

## ASIS WPT5

# LOGICAL FRAMEWORK FOR THE IMPLEMENTATION OF NEW ASIS POLICIES AND INSTRUMENTS TO SUPPORT SOCIAL INNOVATION

### [ Deliverable D.T5.3.1 ]

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# INTRODUCTION

This document “Logical framework for the implementation of new ASIS policies and instruments to support Social Innovation” is the bridge between the local and transnational level of ASIS public policy recommendations. We discussed the similar challenges across the regions, applying a co-creation process we built relevant proposals for the transnational level. With the logical framework at hand we aim at integrating the new policies and instruments into an Alpine Space shared strategy to support Social Innovation.

Literature research, surveys and interviews of stakeholders and experts conducted in previous phases of the ASIS project have highlighted the following challenges (for more information see [Deliverable D.T2.1.1](#)):

- Tackle depopulation in rural and mountain areas, and the urban degradation
- Tackle unemployment
- Face the lack of health and social care services

The 3 intervention axes defined based on the expected change are:

- **Axis 1:** Strengthen local communities in the Alpine Regions: promote development and livability in rural and mountain areas and promote regeneration processes in urban areas
- **Axis 2:** Develop new employment, occupational models and professional training
- **Axis 3:** Develop collaborative communities to support elderly and vulnerable groups

Global challenges identified for the Alpine Space region stress the need of adequate policies focusing on growth, sustainable development, and well-being. Social Innovation, in the last years, has provided solutions and tools to facilitate the relationship among different stakeholders on shared goals, trying to improve living conditions in different local contexts. The creation of hybrid networks composed of different stakeholders (citizens, NGO's, informal organizations, academics, business sector, public administration) is a means to define new and common solutions to respond to social and environmental issues.

New forms of coordination and collaboration have been implemented: integrated bottom-up and participatory (or community-led) approach rather than a more traditional top-down approach.

Based on the analysis of information provided by ASIS partners, the “systemic conditions” that can increase the success factors of Social Innovation development are:

- Develop strong governance, multi-stakeholder and participative activities based on co-design
- Involve a variety and diversity of stakeholders
- Strengthen will, consensus, political support to design and carry out Social Innovation programmes
- Encourage highly skilled staff, with motivation and passion
- Build partnership based on the culture of dialogue
- Increase training of the staff to Social Innovation
- Develop Social Innovation process as multi-staged process (the 6 phases model<sup>1</sup>)
- Promote the empowerment of local communities and key actors of the process
- Integrate Social Innovation into traditional businesses
- Introduction of advanced technologies to strengthen Social Innovation
- Create tools for monitoring and evaluating social impact

The availability of internal government funding for public sectoral innovation differs in Alpine Space due, in part, to different financial and budgetary situations but also considering some attitude towards funding innovation and organizational barriers within national administrations that make it difficult to allocate adequate resources for innovation projects.

On 10th of November 2020, an agreement was reached between the European Parliament and EU countries in the Council on the next long-term EU budget and NextGenerationEU. This agreement will reinforce specific programmes under the long-term budget for 2021-2027 by a total of €15 billion. More than 50% of the amount will support modernization through: research and innovation (Horizon Europe), fair climate and digital transitions (Just Transition Fund and the Digital Europe Program), preparedness, recovery and resilience (Recovery and Resilience Facility, rescEU and a new health programme, EU4 Health<sup>2</sup>).

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<sup>1</sup> Mulgan 2010, The Open Book of Social Innovation

<sup>2</sup> [www.alpine-space.eu/projects/asis/deliverables/wp4/d.t4.1.1\\_report-on-social-innovation-fundings](http://www.alpine-space.eu/projects/asis/deliverables/wp4/d.t4.1.1_report-on-social-innovation-fundings)

## 2. Process

In the process of developing the three global recommendations, consortium partners held numerous online meetings and email exchanges. On top of this, each partner has had intensive cooperation with local Social Innovation stakeholders to better understand their needs and gather their suggestions to better support Social Innovation through public action.

As the first step in the process each partner developed local policy recommendations. Second step was for the consortium to meet and analyze the similarities as well as to prioritize the needs of the Alpine Space. We created a list of recommendations and actions and came up with seven common policy recommendations:

General Recommendations	Short Synthesis
<p><b>1.</b> Promote innovative grants and funding opportunities for Social Innovation</p>	<p>Develop collaborative infrastructures to increase innovative funding schemes. Launch cooperative, participatory and cross-disciplinary calls for proposals. Adapt regional and economic promotion and development.</p>
<p><b>2.</b> Develop social impact measurements</p>	<p>Create social impact measurement methodology. Implement these measurements in funded projects and in public policies in general. (Systemize the criteria for social impact and classical innovation financing tools.)</p>
<p><b>3.</b> Support social entrepreneurship ecosystem</p>	<p>Having specific actions toward social entrepreneurs to support them in the emergence and development of their project.</p>
<p><b>4.</b> Use public procurement as a leverage for Social Innovation</p>	<p>Enable innovative and sustainable procurement and foster Social Innovation through public procurement. Establish criteria for public procurement that includes a focus on Social Innovation.</p>

<p><b>5.</b> Build a shared knowledge space and gather common data on Social Innovation</p>	<p>Conduct statistical and analytical data collection. Carry out a shared diagnosis of the unmet social and environmental needs. Share this information with the private and public sector.</p>
<p><b>6.</b> Build a supporting environment for Social Innovation and raise awareness on Social Innovation</p>	<p>Develop and establish innovation centers (Social Innovation competence / development centers) to strengthen the Social Innovation community through coworking spaces, incubators, open labs, accelerators (training programmes)... Places to facilitate cooperation on innovation projects. Support Social Innovation projects in vulnerable areas. Connect the social entrepreneurship ecosystem with other actors.</p>
<p><b>7.</b> Integrate Social Innovation approach on public action and innovate within public institutions</p>	<p>Institutionalized linking of public and private networks. Facilitate socially innovative cooperation models between public and private actors. A network of Social Innovation ambassadors within public institutions. Integrate Social Innovation approach in public action. (Social Innovation competitions). Strengthening cooperation between public and private actors to create networks and new ways of collaboration.</p>

In a wish to be as specific as possible and to include the recommendations that would fit the transnational level, we selected three that most fit this description. We elaborate on them in the below pages.

# 3. Global Recommendations

The three chosen recommendations and their short synthesis as described below is the basis for our ongoing process of creating the logical framework for implementation of ASIS policies and instruments to support Social Innovation.

Recommendations	Short Synthesis
<b>Promote innovative grants and funding opportunities for Social Innovation</b>	Develop collaborative infrastructures to increase innovative funding schemes. Launch cooperative, participatory and cross-disciplinary calls for proposals. Adapt regional and economic promotion and development.
<b>Support the social entrepreneurship ecosystem</b>	Having specific actions toward social entrepreneurs to support them in the emergence and development of their project.
<b>Integrate Social Innovation approach in public action</b>	Institutionalized linking of public and private networks. A network of Social Innovation ambassadors within public institutions. Integrate Social Innovation approach in public action. (Social Innovation competitions). Strengthening cooperation between public and private actors to create networks and new ways of collaboration.

Consortium partners have created groups of individuals from partner organizations and have created a draft logical framework for each of the policy recommendations.

We then organized transnational workshops with international experts to make each logical framework more relevant. At this point we would like to thank all the external experts that have been willing to assist us in creating the below logical frameworks (in alphabetical order):

*Philipp Aiginger-Evangelisti, Austria; Fabrizio Barbiero, Italy; Alexander Bernhard, Germany; Dr. Victoria Blessing, Germany; Cyril Kretzschmar, France; Michael Kriegel, Germany; Tadej Slapnik, Slovenia; Primož Šporar, Slovenija; Stéphane Vincent, France.*

# 4. Logical Frameworks

## “Global Recommendation 1”:

### Promote Innovative Grants and Funding Opportunities for Social Innovation

#### SYNTHESIS:

- Develop collaborative infrastructures to increase innovative funding schemes
- Launch cooperative, participatory and cross-disciplinary calls for proposals
- Adapt regional economic promotion and development

#### 1) Current Situation and Challenges

In the course of the project a thorough review of challenges the Alpine Space is confronted with has been carried out based on a comprehensive process that includes literature research as well as interviews and surveys of the views of stakeholders and experts (for more information see results of ASIS WPT2). Based on these results, strength-weakness analyses were prepared both for the individual partner regions as well as for the project area as a whole, in order to gain an informed overview of potentials such as opportunities and threats.

The outcome of this process with regard to the topic "grants and funding", shows the following current challenges:

- Lack of financing / funding possibilities for Social Innovation projects / initiatives
- Lack of transparency and usability of available financing / funding possibilities
- Lack of flexibility of available funding programmes, which contradicts the fundamental characteristic of change that underlies the concept of innovation
- Lack of awareness of the benefits and potentials of socially innovative projects / initiatives
- Need for tools and instruments to make sensible and transparent decisions regarding financing / funding
- Rigid funding frameworks that are based on national borders and do not consider actual realities such as the need for cross-regional and cross-national Social Innovation efforts and interlinking of such.

In summary, there is a need for strengthened cooperation both within countries and transnationally in the Alpine Space to create more flexible and transparent funding possibilities, which will further promote Social Innovation. However, this requires the development of indicators as a basis for tools and instruments for

the identification and evaluation of Social Innovation, as well as the networking of funding institutions and programmes, and finally a revision of existing programmes to make them more user-friendly and accessible to a larger population. Lastly, it is important to take measures to increase awareness of Social Innovation and its potential, both among the general public and, especially, among funding agencies.

## 2) Objectives

As a result, the following objectives were formulated, which would be aimed at by implementing the recommendations:

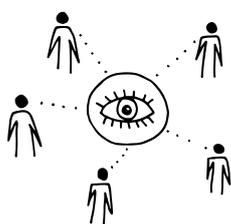
- Support Social Innovation through dedicated funding programmes
- Include Social Innovation as topic into funding programmes
- Develop and support alternative, innovative and cooperative funding schemes targeting Social Innovation initiatives (cooperative, participatory and cross-disciplinary calls)
- Allow funding of alternative Social Innovation initiatives
- Restructure funding landscape towards a more inclusive and sustainable Social Innovation support
- Increase transparency of funding opportunities, therefore improving access to funding and removing hurdles
- Raise awareness for Social Innovation within funding entities / programmes creating bodies

## 3) Measures and Actions



### **Increasing applicability of Social Innovation through basis of common understanding:**

- Define Social Innovation and indicators for Social Innovation on a transnational level (possibility of using ASIS outputs such as the ASIS software), involve all stakeholders from different sectors in all processes
- Define key societal challenges on a regional and transnational level in order to discover potential for synergies
- Create incentives for public and private bodies to support Social Innovation
- Develop and use decision-making tools for funding bodies on transnational level
- Communicate Social Innovation as a cross-cutting topic that does not have to be viewed separately from other areas, but can complement them in a beneficial way, socially as well as economically



### **Fostering exchange and collaboration:**

- Creation and use of platforms for the exchange between funding bodies (e.g. transnational working groups, online exchange platform, transnational trainings etc.)
- Creation and use of platform for the exchange between po-

tential beneficiaries, facilitating communication and networking to foster future collaborations

- Creating mentoring partnerships between emerging socially innovative initiatives and those that are already successfully operating
- Create synergies between venture world and Social Innovation ecosystem by emulating risk investment structures, establishing new partnerships and utilizing them as experiments to uncover potential, formulate future strategies, and inspire unconventional ideas



#### **Improve and extend funding landscape for Social Innovation:**

- Analyze and map funding landscape on transnational level to uncover potential for synergies and alternative cooperation opportunities
- Create legal and administrative framework to facilitate cross-border funding schemes and initiatives for Social Innovation
- Create, improve and combine funding programmes for Social Innovation (access to a wider range of beneficiaries, broader topics, less bureaucracy...)
- Explore and launch alternative funding for Social Innovation (e.g. competitions for Social Innovation, crowdfunding, social impact bonds...)
- Utilizing good practice examples from other contexts to provide more visibility to ideas with concrete actions
- Create corporate-friendly funding conditions, inclusive of private investors, to encourage partnerships



#### **Trainings and information about funding opportunities for different target groups:**

- Train the trainer: offer and organize trainings about Social Innovation funding opportunities for consultants / public bodies, also on a transnational level
- Develop training programmes for social innovators (on funding opportunities and how to successfully make use of them)
- Launch low-threshold information campaign about Social Innovation and Social Innovation funding opportunities for potential beneficiaries or future applicants, combine regional campaigns

## **4) Expected Results**

- Inclusion of Social Innovation in calls and tenders: specific calls for Social Innovation, Social Innovation as a transversal topic
- More projects / initiatives funded in the realm of Social Innovation, funding and support for a wider range of topics and beneficiaries
- Better understanding of Social Innovation, its benefits and potential assessment tools in public authorities / funding bodies
- Wider awareness of Social Innovation, its potential and support opportunities in the civil society (potential social innovators)

- More knowledge about Social Innovation and funding opportunities for Social Innovation initiatives in agencies or institutions offering funding consultancy
- More guidance for social innovators and potential funding beneficiaries with regards to funding opportunities and navigating funding application processes
- Synergies between different funding bodies or regions (exchange of best practices, establishment of joint funding programmes, creation of alternative financing models)

## 5) Possible Indicators

### Quantitative:

- Number of Social Innovation projects funded
- Number of programmes or tenders with a specific focus on Social Innovation
- Number of programmes including Social Innovation as transversal topic
- Number of project proposals applying for funding in the realm of Social Innovation
- Number of information and communication services about funding opportunities for Social Innovation (institutions, channels)
- Number of funding consultancy offers
- Number of trainings for consultants
- Number of cooperation between funding bodies for programmes
- Alternative funding mechanisms launched and used to support Social Innovation initiatives (e.g. crowdfunding, Social Innovation challenges, social impact bonds...)
- Number of Social Innovation projects and initiatives that are marketed / actively promoted

### Qualitative:

- Satisfaction of funding applicants (transparency of opportunities, easy access to and simplicity of navigating the funding system, quality of consultancy)
- Satisfaction of funding bodies (simplicity of navigating and evaluation of proposals)
- Development and definition of Social Innovation indicators for funding programmes
- Increased innovation potential

## “Global Recommendation 2”:

### Support Social Entrepreneurship Ecosystem

#### SYNTHESIS:

- Acknowledge and boost social entrepreneurship and social economy as a lever for Social Innovation – clarify the contribution of social entrepreneurship to Social Innovation
- Create adapted spaces / labs to give the opportunity to citizens to collectively experiment and transform ideas into projects
- Create specific social hubs or social incubators to support social entrepreneurs from the idea to the business launch and after that for the development and consolidation – scaling-up phases
- Encourage networks and knowledge sharing among social enterprises hubs at national and international level
- Develop communication actions toward the traditional entrepreneurship ecosystem (accelerators, incubators, Chambers of Commerce, development agencies...)
- Play an active role in social entrepreneurship projects as a public actor

#### 1) Current Situation and Challenges

Social entrepreneurs aim at combining entrepreneurial thinking with the creation of social added value through their activities and do not seek to maximize profits as their sole business goal.

ASIS selected the following definition for a **social enterprise**: *“an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities.”* (European Commission, 2011). There is a multiplicity of legal forms and statuses in the Alpine Space region; social enterprises can be both nonprofit and for-profit models.

**As seen in the previous ASIS work packages, social entrepreneurs can be a real source of Social Innovation. Therefore, this second recommendation focuses on how to foster the social entrepreneurship ecosystem.**

Social entrepreneurs *“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 nonprofits, businesses, and even governments are producing Social Innovations.”<sup>3</sup>*

The European Commission appears also to be very engaged in this area, by expressing willingness to contribute to the creation of a favorable 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 maximization.

The European Commission has announced a European Action Plan for the Social Economy which will be launched in autumn 2021. In this document, we hope to find some answers to the challenges we found in Alpine region in the social entrepreneurship ecosystem (considering some countries in the Alpine Region might have a better evolved ecosystem than others – France, Italy, Austria, Germany, Slovenia):

- Insufficient skills, knowledge, awareness of social entrepreneurship actors: community organizations typically have low financial and management expertise and submit incomplete business plans.
- Lack of culture, insufficient specific policies to foster social entrepreneurship
- Insufficient funding (public and private): social entrepreneurship start-ups face major obstacles in accessing capital
- Lack of discussion, recognition, cooperation between civil society and public institutions – conflicts of interest
- Insufficient indicators, models of how to measure social impact
- Low awareness of social entrepreneurship issues, new concepts of public policies to face new societal challenges
- Fragmentation of public administration, complexification, bureaucratization

## 2) Objectives

Following local and transnational discussions with stakeholders and experts, the following objectives were formulated, which would be aimed at by implementing the recommendations:

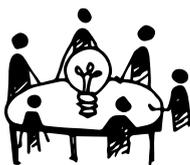
- Encourage the launch of new social businesses and more specifically to face the challenges identified in the Alpine Space region: local community development in rural and mountain areas, regeneration process in urban areas, employment and inclusion of vulnerable groups, support elderly, climate change...

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<sup>3</sup> [https://ssir.org/articles/entry/rediscovering\\_social\\_innovation](https://ssir.org/articles/entry/rediscovering_social_innovation)

- Empower citizens and communities to develop initiatives with the potential to develop social enterprises
- Increase the links between the traditional business ecosystem and the Social Innovation ecosystems (social and solidarity economy or social business networks for example)
- Facilitate the upscaling of social businesses created and their development on a transnational scale (number of territories and beneficiaries concerned)
- Strengthen existing social enterprises by encouraging the development of new products and additional employment, by promoting the democratic organization of social enterprises
- Develop financial schemes and assistance in accessing financial resources for social enterprises
- Simplify administrative support for social enterprises
- Develop tools for social entrepreneurs to increase beneficiaries' involvement and collective governance skills (individual initiative vs social collaborative solutions)

### 3) Measures and Actions



#### **Give opportunity to citizens to collectively experiment and transform ideas into projects:**

- Establish creative (temporary or permanent) spaces rooted in the territory for citizens, enabling them to develop their innovative ideas and potentially create a social enterprise or participate in a social enterprise
- Develop the citizens' capacity to build innovation solutions to community problems
- Provide a participatory maker space in a community in which people can come together to work on projects they would normally not have the tools / space / network for. (Fab Labs (fabrication laboratories) are a concept of open workshops which make modern and digital production methods like 3D printing, laser cutting or milling machines accessible to the public.)
- Strengthen the community through ideas, skills and practices dedicated to new models of networking, spreading awareness, and co-design between the different actors of an innovation ecosystem (companies, nonprofit organizations, public bodies, private citizens, etc.)



#### **Support social hubs or social incubators to support social entrepreneurs from the idea to the business development with:**

- Knowledge and tools to help improve the technical and economic-financial feasibility of the project: training on social added value, business models and business plan...
- Individual advice and follow-up (experts, coaches, mentors)
- Network access: partners, inspiring entrepreneurs, investors
- Make sure each step is covered by a structure to help social entrepreneurs

along the way: from the idea to the launch – but also for development and consolidation – and scaling-up phase

#### How:

- a. Finance existing hubs on the long term in coordination with public and private actors
- b. Measure impact of intermediaries' action (integrate specific quantitative and qualitative indicators)



#### **Encourage networks and knowledge sharing among social enterprises hubs at national and international level:**

- Support establishing connections among national and international networks and encourage social enterprises – particularly those interested in pursuing transnational operations – to participate in these networks
- Allow long-term and sustainable network facilitation online and offline networking and peer to peer best practice sharing



#### **Develop communication actions toward the traditional entrepreneurship ecosystem** (accelerators, incubators, chamber of commerce, development agencies...):

##### • **Ambitious training programmes targeting the:**

- a. Sectoral social and environmental challenges at local and global scale
  - b. Social innovation specificities (governance, impact measurement, hybrid business models...)
  - c. Detection of Social Innovation potential
- **Develop a network of Social Innovation ambassadors:** Within each sectoral agency or business support organization, identify and train personnel to social entrepreneurship and Social Innovation. Transformation of existing business models and more human centered work processes. This can be achieved with the support of digitalization and advanced technologies.



#### **Play an active role in social entrepreneurship projects as a public actor:**

- Share data and knowledge (diagnosis on the societal needs)
- Identify target areas to launch the products or services
- Facilitate access to the administration
- Give qualitative feedback on the projects at every step, promote the solutions
- Become an investor / shareholder when relevant
- Support whenever it is possible rather than discourage Social Innovation that are by nature “out of the box”

*(For more information see [Global recommendation n°3](#))*

#### 4) Expected Results

- Healthier and more successful social enterprises that create positive results (social impact) for society
- Increase in citizen involvement in social entrepreneurship initiatives
- More cooperation between “regular” and social enterprises
- Social businesses with longer life span and stable growth
- Increase in employment in social enterprises
- Increase funding of social enterprises (plus, new / innovative funding mechanisms)
- Better visibility of social entrepreneurship
- Better systemic support for social economy actors (easier administration processes)

#### 5) Possible Indicators

##### Quantitative:

- Number of ideas submitted, or new projects presented submitted by citizen groups
- Number of different actors' part of projects submitted
- Number of social incubators part of an international network
- Number of social business created
- Rate of social enterprises existing after 3 years – 5 years – 8 years
- Number of people directly employed by the social enterprises helped
- Number of specific programmes created to support social entrepreneurs
- Number of professionals trained to Social Innovation in traditional entrepreneurship ecosystem
- Social impact created (measurable output)

##### Qualitative:

- Satisfaction of the different stakeholders joining the centre for Social Innovation
- Satisfaction of social entrepreneurs accompanied
- Contribution of the social entrepreneurship sector to global economic growth and employment

#### 6) Indication of Possible Sources of Financing

A mix of different sources of financing need to be imagined fostering the development of the social entrepreneurship ecosystem, probably enhancing crowd-funding, and also inventing new forms of partnerships and tools between private and public actors.

*(For more information see [Global recommendation n°1](#))*

#### 7) Target Population

Social businesses, social start-ups

Incubators, accelerators, development agencies, NGOs, competence centres, intergenerational centres, youth centres, coworking spaces, open labs, civil initiatives, active individuals, governments, public administrations, education and academic sector, economy sector, support networks, citizens aiming to become social entrepreneurs.

## “Global Recommendation 3”:

### Innovate in Public Administrations to Support Social Innovation

#### SYNTHESIS:

There are many ways in which public actors can support Social Innovation, as multiple as their levers and competences. Each institution, according to its competences, its geographical scope of intervention and the context of its territory, can determine the levers it wishes to activate and support Social Innovation. But one thing is certain: it all starts from inside! A wave of modernization is taking place in many public institutions: changes in managerial practices, more networking and cross-functionality, simplification of procedures, increasing consideration of the principles of sustainable development, new forms of public policies-making and project management, citizen participation... These new forms of public action (or updated practices!) are levers of support for Social Innovation in the sense that they increasingly integrate the principles of Social Innovation and participate actively in supporting and collaborating with local actors of Social Innovation.

#### 1) Current Situation and Challenges

The Sustainable Development Goals (SDGs) are the blueprint to achieve a better and more sustainable future and address today's global challenges. So, it is the aim of Social Innovations! While some of them are thematic, some others rather target the **way** those challenges should be addressed.

SDG n°17 talks about **“Partnership for goals”**, raising the idea that today's social, economic and environmental issues can only be addressed with a strong cooperation among countries but also sectors, partners, stakeholders and topics: “A successful development agenda requires inclusive partnerships — at the global, regional, national and local levels — built upon principles and values, and upon a shared vision and shared goals placing people and the planet at the center.” This is particularly what public institutions can endeavor to do: reconsidering cooperation as a wider concept, including private actors and citizens to address social challenges.

This recommendation is also coherent with SDG n°11 about **“Sustainable cities and communities”** and with the Urban Agenda for the UE. The Urban Agenda for UE is a new multi-level working method **promoting cooperation between Member States, cities, the European Commission, and other stakeholders** in order to stimulate growth, livability and innovation in European cities and to identify and successfully tackle social challenges. In other words, it seeks, through dedicated partnerships, to **improve the quality of life in urban areas**, including therefore urban cities in the Alpine Space area.<sup>4</sup>

<sup>4</sup> <https://ec.europa.eu/futurium/en/node/1829>

Another component of the Urban Agenda for the EU linked with this recommendation is that it integrates the Digital Transition policy, whose objective is to provide improved public services to citizens and to support European cities in exploiting the possibilities of digitalization. Digital technologies, in fact, can help cities to become more efficient, engaging and transparent, and the project supports public employees proposing innovations that adopt digital technologies to improve the administration's performance and efficiency.<sup>5</sup>

Finally, the Lisbon Social Innovation Declaration **“Social Innovation as path to sustainable, resilient and inclusive Europe”** of September 2018<sup>6</sup> recommends “fostering Social Innovation in the public sector” identifying two specific policies proposals:

- 1) **“Embed Social Innovation actors in governments”** helping governments tackle one of a range of identified current challenges for Social Innovation actors, such as improving community engagement and co-design with citizens, setting up partnerships with social innovators, encouraging and supporting public officials to apply Social Innovation principles to their work, or working on improving identified barriers to effective public-social partnerships, such as opening public procurement up to Social Innovation actors.
- 2) Establish **“Public Procurement Pathfinders”** (PPP) to connect government agencies with Social Innovation actors (including civic start-ups, Social Innovation-focused SMEs or social economy players)

## 2) Objectives

### **General objective: integrate Social Innovation approach in public action**

- Modernize public administrations to adapt and strengthen public action to the increasing social, environmental and economic challenges
- Consider citizens, society and other actors' expectations regarding political and public action to modernize the administrations and better guarantee the quality of public action despite the various crises
- Change the relationship with stakeholders and citizens toward a more cooperative one, to serve the territory and answer collectively to complex and increasing local and global challenges

### **Specific objectives:**

- Simplify the access processes to facilitate the cooperation between public actors and social entrepreneurs or social innovators
- Strengthen cooperation between public and private actors to create new ways of collaboration to answer local challenges
- Integrate innovative and participatory methods in the design and implementation of projects and public policies

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<sup>5</sup> [ec.europa.eu/futurium/en/system/files/ged/digital\\_transition\\_action\\_plan\\_for\\_dgum\\_300818\\_final.pdf](https://ec.europa.eu/futurium/en/system/files/ged/digital_transition_action_plan_for_dgum_300818_final.pdf)

<sup>6</sup> [www.siceurope.eu/sites/default/files/field/attachment/the\\_lisbon\\_social\\_innovation\\_declaration15.10\\_0.pdf](https://www.siceurope.eu/sites/default/files/field/attachment/the_lisbon_social_innovation_declaration15.10_0.pdf)

- Promote entrepreneurial spirit (intrapreneurship) and innovation engineering in public administrations
- Use the leverage of public procurement to support Social Innovation actors
- Consider and measure the impact of public policies and projects on the territory and how they answer local needs

### 3) Measures and Actions



#### **Acculturate, train and structure Social Innovation in public administrations:**

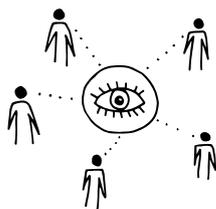
- Enhance public administration modernization – Get accompanied / rely on the expertise of dedicated professionals / actors on this topic
- Create a network of Social Innovation ambassadors / referents within public institutions to better orientate the Social Innovation actors' needs and requests within the administration and to ensure the transversality and monitoring of the requests
- Train civil servants, directors, elected representatives to new ways of working, creative methods, Social Innovation engineering
- Promote entrepreneurial spirit (intreprenurship) and innovation engineering in public administrations
- Create an internal platform or “suggestion box” where civil servants can share their ideas for the modernization of the administration or suggest projects on which they can receive a specific help to implement the project in the institution (like a internal incubator that legitimize and support the development of projects internally)



#### **Create the conditions for more cooperation between public and private actors to create new ways of collaboration to answer local challenges:**

- Communicate towards this profile of actors about the proper competences, programmes, measures that can be useful for them, clearly explain what they can contact the public administration for
- Organize encounters with entrepreneurs to allow them to present their idea / project, to join a constructive discussion, give them an opinion on the coherence of their project with local needs and detect promising projects
- As a public administration, take part in existing territorial dynamics, networks, not only as a financial actor but as a partner and stakeholder
- Enhance collaborative relationship, instead of “funding / funded” or “pilot / beneficiary” relationship: consider new forms of contracts between public and private actors to encourage multi-actor cooperation and establish partnership instead of mere “financing relationships”
- Invent peer to peer relationships between public and private actors, break

down the barriers (organize civil servants volunteering in associations, competence sharing...)



### **Integrate innovative and participatory methods in the design and implementation of projects and public policies:**

- Develop participatory practices to enhance citizen participation and integration of stakeholders
- Promote a bottom-up approach of the needs / work collectively on the detection of local needs
- Get accompanied / rely on the expertise of dedicated professionals / actors



### **Use public procurement as a leverage to support Social Innovation:**

- Integrate criteria for more sustainable public procurement: social clauses, environmental clauses, innovation criteria, highlight of participatory approaches...
- Consider alternative forms of congratulation with service providers or actors to enhance more horizontal collaborations, allow “out of the box” projects, give more freedom to the actors and enhance mutual confidence
- Train juridical professionals in public administrations to new ways of public procurement and congratulation to raise awareness on the opportunities public procurement regulation offer to support Social Innovation and involved actors or local community
- Strengthen the use of innovative procurement (possible in new procurement directive)



### **Consider and measure the impact of public policies and projects on the territory:**

- Measure to which extent they answer local needs and global challenges
- Integrate systematic criteria for impact measurement in the evaluation of public policies and actions

## **4) Expected Results**

- Implementation of actions that seek modernization of in Public Administration and integration of Social Innovation principles – will be specific to each public institution, depending on competences, legal framework and available leverages
- Development and improvement of collaboration approach between public administrations and other stakeholders
- Structural changes in the national / regional / local administrations
- Transnational actions and measures to foster cooperation and transfer of experiences between public administrations through the Alpine Space

- Improvement of the quality of work of public officers
- Encouragement and equipment for everyone within these organizations to optimize his or her contribution to achieving their objectives and aspirations

## 5) Possible Indicators

### Quantitative:

- Number of actions on Social Innovation started / implemented in public administration
- Number of directions / services of public administration involved in a Social Innovation project / plan
- Number of external stakeholders involved
- Number of categories of external stakeholders involved
- Number of new policy programmes for Social Innovation
- Quantity of funds for Social Innovation
- Number of study and training programmes for Social Innovation
- Number of new collaborative consortium created among social enterprises and public actors

### Qualitative:

- Interviews, questionnaires, follow ups

## 6) Indication of Possible Sources of Financing

The adequacy of funding for public sector innovation involves different levels. Internal innovation mostly funded from governmental budgets, while external innovation, which involves private-sector participants, civil society or academic institutions – often are also supported by financial intervention of the EU.

## 7) Target Population

Public sector: civil servant / public officers, directors / managers, elected representatives

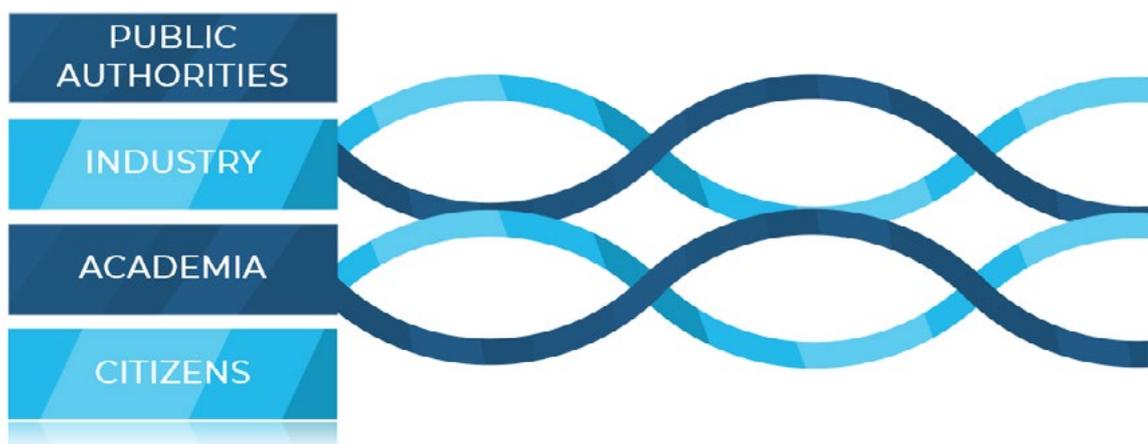
Private sector / Social Innovation actors: association, entrepreneurs, SMEs, citizens

# CONCLUSION

With this deliverable, the activities of this Work Package provide a more theoretical sphere and progress from the identification of strengths, weaknesses and potentials, and the formulation of recommendations to the concretization of possible actions that may be adopted in order to create the necessary conditions to support and implement Social Innovation in practice.

Social innovation, like any other type of innovation, is subject to a variety of factors and actors, which can have diverse impacts on its realization as well as on its sustainable continuation. In order to represent these influences in an organized form, to better understand them and to investigate them further, helix models are commonly used. Different versions of these Helix Innovation models exist, but they are all based on the idea that through an interactive and iterative process, involving different spheres of actors, innovation as an output can be generated (Cavallini et al., 2016).

## Quadruple Helix Model



This puts further emphasis on the work previously conducted as well as on the approach intended for future tasks, which focuses on involving representatives of the different spheres both in the process of elaboration and further processing of these recommendations and in the proposed actions itself.

The elaborated logical frameworks, developed per global recommendation, form the basis for transnational working groups, in which discussions with industry insiders and experts from the field of policy creation are held. Therefore, they fundamentally contribute to the formulation of a common strategy, which presents Social Innovation in the Alpine Space not as an isolated concern of an interested party but provides recommendations with practical implications within a cross-sectoral and cross-actor context.

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