

**ANALYSIS OF STATE OF THE ART
OF PUBLIC POLICIES
IN ALPINE SPACE REGION**

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1. SUMMARY

Social innovation is generally defined as a new answer to social needs or societal challenges, met by Alpine area, regardless of the nature of innovation (technology, services, new uses...), through a collaborative approach that involves beneficiaries, users and affected stake holders, which has a positive, sustainable and measurable impact.

In this document we would like to analyse the policies already in place in partner countries and to analyse the current conditions in order to establish a better and more comprehensive SI policy frame for the whole region.

- **In Austria** there is a growing interest concerning social innovation in academia and research. Civil society organisations remain the main and most numerous initiators of social innovations. In the state sector, social innovation has gained great prominence with the publication of the “Strategy of the Federal Government for Research, Technology and Innovation“ (March 2011). A survey conducted in Italy in the three-year period 2015-2018, shows that, over the past few years, all the Italian regions have started or implemented actions connected, albeit indirectly, to social innovation. Multiple operational plans have also included social innovation in their contents in the last 2 years. City of Turin has been the most active city in Italy in the field of SI. They have implemented some extraordinary innovations and are actively communicating good practices to the cities across Italy and Europe.
- **In Germany** social innovation is mentioned as one of the future challenges which needs to be directly addressed developing new and tailoring existing support programmes. Thus, the German High-Tech Strategy will directly target social innovation and social enterprises during the coming years. As a part of this approach, increased involvement of civil society, active cooperation between diverse stakeholders, and the application of non-traditional, more experimental approaches to innovation support, including new business models, and targeted transfer and start-up support have been recognised as fundamental.
- **In France**, Social Innovation currently focuses on entrepreneurial initiatives, although citizen movements have always been a fertile ground for social innovation. . Even though the values and the functioning were existing before, the social and solidarity economy (ESS), in a way closely linked with social innovation, has been officially recognised by the 2014 ESS Law. This legal recognition has allowed the ESS to scale up, being accepted as relevant in the overall economy, to strengthen the existing networks and functioning, to empower employees and citizen through more cooperation, and to build a real strategy so the ESS can contribute to the growth of the country, including the values of sustainable development. However, there is no complete overlap between the ESS and Social Innovation, mainly different

by their governance, both share social and environmental values. For now, as the link are very close, it is hard to evaluate the weight of social innovation, but the work is in progress.

- The concept of social enterprise and social innovation is very new to **Slovenia**. It was first used in the context of ESF-funded pilot projects launched in 2009 to support the development of social enterprises. The first study of current state of Social Entrepreneurship in Slovenia was made in 2005 funded by Phare regional funds and issued by JAPTI (then Public Agency for Entrepreneurship and Foreign Investments). Slovenia adopted the Act on Social Entrepreneurship in 2011 which among other things, provides a definition of social entrepreneurship and social enterprise. It's 2018 amendment also defines social innovation as *'solutions to societal needs and problems for which the market and the public sector have no answer.'*

II. INTRODUCTION

In this analysis we try to map ASP regions policies that support social innovation and research what each country or region has done and how it has progressed in implementing the policies. We will see that we cannot talk about one common SI policy as a EU SI policy. Each country and possibly each region have their own way of addressing social challenges and different stakeholders are implementing social innovations.

In recent years, social innovation has become an increasingly prominent concept employed by political leaders and administrations across the world. In 2003, the Organisation for Economic Co-operation and Development (OECD) supported a range of initiatives and research to promote inclusive entrepreneurship and improve social cohesion through the identification and dissemination of local innovations. Innovation has been of enduring interest and concern for European Union (EU) policy for many years (Borzaga and Bodini 2014), but since the late 1990s social innovation in particular has captured the political interest of supranational organisations and domestic actors (Pol and Ville 2009; Grisolia and Ferragina 2015). In the EU, social innovation has been positioned as a solution to both old and new social risks at a time of heightened uncertainty and pressure on public administrations and finances (Bonoli 2005; OECD 2011; Sinclair and Baglioni 2014). It seems clear that this considerable interest in social innovation has been intimately linked to the Great Recession, structural unemployment and the social challenges arising as a result (European Commission 2014a). Indeed, a key feature of the Europe 2020 strategy was to facilitate and embed social innovation across Europe to ‘deliver the kind of inclusive and sustainable social market economy we all want to live in’ (BEPA 2010: 16).

Social innovations are new ideas that meet social needs, create social relationships and form new collaborations. These innovations can be products, services or models addressing unmet needs more effectively. The European Commission’s objective is to encourage market uptake of innovative solutions and stimulate employment.

The Commission’s actions on social innovation stem from the Innovation Union initiative (2010) and of the Social Investment Package (2013). These actions facilitate the inducement, uptake and scaling-up of social innovation solutions.

The main objectives are:

- promoting social innovation as a source of growth and jobs
- sharing information about social innovation in Europe
- supporting innovative entrepreneurs and mobilising investors and public organisations.

There has been steady progress in building up institutional support for Social Innovation in the last decade at European level. The EU has been able to act as a catalyst in developing initiatives, instruments, projects and research to support new ways to address societal challenges. Initially, Social Innovations were seen as participative instruments to respond to new needs which were not addressed by the state or the market. However, it has grown into a promise to 'empower people and drive change'.

We devote now a brief section of our report to the topic of 'social entrepreneurship'. We approached this topic guided by two main interrogatives: (1) What is the role of 'social entrepreneurship' in such a debate? (2) Is this the only way for social innovation to get results? Our main interest is to show here that social entrepreneurship should not be confused with social innovation, but as one of its main 'tools'. This point is well captured by Phillips et al. (2008). Social entrepreneurs, they say, "see new patterns and possibilities for innovation and are willing to bring these new ways of doing things to fruition even when established organizations are unwilling to try them. And enterprises are important because they deliver innovation. But ultimately, innovation is what creates social value. Innovation can emerge in places and from people outside of the scope of social entrepreneurship and social enterprise. In particular, large, established non-profits, businesses, and even governments are producing social innovations."

The European Commission appears also to be very engaged in this area, by expressing willingness to contribute to the creation of a favourable environment for the development of social business in Europe, and of the social economy at large. Social entrepreneurship seems to be one of the most considered avenues and – potentially – most effective ways for social innovation to offer solutions to the most pressing social challenges. But it is definitely not the only way. From the point of view of the European Commission and, therefore, EU policy, social enterprises contribute to social cohesion, employment and the reduction of inequalities, which are one of the main goals of the EU (i.e. Europe 2020 Strategy). In its view, social enterprises seek to serve the community's interest (social, societal, environmental objectives) rather than profit maximisation.

Most of the countries and regions therefore have focused on social economy and social entrepreneurship projects and policies surrounding the two when researching the State of the art of public policies for SI in each region. Below you can read the analysis and in appendix we are listing the policies of countries and regions we have received data from.

III. REVIEW OF THE POLICIES WHICH CREATE AND SUPPORT THE DEVELOPMENT OF SOCIAL INNOVATION ON NATIONAL, REGIONAL AND LOCAL LEVELS

1 AUSTRIA (regional level)

1.1 SUMMARY

Social innovation is apparent in the civil sector of society, in industry, and in government. There is growing interest concerning social innovation in academia and research as well. An answer to main societal challenges must be: strengthening of research, technology development and innovation. This requires a broad approach to innovation, encompassing not only technological innovations, but also covering civil, social and economic innovations. The fundamental message taken on board is that social innovations are necessary, important and effective from a social, as well as economic perspective, and that they are required in all sectors of society.

1.2 HISTORY

One hundred years ago in his seminal book 'Theory of economic development', Austrian economist Joseph Schumpeter enunciated what is still considered to be the basics of innovation theory. More recently, in 1990, the Centre for Social Innovation (Zentrum für Soziale Innovation, ZSI) was founded. Since 2005, a private foundation (UnruhePrivatstiftung) has awarded the Social Innovation Prize "Sozial Marie", attracting up to 300 applications from Austria, Hungary, the Czech Republic, Slovakia and Slovenia every year. Each year on the 1st of May, three main awards (divided into € 15.000, € 10.000 and € 5.000) as well as twelve "1.000 € awards" are distributed with extensive media coverage. Despite, or perhaps because of, the fact that Austria has been a follower of innovation for a long time, social innovation has not become a key issue in national policy debate until recently. Nevertheless, many innovations have been introduced to stimulate social development throughout the 20th century. Beginning with social legislation following the First World War, and as a result of the system of

social partnership (a major social innovation in itself) which had been informally established and consistently built upon after the Second World War, Austria has created social innovations at a time when this term did not yet exist, and when even the term “innovation” was hardly used as a principle to guide management operations. Up to the end of the 1970s Austria worked to develop a consolidated social system. This system nowadays is exposed to mounting stress, especially from 1990 onwards, yet the necessity for developing and implementing social innovations in response to this stress did not make significant early inroads.

1.3 CURRENT STATE OF ART (Current growth of social innovation in all sectors of society)

Now, the situation has changed. Social innovation is apparent in the civil sector of society, in industry, and in government. There is growing interest concerning social innovation in academia and research as well. In all sectors and sciences, the definition of social innovation provided by ZSI is widely accepted and used: “Social innovations are new concepts and measures to resolve societal challenges, adopted and utilised by social groups concerned”. (ZSI-Discussion Paper 10, p. 2;) Scientific development in theory, conceptualisation and measurement of social innovation is taking major steps forward in Austria, both through events, and through integration with academic institutions. For instance, the development of a theory, concept, and assessment practice for social innovation will make a large international advance from September 19-21 in 2011 at a three-day conference entitled “Challenge Social Innovation”. Another major step consists in setting up the “European School of Social Innovation”, the first components of which were launched in 2012, including the study programme “Master of Social Innovation” (Danube University, Krems). Further, a doctoral study programme (“PhD of Social Innovation”) is in preparatory stages with the University of Vienna. In the business sector, interest in social innovation has become evident at least since 2008, when a study revealed a rather wide variety of social innovations occurring in for-profit enterprises (Kesselring/Leitner 2008). In 2010, the ‘Platform for innovation management’, in which major companies (such as Bene AG, Böhler-Uddeholm, Kapsch, Philips, Swarovski), research establishments (universities and universities of applied sciences), and agencies for promoting research and innovation collaborate, placed social innovation on the agenda of its Advisory Board. Interest associations such as the timber industry in Salzburg and Tyrol discuss social innovation and have devoted their 2011 Annual Conference to this topic. Civil society organisations remain the main and most numerous initiators of social innovations. Applications to “Sozial Marie” overwhelmingly originated (80%) from the NGO or Third Sector. These applicants have worked to address challenges such as work and unemployment, handicaps and disabilities, arts and cultural inclusion, migration and diversity, education and training (Diebäcker et al. 2009). In the state sector social innovation has gained great prominence with the publication of the “Strategy of the Federal Government for Research, Technology and Innovation” (March 2011). “Answer

to main societal challenges must be: strengthening of research, technology development and innovation. This requires a broad approach to innovation, encompassing not only technological innovations, but also covering civil, social and economic innovations.“ The fundamental message taken on board is that social innovations are necessary, important and effective from a social, as well as economic perspective, and that they are required in all sectors of society.

1.4 CASES/INITIATIVES

1.4.1 National Level

For the Austrian Federal Ministry of Labour, Social Affairs, Health and Consumer Protection, social innovation means developing new ideas, models, measures and processes that can contribute to solving social problems. The Austrian society is in a permanent state of change, whereby new social challenges arise. For this reason, the Ministry of Social Affairs continuously develops socially innovative projects and initiatives in various areas. These include for instance the first Austrian social impact bond «PERSPEKTIVE: ARBEIT», in which the Ministry of Social Affairs and its project partners contribute to the economic and social empowerment of women affected by violence.¹

Furthermore, the Austrian government focuses on combating unemployment and creating new jobs. The reintegration of long-term unemployed people into the labour market requires special efforts. On this matter, social businesses offer new solutions and opportunities. Social businesses are organizations, whose primary objective is a positive social impact. At the same time they are oriented towards generating market income. In this context, the Ministry of Social Affairs, the National Foundation for Research, Technology and Development and the Austrian funding bank “Austria Wirtschaftsservice (aws)” are supporting promising projects of Austrian social entrepreneurs to support and further develop existing companies and start-ups that solve social and ecological challenges with an entrepreneurial approach. The funding initiative comprises a total of three million euros, which will be supported in two call lines by the Ministry of Social Affairs and the National Foundation for Research, Technology and Development.²

Funded by the Ministry of Social Affairs are social businesses, which develop and offer innovative products and services, in particular those that contribute directly and/or indirectly to the labour market integration of people affected or threatened by long-term unemployment by providing said innovative products and services. The pre-foundation, start-up and growth phases of innovative social businesses are financed by a non-repayable grant. The aim is to increase the number of innovative social businesses with good market opportunities, to increase the number of potentially high-growth

¹[Federal Ministry Republic of Austria, Labour, Social Affairs, Health and Consumer Protection](#)

social businesses and to establish social businesses with sustainable, efficient and effective solutions for the direct and indirect integration of people outside the labour market.³

In the second category, which is sponsored by the National Foundation for Research, Technology and Development, social businesses that develop and offer innovative products and/or services are funded likewise. However, in this line the thematic focus is set on specific areas: education, environmental protection, support for social entrepreneurs, local development measures, social services, culture and leisure, health as well as integrative, inclusive and reflective society.⁴

These initiatives are, in a sense, the follow-up to the 2016 special policy “Soziale Innovationen für Arbeitsmarktintegration”, which was also a funding programme to stimulate social businesses with emphasis on labour market integration initiatives.

1.4.2 Regional Level

In the Alpine regions, however, several small-scale projects were also carried out with the help of EU funding. Within the framework of the LEADER funding, projects and initiatives, which had their impulse from the population itself and which pursue innovative objectives, but which took place as close to the citizens as possible, could be realized. In the current EU funding period 2014 - 2020 LEADER is a project type of the Austrian Programme for Rural Development. The aim is to support the implementation of innovative, regional strategies in the approved regions.⁵ The three main thematic areas for the funding period 2014 - 2020 were defined by the Ministry of Agriculture, Forestry, Environment and Water Management:

- Value added
- Natural resources and cultural heritage
- Public welfare - structures and functionalities

The strategies of all Austrian Local Action Groups must be based on these thematic areas, but have to concentrate on the special features of the region and integrate them.

In Carinthia, these regional strategies are the long-term guiding principles of the six Carinthian regions and the basis for all project applications. One of these regions is the Local Action Group “Nockregion”, which has been working extensively since 2012 on the topic of demography, the impending demographic change and the impact it will have on society and social and health facilities.⁶ Therefore, an exemplary regional initiative, which took place within the framework of this programme and through the cooperation of the population and the public administration, will be explained in more detail.

² [Federal Ministry Republic of Austria, Labour, Social Affairs, Health and Consumer Protection](#)

³ [aws – austria wirtschaftsservice](#)

⁴ [aws – austria wirtschaftsservice](#)

The project «Demographic Ambassadors» (non-literal translation of the German term «Demografiebeauftragte») has set itself the task of developing and implementing individual and locally adapted solutions for individual communities and the region as a whole. By carrying out demographic checks in the territory, problems and potentials were to be identified, which were then grouped together into focal themes. The primary goal was to make the «Nockregion» more attractive as a living space, especially for young people, in order to counteract emigration and the general population trend. The aim was to improve the quality of living for younger generations without neglecting the older population, whose needs also came into focus. For them, services and infrastructure should also be improved. Furthermore, the project envisioned a revitalization through the use of vacant buildings and the closure of mobility gaps through innovative public transport models. Ultimately, an image campaign for the region was intended to raise awareness among the region's inhabitants, and several different channels such as social media and print media were used to encourage them to take part in the campaign.⁷

Another socially innovative initiative that plays an important role within regional settings is AutArK – “Arbeitsassistenten Kärnten”. AutArK was founded in 1996 and is amongst others supported by the Federal Ministry of Labour, Social Affairs and Health and Consumer Protection. AutArK works in different fields, but their main aim is the vocational integration of people with higher support needs into the general labour market. In this context, AutArK for instance accompanies people with disadvantages and/or disabilities on their way to the highest possible independence. They are offering a consulting service for companies, where experts are available to enterprises as contact partners for questions and concerns regarding work and disability. In this way, the enterprises will receive the latest information and individual consulting services tailored to the framework conditions and needs of the company as well as support in the hiring of employees within the scope of the statutory hiring obligation. Furthermore, AutArK offers information on job retention measures for existing employees (e.g. after serious and/or chronic illness, accidents and for older employees).⁸

Besides the support of disabled or disadvantaged persons, AutArK helps young adults with a low level of vocational qualification to access suitable training/education and qualification programmes or support systems through the initiative “Arbeit in Sicht 2.0”. This low-threshold social service with a sustainable activating and motivating approach is free of charge and takes place in the context of supervision and support from the initial consultation to the transition to a follow-up measure.⁹

⁵ [Office of the Carinthian Provincial Government](#)

⁶ [Office of the Carinthian Provincial Government](#)

⁷ [SozialMarie](#)

1.5 OBSTACLES AND WEAKNESSES

There is still a long road to travel from the already relatively high awareness of social innovation to the systematic promotion and implementation of social innovations. On the side of business, enterprises mostly seem to be interested in social innovations as an additional means to boost competitiveness, thus considering social innovations secondary if it comes to the crunch. On the side of the public sector, governments' "Innovation Strategy" highlights social innovation, but indications of instruments and programmes to be established have yet to become apparent. If the term 'social' occurs in existing research and innovation programmes, these nevertheless aim primarily at promoting technology and economic growth – with the side expectation of also supporting social development. An explicit effort to motivate specifically social innovations does not yet appear to be in sight.

2 ITALY (local level – municipality)

2.1 SUMMARY

Policies aimed at supporting social innovation in Italy have developed over the last decade in a framework characterized by institutional fragmentation and by marked territorial differences in two opposite directions:

- the first aimed at reducing public intervention and favouring the privatization of services
- the second, on the contrary, aimed at regenerating, reviving public action and affirming social rights by activating redevelopment processes, integration between different social actors, based on participation.

2.2 HISTORY

2.2.1 Social Innovation Italian Agenda (2013) (National level)

The launch in March 2013 by the Ministry of Education, University and Research (MIUR) of the Social Innovation Agenda is considered as the first major action at the national level where the attention is focused on Social Innovation.

The Agenda aims to build the framework of actions in order to propose solutions to the present and future challenges that the country has to face.

This is the first vision that identifies the strategic levers for building the Italian way to Social Innovation.

⁸ [autArk](#)
⁹ [autArk](#)

In this context, among the research and innovation initiatives characterizing the MIUR action, particular attention has been given to the «social» role of public investment in research. In this respect, after the Social Innovation NOP call - dedicated to the four regions (Sicily, Puglia, Campania, and Calabria) and the presentation of the related projects approved in June 2012 - 40 projects were selected as part of the National Social Innovation call, promoted for all the Italian regions.

Besides, different calls have been drawn up for research projects in the field of «Smart Cities» where the specific actions to support Social Innovation has been placed. The idea is to respond to social needs through innovative solutions and with the creative involvement of the users themselves, who feel and express the needs to be met and the problems to be solved.

The resources invested with the Smart Cities and Communities call for proposals, NOP 2007-2013, and the “ad hoc” measures for Social Innovation projects, have highlighted a growing interest on the part of the Government in these issues. In addition, normative interventions have been added concerning «innovative companies with a social vocation», innovative financing instruments (crowd funding), transparency and participation initiatives (public consultations on the Digital Agenda) and access to public data (Open Coesione and Open Data Miur).

2.2.2 New start-up with high technological value (2012) (National level)

On the topic of start-ups as a vehicle and tool for development practices of Social Innovation, already in 2012, Italy, through the decree-law 179/2012, adopted organic regulations to develop and grow new companies with high technological value. The objective of the policy is to support the development of an innovation-oriented entrepreneurial ecosystem, capable of creating new jobs and attracting human and financial capital from the world. An entrepreneurial culture driven by innovation should be spread throughout the business ecosystem as a whole, including small and medium-sized enterprises, large corporations, incubators, and accelerators, as well as the academic world.

Companies with innovative start-up requirements can count on a vast complex of facilities, such as simplifications and regulatory exemptions, tax incentives, facilitation in accessing credit and risk capital, and new financing programs. All these measures have been designed to have a positive impact on the entire life cycle of the company, from the start to the expansion and maturity phases.

According to the Ministry of Economic Development, the figures for the third quarter of 2019 currently include 10.630 start-ups registered in the Italian Business Register.

2.2.3 Italian board of Social Impact Investment Taskforce (SIIT) (2013-15) (National level)

Strengthening the ecosystem of social impact investments is another issue linked to the development of social innovation. From 2013 to 2015 the activities of Italian Board of Social Impact Investment Taskforce (SIIT) started developing. The Italian Government has set up its own Advisory Board (ADB) with an advisory committee made up of 30 people, representing the sector of impact finance and traditional finance, as well as 8 institutional observers, and supported by 6 group thematic work.

For two years it has encouraged dialogue and the exchange of experiences and skills among over 100 industry experts. The Italian Advisory Board has promoted among Third Sector entities, social enterprises, investors, research centres, public administration, and financial institutions the confrontation on the role and potential of social impact investments in the perspective of innovation and radical transformations affecting the country.

2.2.4 Regulations on collaboration between citizens and the Administration for the care and regeneration of urban common goods (2014) (Local/national level)

Regarding the construction of a favourable ecosystem for social innovation development, it is worth mentioning the adoption by many municipalities of a Regulation on collaboration between citizens and the Administration for the care and regeneration of urban common goods.

With the first introduction of this regulation by the Municipality of Bologna in 2014, the constitutional principle of subsidiarity, entered into the Italian Constitution with the art. 118 in 2001, becomes a widespread practice for many Italian municipalities.

The Regulations on collaboration between citizens and the Administration for the care and regeneration of urban common goods, in fact, become a technical-juridical instrument, spread throughout the national territory, to support and enhance the own initiative of citizens, single or associated, for purposes of general interest.

This tool has opened a process of change that has fostered the sharing of responsibilities in the care and regeneration of the city, allowing citizens to be part of stipulating "cooperation agreements".

2.2.5 Third sector reform (2016)

(National level)

The third sector reform (106/2016) defines new rules and regulations within the third sector. Recognizing third sectors' ability to be a vehicle of participation and self-organization of citizens, an important role in involving local communities, the function in building social bonds, networking resources and skills, and experimenting with innovative solutions, the reform is giving an important contribution to the development of social innovation processes.

The deepest value of the reform is the definition in juridical terms of how many and which forms the third sector entities can have. In fact, before the reform the third sector was considered a galaxy without sure boundaries.

Third sector organizations registered in the Single National Register can encompass many different forms of collaboration with public administrations, including co-planning of interventions in local welfare, agreements, and accreditation for the performance of specific social and integration of social and health activities, the financing of projects and activities of general interest.

However, they can also build forms of cooperation with companies, banks, foundations, through instruments such as solidarity bonds issued by banking institutions (ethical loans with a reduced yield of economic capital to invest in areas in which the social capital is increased).

Thanks to this reform, profit and non-profit companies can now intervene in a new and complementary way to strengthen citizenship rights through the creation of solidarity networks in which State, Regions, and Municipalities have an important role to facilitate these processes.

This is the context for the decree of the Ministry of Labour and Social Policies of 23 July 2019 «Guidelines for the implementation of systems for assessing the social impact of activities carried out by Third Sector entities». It is aimed at defining and regulating the qualitative and quantitative assessment - in the short, medium and long term - of the effects of the activities carried out on the reference community.

2.2.6 National Operational Programme (NOP METRO)

Metropolitan Cities (2014 – 2020)

(National level)

One of the main development drivers of the National Operational Programme (NOP) «Metropolitan Cities 2014 - 2020», is « Promoting social inclusion practices and projects for population segments and neighbourhoods marked by significantly disadvantaged conditions » through the realization of Services for social inclusion (OT 9 «Social inclusion and fight against po-

verty» - ESF) and Infrastructures for social inclusion (OT 9 «Social inclusion and fight against poverty» - ERDF).

Funded by the Regional Development Fund (ERDF), European Social Fund (ESF) and its share of national co-financing, the Programme runs by the Italian Territorial Cohesion Agency, supports the priorities of the National urban agenda. Within the framework of the sustainable urban development strategies outlined in the Partnership Agreement for programming period 2014-2020, it is in line with the goals and strategies of the European Urban Agenda which identifies urban areas as the key territories to take up the challenges of smart, inclusive and sustainable growth set in the Europe 2020 Strategy. The Programme is dedicated to sustainable urban development and aims to improve the quality of services and promote social inclusion in the 14 Italian metropolitan cities.

The Axis: 3 - Services for social inclusion aims to promote social innovation by encouraging the emergence and development of innovative business projects. The axis 3 supports projects aimed at developing the growth of start-up or the creation of new branches of business that invest in social innovation or with social purpose. Project in neighbourhoods and areas with a high socio-economic problems are also supported. NOP Metro offers the acquisition of know-how and support in the development and realization of the entrepreneurial idea with coaching and the construction of a community of social innovators.

2.2.7 National Operational Programme (NOP INCLUSION)

(2014 – 2020)

(National level)

With the Europe 2020 Strategy, the European Union has set the goal of reducing the number of people at risk of poverty and social exclusion by at least 20 million within ten years. The NOP Inclusion, co-financed by the European Social Fund, plays a crucial role in this context. The main objectives are the reduction of poverty and social exclusion and the promotion of social innovation. The NOP intends in particular to strengthen the activation paths and the networks for taking charge of families and fragile people. The expected result is to favour the creation of the social infrastructure necessary for the change of paradigm for welfare measures, which is reflected in a better quality of social services in Italy and greater effectiveness of the national measure against poverty.

2.2.8 Extraordinary programme for urban redevelopment and suburban security (2016)

(National level)

The extraordinary Programme for urban regeneration and security of the suburbs defines the € 500 million tender for urban redevelopment and security of the «suburbs», urban areas characterized by situations of economic and social marginalization, building degradation and lack of services, addressed to regional, provincial and metropolitan cities.

The interventions provided for the enhancement of features and services on an urban scale, such as those of the third sector and the civil service, for social inclusion and Social Innovation.

Thanks to this initiative, through 120 projects, for the first time 107 Municipalities and 13 Metropolitan Cities have activated a process of formulation of urban regeneration projects that integrate physical transformation and regeneration interventions with intangible welfare interventions, social innovation, and economic development. Among the most important innovations there are the promotion of multi-sectorial interventions and the activation of new synergies between public and private interventions.

2.2.9 Three-Year Program for Social Innovation (2018 - 2020)

(National level)

The Department of Public Administration has started testing the activities related to the Fund for social innovation, regulated by the Prime Ministerial Decree of 21 December 2018, for the promotion of innovative models that aim to satisfy social needs, through the involvement of actors and financing also of the private sector, according to the scheme of the cd. impact finance. The Fund for social innovation finances interventions in the framework of a three-year Programme for social innovation aimed at strengthening the capacity of public administrations to carry out social innovation interventions aimed at generating new solutions, models and approaches for the satisfaction of social needs, with the involvement of actors from the private sector. The launch of this Programme is a great opportunity for the addressed local administrations, but also a challenge to reconcile the new models and tools of social impact with the organizational and management logic of public administrations. Three areas of intervention:

- a) social inclusion of disadvantaged or vulnerable groups such as, for example, protection and recovery of women victims of violence, interventions in favour of young people, summer camps for minors, integration of people with disabilities, return to work for disadvantaged people;

- b) cultural animation, through cultural and/or educational initiatives, involving individuals, small groups and communities, also about old and new knowledge, with particular attention to the recovery of urban suburbs;
- c) fight against early school leaving, abandonment before the end of the training cycle, repetitions, irregular frequencies and delays concerning school age.

2.2.10 Regional Operational Programme (ROP 2014-2020) (National level)

Regional Operational Programmes (ROP) are the programme developed by each Italian Region financed by the European Social Fund (FSE ROP) and the European Regional Development Fund (ROP FESR). Through the OP operational programme, each region has over the years promoted actions aimed at encouraging tools linked to the social innovation ecosystem. There are examples such as that of the Umbria Region, which identifies in the Social Innovation a transversal value that can permeate all policies of social inclusion in the regional territory and outline an ecosystem that interconnects social policies, health policies, training policies and of labour and urban and local development policies. The Campania Region, which through the Community School promotes interventions aimed at enhancing the social and cultural learning of young people, favouring the experimentation of an integrated model of taking charge and accompanying education, involving the set of subjects that, in various ways title, take care of the children, starting with the families. The Lombardy Region that promotes the social management of ERP neighbourhoods in the region. The objective is to support projects for the dissemination of a culture of social management of public housing, for experimenting with new models of social management, for improving the supply of public housing services. In addition to guaranteeing the administration of neighbourhoods or individual buildings, operators are asked to ensure monitoring of the management of social housing, guarantee forms of social participation, mediation and conflict prevention, enhance relations between residents and the involvement of tenants in the management and care of housing and common spaces.

2.3 CURRENT STATE OF THE ART

2.3.1 Map and trend of social innovation in regional policies

A survey conducted by the Vita Group on regional social innovation by region in the three-year period 2015-2018, shows that, over the past few years, all the Italian regions have started or implemented actions connected, albeit indirectly, to social innovation, as defined by the EU Regulation n. 1296/2013 of the Parliament and of the Council. The analysis has led, in general, to the identification of three «macro-regions» of social innovation, distinct not on a geographical basis but in relation to the level of implementation of social innovation.

The first macro-region identifies those regional territories where the presence of elements and characters proper to social innovation is not explicit and involves single actions or more limited interventions by number, content or dedicated expense. In the second macro-region, social innovation is identified as a useful tool to promote better effectiveness of regional interventions and policies. In these contexts, social innovation processes and collaborative relationships between local actors is higher. In the third macro-region, social innovation is implemented as a real strategic lever for the development of local communities and the theme - referred to in laws, regulations, plans and programs - becomes a founding principle of regional strategy. In this third area there are the regional policies of Emilia Romagna, Piedmont, Puglia, Tuscany and Trentino Alto Adige.

A further macro-trend, which emerges from the analysis, is given by the areas of intervention in which the actions and regional policies containing elements of social innovation are broadly based, in the first place there are social and social-health policies for then act progressively also in the field of youth, industrial and cultural policies.

2.4 CASES

2.4.1 NOP METRO 2014-2020: Turin City Operating Plan: Axis 3 Services for social inclusion (Local level)

The local action strategy of Axis 3 - NOP METRO of the City of Turin Operational Plan promotes multi-dimensional and integrated interventions of active inclusion, community welfare and social innovation experiences.

It tackles different forms of marginality, hardship and social exclusion through the construction of interventions aimed at preventing and combating housing poverty, at integrating and accessing the services of weaker social groups, as well as through supporting third sector projects and the community (associations, voluntary organizations, non-profits, NGOs,

etc.) in areas and neighbourhoods characterized by significant situations of physical degradation and socio-economic marginality. Through the planned interventions, the methods of designing and delivering services aimed at the most fragile and in difficulty sections of citizenship have been rethought by constructing new ways of systematic interaction between public and private social actors, as well as the local community both in the planning and in the design phases.

	PROJECT
TO.3.1.1.a	TO home
TO.3.3.1.a	Experimental services of community welfare
TO.3.3.1.b	Development and management of a civic crowdfunding platform
TO.3.3.1.c	Service of generation / accompaniment and development of entrepreneurial projects of social innovation

2.4.2 Extraordinary Programme for urban regeneration and suburban security AxTo Actions for the Turin suburbs (2016-2019)

(Local level)

Through the National Call for Proposals, the City of Turin has activated various actions both for a technical-financial support service for the development of entrepreneurial projects, with specific attention to non-profit subjects, to actions of education to entrepreneurship, to creativity, to innovation. Below the most important actions.

AxTO action 3.03 - Startup of new services in urban areas at risk of degradation. The City of Turin has launched a measure to support social innovation for non-profit entities in the third sector within the AxTO Project - Actions for Turin's suburbs (Action 3.03) with the experimentation of new services that can satisfy social needs and favour processes of social inclusion, job placement and / or regeneration and revitalization of urban areas at risk of degradation.

AxTO action 4.01 - Innovative social and cultural projects. The action involved the organization of artistic events that involve the interaction of different expressive forms (visual arts, video, theatre, music) in unconventional spaces, in order to disseminate ideas and good practices on new models of living, that foster bonds of solidarity, active citizenship and inclusion in neighbourhoods characterized by a high density of migrant population

and that help to face situations of precariousness and marginality in a perspective of plural and intercultural identity.

AxTO action 3.02 - Turin Living Lab on the collaborative and circular economy. The action offered financial support to companies, possibly in collaboration with selected public or private organizations, to support the co-creation and experimentation of innovative solutions (9 months of experimentation), in the field of collaborative and circular economy, in a logic useful for assessing their potential access and sustainability on the market, verifying and testing - in real conditions - the response of the same to the proposed initiatives.

2.4.3 SOCIAL PUGLIA IN - The program for the promotion of SOCIAL INNOVATION and for the development of the SOCIAL ECONOMY in Puglia (ROP 2014 -2020)

(Regional level)

The programme addresses all citizens, informal groups and economic subjects interested in undertaking innovative ways of responding to the social needs of local communities, through ERDF (social economy development) and ESF resources (growth of third sector organizations and the social innovation) of the ROP Puglia 2014-2020.

The objectives of the programme are:

- 1) Promote social innovation to build new responses to problems, both ancient and new social needs;
- 2) Support the development of a new social economy, with the birth of new social enterprises;
- 3) Systematize good practices and innovative initiatives, to create a dynamic and pervasive network of innovative solutions and opportunities for inclusion;
- 4) Promote the contamination of traditional welfare with innovative initiatives to increase the quality of responses to needs and encourage the matching of experiences, ideas, know-how for the development of the social economy;
- 5) Test new ways of public-private partnership for initiatives with a high social impact in local contexts already engaged in urban regeneration processes, in serious socio-economic crises and in social innovation processes.

2.4.4 WE.CA.RE - The regional strategy for social innovation - Piedmont Region (ROP 2014 -2020)

(Regional level)

The Piedmont Region through the WE.CA.RE. provided for the use of ESF and ROP ERDF resources, for a total of 20 million euros, aimed at implementing territorial welfare actions and facilitating social innovation processes in Piedmont.

The strategy places welfare as a central asset in the development and growth process of the territory.

The challenge of the WECARE strategy, operating on a regional plan of integrated policies and involving all public and private actors, is to combine social and political policies of labour and economic development, thinking of social cohesion as a great driver of territorial development and growth as a challenge to be achieved through the reduction of social inequalities.

The strategy, first in Italy, coordinates some measures on the ESF and ERDF funds in a complementary way, which pursue shared objectives and respond to the same strategic choices.

All actions are aimed at stimulating the experimentation of social innovations in the territories that will have to demonstrate sustainability and replicability.

Operationally, the strategy includes a set of different support measures for social innovation: collaborative processes in the territories (districts of social cohesion), testing of innovative services, corporate welfare and welfare, entrepreneurial initiatives with a social impact, experimentation initiatives on territories, understood as system actions.

2.5 FUTURE/RECOMMENDATIONS

Based on the map and trend on the development of social innovation policies by regions, it emerges that there are different levels enhancing SI interventions characterized by a new relationship between public, private and third sectors. This requires greater dissemination of good practice and better governance among local institutions.

3 GERMANY (regional level)

3.1 SUMMARY

In Germany, a broad innovation approach is applied, also including social innovation. Still, social innovation and social entrepreneurship are (still) rarely explicitly mentioned and supported. Nearly no publicly-funded activities specifically targeting social entrepreneurship can be found in Germany. This is currently in a process of changing - slowly but certainly, as policy increasingly recognises the economic and social potential of social entrepreneurship, which could be elevated using suitable measures.

For example, after national elections in 2017, the coalition treaty signed in February 2018 between the German Christian-Democratic and Social-Democratic parties explicitly mentions social innovation and social entrepreneurship, both with regard to future support of research and development and with regard to economic development and industry support. In this treaty, it is stated that SEs should be targeted directly and be more strongly supported as is presently the case. Also, social innovation is mentioned as one of the future challenges which need to be directly addressed developing new and tailoring existing support programmes. Thus, the German High-Tech Strategy will directly target social innovation and social enterprises during the coming years. As a part of this approach, increased involvement of civil society, active cooperation between diverse stakeholders, and the application of non-traditional, more experimental approaches to innovation support, including new business models, and targeted transfer and start-up support have been recognised as fundamental.

In the following sections, the detailed description of the policies which create and support social innovation in the scope of Germany is elaborated. The analysis is focused the German federal state of Baden Württemberg, nevertheless, some parts are also include the national scope due to its importance and reflections on the regional level.

3.2 HISTORY

The German welfare state is predominantly built on social insurance systems. Broadly, Germans see their economy as a social market economy - that is, one that combines a capitalist mode of production with the belief that society should protect all of its members from economic and social need. This has a strong influence on the environment for social innovation throughout the country. Still, the definition of social innovation continues to evolve in Germany. Norbert Kunz, a German social entrepreneur, defined a social innovation as a systematic solution to a social problem wherein the success factor is the social change - financial sustainability is desired, profit however is not the main aim. Howaldt and Schwarz (2010) take a less integrated view, instead contrasting social innovations to technical innovations. Social innovations, they state, 'can not only be analysed, but also engendered and (co-) shaped; they are oriented toward social practice and require reflection on the social relationship structure'.

Historically, German innovation has been attached to Germany's system of industrial relationships. If this social partnership stood as a specific strength for Germany into the 1990s, it stands today as a central problem for its lack of flexibility. Policy makers have consistently looked at social change in connection with technological innovation and technological research through the paradigm of a social-technical system, not from the perspective of an independent type of innovation (Howaldt & Schwarz, 2010). The Hightech Strategy produced by the Federal Ministry of Education & Research (BMBWF) in 2006 exemplifies this paradigm. Hirsch-Kreisen criticizes such innovation policies which are exclusively confined to R&D funding and overlook the relevance of practical experiences and cross-sector partnerships (2008).

In Germany, it has been widely agreed that a broader concept of innovation should be adopted which includes social innovation in its definition in order to tackle the great challenges facing modern societies: unemployment, demographic & climate change.

3.3 CURRENT STATE OF ART

A first success in further adoption of the social innovation on the political level was the incorporation of the importance of social innovation in the most recent coalition agreement between the two governing parties in 2013. In 2015, the Federal Ministry for Economic Affairs and Energy recognized the needs for special support and frameworks for social innovation; and published a study on the challenges of founding and scaling social enterprises.

When considering Baden-Württemberg - it is one of the most innovative Regions in Europe and has a long history of economic success and technology and innovation leadership. Consequently, advancing economic development and innovation also in the future is of high priority to regional policies. As documented in the present Innovation strategy¹, Baden-Württemberg has a comprehensive, systemic understanding of innovation, embracing technological, organizational, process, social and other innovation aspects. In line with the notion of smart specialization, it targets four future fields:

- Sustainable mobility
- Environmental technologies, sustainable energy technologies and resource efficiency
- Health and health care
- Information and communication technologies, green IT, intelligent products.

Within these fields the collaboration of all regional actors (quadruple helix) is supported to optimally leverage the know-how, infrastructure, research capacity, technology leadership and societal potential for the future development of the region.

Taking the aforementioned into account, **social innovation and social entrepreneurship** are issues which start to receive increased attention on the regional policy level as it is increasingly acknowledged that these hold a

considerable potential for both economic and societal development which is still widely underestimated. As a result, there are a large number of activities taking place in the region at the moment, supported by both public and private stakeholders and sources.

3.4 CASES/INITIATIVES

3.4.1 German ESF National Operational Programme (OP)¹¹

(National level)

The German ESF National OP targets securing skilled labour, supporting social inclusion and fighting poverty. Additional areas include supporting self-employment, work-life balance, life-long learning, increase of educational levels.

ESF National Level Funding includes (apart from general support to education, employability, skills development, gender, youth etc.) the following ministries and activities with **relevance to and support of social innovation and entrepreneurship**.

- **Federal Ministry of Labour and Social Affairs (BMAS) offers:**

- ESF training and qualification within the context of the Recognition Act (funding programme Network IQ) (especially targeting Migrants)

- Tailwind – for workers and businesses in the social economy (targeting employees)

- UnternehmensWert: Mensch ("Human resources: a valuable asset") (especially targeting SMEs)

- **Federal Ministry of Education and Research (BMBF) supports:**

- [Integrated education](#) (targeting municipalities)

- [JOBSTARTER plus](#) (especially targeting SMEs)

- [Future of work](#) (especially targeting SMEs)

- **The Federal Ministry of the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) issued the following programmes:**

- Promoting vocational education for sustainable development. Enabling green skills for climate-friendly, resource-efficient action at work. (BBNE) (targeting employees and entrepreneurs)

- Education, Economy, Work in the Neighbourhood (BIWAQ) (targeting, municipalities, SMEs, Migrants)

- **The Federal Ministry for Economic Affairs and Energy (BMWi) issued the following programmes:**

- [EXIST](#) (targeting research, technology and knowledge based business start-ups, universities, research organisations)

- [Promoting entrepreneurial expertise](#) (preceded by [Consulting - Supporting entrepreneurial know-how by consultants for SMEs and professional workers](#)) (targeting start-ups and SMEs)

3.4.2 Research

Researchers have increasingly chosen to include social innovation in their work. The Centre for Social Investment (CSI) - which opened in July 2006 at Heidelberg University to provide research, teaching, training and advisory services in the public benefit sector—provides strong academic support for developing notions of social innovation in Germany. Sozialforschungsstelle Dortmund (the Social Research Centre, Dortmund) is a long-established social science research centre which has also begun branching into the social innovation field; *'Social Innovation: concepts, research fields and international trends'*, by Jürgen Howaldt and Michael Schwarz (quoted above), was published here in 2010. This study takes a broad view, looking at the theoretical concepts, areas of empirical research and observable trends in the field of social innovation from a German perspective.

In addition, German universities increasingly offer study programs in the field of social innovation and social entrepreneurship.

3.4.3 Public health

In the sector of the public health, social innovation has also begun to make progress. Rising rates of chronic disease, epidemic obesity and diabetes, a widening longevity gap between the rich and the poor, health care 'reforms' at odds with patients' interests and other issues are becoming hard to ignore. Addressing these issues will require a radically new mindset regarding health and health policy in Germany.

In November 2008, a German new book 'Policy Innovation for Health', published by Springer, calls for new mechanisms for conducting health policy and for the inclusion of many actors in the policy process. It's increasingly probable that, as elsewhere in Europe, social innovation mechanisms will find new ways to improve service in public health. The role of welfare organization is crucial in this regard. While they perceived social enterprises as competitors in the beginning, there is now a mutual learning, exchange and even a development of social entrepreneurship within welfare organizations.

3.4.4 Infrastructure for social innovation

The infrastructure for social enterprises has experienced a new impetus in the past five years. Ashoka¹³ plays a crucial role as an intermediary between politics and economics and awarded 50 fellows in Germany. Besides Ashoka, Social Impact is one of the most important organizations establishing an

¹² Michael Unterberger et al (2015), Herausforderungen bei der Gründung und Skalierung von Sozialunternehmen. Welche Rahmenbedingungen benötigen Social Entrepreneurs? Final report for the Federal Ministry of Economic Affairs and Energy (BMWi), pp. 62-63

infrastructure for social innovation. Social Impact focuses on the early stage of social enterprises and supports them in their founding period. In 2011, the organization opened a first Lab in Berlin which offers co-working, space for exchange and networking, coaching and qualification programs, mentoring and access to finance for free. Hamburg followed in 2012, Frankfurt, Leipzig and Duisburg 2015. More than 3.000 social entrepreneurs applied to be accepted into the program.

Other important organizations in the field are Phineo, On Purpose and The Changer offering various services and products. The two Impact Hubs in Berlin and Munich also offer workshops and events for social enterprises.

3.4.5 Baden-Württemberg ESF Regional Operational Programme (OP) ¹⁴

Regional level – Baden Württemberg

With regard to regional Operational Programs of Baden-Württemberg, it can be stated that innovation is inherent in most of them and social innovation and social entrepreneurs can be included in basically all activities funded under ESF and ERDF in Baden-Württemberg. As Baden-Württemberg has the broad innovation definition pointed to above, social innovation and enterprises are occasionally targeted separately but are usually included in a broader technological, thematic, regional or administrative context.

The Baden-Württemberg regional OP is targeting increased employment, especially with respect to long-term unemployed. Also it aims to boost education and counter poverty as well as social exclusion. **Social innovation is defined as a cross-cutting issue which is targeted across all ESF-OP priority areas.**

The three priority areas are:

- 1) Combating demography-induced skilled labor shortage, supporting sustainable and high-quality jobs and mobility (46 % of the funding available). This includes skills development of SME employees. Also novel approaches, such as part-time apprenticeships, are funded. Within this priority, social innovation is targeted mainly by way of testing and applying innovative approaches to support employability and employment of disadvantaged groups (migrants, long-term unemployed, single parents, illiterates). In addition, this priority also contributes to competitiveness of SMEs. Data on social innovation projects in this strand are collected and developments are monitored and evaluated separately.¹⁵
- 2) Combating poverty and promoting social inclusion: acquisition of relevant qualifications and support to enter the labor market. Within this priority, social innovation is mainly targeting testing innovative forms of targeted, local-level cooperation between civil society actors.

¹⁴ http://ec.europa.eu/regional_policy/en/atlas/programmes/2014-2020/germany/2014de05sfop003

¹⁵ See e.g. the ESF Evaluation Plan 2014-2020

3) Education: projects on lifelong learning, personal coaching measures, higher education institutions develop new, work-related programmes. Also, gender equality in higher education is supported. Within this priority, social innovation is mainly targeted by supporting local-level, targeted cooperation between civil society actors and regional public organisations enhancing integration and employability of disadvantaged young people.

Cross-cutting objectives include:

- 1) Sustainable development
- 2) Equal opportunities and non-discrimination
- 3) Equality between men and women
- 4) Social innovation
- 5) Interregional and transnational projects.

Baden-Württemberg has identified a future lack of skilled labor and growing skill mismatches as challenges to be addressed in order to maintain the region's strong economic performance. The OP is designed to create the opportunities to meet these challenges. Thus social innovation within this OP mainly targets innovative approaches to work integration and countering unemployment of disadvantaged groups.

Information on **monitoring and evaluation** of Baden-Württemberg ESF funding activities are available at: <https://www.esf-bw.de/esf/foerderung-beantragen-und-umsetzen/evaluation-und-monitoring/>

3.4.6 Baden-Württemberg ERDF Regional Operational Programme (OP) ¹⁶

In general, social innovation and social enterprises can be included in all activities under the Baden-Württemberg regional ERDF OP as innovation is the overarching aspect of this OP and is of utmost relevance to Baden-Württemberg being a high-technology region aiming to further strengthen its position in regional, national and international competition.

Main issues in the ERDF Programme Baden-Württemberg 2014-2020 "Innovation and Energy Transition" are:

1) Innovation

- As innovation is one of the main ERDF targets, Innovation support in line with the innovation strategy of Baden-Württemberg is targeted here.
- Technology and knowledge transfer: Identification and support of new ways of transferring knowledge and technology, especially to SMEs
- Networking of enterprises in clusters: Main aspects here include professionalisation of cluster managements and increase of cluster actors

¹⁶ <https://efre-bw.de/operationelles-programm/>

- Start-ups in high-tech sectors are motors of innovation and structural development. Their share of all start-ups shall be increased by supporting measures.
- To strengthen regional innovation, SMEs in rural areas are supported

2) Energy transition

As Baden-Württemberg has few natural energy resources, the transformation of the energy system and the increase of energy efficiency is the second ERDF Priority. This includes the establishment of competence centres on energy consultancy and awareness-raising and incentives for investments in CO₂-reduction.

3) RegioWIN

The competition “Regional Competitiveness through Innovation and Sustainability – RegioWIN” has been launched in 2013 inviting regions, cities and municipalities to develop regional strategies for sustainable development. The competition was very successful encouraging the development of inclusive regional strategies.

4) Cross-cutting objectives

All projects are selected in accordance with ambitious selection criteria and contribute to the implementation of the following cross-cutting objectives:

- Sustainable development
- Equal opportunities and non-discrimination
- Equality between men and women.

3.4.7 Overview of the events, specific initiatives, networks and platforms that promote Social innovation in Baden Württemberg

Beside above described large initiatives, the Social innovation aspects in Baden-Württemberg are also connected to specific initiatives build up for specific needs. Often, they are rather smaller initiatives that deal with a certain problem in society.

The following table provides the list of events, activities, networks and platforms in the area of Social innovation in Baden-Württemberg and it demonstrates the wide range of actions which are implemented in this area.

Example for SI	Character	Further Information
„ Social Innovation Lab “, Freiburg, Freiburger Kreativpark Lokhalle (e.g. Social Innovation Night)	Event	https://gruenhof.org/kreativpark/
„ Social Innovation Summit “, Stuttgart, funded by Robert Bosch Stiftung and country of Baden-Württemberg: connecting the stakeholder from civil society, economy, science, politics and culture start international projects	Event	http://sisummit.de/
„ Social Innovation Camp “ Stuttgart, organized by World Citizen School, Global Ethic Institute, Social Impact Lab, Stuttgarter Change Labs, University of Stuttgart, Yooweedoo, Stiftung Entwicklungszusammenarbeit Baden-Württemberg	Event	http://socialdesign.de/social-innovation-camp-stuttgart/
„ Social Innovation Camp “ in Tübingen, Organised by Weltethos-Institut and UUniversity of Tübingen	Event	http://socialinnovation.camp/
„ Social Innovation Night “, Stuttgart, organised by Wizemann Space NewWork und Network platform for Soailc innovatin SocEntBW	Event	http://wizemann.space/events/social-innovation-night-stuttgart-socinnstr/
„ Innovation Programme care “, Baden Württemberg Ministry for Social affairs and integration: Approach to promoting social innovation in health and medicine	Initiative by public authority	https://sozialministerium.baden-wuerttemberg.de/de/gesundheitspflege/pflege/pflegeinfrastruktur/innovationsprogramm-pflege/
Measures and Development Plan «Rural Area Baden-Württemberg 2014-2020», Financing EAFRD: Innovative Promotion Measure for Women in Rural Areas ELER Baden Württemberg	Initiative by public authority	http://www.foerderung.landwirtschaft-bw.de/pb/Lde/1988436

Funding programmes „ Pro Beruf “ BMBF	Initiative by public authority	https://bit.ly/35oVkta
„ AVdual “: Social promotion approaches in the field of vocational education and training Baden Württemberg Ministry of economic affairs, work and housing	Initiative by public authority	https://www.uebergangschuleberuf-bw.de/bausteine/sbildungsvorbereitung-dual/
Campaign „ Start-up BW “: Funding and building successful social enterprises	Initiative by public authority	https://www.startupbw.de/index.php
„ Social Impact Lab Stuttgart “, - Incubators for social innovations Support for start-ups, which with Karl Schlecht Foundation and Caritas Stuttgart aims to promote social change in the region	Funding	https://www.startup-region-stuttgart.de/services/partner/social-impact-lab-teckstr-62-70190-stuttgart/?doing_wp_cron=1533827355.5901579856872558593750
„ Social Entrepreneurship BW “, Network platform for social innovation	Platform	http://socentbw.org/
Beteiligungsportal Baden-Württemberg	Platform	https://beteiligungsportal.baden-wuerttemberg.de/en/participant-portal/
Social Entrepreneurship Akademie	Network	www.seakademie.de
Social Start-ups network	Network	www.social-startups.de/
Social Entrepreneurship Netzwerk Deutschland e.V.	Network	https://www.send-ev.de/
AfB social&green, recycling and selling of used hardware with inclusive employment	Social enterprise	https://www.afbshop.de/
Farmers' producer group Schwäbisch Hall, association, consumer awareness, farmers	Social enterprise	https://www.besh.de/
FabLab Karlsruhe Association, sharing economy, makers economy	Social enterprise	https://fablab-karlsruhe.de/
Smark, Automated sustainable shopping, start-up, consumer awareness	Social enterprise	https://smark.de/

3.5 FUTURE/RECOMMENDATIONS

In the declaration Social innovation for Germany¹⁷ the demands for successful social innovation are formulated along the different sectors politics, economy, science and civil society. These aspects are also to be considered on the regional level:

Politics

- Integration of the SI theme into major research programs
- Cooperation with experts from business, science and civil society
- Improving financing opportunities for social innovation
- Reform of the law on non-profit status
- Further) development of federal, state and local policy measures to promote participation

Economy

- Integration of corporate social responsibility activities and core business
- Development and implementation of co-creation strategies
- Development of regional and sectoral cooperation between business and other actors to strengthen regions and sectors
- Use of the potentials of new industries and e.g. creative industries

Science

- Researching social innovations and setting impulses for social change processes
- Integrating the topic of "social innovation" into teaching and instruction
- Involve (civil) social actors in research and transfer at an early stage and increase the innovation potential for SI

Civil Society

- Stronger focus on founding activities on long-term promotion of SI
- Structured promotion of SI by social enterprises and welfare organizations
- Development of strategies for the creation of improved incentive and effective support structures
- Promotion of entrepreneurial staff in civil society organizations
- Initiatives and institutions dedicated to the promotion of a social innovation culture and infrastructure

The success of social innovation is dependent on several factors. To further effective support of social innovation there is a need for more committed public involvement in the innovation process, especially for the inclusion of the civil society in these processes through their better participation and engagement.

¹⁷ https://www.h-brs.de/files/erklaerung_soziale_innovationen_2.0_isi.pdf, p.5

4 FRANCE

(National, regional and local/municipal level)

4.1 SUMMARY

In France, social innovation is closely linked with three other fields of intervention that can sometimes be confounded and mistaken:

- **Social and solidarity economy** (économie sociale et solidaire or ESS) is well defined by French law and seen as the overseer of all interventions;
- **Social entrepreneurship:** social enterprises are businesses set up for a social, societal or environmental purpose and not aiming at profit maximisation. They seek to involve stakeholders in their governance;
- **Social impact:** any organisation set up for a social purpose seeks to generate a positive social impact. Assessing the social impact plays a crucial role in the social and solidarity economy and social enterprises.

In France, Social Innovation currently focuses on entrepreneurial initiatives, although citizen movements have always been a fertile ground for social innovation.

The social and solidarity economy sector involves around 200.000 companies nationwide in France, represents around 2,3 billion euros and 10% of national GDP and mobilizes 15 billion volunteers. However, there is no complete overlap between the ESS and Social Innovation, and it is hard to evaluate the weight of social innovation.

4.2 HISTORY

Since the mid-19th century, the founding principles of what is now known as the Social and Solidarity Economy (ESS) have gradually gained recognition via a series of laws, though it is not before the 80's that the two trends – the social economy and the solidarity economy, now merged in a single concept – gained real recognition with the establishment of the Social Economy Charter in 1980 and the adoption of the 1983 Act (legal foundation of the social economy).

In the 90's, a great number of federations brought together social economy organisations to provide them with greater visibility, such as the Regional Social Economy Chambers (CRESS - Chambres Régionales de l'Economie Sociale et solidaire). This is during this period that the ESS sector started becoming considered as a business sector in its own.

In November 2008, the 1st national event called “le mois de l'ESS ” one month dedicated to the social and solidarity economy, was launched. In 2010, Vercamer Report put forward 50 proposals for “changing course”, followed by the launch of the “Labo de l'ESS”, a think-tank dedicated to the ESS and the organisation of a national summit of the ESS (les états généraux de l'ESS) and the publication of a document, listing citizen proposals for an alternative economy.

2012 saw the French government setting up a Ministry for the Social and Solidarity Economy, headed by Benoît Hamon, initiating and drafting the framework law on the ESS, to improve the sector structure and to promote its development.

Article 15 of this ESS law is especially dedicated to social innovation.

On 21 July 2014, after discussions between National Assembly and Senate members, the ESS Act was finally adopted to mark institutional and economical ESS' recognition. Since 2014, this Ministry has been replaced by a Secretary of State for Trade, Craft, Consumption and the Social and Solidarity Economy.

In 2014, a national initiative known as “La France s’engage” (France is getting committed) has been launched to foster social innovative projects with a dedicated public fund.

4.3 CURRENT STATE OF ART

Since the 2008 crisis, France (as most of EU states) is facing new social, economic and environmental challenges.

Budget cuts in the public sector, overall decrease of private investment and reduction of citizen's purchasing power led to find, develop and support new forms of innovation to face those challenges, especially described in ASIS work package 2 (climate change, employment, territorial inequalities, education, transportation, health, welfare...).

4.3.1 Public policies supporting SI at national level

● **The label “French Impact”: “from local to national”**

«French Impact» was launched in 2018 as a national banner to gather all actors working on social and environmental innovation in France and give more visibility and effectiveness to those added value projects.

Goals:

- encourage social and environmental innovation funding
- leverage regulative frameworks
- enhance local partnerships and cooperation
- inspire public policies

Leading actor: Government

Target and actions:

- **“Pioneers”:** The French Impact banner identifies the best social initiatives that have been effective at local level and help them to scale up and increase their impact at national level, through networking, communication, coaching and evaluation tools.
- **Territories:** The French Impact banner enhances territorial cooperation between actors on specific territories which have shown their interest and have been selected, according to the national criteria. Each cooperation project is organised and led at local level by a multi-stakeholder collective. 20 territories have been certified “French Impact” among which the Lyon Metropole in Auvergne Rhone Alpes region.

- **Public institutions:** The French Impact banner encourages public institution to experiment new public policies through a specific program (Called “Challenges”) in cooperation with social innovation actors.

More info: <https://www.le-frenchimpact.fr/>

● **Programme Investissement d’Avenir 3 (Pia3)**

Who is in charge? Government - Ministry of Economy

The Investment for Future Program is part of the national 5 year plan to support innovation called The Investment Plan (Grand Plan d’investissement). The 3rd phase of this programme (PIA3) for the 2016-2021 period is worth 10 billion € investment.

Goals: PIA3 is oriented toward 4 priorities:

- Foster environmental transition: increase energy efficiency, sustainable mobility and increase green energy production by 70%
- Build a society based on skills: train and help 2 billion poorly qualified people toward a new job, experimentations in national primary education, transform secondary education
- Competitive and technological innovation: cutting-edge universities in the world, focus on specific sectors such as AI, big data, nanotechnologies but also transform agriculture, forestry, fishing activities
- Build a digital State: digitalize State services, modernize health equipment, help health research

Even if social innovation is not precisely identified in this Investment Plan, this important budget still intends to tackle challenges related to environment, education and health.

● **TIGA High Ambition Innovation Territories**

(Territoire d’Innovation de Grande Ambition)- PIA3

Who is in charge? Banque des Territoires (national public financing actor)

Within this PIA3, a specific program targets territorial innovation and is more specifically driven towards a multistakeholder approach to answer social and environmental challenges.

This national public programme finances specific territories with 450 million euros over a 10 coming year period: 150M€ in subsidies and 300M€ in equity.

Goals: select and help specific territories to become large scale testing zones to enhance sustainable solutions and new models of local governance.

The topics identified are all related to social and environmental challenges:

- digital transition
- sustainable energy
- clean mobility

- agriculture transformation, especially agroecology
- transforming health system
- adapt skills to the evolving job market

Results: Out of 117 groups interested, 24 were selected and several are in the Alpine Space Region:

- GREAT Grenoble Alps Together – Sharing economy for the city in transition with 3 platforms implemented to reduce environmental impact (Pilot: Grenoble Alpes Metropole)
- Valence – Romans, Cooperation and Start-up de Territories – (pilot: Groupe Archer)
- Bio Valle: create a local lab in the Drome valley to experiment transition in rural areas

4.3.2 Public policies supporting SI at regional/departmental level

In France, below the national level, different levels of authorities exist:

- Regional authorities
- Departmental authorities
- Metropolitan authorities
- Local authorities

Each of them has different competences and levers and thus, a different role to bring to social innovation. It's also true that the policy making depends on the political orientation of the region but regardless, those different competences are complementary.

The public authorities play an important role in driving the spread of social innovation.

As an example, the Regions with their responsibility for economic development, innovation, vocational training and regional planning are invested with the necessary competences to support social innovation, thereby helping to boost a region's attractiveness and create sustainable and non-relocatable employment. Supporting and funding social innovation with a view to accelerate its development is today a key issue for any Conseil régional, a Region's governing body, as witnessed by the 'Panorama 2013 des actions de soutien à l'innovation sociale en Région', an overview of actions carried out by the Regions in 2013 in support of social innovation.

● **PTCE/PTCA: Regional Hub for Economic Cooperation, becoming Regional Hub for Associative Cooperation**

PTCE (Pôle Territorial de coopération économique)

PTCE regional hubs are a gathering of different actors, concerned and involved in a specific territory where they live and work. They gather enterprises from the ESS economy, regional authorities, research centres, associations, higher education and research centres, training programs and centres...

They implement a strategy adapted to a local context, aiming a sustainable local development supporting initiatives in the scope of Social and Solidarity Economy. This is a local cooperation, organized by the actors themselves, certified and financed occasionally by the Government, who launched 2 calls for projects since 2013.

Goals:

- Strengthen local sustainable development by implementing a common and continuous strategy for mutualisation, cooperation, partnership,
- Serve innovative economic and social projects – from a social or technological aspect.

What are the main impacts?

- Creation of network
- Creation of local and non-relocatable jobs
- Convergence of activities and actions for positive impact (construction, agriculture, services...)
- Revitalisation of territories

How important and legitimate are they?

The PTCE formally emerged in 2010 in the think-tank “Labo ESS”. In 2014, they are recognised, defined and included in the ESS law.

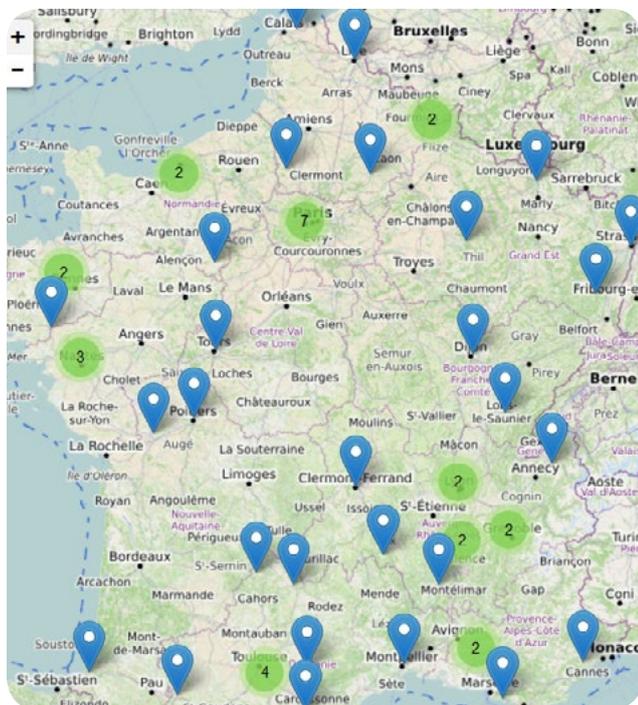
The Government got involved in this dynamic launching 2 calls for projects in order to select the PTCE emerging and in phase of consolidation which will share the allocated budget (6 million euros over 4 years).

• 2013:

- 180 PTCE projects received, existing and in emergence
- 23 projects selected
- Total budget to share 2013-2014: 3 million euros.

• 2015:

- 14 PTCE selected, representing all the regions of France
- Total budget to share 2013-2014: 3 million euros.



In December 2017, they were 150 PTCE in France implemented in very different types of territories: rural areas, urban areas, suburban areas.

PTCE in the French Metropol, who signed the PTCE Charter from the LABO ESS, 2017.
Source: LABO ESS

The PTCE are a significant tool for local sustainable development. Indeed, the PTCE allow actors from different sectors to converge their actions towards a same social and environmental goal, to offer concrete opportunities for their territories and influence the local public policies. This multi-stakeholder and local dimension is, in itself an important innovation.

Evolution:

The role of the government, which punctually finances the PTCE, is seen by several actors as unclear. Instead of taking a concrete decision on the future of PTCE, it seems that the Government wishes to strengthen the program in “French Impact” dedicated to the certification of Territories (see French Impact and the 20 territories certified, previously mentioned).

Alongside the progressive disinterest for the PTCE, PTCA “Regional Hub for Associative Cooperation” appeared.

The relations, similarities and differences between PTCE and PTCA are still not really clear, except that the PTCA gather associations instead of a diversity of stakeholders. The main goal is also the development of the territories they belong to. The PTCA will support the associative development, from creation to professionalization. With the same original framework of social utility, local anchor, democratic and participative governance.

4.3.3 Public policies supporting SI at local level

Departments, metropolis (large cities), and municipalities.

The following public policies and measures are classified according to relevant categories of actions:

● Support to the SI ecosystem : accompanying and financing

Metropolis aim to structure and strengthen the ESS projects and structures from creation to consolidation, for instance by:

- Supporting financially accompanying and financing programs dedicated to ESS projects: incubators, generators...
- Creating an integrated accompanying program
- Providing a technical, organizational coordination and financing

● Access to property and third-places

Since it is not merely an economic competence, Departments, Metropoles, and even Municipalities can support SI by this lever.

Departements: They can give access to departmental buildings they are in charge of (secondary schools for instance), in order to offer a space for social innovators, new projects, temporary occupation etc...

As an example, the Department of Iserre created the “Secondary school Airbnb”, using some empty secondary school buildings during weekends, bank holidays and holidays to allow some innovators to gather, work, and take possession of the space for their needs.

Metropolis: As they are responsible of the local property coordination, local town planning, or even the territorial coherence schemes, they have the opportunity to orientate and facilitate the access to properties corresponding to the needs and means of SI innovators (availabilities, lower price, support of coworking and third-places...).

Municipalities: Having the competence to help enterprises to access to property on their territories and the competence of local building renting, the municipalities can simplify and boost property access to SI projects and structures.

● Development of sustainable purchasing

The public order is becoming a more and more considered lever to boost sustainable development within the public sector, which concerns all levels of public authorities. At National level, the “National Plan for Sustainable Public Purchases 2015-2020” is the framework, aiming that 25% of markets (in number) must incorporate a social/environmental clause by 2020.

At all levels, public authorities can integrate social and/or environmental clauses into the technical conditions of their public market. This means that the social and environmental factors are taken into account when public actors purchase goods or services and select their provider.

Also, the Code of public markets allows public authorities to:

- Reserve some markets to specific enterprises such as insertion enterprises (that give jobs to people remote from the labour market)
- Reserve some health, social or cultural markets to ESS structures.

● **Animation of the local dynamic and awareness to social innovation**

This is a lever for all local authorities. There is no social innovation without participation, co-construction, cooperation and open-mindedness that is why networks, animation and awareness are so important to scale up SI. All local authorities are able to participate in promoting SI and acculturate people with this vision:

- Organisation of events (conferences, “ESS Month”, competitions, trade fairs...)
- Strengthening of partnership and networks
- Promotion and access to information
- Actions targeting young people and students (creation and support of “Cooperative of young”, dedicated programs...)
- Actions targeting professionals, not always from the ESS sec

● **Direct support to ESS structures**

The Metropolis, within their economic competence, can directly finance ESS projects and structures:

- Allocating subsidies: for investment, functioning and job creation
- Be part up to 50% into a SCIC company (A specific cooperative juridical status: “Cooperative societies for collective interest”)
- Accompanying and financing PTCE
- Call for projects, prizes... (i.e.: Prizes for social and solidarity innovation)

● **Development of social R&D and innovative collaborative dynamics**

This lever is about looking for new ways of collaboration to better support SI, working on the understanding of social innovators’ needs, public authorities’ role, and public policies processes. In this way, all public authorities have a role to play, for instance by:

- Working on and experimenting new ways of collaboration
- Developing tools to evaluate the impact of the projects on the territories
- Encourage good practices sharing
- Creating R&D centres (For instance: CISCO in Clermont Metropole)

● **Innovation in policy making**

This lever is applicable to all public authorities as well, depending on the areas of competences they have.

Even if it is not that simple to change the established policies, changes are operating and the main challenges public authorities must take up are, among others:

- Reduce the barriers between the sectorial established public policies
- Encourage a co-creation approach, allowing interested actors to participate in the policy making
- Develop a more multidisciplinary approach, converging towards sustainable impacts
- Take more into account the beneficiaries and users of the policy

4.4 CASES/INITIATIVES

Case 1: Artis

Goal: Answer to the need of physical spaces to develop economic activities in the field of social innovation.

Pousada, a centre for entrepreneurial cooperation, has launched Artis, a 1.800 m² business hotel in the Mistral district of Grenoble. This place offers small and large offices closed or shared, many spaces, a craft centre consisting of workshops of 20 or 40 m² and storage space, and can host 60 to 70 companies.

The structure welcomes recently created companies (less than 3 years) with a progressive rent allowance starting slowly, with support through training and exchanges.

The Artis project was born thanks to the support of the local authorities (Grenoble Alpes Metropole) who consider that the social and solidarity economy has become a full-fledged economic model and with European funds too. The emergence of a local activity is a real subject that shows a real expectation on the part of **consumers** and helps to make things happen in a still fragile neighbourhood.

Case 2: "Reciprocity"

Goal: Involve the welfare beneficiaries in their public assistance, creating a reciprocal relation between them and the public institution.

This initiative emerged since 2015 at national level, in Action Plan of the Government and started to be deployed among the Iserre Department 2016, on 3 of its territories, thanks to CER 'Reciprocal Commitment Contracts'.

With this approach, the beneficiary becomes actor of the assistance he receives. They are encouraged to commit themselves in social and civic actions and thus, participate in the local life where they live. This initiative not only allows creating social links but also boosts the beneficiaries, increasing self-confidence, highlights their skills and qualities and also for their social recognition. The reciprocity always recognises the beneficiaries' daily-life activities, and can even sometimes be mentioned in curriculum vitae.

The reciprocity approach is a give-and-receive relation, which is extremely important for personal and collective construction and well-being. It allows changing the existing vision of social beneficiaries, enhancing the contribution everyone has to the society.

What can they do? Voluntary work (in library, in shops, in association, waste ...), accompanying of school trips, helping in the neighbourhood, services to neighbours.

For social workers, this is also a new positive approach, as they become facilitators to boost the beneficiaries and show them the path of autonomy and citizenship. They don't have the solution but lead this positive cognitive method, created by specialist researchers in psychology, commitment, empowerment...

Who is involved? In this case, the Iserre Department is the public institution that deployed the reciprocity approach. However, the dialogue and the pedagogical work are of multiple stakeholders. The beneficiaries are of course the main actors, but the initiative also includes social workers, public policy makers, associations, researchers... In 2017, at the end the first experimentation in the 3 Iserre territories, 56% of the social beneficiaries had signed the CER ('Reciprocal Commitment Contracts'), showing their interest to commit themselves in the social community.

Case 3: Startup de Territoires

Goal: encourage citizen's and multi actor initiatives

In 2016, at the initiative of the Archer Group, a solidarity economy group born in Romans in 1987, more than 200 people have gathered at the Group's headquarters to come up with a new generation of Start-ups, concerned about their impact and offering services or products that have the highest impact on inhabitants of the territory.

Working in workshops around a variety of themes has led to new ideas of projects, highlighting local know-how and thus contributing to the economic development of the territory like: Footwear manufacturing from recycled materials, food processing unit, local production of renewable energy, sustainable and repairable appliance manufacturing. 3 years after, more than 1000 citizens and local actors were present at the yearly event to foster existing projects or to build new initiatives.

This local initiative is encouraged by local public authorities. It has been copied and reproduced in 6 other experimental territories by local actors. In the Alpine Space Romans dynamics was followed by Grenoble in 2019 (local coordinator GAIA Grenoble Alpes Iserre Active). This movement aims to inspire 50 new territories in 2020 and create 1000 social business to tackle social and environmental issues.

Case 4: No long-term unemployment areas

Territoire Zéro chômeurs longue durée (TZCLD)

Goal: Offer to every long-term unemployed (in the test territories) a job based on his/her skills, with a permanent contract and a chosen time frame, and linked with the needs of the local community.

Functioning: to finance additional jobs by **redirecting current expenditure from the cost of unemployment to the funding of this complementary job market.** Unemployment costs (assistance) are redirected towards the financing of a 'complementary' local economy that would not be in competition with already existing local enterprises.

The experiment has been made possible by a **specific national law** allowing (February 2016) an experimentation regarding public spending linked to unemployment. Already in experimentation in 10 territories.

Who is involved? Initiated by an NGO ATD Quart Monde, and now coordinated by 5 national NGOs, the project is implemented in close cooperation between national government, regional and local authorities, enterprises and civil society. The local referent for each project in each of the 10 'micro-territories' is the local authority.

3 of which are in the Alpine Space Region: Villeurbanne – Thiers – Grenoble. Next step is the adoption of a "second law" to allow the experimentation to be developed in 50 territories all over France. (tzclld.fr)

4.5 FUTURE/RECOMMENDATIONS

The French team is now conducting interviews with target groups on the basis of which they will share the recommendation from the target groups. We will include the obtained policy recommendation in our further work on the project.

5 SLOVENIA (national level)

5.1 SUMMARY

Social innovation sector in Slovenia consists of a large number of diverse organizations, fragmented across different sectors and lacks visibility as a homogeneous group. There is also no proper statistical monitoring of the sector as a separate entity, therefore the size and structure of the sector can be given only on qualitative assessment. State has started with active involvement in the sector in 2011, when Social Entrepreneurship Act has been adopted. Municipalities are playing an important role in development of social innovation and can support the sector in many ways (local development programs to include social innovation, regional networks to support social innovation, financial support, activation of untapped local resources – land, buildings, equipment). There is also relatively big number of supportive non-governmental organisations, which have started to work as social innovators in spontaneous way, answering to local needs.

5.2 HISTORY

Slovenia is one of the youngest European Union (EU) members - since 2004. Due to many and big differences in historical development of EU countries there are also many differences in the development of business environment as well as in the institutional frameworks that support that business environment each country. The business environment for social entrepreneurs has much longer tradition and is much more developed in western countries than in Slovenia. In Slovenia the government appointed in Autumn 2014 determined the project for the development of social entrepreneurship as one of ten strategic projects with the aim of forming a strong institutional framework for social entrepreneurship. They were aware of the fact that the changing economic and social conditions,

demographic trends and social situation call for a development of new formats for creating added value, particularly on socially responsible foundations (p.5, *Social Entrepreneurship: Case of Slovenia*, N. Tomažević, A. Aristovnik, Ljubljana, oktober 2018).

The concept of social enterprise and social innovation is very new to Slovenia. The first study on the topic of social entrepreneurship (only) was conducted in 2004 - presented as a new model of entrepreneurship and social economy that should be introduced to the wider audiences (study was conducted by EIM – Economic Institute Maribor in cooperation with then JAPTI, now SPIRIT Slovenia). The terms were later used in the context of ESF-funded pilot projects launched in 2009 to support the development of social enterprises. Since then interest and activity in the social enterprise and social innovation 'space' has grown. The impetus for this interest is in part driven by the economic crisis and connected to the disappointment of the masses with capitalism, resulting in the movements advocating new ways of organising (the economy and the system). At the same time, the Government is increasingly interested in using work integration social enterprises (WISE) as a tool for tackling high levels of structural unemployment. Against this backdrop, Slovenia adopted the Act on Social Entrepreneurship in 2011 which among other things, provides a definition of social entrepreneurship and social enterprise (p.40, *Social Entrepreneurship: Case of Slovenia*, N. Tomažević, A. Aristovnik, Ljubljana, oktober 2018). The first definition of social innovation has also been introduced in this document and it states: 'social innovations are solutions to societal needs and problems for which the market and the public sector have no answer.'

A number of social innovation projects in Slovenia have been launched in the last decade. The majority of them have come as a result of individual entrepreneurial initiatives within more innovative organisations. The organisation of the first Slovenian Social Innovation Competition in 2012, which saw over 50 social innovation projects participate, was an important step which promoted SI and placed it on the agenda for the first time. The increasing popularity of social innovation can now be noticed by the number of responses submitted to different calls and tenders for funding from public sources (both national and local) where social innovation is often listed as a key selection criterion. There is however no harmonized methodology for evaluating social innovation projects.

Till 1st January 2015 the main responsibility for design and implementation of policies, support instruments and measures for social enterprises and infrastructures as well as for the implementation of the Social Entrepreneurship Act lied with the Ministry of Labour, Family, Social Affairs and Equal Opportunities (MLFSAEO). At that time the field of social entrepreneurship was shifted under the patronage of Ministry of Economic Development and Technology (MEDT). Among other things, the MEDT provides expert support to the Council for Social Entrepreneurship, maintains a register of social enterprises and organises events on social enterprises. The focus now lies more with entrepreneurship and less with social innovation and inclusion (p. 51, *Social Entrepreneurship: Case of Slovenia*, N. Tomažević, A. Aristovnik, Ljubljana, oktober 2018).

5.3 CURRENT STATE OF ART

5.3.1 Social innovation challenges

Social enterprises promote innovation and creativity, develop and implement innovative services and products and create new jobs for different (also vulnerable) groups of citizens. Slovenia has a lot of potential in the field of social entrepreneurship and cooperatives as it has the tradition and collective mentality which can be socially oriented, focused on solidarity and hard work. The project of promoting social entrepreneurship, cooperatives and economic democracy was included in the coalition agreement.

The social innovation projects tackle a range of problems in Slovenia, including:

- Long-term unemployment
- Youth unemployment
- Inclusion of marginalised groups such as Roma
- Sustainable and impact tourism
- Technological social innovation such as apps for disabled people (e.g. mobile app for people with visual impairments)
- Education (e.g. new educational models)
- Social finances (e.g. round up models, microcredits with crowd guarantees)

Who are the key actors? - What kind of businesses, what parts/levels of government, which sectors support social innovation if anything? What other organizations are involved in doing social innovation? What about citizens or local communities?

At **government** level there are two key actors: Ministry of Labour, Family, Social Affairs and Equal Opportunities, Ministry of Economic Development and Technology.

Until recently, the Ministry of Labour, Family, Social Affairs and Equal Opportunities had been coordinating social entrepreneurship activities. However, this area has now been transferred to the Ministry of Economic Development and Technology, where the focus lies more with entrepreneurship. It is not clear which governmental body will promote social innovation in the future, if any. Most of the support for social innovation is provided by **third sector** organisations.

Slovenian Presidency of the Monitoring Committee of Luxembourg declaration in the area of social entrepreneurship in 2018.

5.3.2 Policy and legal framework

Slovenia adopted the Social Entrepreneurship Act in 2011 which provided definition of social entrepreneurship and social enterprise. Before that Slovenia had a long history of cooperative movement (more than 150 years) and a numerous sector of NGOs with a long history of civil action, even though the NGO sector is economically weak. There are also two facts that give strong basis for development of social economy in Slovenia: one is a

strong community and solidarity inclination of inhabitants. And the other is strongly present left or middle left political parties that are in one way supportive to the idea of social economy and are on the other hand using social economy as a political object. However, even if social economy is not strongly set into the historical roots in Slovenia, it does have quite good basis set in last decade in political and civil sectors.

In 2018 Social Entrepreneurship Act was under novelization and is now for the first time using the term “social economy” in legal sense. Social economy is defined as an umbrella concept that includes:

1. social enterprises,
2. non-for-profit non-governmental organizations - NGOs (associations, foundations, institutes, economic interest societies),
3. companies for employment of disabled people and employee-rehabilitations centres,
4. cooperatives.

Since 2015 the main responsibility for implementation of the Act lies with the Ministry of economic development and technology (*Ministrstvo za gospodarski razvoj in tehnologijo*) and its special sector - Department for Social Entrepreneurship. The sector carries out the legislative changes and runs subsidies calls and political promotion of social entrepreneurship, and in some extent also cooperatives and social economy in general.

The Social Entrepreneurship field in Slovenia is regulated by the **Social Entrepreneurship Act** (<https://www.uradni-list.si/1/content?id=102703>) that defines:

General conditions: Social entrepreneurship and its goals, Principles and demands of social entrepreneurship, Fields and activities of social entrepreneurship, Special conditions for employment, Jurisdictions in the field of social entrepreneurship. Social enterprise: Definition of social enterprise, Limitations, Associations of social enterprises, Non-profitability rule, The statement of social enterprise, Responsibilities and obligations, Application form for social enterprise, Registration of social enterprise, The use of directives, Obligation of regulatory bodies, The access to status of social enterprise, Reporting, Prohibition of operation and termination of status, Monitoring of operation and sub-law documents).

Special conditions of operation: Accounting, Membership rules, Participation of employees, volunteers and other users in management, Work in social enterprise, Distribution of profit and excess of income, Status changes, Liquidation of social enterprise.

Supportive environment: Development planning of social entrepreneurship, Implementation of politics in the field of social entrepreneurship, Jurisdiction of Municipalities, Fostering of social entrepreneurship, Assurance of resources, Financial support, Beneficiaries.

Special incentives for social entrepreneurship: Special incentives for employment (disabled and vulnerable target groups), Other special incentives · Evidences: the evidence of social enterprises.

Monitoring: Monitoring, Bodies that decide about offences · Violence provisions · Transitional and final provisions.

In Article 8 of the Act **Social enterprise** is described as: Any non-profit legal entity can acquire the status of a social enterprise provided it meets the following criteria:

- It has been established with a view to permanently performing the social entrepreneurship activities and employing at least one worker in the first year of its operation and at least two workers in subsequent years (hereinafter: social enterprise of Type A); or
- established with a view to employing persons referred to in Article 6 of this Act and being engaged in a particular activity by permanently employing at least one third of these workers out of the total staff (hereinafter: Type B social enterprise); and
- It operates according to the principles of social entrepreneurship stipulated by the Act.

5.3.3 Supporting documents to the law and supporting institutions to the development of SI

1. Rules of monitoring of operation for social enterprises: this rule defines the way of monitoring and government bodies that are authorized for monitoring of social enterprises.

2. Regulation of activities for social enterprises: it defines economic fields of operation for social enterprises:

- Social care
- Family care
- Care of disabled
- Science, research, education and training (education)
- Assurance and organization of youth work
- Protection and promotion of health
- Assurance of social inclusion, fostering of employment and vocational training of persons, who are unemployed or at risk of unemployment
- Transmission of employment to unemployed person from the 6th paragraph of the Slovenian Law of social entrepreneurship
- Ecologic production of food
- Protection of nature, regulation and protection of the environment and protection of animals. Promotion of the use of renewable energy sources.
- Social tourism
- Fair trade
- Culture, technical culture, protection of natural and technical heritage
- Sports, recreation and socialization
- Rescuing and protection
- Fostering development of local communities
- Support services for social enterprises

There is a lack of any competent study on social innovation in Slovenia. There are no accepted standards, nor criteria regarding what constitutes social innovation. Therefore, it is hard to source and include all relevant stakeholders.

On the national level the important role for SI play also the below institutions:

- **Ministry of Public Administration** (Ministrstvo za javno upravo): has several priority tasks in the area of cooperation with non-governmental organisations (like preparation of the NGOs and Volunteering Development Strategy, monitoring development of the NGO sector, preparing systemic solutions for the development of NGOs and voluntary work, etc.).
- **Employment Service of Slovenia** (Zavod RS za zaposlovanje): carries out all the Active employment policy measures, which includes most of subsidies for employment on national level.
- **SPIRITSlovenia-PublicAgencyforEntrepreneurship,Internationalization, Foreign Investments and Technology** (Javna agencija Republike Slovenije za spodbujanje podjetništva, internacionalizacije, tujih investicij in tehnologije): strives to become an institution that in cooperation with stakeholders offers Slovenian companies effective and comprehensive support for development and promotion on the global competitive market. It renders its services according to the one-stop-shop principle as it merges all of the key activities required by companies at all stages of their lifecycles under one roof.
- **Chambers of commerce and craft** (Gospodarska zbornica Slovenije - GZS, Obrtna zbornica etc.): strong partners in so called “social dialog” which is a formal political process, but are unfortunately not opened to cooperatives and associations, only classical companies are members.
- **Ministry of Finance** (Ministrstvo za finance): is more or less rejective, therefore there is a need to prepare financial arguments that would convince Ministry of finance to give way for better involvement of social enterprises in public procurement processes and to make way for tax reductions and tax exemptions for social enterprises and NGOs in general.
- **BAMC d.d. - Bank Assets Management Company d.d.** (DUTB d.d. – Družba za upravljanje terjatev bank d.d.): there is a big potential for development of worker cooperatives through worker-buy-outs because DUTB is selling out bank assets from companies in bankruptcy or restructuration.
- **Local self-government - municipalities and cities:** the law on social entrepreneurship is giving strong importance and responsibility for development of social entrepreneurship to the local self-government units (municipalities and cities). But they are independent and must be smoothly convinced to become stronger partner in the development of social enterprises and social economy in general.

5.4 CASES/INITIATIVES

The **Fund 05** is a private foundation whose aim is to provide impact investment and other support to different social ventures, social entrepreneurs and innovators. The Fund 05 is also the organiser of the Slovenian Social Innovation Competition (2012, 2013, 2014, 2015).

The **Social Innovators of the Future** is a program of Društvo mladinskih (Youth Guild Association), which supports young social innovators and entrepreneurs with incubator and accelerator programs, educational programs and infrastructure.

Nefiksom (booklet or e-version) – leading tool for recording informal knowledge. The mission of the **Institute Nefiks** is to help people in youth organisations in recording, presenting and promoting non-formal knowledge and competences, as well as helping youth in career development and job seeking. Their vision is that informal acquired knowledge in youth employment becomes equivalent to formal, which is possible with index Nefiksom. Nefiks is a project that has been promoting the values of volunteering and non-formal education in Slovenia for over 10 years. It has been doing so by motivating young people to educate themselves in different fields and persuading employers to consider non-formal education as a reference when offering a job. Nefiks expands the possibility of young peoples' employment and social inclusion, especially for those "left behind", with its supplementary activities such as workshops, stakeholder meetings, system of peer advising and public promotion. In its years of existence, Nefiks significantly raised the meaning of recognition of non-formally acquired skills, and that's why many institutions strongly support it. Nefiks comes in two shapes, electronic portfolio and a booklet.

Fruits of Society and programs of intergenerational community center houses are successful projects of Slovene Philanthropy which have for several years now productively promoted intergenerational volunteer cooperation. For the purposes of increasing cooperation and fighting prejudice among generations, Fruits of Society has since 2006 been linking together schools, pensioners' societies and other similar organizations and supporting the exchange of knowledge between the younger and older generation.

The first intergenerational community centre, the House Fruits of Society Murska Sobota is being complemented with another centre, the House Fruits of Society Vipava. The houses build bridges between generations by transferring knowledge and activities that promote intergenerational cooperation. A new humanitarian program named Volunteer Service has been launched in Murska Sobota that enables volunteers to provide free volunteer aid to those who have difficulty securing it for themselves: the socially endangered, elderly, ill and disabled.

BUNA was created to encourage people to begin repeatedly questioning where the products and services they are buying come from, how they were made and how their price is structured. The thing we wish to buy in itself often represents just one element of the final product and accordingly represents a small fraction within the price we pay for it. Share of raw coffee price in the total price of coffee is a prime example. Since we often like to re-affirm our existing consumption patterns and everyday comfort we are usually not prepared to try out and choose alternative products, even though they could mean a better long-term choice for the environment, the producers and us. The projects run within Buna cooperative address these challenges.

HERITAGELAB – Winners of 2018 EU Social innovation competition. By connecting local heritage institutions and young innovators of diverse backgrounds, it provides a structured incubation programme with business and specialist mentorships, training and testing for creating new businesses, job opportunities and innovations in the heritage sector – by making it accessible, digital, sustainable and a source of new creativity.

Feelif - Winners of 2017 EU Social innovation competition and globally the best digital solution in the world under WSA 2019. Feelif is a high-tech company with focus on information systems for the blind and visually impaired. Their goal is to empower the blind and visually impaired so that they can easily access information in digital form patented technology used by Feelif.

The Social Entrepreneurship Center at the University of Ljubljana brings together the University and 6 members of University with the aim to develop, research, educate, consult and provide other support activities for social entrepreneurs. The Center was established by the University of Ljubljana, Biotechnical Faculty, Faculty of Economics, Faculty of Social Sciences, Faculty of Social Work, Faculty of Administration and Faculty of Education to set up an applied framework for research and development that connects researchers, educators and students from different areas with the economy and non-governmental sector, while offering potentials for cooperation to all those interested in the topic.

Some other initiatives, projects and companies active in the field of SI:

- SocioLab (Maribor) – sociolab.si
- Social Innovation HUB (Koper) - www.pina.si/o-nas
- Šent (Ljubljana) - www.sent.si
- Skrivnostni otok (Murska Sobota) - www.lincolnisland.com
- Zavod 4 Lune (Višnja Gora) - www.facebook.com/4lune
- Zavod 2030 (Celje) – 2030.how
- Skupnost KNOF (Sevnica) - new.knof.si
- ETRI (Ljubljana) - etri.si
- Destilator Solutions (Postojna) - destilator.si/en
- Stara roba, nova raba (Ljubljana) - robaraba.si

- Fundacija Prizma (Maribor) - www.fundacija-prizma.si
- Zavod PiP (Maribor) - zavodpip.si
- Združenje socialna ekonomija Slovenije (Maribor) - socialnaekonomija.si
- Pupillam (Maribor) - pupillam.org
- Dplac & Ferfl (Ljubljana) - www.cene-stupar.si/sl/podrocja-dela/podporno-okolje-za-podjetnistvo/dplac
- Korenika - www.korenika.si
- Poligon - www.poligon.si
- Kralji ulice - www.kraljiulice.org
- Center ponovne uporabe - www.cpu-reuse.com
- Simbioza - simbioza.eu
- and others.

5.4.1 Events that promote social innovation

- Slovenian Social Innovation Tournament – organized by Ministry of Economic Development and Technology
- Slovenian Social Innovation Competition - run by Fund 05
- Days of Social Economy - run by Slovenian Association for Mental Health (ŠENT) and the Union of private institutes (SKUP)
- Social Innovation Camp - run by Social Innovators of Future (Youth Guild Association)
- SIXPO – run by a group of volunteers.

5.5 FUTURE/RECOMMENDATIONS

Based on the local workshop and many networking events, informal interviews conducted, we are presenting the below recommendations with which we would like to describe the desired future of the SI stakeholders in Slovenia.

How to increase visibility of social innovations?

- To create a platform where stakeholders share their experience.
- Connecting stakeholders from different sectors.
- Connecting to media representatives.
- Join in project submissions and implementation.
- Present social innovators and social innovations to the public and also to the local authorities (also through new media channels).

Challenges and solutions for social impact measurements?

- Clearly define what is social impact.
- Research current good practices in social impact measurements.
- Separate government institution that is conducting the measurements.
- Accounting standard that measures social impact.

How to build capacities and skills of future social innovators?

- Social innovations inside organizations/places of work.
- Development of human potentials, research of talents – in kids, high school students, active citizens, older generation.
- Participative social actions – connecting stakeholders.

How to build an ecosystem of social innovation?

- Inter-sectoral cooperation.
- Institutional approach.
- Role of politics and National Assembly committees.
- Regional development council.
- Educating about social innovations.
- Accelerator of social innovations.

Financial support environment!

- Adjusting financial instruments that support social innovation.
- Incentives for investment in social innovation.
- Creation of comprehensive financing schemes for financing social innovation - FUND with public and private capital.
- Incentives for socially applicable classical innovations.

Conditions for growth and development of social innovation initiatives!

- Simplify bureaucracy.
- Encourage clustering of social innovation initiatives/projects.
- Permanent research on social innovation topics and supportive educational environment.
- Permanent financial support environment.
- Introducing social impact payments.
- Tax deductions (VAT, taxes, contributions...).

Social entrepreneurship and social innovation are the sustainable concepts of the economy, characterized by resilience to market shocks, great potential for social integration and employment, and excellent adaptation to local challenges. The foundation of the long-term development of social innovation must therefore be to build a system of measures and policies that take into account the specific character of our society and respond to the key issues/challenges in Slovenia. Only in this way will social innovation become a productive, creative and key part of the system that contributes to the well-being of citizens.

IV. STATE OF THE ART ANALYSIS

Social Innovation initiatives and support ecosystems in the Alpine region are very diverse. Each country has its own good practices and different history as well as each of them their own current laws. We will try to analyse what practices are working the best in the regions and what are some of the initiatives and good practices that could be scaled up

AUSTRIA

has a very powerful **institution** that is taking the field of Social Innovation forward, that is the Center for Social Innovation that provided a widely accepted definition of social innovation in Austria. In addition, there are at least two **universities** in Austria that are holding masters and doctoral studies on Social Innovation, one is Danube University and the other University of Vienna. **The State** issued a Strategy in March 2011 that also included social innovation – ‘Strategy of the Federal Government for Research, Technology and Innovation’. **Businesses** are also somehow involved in providing input and creating added value to society in certain areas (Salzburg and Tyrol, also enterprises like Philips, Swarovski, Kapsch...). Still by far the biggest and most numerous initiators of social innovation are **civil society** organisations. We see a relatively high awareness of social innovation in Austria, but to reach systemic promotion and implementation of social innovations, we still have a long way to go. An explicit effort to motivate specifically social innovations does not yet appear to be in sight.

ITALY (City of Turin)

started supporting social innovation with its agenda that was launched in March 2013 by the Ministry of Education and University and Research (MIUR), titled **Social Innovation Italian Agenda**. Under this umbrella, 40 projects from all over Italy have been supported. A very strong institution that needs to be mentioned has been active in Italy since 2013 – **Italian Board of Social Impact Investment Taskforce (SIIT)** – it has been strengthening the ecosystem of social impact investment and with it social innovations. Italy experienced a **third sector reform** in 2016 which defined new rules and regulations within the sector. The reform recognized the sector’s ability to be a vehicle of participation and self-organization of citizens, and to have an important role in involving local communities, the function in building social bonds, networking resources and skills, and experimenting with innovative solutions, the reform is giving an important contribution to the development of social innovation processes. Italy also has a number of **regional and local operational programs** that sup-

port different social innovations – 120 projects in 107 municipalities and 13 metropolitan cities have been included in the program. The Department of Public Administration has started testing the activities related to the **Fund for social innovation, regulated by the Prime Ministerial Decree** of December 21st 2018, for the promotion of innovative models that aim to satisfy social needs. As we can see there are different levels enhancing social innovations in Italy, also connecting public, private and third sector. In order for this to work, dissemination of good practices and better governance among local institutions is required.

GERMANY (Baden-Wuerttemberg region)

explicitly mentioned social innovation and social entrepreneurship in its **coalition treaty in 2017**. SI is mentioned as one of the future challenges which needs to be directly addressed by developing new and tailoring existing programmes. **The German High-Tech Strategy** is directly targeting social innovation and social enterprises, including an increased involvement of civil society and active cooperation between diverse stakeholders. In 2015 **the Federal Ministry for Economic Affairs and Energy** recognized the needs for special support and frameworks for social innovation and published a study on the challenges of founding and scaling up social enterprises. Social innovation and social entrepreneurship are issues which are starting to receive increased attention on the regional policy level as it is increasingly acknowledged that they hold a considerable potential for both economic and societal development. The following **ministries** are relevant and are supporting social innovation with their activities: Federal Ministry of Labour and Social Affairs, Federal Ministry of Education and Research, Federal Ministry of the Environment, Nature Conservation, Building and Nuclear Safety, Federal Ministry of Economic Affairs and Energy. **The Center for Social Investment** opened in Heidelberg University in 2006, to provide research, teaching, training and advisory services, along with general support for SI sector. **The Social Research Center** in Dortmund issued a study by J. Howaldt and M. Schwarz: 'Social Innovation: concepts, research fields and international trends' (2010). Baden-Wuerttemberg has a strong **regional operational programme** and in general all social innovation initiatives and social enterprises can be included in all activities. In **the declaration for Social Innovation for Germany** the demands for successful social innovation are formulated along the different sectors – politics, economy, science and **civil society**. To increase the support of social innovation there is a need for more committed public involvement in the innovation process, especially for the inclusion of the civil society in these processes through their better participation and engagement.

In November 2008, the first national event, one month dedicated to the social and solidarity economy (ESS), was launched in **France**. In 2010, Vercamer Report put forward 50 proposals for 'changing course', followed by the launch of the think-tank dedicated to the ESS and the organisation of the national

summit of the ESS, along with the publication of a document, listing citizen proposals for an alternative economy. In 2012 the French government set up a **Ministry for Social and Solidarity Economy**, initiating and drafting the framework law on ESS. **Article 15** of this law (adopted in July 2014) is especially dedicated to social innovation. French government is supporting multiple projects dealing with current social challenges and supporting social innovation in areas such as: environmental transition, digital transition, sustainable energy, clean mobility, agricultural transformation, transforming health system and others. **Ministry of Economy** has a 5 year plan to support innovation called **The Investment plan** and in its 3rd stage in the period from 2016-2021 10 billion € will be dedicated to the projects connected to fostering environmental transition, building a society based on skills, competitive and technological innovation and building a digital state. There are also **Regional Hubs for Associative Cooperation** being implemented since 2013 (these are also included in the ESS law). Metropolis play a huge part in structure and strengthening the ESS projects, being responsible for local property coordination, local town planning, territorial coherence schemes for SI innovators. France is being active in **innovation in policy making** and is trying to reduce the barriers between the sectorial established public policies, encourage a co-creation approach, develop a more multidisciplinary approach and taking into account beneficiaries and users of the policies.

SLOVENIA

adopted the **Social Entrepreneurship Act** in 2011 and in it is provided a definition of social innovation: 'social innovations are solutions to societal needs and problems for which the market and the public sector have no answer'. Implementation of the Social Entrepreneurship Act lied with the **Ministry of Labour, Family, Social Affairs and Equal Opportunities**. Later the field of social entrepreneurship was shifted under the patronage of **Ministry of Economic Development** and Technology (it provides expert support to **the Council for Social Entrepreneurship**, maintains a register of social enterprises and organises events). The focus lies more on the entrepreneurship and less on social innovation. The following institutions play an important role for SI in Slovenia: Ministry of Public Administration, Employment Service of Slovenia, SPIRIT Slovenia, Chambers of Commerce and Craft, Ministry of Finance, Bank Assets Management Company d.d., Local governments (municipalities and cities). Civil society is very active in SI in Slovenia and most initiatives are being created with the bottom up approach – Fund 05, Heritagelab, Feelif, SocioLab, Social Innovation Hub, Skupnost KNOF and other that are mostly being funded by European funds. The Social Entrepreneurship Center at the University of Ljubljana brings together 6 members of the University to develop, research, educate, consult and provide supporting activities for social entrepreneurs. There was also a book published by former minister of Education Dr. Slavko Gaber titled 'Thinking Social Innovations' (Misliti socialne inovacije, Ljubljana 2019).

The foundation of the long-term development of social innovation must be to build a system of measures and policies that take into account the specific character of our society and respond to the key challenges in Slovenia.

During the project partner's event in Turin, Italy, in November 2019, we conducted a workshop and worked with partners and target groups to obtain their feedback, experience and recommendations on improvements of current public policies concerning social innovations. We are listing some of the received inputs below:

1. Train civil servants and politicians to the SI issues and to new methodologies (design thinking; agile methodologies; test, fail and learn ...).
2. Awareness campaigns and promotion of existing SI solutions.
3. Facilitate cooperation between IT/social/environmental/technology experts.
4. Social business/innovation district (public-private financing) - spaces to start social businesses (office, workshop, shop) and conduct experimentations.
5. Simplify administrative process.
6. Develop social measurement tools: help project owners to make externalities visible, develop social measurement tools to convince public actors (decrease cost of social and environmental issues), explain the links...
7. Explore the options offered by blockchain technology.

V. NEW DIRECTIONS FOR THE PERIOD 2019 – 2029 IN THE AREA OF SOCIAL INNOVATION

State of play on the EU level shows substantial progress in the field of social innovation and social economy as a whole. The main developments were realised in the field of creating the ecosystem, areas and sources of financial and non-financial support and measurement of social innovation and social impact. Measuring social innovation should indeed help to achieve some crucial objectives, such as proving that it is an effective and sustainable way to respond to societal needs or showing that social and environmental value creation is central to the human and ecological sustainability of societies.

Since the beginning of the decade, three major developments have emerged:

- 1. The players** have evolved: social players become active participants in the development of social innovations at local, national and European levels,
- 2. The institutions** are also changing: public authorities, in particular in the social, health and education fields, are committed both to being innovative inside and promoting new forms of financing, partnerships and alliances outside in order to improve their services to users and involve stakeholders,
- 3. Ideas** have also developed and spread.

The rise of the collaborative economy is indeed a characteristic of the recent period which goes beyond just inventing new business models. Digital social innovation is a new kind of innovation enabled by the network effect of the internet, which is leading to new models of collaborative production and content sharing which radically change the competition and supply and demand equations of traditional business models.

Today, ecosystems for social innovation are seen as the way to create an innovation-friendly environment where social innovations can grow and to address the underlying problems.

Main components of the ecosystem, as identified in the Study »Social Innovation: A decade of Changes«:

- Supportive policies, adequate governance (supportive governance: identification of obstacles and create spaces for cooperation, promotion of a culture of trust and learning from failures),
- innovative finance, prizes and focused institutional financing
- capacity building and recognition tools such as incubators, hubs, forums, and research in methodologies (pooling the resources of people and working together),
- benchmarking and impact measurement are the main components which, together, create the 'natural environment' for social innovation to flourish.

VI. CONCLUSION

The fundamental message taken on board is that social innovations are necessary, important and effective from a social, as well as economic perspective, and that they are required in all sectors of society. There is still a long road to travel from the already relatively high awareness of social innovation to the systematic promotion and implementation of social innovations. An explicit effort to motivate specifically social innovations does not yet appear to be in sight.

The success of social innovation is dependent on several factors. To support social innovation all sectors of society have to be considered. Social Innovation friendly infrastructure will support the development of social innovations.

Social innovation must be at the core of policy making and the political agenda of Europe. It can no longer be a niche policy and has passed the start-up phase. A renewed vision for social innovation must be firmly anchored in European policy. It needs to address the social dimension of the Union starting with the debate on transformation of the institutional infrastructure and legal basis of welfare systems.

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