiatives possible, but on the other hand it may undermine the commercial viability of social ventures that need to charge for services or to raise larger amounts of money to cover staff and running costs, even if they are not-for-profit organisations. Volunteering may be an important resource social ventures can tap into, but then there is again a tension between the professional staff and the volunteers. In Sweden and Norway volunteers may account up to 76% and 63% of the non-profit workforce, respectively.

The tension between paid social work and non-paid voluntary work devoted to social issues is evident in the Council Conclusions on the role of voluntary activities in social policy of 3 October 2011. In it, the report makes clear that voluntary activities must be distinguished from paid employment and should not replace it, nor be used to perpetuate gender inequalities in paid and unpaid work or encourage employee's reduction of working time or withdrawal from the labour market (CoEU, 2011). The ILO suggests that volunteer work and paid work are best viewed as complementary rather than mutually exclusive, as the former may fill specific gaps that can be difficult to cover through paid work, and both the volunteer work and the volunteer experience are enhanced when the tasks performed are organized so as to involve collaboration with paid workers (ILO, 2011).

Similar tension arises regarding the role of volunteering and volunteering organisations in the provision on social or other kind of services that may be considered as a responsibility of the public sector. The Council Conclusions clearly state that voluntary activities cannot replace the overall responsibility of the state to ensure and provide economic, social and cultural rights (CoEU, 2011). However this declaration raises the question of the extent of such rights, and of how the provision of such services should be funded (through taxes or private contributions) and implemented (directly by government institutions or through independent organisations).

The balance between public and private funding of voluntary organisations seems to be changing, as a result of the financial constraints on the public budgets (GHK, 2010). Charities and non-governmental organisations have gradually taken over the provision of some social services, and attracted funding from individuals and groups. Social ventures are innovating in the provision of services and responding to the government request to become partners or contractors in delivering such services.

In any case, the setting up and management of volunteering organisations and social ventures face important challenges.

Challenges	Opportunities
Engaging volunteers. Professionalisation of the voluntary sector. Legal and regulatory framework. Lack of monitoring and information. Sustainable funding. Risk of instrumentalisation of the voluntary sector. Lack of recognition. Perceptions and prejudices. Lack of a clear strategy and a fragmented political landscape.	Improving the legal environment for volunteering. Measures to support volunteers within organisations. Improving perceptions of volunteering. Recognition of volunteers' skills and experience. Data collection and research. Sustainable funding. Developing strategies for volunteering at national level. Setting up volunteering infrastructure. Corporate social responsibility and employer support of volunteering.

Source: GHK, Study on Volunteering in the European Union, 2010.

6.6. Changing regulations and administrative practice

Much of social innovation is closely related to the design and implementation of public policies. Most of the various definitions quoted above include an express reference to the public sector connection to social innovation; in essence, social innovation must work for the public good by creating and delivering social value. As NESTA highlights, social innovation is inspired by the desire to meet social needs which can be neglected by traditional forms of private market provision and which have often been poorly served or unresolved by services organised by the public sector. Social innovation can take place inside or outside of public services, but it often occurs in the bordering area where public sector intervention is needed but finds it difficult to be effective, or to be funded under growing financial tightness.

There is a mixed attitude regarding the role of the different government levels in the development of social innovation initiatives. The social needs social entrepreneurs and innovators cater for often fall under the sphere of competence of public authorities, mainly connected to individual economic or social rights and the welfare benefits. A great part of such rights are recognized in Constitutions and in International Conventions and Declarations, and therefore public authorities are somehow obliged or compelled to provide for the adequate conditions for the effectiveness of these rights or benefits. However, public sector is facing tougher financial constraints that makes difficult to keep up with the same level of expenditure in the provision of services. That calls for increased efficiency in services and thus for innovation and change.



The need for improvement opens up opportunities for social entrepreneurs and innovators to explore different options to meet such social needs in cooperation with the public sector. Sometimes the public sector retracts from the delivery of such services while keeping the responsibility of monitoring their provision. In other cases, the public sector simply does not detect new opportunities for improvement in services, or new social needs are left unattended.

Very often, however, the retraction of the public sector from the direct delivery of services, or any change in the way services are organized and provided are regarded (both by the public staff and by social stakeholders) as a loss of citizen rights, even if the services are still monitored and financially supported by the public sector. Such positions may undermine innovation and change in social policy and may block social innovation and entrepreneurship. Social innovation requires government structures be opened to change. Administration and other stakeholders are frequently reluctant to change the way things are being done; they prefer to stick to the regulations and to avoid the risks attached to the exploration of new avenues.

Christian Bason refers to the courage to lead innovation that managers and staff must display to overcome the daily constraints and pressures, and highlights that the overall challenge to public leaders is to give up some of their power and control by involving people — thereby achieving more power to achieve the desired outcomes (Bason, 2010b). According to the World Economic Forum Europe future governments will need to be built around the FAST concept: flatter, agile, streamlined, and tech-enabled. However, technology is not the single solution; better, more integrated governance starts from basic steps and a review of the traditional systems of the state, and particular attention will need to be paid to contributions from civil society (Björkman et al., 2014).



Bureaucracy and organisational structures and design, together with the human resources-related factors -education and training schemes to public servants, availability of incentives to innovate, and good management and leadership- have been identified by an EU cross-country survey as the main internal barriers and drivers to Public Sector Innovation. Changes in regulations are also considered as a relevant political driver, especially when these allow more flexible activities within the government and provide a wider range of services that are more tailored to the citizens' and businesses' demands (Rivera Leon et al, 2012).

Public sector openness to innovation is thus a powerful driver to Social Innovation, and it is important to remove the barriers blocking social innovation and use the drivers that make it possible. A number of them have been identified in different analysis.

Table 1. Barriers and enablers to public sector innovation

Barriers	Drivers and enablers
Professional resistance and heritage, especially if it comes from outside.	Innovation pushes (top-down) and pulls (bottom-up), and goal settings.
Absence or inadequacy of resources (IT, human resources, funding...).	Innovation prone organisational culture and leadership.
Public resistance to change (stakeholders, target groups,...).	Experimentation, through pilots, platforms, incubators and laboratories.
Innovation fatigue due to frequent changes	Empowerment and co-creation: user-centred approaches to involve a wider range of knowledge and expertise.
Risk aversion and accountability that may refrain public managers to explore new avenues that risk failing.	Learning organisations.
Absence of capacity for organisational learning.	

Source: Thenint, H (2010). Innovation in the public sector. Inno GRIPS Mini Study 10.

6.7. The funding and sustainability of social innovation

Financial sustainability has been often regarded as one of the main weaknesses of social innovation initiatives. As they try to meet social needs or new social challenges that are not covered by the market (due to low profitability) or by the public sector (lower political priority, budget constraints) they usually face difficulties to charge their costs to the target group (low purchase power) and they have to rely on public support, third party donations or on volunteers or non-paid work.

As a result, social innovation initiatives may find easy to raise start-up funding, through grants or other up-front contributions, but very difficult to secure a stable cash-flow to allow scaling up their job. This issue has been addressed in different countries and regions, in some cases by the public sector, in others by the non-for-profit sector. More recently some



socially-conscious companies or financial institutions have launched commercial funding instruments, as described under the Social Impact Bonds chapter.

Grants are still the main source of funding for social innovation and for the starting-up and operation of social initiatives, under a great diversity of schemes, at local, regional or national level, and even from international funders. The great dependence on grants remains a key barrier to the long-term sustainability and growth of the sector. Grant supported organisations are often suffering of the instability and unreliability of the funding that makes it difficult to plan on the long term. Fund-raising and management is usually burdensome, and takes a great part of the efforts of the most valuable staff. A transition away from grant dependence towards commercial finance is therefore crucial for the longer-term sustainability and growth of social innovations (SIE, 2012).

Grant funding is valuable in the prototyping and start-up phases of social innovation, but is not a reliable source of long term funding. It can also play an important role as a supplementary funding stream for some of the social elements of social enterprise. The best grants programmes are not merely transfers of finance, but connect new ventures into networks of interested supporters and practitioners. They are less providers of gifts but collaborations.

Murray, R., Caulier-Grice, J. & Mulgan, G. (2010)

Ethical banks are a relevant source of commercially based financing for social ventures. In some countries co-op banks or local savings banks also offer small loans (microcredit) for social initiatives, sometimes in cooperation with the public sector. The European Federation of Ethical and Alternative Banks and Financiers (FEBEA), that groups 11 banks, 6 savings and loan cooperatives, 5 investment companies and 3 foundations that share the same concern for transparency and social and environmental utility, defines “ethical banks” as having the objective of achieving a positive impact in the collection and in the use of money; they invest in new activities such as organic farming, renewable energies, the third sector, Fair Trade initiatives, and so on. Some of the instruments developed by FEBEA are the SEFEA, the European Ethical and Alternative Financing Company, and the “Solidarity Guarantee”, a mutual guarantee fund for social financing.

Ethical banks remain banks and therefore assess the projects on their financial merits. They do focus on socially relevant initiatives and therefore they may be keen to make funds available in sectors in which other banks will be reluctant to, and will offer better terms, but they must have their loans repaid with the appropriate financial return.

Long-term public-private partnerships in which different funding sources can be combined are a promising way forward for the scaling-up and the long-term sustainability of social innovations. The US Social Innovation Fund (SIF) or the UK Big Society Capital are financially supporting long-term public-private partnerships to address social needs. The potential of the public-private cooperation has been highlighted in a recent publication by the Schwab Foundation for Social Entrepreneurship. Government has a critical stake in new business models that provide public benefits; it can provide of resources through grants

and investments, or become a customer through the procurement process. Government can incentivize private investors to participate in the social investment market by using policy tools that create new channels for private investment in social enterprise, introduce subsidies to support expanded capital flows or remove regulatory barriers that prevent interested investors from participating (Schwab Foundation, 2013). The public procurement regulations may require that these partnerships are created through the appropriate tendering procedures.

Procurement provides an opportunity for the public sector to stimulate private-sector companies to innovate for the public good. Social clauses which allow the contract to provide added sustainability, social value or community benefits can be included in procurement contracts, and innovative procurement contracts may seek new solutions to established problems. The implementation of payment by results (of which the Social Impact Bonds are a specific category) systems in public procurement can open a path for social innovators to deliver greater value for public money: “Governments are increasingly experimenting with ways to harness the power of mission-driven private enterprises to create public good” (Schwab Foundation, 2013).

6.8. Measuring performance

Developing metrics is an essential way to draw attention to effective methods and models within the field of social innovation. Proof of impact is one way to stimulate demand and secure the financial resources and support needed to scale up social innovations (Reeder et al., 2012). Metrics are also a key component for the implementation of innovative financing models, such as the Social Impact Bonds. Unfortunately, the impact achieved by social projects and ventures, their social value, is often difficult to measure as indicators are not as developed as in the other areas, and even there might be disagreement on what should be considered as a social value. A recent study confirms that there are currently no commonly agreed indicators on the scale and extent of social innovation (Reeder et al., 2012).

There is increasing recognition that we need better ways to account for the social, economic and environmental value that results from our activities. The language varies – ‘impact’, ‘returns’, ‘benefit’, ‘value’ – but the questions around what sort of difference and how much of a difference we are making are the same. Understanding and managing this broader value is becoming increasingly important for the public and private sectors alike. (A guide to Social Return on Investment, 2012)

Mulgan (Mulgan, 2010) defends the idea that social innovation should resist the current trend of developing assessment tools entirely separately from public policy and academic social science, and argues that the difficulties faced by the social and public sectors to measure the value they create derives from four issues:

- The lack of hard-and-fast laws and regularities in the social field. Social sciences (including business) simply do not have laws in the way that physics has.



- There is no agreement on what the desired outcome should be, and therefore what and how achievement should be measured.
- The unreliability of the more frequently used social value metrics.
- Timing: there is no certainty on when a desired outcome will be produced on a given investment today, and there is no agreement on how to measure the actual cost of that future result.

He concludes that social value is not an objective fact, but something that emerges from the interaction of supply and demand, and that therefore may change across time, people, places, and situations. According to his thesis, there might be social issues in which the link between supply and demand stands clear; in others, effective demand may be lacking because funders, politicians, or private citizens do not view a need as pressing enough to warrant their resources, or supply may be fragmented; and finally, it is likely that in many other social issues the whole definition of supply and demand will be very complex, as there will be very different views on the definition of the problem or in the right measures to tackle it.

Table 2. 10 Ways to Measure Social Value

Cost-Benefit Analysis/Cost-Effectiveness Analysis	The most widely used family of tools; counts up costs and benefits (usually using some of the methods described below), and then applies discount rates. Often used for large public programs.
Stated Preferences	Asks people what they would pay for a service or outcome.
Revealed Preferences	Examines the choices that people have actually made to infer the relative worth of different options.
Social Impact Assessment/ Social Return on Investment Assessment	Estimates the direct costs of an action, the probability of it working, and the likely change in future outcomes, sometimes with discount rates.
Public Value Assessment	Judges how much the public values a service.
Value-Added Assessment	In education, assesses how much a school adds to the quality of its pupils.
Quality-Adjusted Life Years/ Disability-Adjusted Life Years Assessment	In health care policy and research, accounts for patients' objective health and patients' subjective experiences.
Life Satisfaction Assessment	Judges social projects and programs by how much extra income people would need to achieve an equivalent gain in life satisfaction.
Government Accounting Measures	In government, accounts for government spending and its effects.
Other field-specific assessments	Every field has its own cluster of metrics.

Fuente: Mulgan, G. (2010) Measuring Social Value. Stanford Social Innovation Review.

The EU FP-7 funded TEPSIE project identified several measuring methods at project and at organisational level, while the possible aggregation at regional and national level raises serious difficulties, as the usual innovation indicators are not suitable to capture social innovation particular features (Hubrich et al., 2012). The Regional Social Innovation Index (RESINDEX) developed by Sinnergia, the Social Innovation research unit of the University of the Basque Country is a relevant contribution to the construction of indicators to measure social innovation in a given territory, based on the Potential Capacity for Innovation, the Social Orientation and the Social Innovation of the social and institutional.

There is a long The Social Innovation eXchange website lists some of the metrics used to assess what is working in social innovation:

- The (Social) Cost-Benefit/Cost-Effectiveness Analysis (SCBA) is a tool that helps assessing a particular proposal or project taking into account costs and benefits not easily reflected in market prices. It is a flexible methodology that allows for indirect and non-monetary but real costs and benefits (or effects) to be taken into account to balance commercial profitability when assessing or evaluating a project. The SCBA allows to take into account the market failures or externalities that a given project may produce. The CBA and the SCBA have been extensively used for project appraisal by international development aid donors, which have produced methodological guidelines and manuals. A classical one was published by UNIDO (UNIDO, 1986). The EU Commission produced (EU Commission, 2008) a comprehensive guide on CBA for Structural Funds projects that recognizes that CBA, as applied social science, is not an exact discipline, and is largely based on approximations, working hypotheses and shortcuts, and therefore it has some limitations.
- Revealed and stated preference methods try to give monetary value and assess projects or decision from indirect data (revealed) or from surveys (stated) that allow to estimate the decision people would make: a choice between different options or the amount that they would pay for a service or outcome. Stated preference methods also try to estimate what non-users might value, whether through 'altruistic use' (knowing someone else might like it); 'option use' (having the opportunity to do something); 'bequest use' (leaving something for the future), and 'existence use' (satisfaction that things exist even if you don't enjoy them personally).
- Wellbeing and life satisfaction measures compare the outcome of public policy and social actions by estimating people's life satisfaction. The OECD has developed a "Better Life Index" to compare well-being across countries, based on 11 topics that are considered relevant in the areas of material living conditions and quality of life. It captures a reflective assessment of which life circumstances and conditions are important for subjective well-being. Other metrics attempt to measure social value at macroeconomic level, such as the social accounting matrices, that supplement GDP and Input-Output tables with additional measures of activity and value.
- Social accounting methods, such as the Social Audits or Company Social Responsibility reports or the French "bilan social", try to reflect the social impact of the activity of a company or organisation, taking into account different factors: working relations,



social engagement, environmental impact... Social accounting and audit enable organisations to report social, environmental and economic performance and impact. Social accounting is rooted on the idea of making business and institutions more accountable to the community, and to ensure that their impacts –both beneficial and non-beneficial– are understood by society. Through CSR and other methodologies, social accountability is widely accepted in the business community and has been incorporated also into the operations of international organisations such as the World Bank. Social responsibility and accountability also connects with a wider concept of good governance.

- Social Impact Assessments (SIA) estimate, in advance, the social consequences that are likely to follow from specific policy actions. SIA is in its origin a derivation of the Environmental Impact Assessment (EIA) and has become a standard and eventually a legal requirement in the preparation of public policies and major projects both at national and international level. In 1994 the US Interorganizational Committee on Guidelines and Principles for Social Impact Assessment published a handbook to help federal agencies and other organizations to carry out the assessments required by law. It recalls that social impact assessment is predicted on the notion that decision-makers should understand the consequences of their decisions before they act, and that the people affected will not only be appraised of the effects, but have the opportunity to participate in designing their future.
- The Social Return on Investment (SROI) is one of the methods for measuring social value that have received the most attention in recent years. It tries to incorporate a broad concept of value by capturing an organisation's, project's or policy's social and environmental impact, together with the regular economic assessment (Mulgan and Reeder, 2011). SROI was first used in 1996 by REDF, a US social enterprise fund, to give an easily understandable monetary value to the social value generated by the social ventures promoted. The SROI brings together financial and social cost savings analyses in what has been called the "blended value" – the financial and social return achieved by social enterprises (Javits, 2008). SROI has become a usual methodology for social ventures to analyse and communicate to donors and stakeholders the return on their support, and also to help organizations to improve their performance, and a wealth of guidelines and cases are available on the internet.



chapter 7
References



7.1. Publications

- Bason, C. (2010) Leading Public Sector Innovation: Co-creating for a better society, Bristol The Policy Press.
- Bason, C. (2010b) Co-creation is key to innovation in government, Ipsos MORI Understanding Society, Winter Edition. <http://www.ipsos-mori.com/researchpublications/publications/1396/Understanding-Society-Winter-2010.aspx>.
- Björkman, C. Leoussis, M. Papoutsakis, A. Ventura, L. Hadzilacos, R. (2014) Future of Government Smart Toolbox. Global Agenda Council on the Future of Government. World Economic Forum.
- Council of the European Union, 2011. The role of voluntary activities in social policy - Council Conclusions. 14552/11. Brussels, 3 October 2011.
- Crowley, L. (2011) Streets Ahead: what makes a city innovative? London, The Work Foundation, November.
- EU Commission (2008) Guide to Cost-Benefit Analysis of investment projects, Brussels, EU Commission.
- Gajda, O. and Mason, N. (2013) Crowdfunding for Impact in Europe and the USA, San Francisco, Toniic Institute & European Crowdfunding Network (ECN).
- GHK (2010) Volunteering in the European Union, Education, Audiovisual and Culture Executive Agency (EACEA), GHK, Brussels. <http://www.ivr.org.uk/ivr-volunteering-stats>.
- Hubert, A. (2010). Empowering People, Driving Change: Social Innovation in the European Union. Bureau of European Policy Advisors BEPA. Available online: http://ec.europa.eu/bepa/pdf/publications_pdf/social_innovation.pdf.
- Hubrich, D.K., Bund, E., Schmits, F, and Mildemberger, G. (2012) Comparative Case Study on the State of the Social Economy: A deliverable of the project “The theoretical, empirical and policy foundations for building social innovation in Europe” (TEPSIE), European Commission – 7th Framework Programme, Brussels.
- Institute for Volunteering Research (2010) Volunteering Stats. <http://www.ivr.org.uk/ivr-volunteering-stats>.
- International Labour Office (ILO) (2011) Manual on the measurement of volunteer work, Geneva, ILO.
- Javits, C.I. (2008) REDF’s Current Approach to SROI. Available at <http://redf.org/wordpress/wp-content/uploads/2013/10/REDFs-Current-Approach-to-SROI-Opinion-Paper-2008.pdf>.

- Maase, S. J. F. M., & Dorst, K. (2006). Co-creation: A way to reach sustainable social innovation. Proceedings of Perspectives on Radical Changes to Sustainable Consumption and Production, 20-21.
- McKinsey & Co. (2012) From Potential to Action: Bringing Social Impact Bonds to the US. Available at <http://mckinseysociety.com/social-impact-bonds/>.
- Mulgan, G. (2010) Measuring Social Value. Stanford Social Innovation Review, Summer, p 38-43.
- Mulgan, G. and Reeder, N. (2011) Social impact investment: the challenge and opportunity of social impact bonds. Young Foundation. Retrieved from <http://youngfoundation.org/wp-content/uploads/2012/10/Social-Impact-Investment-The-opportunity-and-challenge-of-Social-Impact-Bonds-March-2011.pdf>.
- Murray, R., Caulier-Grice, J. & Mulgan, G. (2010). Social Venturing. London: NESTA. Available online: http://www.youngfoundation.org/files/images/Social_Venturing_Full_PDF.pdf.
- Participle (2008) Beveridge 4.0. Retrieved from http://www.participle.net/images/uploads/Bev_4_final.pdf.
- Phillips, J.A., Deiglmeier, K., and D.T. Miller (2008) Stanford Social Innovation Review, 2, Vol. 6, Issue 4, p36.
- Pulford, L. Nordstokka, K., Friesen, C., Sigaloff, C., Moerbeek, K., and van Loon, L. (2011) Co-creation Guide: Realising Social Innovation Together, London, Social Innovation eXchange.
- Reeder, N, O'Sullivan, C., Friesen, C. and Bahl, V. (2012) Strengthening Social Innovation in Europe: Journey to effective assessment and metrics, Social Innovation Europe, Innovation Union, Competitiveness and Innovation Framework 2007-2013, European Commission DG Enterprise & Industry.
- Rivera León, L. Simmonds, P. Roman, L. (2012) Trends and Challenges in Public Sector Innovation in Europe Thematic Report 2012 under Specific Contract for the Integration of INNO Policy TrendChart with ERAWATCH (2011-2012). Technopolis Group. Funded by the EC.
- Rosted, J., Kjeldsen, C. and Napier, G. (2009), New Nature of Innovation. Study report to the OECD Committee for Industry, Innovation, and Entrepreneurship (CIIE), jointly funded by the Danish and Finnish governments. Copenhagen: FORA.
- Schwab Foundation for Social Entrepreneurship (2013) Breaking the Binary: Policy Guide to Scaling Social Innovation, Geneva, Schwab Foundation.
- Sinnergiak (2013) RESINDEX. Regional Social Innovation Index. A regional index to measure social innovation. Innobasque.

- Social Finance (2013) A Technical Guide to Developing Social Impact Bonds (SIB), London, Social Finance Ltd.
- Social Innovation Europe. Interview with Agnès Hubert: How has social innovation changed in Europe? March 2014. <https://webgate.ec.europa.eu/socialinnovationeurope/node/4674>.
- Thenint, H. (2010) Mini case 10: Innovation in the Public Sector, Global Review of Innovation Intelligence and Policy Studies, Inno Grips.
- UN General Assembly (2005). Report of the Secretary General: Follow-up to the implementation of the International Year of the Volunteers, document A/60/128. New York.
- UNIDO (1986) Guide to Practical Project Appraisal - Social Benefit-Cost Analysis in Developing Countries, Vienna, UNIDO.
- Voorberg, W.H., Bekkers, V. and Tummers, L.G. (2014) A systematic review of co-creation and co-production: Embarking on the social innovation journey, Public Management Review (online) <http://dx.doi.org/10.1080/14719037.2014.930505>.

7.2. Web sites

Social Innovation Europe. Interview with Agnès Hubert: How has social innovation changed in Europe? March 2014. <https://webgate.ec.europa.eu/socialinnovationeurope/node/4674>

<http://www.northampton.ac.uk/business-and-enterprise/enterprise>

<http://www.northampton.ac.uk/news/university-signs-partnership-with-the-young-foundation>

<http://youngfoundation.org/>

<http://ashokau.org/programs/changemaker-campus/the-university-of-northampton/>

<http://www.northampton.ac.uk/business-and-enterprise/business-support/social-venture-builder>

<http://www.northampton.ac.uk/business-and-enterprise/business-support/inspire2enterprise>

<http://www.northampton.ac.uk/about-us/services-and-facilities/the-enterprise-club>

<http://blogs.deusto.es/deustopush/sobre-deustopush/>

<http://proyectolunarandalucia.wordpress.com/about/>

<http://www.sinnergiak.org/>

<http://www.sinnergiak.org/index.php/category/proyectos/resindex-proyectos/>



<http://www.impactarts.co.uk/>
<http://hirikilabs.tabakalera.eu/>
<https://www.facebook.com/PatternsDanceCollective>
<http://www.voxliminis.co.uk/>
<http://www.iriss.org.uk/>
<http://www.themeltingpotedinburgh.org.uk/>
<http://www.innovationunit.org/>
<http://www.alifewewant.com/display/HOME/Home>
http://www.participile.net/about/our_mission
<http://www.crowdsourcing.org/editorial/2013cf-the-crowdfunding-industry-report/25107>
<http://www.crowdsourcing.org/>
<https://www.kickstarter.com>
<https://www.indiegogo.com>
<http://www.rockethub.com/>
<http://www.justgiving.com/>
<https://www.justgiving.com/yimby>
<http://www.kiva.org/>
<http://www.boomerang.dk/>
<https://www.sellaband.com/>
<https://www.abundancegeneration.com/>
<https://experiment.com/>
<http://www.petridish.org/>
<http://www.vorticex.org/>
http://data.gov.uk/sib_knowledge_box/
<http://www.bigsocietycapital.com/>

<http://www.goldmansachs.com/what-we-do/investing-and-lending/urban-investments/case-studies/social-impact-bonds.html>

<http://blog.la27eregion.fr/>

<http://www.impacthub.net/>

<http://www.growingsocialventures.org/>

Technologic Institute of Monterey – Social Incubators (in Spanish) <http://www.microempresas.itesm.mx/>

<http://wayra.org/unltd/>

The Social Incubator North: <http://socialincubatornorth.org.uk/>

<http://www.febea.org/>

<http://www.tepsie.eu/>

<http://www.socialinnovationexchange.org/content/metrics-show-what-works-and-what-deserves-be-grown>

<http://www.globalvaluexchange.org/>

<http://www.oecdbetterlifeindex.org/>

<http://www.oecdregionalwellbeing.org/>

For a summary of the history of social impact assessment, see McKinsey&Company Social Impact Assessment portal (<http://mckinseysociety.com/social-impact-assessment/>)

http://www.nmfs.noaa.gov/sfa/social_impact_guide.htm

The Social Audit Network: <http://www.socialauditnetwork.org.uk/>

<http://redf.org/>





chapter 8
Case studies



Cases	Reported by
Case 1. Sustain Dunbar	Glasgow Caledonian University (Scotland)
Case 1. Impact Arts	
Case 3. The Melting Pot	
Case 4. ReBoot	
Case 5. Going for Gold	Mid-West Regional Authority (Ireland)
Case 6. AK ILEN Boat project	
Case 7. Patterns Dance Collective	
Case 8. Spleodar	
Case 9. El Sistema	Ayuntamiento de Avilés (Spain)
Case 10. World Central Kitchen	
Case 11. Rushey Green Time Bank	
Case 12. Sandawe	
Case 13. Cybervolunteers	Cámara de Comercio de Sevilla (Spain)
Case 14. Guadalinfo	
Case 15. Proyecto Lunar	
Case 16. Puma	
Case 17. Jesuitak – San Ignacio	Fomento de San Sebastián (Spain)
Case 18. RadarISE	
Case 19. TXITA	
Case 20. VoxCívica	
Case 21. Arrebita	PRIMUS (Portugal)
Case 22. Horta a porta	
Case 23. Streets4all	
Case 24. Transformers	
Case 25. Fab Lab	CDAPP (France)
Case 26. A Digital Incubator – a digital workshop	
Case 27. Joint committee for the Social and Solidarity-based Economy	
Case 28. SCIC Business Incubator	

Glasgow Caledonian University: Scotland

Social innovation case 1: Sustaining Dunbar

Introduction

Sustaining Dunbar is a development trust and charity based in the small town of Dunbar in South East Scotland some 30km south of Edinburgh. The town has a population of around 10,000 and the electoral ward surrounding it includes the small villages of West Barns and East Linton and covers a radius of 10km. For centuries a small fishing port, the main industries in Dunbar are the Lafarge cement factory and Torness nuclear power station. The transformation in the industrial landscape has proved controversial and concentrated minds on the environmental impact of these two key employers.

The purpose of the trust is to provide a support network to members of the community looking to build a sustainable local economy. The principal aim of Sustaining Dunbar is to facilitate collaboration in the development of social innovations that help deliver a resilient low carbon community. Key activities include disseminating information about the benefits of sustainable living; practical demonstrations of good practices around sustainability; and devising and supporting projects that underpin the implementation of sustainability. Sustaining Dunbar is a member of the Development Trusts Association Scotland and is part of the transition movement which connects grassroots organisations across the world who are dedicated to working towards reducing carbon emissions. As part of the Development Trust Association the Sustaining Dunbar strategy has to align to the guiding principles of the organisation which includes seeking independent income rather than reliance on grant aid.

Analysis and discussion

Many of the activities undertaken by Sustaining Dunbar staff revolve around spreading the message about the benefits of sustainability as a means of extending stakeholder participation. As the initiative involves cultural change then a long term approach is necessary. This informs the aims and objectives outlined in the strategic plan to 2025.

Added value

The added value activities of the Sustaining Dunbar initiative emerge from the strategic plan for creating a sustainable local economy. The 'Local Resilience Action Plan' is designed to help increase the participation of the community in meeting the challenges of sustainability to the year 2025. The added value stems from the close participation of stakeholders, principally the local community in actively engaging in the sustainability practices and in discussions and events surrounding the dissemination of information on sustainability. The input of local people in the development plan was a crucial part of encouraging participation in sustainability practices. Sustaining Dunbar has offered assistance in the development of a number of projects focused upon sectors such as energy, food and transport.

An added value of the Sustaining Dunbar initiative is the clearly set out strategic plan. This acts as a guide to the systematic roll-out of activities, targets, verification and other key indicators of progress towards stated aims. The plan sets out the scope of activities and is underpinned by a clear mission and timeframe. This makes communicating the key aspects of the initiative to stakeholders more coherent, consistent and understandable –key factors in encouraging stakeholder engagement. Secondly, there is added value from providing stakeholders evidence of outcomes in a practical sense. That is, the demonstrations on how to save energy translate into lower utility bills– a tangible means of evidencing the potential of undertaking sustainable practices. In the case of energy savings it is possible to monetise the outcome and clearly demonstrate added value. Over a period of time the combined outcomes of the range of activities surrounding sustainability can be measured and data polled to map the impact of the initiative. This helps to further reinforce the benefits of participation and garners more support. Much depends on the skillsets of those involved in the projects and if they extend to evidencing and mapping outcomes and establishing impact. These have important value adding properties and contribute to the sustainability of the social innovation if managed correctly. To date there has been a visible and concerted effort by Sustaining Dunbar to record and audit activities for these purposes. For example, there is on-going data available on community outcomes, CO2 emission reductions, data around targets for community awareness, social and economic impacts and the progression of legacy issues. In the autumn of 2010 the organisation undertook a satisfaction survey which revealed positive results from a representative sample of owner/occupiers in the area. These provide evidence of the proactive approach being taken to transform information from research and monitoring surveys into actions that can extend the reach of initiatives and encourage greater participation.

Practical implications

The practical implications of the Sustaining Dunbar strategic plan derive from the many projects that the initiative has run. Each of the projects has outcomes that identify and help solve some pressing local social problems. These include:

BeGreen which offers advice to householders in the community that helps to improve knowledge and understanding on how to reduce energy bills, make homes more energy efficient, installation guidance for residential renewable energy technology and information on the availability of grants and assistance with the applications for these. BeGreen also operates an Energy Advice shop in Dunbar town centre.

Dunbar Community Bakery which is a community co-operative that aims to provide employment, training opportunities, a source of local food production and a contribution to the regeneration of the high street.

Dunbar Community Energy Company is a trading subsidiary of Sustaining Dunbar. The subsidiary was formed to investigate and develop renewable energy projects that will provide opportunities for future community investments. The community energy company has been pursuing planning permission for a community wind turbine in the area to be funded with the assistance of investments from the local community.



The support from Sustaining Dunbar has led to outcomes which include The BeGreen energy advice service estimating that they have saved households over £100,000 in energy bills and the Community Bakery creating 10 full-time equivalent jobs, six of which have been filled by candidates who were long-term unemployed.

Innovation enablers

One of the main tasks of the social innovators at Sustaining Dunbar is knowledge sharing around the understanding of the importance of sustainability, disseminating information of guidance and help to the local community; offering practical insights into best practice on a range of sustainability issues; and acting as a catalyst for mobilising change in attitudes and beliefs around sustainability issues. The knowledge sharing aspect of the social innovation can call upon a wealth of information already in the public domain but not always easily accessible to local people in a way that galvanises them into action. The role of staff at Sustaining Dunbar is a crucial one in acting as a conduit for communications between the community of expertise (practitioners, policymakers, academics etc) and the targeted local population. There is a huge array of information already available and much is driven by industry itself such as in housing, transport, energy and others. Local and central government have been active in delivering practical guides to sustainable living alongside specialist organisations such as Sustainable Communities Scotland. Sustaining Dunbar can access and use this knowledge as a means of enabling further innovations or adapt them to the context of the community they serve.

A key innovation enabler for Sustaining Dunbar is the increasing understanding of the culture, beliefs and attitudes of the local community to sustainable living. The organisation has highlighted some resistance to engagement and participation as reflected in the results of the Energy Audit Service initiative. Of a target of 1000 households only 400 took part. These were comprised mostly of either 'fuel poor' households or those households with an advanced understanding of sustainable living practices. The challenge for the organisation is to reach the 'hard-to-reach' middle ground. Among the raft of innovative measures taken to tackle this is the adoption of a friendly peer-to-peer approach to spreading the message about sustainable living and the benefits that can accrue from it. Thus, the understanding of what parts of the target demographic need a more innovative approach to achieving engagement acts as an innovation enabler itself.

Sustainability

The sustainability of the social innovation is highly dependent on local community engagement in the concept of sustainability. Much of the activities around Sustaining Dunbar are targeted towards communicating with the local population to advise, guide and explain the benefits of sustainable lifestyles. The savings in energy bills provide empirical evidence of the benefits of engaging in sustainable practices. The response has been largely positive but there are some challenges to be met. For example, there is no overwhelming consensus that the

acquisition of a wind turbine in the near geographical area would be wholly welcomed. Also, the fundamental aim of the initiative is to change behaviours and culture. This is traditionally a long term aim (hence the target date of 2025) and involves subtle forms of communication, demonstrations of key benefits, and commitment from a wide range of stakeholders.

Sustainability of the social innovation is also dependent on funding. The link with the Development Trust Association Scotland means that the strategic aim for generating funding lies in exploiting the use of assets or engaging in enterprise activities. The acquisition of the wind turbine therefore becomes a necessity rather than an aspiration as it will be used to generate not just electricity but a source of income for the organisation that will help cover costs. In keeping with the status of Sustaining Dunbar any surpluses will be reinvested into the organisation. One of the guiding principles behind the Development Trust status is that there is less dependence on grant aid and more on accessing income from enterprise initiatives. This limits the scope of income sources and focuses attention on the need to be self-funded, which places a greater risk burden on the sustainability of the initiative.

Conclusion

Sustaining Dunbar is one of a number of social innovations around Scotland that engages the local community in sustainable living practices. It is clear from the case investigation that staff and volunteers at the organisation underestimated the task of getting local people engaged in the concept and this has informed their strategy going forward. Key is the innovative means by which the message is communicated to locals and the subtle ways in which they can influence cultural change without alienating the core stakeholder group. Some progress has been made in this regard and the metrics associated with the various projects and activities undertaken mainly show a positive response. There is scope for learning from other social innovators in how to reach out to communities in different ways to garner support. The knowledge sharing between the social innovation community has yet to be fully explored but is an issue that is being addressed as part of the on-going strategy. The organisation is also committed to raising finance themselves through a number of income generating schemes including the application to erect a wind turbine to generate electricity. The main challenge facing Sustaining Dunbar is to achieve higher levels of public engagement from those who are classified as 'hard-to-reach'. Further innovative approaches in communications are key to achieving this.



Social innovation case 2: Impact Arts

Introduction

The social enterprise Impact Arts was established in 1994 with the aim of being a catalyst for making a positive impact on people's lives through arts, crafts, music, drama, dance and the creative use of technology. Impact Arts is a charitable company governed by a board of trustees. It has developed into a sustainable social enterprise through securing a mix of commercial commissions and publicly funded arts projects and programmes. The enterprise has 42 staff members and some 60 freelance workers contributing to the running of offices in Glasgow, Edinburgh and Irvine in Ayrshire.

In 2001 a charity was set up as a spin-off venture although it did not become fully operational until 2003 - this was designed to incubate and deliver new projects that fitted with Impact Arts social purpose and to enable access to contracts and funding not usually directly available to private businesses; and in 2003 the commercial operations of Impact Arts (until then a sole trader) were transferred into a new corporate entity (a share limited company) - this was designed to give two other staff central to its success a financial stake in the company and to create a sustainable management structure for the growing business. The structure reportedly provided the freedom and flexibility required for a social enterprise and was a way of reconciling its often competing social and financial objectives. In this unconventional structure, the commercial company provided key support functions to the charity for a management fee, enabling the charity to deliver public good efficiently and the company to pursue its commercial goals.

The purpose of the initiative is to tap into the creative capabilities of citizens and help to harness that creativity for adding to social value. Active engagement in the arts can help to tackle psychological problems such as low self-worth, low self-esteem, depression as well as wider social issues such as social alienation, unemployment and community cohesion. Impact Arts is particularly focused on youth arts, employability and regeneration throughout its target area of the central belt of Scotland although there are activities that extend throughout the whole country and into the north of England. The key social groups that Impact Arts target for engagement and participation is youth, older people and communities.

Impact Arts has experienced a period of incremental then accelerating financial growth, with turnover across its operations having increased from around £45K during 1995 to more than £1.8m in 2009 (generating an operating surplus of over £300K). This period of substantial financial growth, culminated in 2009 with a seven-year, £4.1m investment from the Inspiring Scotland Fund. In the intervening period Impact Arts have sought and secured funding from numerous sources including crowd funding. Crowdfunding enables organisations with an idea to ask the general public for the funding they need to set up or expand. The organisation sets a target for the money it wants to raise and explains how it will use the cash. People can then make pledges for small amounts of money in return for a reward. In October 2013 Impact Arts supported the Young Gallery in its efforts to raise funds through this channel.

The Young Gallery allows children to showcase their artistic endeavours and aims to raise £15,000 to work with children in the East End of Glasgow.

Analysis and discussion

Impact Arts is one of several social enterprises in Scotland that uses the arts as a means of tackling social problems. However, the organisation has some distinct advantages such as longevity in the sector; a reputation for delivering social value; higher brand awareness; an extensive network of support partners; an ability to source a wide range of funding; and high participation rates by citizens.

Added value

The core business of Impact Arts is arts management company with a commitment to deliver value by creating opportunities for freelance artists, using arts to support community work, and delivering quality projects to commissioners/funders. The enterprise also creates economic value by charging a management fee to design and manage arts-based programmes and contracts.

The success of Impact Arts can be attributed to a number of key value adding factors: such as the range of quality services offered including art, drama, design, dance etc; the reputational capital benefits that have stemmed from a track record for delivering quality; the range of partnerships that deliver a broad range of supporting skills experience and knowledge; and the ability to scale up the enterprise and build the capacity to take on larger projects and respond to growing demand.

The case of the introduction of the Craft Café illustrates some of the real social values linked to an initiative by Impact Arts. Craft Café was designed as a pilot programme from Impact Arts that seeks to reduce the isolation and loneliness experienced by older people, to enable them to make positive lifestyle changes associated with ageing and, ultimately, to bring about a better quality of life. The Craft Café was conceived by Impact Arts as a safe, social and creative environment where older people can learn new skills, renew social networks, and reconnect with their communities. A number of benefits have been evident as a direct result of the initiative. These include:

- participants feel stimulated and inspired, leading to a sense of self-worth and fulfilment
- participants make new friends, form better and stronger relationships, and are therefore less lonely;
- participants' regular attendance brings mental stimulation, a more positive outlook, and reduced levels of anxiety and depression;
- over time participants become more confident, more independent, more active in their community, leading to a better quality of life;



- participants start to take more regular and more vigorous exercise as a result of attending;
- participants take greater notice of their health and reduce harmful behaviours.

Practical implications

There are numerous practical implications relating to the activities of Impact Arts. The Young Gallery has been open for the last 18 months and in that time Impact Arts' tutor Liz Shepherd has worked with 376 children living in an area undergoing wide scale regeneration. The Young Gallery has hosted 17 inspiring exhibitions that have given around 1500 local people an inclusive experience of the arts in a community setting. Impact Arts is now recognised as a leading community arts company in Scotland. Over time it has developed a range of high-profile flagship programmes including Creative Pathways, Fab Pad, Gallery 37, and Home (Furniture). It has delivered projects to local authority areas and organised thousands of workshops, exhibitions, and performances.

Innovation enablers

The key innovation enabler at Impact Arts is the drive, enthusiasm and entrepreneurial acumen of the staff, directors and partners that comprise the organisation's management. The risk taking attitude and culture that defines the management style has been a major catalyst for extending the reach of the organisation and delivering returns that were previously absent in the creative arts sector in Scotland. Impact Arts is a social enterprise with a strong entrepreneurial ethos that has helped to deliver a strong product and brand presence in the arts sector. This in turn has delivered value to funders and supporters and has been evidenced in successive Social Return on Investment surveys that demonstrate impact. This has been crucial in enabling staff to extend the innovative approach to bringing arts to the communities they serve, increasing participation rates and delivering social value.

Innovation enablers can be identified as the ability of staff to continually think creatively about new ways of meeting the needs to the communities and the partners and stakeholders. The carefully chosen network relationships underpin much of the attitudes and culture around social entrepreneurship that surrounds the organisation. That is, the partners and stakeholders share the values and beliefs of staff at Impact Arts and work collaboratively for mutual benefit. The knowledge sharing and creativity generated by those relationships acts as a driver of innovation and includes inputs from artists, social entrepreneurs, academics, business managers, business support agencies and others. Among the important partner expertise that impact Arts can access is the change management support and knowledge of managing social enterprise growth from community enterprise support organisation CEiS; business advice from Scottish Enterprise; and continuing guidance and advice from performance advisors Inspiring Scotland.

Of particular value is the input from artists for creative value and the business acumen of entrepreneurs who ensure a product-driven approach to developing and selling new initiatives. The flat organisational structure also enables the free expression of ideas and the

sharing of creative inputs derived from a culture characterised by change and innovation. Thus, a key enabler of innovation is the openness to new ideas and business practices from all sectors including public, private, third sector and social enterprises.

Sustainability

Impact Arts holds a growing portfolio of property assets, including its main premises and four shop units in Glasgow. In developing a strong brand and range of trademarked programmes, Impact Arts holds a variety of intellectual assets which it is actively exploiting,

Of critical importance to the sustainability of Impact Arts is the value that stakeholders place on the use of the arts as a tool for regeneration and finding creative ways to finance this work. There is a constant need to effectively 'sell' the concept by communicating the benefits of the arts as a tool for social change and demonstrating the social value of the local outcomes, especially in youth employability and regeneration. Sustainability is also reliant on creating market demand which involves informing potential clients of the opportunities that can be accessed; the design of customised projects and programmes to meet the needs of clients; and matching proposals to funding of clients. Finally, sustainability relies on building a track record of delivery of high quality outcomes that exceeds the expectations of clients. Here, a keen understanding of what clients need is key and the business approach of Impact Arts helps to transform abstract ideas into a viable product that meets the needs of clients. Much depends on the effectiveness with which staff at Impact Arts can continue to work with partners to deliver added value across a range of different client needs.

The sustainability of Impact Arts is helped by ever increasing pressures on the traditional means of supporting arts in Scotland. Budgets for funding arts in Scotland are determined by the Scottish Government and managed and disbursed by Creative Scotland. As part of general austerity measures characterised by reduced budgets for public services, the arts have been subjected to year on year real terms reductions in funding in recent years.

Conclusions

Impact Arts is well positioned to deliver many of the services that are no longer the preserve of public bodies. The challenge is to ensure that those services can be delivered with quality, timeliness and at a cost that is within the budget thresholds of clients. The entrepreneurial acumen of staff at Impact Arts and the partners has ensured that the venture has been able to deliver on this and that the reputational capital accrued has enabled growth and sustainability. Nevertheless, the organisation faces some stiff challenges in a changing environment. Funding pressures are ever present and requires new and innovative ways of sourcing finance. There is also pressure to deliver innovative solutions to social problems using the arts as a catalyst for creating social value. This not only has to be effective, but must also be monitored, recorded, monetised and analysed for future learning and support of strategic aims.



Impact Arts has demonstrated an ability to deliver added value services and source funding that has contributed to growth and helped continued learning and innovation in the quest to deliver solutions to social problems using the arts. The venture has a clear strategy going forward that features scaling up of the business; exploring opportunities for creating new social enterprises; franchising of existing services; acquiring new businesses and improving infrastructure. Importantly, the venture has committed investment funds in the development of new ideas that will form the basis of large-scale programmes of the future that will cover the whole of Scotland rather than the narrow geographical region of the central belt.

Social innovation case 3: The Melting Pot

Introduction

The Melting Pot is an Edinburgh-based, not-for-profit social enterprise that aims to stimulate and support social innovation by providing help and support for social innovators. In particular, the organisation provides spaces and services that enable individuals and other organisations to work, connect, learn, meet and hold events. The enterprise offers support to social innovators at different stages of development. The vision of The Melting Pot was created by founding director, Claire Carpenter, and implemented by a wide range of people over many years. The social enterprise began trading in October 2007, and after a period of development work the focus turned to creating solutions to some pressing social needs. The Melting Pot concept was to create an independent, low-carbon, financially self-sufficient resource base –a melting pot– to bring together talented people to contribute to the achievement of the vision.

The venture benefited from securing premises in the central business district of Edinburgh – ‘Thorn House’, which was fitted out largely through volunteer input. Since 2007 The Melting Pot has supported hundreds of Members (both individuals and whole organisations) and hosted well over a thousand events and meetings, involving tens of thousands of people. The Melting Pot currently has more than 150 members using the workspace and network predominantly, but not exclusively, from the Edinburgh, Lothian and Fife region. It forms a dynamic, diverse and supportive community for the purposes of social change.

The funding of The Melting Pot has been through various channels including partners, headline sponsors and donations. The enterprise has also engaged in crowdfunding to attract investment from those with either a vested interest in supporting social innovation or supporters of the social value concept. The enterprise has been innovative in extending the means by which they attract funding including the exchange of experiences (such as cocktail mixing with an expert bartender) for small fees.

Analysis and discussion

The key challenge facing The Melting Pot staff is their ability to respond personally, professionally and collectively to the many ecological-social-economic problems that are constantly being created. Change is an important management skill and relies on creative, industrious and imaginative efforts of staff. Key skills and attributes required to bring this vision to reality includes effective networking skills, the ability to communicate the essence of social innovation to diverse stakeholders, and to implement change actions in a meaningful and added value manner. Effective communications and marketing skills ensure that awareness of the venture is maintained throughout the social innovation community.



Added value

In order to stimulate social innovation, there are a variety of services and resources offered by The Melting Pot. The core services include:

- Co-working and Hot-Desk Space which involves a range of workspace options depending upon the needs of the organisation in alignment with its stage of development.
- Meeting and Event Space which offers social innovators the ability to host professional meetings and events with a range of support services, on a flexible basis.
- Peer Network which enables social innovators to network online and offline to share their experiences, exchange information on opportunities, and build links across sectors.
- Consultancy is another dimension of the work of The Melting Pot which includes tailored advice to social innovations, taster sessions, open days and public events.
- Social Innovation Incubator Award which is an annual competition, inaugurated in 2012, offering a range of resources over a twelve month period, to ten social innovations under three years old, including: work and meeting room space; IT facilities; a registered business address; funding advice as well as training and mentoring opportunities.

The activities outlined are aimed at social innovation providers. The added value resides in the accumulation of knowledge that enhances the skills, attributes, experience and competencies that are then transferred to the application of social innovations in the target communities and regions.

Practical implications

The objective underpinning the establishment of The Melting Pot 'was to create a self-sustaining resource base for the sector by the sector - a non-profit distributing social enterprise' (www.themeltingpotedinburgh.org). The Melting Pot also aims to stimulate social innovation in Scotland through the nurturing of a community of innovators. In 2013 The Melting Pot has over 140 social innovators utilising their services on a membership basis and has played host to a series of meetings and events focused on developing the social innovation community in Scotland.

The Melting Pot's Social Innovation Incubator Award offers up to 10 social innovators the opportunity to take their organisation forward through a facilitated annual programme of support services over a 12 month period. This currently includes workspace accommodation for up to 50 hours per month along with meeting room access. The facility gives social innovators a business address, access to information technology and communications (ICT's), use of laptop computers and storage space. Crucially, there is access to training, learning and mentoring services. The Melting Pot has negotiated partnerships with a number of organisations that can deliver the support services, and training and learning programmes including:

Stanley Wynd Accountants: Finance and record keeping; Social Enterprise Academy: Personal coaching and action learning; MacRoberts LLP: Legal learning workshops; Firstport: Business development support, evaluation and mentoring sessions; Noble Ox Marketing: Branding and marketing strategies; Animate: Organisational development; Community Enterprise: Light touch mentoring; Big Lottery Scotland: Funding advice and workshops.

Innovation enablers

The facilities and services provided through The Melting Pot and partner organisations take the initial ideas generated by social innovators and develop them into value adding social inputs into the communities or regions in which they serve. The innovation enablers include the space for developing ideas, experimentation, business support access and networking and knowledge sharing spaces. Essentially, The Melting Pot provides the support mechanisms that enhance the prospects of developing ideas and proposals from first principles (identifying the social need and possible solutions) to actually delivering the social innovation and creating a positive social impact on communities and regions. The key innovation enabler is the insight and understanding of social needs by the social innovators themselves. Here, the relationship between the social innovators and the communities they intend to serve forms the basis for understanding the social needs and how to serve them through social innovation. Thus, The Melting Pot provides the space and business resources for social innovators to deliver on that challenge.

The other key innovation enabler of The Melting Pot is the drive, vision and dedication of the staff who provide not only the administrative process support for enabling social innovators to access the services needed, but also the psychological and emotional support required to manage risk, deal with the pressures of business, and turn a vision into reality. The networking and knowledge-sharing between stakeholders in the social enterprise community are vital assets driving social innovation and requires nurturing and support. Although much of the benefits of these activities derive organically from free-flowing interpersonal relationships, there is a long-term perspective to managing these as enablers of social innovation. Often they are developed in a systematic and strategic manner. For example, effective networking and knowledge-sharing are features of many of the organised events that provide the context and space for the generation of ideas, reflection on past practice and the sharing of important insights into the process of social innovation and stakeholder engagement. A systematic approach to building these into the calendar of activities at The Melting Pot provides an important means of exploiting the benefits of networking and knowledge-sharing that can take place in-house or by using the facilities of key partners or other stakeholders.

Sustainability

There are three key factors that determine the sustainability of The Melting Pot as a support facility for social innovators. These are finance, demand, and the ability to continue to adapt the model and add further to the services offered social innovators. Most social enterprises



are reliant on external sources of funding such as donations from supporters, local or central government, public and private sector partnerships, crowdfunding, sponsors and so on. Some partners, such as Glasgow Caledonian University, provide services free as a means of demonstrating support. It is not sustainable to rely on one source of funding over a long period of time and, therefore, much of the time and effort taken up in running an enterprise such as The Melting Pot is dedicated to securing future funding to maintain the current level of support and developing new forms of support. The networking skills of Director Claire Carpenter has been used to good effect in securing a relatively large number of volunteer staff which has ameliorated the financial pressures to an extent. However, there is no guarantee that the level of voluntary support is in itself sustainable and, therefore, the long-term financial security of the enterprise depends on accessing funds from a range of different sources.

The application of the social enterprise business model at The Melting Pot means that there is no requirement for staff to have direct contact and engagement with the communities to which the social innovations are designed to help. Rather, the role of the enterprise is to provide services to social innovators to help them to deliver well-targeted, efficient and valuable social solutions to social problems. Consequently, any on-going demand for such services is dependent on how effective those social innovators are at delivering social value and how that is received and valued by stakeholders. The greater the social value the more demand will be generated for social innovation, and by implication the demand for the services provided by The Melting Pot will rise as other social innovators tap into not just the facilities and business space provided, but also the knowledge and network benefits from other social innovators. In this sense there is an element of the 'market' for social value driving the sustainability of the business model of The Melting Pot and this will, in turn, have an effect on the attractiveness of it as a locus for funding from different sources.

A third, and crucial, means of ensuring sustainability is for The Melting Pot to continue to deliver new, innovative means of serving their members and clients. The enterprise has a history of innovative ways of bringing added value services to their members and clients (links to key professional bodies and practitioners, networking events, improvements in facilities etc) as well as seeking new means of funding and support. To sustain the model depends on how well the enterprise is able to continue to innovate in service delivery in ways that attract new members and clients and help existing ones to add to their portfolio of skills and attributes.

Conclusions

The Melting Pot has been one of the most high profile and successful social enterprises in Scotland in recent years delivering high quality business support, mentoring and networking opportunities for a wide range of social innovators. The concept is that of a support organisation for social innovation and much of their growth has been derived from the value that social innovators perceive from the facilities and services provided both in-house

and from partners. The ability of the enterprise to develop effective working relationships with partners who can deliver bespoke training and learning opportunities, or advice and guidance, is key to the on-going interest from social innovators. The growth in the number of social innovators seeking access to The Melting Pot services is an indicator of not only the practical returns that the services provide but also the new and innovative ways the services are provided. In many ways the level of activity and growth of the The Melting Pot concept acts as a barometer of the climate surrounding social innovation development in Scotland. Two main challenges will determine the future prospects of the enterprise – one internal and supply driven and other external and demand driven. Firstly, the enterprise needs to continue to innovate in the types of support required by social innovators. The supply of the service will be determined by close working relationships with social innovators and building on the understanding of what social innovators need to succeed. Secondly, the social innovators need to be successful in delivering solutions to communities and regions to stimulate further demand for such services. The Melting Pot is well positioned to deliver on the first of these and to contribute significantly to helping social innovators meet their own challenges.



Social innovation case 4: ReBoot

Introduction

ReBOOT is a social enterprise and registered charity that focuses on re-using and recycling information technology (IT) hardware and software with the aim of reducing waste and protecting the environment. Alongside this objective is their commitment to supporting the local community by offering opportunities to volunteer, train and gain support in finding employment. Another dimension to ReBOOT is that they offer affordable access to IT and related services to households in the Highland region. The social enterprise is based in Forres in Morayshire which is located in the far North East of Scotland where there is a relatively low and dispersed population.

The key activities undertaken by ReBOOT are volunteering, household and business recycling. Volunteering has played a crucial role in the success of ReBOOT across all areas from the board of directors to the staff carrying out the refurbishment and recycling work. Volunteers have not only been given the opportunity to develop new skills and experiences but have also gained industry qualifications and certification such as Comptia A+ and Portable Appliance Testing. Household recycling provides a service offered free of charge to homes looking to dispose of their IT equipment in an environmentally friendly way. Business recycling is a service provided by ReBOOT to enable the disposing of IT waste in an environmentally friendly and affordable manner as well as helping businesses meet obligations they may have under the EU Waste Electrical and Electronic Equipment (WEEE) directive.

Reboot offer recycling free of charge to households. Other services have a fee attached but this is to cover costs of labour, overheads and transport. Clients can input their requirements and get an estimate of the fee. The venture is a not-for-profit social enterprise with charity status. All income generated is channelled into maintaining existing services and growing the enterprise.

Analysis and discussion

The highly visible aspect of the social innovation makes community engagement easier to realise. That is, the ease with which citizens can grasp the added value encourages participation rates. ReBoot have been able to demonstrate the value of the social innovation in a meaningful way that encourages community participation.

Added value

A key activity of ReBOOT is the sale of refurbished IT equipment, as well as the provision of IT support, IT repair, PAT testing and data sanitisation. The revenue generated from these activities has contributed to the self-sustainability of the organisation. The social enterprise

has been proactive in seeking suitable partners to effect growth and improve services. For example, the Highland Partnership involves a partnership with Fujitsu Services aimed at refreshing the Highland Council's computer equipment for the benefit of the Highland community. The council's old hardware is renewed and distributed to clubs and organisations across the region. Much of the added value of the social enterprise derives from knowing exactly what the social problem is and aiming resources at resolving it. In particular, the issue of closing the digital divide is a key motivator of staff and volunteers at ReBoot whereby access to IT equipment provides the basis for extending participation in internet-based activities such as education, entertainment, access to public services and so on. Another area of concern is the environmental impact of IT-related hardware. The solutions to the problem of IT waste are relatively well understood in the sense that a free market in supply characterised by high levels of innovation leave a trail of redundant, unwanted or obsolete equipment. The equipment needs to be restored, recycled or disposed of in a manner that preserves the environment and serves a social purpose by giving previously marginalised users access to IT.

A further added value of the social innovation provided by ReBoot is the participatory and interactive characteristic of the social innovation that involves the wider community. The community are an integral part of the process both in terms of providers and beneficiaries of IT equipment to be restored, recycled or made safe. In some instances the added value is tangible and direct (receiving a revamped computer ready for use) and in others it is intangible (positive externalities linked to enhanced environmental protection). The close relationship between the social innovation and the community in solving a social problem helps ReBoot to realise the potential of the venture.

The scalability of the social innovation means that the added value to communities and the region can be spread more widely. The partnership with Fujitsu and Highland council is an example of how a small social enterprise can tap into the corporate know-how and governmental resilience to take the concept to a higher level of delivery across a region. Well targeted partnerships help the social innovators scale up the enterprise to meet identified social needs in a coordinated and robust manner. The ReBoot partnerships have allowed the social enterprise to diffuse the social innovation in a structured and controlled manner that boosts the confidence in users of the service, adds credibility to the design, and enhances the promotion of the social innovation.

Another added value of the implementation of the social innovation is the effect it has had on attitudes towards the key issues of environmental protection, sustainability and waste management. Although no measures have been taken to determine the exact impact that ReBoot has had on shaping new attitudes and values linked to these issues, it is clear that the contribution they have made to increasing awareness of IT-related waste and the need for careful environmental protection around IT equipment has an added value for the wider community. The increasing demand for ReBoot services is an indicator of the social impact that their innovation has on influencing behaviours towards IT related environmental issues.



Practical implications

The work of ReBOOT has also been guided by EU initiatives to reduce waste such as the Waste Electrical and Electronic Equipment (WEEE) directive in which the safe disposal of IT waste falls upon retailers and producers. In addition to this ReBOOT has been registered with the Scottish Environmental Protection Agency (SEPA) as an authorised treatment facility.

The core activity of ReBoot is the recycling of computer equipment including laptops, printers, docking stations etc. The social innovation centres on providing new and sustainable means of disposing of redundant IT equipment in a manner that is both environmentally safe, but also within legal requirements. All components are either re-used or recycled with much of the computer hardware re-distributed for use by the Highland community. Since their inception in 1997 by the Moray Voluntary Service Organisation, ReBOOT has offered members of their community opportunities to volunteer, develop new skills and a place to build friendships. The social enterprise has also provided employment opportunities through programmes such as the Future Jobs Fund.

A practical implication of the work of ReBoot is the ability to measure outcomes. The social enterprise can keep a record of what IT equipment is being put through their restorative processes, where it is redistributed, and the characteristics of the beneficiaries. These have the potential for mapping and measuring the outcome of their efforts that can enhance its profile, help with funding applications, increase credibility among stakeholders, and improve the reputation of the social enterprise. Measuring outcomes is important evidence of how much the social enterprise is contributing a social value and to solving social problems. The nature of the ReBoot social innovation lends itself to measurement which can help to establish the level of impact the social enterprise has on tackling the social problem. However, this aspect of the social enterprise has not yet been well developed or exploited and constitutes a key strategic opportunity yet to be addressed.

Innovation enablers

The main innovation enabler for ReBoot are the volunteer staff who contribute enthusiasm and dedication to the venture and can deliver new means of solving the problem of obsolete or redundant IT hardware and its effect on the environment. The social innovation also extends to bridging the digital divide by ensuring that a greater number of people who were previously marginalised in the digital economy are given access to computers and other equipment. The staff at ReBoot provide the volunteers with hands-on practical skills and knowledge so that they are equipped to work on computer building, fault finding and a range of office skills such as warehousing, stock management and teamwork. There are opportunities for volunteers to gain certification such as the Portable Appliance Testing (PAT) certificate or CompaticA+ qualifications. These opportunities create the skills necessary to enable innovation in solving the social and environmental problems associated with IT and computers.

In the early stages of development, the ReBoot concept itself was an innovation enabler as users of the service became quickly and closely involved. This helped Reboot to learn from the experience of delivering the service and feedback from users and supporters helped to shape the way the social innovation was rolled out and delivered. The more that users and supporters engaged with the social innovation the more the staff and volunteers at ReBoot increased their capacity to learn and enhance the added value of the service. The concept and idea quickly transformed into an early iteration of the social innovation that involved delivering the service. Simultaneously, a learning process was taking place as staff and volunteers shared their experiences and feedback from users and beneficiaries. This learning enabled further ideas generation and new ways of delivering the service. The learning process is an integral part of this loop leading from ideas generation to new, refined and improved ways applying the social innovation.

Sustainability

A major sustainability driver for ReBoot is the extent to which redundant or obsolete IT equipment has proliferated in recent years and continues to do so. The disposal of such equipment has become a major environmental issue. ReBoot aim to provide a social innovation that addresses this problem in their region of the Highlands. The innovation aligns to two major EU directives – RoHS (Restriction of Hazardous Substances Directive) and the WEEE (Waste Electrical and Electronic Equipment Directive). The RoHS limits the level of chemicals in the production of IT equipment and other devices. The WEEE focuses on the safe disposal of IT waste including hardware. Consequently, ReBoot has become an important social enterprise providing innovative solutions for the Highland area business and household IT waste strategy. This public policy link places the social enterprise on a more secure footing as the aims of ReBoot align with those of key decision makers at local government level. There is financial sustainability for ReBoot too as the social enterprise does not rely on grant funding but can generate its own income through service delivery that covers costs and finances growth potential. Finally, as has been noted, the opportunity for scaling up the social enterprise exists as demand for services extends across the region and the benefits of what ReBoot has to offer become more widely known.

Conclusions

The ReBoot social innovation is an example of a robust model that is capable of widespread stakeholder support, measurable, scalable and has social impact in an area of environmental protection that is well understood and valued. There are both tangible and intangible rewards from the activities undertaken by staff and volunteers that have attracted important partners that have allowed the social enterprise to grow since being established in the mid 1990's. The experience and learning of key personnel has been pivotal in promoting the social innovation to key stakeholders, most notably the public in the region of Morayshire. A structured approach to strategy of diffusing the social innovation has allowed the enterprise



to grow at a pace that aligns with demand for services. As the ReBoot 'brand' and concept became more widely known and appreciated the growth potential was realised through expansion of services and the increase in the number of volunteers delivering the service. The added value of the social innovation extended to the learning of new skills and knowledge by volunteers and providing opportunities for people out of formal employment to re-engage with the working environment whilst learning new skills. ReBoot is an example of a social innovation that strikes a resonance with citizens in an era when issues of environmental protection, sustainability and waste management have become increasingly prescient in the public life.

Mid-West Regional Authority: Ireland

Social innovation case 1: Going for Gold

Introduction

Going for Gold is an initiative run by Limerick City Council's Environment department on an annual basis. Going for Gold is a relatively new scheme that involves working with Residents associations in Limerick City. Going for Gold is a competition that ties in to the Environment Departments Environment Improvement Initiative Grants.

The Environment Improvement Initiative Grant is an annual funding stream available to community groups/residents associations in the city to apply for funding to improve the environment in which they live. Typically, funding is received to carry out activities such as grass-cutting, estate tidy ups, signage, flower/tree planting etc. Typical amounts of money received by the groups are normally €1,000 up to €10,000.

There is also a national competition in Ireland called the Tidy Towns Competition. The Tidy Towns competition has traditionally been entered by towns and villages throughout the country. The idea behind Tidy Towns is that the work is done on a voluntary basis, so the Local Authority may assist the groups, but the majority of the work is done by the volunteers who live in the area. The marks the area receives in the Tidy Town competition are given back to the group, along with suggestions on how they can improve on the result.

Going for Gold brings together the two above schemes in Limerick City. Limerick City Council undertook a programme to encourage City residents to enter the National Tidy Towns competition. Each group that applies for the Environment Improvement Initiative Grant; is eligible to apply for the Going for Gold competition. There are four categories for the Going for Gold competition, which I will go into more detail below. The big draw for groups to enter the Going for Gold competition is the prize fund available. The first prize is €15,000 and this can go a long way to achieving a goal that a community group may have to improve their locality

Analysis and discussion

The main idea of the Going for Gold competition is to encourage residents to go the extra mile to improve their communities. The City Council want to give ownership back to the residents as studies have found that if the residents work on the area competing tidy ups or flower planting, they will ensure the area stays clean and tidy.

Category One (Tidy Towns competition)

Groups who enter the National Tidy Towns competition are eligible for Category One. Firstly, the entrants are separated into 4 or 5 groups based on the number of entrants to



the competition and the number of residents or size of the estate. Text voting takes place (each group of groups has one week for voting), and the local radio station and newspaper advertise the event to encourage more voting (hopefully from people who do not live in the area!). Each week, one group will get through to the final, based purely on the text voting. When the text voting has ceased, the judges (panel from local press, local authority and competition funders); will pick a Wildcard finalist from EVERY group that took part in the text voting earlier in the competition. The Wildcard is an important component of the competition, as it ensures transparency. When the National Tidy Towns competition is adjudicated, the scores are taken into consideration by the judges, (however the highest scoring group will not necessarily win the competition). The winner is kept secret until the awards ceremony, which normally takes place in the days after the National Tidy Towns competition have been announced.

The prize fund is as follows:

- €15,000
- €10,000
- €6,000
- €4,000
- €3,000
- €3,000

Remaining finalists receive €1,500.

Category Two (Community Challenge)

Groups that have applied for the Environment Improvement Initiative Grant, but not the National Tidy Towns competition are eligible for Category Two of the Going for Gold competition. These groups must fill in an application form and tell the City Council how they have improved their area, or plan to improve their area if they get funding through voluntary work. Improvements in the area are monitored, and staffs from the Cleansing Department and Parks Department are consulted to ascertain if improvements have been achieved. The winners of the Community Challenge are also announced along with the Tidy Towns category on the awards ceremony day.

The prize fund for the Community Challenge is as follows:

- €3,000
- €1,500
- €1,000
- €500 x 5

Category Three (Individual Merit Award)

The individual merit award, as the title suggests is awarded to an individual (adult or child), who is making a commitment to keeping their community a cleaner and brighter place to live. The individual merit award was first introduced in 2011, and was introduced as it was recognised that there were people out there in their communities working tirelessly to achieve an improvement in their areas. Sometimes, these people were working alone so the award is giving them the recognition they deserve and hopefully will encourage more people to get involved. The sense of community spirit will hopefully increase as these individuals sense of pride will increase and they will continue with their work to improve their communities.

The prizes for the individual merit award are a gold medal presented in a special presentation box. Normally 5 or 6 individual merit awards are presented, (depending on number of applications).

Category Four (Garden Competition)

There is also a Garden competition included in the Going for Gold competition. The funding for the prizes given to the winners of this competition comes from a different source, which is currently a local Shopping centre. City Residents send in up to three photographs (so camera skills may be of benefit!) and the entrants are short-listed, and then the judges visit all of the short-listed gardens.

The prizes for the Garden Competition are:

- 1st prize: €500 Shopping voucher.
- 2nd prize: €300 shopping voucher.
- 3rd prize: €200 shopping voucher.

Sector

Going for Gold is an example of Social Innovation in the Community, encouraged by the Local Authority. Initially, there was some scepticism about the scheme, but through persistent follow up, slowly groups started to enter the competition, and the number increase year on year. The competition element of the scheme makes residents care more about their locality. It encourages people to go out and tidy up and improve their estate/road/neighbourhood. Human nature means that you want to improve every year and “beat” your neighbour or competitor! This means that each year the City Council see more entrants to the competition. The prize fund certainly encourages this involvement also. The groups that win the prize money have the freedom to spend the money however they wish (however the City Council will review how the money was spent the following year to ensure it is put back into the community).



Region

The competition is open to all areas of Limerick city and environs. The only requirement is that the group have an official Residents Association in place. The competition has opened up the concept of Tidy Towns and the power that Residents Associations can have to housing estates in less well-off areas of the city. Traditionally, the majority of groups who have done well in these kinds of competitions are based in areas of the city where the majority of residents are working and can afford to bring in outside contractors to carry out works on their behalf. The beauty of Going for Gold is that, the City Council are looking to see improvements that the residents have worked on together. Community clean ups are the tip of the iceberg, moving on to examples such as Community Gardens. Once a community comes out and cleans up an area together, you will often find that the area stays clean much longer than if the Council had gone in and carried out the clean-up.

Finance

The Environment Improvement Grant Initiative is funded through Limerick City Council's Environment Department annual budget. The budget available for this scheme is limited. In 2010, a local philanthropist approached the City Council looking for a worthwhile scheme he could put his money and name behind. The City Council Environment Department saw an opportunity here for a pilot scheme and suggested that the Going for Gold competition be set up. The money the City Council gives to the Residents Associations is matched by JP McManus and the prize fund for Going for Gold is also provided. The success of the competition is evident as the funding has now been provided 3 years in a row and this trend seems set to continue.

Added value

Limerick Going for Gold is all about making the City a brighter, better, cleaner place to live, work and visit. There are 4 elements to the Limerick Going for Gold campaign. The competition encourages people to:

- Take pride in their area by entering the National Tidy Towns competition.
- Take pride in their area even if they were not part of the National Tidy Towns competition (Community Challenge).
- Recognise the outstanding contribution of individuals to their communities.
- Take pride in their own space by participating in the Creative Garden category.

Practical implications

There is a definite added value to the Community groups who take part in the Going for Gold competition. Firstly, their sense of community is enhanced; as people who may not have joined in community clean ups will get involved when there is a competition element

involved. They will get to know their neighbours and this will mean that the Community will only grow in the future. Secondly, for the groups who win something in the competition, their sense of pride is tangible! This will encourage them to keep working in their community and should ensure they will maintain the cleanliness of their communities. When a community is proud of where they live, they will ensure it is maintained, and in turn this spills over to neighbouring communities. The Tidy Towns element of the competition is very important, as the City Council are working to encourage neighbouring areas to enter the competition together as they will have a better chance of winning a National prize if their area is bigger in size, and this in turn will attract attention to the positive aspects of the area.

Innovation enablers

The main social innovation enablers for the Limerick Going for Gold competition are the staff working on the campaign from the City Council's Environment Department. Initially, the campaign was a hard sell and the first year saw only 12 groups entering the competition. The number of groups more than doubled the second year and this was as a result of the Environment Department staff encouraging Residents groups to enter the competition. Obviously, the private investment is a key component to the continued success of the campaign, but this funding would not be given if the competition was not a success. It has to be said also, that the Cleansing Department of the City Council have a large part to play in the success of Going for Gold. If a group carries out a cleanup and has 30 bags to be collected it is important that they are collected in a short period of time. It is very important that the lines of communication are kept open between the Residents Groups and the City Council staff, the Residents need to see that the City Council are there to help them wherever possible. Otherwise the residents will be discouraged from taking part in the next clean up. The Parks Department of the City Council also have an instrumental part to play, as Residents Groups often look for advice on the best plants or best trees to choose and indeed where the best place is to plant them.

Sustainability

The sustainability of the Going for Gold competition is a key question we need to look into. The improvement in the City as a result of the project is visible in the majority of estates that take part in the competition. The sense of Community Spirit is also enhanced and this is always a good thing for an area. It is my own personal opinion that the investment made in this competition is very good value for money. If the private funding were to go, it would be certainly worth looking into providing the funding for this scheme under the City Council's budget. Making the city a more attractive place to visit and live is one of the most important roles a City Council has to play and Going for Gold will certainly do no harm for the image of Limerick City. There are huge potential savings to be made by encouraging residents to maintain their estates, freeing up human resources from the City Council staff who would normally carry out this work.



Conclusion

Limerick Going for Gold is a scheme which the people of Limerick are very lucky to be part of. The possibilities are endless where the future is concerned, and in the future, it is certainly worth looking into the feasibility of the City Council providing the funding their selves, should the private funding run out, or alternatively, securing the private funding from another source(s).

Social innovation case 2: AK ILEN Boat project

Introduction

The ILEN Boat project is a work based learning programme delivered to participants in the Limerick city area. The name ILEN is pronounced with a long 'i' to rhyme with Ireland. The National Folklore Centre explains that the name derives from the Irish name for the river, *An Aighlinn*, which conveys a sense of shimmering light. ILEN is also the name of Ireland's largest, original, wooden, sailing ship. She was built in 1925-6 for service in the Falkland Islands. The requirement for such a boat arose from the circumnavigation of the globe in 1923-5 by the international yachtsman, Conor O'Brien. The Auxiliary Ketch ILEN was built in West Cork.

The school is run by A. K. ILEN Company which is a not for profit Limerick organisation. The AK ILEN company is committed to providing men and women of all ages with quality experience and training in fine wood working and traditional wooden boatbuilding skills. The aim of this company is to teach practical knowledge in traditional maritime skills, using wooden boats as the training medium. Workshops and programmes were designed to inspire students and participants with the self-reliance and fulfilment that comes from skilful work –accomplished through a pursuit of excellence. The company is also committed to community development and environmental education (building), where possible, with sustainable locally sourced wood.

Analysis and discussion

ILEN is a place where learning adventures unfold. The ILEN Boat project makes space for people who come to the school to experience the tactile rewards of working in wood and the stimulus to their imagination of boats and the maritime tradition. What follows is learning. Wooden boats are the medium for learning at ILEN, but they are steadily finding that people are bringing forward new ideas. The ILEN Boat project team, are open to facilitating creative work in other and compatible fields of activity. It's all about learning and they welcome open dialogue. The learning infrastructure has been steadily improved and continues as a work in progress. By the end of 2011, an average 40 participants were going to ILEN for day classes each week –and a further 20 were joining in evening classes each week. Early in 2012, ILEN's first Masters degree (MSc) candidates were registered by the school (three in number).

The current programmes offered by the ILEN Boat project include:

- Community Youth Groups/Education.
- Evening Classes.
- 3 Day Workshops.
- Work-Based Learning – University Level programmes.



The Gandelow Gang

A Creative outreach programme for junior infants to sixth class; is a pilot programme now being undertaken by the ILEN Boat Project, entitled the Gandelow Gang. It is a series of workshops for schools, the theme of which is the ancient wooden building and river ways of Limerick City's fishing and water folk. The workshops will centre on the Gandelow, an elegant small wooden boat unique to Limerick City and the Shannon Estuary. One of the primary objectives of the creative outreach programme is to engender in Limerick children a curiosity towards the river and the beautiful folk artefacts immemorially fashioned by generations and generations of river folk. Curiosity will be stimulated by a variety of fun, inspirational and imaginative arts and crafts activities. Through a varied schedule of drawing, painting, mono-printing, recycled craft and clay modelling the ILEN project have designed a rich and imaginative learning programme. The Gandelow Gang is a programme of tactile experience where children will gain new skills in a creative and convivial children's environment. The creative outreach programme, delivered by a team of arts and crafts practitioners, is designed to embrace a variety of activities and materials, so that the children enjoy something new, rewarding and enjoyable each and every week. Each week, they will have a different themed workshop, giving children a chance to learn and understand their maritime heritage through the creative arts.

Curriculum links

The Gandelow Gang programme will cover various strands of the primary school Visual Art Curriculum including: drawing; painting; construction; working with clay, fabric and fibre. Children will also have an opportunity to use a range of skills, including observing, questioning, investigating, looking and responding.

Sector

Fine wood working and boat building training programmes and workshops are made available to Limerick youth and the general community. These programmes are consistent with the companies' objectives of participating in an inclusive and integrated Irish community in conjunction with experts from related maritime trades and studies.

Programmes enable students to have an overview of what traditional wooden boatbuilding entails. Transferable skills gained by students will be beneficial in many work place situations and will be useful for those seeking to follow a career in boatbuilding and those who seek more general employment. Most importantly the programmes are designed to be enjoyable and fulfilling while creating an interest in Ireland's rich boatbuilding tradition and maritime history.

As the Learning is 'work based' it is tailored to meet the specific requirements of individuals and organisations so that new knowledge and skills are highly relevant. The University qualifications gained through work-based learning have the same value as if the participants go to university in the traditional way – it's just a more convenient way of learning where both the individual and the organisation benefit.

In essence work-based learning is for anyone who is regularly engaged in purposeful activities (sufficiently long enough) to complete the programme of study whatever the nature of that activity. Work based learning is a flexible and practical learning experience based in the work place that integrates university level learning with your 'work' activities.

Region

The ILEN School in Limerick City is in daily contact with up to ten front-line, local community groups. These represent a complete cross-section of interests, needs and localities. Between 40 and 50 participants attend the ILEN workshop, at different times during the week, to pursue various projects. Sometimes groups collaborate, affording people from different parts of the City to meet and work together in a creative and convivial environment.

Participation by community groups is steadily increasing as the scope and range of activities grows. Participants are welcome from throughout Limerick City, and in the Gandelow Gang pilot that was detailed above, a Primary school in County Limerick is participating.

Finance

The ILEN boat school is run on a mainly voluntary basis, however funding is received from the following sources: Philanthropy, the Heritage Council, and Limerick Regeneration. The ILEN Boat Project is based in the Limerick Enterprise Development Partnership (LEDP) Enterprise Park in the south of Limerick City. The LEDP was founded as a company with charitable status with the mission of employment retention and generation, developing education, providing social finance, promoting economic development and supporting the neighbourhoods of Limerick City as a whole and the Southside of the City in particular. As an organisation, they set up to promote, encourage and mentor industries, companies and communities. The LEDP supports and initiates many projects and programmes.

There is no charge to the people coming in to the ILEN School and this is vital to the Social Innovation aspect of this scheme. The space where the school runs was provided by the Regeneration Office of Limerick City Council. More private funding would be welcomed as the costs to keep the workshop open are a constant strain. Holding a workshop means that a boat or number of boats will be built. The materials cost money and this has to come from somewhere. In 2014, the ILEN Boat project will take part in a multi activity event on the river Shannon as part of a European project called NEA2. NEA2 will provide funding for 4 boats and these boats will be raced against each other on the day the event will take place (July 2014). Events like this will market the ILEN Boat building school to the people of Limerick and the more interest in the activity; the more likely it is to receive funding to continue the programmes currently on offer.

Added value

Many people across a wide span of areas such as administration, construction, education, financial services, health, maritime, policing, retail, transport & military have already



successfully used these work based learning programmes to make a difference. The people who will benefit most from the ILEN Boat project are those who are out of work for a prolonged period of time. It is important that these people have a safe environment where they can ease themselves back into the work place at their own pace.

Early experience of working on the boat confirmed a strong belief held by Gary Mac Mahon, the ILEN Manager, that working in wood could provide a transformative experience for participants. This experience was taken to Limerick –where, incidentally, Conor O’Brien came from– and reproduced in the ILEN school. The school commenced its activities in 2009 to provide educational programmes to communities and individuals in Limerick City and beyond. At ILEN, people travel forward to education. The journey starts wherever they find themselves. The approach at the ILEN Boat school; is to critically examine the participants accumulated experiences, from which they can design a tailored, learning pathway. The pathway normally begins in the vocational activities available in the ILEN workshop and can lead to University level learning and qualifications through their work-based learning partnerships.

Practical implications

ILEN is working in partnership with the Centre for Advanced Professional Studies formerly the Irish Centre for Work Based Learning, Middlesex University’s Irish Centre in delivering work-based Learning at Higher Education level for maritime, craft and applied arts fields in Ireland. Middlesex University’s Institute for Work Based Learning pioneered the development of work-based learning at higher education level and is a UK recognised centre for excellence. Work-based learning programmes at the University’s Institute are a practical way of studying which integrates university level learning with an individual’s workplace and courses can be tailored to suit individual requirements and to support individual career aspirations. These courses are suitable for full time, part time and voluntary workers, as well as the self-employed. In addition, you can even choose to study at your own pace. The University defines work-based learning as: “Learning that provides a flexible learning experience that is delivered through work, in work, for work” and by ‘work’ they mean any ‘purposeful activity’ whether paid or on a voluntary basis and a workplace is anywhere where this activity is carried out.

Case 1

Jim is a Joiner by trade and was running his own business. And then a health problem arose which compelled him to pursue activities that were compatible with his new circumstances. Jim found new relationships in ILEN and a medium for his interest and a place where he could impart his practical expertise and extensive technical knowledge. Re-engagement with formal learning has transformed him and he has embarked upon a pathway of learning by doing and sharing his skill with other people. And then, unexpectedly, he asked a question about the history and current state of whereabouts of a certain type of small wooden boat. Jim has now embarked on a research investigation which will culminate in a Master’s degree.

Case 2

James is Chief instructor at the ILEN School. He completed an apprenticeship as a Shipwright and worked for several years in a boatyard. James has been building and repairing boats for many years and his reputation is well known around Irelands South & West coasts. He also inherited from his Grandfather, County Clare's last professional Currach-maker, the traditional building skills and knowledge of these fine vessels. James has embarked on a Master's degree in Marine Studies where, his vast career experience is being utilised in the development of a 'Learning Portfolio' which will be assessed for academic credit and then recognised as part of his study programme.

Case 3

Pat is neither a boat builder nor a woodworker, having previously worked in the printing industry. He came to explore the work of the school and immediately engaged. He is now on the Beginner Boat Builder programme and has taken his first step on a new learning adventure.

Innovation enablers

Gary MacMahon, is the main social innovation enabler with the ILEN boat project. Gary is constantly on the lookout for more funding opportunities and is always welcoming to new participants coming in to the workshop. Gary is passionate about the project and simply put, without him the ILEN boat project would cease to exist. Please see quote from Gary below:

"The opportunity of working in wood is a calming and immediately beneficial process. Wood is tactile but makes no demands. This passive connection between the mind and the material in the hand allows the person to begin to express themselves. Concentration follows and then creation – and next the person begins to change, too. Once that awakening is achieved, we help our participants to take stock. Some will have valuable experiences which can be converted into new learning and development. Others benefit from more direct help in designing their pathways into positive experience and a more fulfilling world".

Sustainability

The ILEN Boat Project's expertise is in supporting people to make the most of their potential in a rapidly changing and highly competitive world. There are a number of different ways to commence your learning journey with the ILEN Boat Project. Journeys can be both experiential (learning derived from experience) and or certificated (formal courses). Experiential journeys begin with user's involvement in the day to day activities of the school and are informal by nature. They are an opportunity for participants to experience working with wood in the construction of boats. Participants are encouraged to keep a learning diary where experiences & insights arising from activities are recorded for review and reflection at a later stage. The experiential journey lasts as long as the participant desires and the



instructors possess a wealth of knowledge which they use to guide people should they wish. The people who work in the ILEN Boatbuilding School do not push their ideals on others, they simply teach them about working with wood and let whatever happens next be the decision of the individual. For those who wish to pursue a formal certificated course of study or look for accreditation of their existing work related activities, the Middlesex Work Based Learning Studies courses at higher education level are especially designed for this purpose. Existing work will become the subject of their studies to enable them to work more effectively as a practitioner in their field.

Conclusion

It is feasible for the ILEN boat building school to continue with their programme, and it most likely will expand as more people hear about the wonderful work done in the school. As a means to get people back out working, or contributing to society, this is a great stepping stone. People can go in for as long or as short a time as they wish, and the participation of school children will be beneficial to them, and may plant seeds that will mean the art of boat building in Limerick City may thrive in the coming years. Limerick City is a city built on the river. However, the river has a bad image and is not used as much as it could be for sporting or leisure activities. One of the strong beliefs of the people involved in the ILEN boat project is to get the people of Limerick City back out on the water, not fearing it but enjoying it, as is done in cities throughout the world. This project will go a long way towards improving the image of the river in the City and will showcase the best the City has in terms of its natural resources.

Social innovation case 3: Patterns Dance Collective

Introduction

Patterns Dance Collective consists of contemporary dance artists with mental disabilities and/or Downs Syndrome. The dance group have enjoyed a long and successful history of performing locally, nationally and internationally. Patterns Dance collective creates dance pieces that allow audiences to observe, reflect and enjoy the recurring movements, events and ideas of contemporary dance.

Patterns Dance Collective were originally called “Love Spotters”. The Love Spotters group was formed in 2005. The Love Spotters were under the direction of Daniel Vias, a choreographer, who worked with a dance group in Limerick called Daghdha Dance. While Daniel was working with Daghdha, they (Daghdha Dance) approached the Garvey Centre in Limerick city, who worked with the Daughters of Charity in the area. (The Daughters of Charity is an organisation that works with adults with intellectual disabilities in Ireland. Residents of the Daughters of Charity go to the centre every day and work on different activities, such as art projects, sports, pottery, dance etc.) As well as getting classes, the participants also put on several integrated shows where they danced with professional dancers, and also put on shows where they just danced together. They travelled throughout Ireland and occasionally they travelled abroad to events in the UK or mainland Europe.

The group has now evolved to Patterns Dance Collective. One of the dancers who was involved when the Love Spotters were up and running, Angie Smalis, approached the director of the Garvey Centre to establish if they could do something to continue with the project, when funding ran out from the Arts Council, as she felt strongly about the benefits of the project, for the residents and the general public alike.

Analysis and discussion

Initially, there was only a small number of service users from the Garvey Centre involved with Love Spotters. Once the programme was recognised more by parents of other clients in the centre, the demand grew for more involvement.

The group are now residents in the Hunt Museum, and every show they put on has to relate to one of the exhibitions in the museum. This opens up the imagination of the dancers and teaches them something about history along with the actual dancing performance they are exhibiting. Patterns Dance Collective invites the parents and siblings of the Daughters of Charity service users to take part in dance workshops throughout the year and also to perform along with them. This is extended to the teachers of the service users, and other people who work with them. This promotes social inclusion as the dancers in the group are then the people who are demonstrating what they can do and are helping others to perform with them.



Patterns Dance Collective are resident in the Hunt Museum and also put on an annual show with Limerick Youth Theatre, which I will go into more detail later in this Case Study.

Sector

Patterns Dance Collective is an excellent example of social innovation in community arts. More specifically, it involves community arts for adults with intellectual disabilities. Patterns Dance Collective has been in residency at the Hunt Museum since March 2013. (The Hunt Museum is a museum in the city of Limerick, Ireland. It holds a personal collection donated by the Hunt family and has one of Ireland's greatest private collections of Art and Antiques, dating from the Neolithic to the 20th century). Being surrounded by the collections of art and antiquities, the dance artists have created solo, duet and group works inspired by the permanent and current exhibitions of the Museum. 'Transit Patterns' are short contemporary / expressive improvised dance pieces created and performed by Patterns Dance Collective in the Hunt Museum.

Patterns Dance Collective also works with the Limerick Youth Theatre Group. Auditions are held on an annual basis and a show is written each year that involved the Patterns Dance group along with youths aged 16 to 21. For the Youth Theatre group, this collaboration with Patterns is a fantastic opportunity to get involved in a project which they are interested in (Theatre), but also introduces them to Down Syndrome suffers/mental disability suffers and teaches them that these people have just as much to offer to society as they do.

Region

Patterns Dance Collective works with the Daughters of Charity who are based in the East Limerick/North Tipperary Health Service Executive catchment area. The Daughters of Charity provide a comprehensive range of person centred services for adults and children with intellectual disability. This particular example of social innovation does not have geographical boundaries as such, other than the HSE catchment area. The choreographer, Angie Smalis, who works mostly on a voluntary basis, is key to the success and continuation of this programme. Angie lives in Limerick city with her young family.

Finance

In 2005 when the Love Spotters was established, funding was not an issue, as the choreographer was working with Daghdha Dance and they were paying his wages. The group had access to free space to practice their routines in the City. In 2011, the Arts Council of Ireland discontinued funding for Daghdha Dance Company. Therefore, Daniel was out of a job so the dance group from the Garvey Centre had no artistic director; however Daghdha Dance then took over the classes. They were able to do this, because they obtained private funding from a local philanthropist so they were able to pay someone to give the classes on a weekly basis. The private funding unfortunately only lasted a year, as it was a yearly project based on the personal development of the service users and towards production expenses when putting on shows. More people from Garvey Centre wanted to get involved (parents of

the service users). They needed to develop the programme and find a bigger space so could involve more people. Daghdha Dance was not available now as the venue had to be paid for in order to use the facility. The Garvey Centre had no funding for dance, as the money they had was needed for primary care, (medications etc.).

They were lucky enough to obtain a free space where they could rehearse from Limerick City Council, but they needed a space they could call home, rather than a studio where they could practice. They needed somewhere they could take up residency. Therefore, Angie put together a proposal and put it to the Educational Director (Dominic Bouchard) of the Hunt Museum, applying for residency in the venue. The proposal was accepted, which meant that the Patterns Dance group could continue with their work and continue to put on shows in the City.

When the group put on a show, there is a small entrance fee which covers the professional costs, full length shows, professional crew. The cost is normally €10.

The group also applies for funding whenever possible. They have received money from the Limerick City of Culture office to put on a show with the local Youth Theatre Group. The funding for Limerick Youth Theatre group comes from the Vocational Education Committee, and this money is intended to be spent on youths from disadvantaged backgrounds.

Added value

While there is no hard evidence such as social impact data or social investment measurement data available to show the added value of this social innovation, the evidence from individuals who have taken part in the programme, the people who work with the group and the people who have seen the performance, is very strong. Firstly, the adults who take part in the programme get an enormous sense of achievement when they learn the different moves and put them all together resulting in the finished product. They also achieve a great sense of pride in themselves as they receive feedback from the people working with them, along with the people who go and see the show.

For La Noche Negra 2013, which took place in Avilés, the Mid West Regional Authority arranged for one of the Patterns performers (John Casey) to take part in the event. John worked with Spanish choreographers and they put together a performance depicting the changing seasons. The Spanish artists were touched by the performance and it was extremely grounding for them to see the professionalism and grace with which John performed. The audience who witnessed the show were also blown away and commented on how special they felt after seeing John perform.

Patterns Dance collective work with Limerick Youth Theatre group, and they put on a show once a year. The age group of the youths is 16 to 23 and it is opened to all, but as stated above, the main target group are disadvantaged youths. The creative show is produced once a year, and as there are always new members taking part in the youth group, and always a new show every year, the Patterns Dance group get to meet new people all the time. Integration is a big part of the show. Everyone has to audition for the show, including the



Patterns Dance group. For the members of the Youth Theatre group, the opportunity to work with the service users in the Garvey Centre is one that they cherish and opens up their minds to the world outside themselves and the latest celebrity gossip.

Practical implications

Adults with intellectual disabilities can participate in a social event and contribute to normal society, and this makes them feel like they are giving something back to society and are doing something unique that is appreciated by the general public.

The service users at the Daughters of Charity would previously have been marginalised in the performance arts area, and this programme addressed this issue. Obviously, some service users will be more suited to this type of activity, but the show put on by the Youth Theatre group means that the service users who are not involved in the dance activity can have a role to play in the production of the show.

Innovation enablers

The main innovation enabler for Patterns Dance Collective is the artistic director, Angie Smalis. Angie provides her time on a voluntary basis and engages with the service users of the Daughters of Charity in a very open and progressive manner. The Daughters of Charity staff also has a role to play, as they need to be fully supportive of the goals Angie is trying (and succeeding) to achieve. Donal Sherlock from the Daughters of Charity, Training, Enterprise and Employment Services, plays a vital role, as he fully supports Patterns Dance and will look for funding to ensure the group continues to exist and put on shows for the public.

For the work done with the Limerick Youth Theatre group, the director, Myles Breen also has a large part to play in enabling this social innovation. Mr. Breen writes a show for the group each year, and he ensures that Patterns Dance Collective have a role to play in the training and putting on of the show.

Sustainability

It is difficult to measure the sustainability of Patterns Dance Collective as the main driver is acting on a voluntary basis. If this key component was removed, it would be a struggle to maintain the group. However, it is my opinion that the more exposure Patterns Dance Collective gets, the more likely it is that more formal funding streams may be harnessed. The more people who are exposed to the work of Patterns the more people will want to experience them again. While in Avilés at La Noche Negra, John Casey was invited by a principle of a Special needs school in Ireland to come and perform for them. The principle of this school feels that the parents of children with intellectual disability attending her school will get fantastic benefit from seeing the adults perform as it will give them hope for their own children.

The possibility to turn Patterns Dance Collective into a commercial project is viable, but the professional dancers would need to be paid for this to work out. Geographically, the area would need to take in more, so there were more dancers available. This would probably require a large initial investment, but in a sense the social innovation would be diluted if the group were more commercial. There are certainly several possibilities for Patterns Dance Collective.

Conclusion

The Patterns Dance Collective, while the brainchild of one woman is an example of social innovation that is capable of widespread stakeholder involvement. It is fair to say that the main example of social innovation is the person responsible for this idea. Patterns Dance can easily be transferred to any region or any country across the world. If the services of the choreographer were paid for, you can still see the social innovation shining through. Making adults with intellectual disabilities fit in to normal society and give something back to society is social innovation at its greatest.

The work done by Patterns Dance Collective could be expanded and provide an avenue for people out of work or students to work in this area, and potentially lead to opportunities down the social care or performance arts area.



Social innovation case 4: Spleodar

Introduction

Spleodar is the Irish word meaning “explosion”. Spleodar, Nenagh’s Community Arts Festival features a range of events and workshops including theatre, film, music, dance and visual art for all the family. It is an annual event held in the historic town of Nenagh in County Tipperary, located in the Mid-West region of Ireland.

Spleodar brings light, sound and excitement to the streets of Nenagh during the Halloween Midterm break and features music, theatre, workshops and street entertainment for children and their families. This Community Arts Festival also celebrates Halloween with an impressive fireworks display and a scary haunted tour through Nenagh’s Heritage Centre. There is also a fantastic selection of children’s theatre and hands-on arts and craft activity available.

Spleodar, Nenagh’s Community Arts Festival began as part of the Millennium Celebrations in 2000. The objective of the festival was to introduce a diverse range of arts events to a broad community in the North Tipperary region. The focus is to educate, inspire, challenge and excite by providing access to high quality artistic events in a fun creative environment. Spleodar provides the opportunity for young people and their families to experience artistic activity that is not easily accessible in order to stimulate interest and participation in the arts.

Analysis and discussion

Sector

Spleodar is an example of social innovation through community arts. The social innovation has delivered facilities for local people to exhibit their own art in various forms including visual art, dance, drama and sculpture. It involves significant community volunteer involvement from a wide range of facets including promotion, health & safety, free events and event organisation.

Region

Spleodar is an annual Community Arts Festival held in the historic and culture town of Nenagh, a rural town located on the periphery of the Mid-West region. Nenagh is the largest town in North Tipperary with a population of 8,000 people. Located only 25 miles from the City of Limerick, Nenagh is in close proximity to the urban and industrial core of the Mid-West region.

Added value

The festival always brings a carnival atmosphere to the town and is enjoyed by everyone regardless of age. Spleodar is a family focused festival and features a family friendly theatre programme and also involves a series of workshops in a wide range of artistic disciplines involving artists from the local area and further afield. The Spleodar finale features a fireworks display in the town where by the communities gather in a central location to view the display which lights up the night sky with sparkling shards of colour. Halloween in Ireland is an occasion that traditionally involved bonfires, however in recent years with changes in environmental legislation; the burning of materials has become illegal. Traditional materials used in bonfires included wood and used car or tractor tyres which release harmful emissions into the atmosphere when burned. For this reason, together with fire, health and safety issues, the Spleodar Festival tackles a number of social issues by focusing people's attentions towards the arts and family events at this popular time. The family oriented character of the event is emphasised throughout the festivities to encourage citizen participation.

Practical implications

Spleodar, Nenagh's Community Arts Festival brings a diverse range of arts events to a broad community in the North Tipperary region. The focus of the festival is to educate, inspire, challenge and excite by providing access to high quality artistic events in a fun creative environment. They provide the opportunity for communities to experience artistic activity that is not easily accessible in order to stimulate interest and participation in the arts.

Spleodar, Nenagh's Community Arts Festival provides a platform for the young people and their families from Nenagh and the surrounding rural area to enjoy arts and arts related activities in a fun and safe environment. The festival takes place in Nenagh Arts Centre and in venues in close proximity to the Centre. The festival features a range of activities from children's theatre shows to visual arts/drama/music workshops and a range of arts events and gives participants the opportunity to engage with professional artists from the locality and try something that they have never experienced before and to learn new skills. Young children who attend the festival are introduced to the arts at an early age and are encouraged to develop their creativity. The wide range of activities ensures that young and old participants will find something they will enjoy in the festival.

Innovation enablers

Spleodar, Nenagh's Community Arts Festival has grown and developed over the last thirteen years. The Festival provides a wide range of events which caters for all ages and abilities of festival goers. The festival has placed a strong emphasis on engaging families and fostering a sense of community through the arts. Each year the festival attracts new audiences as well as having developed a very loyal audience as witnessed by the large number of repeat attendees each year. Spleodar has maintained high levels of attendance and engagement



despite the current economic climate. The festival has attracted many national touring companies including Fidget Feet, Puca Puppets, Cork Circus, The Fanzini Brothers and Legitimate Bodies Dance Company and this is testament to the quality arts programme which is presented each year. The festival has continued to attract private and public funding and maintains a strong relationship with its local and national sponsors.

Finance

Spleodar, Nenagh's Community Arts Festival receives funding from the following public authorities: The Arts Council, North Tipperary County Council and Nenagh Town Council. Events at the festival are sponsored by local businesses and organisations such as Lodge Services, Conradh na Gaelige (Irish language organisation), Nenagh Arts Centre and Tipperary Libraries.

Sustainability

The festival has been running for 13 years and its longevity is largely down to the volunteer network that supports the organisation of the event annually. It is a well- established event now in its 13th year, so demand among the community means that this festival should continue to occur in Nenagh for the foreseeable future.

Conclusion

Planning is currently underway for the 2014 Festival which will take place from the 27th – 31st October. The 2014 festival will continue to provide a high quality and challenging artistic programme aimed at target audiences, attracting both national and international touring companies and providing a diverse range of arts events for young people and their families.

Aviles: Spain

Social innovation case 1: EL SISTEMA

Introduction

El Sistema is a publicly funded music education program in Venezuela, founded in 1975 by the economist and musician José Antonio Abreu under the name of Social Action for music. Music in this context is used as a tool to promote social innovation.

El Sistema provides children and youths with a sound musical training offering them a possibility to choose a different life. By playing in an orchestra, Venezuelan children have a chance to transform their musical talent into a job, to make an income and to lead an independent life. The goal of this movement is to counter the violence, drug abuse and neglect that young people in many disadvantaged areas of Venezuela. In the past 36 years, hundreds of thousands Venezuelan youths, predominantly coming from disadvantaged social backgrounds, have found a way to escape the circle of poverty through music. In February 1979 the Venezuelan state took the financial responsibility of the institution and created the Foundation for the National System of Children and Youth Orchestras of Venezuela. Thus, the main contribution comes from the state (the Venezuelan ministry of social services covers 90 per cent of El Sistema operating expenses). Additional funding is provided by The Inter-American Development Bank, UNICEF, Organization of American States, UNESCO, United Nations, Development Bank of Latin American, embassies, cultural institutions, private companies and individuals.

Analysis and discussion

Joining the programme is free of charge and registration and chorus can be made through the 285 branches spread all over the country. To learn to play an instrument does not need prior knowledge and training in El Sistema is free. Based on the recommendation provided by the teacher, the pupil gets a musical instrument through a loan free of interest. This allows the student to play at concerts, rehearsals and individual and group practices and, when the size of the instrument allows, it can be taken to the pupil's home for further practice. As the child develops physically and musically the instrument is changed to suit the new maturity, stature and skills of the pupil. The National Children and Youth Orchestras of Venezuela prepare them to be successful, productive and happy individuals. Through the study of music, and to participation in an orchestra or choir, they learn to be tolerant, caring, disciplined, responsible, and tenacious in achieving goals and leaders.

Academic reports show that young people and children who are students of El Sistema increase education performance and attitudes of leadership and respect for the environment, while decreasing their degree of aggressiveness and depressive attitudes. A study carried out by the Psychological Research Center at the University of the Andes (institution in charge



of carrying out the Impact Assessment for the Beneficiaries Plan requested by the Inter-American Development Bank in 1998), found that pupils have increased their values and perception about membership, motivation to change for better lives extending the benefits to families and communities. When families discovered that music was helping keep kids off the streets and off drugs, they became the most important allies. Teens who attend El Sistema are less likely to quit high school; their drop-out rate is 6.9 per cent compared to 26.4 per cent of their non-participating peers. By the time the youth graduate from high school, they are accomplished singers, instrumentalists and conductors – El Sistema boasts that 85 per cent of students achieve a level of music proficiency considered good to excellent. They have learned how to work with others in common purpose and how to see beyond the gangs, violence and the dead-end life of the barrios (slums). Currently over 400,000 students have participated in at least one of the over 200 children, youth and professional orchestras that El Sistema has created over 35 years. About 70% of these students live under the line of poverty.

Practical implications

Musical training of children and youth and orchestras in Venezuela begins from the age of two, although there is no ceiling to participation. Children go to regular school every morning, then spend four hours of the afternoon at the 'nucleo', as each music centre is called. On Saturdays, music takes place from 9 a.m. to 1 p.m. During those 24 hours a week, 3- and 4-year-olds learn the fundamentals of working together by singing. They graduate to recorders, then to orchestral instruments.

There are also branches in prisons, as well as apprenticeship programs that teach young people how to build and repair instruments. There are a wide range of musical professional opportunities to work in El Sistema, as students and musicians from orchestras and choirs, can become music teachers, performers, soloists, conductors, orchestras and choirs members, composers and "luthiers" as well as managers and artistic producers. In terms of becoming conductors and soloists graduates benefit by the fact that 90 % of the concerts themselves involve soloist's orchestras. Also, El Sistema provides a platform for young artists engaged in the composition of new works which, in turn, are played by orchestras. Other professional opportunities are the musical instrument repair and manufacture.

Thanks to the knowledge that students are achieving the activity System orchestral music on concert production, the inner workings of the cores and conservatory, as well as the organization and logistics of artistic tours, they become, in his great majority, Simón Bolívar Music Foundation managers. Also, the high number of music teachers requiring System is a safe source of work for their students, who are able to obtain the academic degree awarded by the Department of Music of the National Experimental University of the Arts (UNEARTE) and complement their training with master's and doctorate at the University Simon Bolivar of Venezuela, Lisandro Alvarado University, National Experimental University of Tachira and Rubio Pedagogical Institute .

Pupils get also a deep knowledge about orchestra management and concert production, as well as the organization and logistics of artistic tours and some of them become managers

at Simón Bolívar Music Foundation. A large number of pupils will be recruited by El Sistema to be music teachers and some of them continue their studies at the Department of Music of the National Experimental University of the Arts (UNEART) and complement their training with master's and doctorate at the University Simon Bolivar of Venezuela, Lisandro Alvarado University, National Experimental University of Tachira and Rubio Pedagogical Institute.

Innovation enablers

The success of El Sistema lies mainly in its extensive public acceptance among teachers, artists, politicians, officials and the general public to build a sound social commitment. It is a musical and educational project, which is social work because it builds citizenship through music, as reinserted into society and brings hope to children and young people from predominantly low income sectors, who were at risk of dropping out, or already out of school or were victims of abuse, family violence or social abandonment .

When their children enroll, parents become part of the equation, too. They have to make a commitment to support attendance, even if this means they can't send their offspring out to boost the family's earning power. Any account of El Sistema reveals that the music education itself is different, less focused on the self. Traditionally, most music students aim to become soloists. But, in the El Sistema model, the emphasis is on building community.

Another key issue to explain the success of "El Sistema" is its connection to Venezuelan roots and traditions, it is an endogenous educational project based on the development of the musical talent. Musical Intelligence involves skill in the performance, composition, and appreciation of musical patterns. It encompasses the capacity to recognize and compose musical pitches, tones, and rhythms. (Howard Gardner, 1985). This type of intelligence can manifest itself in a predominant not only a person, but also in a Community.

Sustainability

The system inspired the Organization of the American States to promote the creation of the Youth Orchestra of the Americas, which debuted in 2000 in New York, and Orchestra Program for Youth at Risk in the Caribbean in 2009. Musequality, a charity dedicated to developing music projects for children in the most disadvantaged sectors of developing countries, was inspired by El Sistema and other music education programs that are being implemented in different parts of the world. The aim of Musequality, like that of El Sistema, is to give at-risk children the opportunity to acquire skills to help them out of poverty, moving them away from the streets, drugs, violence and crime. In November 1995, UNESCO designated the maestro José Antonio Abreu as special envoy for the development of a global system of youth orchestras and choirs and children, in order to promote and disseminate the Venezuelan model worldwide.

In 2009, Simon Bolivar Music Foundation, in conjunction with the New England Conservatory of Music, the TED prize, TED and Quincy Jones, MusiQ Consortium created a support



network called El Sistema USA, in order to provide vast information on the philosophy and methodology used by the system, along with a variety of resources to individuals and organizations around the world working on the creation and expansion of programs inspired by El Sistema. The first initiative of El Sistema USA is a graduate program for talented young musicians who want to become ambassadors of El Sistema and are committed to developing this program outside Venezuela.

Conclusion

The National Child and Youth Orchestras of Venezuela exhibit a reality that has been described in the world as "the Venezuelan musical miracle: 400 000 children and adolescents, most from low income families, enjoy learning and running repertoires of classical and popular music through a collective system that empower them to search for better lives.

This population of 400 000 children and young Venezuelans, is distributed in approximately 285 pre - Children Orchestras (between 4 and 6 years), 220 youth orchestras (between 7 and 16 years), 180 youth orchestras (between 16 and 22 years), 30 professional orchestras, choirs 360, 1.355 affiliated choirs, 20 lutherie workshops and a teaching staff of 15.000 teachers throughout the national territory. The 75 % of children and adolescents attending the system live below the poverty line, and many of them, in villages far from the capitals and centres of production. El Sistema has established other programmes such as: The Special Education Program, which involves handicap children and youth, the Prison Orchestra Program, which supports the reintegration into society of men and women in prison, and the Program hospital Care, which welcomes children with chronic diseases in hospitals.

The Venezuelan experience has caused great cultural and social impact, especially in countries that seek to reduce their levels of poverty, illiteracy, marginalization and exclusion in children and young people as well as nations that historically have cultivated the musical arts . For 2013, more than 35 countries have established core curricula orchestral music inspired by the Venezuelan program.

Social innovation case 2: World Central Kitchen

Introduction

World Central Kitchen is a humanitarian organization that focuses on Smart Solutions to Hunger and Poverty. This NGO, promoted by the world famous Spanish chef José Andrés, aims at “empowering the people” to be part of the solution – with focus on building “smart kitchens”, training on clean cookstoves, creating jobs, and strengthening local business.

Analysis and discussion

WCK is an organisation specialising in humanitarian aid for third world and underdeveloped countries. WCK focuses on three counties: Haiti and Dominican Republic and Zambia. It is a registered non-profit organization financed by private donations.

Added value

World Central Kitchen aims to create both a local and sustainable solution to hunger. By building kitchens and cooking for hungry people using ingredients purchased from local stores, the organization aims to empower communities to create their own long-term solutions. It also promotes environmentally sustainable cooking technologies, including cooking stoves that use solar energy. This technology avoids the use of harmful fumes and since it doesn't use wood, girls aren't working all the time to collect fuel, so maybe they can have the opportunity to go to school. This project doesn't just turn donations into meals, but uses the food they cook to create revenue that helps keep the business running—on the largest scale possible. The final aim of this project is to be used and replicated as a model in other areas

Practical implications

The main projects carried out so far are:

- Smart School Kitchen at Palmiste Tampe, Haiti: Construction of a Smart Kitchen and community garden that will help feed the 300 students who use its canteen daily. Community members will be trained on clean cook stoves and will utilize the local ingredients produced in the garden.
- Elie Du Bois Culinary School, Port au Prince, Haiti: empowering young Haitian women by teaching them professional culinary skills, meal production, front of house service, kitchen hygiene, food safety, job search and other careers skills. WCK renovates the space into a fully-fledged Culinary School, complete with functional café that helps to support the programme by generating revenue. This curriculum, designed by Jose Andres and his team, prepares young women for careers in the hotel and food service industries and offering them a new path in life.



- Sustainable Bakery at Port Au Prince, Haiti: The Zamni Beni Bakery, designed and renovated by José Andrés and the World Central Kitchen team, is located at the Zamni Beni orphanage in Port Au Prince, Haiti. World Central Kitchen has completed Phase 1 –with training of 5 bakers, and is now following through with phase 2– increasing bread production and selling their product. This will allow them to not only feed themselves, but will help sustain the bakery.
- Dominican Honey Production Puerto Escondido, Dominican Republic: In the mountains of the Dominican Republic, on the Haitian border, a small village is changing the lives of their entire community with the production and sales of honey. This honey is produced, bottled and sold by a cooperative of 21 women who spread any profit back into the villages agricultural centre, while at the same time uplifting the quality of life for their immediate and extended families. World Central Kitchen recognizes the “Power of Food to empower communities and strengthen economies”, and as such, will help double their production and assist in marketing the product in small towns and the Capital.

Innovation enablers

Jose Andres - Chairman

Internationally recognized as a culinary innovator, José Andrés is a James Beard Award-winning chef and owner of Think Food Group. TFG is the team responsible for Washington, DC’s renowned dining concepts Jaleo, Zaytinya, Oyamel, and minibar by Jose Andrés, as well as The Bazaar by José Andrés at the SLS Hotel at Beverly Hills. His recent restaurant openings include Jaleo, China Poblano, and by José Andrés at The Cosmopolitan of Las Vegas and The Bazaar by José Andrés in Miami with an SLS South Beach and in 2012 he presented his first dining destination outside the US, in Puerto Rico at the Dorado Beach, Ritz Carlton Reserve. Jose’s Think Food Group also oversees his creative and cultural endeavors such as cookbooks, television programming, Jose Andrés product line, project development, education and philanthropy.

After traveling to post-earthquake Haiti, José launched World Central Kitchen, which aims to feed and empower vulnerable people in humanitarian crises around the world. Through his leadership of WCK, José was named Culinary Ambassador of the Global Alliance for Clean Cooking stoves as Culinary Ambassador. To implement its activities WCK work in partnership with the following bodies:

- The Global Alliance for Clean Cookstoves is a public-private initiative to save lives, improve livelihoods, empower women, and protect the environment by creating a thriving global market for clean and efficient household cooking solutions
- Cesal is a Spanish NGO dedicated to international cooperation and now present in 15 countries in Latin America and Africa with projects in education, health, housing, water and sanitation, production development, micro enterprise and job training.

- Partners in Health provide a preferential option for the poor in health care. By establishing long-term relationships with sister organizations based in settings of poverty.
- Clinton Global Initiative (CGI), convenes global leaders to create and implement innovative solutions to the world's most pressing challenges.

Sustainability

The model is based on private donations from companies and individuals, and also in revenues from events and initiatives privately fostered by the chef José Andrés. Although the main aim of the projects fostered is that they were able to produce enough revenues to be self-sustainable.

Conclusion

World Central Kitchen is promoting a long term initiative to fight hunger and poverty in third countries based on environmentally sustainable cooking fuels and technologies and fostering mechanisms to ensure rapid responses in areas affected by natural disasters.



Social innovation case 3: Rushey Green Time Bank

Introduction

RGTB is a person to person time banking to improve the mental and physical health of patients attending Rushey Green Group Practice. It allows members to give and receive a wide range of neighbourly support – from lifts to accompanying people to the shops, from companionship to checking up on people after hospital discharge. The scheme generates much-needed social support for isolated older people, as well as families and provides low-level practical help to enable older people to stay in their own homes and remain independent.

Analysis and discussion

The Rushey Green Time Bank (RGTB) was founded in 1999 by the Rushey Green Group Practice, which provides patient-centred holistic care for 7000 patients in Catford and Lewisham in South East London. Lewisham is one of the most disadvantaged areas of London with high levels of unemployment, poverty and ill health. RGTB was the brainchild of Dr Richard Byng who saw it as an innovative way to promote well-being and health, social inclusion and social networks locally. Dr Byng was convinced that many patients who came to the surgery with symptoms of depression and isolation could be helped by increasing their contact with other people and finding a framework in which they could feel useful to society and needed by others.

Finance

The project is funded by the Big Lottery Fund, Princes Trust, and City Bridge House. RGTB gained charitable trust status in January 2004 and is managed by a Board of Trustees. The Board has overall control and is made up of time bank members, a doctor from Rushey Green Group Practice, a previous time bank member of staff, the Chief Executive of Nexus who is the Chair, and other London residents. The Board meets every six weeks to monitor the work of the time bank and to make recommendations on planning and strategy.

Added value

RGTB members run several activities such as poetry workshops, a walking group, parents group, a telephone befriending support group, a stop-smoking support group, Shiatsu massage, drop-ins, Italian and Spanish classes. The time bank also organises an annual trip to the sea which members pay for with their time credits and visits to local pubs and cafes. Members are also free to donate time credits to people they know and to the time bank 'pot' itself to give to people they don't know.

Practical implications

RGTB has a proven record at improving mental and physical well-being amongst our patients by supporting people in their environment, targeting unmet needs, and creating a partnership between patients themselves, health professionals and allied workers. The benefits expand well beyond our patients, for example, to their carers, their relatives, or external agencies.

The benefits of RGTB's presence are mutual. Members support the practice in different ways; for example, arranging mail shots, shredding non-confidential documents, franking, telephoning vulnerable housebound patients, picking up prescriptions, offering lifts to local hospitals, reminding patients of their appointments, etc. The time bank, on the other hand, provides GPs and nurses with a broader array of support options that enhance the care they provide; for example, opening referring opportunities, signposting services such as stop-smoking groups, parents and babies, setting a befriending project, chair based exercises, literacy and language skills.

The plurality of such supporting activities, their tight embodiment within the practices' life and routine, has added and continues to add endless value to the holistic aspirations of the practice. They also contribute to the promotion of the good reputation of the practice, and to the enhancement of its place and role in the local community.

RGTB informally channels the practice's efforts towards breaking down the institutional aspects that may hamper people's care, making it inviting for patients to access services and seek help, particularly the most vulnerable people with mental health problems or the elderly who might struggle with the institutional environment.

By the close of 2007 RGTB had 173 members and 24 organisational members who had traded 24,882 hours. That is the equivalent to almost three years of mutual assistance. In July of this year, RGTB was one of five winners of the 2008 London Health Commission Awards

Innovation enablers

RGTB has always seen itself as part of a wider community of organisations seeking to improve the lives of Lewisham's disadvantaged citizens. RGTB currently has 24 members. With the exception of the Nexus Café, all the exchanges described below between organisational members were made with time credits rather than with money.

Rushey Green Group Practice (RGGP)

The practice is RGTB's most important organisational member, hosting the time bank and providing free space, use of telephones and IT equipment. RGTB members provide the practice with a range of administrative and patient support services.



Partner: Lewisham Nexus Services is a small charity that provides frontline services and supports people with learning disabilities in South East London. Nexus offers supported housing, runs a small community-based day service, provides outreach support and offers supported employment for people with learning disabilities in its not-for-profit community café - the M-Eating Place.

Partner: Holbeach Primary School is based in Lewisham, they write articles for RGTB's quarterly newsletter and also give RGTB its hall for the RGTB AGM, including tables and arranging and clearing the hall.

Partner: Action for Refugees in Lewisham (AFRIL) is an independent charity on Lewisham High Street which provides services for Lewisham's many refugees and asylum seekers. AFRIL has organised reading skills training for RGTB members.

Partner: Age Concern Lewisham provide training on befriending.

Partner: Youth Aid Lewisham (YAL) has trained some of RGTB's younger members and in return YAL has sent some of its members to have work experience at RGTB, including office administration.

Partner: Lewisham Toy Library lends out toys to disadvantaged Lewisham residents for a fee.

Sustainability

Although the main sources for financing the charitable company comes from the public bodies (i.e. Big Lottery, Princes Trust, City Bridge House) RGTB is fostering additional fundraising initiatives, for example the shop: when shopping online, clients can access over 100 leading retailers using RGTB webshop. Every time someone use its webshop when shopping online, RGTB gets funds for the institution.

Conclusions

With the support of nef, the Big Lottery, and the City Bridge House Trust, RGTB has succeeded in establishing itself as a national model of best practice for a time bank in a health-care setting. Locally this was reflected in the fact that in 2003, Lewisham Neighbourhood Renewal agreed to support the RGTB as the hub of a new network of time banks across Lewisham and as a means of developing greater resident involvement across the borough as a whole.

Social innovation case 4: Sandawe

Introduction

Sandawe is a Belgian platform especially devoted to the production of comics. Sandawe considers itself as a publishing house for comics based on the principles of crowdfunding. It allows its members to become “édinautes”. If a project reaches 30.000 to 50.000 Euro the comic will be produced and the profit distributed between authors, the platform and the investors. Sandawe is headquartered in France, although comics are also available at the bookshops in Belgium, Canada and Switzerland. The site has an on line shop. With over 4700 members, 872 authors and 28 projects funded, Sandawe has reached the 700.000 euro invested in projects till October 2003, highlighting the importance of the comic market through internet.

Analysis and discussion

Sandawe facilitates fund raising by comic designers by providing a collaborative platform for “crowdfunding”. The social innovative element of this publishing house is that it is focused only on the “comic” market and provides authors with a channel to generate funding that is then channeled into helping them to publish and market their works. This social innovation provides an important means of disseminating comic works of artists outside the usual market mechanism thereby broadening the scope for bringing new talent to the attention of the public.

Practical implications

Sandawe is a Belgium publishing house composed by two people with external outsourcing for the communication, media, site development, edition and distribution services. Members can invest money starting from 10 euro, the investment provides them a customized comic with its name on it as well as part of the revenues generated by the comics. They have also access, through the client area on the site, to read the comic before it arrives to the general public. Publication is guaranteed once the crowdfunding arrives up to the 75% of the total cost. The average cost to launch a new comic to the market is around 50.000 euro.

Crowdfunding can mobilise the small-scale funds necessary to provide opportunities to more people and foster widespread grassroots production amongst those who might not otherwise have access to the necessary start-up capital to fund their creative projects; and that it might foster greater levels of engagement. Alongside these hopes are the fears that crowdfunding, like crowdsourcing, may create only loose connections between funders and project leaders, weakening or replacing the stronger ties between creators and more traditional funders that provided fuller and more stable financial and professional support. Moreover, while crowdfunding may ultimately make funding more mobile, it may also make creation, labour, and funding more disconnected from important forms of stability and support.



In the particular case of Sandawe, it has to be mentioned that the French trade union of authors (SNAC) is criticizing the platform because of rigid copyright restrictions for authors, low share of income and long-term contracts.

Innovation enablers

Sandawe is a private company working in partnership with the following firms:

FNAC: is an international entertainment retail chain offering cultural and electronic products, founded by André Essel and Max Théret in 1954. Fnac is the largest retailer of its kind in France. Its head office is in Le Flavia in Ivry-sur-Seine near Paris.

- ZOO: is a free magazine specialized on comics and graphic arts.
- ACTUA DB: With more than forty columnists, this news site created by Patrick Pinchart (its editor) is the benchmark information on the comic.
- BD GEST: With over 640,000 unique visitors and nearly 5 million page views each month, BD Gest is the leading French-language comics online.
- CBBB (Belgium Comic Centre): In an Art Nouveau masterpiece by Victor Horta (1906), the CBBB displays more than 4,000 square meters of shelves of comics, from its prestigious beginnings to its most developments recent. A major attraction in Brussels, opened in 1989 by the Belgium Royal family, it welcomes more than 200,000 visitors a year.

The Festival of Comics and Webcomics Blogs, more commonly called the Festiblog is a festival that allows bloggers comics and webcomics to meet their audience in real life. The meeting is primarily over a hundred free signings spread over 2 days, but also during various activities (drawing competitions, comic exhibitions, etc. ...).

Sustainability

Since its creation in 2009 this comic publishing house has been growing to reach the 700.000 euro invested till October 2013. One of the main strengths of the site is the fact that the comics are “validated” by the public: when investing in the work they show their interest and value in the comics proposed for funding.

Conclusions

Sandawe is a clear example of the new fundraising channel based on public engagement: “crowdfunding”. Crowdfunding is related to crowdsourcing in that both draw on the power of crowds and networks. This site allows to general public to provide financial support to the cultural creation, creating a new tool for comics creators to access to funds.

CAMARA: Spain

Social innovation case 1: Cybervolunteers

Introduction

Cybervolunteers Foundation is a non-profit organization made up of social entrepreneurs whose vision is to use new technologies as a means for social innovation and citizen empowerment. The Cybervolunteers programme is implemented by Cybervolunteers with information and communications skills that work day by day with the main objective of using new technologies to promote social innovation and citizen empowerment. The aim of the Cybervolunteers is to maximize the rights, opportunities and capabilities of each person within their environment through the use of new technological tools and applications that are available to them. In this sense, the programme is specially focused on groups of people that may have more difficulty accessing the information society due to reasons of age, disability, gender, social or professional environment, lack of time, knowledge, skills, motivation and/or economic reasons.

Cybervolunteers is firmly in the sector of social innovation and the use of information and communication technologies (ICT's). The organization operates through a network mainly in Latin America, Spain and other parts of Europe.

Finance

Cybervolunteers counts with the support of a wide network of members: national government, regional governments, municipalities, universities, banks, private sector, etc. Also any person can make a financial contribution by supporting any particular project, by sending an email to info@cibervoluntarios.org and indicating the project that they would like to sponsor.

Added value

The work of Cybervolunteers since 2001 in relation to volunteerism and ICTs is not only an element to combat the digital gap but an element of eliminating other social divisions through the use and knowledge of technological tools that increase the opportunities and abilities of people within their environment and generate new social innovations, i.e. promote citizen empowerment.

The Programme creates a new type of volunteering, technological volunteering or cybervolunteering, of which they are pioneers not only in Spain but at international level where other organizations have emerged too. The cybervolunteering is not the same as online volunteering or cyberactivism, its concept is broader. The majority of the work of cybervolunteers is onsite, is done with the person they help, the cybervolunteer teaches the person to use a tool or technological implementation through volunteering and looking



closely and precisely tailored to their needs through the involvement and adaptation; after this onsite training, they often give people online support.

The biggest value of the Programme is the Cybervolunteers that are social change agents who contribute to promote the use and knowledge of technological tools among people with fewer opportunities to access and training ICT. They have an important role between local and global information society and the way they contribute is usually innovative and creative in order to detect problems and give solutions to the needs and demands within their area.

They use technologies from a social perspective and contribute to eliminating other gaps through awareness, information and training in classroom (not on line) and satisfying the needs of each individual or social group with which they work. To get it they conform and adapt a variety of applications, tools and technology contents to the various needs of the excluded people (social, employment, educational, cultural, communication and participation needs) for which technologies represent the element of differentiation that helps them to empower themselves; this is to say, increase their capacities and opportunities within their environment.

Practical implications

The Programme consists of a series of training activities and actions with the goal of using technology tools as a means to promote the empowerment of citizens and their quality of life and increase their participation in their social environment:

- To encourage the adoption and use of ICT by citizens, NGOs and institutions
- To promote a responsible and appropriate use of the contents, services, tools and access to Information Society and Knowledge
- To promote the creation, training and mobilization of a technological volunteer: the cybervolunteers
- To create a social conscience: to generate positive social and cultural attitudes towards the importance of new technologies for the development and advancement of society
- To remove any barriers that prevent knowledge and use of new technologies, especially the physical, social and cultural ones
- To encourage participation through ICT and the responsible use of these tools among the youth

Innovation enablers

The Programme counts on the collaboration of 1,500 Cybervolunteers and works from a multi-stakeholder perspective, promoting collaborative work and networking (and virtual) between Universities, Public Administrations, Companies, NGOs. They are convinced that multi-stakeholder work generates for all that is why they spent time to build strategic alliances with other entities to move forward together and learn from each other. They

highlight some of the collaboration agreements with entities such as the Reference Center for Personal Autonomy and Technical Aids (CEAPAT), the Public Employment Service (SPEE), the Spanish Federation of Municipalities and Provinces (FEMP), Democratic Union Pensioners and Retirees of Spain (UDP) and Universities (Madrid, Oviedo, Málaga, Almería, León).

Sustainability

- Strengthening the network of cybervolunteers.
- Strengthening the attraction of financial contributors and sponsors for particular projects.

Conclusion

Cybervolunteers is a programme that works to promote the social innovation and citizen empowerment by using ICTs. The programme recruits and coordinates volunteers with information and communication skills, who participate in local, regional and international projects to combat the digital gap and other social divisions through the use and knowledge of technological tools.



Social innovation case 2: Guadalinfo

Introduction

The Guadalinfo Network is an Andalusian social network for those people who believe that ideas can transform society. Guadalinfo is comprised of 755 community telecentres located in the Andalusian towns and villages with a population of fewer than 20,000 inhabitants. Initially in 2004, was intended to bridge the digital divide in the Andalusian population, specially unemployed, elderly, and people with disabilities. Later, around 2010, the objectives moved to provide more advanced services to facilitate the growth of new social innovation projects, designed and developed by the citizens to benefit their own communities.

Analysis and discussion

In 2013 there were more than 1244 social projects in the field such as tourism, employment, empowerment, inclusion, environment, web 2.0, sustainability, accessibility and culture. The final goal is to have a rich community of people that lead social innovative projects in a collaborative way to improve their lives.

Sector

Social innovation focused in motivating and supporting citizens to create and manage social innovation projects for the benefit of their communities. The project has a large network of tele-centres fully equipped and connected among them by a digital platform. All the centres are managed by trained agents.

Region

63% of the villages with under 20.000 inhabitants from the region of Andalusia participate in Guadalinfo network. The network gives priority to towns with more social and economic needs. Besides these villages, there are some of the centres located in severely deprived areas of some of the bigger cities.

Finance

Originally the project was co-financed by EU FEDER funds, the Andalusian regional government, and the eight provincial government delegations. They commissioned Consorcio Fernando de los Rios as the manager of the network.

Added value

The main impact of Guadalinfo to the community has been the creation of a digital environment in which Andalusian society further develops from a cultural, economic and

social perspective. Some numbers achieved include over 600.000 users in 1244 social projects. These projects involved over 852 businesses, 1475 public organizations, and 2295 local associations. Social and economic impact is evidenced through the increase of 24.2m in the gross added value in the region; the creation of more than 1000 jobs directly; and around 1500 jobs indirectly. In terms of territorial cohesion the programme has contributed to an increase in population in rural areas of 4.3%.

Practical implications

The awareness of the social innovation initiatives by the network is transforming a community of consumers to a community of creators of social initiatives. Guadalinfo favours the integration of new technology in the daily life of users. It increases levels of education and relation between citizen and public administration, and mainly, increases the motivation to develop business projects committed to the territory. Users of the Social Network Guadalinfo have 5% greater chances to find a job. Users skills in using web 2.0 are 17% higher than those of the general population. Uploading and sharing first-party content into the Net increase 13%. Internet access in the municipalities under 10.000 inhabitants (18.46%) grew above the Andalusian average (16.7%). This, together with the increasing number of households with the internet access (67.9%), indicates that Guadalinfo centres are fulfilling a straightforward function promoting equal opportunities resources.

Innovation enablers

Guadalinfo aims to promote social innovation particularly among Andalusia community. The main areas of action are: citizen participation, integration, inclusion, entrepreneurship, employment, empowerment, motivation to change, social responsibility, sustainability, innovation and creativity. The main actors are the active citizen that create and implement the social innovation projects within their communities. Besides the citizens, there are projects and ideas coming from stakeholders, providers and external experts.

As said before, the role of the agents or managers of the telecentres is crucial to improve comprehension and collaboration of the users in the co-design of projects and cohesion among the different telecentres. Another key actor is the Consorcio Fernando de los Rios, as manager and coordinators of the network in the region. It is responsible of identifying best practices, designing methodologies, and transferring knowledge. Also spreading out the network and working with other similar networks around the world. The programme also organizes gatherings of the member of the network to accelerate the development of existing projects and to encourage an interdisciplinary forum capable to lead the changes and give solutions to the future challenges. These forums have a follow-up through a digital platform and social media.



Sustainability

It is expected that Guadalinfo will stay as part of the community for long time. Mainly because it's not a single innovation project but rather it is a system generator of innovation projects. Since its evolution, Guadalinfo has been growing quickly, promoting sustainability and undertaking more initiatives. The programme is an ecosystem for living labs and open innovation where citizens are actively contributing. The financial support is been guaranteed mainly by public founding and private sponsors; but also by the income generated for some the activities organized by the telecentres.

Conclusion

Guadalinfo is comprised of 755 community telecentres located in the Andalusian towns and villages with a population of fewer than 20,000 inhabitants. The main objective is to provide advanced services to facilitate the growth of social innovation projects, designed and developed by the citizens to benefit their own communities. At the moment there are more than 600.000 citizens participating in the network, and 1244 social projects in fields such as tourism, employment, empowerment, inclusion, environment, web 2.0, sustainability, accessibility and culture.

Social innovation case 3: Proyecto Lunar

Introduction

Proyecto Lunar - Business support service for entrepreneurs (starts-up) and SMEs in cultural and creative industries (CCI) focused on innovation. Proyecto Lunar is an innovative model designed to bring solutions to the cultural creative industry in the region of Andalusia. It aims to create and consolidate enterprises and employment rates linked to cultural and creative industries sector by giving support services to entrepreneurs. In this sense, the project helps to set up connections between professionals, public and private entities and the local area where they operate through a variety of activities including research, training, technical assistance and marketing.

Analysis and discussion

Proyecto Lunar was launched in 2007 by Andalucía Emprende which is a non-profit public entity that belongs to the Regional Government in Andalusia and is linked to the Regional Ministry of Economy, Innovation, Sciences and Employment.

Sector

The programme covers the entire creative sector: visual arts, crafts, performing arts, musical arts, literary arts, audiovisual media/multimedia, cultural heritage, design, creative cuisine and consulting, etc.

Region

The programme is developed in the region of Andalusia, which is the most populated region in Spain with over 8 million inhabitants, representing 18% of the population in the country. It is historically a crossroads of three cultures – Christians, Muslims and Jewish – it has enjoyed remarkable growth and improvement in living conditions. Since the accession of Spain to the European Union in 1986, Andalusia has also successfully transformed itself from a traditional region of emigration into a host region for new immigrants. Despite the progress made, the region lags behind the Spanish and EU averages in key socio-economic indicators, currently standing at 80% of the EU average GDP per capita. The Regional Government of Andalusia has had a strong leadership role in steering the region towards a knowledge-based economy through massive investments in innovation, human capital development and improved connectivity.

Finance

The project was initially financed by ERDF funds and coordinated by Andalucía Emprende, attending the needs of creative groups and associations.



Added value

Projecto Lunar is the first programme created in the Region of Andalusia to give support to entrepreneurs and business projects in the framework of CCI. In this sense the Project works to organize and articulate the CCI sector in Andalusia and to give a professional status to the persons involved in cultural industries, as well as promoting the entrepreneurial spirit and mindsets. Another important value is that this initiative aims to make society aware of CCI and its importance and contribution to the knowledge economy. Projecto Lunar offers to CCI' entrepreneurs the following services:

- Entrepreneur's recruitment campaigns and dissemination of entrepreneur culture
- Individual advice and support services to manage the setting-up of business, the elaboration of business plans, the managing of administrative proceedings, etc.
- Help to access to public and private funding
- Training on business management
- Business hosting: free-rent hosting to business projects
- Access to CCI' clusters
- Access to a wide CCI's network (stakeholders, artists, policy makers, politicians, cultural institutions and entrepreneurs).

Projecto Lunar brings closer two worlds as different as culture and business. It also takes into account the importance of innovation and new technologies and its influence in the creative sector. Projecto Lunar has four phases:

- Phase 1: Visualization and consolidation of ideas
It helps to make more visible the innovative ideas developed in the scope on CCI and consolidate them on the different markets.
- Phase 2: Technical assistance and training
It provides with training and different support services to carry out creative ideas. It also gives advice for the development of business plans. There is a technical team in charge of tutoring each project individually.
- Phase 3: Commercialization and publicity
It puts innovative ideas on the market and promotes them in order to make them visible.
- Phase 4: Relations and networks
It favours the bilateral and multilateral relations among projects, as well as meetings with sectoral and multi-sectoral partners.

The project counts also with the support of the Regional Network for Entrepreneurship Support that belongs to the Regional Ministry of Economy, Innovation, Sciences and Employment. This organization gives advice on how to setting-up a company, how to find funding lines, technical assistance and even business hosting.

Practical implications

Creative entrepreneurs receive advice and training from experts for the development of personalised business plans, search new business opportunities and find funding lines. They also receive support to setting-up their companies, as well as free hosting in the facilities of the Centres for Entrepreneurial Development of Andalucía Emprrende and the business incubators.

From its launch in 2007, Proyecto Lunar has promoted the creation of 273 companies and 507 employments in the creative sector. Besides it has provided advice to more than 2.000 business projects and specific training to develop 647 business ideas. The project has participated also in cultural events organised in the region of Andalusia through 177 training sessions of different kind (workshops, conferences, round tables, etc.) depending on the creativity process of the creative businesses. The development of these training sessions has also served as a promotional platform for many businesses attached to 'Moon Project', as they have been able to present your company, products and services and create networks of cooperation and contacts with other companies and public bodies and private

Innovation enablers

Stakeholders involved include Andalucía Emprrende Foundation; the Regional Government of Andalusia; creative groups and associations, and the culture office of the regional and local government

Sustainability

The sustainability of the project is through their own activities and the outcomes of relationships with creative groups and associations.

Conclusion

Proyecto Lunar was created in order to attend the needs of the cultural and creative industries sector in Andalusia. It aims to give a professional status to the persons involved in CCI, promote the entrepreneurial spirit, and make society aware of CCI and its importance and contribution to the knowledge economy.



Social innovation case 4: Puma - social currency

Introduction

This social or complementary currency network, which has more than 500 users, was designed by a small group of residents of the popular Sevillian's neighbourhood "El Pumarejo" as a homemade response to Spain's crushing unemployment crisis. "The Pumas" as the currency is called, can be used instead of Euros to obtain goods and services within the neighbors and local merchants that agree to accept them. This social currency is part of an exchange programme where instead of paying someone with Euros you exchange Pumas (1 Puma = 1 Euro), as long as both traders are part of the Puma network. Users essentially start off with a revolving credit line, able to take on up to 100 pumas in debt. They earn money by selling goods or providing services to other users, tracking their balances in account booklets along the way.

Sector

Social innovation in micro-economics. This local exchange trading system creates a complementary currency designed intentionally to address specific economic problems of the community.

Region

Pumarejo's district, lies just within the walls of the historic city centre of Seville, bordering with the working class district of the Macarena. Around the Casa de Pumarejo (social community house) a whole network of community projects have grown out a whole raft of services and facilities available from a library, Italian cinema, a legal aid office, Spanish classes, a sewing group and yoga, etc. All are self-generated by the participant citizens and directed towards the local community.

Finance

There is not external financial support. The currency network is only supported by the active participation of its members. The network organizes once a month a small street market, some of the benefits obtained from the sales are used to support administrative and diffusion activities of the currency network.

Analysis and discussion

Added value

In the current economic climate, Puma currency add value to the Pumarejo community in different ways:

- The currency enable the community to focus less on acquisition of money itself and more on fulfilling what really matters in their lives.
- The Puma is Lifeboat currency for the members of the network. With such high unemployment rate in the area; people don't have Euros but, they still having skills, knowledge and other resources that can help them to earn a living and keep their dignity.
- The Puma encourages commerce to stay local by allowing trade of goods and services within the community.
- Network's members are able to understand basic financial principles and micro-economics. So they learn to be better consumers and to plan their personal finance.
- Ecological friendly, by encouraging localisation of trade and relationships the system encourage energy efficiency. Also the complementary currency encourages the use of under-used resources and recycling.
- This type of projects provides a way for communities to bypass the inflation tax and arbitrary confiscation that defines the modern era of central-bank administered currency.
- The money is not controlled by "banksters" in closed door meetings in faraway offices, but by the people themselves, in their own back yards.

Practical implications

The Pumarejo's neighbours implicated in this social initiative, declare "the most important benefit obtained from the programme has been the chance to begin to know each other, find out what happens to others, what they need, what they want, what they dream, what problems they have". They get together to see what they do, the problems they have and how they can solve them; and besides, they are getting some goods and services without Euros. For many of them the social currency Puma has been a powerful tool to connect with other neighbours, apart from getting to exchange goods and services, of acting as a consumer as well as a producer in a parallel economic system, and meeting some of their needs; the philosophy that has developed this social currency leads them to go creating a strong sense of community, with great capacity to care and support others, self-organization, creation and resilience.

Although social currencies are criticized for not solving the problem of poverty, it's important to remember that their goal isn't to feed people in need, but to seek mutual help to achieve self-sufficiency and a new more sustainable social model. Mostly, the programme is given individuals dignity, because they still having skill to be productive and be self-sufficient. Clearly there is a need to create alternatives. Many people are leaving the country, many of them are doing jobs below their preparation, many who have absolutely nothing and no institutionalized solutions has given them an answer to resolve their problem. However, there are many different situations, moments, personal processes that make the ground favourable for this type of social initiative.



Innovation enablers

There is not external funding support for this social initiative. The Puma is sustained by the active participation of the community. The main skill learned by the community is to be productive and self-sufficiency, to be able to support themselves exchanging good and services without Euros but only with their labour skills. The main driving actors are those members of the community that are actively using Pumas. This local exchange trading system is designed to address specific economic problems of the present financial crisis.

Sustainability

Complementary currencies are not a silver bullet for sustainability. They are however a requirement for enabling a sufficiency, instead of scarcity. Of course, there is not chance Pumas will replace the Euro, mainly because is confined to tiny circles of users, but it's a revealing indicator of the anguish of the financial crisis in Spain where the recession affects the quantity of money in circulation to satisfy people's basic necessities.

The process of creating the Puma Social Currency was almost a natural process for the Pumarejo neighborhood. The personal path that many of the neighbours were touring and a new way to keep building something new together, nor knowing where this would take them to, for them it isn't an utopia. It's really a process that is ongoing and won't end with the currency, but it's only one step in a necessary transition to create a more sustainable social model. There are many experts that predict that Puma will disappear when the crisis is over, but the members of this social platform defend that the indomitable spirit of the community will remain over the time to seek a better social model.

Conclusions

The Puma is a social currency that is a response to Spain's crushing unemployment and financial crisis. This social currency is part of an exchange good and services where instead of paying someone with Euros the community exchange Pumas (1 Puma = 1 Euro). One of the goals of the Puma system is to give individuals a parallel option to the present monetary system, because people might not have Euros and employment but they still having labour skill to be productive and be self-sufficient. Of course, there is not chance Pumas will replace the Euro, but is a good social innovation because gives an alternative to the current social model.

Fomento San Sebastian: Spain

Social innovation case 1: *Jesuitak - San Ignacio Ikastetxea*

Introduction

San Ignacio is a not for profit institution providing education for girls and boys from 3 to 17 years old. In a context of fast and deep changes, San Ignacio school vision is that 21st century educational centres must evolve from traditional teaching centres to training centres. In this kind of centres students should see more learning by doing rather than just learning, and they should be able to enjoy the learning journey – so they should eventually find flexibility to accomplish their goals. Practicality and passion are the cornerstones for the 21st century answers to 21st century students. But since formal education and official approval establish a number of constraints and rigidities, the exploration of innovations seems to be the only way.

Sector

The social innovation sector is in education. The social innovation has deployed a number of projects, targeting different age groups and setting diverse goals, but pursuing a common objective: evolving towards a new educational paradigm where students become (and feel) themselves the leading role in their own training process.

Region

Donostia –San Sebastian is a city in Basque Country, Spain; a Mid-sized urban setting and capital of the department. The Basque Country itself is a region well known for leading initiatives around social innovation, both private (i.e. Mondragon Corporation) and public (Innobasque, Basque Social Innovation). The department Gipuzkoa has a tradition of above-the-average citizens political involvement. It has as well and above-the-average income-per-capita, but recession has somehow shifted focus to social urges. The wider region, Basque Country is a leading region in Spain in terms of cross – school test (PISA-like). This fact, and a trend of declining demographics has put additional pressure on schools to come up with compelling offers.

Finance

The school is run under a private public partnership (“concierto”), so part of the funds come from families/guardians, and the other from government. The activities related to the projects described below are not optional but part of the curricular educational program. They fit within the current school budget and do not require additional funding.



Analysis and discussion

Added value

The added value of education to society it is out of question, but admittedly it is not an innovation. Particular ways to envision education could be or have been more innovative, as specifically that of San Ignacio School. Their mission is to accompany every student in their spiritual, emotional and intellectual growth, and their vision is to provide a place to learn with chances and experiences to become persons engaged in social transformation. Appealing approach, but this general social goal does not yet allow the recording of it as a social innovation.

Now, when based on the aforementioned approach, there is a specific goal to empower students, making them take the lead of their own learning process, and when that goal is based on the deployment of several projects interacting with the core curricula and altering the traditional ways students and teachers conceive their relationships (and even those with parents), we are talking of social innovation. Value added can be better understood when looking at particular projects.

P1) "Design for change": it is a simple tool that fosters initiative in young students involving them to address real challenges in their environment. While performing this task they develop critical judgment and become action- oriented. They are expected as well on the long run to develop entrepreneurship skills, and self-confidence. They will be adults who will not need to be taught what social innovation means: they have experienced it – if at a small scale.

Every challenge –which is addressed by a team– involves 4 steps:

- **Feel:** thinking about what they would like to change nearby.
- **Imagine:** talking to people involved with the issue, generating and selecting potential solutions.
- **Do:** solution implementation including documentation in a before / after fashion.
- **Share:** celebrating the achievements, inspiring others.

P2) "Khan Academy": based on a platform hosting thousands of videos around 10 minutes on a number of subjects (mainly science), plus hundreds of activities connected to them. Following a planned schedule, students watch videos at home, and the class at school San Ignacio become a practical one. Teacher is now more an assistant in exercises solving (be it exercises proposed in the own Khan web under a gamificated setting, or additional ones).

Main advantage is the adaptation to every student rhythm, and overcoming the issue of students pretending having understood a point just to avoid to appear as laggards before the classmates. With a video, at home, they can go backwards, repeat once and again, etc.

On top it the platform is a source of valuable information to teachers, since there are early warnings of which students are having issues with which topics, if there is a topic where

a pattern of general misunderstanding appears, and even those student who are doing specially well and could help others are easily spotted. Not only teachers are to receive richer information, but parents can track (only their childrens' profile) progress on a real time basis.

P3) "Loyolanet" is a task force consisting of different people related to initiatives of the Society of Jesus in diverse fields (NGOs, culture, education, academy) aim at developing projects with certain common goals:

- Stimulating individual transformation towards a more innovative and entrepreneur behavior.
- Driving competence based pedagogic innovation.
- Reinforcing in every participating institution, those conditions, leadership and organizational traits so as to innovation to stop being an occurrence and become a process.
- Maintain an active supporting network between professional around those innovations serving as feedback, sharing place and conversation.

Practical Implications

- Half-open teaching community. Group of prone to sharing, open-minded teaching professionals.
- Better prepared students to understand and overcome their own limitations.
- Greater involvement with families. They see the future adults more aware of their environment, and capable of trying to modify certain challenging situations. The students themselves, in their adult life will be better suited to address challenges in their own life and careers.
- Better prepared students to interact with social issues.
- Streamlining activities of core resources (teachers).

Innovation enablers

Closing generational gap: one of the effects generating certain frustration in the educative experience is the shock between teachers educated with techniques and trends dating 40/50 years back in time with current students. Using tools and network interaction familiar to them enhance the innovation activity.

There is a widespread social need to complement the educational experience beyond pure knowledge to more comprehensive training, where students acquire skills and attitude to become mature citizens, engaged with their environment and prone to act rather than wait and see. This need fits well with the type of innovation proposed ar San Ignacio.

There is as well a particular between public policy in Spain and the type of initiatives mentioned, since while syllabi are rather tight under the "concierto" (framework-law



regulating the funding of non-state operated educational institutions) the way topics are taught and optional transversal training is run is a bit more relaxed.

Sustainability

In the short run, innovations project as the one mentioned, - not requiring additional funding and having measurable positive impact in term of results, have an intrinsic factor of longevity, what it could be called “business incentive”.

In the middle run all actors intervening have interests on the project being in place and eventually growing. i.e.: Students selecting times when to review material, not necessarily in in person classes and receiving help from their peers in their own language. Parents having access to material their children are exposed to and, tracking their progress. Teachers being freed from master classes, can focus in more added value activities and accessing a real time scorecard of how the group is doing.

In the long run students going through this enhanced educative experience end up being more self-confident, co-responsible, and more prone to act on social issues. Education generates attitudes, and normally, they stay for life.

Conclusion

San Ignacio has explored - and will go on doing in the near future - ways to test and systematize tools and methodologies that can better deal with diversity while enhancing (or at least not damaging) core knowledge building. Final goal is not excellence itself or innovation for the sake of it, but to “provide” society with “conscious, competent, passionate, creative and engaged” citizens, responsible for building better present and future.

Social innovation case 2: RadarISE

Introduction

Corporate Social Innovation exploratory diagnosis run by Sinnple. Sinnple is a for profit consultancy. Enterprises of different sizes are normally familiar to corporate social responsibility programs, regardless of how active they are or if they are approaching them just for the sake of image and reputation. When it comes to social innovation - and particularly the one led by or happening into traditional enterprises (as opposed to social ones) - not only the concept itself is more elusive, but how to address it or to interweave it with the established business processes. Sinnple set up and tested a way to do a quick diagnosis of areas of opportunity in social innovation for enterprises of any size.

Sector

Social innovation in business process. This initiative has showcased and tested a methodological tool: a structured way for business to identify opportunities to explore social innovation. This tool takes into account current organizational processes.

Region

Donostia -San Sebastian is a city in Basque Country, Spain. Mid-sized urban setting and capital of the department. The Basque Country itself is a region well known for leading initiatives around social innovation, both private (i.e. Mondragon Corporation) and public (innobasque, Basque Social Innovation). The department, Gipuzkoa has a tradition of above-the-average citizens political involvement. It has as well and above-the-average income-per-capita, but recession has somehow shifted focus to social urges.

Finance

RadarISE is a partly publicly financed program, with no cost to enterprises taking part. Sinnple contributed as well investing a percentage of person hours uncharged. Future exploitation of commercial opportunities based on this experience should more than compensate for it.

Analysis and discussion

Added value

CSR is progressively leaving its old place in organizational landscape, when they were generally seen as an professionalized way to undertake corporate philanthropy and audit labor practices with an additional opportunity to enhance public image and reputation. This



has been possible, since once the businesses become serious about engaging stakeholders, taking into account their views, worries and expectations, the logical step is to incorporate this interactive contact in a structured way in business process. Again managers responsible of this activity are the appropriate partners to conduct a general risk assessment and management review, beyond the operational one that --implicitly or not-- was already being carried out.

So far so good, at least for those businesses having progressed the way just outlined. But once CSR is not a side dish in terms of strategy, and their goals and procedures are embedded with the rest of company's operations a limitation becomes evident. CSR is well suited to help organizations doing good, but not doing well – or doing better -. Not that that was originally the intention so no problem apparently..., but here is when corporate social innovation steps in.

On one hand evidence shows that for a decent amount of social challenges (not all, admittedly), a market approach show advantages in terms of longevity and time to scale. On the other hand is not natural for a business to think of social challenges as areas where they can have a positive impact with its core operations (without additional investment or damaging their competitive position), let alone as business opportunities themselves.

In order to seize this opportunities enterprises must scan, apprise, select and prioritize them, and then check how and if they can be reasonable impacted with their current activity or new ventures. Additional reflection has to take place regarding if the organization processes, people and technology is suitable for that purpose or an evolution is required.

At this analysis oriented to “blended value” “shared value creation” “corporate social innovation” actions, –names are not that important–, should be rigorous... but not so complex as to deter boards and managers with short deadlines and pressures around short term objectives. Or, thinking of SMEs, involve an amount of resources just not available.

RadarISE allow organizations to identify, according to their current structure, B2B or B2C predominant model, geographical presence, etc. areas where to explore shared value initiatives.

Practical implications

The target demographic from a social impact point of view will be the different groups of people benefited from the plans, products, process redefinitions, etc. that the companies decide finally to put in place. From that point of view, we could only speak generally of the implication of a social challenge being approached from a business perspective. There is a decent amount of literature and discussion on the topic highlighting pros and cons.

Form a different point of view, the enterprises themselves could be seen as target of the innovation –though they are in charge of making it happen as well– In times of economic uncertainty and public budgets in retreat, those societies and regions that can involve the

economy sector –the businesses– in the improvement of social conditions will be definitely better off.

Innovation enablers

The funding of the regional local authority was definitely a major support, since not all if few enterprises would be ready to otherwise engage in a project that was previously neither in their strategic focus nor taken into account in their budget. One of the problems for companies when dealing with social issues, is the feeling of having to learn a new language to speak to certain stakeholders, activists, NGOs, etc. Now, one advantage of having Sinnple conducting the diagnostic was, based on their previous experience, the adaptation of some of the terms to companies' everyday terminology. RadarISE was selected as one of the projects under the initiative Enterprise2020 (www.csreurope.org), part of the wider Europe2020 effort. It recognized it as one of the leading innovative efforts around social responsibility of enterprises. This worked as well as an endorsement for some businesses, who at the beginning could have been to some extent reluctant.

Sustainability

Enterprises having entered the program have gone through a process that from now on they can repeat by themselves whenever they want. Moreover, some of them have decided to undertake the action plan suggested and will implement or develop certain actions shortly in their operational plans. Other enterprises with interest in getting to know and maybe experimenting with the tool, can freely access the methodology. This was one of the requirements related to the public funding granted. Additionally Sinnple, who was in charge of developing and testing this tool, has the natural business incentive to advocate and propose its use to more companies alone or as part of a wider effort.

Conclusion

Certain business leaders and social innovation practitioners alike have highlighted the potential benefits of for profits including social challenges in their innovation process seeking to come up with new products / services, operative procedures, or cluster approaches that can address those challenges.

But the average SME in Europe will be probably unsure, if it were to progress alone in this effort. Sinnple and Gipuzkoako Foru Aldundia / Diputación Foral de Gipuzkoa have partnered to offer a methodological approach to get them started with social innovation.



Social innovation case 3: TXITA

Introduction

TXITA offers a bike-based man-powered transport and delivery service. It began as a tricycle based advertising platform and a seasonally operated activity based on a revisited modern version of a rickshaw, oriented to tourists. Observation of traffic characteristics and ecological consciousness paved the way to diversification: TXITA is now the first enterprise in Spain offering a delivery service with cargo bikes.

Sector

Social innovation in green transport. The social innovation has set up a small enterprise offering a zero emissions alternative to last mile delivery and messaging.

Region

Donostia –San Sebastian is a city in Basque Country, Spain. Mid-sized urban setting and capital of the department. The Basque Country itself is a region well known for leading initiatives around social innovation. The department, Gipuzkoa has a tradition of above-the-average interest in outdoor activity (climbing, trekking, jogging, surfing, cycling). Cycling itself is, one of the sports with more followers, and it is one of the leading European regions in terms of associated cyclists. Donostia has not only great road infrastructure for bikes but a Mobility plan with particular focus on sustainable transport.

Finance

TXITA was initially financed with a commercial credit, endorsed by FFF's (family and friends). From then on has survived on own generated revenue, and recently got a recognition from "*Momentum Project*" entitling TXITA to access soft loans from a leading commercial bank (BBVA).

Analysis and discussion

Added value

The goal of TXITA is to improve sustainability and quality of life, promoting ecological urban transport, and delivering such a transport in Donostia. TXITA as a success story, does not want to escalate to a broader geographical area but to be a replicable model in other urban areas. So TXITA look not only to achieve its own economic sustainability, but to experiment with different options to make the model as adaptable as possible.

Environmental and social impact is embedded in the activity of TXITA. They use only 100% sustainable vehicles, and all of the services they now provide were previously provided by contaminant fossil –fuel means. Thus, direct impacts that can be highlighted are:

- Reduction of energy consumption.
- Reduction of CO2 emissions.
- Reduction of pollution and increase of air quality.
- Reduction of motor vehicles on the city roads. (Traffic conditions and noise).
- Reduction of motor vehicles with special permits to use pedestrian zones for delivery purposes.

Some data related to the aforementioned impacts, as of May 2013 are:

- 21000 dispatches, 200.000 deliveries, 25 tons of CO2 emissions.

Other indirect impacts are the improvement of traffic conditions in the city, and as well of mid to long term health condition of TXITA workers. Training and consulting has been conducted with 8 others entrepreneurs envisaging to replicate the model, including reselling of 14 tricycles.

Training has been recently upgraded and it includes now the option to spend two full days working with TXITA's staff so that trainees can "feel and touch" by themselves challenges and good practices rather than just "being told", and this way being better informed before taking decisions in their own deployments.

Practical implications

City mobility plans targets a number of segments. And while traditionally, the individual citizen has got the focus, it is obvious that business and other collective activities should be not to spare. It is important to be able to showcase an enterprise that voluntarily explores a green way to deliver a traditional service, an enterprise that can inspire others.

On the other hand if the offering of services goes not hand in hand with individual efforts towards a more sustainable transport, citizens will find themselves struggling to adopt new habits while the economic activity keeps the same. Not only that, even those more conscious ones who would be ready to support with their consumption habits ecological options, could not do it, and would be finally obliged to support the old carbon-intensive economy.

From a purely business perspective TXITA is a new entrant in an established, hard competitive sector with really thin margins. But it manages to deliver its social value without additional cost by partnering with some of the old incumbents to take in charge of part of the routes where traditional transport was especially cumbersome. This partnering includes showing the flexibility to interact with different systems and requirements depending on the company. And making a reasonable living by giving additional value.



Innovation enablers

In terms on funding, while TXITA was born with the support of the close environment of friends and relatives of the original entrepreneurs, they had from the very beginning to navigate a business model that could afford to repay the credit, so financial equilibrium was built in their own culture and was an issue at very organizational decision. On other hand, having been selected by a country-wide social innovation ecosystem (<http://momentum-project.org/en>) and going through its coaching and acceleration program has made alternative financial options available.

By the same token, that pressure was at the same time pushing them to monitor closely the outcomes of their activities, and to look attentively to their environment, being ready to shift and adapt when required. And this adaptability turned out to be crucial when some of the first business lines proved to be not as profitable as imagined. (i.e. tricycles as advertising medium).

There was present in some of them a particular knowledge on business related to cycles which was crucial to adopt some first good decisions, both technical and in terms operations. But again there was some other knowledge required for success, not present in the team, and that was progressively built with an open and positive attitude (i.e. delivery business insights).

Public policy has also played a key role, since the local authorities' engagement with sustainable mobility was needed –to begin with– for the infrastructure being there (i.e. bicycle paths and lanes). They were obviously not designed and built at will for TXITA purposes, but were already in place because of past municipality decisions.

Sustainability

For this innovation to have longevity in enhancing social welfare, two main factors have to keep more or less the same. Firstly, in terms of attractiveness, the need to alleviate traffic in city centres, the popularization of pedestrian commercial areas, and the urge to both reduce CO2 emissions and progress to more energy efficient economy will apparently be with us for some decades making TXITA a sensible proposal.

Secondly, in terms of alternatives, it is technology that should have its word and come up with better or more efficient ways for less invasive and contaminant small scale urban delivery and messaging. Transformation of current individual owned fleet to electrical is a possibility, but the promise of affordable electric vehicles is yet to be fulfilled. Some other experimental techniques such as amazon's drone delivery plan could have as well a partial impact if they are to become someday a reality instead a long term fantasy.

Conclusion

TXITA is representative of some of the traits well know of social innovations called to have a lasting meaningful impact. It blends the initiative of some individuals with great awareness for certain global issues with action adapted to a specific location. It blends the pragmatism of business-minded planning and monitoring, with positivism of aspirational activism. It blends the quest of financial equilibrium with the exploration of collateral activities to expand their impact. It blends finally, the autonomous impulse to realize a vision, with the openness and inclination to cooperate with industry actors, local authorities and social leaders.



Social innovation case 4: VoxCivica

Introduction

Bit For Change (B4C), promoting civic activism at VoxCivica. VoxCivica is a citizen network which seek to develop civic mindedness. VoxCivica is a citizen initiative which seeks to activate civil society and provide it with the tools and knowledge it requires to play a leading, responsible, conscious and critical role based on a firm commitment to both its own future and that of future generations. VoxCivica aims to contribute to disseminating values such as willingness to change, cooperation, transparency, perseverance and critical thinking. Their pivotal initiative is BIT For Change (B4C); its aim is to create groups of civic activists –volunteers who work hand in hand with local organizations and civil society groups to identify and provide solutions to civic needs: “*civizens*”–.

Sector

Social innovation in civil society empowerment. The social innovation has set up and delivered coaching and training into Management, Humanities and Technology, and Change so participants can spearhead change in some cities interacting with incumbents in that particular localization.

Region

Donostia-San Sebastian is a city in Basque Country, Spain. Mid-sized urban setting and capital of the department. The Basque Country itself is a region well known for leading initiatives around social innovation, both private (i.e. Mondragon Corporation) and public (Innobasque, Basque Social Innovation). The department, Gipuzkoa has a tradition of citizens with above-the-average political involvement. It has had as well for long time, an above-the-average income-per-capita, but recession has somehow shifted focus to social urges.

Finance

Financial sources are membership fees, particular project fees and donations. In kind donations should not be omitted: training and secretariat premises from a local university college, volunteer work for part of the training program, IT, and communication. A one-shot grant from the public sector has already funded the setup of VoxCivica.

Analysis and discussion

Added value

VoxCivica mission is to qualify people to become change agents in their communities”. Specifically if B4C were to have something like a “unique selling proposition” this could go

in the line of “activating socially engaged citizens to solve social challenges, and supporting their actual actions”.

Added value of B4C has multiple facets. When looking at the more tangible side of it we can mention:

- Technology integration.
- Addressing latent problems.
- Channel civic participatory aspirations.
- Provide a mechanism to obtain fiscal benefits for organizations involved.

More on the intangible side:

- Helping to identify and qualify talent.

For the challenges to qualify to be addressed by citizens must be aligned with some of the following impact vectors:

- Promote transparency in governance and citizens' right to know.
- Facilitation of access to critical knowledge.
- Promotion of civic behaviors contributing to build collective trust.
- Propel collective microfinance channels.
- Promote entrepreneur attitude.
- Creation of open, distributed, collaborative, civic platforms to propel collective action.

The value that B4C can add to community group is totally diverse depending on any of the challenges and target groups related, so it looks unpractical trying to demonstrate the global value to society. Nevertheless one of the participants, Sinnergiak, an academic institute of the University of Basque Country with specific expertise on social innovation, will measure the effects and impact of the first edition of B4C. Their results though, are not still available.

Practical Implications

Schedule: a typical project consists of 17 weekends where training, mentoring and coaching takes place, 2 weeks of field work in the selected location, and an additional one devoted to the get-together, sharing forum.

One important implication is the whole idea of civic groups, not lone wolfs. This is social innovation without the more ubiquitous social entrepreneur, one woman charismatic leader of an initiative, with a deep own vision of how to intervene.

Stress is made in the importance of co-creation; rather than going for a “everything made by ourselves our way”. And this not only for overcoming resource limitation, but to integrate local views, generate local partnerships, bring knowledge and expertise from outside the team and why not, adding external opinion, balance or even arbitration.



As opposed to other perspectives, like “train-as-you-go” or “select-the-right-talent-from-the-start” B4C goes for a first train, then act approach. (An action oriented training to be precise).

Supervised team deployment: for a challenge to be accepted and a B4C be assigned to a project there are number of criteria to evaluate, and only those with a good valuation will make it through the cut-off. Some of these criteria are:

- Civic impact (Scalability and how relevant is the civic need).
- Technology incorporation(Degree of technological innovation that the challenge allows for, as well as usability and accessibility).
- Sustainability (Is there an organization that can start the solution up? Are there incentives for the organization to support the solution along the time? The solution meets a need sustained in time? Reasonable cost and credible budget? Can it be fully carried out by a team of Citizens?
- Cross factors: On top of social impact, does the challenge suggest potential for positive environmental impact? Are gender issues, basic human rights or inclusiveness present? Does it promote civil society training?

Innovation enablers

The so called citizens are the key actors. They can be considered as civic entrepreneurs. They are highly motivated individuals who, after going through a training program, work together with other civic groups and local entities to identify and address a civic challenge. Local communities should as well be empowered as a result of this work.

The training program is one of the keystones of B4C. Some of the notes are:

- No master classes, but interactive action-oriented sessions, where teams grow more united and motivated.
- Training sessions must focus in being inspiring and when possible deal directly with the teams’ challenge if there is one. Otherwise will at least deal with the foundations that will allow teams work together: share criteria to analyze challenges, use wisely critical thinking, management methodologies, technological tools to address the field intervention and deliver impact.
- Connection with local reality: agent, community. No challenge of a B4C project will be correctly addressed with “parachutist spirit”, that is outsiders landing in a more or less foreign location, heavily armed (with training and tools), quickly executing with a precise goal in mind, and leaving again with no significant sorrow for potential collateral damage, or supervision of the evolution.
- Technology as a mean of rapid prototyping initiatives. With some of the instigators of VoxCivica having interacted in the past with initiatives like Hacking for Good or Code for America, it was all natural leveraging on technology to enable community service, reinforcing social value delivery, better networking civic actors, getting insight into decision making, etc.

- Feedback included in the process, not only for each particular initiative but for the whole of B4C, so innovation process benefits not only from the thought and reflections of the ones involved in a project but from the idea-sharing and synergetic interaction from the different teams and participants.

Sustainability

The impact in terms of longevity is designed to last in time, since a trained and motivated individual can go on with less supervision exploring new needs. What it is yet to be checked is the sustainability of every of the solutions ignited, which is under less control. So in terms of final social impact we can only speak of a meta-sustainability here

Geographically speaking there is again a limited impact, depending of the different locations where the citizens going through the program would like

Conclusion

The people behind the enterprise believe that the initiative B4C brings together three interesting answers to typical questions around social innovation:

- Social innovators (or civic igniters in this case): where to find them? There is a need to select and train motivated people.
- Scale: built-in program replicability, at least in a similar cultural / geographical area.
- Collective impact: B4C builds on teams not individuals, and pursue projects only with reasonable local community engagement.



Primus: Portugal

Social innovation case 1: Arrebita

Introduction

Arrebita! Porto is an innovative project of repopulation and revitalization of the city by rehabilitating buildings at zero cost. José Paixão is the architect responsible for the proposal that won the “FAZ “Ideias de origem portuguesa” competition sponsored by Calouste Gulbenkian Foundation.

Arrebita Porto is a social entrepreneurship project with the mission to fight the abandonment of the city centre of Porto. Arrebita is based on the idea that by creating win-win exchanges between different parties it is possible to renovate building for free. It targets owners without means and runs on the basis of a collective network linking international young architects and engineers, supplier companies of construction materials, professors from technical universities and distinguished charitable institutions. The underlying objective is that all win on top of the social value created by the project and that everyone can join in and contribute to create the change.

In order to validate the practical application of Arrebita, a derelict building belonging to the city of Porto was first selected as the target of a pilot intervention. The building, located in Rua da Reboleira in Ribeira do Porto, once hosted functions such as the offices of a shipping company, a primary school and a kayaking club has now been abandoned for twenty years. Like so many others, the costs pertaining to its refurbishment were considered to be too high and no private investor was found thereby leading to a public auction. This was the situation facing a building in the centre of the city and was ideal for Arrebita to take action.

Region

The Historic Center and downtown of Porto. Several factors over the past decades, dictated the “abandonment” of the city centre, as the freezing rents, bureaucratic issues associated with licensing of the constructions with historical and heritage value and the economic crisis in general. Indeed, the latest data show that in the past decade alone the centre of Porto lost a third of its population. The effect of abandonment is ominous, deep and widespread in the city impacting everything from its urban identity and safety to the management of infrastructures and living standards especially of those already most deprived.

Finance

The project is based mostly on sponsorship and income from the Calouste Gulbenkin Foundation, donations, merchandising and rewards.

Added value

The solution of ArrebitalPorto consists in designing a new system of refurbishing in which all involved gain in its process. The concept is to form a collaborative network where the value of a refurbished building is created through exchanges of mutual interest rather than through payments for services in cash. Indeed, by reciprocally matching the needs with resources of different parties, the project ArrebitalPorto is able to refurbish derelict buildings money free and without incurring homeowners in any cost. The modus operandi of ArrebitalPorto is based on the collaboration of three main parties besides homeowners who have no means to refurbish. One, the collaboration of young architects and engineers who participate in a work experience program and design and realize the refurbishment projects while learning from experienced masters. Two, the collaboration of supplier and construction companies who donate materials, equipment and services needed for the refurbishments while enjoying the tax benefits associated to the exercise of corporate responsibility. Three, the collaboration of professors of the technical schools and universities who monitor and supervise the refurbishments while using the projects as case studies for their courses.

Practical implications

The project follows a methodology in which all stakeholders benefit through the refurbishment of a city centre building to restore it to a fully viable and functioning asset for the community.

Innovation enablers

Key enablers of innovation are supplying partners, sponsors, school architects and engineers, consulting partners, logistics and contractor partners and an international team of young architects.

Sustainability

In the long run, the impact of the project will be noticeable in a range of urban indices from the level of investment and employment to the energy efficiency, tourism and overall living standards of everyone in Porto.

Conclusion

The ultimate goal of the project Arrebital Porto is to contribute to a wave of urban regeneration that is more inclusive than that which is commercially feasible. The project will contribute to the re-population of the centre of Porto by optimizing the disused fabric of the centre and by catalyzing increased competitiveness and social transformation of the city.



Social innovation case 2: Horta a porta

Introduction

This project is promoted by Lipor, a public enterprise that is responsible for the management, recovery and treatment of urban waste produced by eight municipalities in the metropolitan area of Porto region. Involves 25 partners: Parish Councils of Aldoar, S. Pedro de Rates, Averno-Mar, Maia, Custóias, Vairão, Fajozes and Ermesinde, the Municipalities of Matosinhos, Maia, Porto, Vila do Conde, Espinho and Gondomar, the Therapeutic Community of Meilão (Norte Vida – Associação para a Promoção da Saúde, Instituição Particular de Solidariedade Social I.P.S.S.), the Nobrinde company, the Porto Night Shelters (Albergues Noturnos do Porto I.P.S.S.), TECMAIA (Maia Technology and Sciences Park), the CICCOPN (Vocational Training Centre), the EB 2,3 da Maia School, ALADI (Lavra's Association for the Intellectually Disabled), S.P.O.T – Porto Society, Other trends, Lda and Sé Social and Parish Centre (SPOT) and the Associação Católica Internacional ao Serviço da Juventude Feminina.

Lipor has launched the “Horta à Porta” project in an attempt to optimize space, information and means that exist in this region. The project emerged in July 2003 and it met the need for interaction between several local entities, in order to define a strategy for Greater Porto in terms of home composting, the creation of kitchen gardens and promotion of organic farming. This initiative creates useful and dynamic green spaces, promotes biodiversity and good agricultural practices, like home composting and organic farming, and also fosters the contact with nature, quality of life, subsistence and social responsibility. The aim is provide 25 m² plots to citizens that wish to practice organic farming and composting. In addition to the plot, future farmers also get training on organic farming (for amateurs!). The products they cultivate are destined for their own consumption, water and tool storage space are provided. A community composter is also provided.

The “Horta à Porta” project provides a total of 843 plots, most of them in urban areas. More than 5 ha of organic farming that bears in mind environmental and social issues. The aim is to guarantee that everyone has the possibility to cultivate their own kitchen garden, contributing to a better product quality, health and environment. The project aims to meet the population's needs and, in order to reinforce its goals, was conceived a flexible implementation strategy by implementing kitchen gardens in different areas of Porto region, for instance through subsistence, social and company or institutional kitchen gardens.

For the Subsistence Kitchen Garden in Castelo da Maia created in 2009, one must fulfil at least one the following requirements: have more than 3 children; annual household income lower than 20,000€; be unemployed. This subsistence kitchen garden has 41 plots of 100 m² each, where people can create a biological kitchen garden to produce and possibly sell products in the local market, thus acting as a complementary means of subsistence for the household. In order to apply, you must live in the Municipality of Maia and provide the corresponding documents that account for your socio-economic situation.

Created in May 2013, Quinta do Passal kitchen garden located at Gondomar Municipality has 58 plots used by the municipality inhabitants. The kitchen garden includes social/subsistence plots with areas superior to 50 m² used by families with 5 people or more. The social responsibility kitchen gardens aim to engage social disadvantaged groups or social institutions and act as a complement to the budget of underprivileged families and institutions. The people served by these institutions can also work at the kitchen gardens, so they have a therapeutic effect too.

The users of the Social Kitchen Garden of Rates, for instance, live in social housing in the parish of Rates. The Social Kitchen Garden of Meilão was created within the Therapeutic Community of Meilão, Norte Vida –Associação para a Promoção da Saúde I.P.S.S., has 10 plots and is used by the community's beneficiaries.

The Social Kitchen Garden of Rio Mau is the result of a partnership with the City Council of Vila do Conde. It is located within social housing of the parish and allowed the conversion of a conventional into a biological kitchen garden. It is formed by 15 plots, with a total cultivated area of 375 m².

The Social Kitchen Garden of Albergues Nocturnos do Porto is the result of a protocol with the Associação de Albergues Nocturnos do Porto IPSS (Porto Night Shelters Association). This kitchen garden has 400 m² and will allow employees and beneficiaries to grow food that will be served in the institution. The company kitchen gardens allow companies and institutions to restructure green spaces, make them productive and reduce maintenance costs. More importantly, they provide employees some land to grow food and connect with nature.

The Kitchen Garden of Nobrinde, MBA - Marketing e Brindes Lda, was the first company kitchen garden to be created. It has approximately 200 m² and an orchard for employees' use. The Kitchen Garden of Tecmaia (Maia Science and Technology Park) has 22 plots of 25 m² each and is used by the employees of the companies located in TECMAIA.

The Kitchen Garden of CICCOPN (Vocational Training Centre for the Building and Public Works Industry of the North) has 20 plots of 25 m² each and is used by the employees of this institution. The Kitchen Garden of Escola EB 2,3 da Maia (Middle School) has 10 plots and serves the entire school community.

LIPOR kitchen garden located at its facilities, has 20 plots used by the employees. The kitchen garden demonstrates the commitment of LIPOR to the social responsibility.

Sector

Social innovation in biological agriculture. The aim of the project is to promote quality of life through good agricultural, environmental and social practices. Region Horta a porta is located in the metropolitan area of Porto. The region has made an investment to promote economic change and the development of a knowledge based and innovative economic structure.



Finance

The total budget for the project is 239,568 euros with 63,422 euros derived from cohesion Funds and Lipor providing 120, 414 of its own funding.

Added value

The Horta à Porta project was not the first example of vegetable gardens in urban spaces, which have existed for a long time in several cities. Its contribution is to set up a system of support and collective organisation that ensures people's participation is high and that several objectives are met on personal, economic, social and environmental levels. New territorial policies which involve individual residents, communities, local organizations and institutions. This is a collective movement centred on practical solutions –personal validation, economic subsistence, rebuilding social bonds– to develop community spirit and promote environmental values as part of the trend towards sustainable development. The way the project is managed and the joint work is organized has been co-constructed gradually with a very open mind for all the partners, resulting in a sense of participation in decision-making, increased trust and sense of community. Similarly, the users of kitchen gardens are invited to submit their feedback, ideas and proposals for changes to be made.

Practical implications

The project strategy combines the goals of improving residents' quality of life, environmental education for youth and adults, and activities to valorize and even reduce solid waste. In reality the kitchen gardens enables the construction of a strong community particularly by the sharing of agricultural products between users, the exchange of knowledge, and the organizations of joint actions which are incorporated within the garden as well as outside.

Innovation enablers

A shared goal of all kitchen gardeners in the Horta a porta project is to provide a new special, relational and even economic framework for stakeholders. The personal dimension has priority, coexisting alongside other aspects which are important. The physical work on the land, along with all the responsibilities can influence personal development and encourage a more positive outlook and sense of well-being for citizens.

Sustainability

The initial strategy of this project was defined in 2003 and provides the basis for the current model. The project was implemented on the basis of cooperative work and the partners invest in the resources they have to adapt the project to the local context. The flexibility of this project is actually the key to successful implementation. In 2011 five gardens were created and LIPOR's goal of having 25 in 2016 will be completely surpassed. Given the

current crisis at national and international levels, one cannot but accept that the number of organic gardens will increase. This raises questions of financing in the future, but LIPOR and equity partners will be sufficient to guarantee the current operation. Future needs for financing should be considered and evaluated on a case-by-case basis but the intention will be to oversee new openings in public policies for sustainable development and also as part of programmes to support more difficult social situations. For this, the partnership will open up to the whole Urban Agglomeration of Porto – AMP

Conclusion

Horta à Porta has won a very special place in the initiatives of the co-called ‘new rurality’, primarily due to the trust that permeates the relationships between partners and programme users. This is due to two fundamental aspects: the human core which inspired the developers to put the individual at the centre of intervention strategies and the coherent image which LIPOR, the coordinating body, incorporates its actions to defend the environment and encourage sustainable development. The project has been a great success, its reputation is well-known and it regularly receives public recognition through awards at the highest level. Its image is generally associated with solving very concrete problems for the wellbeing of local populations.

The buddy-system is central to the programme and represents its distinctive element. Training, visits, aid, advice –this is a framework that creates the conditions for systematic progression of the project participants–. The most outstanding element of this system is the attitude of discipline, rigor and responsibility that makes each plot of land, each lump of earth, an everyday challenge for the whole system to be maintained and to grow even more. The challenge of the coming period is the option of a controlled decentralization of the support system, bearing in mind that the nuclearisation policy will bring a new dynamic, and LIPOR’s centrality will be reduced to promoting more strategic functions, but trust and closeness as a central element of the operation must be assured by creatively and persistently animating the network. In fact, popular participation and local ownership is very important. The partners are very involved and some are developing, for users, strategies for the accountability and decentralization of local operations. However the trend towards formalizing the dynamic of empowerment is needed at two levels:

- political and technical partnership reports may evolve in the direction of a more comprehensive and less bilateral network; and
- user participation which can take an organized form and be more comprehensive throughout the territory and not only in each individual vegetable garden.



Social innovation case 3: Street4all

Introduction

Street4All is a project where people develop and provide innovative information solutions and consulting service in cities by promoting equal opportunities and integration of people with accessibility challenges, including persons with disabilities. At a first stage, the team provides a consultancy service for companies in terms of accessibility conditions and at a later stage, a network of accessible locations will be created in the project online platform. This network enables integration with the public accessibility plan, ensuring a full inclusive city. The project Street4All aims to contribute to improving accessibility in cities. The project is developed as a business taken by young people. The proposal is to visit the city streets, classifying the degree of accessibility, identifying barriers and proposing solutions, involving the community so that the city can be recognized as an inclusive and welcoming to all residents and nonresidents. The idea is the identification and elimination of physical barriers in the city by creating a platform to identify architectural barriers, pathways 'green' facilities and services accessible to everyone.

Sector

Social innovation in accessibility. The aim of the project is promote city accessibility, equal opportunities and integration of people with accessibility challenges, including persons with disabilities, impairments and permanent or temporary limitations.

Region

The city where the project has started was Oporto, but it intends to grow to other cities. Oporto is the second big city in Portugal with among 240.000 inhabitants and an area of 41,66 km².

Finance

The project Street4all provides consultancy services for companies in terms of accessibility conditions, and is organized to be a business project. In 2013 the project was awarded the iUP25k –a Business Ideas Contest at the University of Porto– which is a tool for raising awareness of entrepreneurship and creation of new businesses based on knowledge and innovation. The project has partnerships with the City Hall of Porto and CIS Porto - Social Innovation Center.

Added value

Street4all is a project designed to be both economically viable as a company and a project of social innovation that helps to promote information accessibility in cities, promoting equal opportunities in mobility and choice for all people with accessibility challenges. The project

concludes the idea that social innovation is capable of changing societies and promotes greater participation and public involvement.

Practical implications

The project strategy combines job creation and business with fostering social inclusion and accessibility for all, generating further community engagement and social value.

Innovation enablers

The main enablers of the innovation are the communities in which it is targeted. The success of the project is dependent on community participation.

Sustainability

The Street4All project may be affected by the sustainability of the company that holds, so if it is not succeed in the current crisis scenario management team may terminate the project. However, the idea itself and the online platform can be continued through the contributions of community and public participation. In this scenario, and the success that the project is registered as evidenced by the awards it has won, we can consider to be a sustainable project.

Conclusion

Street4all has been recognised as an excellent business idea with the capacity to generate economic added value and social innovation. The project has only one year and it is too early to assess its impact on the city of Porto, but it is expected that it promotes accessibility for all and social integration. The partnership with the Municipality of Porto may contribute to a change in the physical structure of the city and a change in how the handicapped have been handled.



Social innovation case 4: Transformers

Introduction

Projeto Transformers. The Transformers is a youth organization dedicated to fighting social problems and emerging challenges. Transformers Project is a volunteering program that aims at mobilizing mentors of all sports, forms of art and activities to guide other young people to find in that art, sport or activity a form of self-expression and a way of positively intervening in their community.

The Transformers Project is a volunteer program that mobilizes young people with different backgrounds and tries to do the best with their talents and knowhow. With different mentors in the field of dance, music, sports, etc. trying to develop activities that transform the world and have a positively role in the community development. This project works with volunteers and accepts mentors, private and institutional partners. The project creates a partnership for development that involves various actors of society, namely the state, private sector, NGOs and civil society, and empowers youth to be agents of that change. This volunteer program has mobilized over 50 mentors of sports, art forms and various activities to guide over 500 young people in schools, hospitals, detention centres, reception centres, housing estates and special education centres to find in sport art or activity with which they identify a way to express and to intervene positively in the community.

The Association Transformers is organised through four functional areas –Activities, Finance, and Administration, Imaging and Advocacy–. The Image Area is essentially communication with internal and external stakeholders to TF, promotion and marketing programs, media relations, conference presentations and record sound, video and image activities, its young people and their stories. In turn, the Area of Finance and Administration prepares the annual budget, ensures transparency and professionalism of accounts and refunds, conducts fundraising and covers relations with partners and sponsors. Activities The area is tender to the institutions, recruitment of mentors, training and volunteer training, monitoring of lessons, paybacks, Day T and exchanges. Finally, the area of Advocacy is to propose and advocate legislation in areas related to youth.

Sector

Young people are encouraged to do what they do best in their community, which can be a sport, art form, talent or ability, there is a wide variety of activities. Mentors of these activities voluntarily teach every week for 9 months. During these past nine months, each youth group that was taught by a mentor has the challenge of using what he learned to transform form their community in what we call the “payback” and thus becomes a Transformer.

Region

The activities are developed mainly in the regions of Lisbon and Porto, which concentrates most of the partners. These regions are highly populated and urbanized, encompassing

the two largest Portuguese cities, and most of the social problems like unemployment and social deprivation. Besides, integrate very different social realities, with the coexistence of extreme poverty by the largest consumers and people with higher purchasing power.

Finance

The project has three major sponsors: EDP Foundation, the main sponsor and funder in the areas of disclosure, space, interaction with other projects and legal advice; Global Changemakers, a secondary lender and holder of inter-community program that gave rise to the Transformers. They provide advice on the organization and implementation of the project and enable us job opportunities and international presentations, and the Portuguese Institute of Sport and Youth, secondary financing through the PAJ (Youth Support Program), a program of financial support for the activities of youth associations and youth groups. Also has various partners and the work of volunteers.

Added value

Young people are increasingly feeling the social and economic problems that exist in Portuguese society, such as youth unemployment, socio-economic marginalization, and financial dependency. The Transformers project on the one hand allows young people through volunteering occupy their time teaching what they do best, and secondly to learn activities that motivate and may even be useful for your future career. When occupy themselves with these initiatives stand aloof from marginal behavior and are committed to making changes in your routine and the routine of those around them. The challenge is to put them to apply what they have learned in society opens a path to become socially active and responsible, passing those same values to his descendants.

Practical implications

The transformers project focuses its activity on the potential of young people and volunteering, and the activities they enjoy most. The great advantage of the initiative focus on young people is to ensure greater participation and sustainability, because it is not a project imposed, but rather something they want and then give continuity through the practice of the chosen activity. The entire project focuses on individual potential and extent of the individual to society capacity building through the reproduction and transmission of the acquired values. By focusing the action on youth, the project ensures continuity in adult life and teachings of a transmission to subsequent generations.

Innovation enablers

The innovation enablers in this project are the youth involvement, the creation of partnerships and a network that involves a number of different social and economic agents, support the practice of sports and cultural activities; support the practice of artistic and cultural activities, the challenge for those involved in play in society what they have learned and operating positive changes.



Sustainability

The project Transformers is implemented by young people for young people to experience the project integrate public participation and social responsibility as a way of living in society, and will instill these same values in children and delaying the social impact the project has on society. Thus, the project will remains active over time, even if it no longer exists asset financing.

Conclusion

The Transformers Project is a project of Transformers Youth Association, founded August 31, 2010. The project evaluation is conducted internally and there are 4 times annually collection results –5 October, 5 January and 5 April and 5 and July–. The model used is the LBG and was customized through a partnership HIS EDP Foundation with the IES (Institute for Social Entrepreneurship). Currently the project has 51 mentors who are teaching activities 39 474 young people from 22 institutions. The number of activities, mentors and young people has been growing and this growth reflects a growing youth mobilization, increasing adherence to the project, and the multiplication of initiatives that aim to transform society and achieve social change in it. This reflects the success of the project.

CDAPP: France

Social innovation case 1: Fabrication Laboratory or Fab Lab

Introduction

Project Initiator is the Pau Pyrenees Agglomeration Community (PPAC), a public body for intercommunal cooperation (14 communes, 150 000 inhabitants)

Presentation

A FabLab is an open, essentially digital fabrication workshop, where the public (individuals or professionals) can take advantage of competencies, equipment and material (3D printer, laser cutter, design software, etc.) in order to design and make all kinds of objects, whether usual or unique. Individual and collective creativity is encouraged around the “do it yourself” concept. FabLabs are founded on an open-to-all, collaborative principle. They favour the use of free access software. FabLabs are part of the new generation of technological innovations; they complement the Web and its tools for creation, exchange and sharing of electronic files. Thanks to Web 2.0 internauts have become participants and creators. With FabLabs users will also become creators and producers of physical objects. Over and above that, a community will be created with the same values of sharing knowledge, of understanding and improving one’s environment.

Sector / field of activity

The notion of FabLab (contraction of Fabrication Laboratory) designates premises which are open to all, where the public can find all kinds of tools for the design and creation of objects, particularly computer-piloted machine tools. The principal characteristic of a FabLab is this “open-to-all” principle. They aim to attract entrepreneurs, designers, artists, DIY enthusiasts, students and hackers who wish to move on rapidly from the design phase to the prototype, from the prototype to the adjustment phase, from the adjustment phase to deployment, and so on. FabLabs bring together different populations, of different ages and professional backgrounds: they also constitute a place where people can, among other things, meet and collaborate on the creation of unique objects: whether decorative, replacement, prostheses, orthoses, tools etc.

Region / geographical zone

The FabLab is located within the territory of the town and agglomeration of Pau. Its vocation is to attract the general public, wherever they are from. The development of FabLabs is a worldwide phenomenon. Having as its origin the concept of Hackers’ space in the USA, the model spread rapidly from there, with a framework provided by the MIT, the FabLab Charter, which fixes the principles of the undertaking, both ethical and functional.



The initiative for the Pau FabLab sprang from a political wish of the local authority, realised by its economic development and higher education division. Around fifteen partners have been identified and will be associated with the life of the FabLab, from its creation; nevertheless it is intended as a facility which is open to all (cf the different types of users listed above).

Sources / funding

The PPAC have invested € 60 000 for the purchase of equipment to be installed in the Pau Pyrenees cyber base. They have also made premises available for the future FabLab. The cyber base was created in order to reduce the digital gap, and was considered ideal for the installation of the FabLab in a specially reserved and equipped room, accessible to the general public. As a local authority initiative, this project is hosted and financed publicly to start with, but with a public/private mode concerning the content.

The PPAC has entrusted the Pau Pyrenees SCIC Business Incubator with the running of the activity and with finding a permanent economic model at the end of one year's operation. This operation has been experimentally entrusted to the local association PauLLa, (Pau Free Software Association) who will intervene on an unpaid basis, with no public subsidy, through an agreement on objectives and an agreement on the free-of-charge use of the FabLab premises.

Analysis and Development

Added value from the innovation:

Created around 10 years ago at the Massachusetts Institute of Technology (MIT) by Neil Gershenfeld, a physics professor who was giving a course on rapid prototyping entitled "How to make (almost) anything", FabLabs are digital era community fabrication workshops. They aim to give people who are neither engineers, nor designers, nor even geeks the means to make all kinds of manufactured objects as if in a factory environment. This is achieved by offering free-of-charge access to the necessary knowledge, procedures and technology.

Setting up a FabLab creates the right conditions for:

- the creation of a service and network of competencies accessible to innovating start-ups, or hosted by an incubator, who need to make cheap, fast prototypes,
- the creation of an initiative which bears the values of popular adult education, of citizen participation, of object recycling, of the reciprocity of exchanging knowledge,
- a valorisation of existing competencies (multimedia team) and material (PC, high speed bandwidth), to be reinforced within the framework of the Pau Pyrenees cyber base,
- the development of a tool which will enhance artists' presence in the area, and of a new means of fostering artistic creation.

An economic approach is also present in FabLabs. With rapid prototyping the new entrepreneur can check the viability of an idea or a concept at this important stage.

Social innovation factors

FabLabs mean sharing knowledge, resources and skills. Some foresee that FabLabs will participate in the reindustrialisation of towns, and that they will regenerate amorphous social relations by grouping people from different backgrounds around objects which they imagine together. The learning dimension is essential in the FabLab approach: learning, but above all actually doing together. Thus it is impossible to delegate the realisation of a project to a more experienced user; the necessary skills must be acquired thanks to the members of the community. The role of the FabLab manager or leader is not just to show where the solution lies but also to suggest people with the necessary competencies. Acquiring knowledge and knowhow is also an objective, particularly through themed workshops.

Sustainability

Gradual growth is envisaged for the FabLab project and its organisation will take on a permanent structure after the first test year. At that point the arrangement will be assessed by current stakeholders. This should lead to the definition of a permanent operating and governance model for the FabLab. The association PauLLa has offered to run and operate the structure. Its ethical principles and its philosophy appear to match the “spirit” of a FabLab. Time will tell us whether this small association whose members are skilled only in the “free-of-charge” concept is capable of running and maintaining this project, and will allow them also to decide whether they wish to develop it and assume responsibility.

The mentoring mission entrusted to the Pau Pyrenees SCIC incubator (for the sum of 10 000€) will allow them to assist PauLLa, help it set up partnerships with civil society members and the local socio-economic network, and finally decide on the best operating conditions, if necessary via an appropriate umbrella (portage) company.

Conclusion

As it has been designed the FabLab offers openings for several useful and concrete projects. These will advertise the technological, practical and artistic competencies to be found there. It will become a real showcase for innovative knowledge and knowhow in the area. At maturity the FabLab will be a place for exchanging ideas and skills and will also allow the emergence of a new means of stimulating local creativity, whether it be artistic, technical or economic. Just as evolutions in society and in technology are mutually stimulating, so the FabLab is not just a simple fabrication workshop or a creative space with exchange of ideas and co-working. It is the illustration of what Man is capable of as regards innovation, which may be technological, social or in society as a whole.



Until recently, the 1970s, the rhythm of technical innovation followed that of generations. With the arrival of the digital era and new ICTs, life sciences (biotechnologies, genomics...), and nanotechnologies, we are experiencing an unprecedented acceleration in this rhythm. Man's faculty of adaptation is being put to the test. Above and beyond any innovations of which we are capable, we must invent the relational universe, the means of communication and support or anticipation of these technologies, so that they are orientated towards and contribute to our social well-being.

The FabLab, an innovative concept *par excellence* in both content and governance, picks up this challenge to society. A bed of physical experimentation and creation of objects, also creating and developing social relations, it is without doubt technologically and socially innovative in the human as well as the physical sphere; those in any case are the perspectives, whatever its form or its future.

Social innovation case 2: A Digital Incubator- the Digital Workshop

Introduction

The project was launched by the Pau Pyrenees Agglomeration Community (PPAC), a public body for intercommunal cooperation (14 communes, 150 000 inhabitants)

Presentation

Through the “Pau Broadband Country” project, which made a public initiative optical fibre network available to individuals and businesses in the area, PPAC has shown its commitment to digital technology for 10 years. Pau Pyrenees was thus one of the very first European and particularly French territories to offer its citizens and socio-economic stakeholders very high speed internet access via optical fibre subscription (FTTH – Fibre to the Home & FTTO – Fibre to the Office).

As an extension to this 20 million euro initiative, the Pau Pyrenees Agglomeration has made a point of developing digital uses made possible by the “Pau Broadband Country” high speed access: more and more demanding applications as regards input and output / upstream and downstream. Every day the evolution of digital technology and particularly its uses underline the limits of the ADSL copper network, and the relevance of optical fibre as a vector able to satisfy the needs of the end users.

Today the ICT sector is spread over the Pau agglomeration zone, and no one location has been identified where emerging digital businesses can receive assistance. These firms’ economic models are quite different from those in the industrial or trades sector. They therefore need reactivity, a framework for their business and specific support. The creation of a digital business incubator on the PPAC territory will provide a convergence zone for digital start-ups. This grouping of the energies and ambitions of creators and promoters of digital projects will stimulate and provide a real showcase for the digital sector, and will become a point of reference.

Sector / field of activity

The PPAC digital incubator will assemble all types of digital project initiators. This sector ranges from software production to the creation of smart phone applications, as well as digital services to businesses. The digital incubator will spot and support budding entrepreneurs from before the creation of their business and for up to 4 years after.

Region / geographical zone

The digital incubator is located within the territory and agglomeration of Pau at the Hélioparc Technopole, in a “higher education” neighbourhood, opposite the University Campus, with



two engineering schools close by including the EISTI (International School of Data Processing Sciences). In this dynamic and innovative technopolitan environment, Hélioparc is home to over 1000 highly-qualified jobs, public research laboratories, a scientific incubator, numerous high added-value enterprises in the fields of geosciences, the environment, sustainable development and energy, as well as innovation and technology transfer structures, etc. Its vocation is to host any digital project initiator, whatever their place of origin. The ICT incubator concept welcomes all types of new entrepreneurs, those who need to confirm the economic feasibility of their ideas, project initiators, young entrepreneurs etc.

Sources / funding

The digital incubator (known as the Digital Workshop) is funded through collaboration between the Hélioparc Technopole, the Chamber of Commerce and Industry for Pau-Bearn and the PPAC. The mutualisation of staff, material and financial resources offers an innovative home for project initiators. This original partnership model consists in:

- premises made available by the Hélioparc Technopole, which are fully equipped, cabled and connected, with spaces for meetings or exchanging opinions, indicated by a particular graphic design on the walls and floors
- the acquisition of equipment by the PPAC: digital whiteboard, tablets and smart phones for demonstrations
- staff made available by the 3 partners (CCI, Hélioparc, PPAC) to accompany and train the project initiators and run the activity.

Analysis and Development

Added value from the innovation

This incubator functions along the usual lines for this type of structure, but specialises in the welcoming and assisting digital project initiators.

Usual incubator conditions:

- low cost hosting: shared utilities and operating costs
- support in defining and creating a business
- personal assistance at the start-up stage via fast immersion in the incubator
- fostering of collaboration and communication through participatory workshops
- collective projects: search for funding, technological watch, car-sharing particularly for transport to events...
- complementarity of skills and interests within the incubator.

Digital specificities:

- digital environment appropriate for this sector: mutualised high speed network connection, collaborative work and watch platform, digital tools for management, prospection, project monitoring..
- creation of the digital image of the project: domain name, website, referencing, messaging...
- access to storage servers or to virtual developments
- the services of a “digital advisor” offering neutral, practical and personalised support, organising meetings with specialists; benefitting from technological watch (CRM, e-commerce, technologies etc.), testing digital engineering tools on collaborative platforms
- demonstration area for projects or digital skills (Workshop) which also allows project initiators to test the latest innovative technologies (space and equipment).

Social innovation factors

Digital entrepreneurs, while not always “geeks”, do have particular sociological, even socio-psychological profiles. The Digital Workshop takes this sociological aspect and these cultures into account. Their fields of competence are varied, and their universes rarely come into contact. The digital sector is by nature multi-themed. It concerns a large number of professions and academic backgrounds, not always from the world of IT. The Digital Workshop aims to organise encounters between all project initiators, whatever their background, allowing them to meet, exchange opinions and discuss their project with other budding entrepreneurs. The Digital Workshop will therefore be a melting pot for synergies between the different stakeholders, either through technical services (commercial or not), or via different forms of associations or partnerships. In addition, once a project initiator joins the Digital Workshop they agree to lead a presentation and discussion on a chosen theme once a semester. The subject is not necessarily connected to the digital world but must involve an exchange of competence or knowledge between entrepreneurs. To illustrate this point, one of the Digital Workshop rooms is to be devoted to “reflection”, i.e. encouraging emulation between the budding entrepreneurs. Finally, the interior furnishing and equipment must foster meeting and discussion, allowing Digital Workshop participants to form professional relationships easily and informally.

Conclusion

The Digital Workshop must reinforce local business creation initiatives in the digital field, and also maintain and protect future enterprises and their founders by means of personalised support and assistance. It is in offering specific accommodation and support within an existing, recognised and visible technopolitan environment, Hélioparc, that this



project takes on its full dimensions. But it is also in the provision of equipment, space and special services (digital entrepreneur's kit, storage servers...), that it demonstrates its attractiveness for budding entrepreneurs.

Finally, this project reinforces the legitimacy of Pau and more widely of South Aquitaine in the digital usage domain. The collaborative development of this tool with territorial partners (CCI and Hélioparc) will boost the creation and reinforcement of a network of business creation stakeholders in the agglomeration area, and the emergence of future projects. The Digital Workshop is evidence of the proactive digital usage development policy of the PPAC, linked to the optical fibre network ("PBC"). In the range of extremely fast-evolving fields of activity (the technological rhythm in the digital sector being notably higher than in traditional industries), the challenge is to develop spaces which encourage creativity and innovative entrepreneurship likely to attract project initiators who wish to test out their ideas, both technically and economically. More widely speaking, this initiative hopes to foster cross-fertilisation between new entrepreneurs in an eco-system whose aim is to contribute to the development of the local economy and to make the territory more digitally attractive.

Social innovation case 3: Joint committee of the Social and Solidarity-based Economy

Introduction

The project was launched by the Pau Pyrenees Agglomeration Community (PPAC), a public body for intercommunal cooperation (14 communes, 150 000 inhabitants).

Presentation

In 2011, on the strength of its competence in economic development, the Pau Pyrenees Agglomeration set up a local council to develop the social and solidarity based economy (SSE), known as the SSE Joint Committee. This informal group of voluntary participants brings together around twenty local SSE enterprises and representatives of local authorities with a view to:

- Putting together a shared analysis of SSE stakes as concerns this particular area.
- Conceiving and implementing collective promotion and development actions thanks to cooperation between associations, enterprises and local authorities.

Theme-based workgroups were set up with the same methodological principles in order to accompany the following projects:

- organisation of a SSE promotion forum
- development of a waste re-use sector
- initiation of green building practices
- support for youth initiatives and young entrepreneurs.

Sector / field of activity

The joint committee looked at the whole range of activities in the social and solidarity based economy of the area: agriculture, waste management, construction, services to individuals, the digital economy, business services, education, integration into the labour market, etc.

Region / geographical zone

Most members of the joint committee are active in the Pau Agglomeration area. Several joint committee actions reach into the southern Aquitaine region (Bearn, South Landes, Basque Country).



Sources / funding

There is a systematic search for hybrid public / private sector funding for collective actions or projects put forward by the joint committee. The Pau Pyrenees Agglomeration provides promotional assistance and engineering under an SSE project manager to encourage reflection on the part of the joint committee and accompany collective actions. Each member also makes a human and material contribution to the joint committee reflection.

Analysis and Development

Added value from the innovation

The social innovation of the joint committee's approach lies in the permanent search for cooperation and in a co-production of projects by public and private stakeholders, dedicated to territory-wide, balanced economic, social and environmental development. The added value of the joint committee stems from the framework for discussion and project building which it provides, bringing together around thirty enterprises, associations and local authorities, leading to:

- the breaking down of barriers concerning approaches in different sectors of activity, all guided by common values as well as different socio-economic logics.
- the construction of a shared vision and a permanent analysis of the territorial stakes,
- an exchange of practices and methods of promoting and developing SSE projects,
- the development of enriching partnerships around SSE projects.

Practical implications

Mutual comprehension of SSE stakeholders and their territorial initiatives: visit to *Parcelles Solidaires*, the *Cité des Pyrénées*, the *Cric Association*, adult education programmes, etc.

Reflection on the engineering of the project:

- what it means to be an entrepreneur in the social and solidarity based economy
- analysis of territorial benefits of the social and solidarity based economy
- discussions on the organisational and economic models in the SSE (association, SCOP, SCIC)
- reflection on the following development stakes
- short agricultural distribution channels
- reuse of waste
- autonomy of dependent persons
- shared accommodation

- integration of the most vulnerable into the job market
- youth education
- redynamising the network of work-entry structures through the economic activity and job market opportunities organised by the GIP-DSU (IAE network, job market forums),
- setting up of a Pau Pyrenees SCIC (collective interest cooperative society) business incubator,
- designing promotional material for local initiatives (7 videos),
- realisation of collective events promoting the social and solidarity based economy: SSE month with professional forum on the following themes: SSE entrepreneurship, sustainable habitats, responsible consumer practices, sharing in order to act together, living together.

Social innovation factors

Development of public policy to promote and develop the social and solidarity based economy, a concern of the Pau Pyrenees Agglomeration since 2008:

- creation of a stakeholder network thanks to the SSE joint committee and the organisation of a professional forum,
- agreement on a common culture concerning SSE practices, social innovation and local development methods,
- acknowledgement of emerging needs by the local authorities within its sphere of competence (economic development, habitat, sustainable development, etc.).

Network of not-for-profit stakeholders moving towards a breaking down of barriers

- dense fabric of associations in the Pau area (6 000 jobs)
- removal of barriers among stakeholders of different activities (social action, health, education, sport, culture, entry onto the job market, etc).

Sustainability

The SSE joint committee is an opportunity for reflection, discussion and a springboard for action which can only survive through the regular implication of its members who are both initiators and creators of collective actions by means of the human and material resources offered by the structure. The joint committee has no tool for assessment. An indicator grid was elaborated by the SSE Lab for use by the territorial economic cooperation centres. This could assist in piloting the joint committee.



Conclusion

The joint committee on the social and solidarity based economy is a group of stakeholders, volunteer participants in this framework for discussion between businesses, associations and local authorities, with a view to instigating new cooperation and social and solidarity based economy projects.

For the last 3 years it has provided a collective workspace leading to:

- the breaking down of barriers between the stakeholders,
- a reflection on SSE corporate management practices,
- joint public / private sector creation of development projects,
- installation of a territorial approach to SSE development stakes,
- the development of a collective capacity for SSE initiatives.

Social innovation case study 4: Pau Pyrenees territorial SCIC Business Incubator

Introduction

The project was launched by the Pau Pyrenees territorial business incubator, a collective interest cooperative society with SARL status.

Presentation

In 2011, four social and solidarity based economy (SSE) organisations took the initiative of creating a business incubator as a collective interest cooperative society. The incubator is destined to offer a legal and financial home to 30 - 35 project initiators each year. Assistance is at their disposal to test the viability of their project and acquire entrepreneurial skills.

The Pau Pyrenees SCIC is also used by various partners (associations, businesses and local authorities) to identify emerging needs and employment opportunities. It offers the necessary engineering by means of the creation of public interest activities.

Sector / field of activity

The incubator accompanies jobseekers and part-time workers in testing a business project during a fixed period of time. It hosts activities which are principally in the service sector, whether for businesses or individuals. The business incubator also assists in project engineering when a more complex hosting arrangement by a group of stakeholders is required.

Region / geographical zone

The territorial business incubator mainly assists projects in the Pau agglomeration area. An extension is envisaged into all or part of Bearn if a partnership with the local authorities can be built up, including their association as members of the cooperative society. Relations have been established with SSE partner networks in the South Landes and the Basque Country in order to mutualise engineering and promotional means for SSE activity creation.

Sources / funding

The business incubator has a 1.5 person team to assist project initiators. Its economic model is not yet stabilised. 80-90% of funding is currently provided by local authorities (Pau Agglomeration, Regional and Departmental Councils), and 10-20% comes from private sources: a share of the turnover made by project initiators during the test period.



Analysis and Development

Added value from the innovation

The added value from the territorial business incubator innovation has two aspects:

- it underlines the right to take initiatives (and to fail) in the area by accompanying those with neither the experience nor the current profile of an entrepreneur.
In partnership with entrepreneurial support structures the incubator participates in the development of an initiative culture among persons from priority neighbourhoods who are on unemployment benefit or minimal assistance. This new tool will offer such people a risk-free collective framework where they can learn entrepreneurial skills and avoid the isolation often suffered by lone business creators. The incubator test allows the trial entrepreneur to evaluate his business capacities and the economic viability of the whole project in order to make a decent living from it. A business project support contract is signed with the initiator for a limited duration, defining the reciprocal agreements with the incubator. This state-recognised contract allows the person to benefit from near employee status (right to training, affiliation to social insurance, coverage in case of work-related accidents).
- the multi-partner organisation in the form of a cooperative allows the different stakeholders to cooperate to encourage and accompany the incubation of public interest activities which answer the territory's social and environmental needs.

A collective interest cooperative society (SCIC) is a new form of cooperative business grouping different stakeholders around a same project: employees, unpaid volunteers, end-users, local authorities, businesses, associations, individuals... all kinds of beneficiaries and persons interested for different reasons. The Pau Pyrenees SCIC follows a path of local, sustainable development, is anchored in a particular area and favours nearby activity together with the close network of stakeholders in the same employment zone.

The added value of the incubator's SCIC status stems from its potential to create cooperation between the numerous partners with a view to fostering provision of services and social benefits which meet the collective needs of a particular area.

Practical implications

- collective dynamics between project initiators hosted by the incubator
- creation of a network of job creation structures in the Pau agglomeration area and in South Aquitaine,
- promotion of collective entrepreneurship,
- support for SSE project initiators (e.g. community café, healthy eating association, territorial promotion and development office run on cooperative lines),
- engineering mission for collective social benefit projects entrusted to the incubator (e.g. the Fab Lab project),

- locating and classifying emerging or unsatisfied needs in the area.

Social innovation factors

Development of public policy to promote and develop the social and solidarity based economy, a concern of the Pau Pyrenees Agglomeration since 2008:

- creation of a stakeholder network thanks to the SSE joint committee and the organisation of a professional forum,
- agreement on a common culture concerning social and solidarity based economy practices, social innovation and local development methods,
- location of emerging needs by the local authorities within its sphere of competence (economic development, habitat, sustainable development, etc.)

Network of not-for-profit stakeholders moving towards a breaking down of barriers:

- dense fabric of associations in the Pau area (6 000 jobs)
- removal of barriers among stakeholders from different sectors (social action, health, education, sport, culture, entry onto the job market, etc.).

Sustainability

The territorial business incubator has been in a transitional phase since July 2012; its economic model has not been stabilised. In fact it is no longer possible to take local authority funding for granted. The incubator may develop into a job and activity cooperative which could act as permanent host to employee-entrepreneurs. The function of SSE project incubator must develop with the different partners.

Conclusion

The territorial business incubator constitutes a social innovation project in the Pau agglomeration area since:

- it answers the needs of individuals, jobseekers, those on minimal assistance, part-time workers, in that it offers a risk-free environment in which to test a job creation project,
- its cooperative status (SCIC) fosters relations between project initiators, businesses, associations and local authorities with a view to the creation of activities and jobs corresponding to emerging or unsatisfied needs in the area.

Key points for the incubator:

- legal and financial hosting of project initiators



- individual and collective support in the acquisition of entrepreneurial skills
- a cooperative organisation anchored in its local area in order to detect business and employment opportunities
- engineering to develop social and solidarity based economy projects which answer emerging needs.

Since 2010 it has provided a collective workspace leading to:

- the breaking down of barriers between the stakeholders,
- a reflection on SSE corporate management practices,
- joint public / private sector creation of development projects,
- installation of a territorial approach to SSE development stakes,
- the development of a collective capacity for SSE initiatives.

Produced by Dex Europe for the INNOVATE project – An Atlantic Area project

Colin Combe and Fernando Mendez-Navia

April 2014

