



Atlantic Social Lab

Cooperation for the Promotion of Social Innovation

SOCIAL INNOVATION PILOT ACTIONS IN THE ATLANTIC AREA A PROPOSAL FOR MONITORING IMPACTS

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ACRONYMS

ADEME	Agency for Environment and Energy Management
ASL	Atlantic Social Lab
CA	Contribution Analysis
CDAPBP	Communauté d'agglomération de Pau Béarn Pyrénées
CIM	Intermunicipal Community
CRESS	Bretagne Regional Social Economy Chamber
DCSDC	Derry City and Strabane District Council
DT	Design Thinking
EC	European Commission
ENW	Enterprise North West
ERDF	European Regional Development Fund
EU	European Union
IRIS	Regional Incubator of Social Innovation
IT	Information Technology
NUTS	Nomenclature of Territorial Units for statistical purposes
PPN	Public Participation Network
RoI	Republic of Ireland
SME	Small and Medium Enterprise
SSE	Social and Solidarity Economy
ToC	Theory of Change

INTRODUCTION

Social innovation is a complex phenomenon that aims to answer social problems, through new ideas, products or processes that meet social needs and challenges (Murray, Caulier-Grice & Mulgan, 2010; EC, 2013, 2014; Mulgan, 2012). To reflect about social innovation in action it is essential to understand the context and the social needs – basic needs, latent needs, emerging needs, and strategic needs – of a territory. Basic needs consist of having access to housing, food and health (Murray *et al.*, 2010; Mulgan, 2012). Latent needs are associated with the skills and aptitudes necessary for integration in society, related to relationships, sense of belonging, emotional support, personal and collective identities and wellbeing (Murray *et al.*, 2010; Mulgan, 2012). Emerging needs are those that emerge from the specific social, economic and environmental characteristics of a territory (EC, 2013; Murray *et al.*, 2010). Finally, strategic needs, in the case of the European Union (EU), are defined at a political level by institutions such as the European Commission (EC) and encompass domains such as demography, environmental trends, new community trends, poverty-related trends, health and wellbeing, and ethical and good services (EC, 2013, 2014).

The research field of social innovation has been growing in the last decade (McGowan, Westley & Tjornbo, 2017). Nonetheless, it largely remains a broad field of research that has drawn the attention of researchers from all fields of social sciences and management, affirming itself as a very interdisciplinary concept. Social innovation can happen in all sectors, public, non-profit and private, affecting citizens, governments and economic actors and this relatively open process is capable of establishing new forms of intersectoral cooperation and collaboration (Murray *et al.*, 2010). However, the concept of social innovation is still considered ambiguous, due to the fact that several definitions, research designs and theoretical frameworks have been created over the last few years (Van Der Have & Rubalcaba, 2016). Yet, many authors tend to agree that social innovation is a processual mechanism that requires multi-actor coordination and cooperation, multi-scale perceptions and multi-level intervention to be achieved and to introduce systemic change (Ayob, Teasdale & Fagan, 2016).

The EAPA_246 / 2016 project Atlantic Social Lab - *Atlantic Cooperation for the Promotion of Social Innovation* is co-financed by the European Regional Development Fund through the INTERREG Atlantic Area Cooperation Programme. The Atlantic Social Lab (ASL) has 9 partners and 10 associated partners in countries that constitute the Atlantic Area: Spain, Portugal, France, United Kingdom and Ireland and is led by the municipality of Avilés in Spain (Asturias). Its main goal is to develop and promote social innovation approaches and methods to help solving growing social issues of the Atlantic Area, involving citizens, third sector, social enterprises and the public sector.

Through transnational cooperation, the partners, during 2018 and 2019, implemented and tested pilot actions in the four project topics: (i) Social innovation & welfare services, (ii) Social innovation & active public engagement, (iii) Green inclusive economy, and (iv) Social economy and social responsibility in the private sector, with the intention of promoting social and economic changes in their territories.

A group of ASL activities - the Work Package 5 - led by Cork City Council, aims to create an Atlantic Action Plan in Social Innovation, testing pilot actions in the field, after identifying the main unmet social needs in previous phases of the project (cf. Pinto *et al.*, 2018). The pilot actions were being implemented and assessed according to an evaluation

system developed within the Work Package 6, so the initiatives implemented can lead to demonstrable improvements in efficiency and effectiveness of service delivery. In order to achieve the expected improvements, during the implementation of the pilot actions, working groups were formed according to thematic areas within the partnership to discuss and exchange ideas on the best approaches leading to improve the effectiveness of service delivery, as well as on the risk and management assessment of such measures.

The current document presents the ASL social innovation pilot actions as well as the main results achieved so far. It is worth mentioning that the lasting consequences of social innovations go beyond what is possible to see in the short life span of a cooperation project such as ASL. Nonetheless, this document presents a suggested evaluation approach, that can inspire and be adapted to assess the impacts of other social innovation initiatives, this being one of the the main ambitions of this task.

The report is organized into four chapters. The first chapter provides a literature review on social innovation and its relation to local development. The second chapter highlights the social innovation pilot actions of the partners, according to the four project topics. The third chapter describes the methodology applied to measure the impact of the results based in the Theory of Change and Contribution Analysis. The fourth chapter identifies the expected results of the implementation of the pilot actions, through the understanding of the causal chain between activities and outcomes. The last section will describe the primary outcomes achieved until the conclusion of this document.

CHAPTER 1 – STATE OF THE ART

The Life-Cycle of Social Innovation

The research field on social innovation has undergone a rapid increase in the last decade, through the growth of policy interest in social issues and their linkages with management, entrepreneurship and public management (Ayob *et al.*, 2016; Cajaiba-Santana, 2014; Van Der Have & Rubalcaba, 2016). The interest and the "fashionable" character of the concept comes from increasing challenges being felt, such as the recurrent crises, that can and should be seen as opportunities to be solved in innovatively and effectively manners. However, the framework of social innovation remains ambiguous. On the one hand, it is difficult to define the boundaries of the theory-building process. On the other hand, the state of knowledge is fragmented, existing several concepts, theoretical approaches and different research settings (Van Der Have & Rubalcaba, 2016).

Deconstructing the social innovation concept, Nogueira, Pinto and Sampaio (2017: 44) start by acknowledging that 'innovation' refers "to the ability to create and implement novel ideas which are proven to deliver value". The authors state that 'social', refers "to the type of value that innovation must offer, that is, a value less concerned with profit and more with issues such as quality of life, solidarity and well-being". The European Commission also stresses the social element of innovation, and the *Green Paper on Innovation* states that "Innovation is not just an economic mechanism or a technical process. It is above all a social phenomenon" (Cresson & Bangemann, 1995: 11). Social innovation expects to deliver social value to the needs of groups, communities or segments of society that are more vulnerable and less able to engage or benefit from the value generated by the market economy (BEPA, 2011).

After explaining the two dimensions that structure the concept of social innovation, this report will mobilize the definition of Nogueira *et al.* (2017) and the Atlantic Social Lab - Template for Mapping Regional Needs (cf. Pinto *et al.*, 2018), based on an attempt to combine the different views of the literature, arguing that social innovation consists in developing and implementing new ideas to meet explicit or latent social challenges and needs, using shared and co-produced knowledge that are innovative in both their ends and their means. A social innovation can be a product, a technology, an idea or a process. It is complex to define the limits of the social innovation process, although Murray *et al.* (2010) stipulated six stages (figure 1) to achieve a successful implementation – prompts, proposals, prototypes, sustaining, scaling and systemic change. In addition to the highlighted stages, there is also the argument that to achieve the goals and premises stipulated in the social innovation concept, there must be a multi-sectoral collaboration, taking into account the Quadruple-Helix, formed by interactions between university-industry-government-civil society (Carayannis *et al.*, 2012, Etzkowitz and Zhou, 2018, Nicholls, Simon & Gabriel, 2015).

The first stage, prompts, inspirations and diagnoses, involves the factors, the inspirations which highlight the need for innovation and, regarding the last, the diagnosis of the problem through the identification of the causes. The second stage, proposals and ideas, addresses the argument that is possible to generate new ideas throughout a creative method. In the third phase, prototyping and pilots, the formulated ideas are tested in practice. The fourth step, sustaining, consists in the improvement and streamlining of ideas and in the identification of budgets to ensure financial sustainability. The next step, scaling and diffusion, regards the development of strategies to promote growth and

disseminate innovation. Lastly, the systemic change, is the main goal of the social innovation process and “commonly involves changes in the public sector, private sector, grant economy and household sector, usually over long periods of time” (Murray et al., 2010: 15).

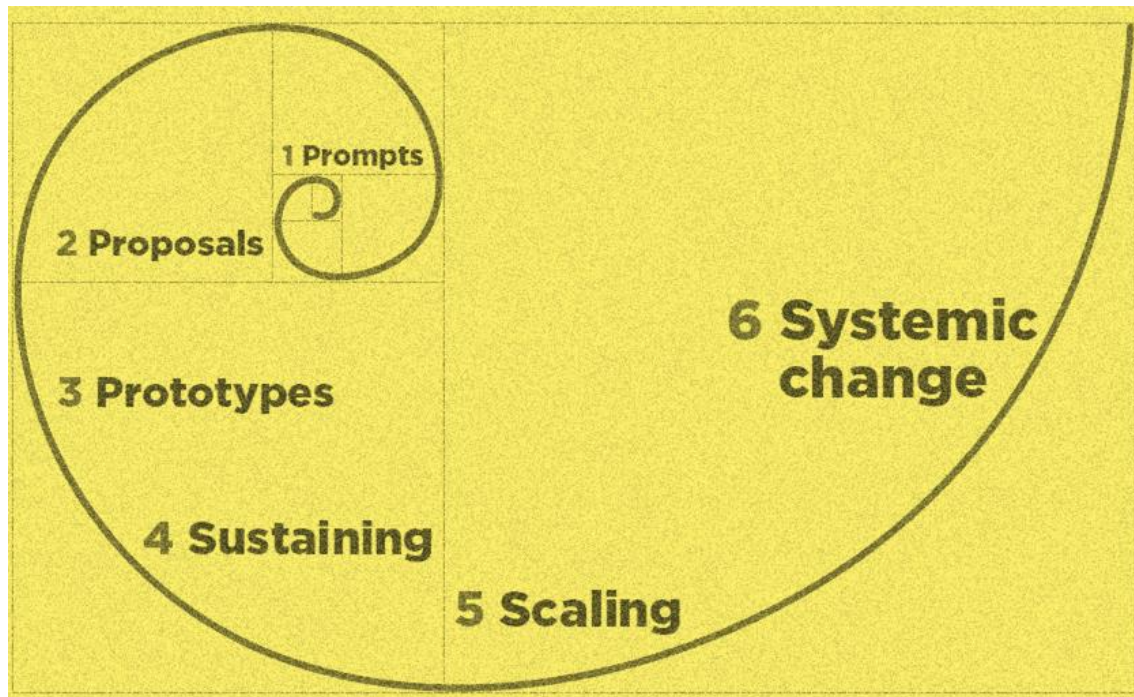


Figure 1 Stages of social innovation process.

Source: Murray *et al.* (2010: 11).

Social innovation clearly aims to produce social change. As represented in the ASL project, social innovation is an engine of social change, which contributes to activate local development (Nogueira *et al.*, 2017). Social change “can be the alteration of mechanisms within the social structure, characterised by changes in cultural symbols, rules of behaviour, social organizations, or value systems” (Alexander, 2016: 35). There are three types of social change: emerging change, transformative change, and planned change (Reeler, 2007). Emerging change regards modifications of actors and institutions that are produced by internal factors, contextual factors or the specific alteration of existing frameworks. Transformative change regards social change that modifies deeply the socioeconomic structures in society, provoking the alteration of many take-for-granted aspects in quotidian life. Planned change is an actively provoked process, driven by key actors, that detect a need or a problem, and decide to take action to solve or mitigate its negative consequences. The type of change that the ASL project is promoting is the planned change, that is, individuals consciously identifying problems, solutions, and possible future visions or outcomes.

Symbiosis between Social Innovation and Local Development

According to the economic perspective of Coffey & Polèse (1984: 1), local development is defined as a “particular form of regional development, one in which endogenous factors occupy a central position”. The authors created a model based on four propositions to assess local development:

- 1) The emergence of local entrepreneurship;
- 2) The “take off” of local enterprises;
- 3) The expansion of these enterprises beyond the local region;
- 4) The achievement of a regional economic structure that is based upon local initiatives and locally created comparative advantages.

However, through a social approach, Pike *et al.* (2011) state that local and regional development are particularly dependent upon context as a consequence of its engagement with social processes in geographically differentiated and unequal spaces.

While Copus, Perjo, Berlina, Jungsberg, Randall & Sigurjónsdóttir (2017) mentioned that social innovation transcends the boundaries of specific places, Moulaert (2009: 16-17) argues that social innovation operates within ethics and codes of practice that are constructed in the local community and territorial context, due to the fact that “social innovation can never be analysed as belonging only to ‘its’ place, the place where it was generated, but as occurring within a complex web of spatial interconnections”.

The social innovation mechanisms linked to a local development process have an important role in promoting an appreciation of policy, power relations and practice in multi-level, multi-agent and devolving systems of government and governance (Pike, Rodríguez-Pose & Tomaney, 2011). As Nogueira *et al.* (2017) have argued, it is crucial to mobilize alternative paradigms of innovation to stimulate local development. According to Moulaert (2009), social innovation is a bottom-up and an endogenous community development process, which proves that both concepts are related.

In conclusion, social innovation can lead to productivity growth, economic performance and to the affordable access of quality goods and services creating livelihood opportunities for the excluded population, and on a long-term sustainable basis with a significant outreach, contributing to local development through planned social change. Briefly, local and regional development can be oriented towards two aspects, for the generation of economic value and/or for the generation of social value. The ideal situation is that there is a "marriage" between the generation of the two types of value. For this end, social innovation can and should be a goal for enhancing value creation, for the markets and for society to use.

CHAPTER 2 – DESCRIPTION OF THE PILOT ACTIONS

Wellbeing and Public Engagement in Avilés, Spain

Avilés Municipality is the local authority of Avilés City. The Welfare Services department provides a comprehensive array of social services to the local community ranging from citizen participation to housing or employment, leading to the achievement of social cohesion in the city. This partner carried out two pilot actions, in the context of ASL, related to the thematic area of Welfare Services and Public Engagement.



Figure 2 Panoramic view above Avilés City, Spain.



Figure 3 Avilés City, Spain.

Pilot Action 1: Information, Access and Citizen Participation in the Public Services of Welfare and Social Entities

In the perspective of the Avilés Municipality, there is a great number of welfare services for people, such as social, educational, health, sports, cultural, among others. However, there seems to be a difficulty for citizens to know that these services exist. According to the partner, in the region of Avilés the most vulnerable people face more obstacles to take advantage of the welfare services provided. The Avilés Municipality argues that the City Councils have the obligation to link services, entities and citizens to promote and disseminate these welfare services.

The Municipality of Avilés created a communication strategy to improve information, access and citizen participation in municipal and territorial services and benefits in the field of Social Welfare. The pilot action has several activities, which will culminate in achieving the main objectives of the initiative:

- Communication plan to promote the existing welfare services;
- Digital map of community resources;
- Sectorial catalogues of services and benefits;
- Systematic procedures for the participation of users in the planning, evaluation and adaptation of services received.

From the described activities, the objectives of the pilot action will be reached if the expected results are achieved and if the resolution of the social need is reached: ensuring that citizens have access to information and resources. Therefore, the most vulnerable people will be able to use and take advantage of social resources; and facilitate the participation of citizens in the design and evaluation of municipal services and programmes that they receive.

According to the partner, the stakeholders needed to accomplish the objectives and expected results of the pilot action are: municipal services, regional health and education systems, regional counselling of social services, social entities, citizens' associations, and the users of public services.

Pilot Action 2: Social Clauses in Public Procurement to Help Disadvantaged People Enter the Labour Market, Improve Labour Conditions of Workers and Promote Social Economy Entities

The Avilés region had a serious problem with unemployment and working conditions as a result of the 2008 crisis. The most vulnerable groups of individuals (migrants, women, young people and people with disabilities) were having fewer opportunities in the labour market. Thus, the Municipality of Avilés, in 2009, analysed its budget and decided to create a local regulation in order to induce social criteria (hiring people with disabilities, promoting equal opportunities, and improving working conditions) in public procurement. Consequently, it is possible to generate opportunities for the most vulnerable groups to join the labour market and then improve the working conditions of workers employed by companies contracting with the Avilés Municipality as a result of social clauses in public contracts. Following the example of what was implemented in 2009, the second pilot action of the Avilés Municipality intends to re-design and implement a new municipality regulation of responsible public contracting.

The new regulation will consider the past experience (2009), enhancing its strengths and improving its weaknesses. This pilot action of regulation of public contracts intends to:

- Establish annually a percentage of market reserve for vulnerable people;
- Extension of the instruction scope (social clauses);
- Promotion of social economy;
- Support for the local economy and Small and Medium Enterprises (SMEs);
- Ethical and sustainable purchasing criteria;
- Improvement of the planning and monitoring system.

Considering the objectives and activities to be carried out under this pilot action, the expected results to be achieved will be: generate work opportunities for the most vulnerable groups, improve the labour conditions of workers, promote the equality for people with disabilities and women within the companies which contract with Avilés City Council, continue improving the responsible management of public financial resources, and promoting a new business culture by encouraging and supporting the social responsibility of companies, social economy companies, and the local cohort of SMEs.

The partner requires stakeholders in order to achieve the expected results of the pilot action: municipality departments, political parties, unions, social economy entities and federation of companies.

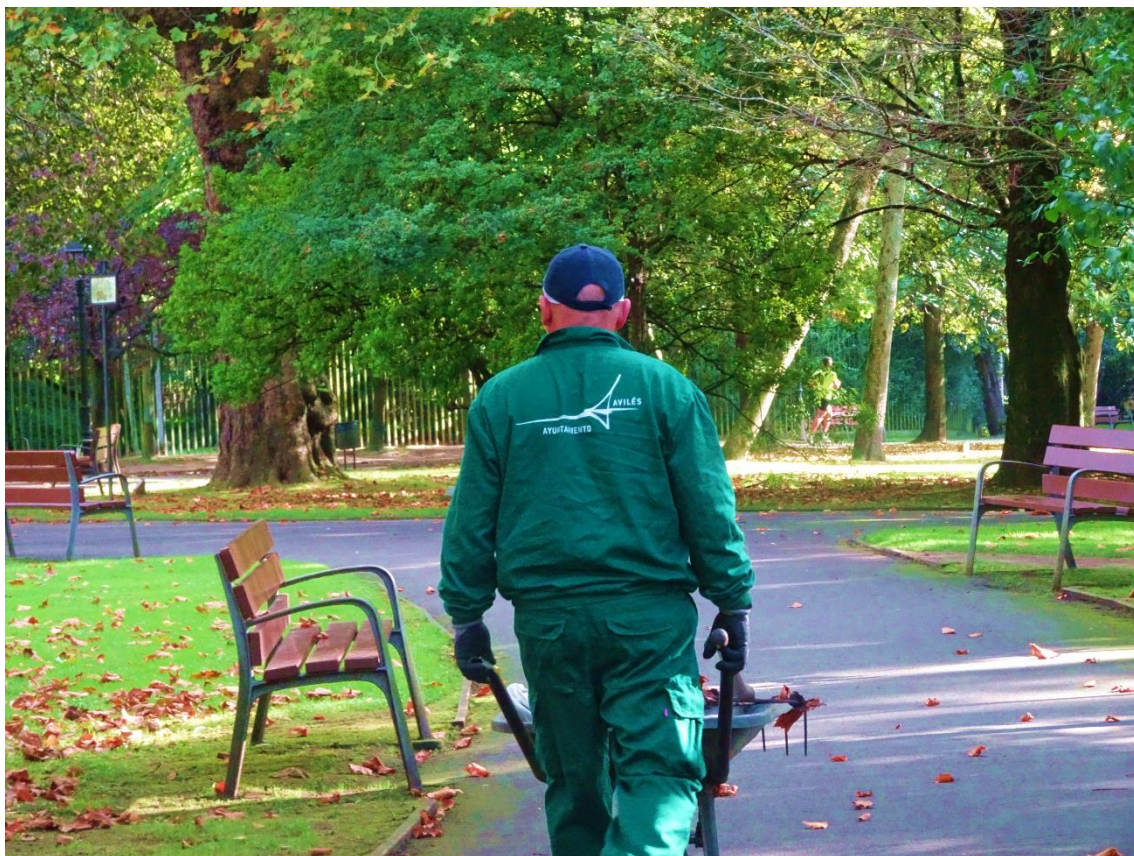


Figure 4 Good practices in employing disadvantaged people in Avilés City, through the promotion of equal opportunities.

Green and Circular Economy in Bretagne, France

The Bretagne Regional Social Economy Chamber (*Chambre Régionale d'Économie Sociale et Solidaire de Bretagne*, CRESS Bretagne) is the “shared tool” between the actors to “animate” the development of the Social and Solidarity Economy (SSE) in the region. The partner is bringing together more than 100 organizations (networks, federations or local companies). At the current moment, it coordinates a regional network of social economy stakeholders engaged in reuse and recycling. Considering the focus of the partner, that is the reuse and recycling activities correlated with issues of green and circular economy, CRESS carried out two pilot actions, related to the thematic area of Green Inclusive Economy.



Figure 5 Ploumanach in Bretagne, France.



Figure 6 Parliament of Bretagne, France.

Pilot Action 1: Supporting Single Stream Reuse Centres

The reuse and recycling centres have a very recent existence in the social context of the Bretagne Region, and their creation dates to the year 2010. However, there is a great interest in these centres from several stakeholders that are linked with the production of waste. Despite this interest and the value of these centres, they face difficulties due to the fact that their economic models and business plans are fragile, culminating in an unprofessional sector. CRESS, having identified this problem, and the potential of this area of action in terms of its added value for a green and circular economy, intends to support and professionalize these centres, strengthen their model and increase their activities.

CRESS, with its pilot action, has the following objectives:

- Clarify the economic models and business plans of the reuse centres;
- Involve local authorities more closely with the reuse centres;
- Help reuse centres to develop new activities (collecting, selling or upcycling other goods and materials);
- Help the knowledge base of these type of centres by promoting updating and understanding management, legal aspects, potential for upcycling and improvement of the methods (training and formation);
- Sharing a view of the economic model and the perspectives of evolution of reuse centres with local authorities, SSE, companies and other stakeholders;
- Create a territorial coverage map with reuse solutions available for everyone.

The expected results of the pilot action developed by CRESS are directly related to helping the centres of reuse and recycling: improvement of processes and management of the reuse and recycling centres, reuse centres have a new and more balanced economic model, increase the networking of the centres (companies, local authorities, SSE), promoting a green and inclusive economy and increased rates of reuse and recycling in the Bretagne region.

In order to reach the objectives and expected results, the pilot action needs the support the active participation of certain stakeholders, such as: reuse centres of all types, ADEME (State agency in charge of environmental issues), local authorities, organizations that support SSE creation and development.



Figure 7 Regional meeting dedicated to reuse centres in Bretagne.



Figure 8 Awareness campaign on reuse points in Bretagne Region.

Pilot Action 2: Developing New Industries (SSE recycling industry)

Following the previous pilot action of support to reuse and recycling Centres, CRESS intends to create a new SSE recycling industry. The goal of creating a new recycling industry is twofold: firstly to employ people with employment needs in the region and secondly to improve recycling and reuse processes, promoting a green and inclusive economy. Following the creation of this new industry, the pilot action intends to identify participants with similar projects in order to create synergies and cooperation. Thus, the greatest expected result is the creation of a new consolidated and modernized recycling industry based on the green and inclusive economy. In order to achieve the creation of a new recycling industry, the support of the following stakeholders is necessary: SSE, accompanying structures, local authorities and ADEME.

Social and Green Inclusive Economy in Enterprise North West, Ireland

Enterprise North West (ENW) supports programmes for local SMEs, develops social enterprise and social innovation projects and gives support for community and voluntary groups and cooperatives across Northern Ireland. They also do feasibility studies, business plans, strategic planning and evaluations for the public, private and community sector. ENW carried out two pilot actions, related to the thematic area of Social Economy and Green Inclusive Economy.



Figure 9 Guildhall in Derry, Ireland.



Figure 10 Peace Bridge in Derry, Ireland.

Pilot Action 1: Green Inclusive & Circular Economy Technology Project

The Northern Ireland partner noted that due to external budgetary constraints there was a reduction in school budgets to deliver long term green projects. Combining this with the fact that the Derry Region is a region with a low level of recycling, ENW decided to conduct a pilot action involving schools and young people in the green and inclusive economy. Thus, the pilot action intended mainly to support the awareness of a green inclusive economy across the region by working with relevant partners to support the development of the region regarding the reuse and recycling processes. This social innovation project also aimed to increase the education of young people around the concept of recycling and reuse to promote a green and circular economy.

The main objectives of the pilot action that ENW intends to implement are the design and delivery of educational programmes and projects on tangible local recycling issues to selected groups of young people to educate them on the circular and green economy:

- Collaborative workshops provided to young people from local schools to address local green economy issues through a technology solution;
- Creation and development of a mobile application with the help and critical thinking of young people around the issue of the green economy;
- Young people develop meaningful solutions to deliver upon the Derry Region circular economy strategy between different schools.

The objectives of the pilot action will lead to results that will potentiate the resolution of the social problems identified previously. The results and goals of the initiative are expected to be: a document with the results in the form of case studies, a recycling programme with materials and resources (Online Tool Kit), educational recycling Apps, increasing the competences of young people in relation to information technology and their social responsibility in relation to the environment, schools observe the benefit of project-based learning approach and increase emphasis on learning through critical analysis and problem solving, promoting a green and inclusive economy and increased rates of reuse and recycling in Derry region.

In order to achieve the objectives and expected results, the pilot action needed the support and active participation of specific stakeholders, such as: Local Recycling Centres, Derry City and Strabane District Council as well as selected Information Technology (IT) Companies.

Pilot Action 2: Design Thinking – Innovation Lab Project

There is a lack of a social and entrepreneurial engagement in Derry by the population in general, but, more specifically, there is a particular lack of interest from the younger population. The Derry region has low levels of young people involvement in the community planning process, as well as low levels of youth enterprises and social enterprises. Combining these factors with the fact that there are high levels of unemployment among young people in Derry City, ENW intended to develop a social innovation project aimed at young people's critical thinking on social issues and innovative solutions to solve them. The pilot project focused on the development of an innovation lab within a learning environment focused on young people to explore solutions to local social issues through creative learning.

The main objective of this social innovation action was to make young people aware of the social problems of the regions and provide the skills and tools needed to solve these problems. The projects that will be born from this activity will be Design Thinking (DT) projects with local young people through schools and colleges. In addition to these general objectives, the social innovation initiative also has the following goals:

- Elaboration of DT Workshops provided to young people from local schools to address local social issues/challenges and increase levels of leadership and critical analysis within young people;
- Development of youth civic engagement as they contribute to solving social problems (time and commitment to deliver real social change);
- Fighting the “out of date” educational institutional policy, by implementing critical thinking techniques and innovative designing.

The greatest expected result of this pilot action of social innovation was aimed to be the development of young people's critical thinking and their involvement in the social problems of the Derry region. However, there are other results of this initiative: solving some social problems in the Derry region, increase in entrepreneurship and social entrepreneurship in the region, increased emphasis by schools on creative learning, combating unemployment in the Derry region, development of confidence, leadership and knowledge of young people and increasing young people awareness of their community and society. Some of the stakeholders needed for this pilot action are: ENW, local schools and colleges and selected innovation agents.



Figure 11 DT workshop to facilitate, in a group, the creation of an innovative solution to a social issue that affects the students and promotes critical thinking.



Figure 12 Study visit to the Fab Lab to discuss the development and implementation of the students' social innovation prototypes, highlighting creativity and their digital fabrication skills.

Wellbeing of the “Seniors” in Pau-Pyrénées, France

Agglomeration Community of Pau-Béarn-Pyrénées includes 31 municipalities with a total of 162.000 inhabitants. The partner has been delivering a wide range of services and programmes in the field of social economy with a very innovative perspective, such as *The Club d'initiatives solidaires* and *the Fabrique à projets*. These

initiatives are aimed at making Pau a Human Capital. In this context, the Agglomeration Community of Pau Béarn Pyrénées has chosen to develop the "Anti Solitude Plan". This project, aimed at the elderly but also at all residents, intends to promote inclusion and mutual support. Through 16 local actions, the Agglomeration hopes to regain a more realistic vision of solidarity. In order to facilitate the interaction and solidarity of the inhabitants but also the coordination of institutional and associative actors in the different territories. The Agglomeration Community of Pau-Pyrénées carried out two pilot actions, related to the thematic area of Welfare Services.



Figure 13 Castle of Pau, France.



Figure 14 Pyrénées Boulevard in Pau, France.

Pilot Action 1: ANISEN – Animation séniors

The partner denoted that in this region has been dealing with the structural ageing of the population and, as the population lives longer, they also become less autonomous at home, which, in turn, results in an increase in social isolation and loneliness experienced that culminate in the late identification of complex situations by social services and limiting preventive measures. The pilot action of the partner intends to carry out collective actions to prevent the loss of autonomy of isolated seniors living at home, through the use of digital tablets.

Thus, the main goal of the social innovation project is a collective action to prevent the loss of autonomy of isolated seniors living at home. The collective actions will have the following objectives to achieve:

- An innovative programme of therapeutic activities on digital tablets, aiming to detect the signs of frailty of seniors in order help them to maintain their autonomy at home;
- Collective actions to prevent the loss of autonomy of isolated seniors living at home, animated by a team of social givers on digital tablets;
- Mapping the elderly and their social needs;
- Provide greater mobility and socialization opportunities for the elderly, based on the needs identified by the digital tool.

The main expected result will be the creation of social assistance services to the elderly, improving the existing services and creating new ones, thanks to a digital tool shared between users, professionals and family members. In addition to this result, there are still goals to be achieved with this pilot action of social innovation: provide seniors with more autonomy at home from a digital application, create and maintain social ties and links to avoid isolation, provide active ageing of the population, and know the real needs of the elderly in the region.

There are certain stakeholders who will be essential to achieve the expected results of the social innovation initiative: the town social action centres, retirement homes, nurseries, families and local authorities.



Figure 15 Work context, meeting of five collaborative working groups to become aware of the anti-loneliness plan that led to the outline of the pilot action.

This action is no longer in the ASL project. Indeed, the city of Pau took charge of the financing of ANISEN and led it to its implementation in the territory. Initial results have made it possible to complete part (b) "activities and results".

Pilot Action 2: ENSEMBL'

Two main observations are at the origin of this pilot action. First, an increased social isolation of the elderly in the Pau region and a growing lack of autonomy. Secondly, a loss of social cohesion and solidarity, generalized to all age groups.

In this context, the partner pilot action concerns the setting up of a social network of solidarity between neighbours, named ENSEMBL'. This system will make possible the fight against isolation responding to the challenges of an ageing population and dependency by mobilizing neighbourhood resources.

The main objective of this social innovation action is to set up a social network of interactions (connected to a platform), at the neighbourhood level to help isolated seniors (connected or not). The main objectives of the pilot action are:

- Volunteer management: the creation of a base of voluntary neighbours;
- Communication: provide information and raise awareness amongst the inhabitants on actions developed for the elderly;
- Expression of needs: asks on the network to find an answer to a need expressed by a senior or a caregiver;
- Survey: citizen consultation for detailed knowledge of the needs of the territory;
- Coordination: networking actors through a digital community.

Subsequent to the objectives, there are certain results that should be achieved when implementing the pilot action: strengthen the social links by allowing meetings, exchanges and mutual aid, promote access to local information for vulnerable or isolated people, facilitate the coordination of local actors of solidarity, analyse the social needs of the territory in terms of "seniors" policy and promote active ageing of the population. The main stakeholders needed for this pilot action are: the town social action centres, retirement homes, nurseries, local authorities and residents.

Timescale:

- Several steps have been taken to implement the digital tool in the territory. With the public procurement phase having been completed since this summer of 2019, the deployment begins in September;
- Information campaign: associations forum, Sunday, September 1st (First presentation of the digital tool, first impressions of the inhabitants and reception of the first volunteers), press;
- Training / Awareness of the tool for agents: 60 officers will be trained by mid-October;
- Strong start: in mid-October a Press conference by the mayor and President of CDAPBP – François BAYROU. Presence of all the solidarity associations and social actors of the territory;

- A progressive and permanent empowerment and proximity of inhabitants: Neighbourhood meeting, general assemblies of associations, various events, etc).

First evaluation in May 2020: Qualitative and quantitative evaluation of flows on the platform.



Figure 16 A closing exhibition of the anti-solitude co-production workshops in the City of Pau.

Social Economy and Public Engagement in Cork, Ireland

Cork City Council is the local authority of Cork City, located on the south coast of Ireland, Cork City is the second largest in the Republic of Ireland and has a population of 119.230 people. Cork City Council has experience in the coordination of stakeholders and service delivery, communications, EU funded projects, social inclusion projects, as well as with social regeneration and social enterprises. This partner carried out two pilot actions related to the thematic area of Social Economy and Public Engagement.



Figure 17 Cork City Hall, Ireland.



Figure 18 Emmet Place in Cork City, Ireland.

Pilot Action 1: Enhancing Public Engagement in Cork

The Public Participation Networks (PPNs) were set up in each local authority area in Ireland in 2014. They provide a new way for the public to engage with local authorities.

The Cork City PPN is made up of groups and organizations from the community and voluntary, social inclusion and environment sectors through the city. There are currently almost 100 members in Cork City PPN, and it ensures that Cork City communities have an active voice in how local government works and plays a strong role in civic engagement. As such the Cork City Council in the ASL scope works very closely with the PPN on its Public Engagement pilot actions. Thus, the pilot action of the partner has as main premise to increase and reinforce the public involvement of the population in the management of the city.

The main objective is to improve civic engagement throughout Cork City encouraging new groups and communities, in particular, to participate in local policy making and local democracy. This will be achieved by working with local businesses, community groups and the PPN and in particular through:

- Hosting voter information and registrations stands in local businesses, libraries, migrant events, among others, where the public can obtain information on voting rights and how to participate in local voting events and where they can actually register to vote;
- Providing a series of mentoring sessions to a community group on engaging with government on planning issues;
- Creation of an animated video explaining the consultation with local government and promoting the different methods of engagement.

The objectives and activities of the pilot action should be followed by expected results that will potentiate the participation and engagement of the population in the political life of Cork: transfer of knowledge to community groups, stronger civic engagement amongst the public and community groups in Cork City, educate the population for the different methods of public engagement, identification of new and more innovative methods to promote public engagement and know the real needs of the population of Cork City.

In order to achieve the objectives and expected results, the pilot action needs the support and active participation of particular stakeholders, such as: Cork City Partnership, Community Groups, Cork City Council, the general public, PPN and the Planning Department of Cork City Council.



Figure 19 Cork City Council's Shape Your City Initiative participated in several information and voter registration campaigns across the city.

Pilot Action 2: Strengthening Social Enterprises in Cork

In Ireland, it has been estimated that the social enterprise sector has the potential to create up to 40,000 jobs and contribute 2 billion euros to the economy. Social enterprises are not a new phenomenon in Ireland and have operated successfully in the country for many decades. A specific policy framework for social enterprises was published in July 2019 recognising the potential of the sector. These factors help strengthen the support given to social enterprises through Cork City Council's ASL project pilot action. Thus, this partner's pilot action of social innovation is based on helping to strengthen social enterprises in the Cork region.

The main objective of this pilot action of social innovation is to strengthen social enterprises and "introduce" a stronger relationship between the social enterprises in the region, with local government and with the private sector in Cork. The way to achieve this goal will be through the following objectives and activities:

- Map the social enterprises of the cities, thus creating a link between them and other organizations that can support them;
- Work directly with the private sector and public sector to raise awareness of the benefits of employing social enterprise workers;
- Organize training and networking for social enterprises in areas such as governance, procurement, finance, funding, measuring social impact, storytelling, etc;

- Networking and conference events focusing on social enterprise and social finance that will involve a range of local and national stakeholders.

The objectives and activities of the pilot action culminate in a series of expected results that should lead to the strengthening of social enterprises in the Cork region: increased expertise in social enterprises in the Cork region, social enterprises engaging with private enterprise and local government through joint events, stronger social enterprises with greater capacity and stronger links to the private sector and local government, knowledge transfer to and between social enterprises and procurement of services from social enterprise and employment by private enterprise of people who have come through social enterprises on work programmes.

The objectives and results of the pilot action require the help of various stakeholders, which among them the following can be highlighted: Northside for Business, Cork City Council, social enterprises, Churchfield Community Trust and Local Enterprise Office.



Figure 20 Organized event to promote and increase a social enterprise network.

Public Engagement in Santiago de Compostela, Spain

Santiago de Compostela Municipality is the local authority of Santiago City. Over the last few years, the budget and tax office have implemented an innovative approach to participative budgeting to fiscal policy and social redistribution. Thus, Santiago de Compostela Municipality aims to carry out one pilot action, related to the thematic area of Public Engagement.



Figure 21 Santiago de Compostela, Spain.

Pilot Action 1: Public Engagement and Participatory Budgeting

The Municipality of Santiago de Compostela noticed that there was a deficit in civic participation and involvement in their region. There was a lack of knowledge of the mechanisms for participation and few of these were actively disseminated, which resulted in a lack of interest among citizens concerning civic engagement in society. Additionally, the population had needs and desires that were unknown to the public authorities. As such, the Municipality of Santiago de Compostela decided to implement a pilot action of social revitalization using the process of participatory budgeting in public areas. With this revitalization the aim is to have greater participation by the population in general and for public authorities to better understand their needs.

The main objectives of the pilot action are to promote a more cohesive and balanced society, with a more developed level of trust between the citizens and the public administration. It also aims to:

- Reach all population groups, especially disadvantaged groups;
- Allow citizens to voice their needs and proposals;
- Improve the response through participatory budgeting to public needs for works and services which are not routinely expressed or detected;
- Increase the percentage of the public budget for participatory budgeting.

Thus the objectives and expected results of this social innovation initiative include: increased knowledge of the real needs of the population, participation of Santiago de Compostela residents in the management of city, residents' education on how and where to participate in the public management of the county, modulation of certain decisions by not just taking into account the number of people who demand them, but also considering other factors like social improvement, attention to vulnerable groups, or territorial balances, as well as the democratization of participation and a consequent increase in public engagement.

To achieve the objectives and reach the expected results of this pilot action in an effective and efficient way, it is necessary to collaborate with specific stakeholders: Santiago de Compostela City Hall, city residents, communities and neighbourhood associations.



Figure 22 Promotion of the “Compostela Decide” programme, within the framework of participatory budgeting in Spain.

Public Engagement and Social Economy in Ave, Portugal

The Intermunicipal Community of Ave (CIM do Ave) is an association of municipalities of public law (Cabeceiras de Basto, Fafe, Guimarães, Mondim de Basto, Póvoa de Lanhoso, Vieira do Minho, Vila Nova de Famalicão and Vizela), created in 2009, whose purpose is to promote the management of intermunicipal projects in the NUTS III AVE area. Thus, CIM do Ave aims to carry out one pilot action, related to the thematic area of Public Engagement and Social Economy.



Figure 21 The historical centre of Guimarães, Portugal.

Pilot Action 1: Ave Community of Social Innovation

Social Innovation is a recent concept in the Portuguese context. CIM of Ave verified that there is a deficit regarding social innovation initiatives and the knowledge of the concept in the Ave region (NUTS III). Combining enabling factors such as Portugal 2020 approach for social innovation with the *Portugal Inovação Social*, a national public initiative that intends to contribute to the revitalization of innovation and social entrepreneurship initiatives, CIM of Ave with its pilot action aims to promote culture of social innovation in the Region of Ave to combat social problems.

Considering the pilot action, there are some objectives that are expected to be achieved in the course of the activities carried out during the implementation of the social innovation initiative:

- Promotion of social innovation at the territorial level, reflecting and discussing the issue with local strategic partners;
- Identification of existing social innovation initiatives in the municipalities of NUTS III (Ave region);
- Evaluation of the knowledge of the concept of “Social Innovation” among the different partners of NUTS III (Ave region);
- Development of social innovation training actions for the key actors in the territory;
- Promotion of the exchange of good national and international practices of social innovation projects.

Following the implementation of activities certain results will be achieved with the pilot action for social innovation: better information and increased awareness among the population, the strategic partners and the third sector on social innovation (organization of one workshop by municipality of Ave region), document and map social innovation initiatives including an evaluation of the knowledge of the concept of social innovation in Ave and training of policymakers and ambassadors of social innovation on social innovation and social issues in the region (from training events, visits and workshops). In order to achieve the objectives and expected results, the pilot action needs the support and active participation of specific stakeholders, such as: Sol do Ave, Portugal Inovação Social, Regional Incubator of Social Innovation (IRIS). University of Minho and municipalities of Ave region.

The presentation of these pilot actions demonstrates precisely the plurality, multiplicity and even the complexity that involves the processes of social innovation. Social innovation is a hybrid and continuous process that can emerge in any sector and any area of intervention. It is explicit that social innovation is, in these particular cases – but also commonly – a bottom-up micro-process, usually emerging in a logic community-based knowledge environment. Regardless of the reasons and the way in which this process begins, these examples allow us to corroborate the idea of social innovation as a process that requires the participation of the quadruple helix actors (civil society, research, market and governance). The participation of these actors should be coordinated at different levels of action in order to maximize the impacts of social innovation actions and achieve their main purpose – that of introducing systemic change.

After the description of the social innovation pilot actions, the next chapter will present the methodological approach and how the impact assessment was carried out.

CHAPTER 3 – METHODOLOGY

This section identifies and explains the methodology used to evaluate the success of social innovation pilot actions implemented by ASL partners. In order to understand the impact assessment and the planned social change achieved, two theoretical perspectives were mobilized, normally considered and used together, becoming complementary and synchronous, the Theory of Change (ToC) and the Contribution Analysis (CA).

Theory of Change

The ToC emerged in the 1990s (Stein & Valters, 2012) as a consequence of the recurrent deficit in evaluation policies and programmes (Blamey & Mackenzie, 2007; Leeuw, 1995). There is no consensus on how to define it, although this approach is commonly understood in a *continuum* as an articulation of how and why a given intervention will lead to a specific change (Blamey & Mackenzie, 2007; Stein & Valters, 2012). There are four main purposes in ToC: strategic planning, description, monitoring and evaluation, and learning (Stein & Valters, 2012). According to Anderson (2004), the social intervention projects that have in their genesis social change, have implicit a ToC, that is, the intervention in society aiming to change the particular situation to solve a problem, through a specific methodology. It is mainly a planned process of change based on the following steps (Anderson, 2004):

- 1) Identifying a situation as problematic, in need for change;
- 2) Identifying causes for this situation (immediate or secondary), on which one can/must act about change (solve the problem);
- 3) Identifying techniques, practices and methodologies to solve the problem.

ToC is therefore often defined regarding the connection between activities and outcomes, with this articulation being the key component of the change process, usually represented through a diagram (figure 24). In short, it may be an adequate tool to analyse cause-effect relationships, taking into account the territorial context, the external influences and the actors' assumptions, which are their beliefs, values, and unquestioned elements for each step of the change process.

After this contextualisation and conceptualisation of the ToC, the ASL project team reached the following consensual definition:

Theory of Change is a comprehensive description and illustration of how and why a change is expected from a specific intervention based in a particular context and taking into account the assumptions of the actors.

In projects with social impact such as the pilot actions carried out by the partners of the ASL, ToC will generally address the social changes that have occurred considering measures of social innovation. The ToC will then map and explain what will happen between the beginning and the end of each initiative and to understand what a social initiative does, its activities and interventions, and how it will help to achieve the desired goal – the social transformation.

Contribution Analysis

Contribution Analysis is considered a performance measurement approach, also developed in the 1990s (Leeuw, 1995), presented and conceptualized by John Mayne (Lemire, 2010). In Mayne's perspective (1999, in Dybdal *et al.*, 2011: 30) the CA is a "specific analysis undertaken to provide information on the contribution of a programme to the outcomes it is trying to influence". This author was responsible for the development of six methodological steps in CA (Mayne, 2001, in Befani & Mayne, 2014; Buckley, 2016; Dybdal *et al.*, 2011; Leeuw, 1995; Lemire, 2010; Mayne, 2008; Wimbush & Beeston, 2010):

- Step 1:** Set out the cause-effect issue to be addressed;
- Step 2:** Develop a ToC and risks to it;
- Step 3:** Gather the existing evidence on the ToC;
- Step 4:** Assemble and assess the contribution story and challenges to it;
- Step 5:** Seek out additional evidence;
- Step 6:** Revise and strengthen the contribution story.

The CA and the ToC "work together, as one", as a tool that aims to analyse the relations of cause-effect (Mayne, 2008), required to assessing the performance of government policies and public programmes (Wimbush & Beeston, 2010). CA can be considered a tool that helps to confirm or revise a specific ToC (Buckley, 2016). This resource provides a step-by-step approach designed to help the individuals that are in charge of evaluation to come to conclusions about the contribution that programmes, projects or initiatives make, or are still making, in order to achieve the specific and expected results (Lemire, 2010; Mayne, 2008; Wimbush & Beeston, 2010). The essential value of CA is that it offers an approach to reduce uncertainty about the contribution that intervention makes from the results observed through a greater understanding of why the observed outcomes occur and the roles played by the intervention and other internal and external factors (Buckley, 2016; Lemire, 2010; Mayne, 2008; Wimbush & Beeston, 2010).

According to Wimbush & Beeston (2010), CA is a form of theory-based impact evaluation and as such has been developed in response to three critical evaluation problems:

- 1) Attribution – how to assess the impact of one particular programme when multiple interventions are targeting the same population and there is no clear way of allocating or identifying who was exposed to which combination of interventions or determining the level of exposure;
- 2) Evaluability – the extent to which a policy initiative or public programme can be evaluated reliably and credibly when often they are not well specified – unclear objectives and outcomes, target population and timeline for expected changes;
- 3) Complexity – the programme or policy initiative being evaluated have multi-components, involve multiple partners and stakeholders, have an emergent/evolving focus and is being implemented within a dynamic setting.

ToC must provide the framework for verifying whether policy programmes are making a difference in a specific territory and if the social transformation is occurring. The CA is responsible for identifying the weaknesses and the change in achieved results. After presenting the methodology and the rationale to be used in practice to, in an exploratory fashion, assess pilot actions, it is necessary to explain in more detail how it will be used to really assess the initiatives. A diagram that was conceived from the theoretical contributions of the ToC and the CA with the goal to assess and evaluate the impact of the ASL pilot actions implemented in the Atlantic Area will be presented and explained in the next section.

The ASL partners have been implementing several pilot actions, aiming to reach social transformation in their territories, through a planned social change, throughout a continuous process of social innovation, becoming important to observe if any change occurs. The impact assessment of the pilot actions was made through a diagram (figure 24), which was designed taking into account the theoretical and practical contributions of the ToC and CA. The diagram represents a set of activities/outputs defined by the partners, which will generate immediate, intermediate and long-term results.

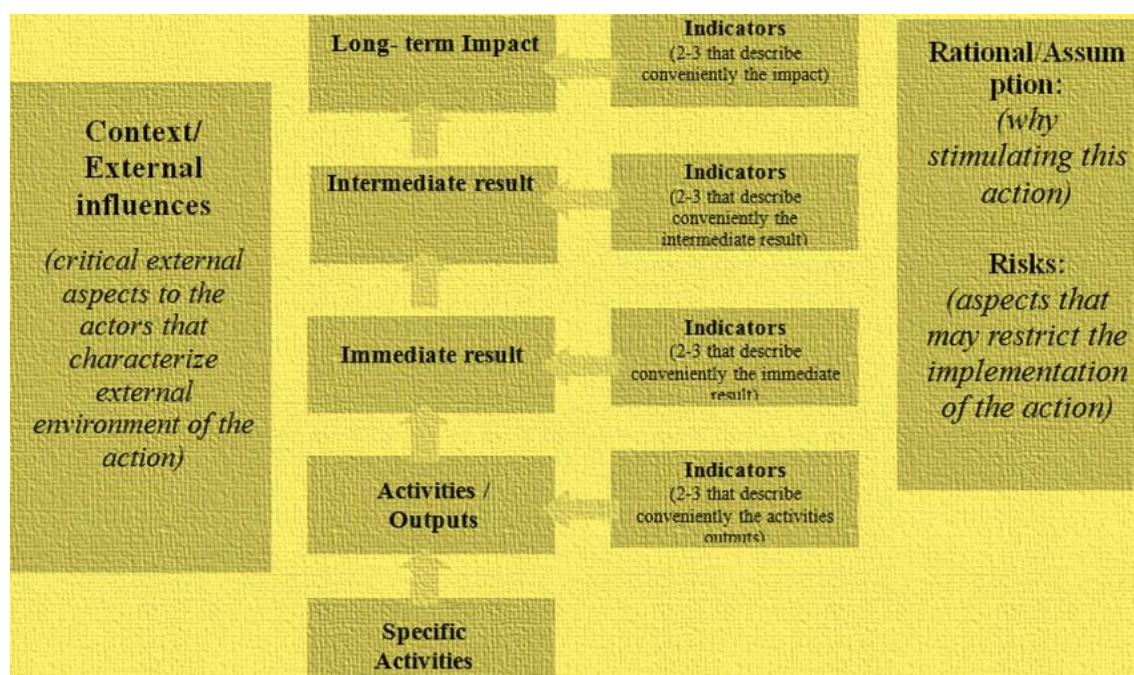


Figure 22 Diagram of ToC to assess ASL pilot actions.

Source: ASL Project own elaboration, adapted from Mayne (2008: 2)

In order to determine the effectiveness and efficiency of the mentioned outputs, a panoply of indicators tried to measure the real impact. From the activities, short-term results should emerge, that is, results that should express their impact in a more “immediate time-lapse” (3 months). The short-term results have the function of helping and facilitating the achievement of the intermediate results (6 months). The causal relationship and the cause-effect chain, culminates in obtaining long-term results, which consist of results that will have an added impact on the pilot action developed over time (12 months). Additionally, the implementation of a pilot action of social innovation will always have to take into account two factors: context/external influences that characterize the external

environment and assumptions of its application, that is, what stimulates the accomplishment of the action and risks.

The information provided to feed the individual ToC diagrams, presented in the next chapter, were the responsibility of each project partner, who completed a template prepared by the CES team. After explaining the ToC of each partner, it is necessary to understand the results measured so far. It was possible to identify the main achievements, outcomes and the plan of intentions obtained through interviews with the partners and the clipping of news on the ASL website. A complementary and exploratory interview was carried out during March and April 2019, with each project partner and a designated representative, by a CES team member, to verify the actual point of the pilot actions implementation, any relevant results, constraints to the development of the actions, clarify any aspects concerning the causal chains and providing additional support for ToC diagrams consistency between pilots (please cf. interview script in appendix).

CHAPTER 4 – EVALUATION OF THE PILOT ACTIONS

This chapter focuses on describing the ToC diagrams, i.e., the cause-effect chain between activities and outcomes, with the intention of evaluating the pilot actions of social innovation. The diagrams were designed after the social needs mapping of the Atlantic Area to establish the social problems and planning the implementation of the pilot actions.

Avilés Municipality

Pilot Action 1: Information, Access and Citizen Participation in the Public Services of Welfare and Social Entities

The first pilot action of the Avilés Municipality has as its main goals ensuring that citizens have access to information and resources, that the most vulnerable people use and take advantage of social, health, cultural, education, training and support services, programmes and facilitate the participation of citizens in the design and evaluation of the municipal services and programmes that they receive.

a) Pilot Action 1 – External Influences and Assumptions

Through the figure 25, it is possible to understand that the external influences assigned by the partner are public administration (Social Promotion Area Services and other municipal areas), institutions and entities of the territory dealing with different sectors of population in areas of Social Welfare (Social Intervention, Education, Health, Housing, Training and Employment) and citizenship, especially vulnerable population.

Regarding the context and the assumptions that contribute to the implementation of the pilot action, the Matthew effect (Merton, 1968) stands out, a sociological phenomenon that describes how resources and programmes do not reach those who need them most, but rather those who have the most financial, social and cultural capital.

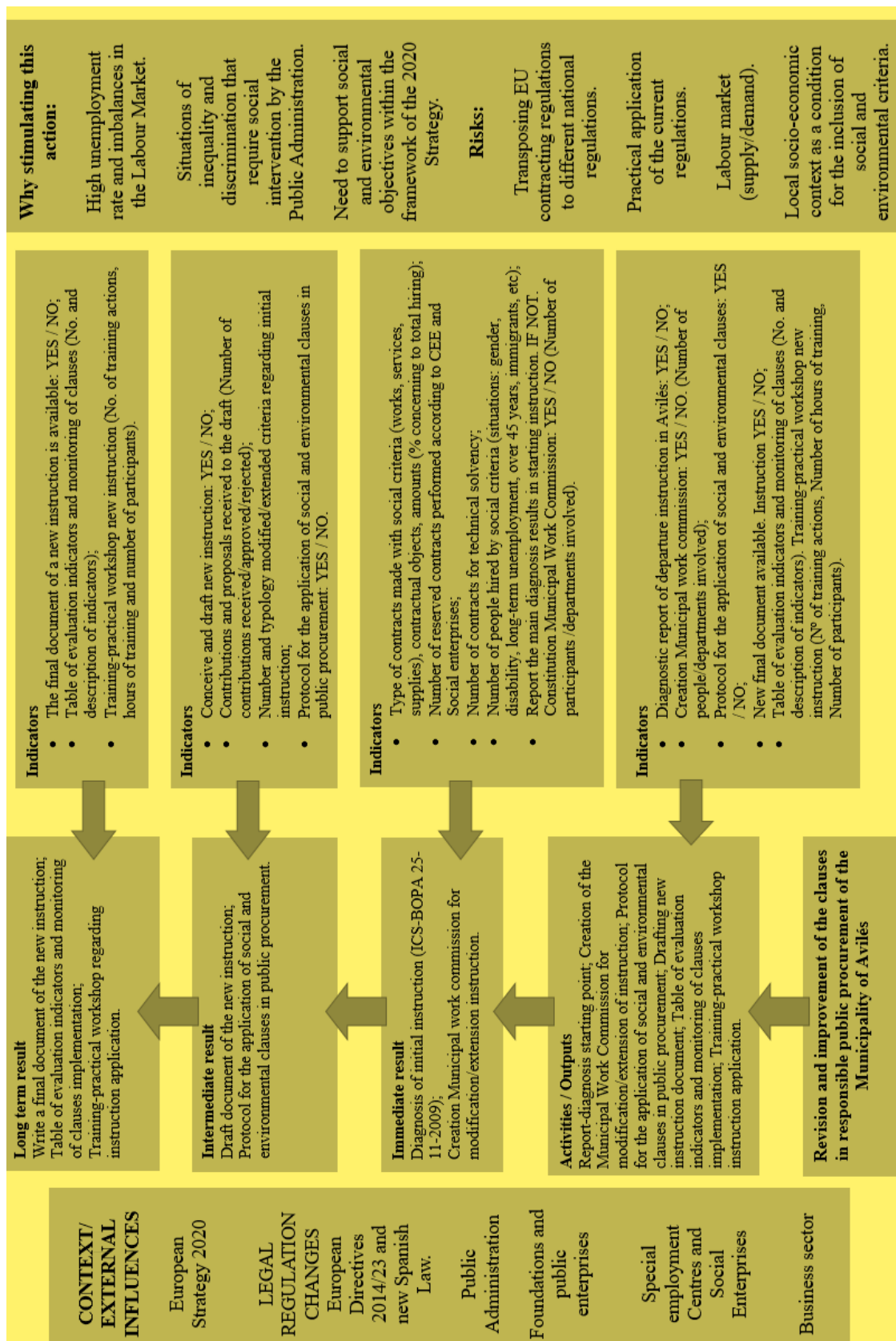


Figure 23 Diagram of ToC to assess the pilot action *Information, Access and Citizen Participation in the Public Services of Welfare and Social Entities, Avilés.*

Source: Filled by the partner (Avilés Municipality)

b) Pilot Action 1 – Activities and Results

To have an effective and successful development of the pilot action implemented by the Municipality of Avilés, five activities of social innovation were defined, which one will have intrinsic some indicators that will be evaluated, as shown in figure 25.

- Mapping of community resources (compendium social descriptive sheets of the territory);
- Services catalogue directory;
- IT Training Programmes;
- Protocols for evaluation of municipal services and benefits;
- Digital map of services / municipal resources on Welfare Area.

Following the same example of the activities, there are indicators (figure 25) that will serve to measure the immediate results. Thus, in the perspective of the Municipality of Avilés, the immediate results should be:

- Mapping of community resources in the territory in the field of Social Welfare;
- Catalogues/repertoires/Service and resources directory;
- Brief report on analysis and review of protocols/procedures for evaluation of municipal services and benefits in Social Welfare.

According to the partner, there are indicators that should be used to measure intermediate results (figure 25). The evaluation of the indicators should take into account the following results:

- Design a digital map structure of resources and community services in the territory;
- IT Training Programme;
- Design and application of new protocols / procedures to evaluate municipal services and benefits in Social Welfare.

In addition to the short and medium-term results, the partner intends to evaluate some long-term results from the indicators shown in figure 25. The long-term results to be measured are:

- Digital map of municipal community resources and services in Social Welfare in the territory;
- Report main results of the evaluation made to municipal services and benefits.

c) Pilot Action 1 – Conclusion and Risks

The Avilés Municipality intends to develop a strategy to inform and facilitate access and citizen participation in the public services of Welfare and Social entities. However, several risks should be taken into account in the implementation of the pilot action: the socio-political context can restrict the municipal structure of the Social Welfare Area, guarantee the transversality that includes communication of actions in the social sphere and the difficulties in the accessibility to IT by the most vulnerable population.

Pilot Action 2: Social Clauses in Public Procurement to Help Disadvantaged People Enter the Labour Market, Improve Labour Conditions of Workers and Promote Social Economy Entities

The Municipality of Avilés carried out a social innovation pilot action that intends the integration in the labour market of people with greater social vulnerability and risk of social exclusion. Thus, the partner plans to design and implement a new municipality regulation of responsible public contracting and induce social criteria (hiring people with disabilities, promoting equal opportunities and improving working conditions) in public procurement.

a) Pilot Action 2 – External Influences and Assumptions

Regarding the external influences (cf. figure 26), the partner took into account the European 2020 strategy, which has at its core issues such as equality, employability and social innovation. They had to consider the legal changes that existed in both the European Directives and the Spanish Law that regulate work. In addition to the mentioned external influences, the partner also includes other factors of the external environment that should potentiate the action: public administration, public companies of the region, social companies of the region and business sector of the region.

If a conjugation and interconnection between the pilot action itself and the external context of its application is performed, it is possible to understand the stimulus/assumption that led to the implementation of this initiative of social innovation. Thus, the high unemployment rate and imbalances in the Spanish labour market, the situation of inequality and discrimination that requires social intervention by the Public Administration and the need to support social objectives within the framework of the 2020 Strategy, are the reasons and the assumptions that led to the creation and implementation of this pilot action.

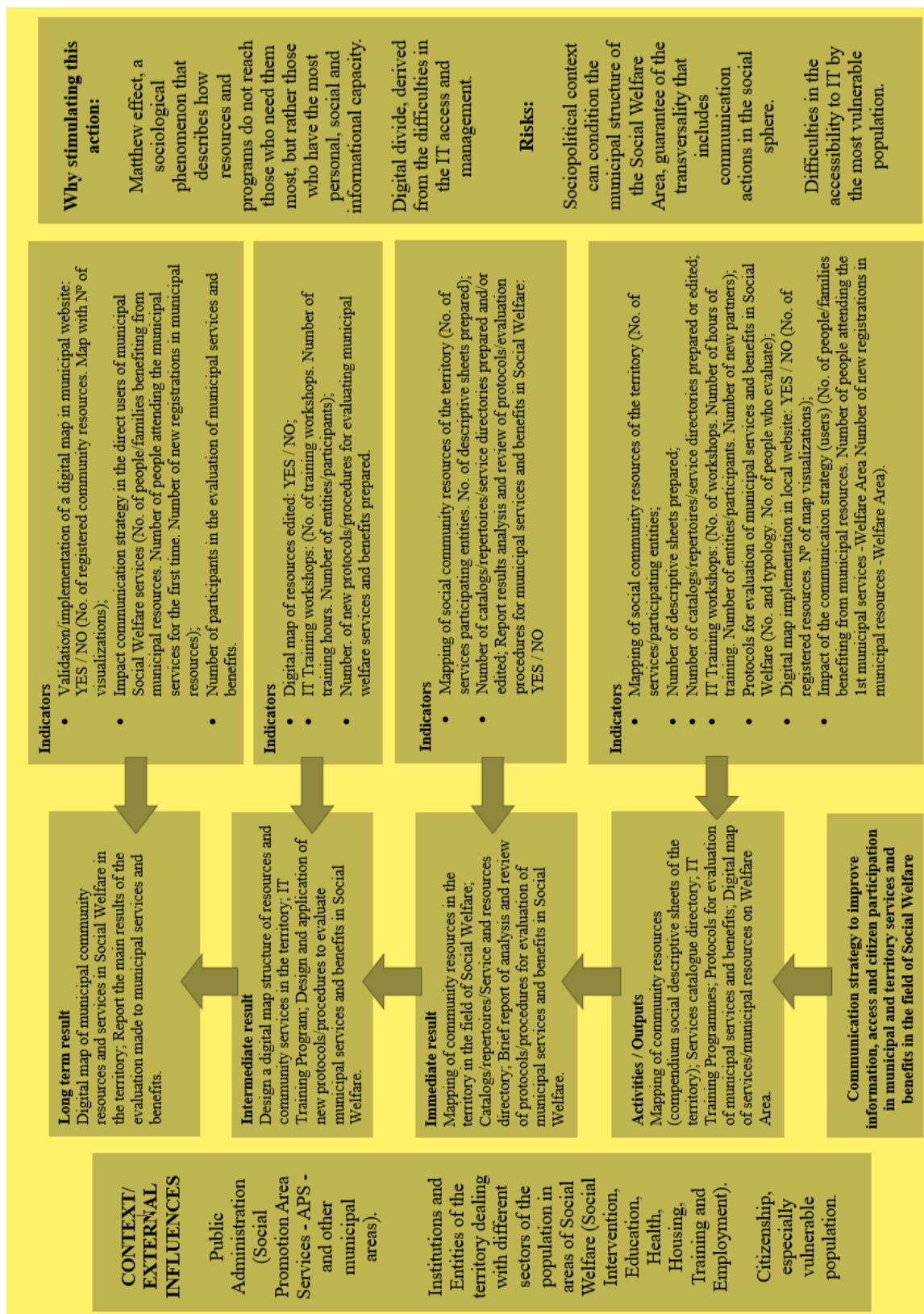


Figure 24 Diagram of ToC to assess the pilot action *Social Clauses in Public Procurement*, Avilés.

Source: Filled by the partners (Avilés Municipality)

b) Pilot Action 2 – Activities and Results

This pilot action carried out by the Municipality of Avilés has one main activity – Revision and improvement of the clauses in responsible public procurement. It intends to analyse the regulation created in 2009 that introduced social criteria in public procurement. In order to reach this main activity, there are specific activities/outputs that should be achieved, which will subsequently be measured by indicators as shown in figure 26:

- Diagnostic report;
- Creation of a Municipal Work Commission to modify the regulation of procurement with social clauses;
- Protocol for the application of social and environmental clauses in public procurement;
- Drafting of a new regulatory document concerning social clauses;
- Creation of indicators for evaluation and monitoring the implementation of social clauses;
- Workshops on social clauses.

In the consideration of the Municipality of Avilés, the most important immediate results to be measured by the indicators mentioned in figure 26, are the following:

- Diagnosis of the initial instruction for social clauses;
- Creation of the Municipal Work Commission for modification/extension of the social clauses instructions.

Looking at a time frame of 6 months, there are indicators in figure 26 that take into account results with a medium-term goal:

- Draft of the new instruction for social clauses;
- Implementation of the protocol for the application of social and environmental clauses in public procurement.

According to the partner, its long-term impacts should be achieved after 12 months of implementing the pilot action. It is intended to measure the indicators shown in Figure 26 of the following long-term results:

- The final document of instructions for social clauses;
- An evaluation table that has indicators to monitor the implementation of social clauses;
- Training-practical workshop regarding instruction application.

c) Pilot Action 2 – Conclusion and Risks

The Avilés Municipality intends to design and implement a new municipality regulation of responsible public contracting. This new regulation will take into account past experience, enhancing its strengths and improving and replenishing its weaknesses. In this way, it is possible to generate the opportunity for the most vulnerable groups to join the labour market and then improve the working conditions of workers. However, there are certain risks that must be taken into account in order for the results mentioned

above to be fully achieved. One of the greatest risks and difficulties will be the transposition of the European regulations on contracting for the different national regulations (Spain), considering the practical application of the current regulations. Another two risks are the supply and demand of the labour market, and the local socio-economic context as a condition for the inclusion of social and environmental criteria.

Regional Chamber of Social and Solidarity Economy of Bretagne

Pilot Action 1: Supporting Single Stream Reuse Centres

CRESS decided to carry out this pilot action with the purpose of giving support to reuse centres so they can strengthen their model and increase their sales. The partner proposes to clarify the economic model of reuse centres, thereby increasing their knowledge and technical know-how. With this clarification, a greater involvement of local authorities and ADEME (*L'Agence de l'environnement et de la maîtrise de l'énergie*) should be possible to clarify their financial involvement in the reuse centres.

a) Pilot Action 1 – External Influences and Assumptions

External influences and assumptions can be detected in figure 27, in particular, the European and National rules which imply that reusing goods, products and food should prevail over recycling, burying or burning them. Actually, the system is widely oriented towards these three treatment modes because companies that produce goods do not fund the reuse and usual goods or materials are not designed to be reused. The national law obliges local authorities to develop prevention and waste reduction and many reuse centres were created in recent years.

According to the assumptions, it is important to stimulate this action due to the fact that reducing waste is a social need, being an issue of public interest, for citizens and for society as a whole. Besides that, there is also a parallel social concern, that is the employment of people in these centres.

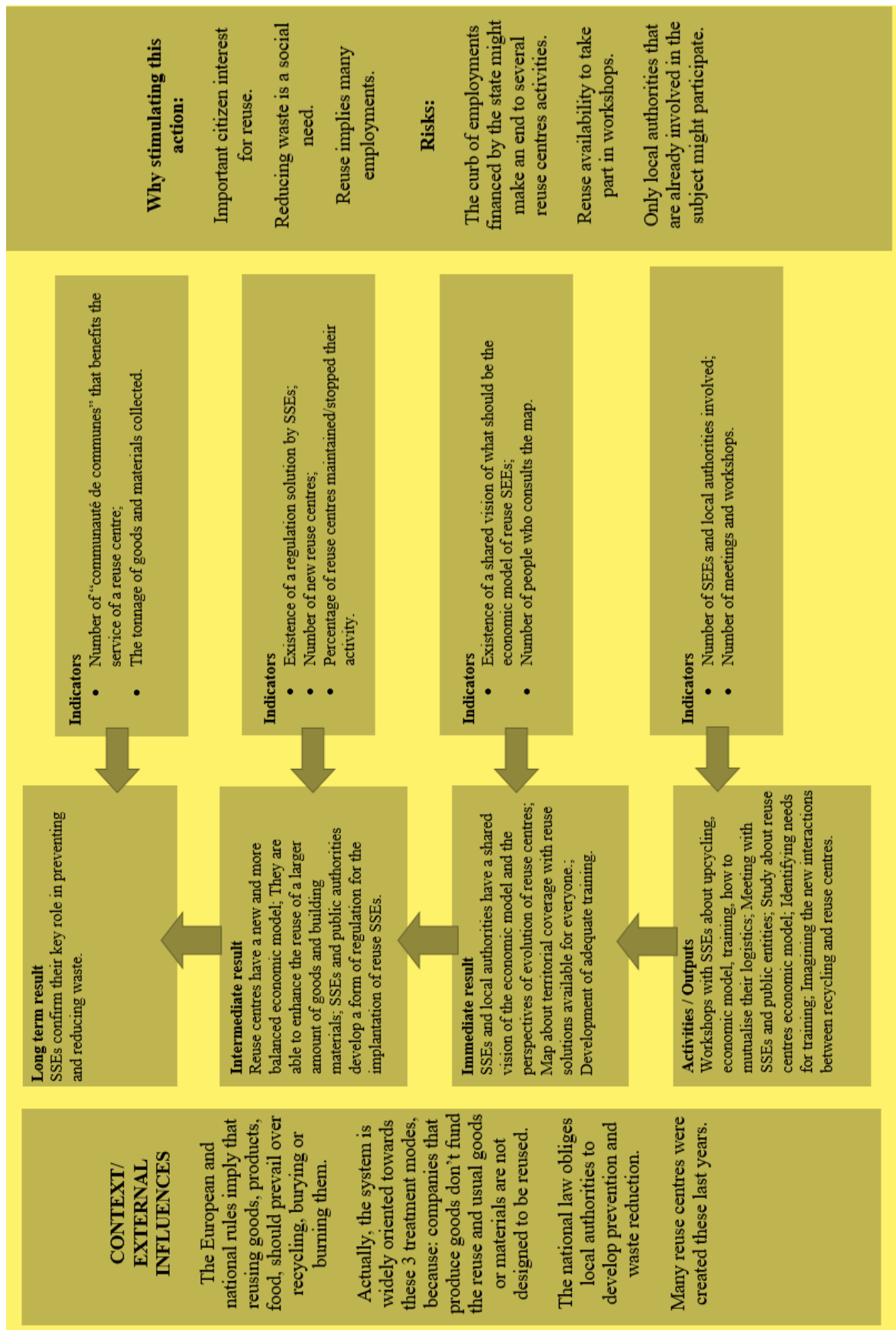


Figure 25 Diagram of ToC to assess the pilot action *Supporting Single Stream Reuse Centres*, Bretagne.

Source: Filled by the partner (CRESS)

b) Pilot Action 1 – Activities and Results

In order to accomplish the intervention, the partner proposes to develop the following activities, which have specific indicators for their measurement (figure 27):

- Workshops with SSE about upcycling, economic model, training, how to mutualise their logistics;
- Meeting with SSE and public entities;
- Study about reuse centres economic model;
- Identifying needs for training;
- Imagining the new interactions between recycling and reuse centres.

In the perception of CRESS, the most immediate results and their indicators (figure 27) should be:

- SSE and local authorities have a shared vision of the economic model and perspective on the evolution of reuse centres;
- Map on the territorial coverage with reuse solutions available for everyone;
- Development of adequate training.

According to the partner, there are indicators that should be used to measure intermediate results (figure 27). The evaluation of the indicators should take into account the following results:

- Reuse centres have a new and more balanced economic model;
- They are able to enhance the reuse of a larger amount of goods and building materials;
- SSE and public authorities develop a form of regulation for the implantation of reuse SSE.

As indicators to measure the long-term results, CRESS stipulated those that can be observed in figure 27, the indicators defined, should evaluate the following result:

- SSE confirm their key role in preventing and reducing waste.

c) Pilot Action 1 – Conclusion and Risks

CRESS determined a number of aspects that may restrict the implementation of the action, namely the curb on employment financed by the State might put an end to several reuse centres activities, reuse availability to take part in workshops and the resistance that public entities may have to participate in the events and activities for the promotion and development of reuse centres, i.e., only local authorities that are already involved in the subject might have an interest in participating.

Pilot Action 2: Developing New Industries (SSE recycling industry)

With the implementation of this action, CRESS intends to create a new industry and activities, and consolidate emerging industries in their territories. The consolidation

of this type of industry leads, on the one hand, to a substantial increase in the percentage of recycling in the region, as well as greater know-how of these industries and their peers in the green and circular economy. On the other hand, it will promote a greater integration of individuals in the labour market in the field of recycling and reuse of goods.

a) Pilot Action 2 – External Influences and Assumptions

In the diagram depicted in figure 28, it is possible to observe the external influences and assumptions as defined by the partner. There are still more than 500 tons of clothing per year exported abroad, but several solutions have emerged in recent years to reduce citizen waste and there are many new solutions to reduce business waste (furniture, materials, food, among others). Financing systems will be created but are not always accepted because there is a lot of reluctance from the construction industry to change the waste system.

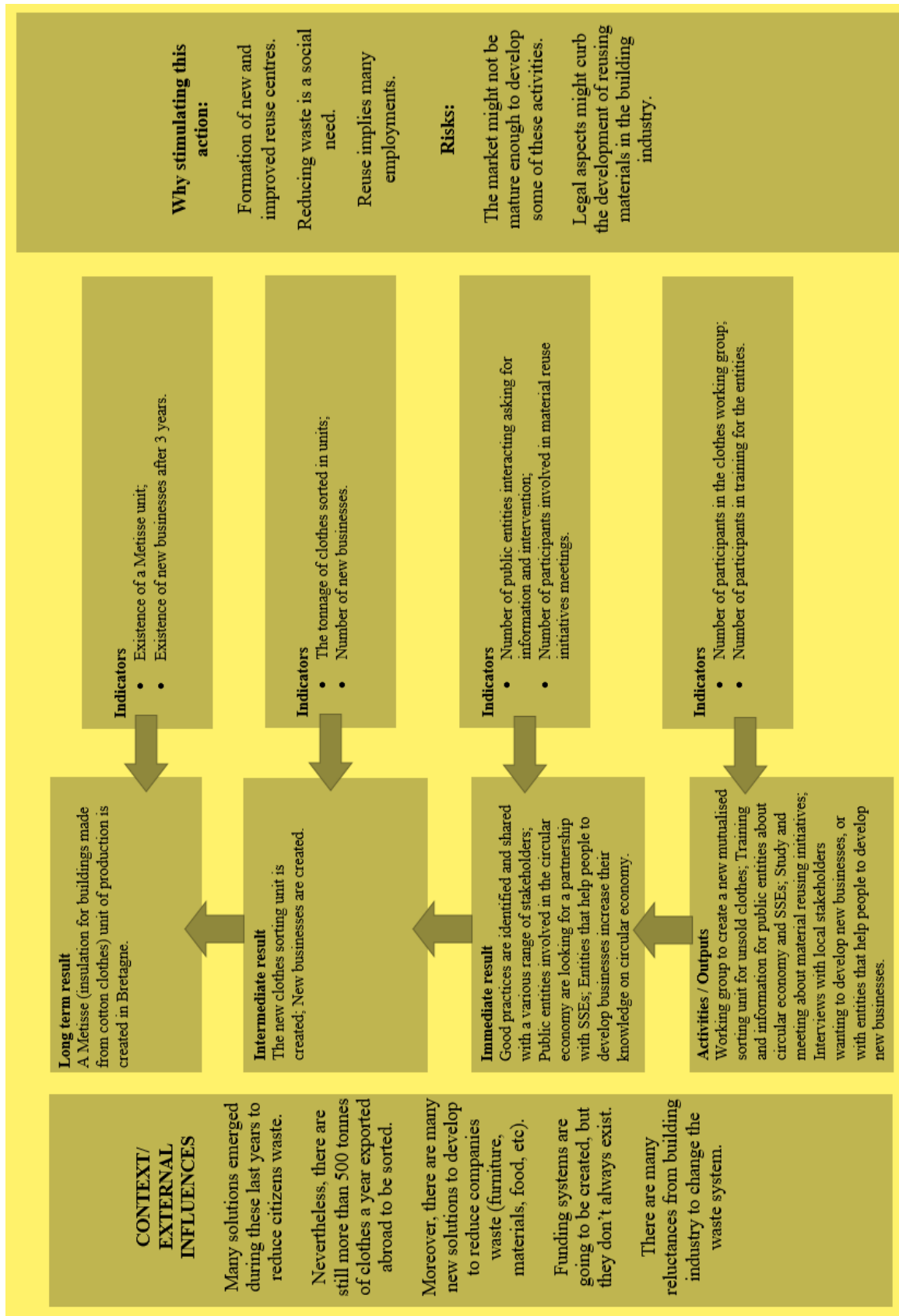


Figure 26 Diagram of ToC to assess the pilot action *Developing New Industries (SSE recycling industry)*, Bretagne.

Source: Filled by the partner (CRESS)

b) Pilot Action 2 – Activities and Results

In order to develop the implementation of the pilot action, CRESS defined four social innovation activities to accomplish in their region. In addition to these activities, there are a series of indicators, as shown in figure 28, which were designed to efficiently evaluate the activities to be developed. The four activities to be evaluated are:

- Working group to create a new mutualised sorting unit for unsold clothes;
- Training and information for public entities about the circular economy and SSE;
- Study and meeting about material reusing initiatives;
- Interviews with local stakeholders wanting to develop new businesses, or with entities that help people to develop new businesses.

For CRESS, the immediate results reached should be linked to the collaboration between the various stakeholders. To measure these results, there is a set of indicators (figure 28) that should measure the following 3 expected results:

- Good practices are identified and shared with a various range of stakeholders;
- Public entities involved in the circular economy are looking for partnerships with SSE;
- Entities that help people to develop businesses increase their knowledge on circular economy.

According to the partner, the intermediate results must be linked to the creation of a new business in the area of the green and inclusive economy. There was a concern to create indicators that could enhance the evaluation of these results. In order to do that, the results to be measured will be:

- The creation of a new sorting unit for clothes;
- The creation of a new business

The long-term results from the perspective of the partner have intrinsic indicators of measurement that are shown in figure 28. The results to be measured by the indicators are:

- A Metisse (insulation for buildings made from cotton clothes) unit of production is created in Bretagne;
- New businesses are consolidated.

c) Pilot Action 2 – Conclusion and Risks

For the implementation of the intervention, several risks need to be considered, the market might not be mature enough to develop some of these activities and the legal aspects might curb the development of reusing materials in the construction industry.

Enterprise North West

Enterprise North West carried out one pilot action with the intention of designing collaborative workshops for young people from two local schools to address local green economy issues through a technology solution and increase levels of leadership and critical analysis among young people.

Pilot Action 1: Green Inclusive & Circular Economy Technology Project

a) Pilot Action 1 – External Influences and Assumptions

External influences mentioned include the social background of the participants, peer influence on embracing new technologies, educational ability and background of the participants, ability to relate to specific green issues and IT competency of participants. Apart from the knowledge and know-how of the participants, there are some financial influences/issues that should be distinguished: one is the financial ability to implement green tech solutions across the Derry City and Strabane District Council (DCSDC) area and the other is the reduction in school budgets to deliver green projects long term and continued support of an environmentalist group and schools due to external budget constraints.

In the diagram of the figure 29, it can be understood the implementation context of the pilot action and the assumptions, for example, lowest levels of recycling in Northern Ireland within the DCSDC area, challenges of being a border county and ability to curb waste from RoI residents. There is also the assumption concerning the high levels of social housing within the DCSDC area and historically low levels of recycling from these areas. The target group of young people will respond to outreach and engage with the project, that the quality and “depth” of the intervention is sufficient to generate this outcome and schools will get involved and be supportive.

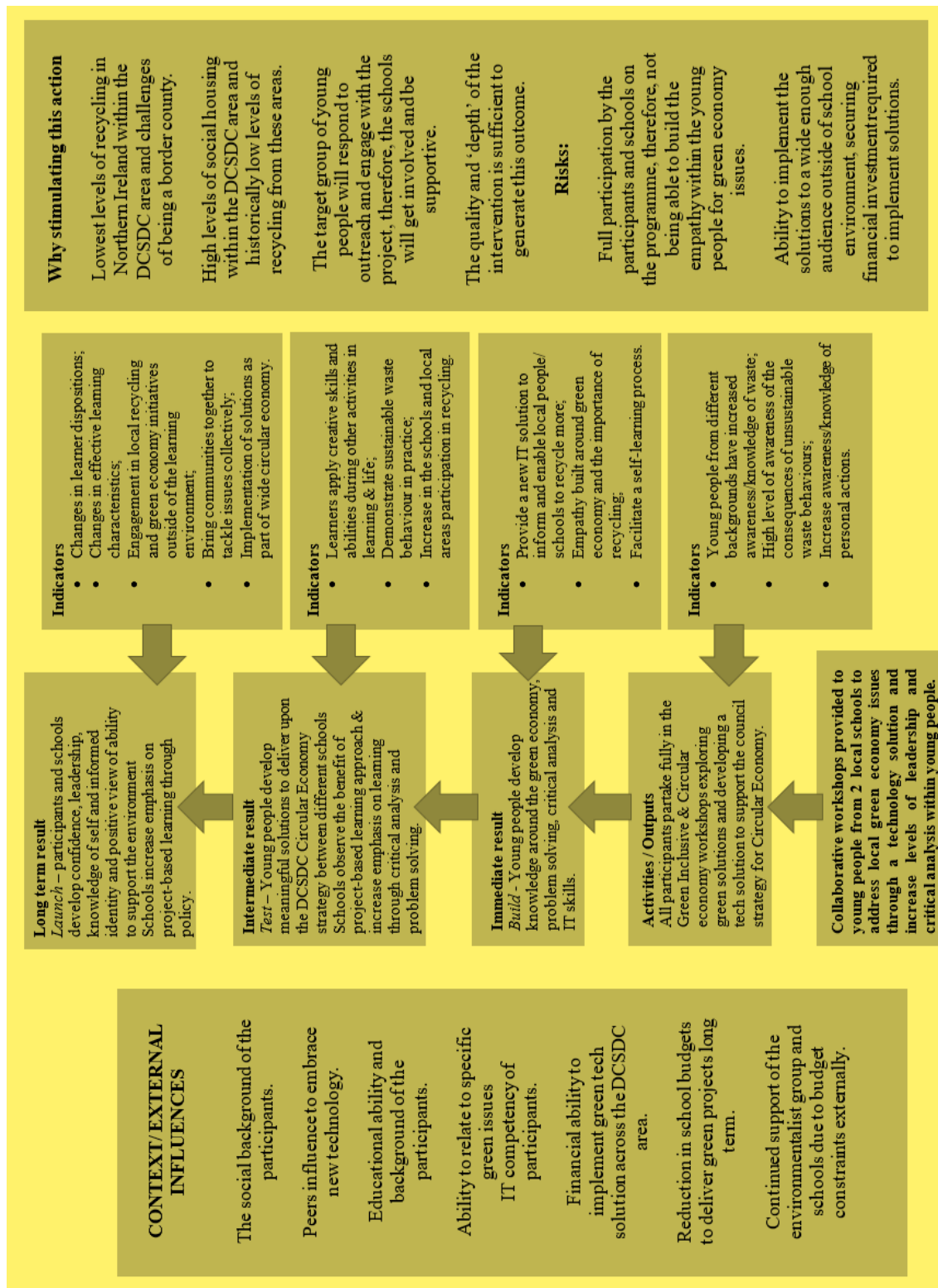


Figure 27 Diagram of ToC to assess the pilot action *Green Inclusive & Circular Economy Technology*, ENW.

Source: Filled by the partner (ENW)

b) Pilot Action 1 – Activities and Results

ENW aims that all participants partake fully in the Green Inclusive and Circular economy workshops exploring green solutions and developing a tech solution to support the council strategy for Circular Economy. In order to achieve this purpose, several indicators were identified, as can be seen in figure 29.

In the perspective of ENW, the most immediate result should have a concern about "idea construction", as such, there are indicators that serve to measure these results (figure 29). The short-term results to be achieved are mostly one:

- *Build* – Young people develop knowledge around the green economy, problem solving, critical analysis and IT skills.

In the partners' opinion, the intermediate results to be achieved in a time frame of 6 months will be related to the test of the "solutions" found. In this way, indicators were developed (figure 29) that will measure the following medium-term results:

- *Test* – Young people develop meaningful solutions to deliver upon the DCSDC Circular Economy strategy between different schools, observing the benefits of project-based learning approach, therefore, increasing the emphasis on learning through critical analysis and problem solving.

Finally, the long-term results take into account the effective launch of the solutions found. Long-term indicators (Figure 29) will need to measure the following:

- *Launch* – participants and schools develop confidence, leadership, knowledge of self and informed identity and a positive view of ability to support the environment and schools increase emphasis on project-based learning through policy.

c) Pilot Action 1 – Conclusion and Risks

The implementation of the pilot action entails weaknesses and risks. The greater risks will be to ensure the total participation and engagement by the participants and schools in the programme, and, therefore, the risk of not being able to build empathy with the young people in order to develop awareness for the green economy issues. There is also the preoccupation concerning the ability to implement the solutions to a broader audience outside the school environment, and ability to secure financial investment required to implement solutions.

Pilot Action 2: Design Thinking – Innovation Lab Project

ENW decided to create DT Workshops provided to young people from a local college to address local social issues/challenges and increase levels of leadership and critical analysis among them.

a) Pilot Action 2 – External Influences and Assumptions

The external influences are crucial, as can be seen in figure 30, because they can encourage or restrict the implementation of the pilot action. According to ENW, the main external influences include the social background of the participants, peer influence to embrace new learning techniques, poor levels of mental health in young people, educational ability and background of the participants, ability to relate to specific social issues/challenges, time commitment to deliver real social change, financial ability to implement social change solutions and out of date educational institution policy.

The main reasons that led the partner to develop the intervention are: the low levels of young people involved in Community Planning process, low levels of youth enterprise and social enterprise in North West, high levels of unemployment amongst young people in Derry City and high levels of poor mental health amongst young people in Derry City, which stands out. The quality and “depth” of the intervention is sufficient to generate this outcome, these opportunities exist and are accessible to the learner.

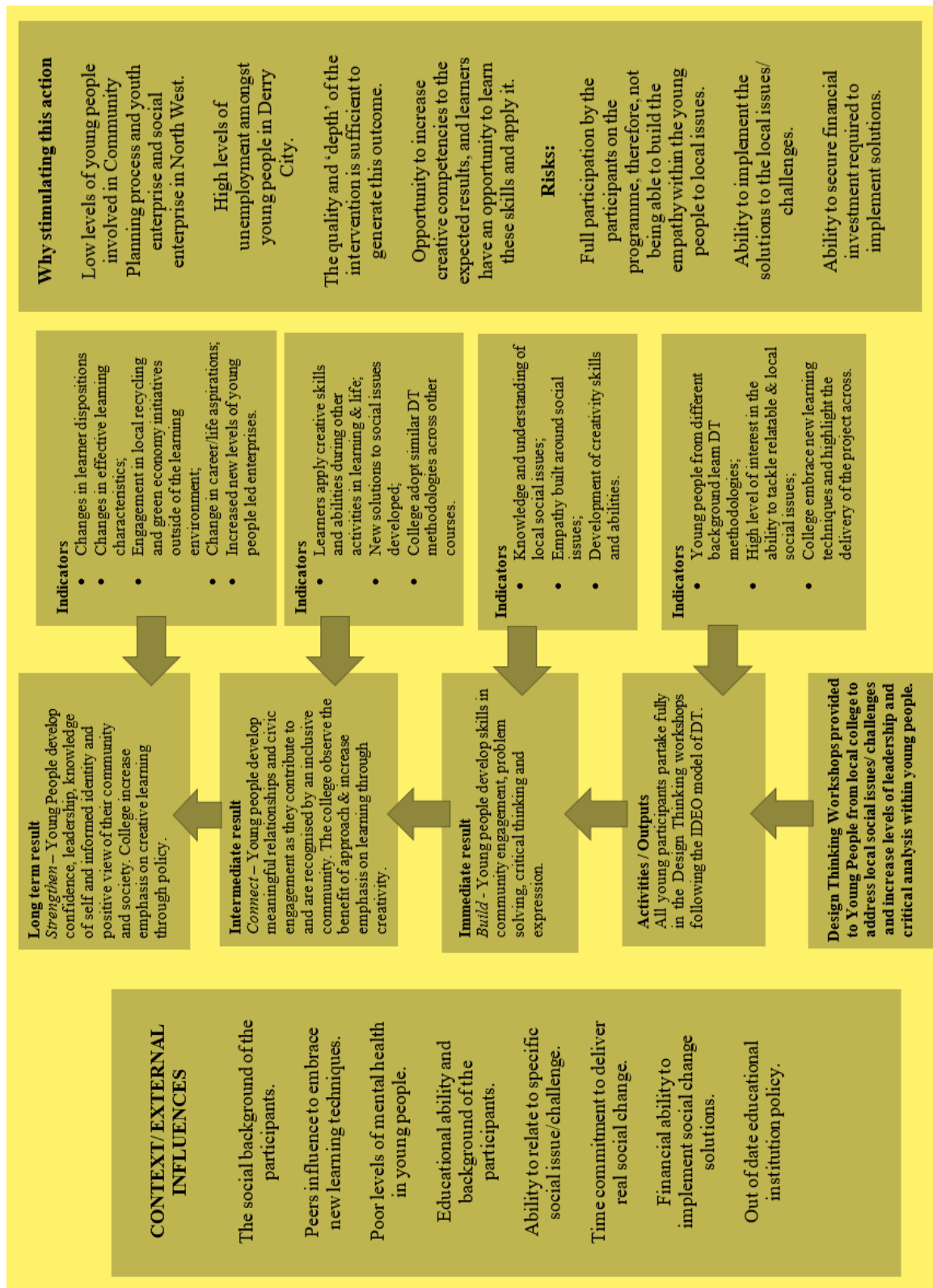


Figure 28 Diagram of ToC to assess the pilot action *Design Thinking – Innovation Lab, ENW*.

Source: Filled by the partner (ENW)

b) Pilot Action 2 – Activities and Results

The main goal of ENW is that all young participants partake fully in the DT Workshops through the IDEO model of DT. To achieve this concern, the partner highlights some indicators shown in figure 30.

Following the previous pilot action, the immediate result that is expected is linked to the actual "building" of the idea. In agreement with the short-term results, there are indicators (figure 30) that should measure the following result:

- *Build* – Young people develop skills in community engagement, problem solving, critical thinking and expression.

ENW stipulates how the intermediate result should be and linked to these results there are a series of indicators mentioned in figure 30 that will serve to measure the medium-term result to be achieved:

- *Connect* – Young people develop meaningful relationships and civic engagement as they contribute to a "greener society" and are recognized by an inclusive community. The college observes the benefits of the approach, increasing the emphasis on learning through creativity.

In addition to the short and medium-term results, the partner intends to evaluate some long-term results from the indicators shown in figure 30. The long-term result to be measured is:

- *Strengthen* – Young People develop confidence, leadership, knowledge of self and informed identity and positive view of their community and society. College increases emphasis on creative learning through policy.

c) Pilot Action 2 – Conclusion and Risks

The implementation of the pilot action entails weaknesses and risks. As possible risks that may compromise the implementation of the intervention the partner highlighted the preoccupation to ensure the total participation and engagement by the participants on the programme, and, therefore, the risk of not being able to build empathy within the young people, in order to develop awareness to local issues. There are also concerns regarding the ability to implement the solutions to the local issues/challenges and the ability to secure the financial investment required to implement solutions.

Agglomeration Community of Pau-Pyrénées

The Agglomeration Community of Pau-Pyrénées aims to build a “multi-channel digital set”, that is an innovative offer of services to promote a social cohesion area. The priority areas of social cohesion are senior citizens, social inclusion and early childhood.

Pilot Action 1: ANISEN

ANISEN is the first pilot action developed by the partner and has as its main goal the creation of an innovative programme of therapeutic activities on digital tablets, it intends to detect the signs of fragility in seniors to maintain their autonomy at home.

a) Pilot Action 1 – External Influences and Assumptions

Analysing figure 31, the partner defined the external influences that may promote or hinder the implementation of the pilot action. These include factors such as the structural ageing of the population (living longer and less autonomous at home), increase in social isolation and loneliness that may culminate in the late identification of complex situations by social services, limiting preventive measures and the lack of information adapted for fragile or isolated audiences.

Regarding the assumptions, the one that stands out is the formation of the social assistance team. The seniors and their needs must be known to social services to maximize the success of the prevention programme. The themes of collective prevention actions are broad and facilitators will carry out a follow-up of the evolution of the progress by the users throughout and at the end of the collective sessions. Finally, the digital tool allows, through the use of its applications, to create or maintain the social link with a network of contacts, including among others, the family.

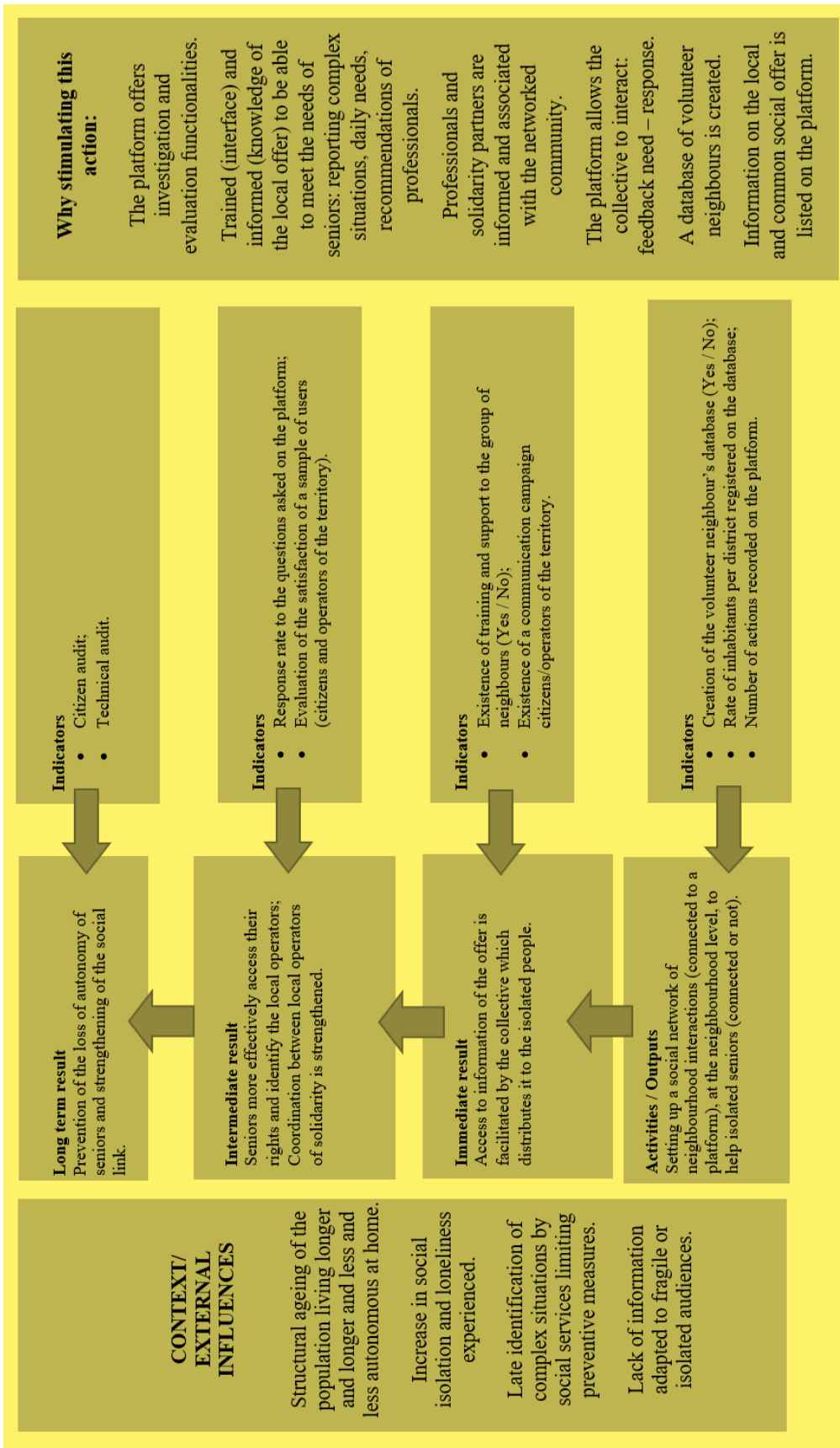


Figure 29 Diagram of ToC to assess the pilot action ANISEN, Pau-Pyrénées.

Source: Filled by the partner (Agglomeration Community of Pau-Pyrénées)

b) Pilot Action 1 – Activities and Results

In order to implement the intervention, a specific activity was defined:

- Collective actions to prevent the loss of autonomy of isolated seniors living at home, based on digital tablets.

To assess this task, the partner will be taking into account the indicator:

- Number of organized collective actions. Twenty sessions were organised in Pau and Laroin.

According to Pau-Pyrénées, the activities will allow the emergence of immediate results, such as:

- Number of people accompanied and integrated in a group. We accompanied 15 elderly people during the first two working groups.

To evaluate the immediate-term result, the partner intends to apply the following indicators:

- Existence of training and support for social agents;
- Implementation of accompanied transport measures for users.

Pau-Pyrénées stipulates how the intermediate results should be:

- Confidence in oneself and in one's abilities through the digital tool;
- Change of self-awareness, abilities and representations related to ageing.

To verify if the medium-term results were reached, the partner will be applying the following indicators:

- Mid-term study of seniors' perceptions, if seniors are satisfied with the sessions, a real mutual help is created around the exercises;
- Mid-term evaluation of individual situations using the digital tracking tool (tablet). A follow-up of personal evolutions is planned in the update of the application.

In the partners' perspective, the long-term result should be:

- Prevention of the loss of autonomy of seniors and fight against isolation.

Indicators capable of measuring this result are:

- Study of seniors' perceptions at the end of the accompaniment;
- Final evaluation of individual situations using the digital tracking tool (tablet);
- A follow-up of the opinion of the elderly is planned in the update of the application.

c) Pilot Action 1 – Conclusion and Risks

The partner intends to create a technological tool to combat the isolation of the senior citizens. However, two risks should be taken into account in order to achieve the implementation of the pilot action: there may be exchanges and interactions in the group and the isolated seniors identified are not mobile.

However, this action is no longer in the ASL project. Indeed, the city of Pau took charge of the financing of ANISEN and led it to its implementation in the territory. Initial results have made it possible to complete part (b) "activities and results".

Pilot Action 2: ENSEMBL’ “Together”

Through this pilot action, the partner pretends to create a social network of solidarity. This system makes it possible to fight isolation and to respond to the challenges of an ageing population and their dependency by mobilizing neighbourhood resources.

a) Pilot Action 2 – External Influences and Assumptions

As can be seen in figure 32, the external influences are the same as mentioned above. However, the assumptions detected were: a database of volunteer neighbours is created, the information on the local and common social offer is listed on the platform, the group of neighbours is trained (interface) and informed (knowledge of the local offer) to be able to meet the needs of seniors: reporting complex situations, daily needs, recommendations of professionals, among others, professionals and solidarity partners are informed and associated with the networked community; the platform allows the collective to interact: feedback need – response and the platform offers investigation and evaluation functionalities.

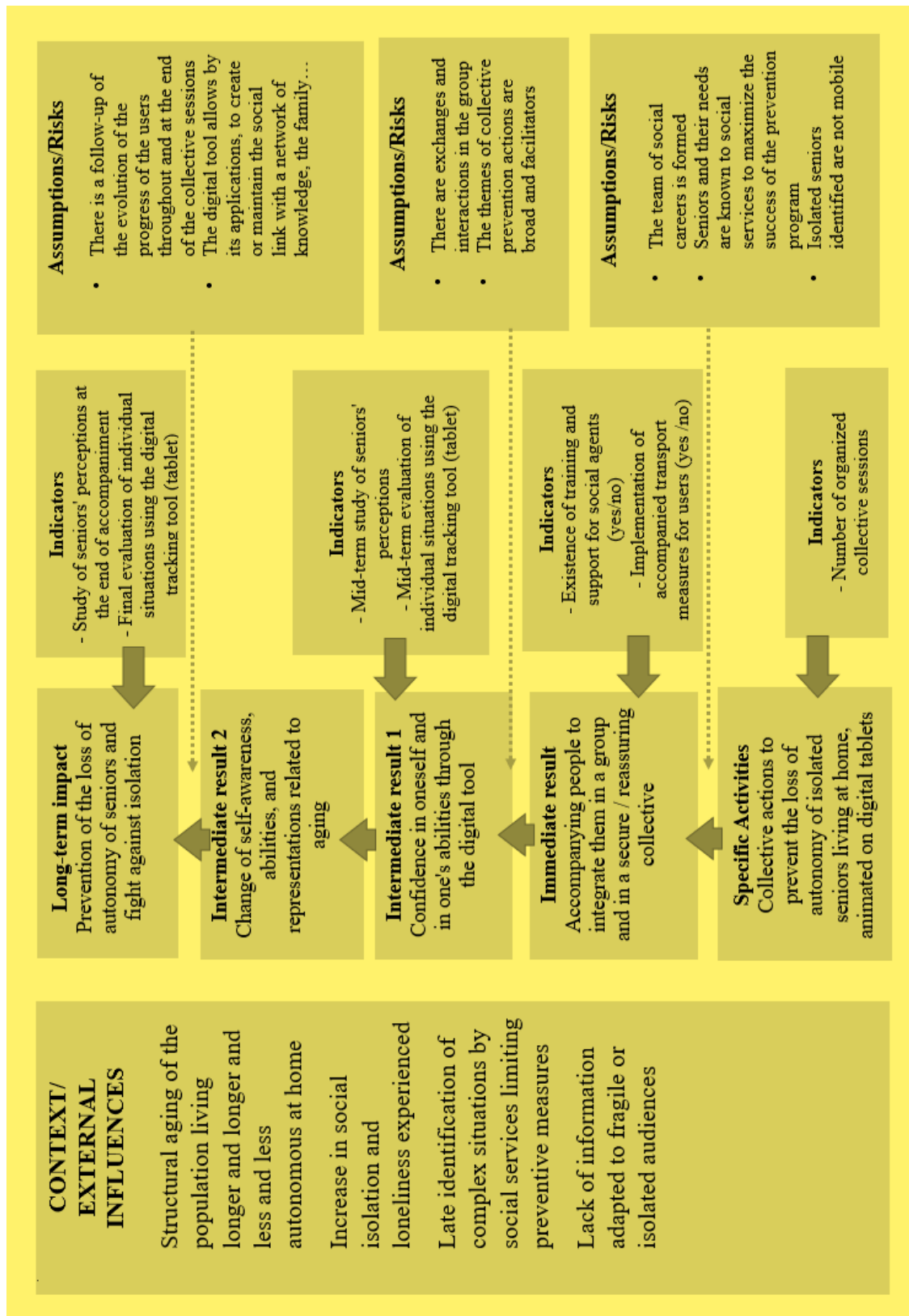


Figure 30 Diagram of ToC to assess the pilot action *ENSEMBL'*, Pau-Pyrénées.

Source: Filled by the partner (Agglomeration Community of Pau-Pyrénées)

b) Pilot Action 2 – Activities and Results

In order to have an effective and successful development of the pilot action implemented by the Agglomeration Community of Pau-Pyrénées a primary goal/activities of social innovation were defined that will have some intrinsic indicators to evaluate, as shown in figure 32.

- Setting up a social network of neighbourhood interactions (connected to a platform), at the neighbourhood level, to help isolated seniors (connected or not).

In the perception of Agglomeration Community of Pau-Pyrénées, the most immediate results and their indicators (figure 32) should be:

- Access to information on the offers is facilitated by the collective which distributes it to the isolated people.

The partner intended to have intermediate-term results and for these results they needed to develop indicators that would allow them to measure the real impact (figure 32). The medium-term results to be achieved will be:

- Seniors more effectively access their rights and identify the local operators;
- Coordination between local operators of solidarity is strengthened.

According to Pau-Pyrénées, the long-term impact will be measured by the indicators mentioned in figure 32. Thus, the most important result to be measured will be:

- Prevention of the loss of autonomy of seniors and strengthening of the social links.

The evaluation of the system is scheduled for May 2020.

c) Pilot Action 2 – Conclusion and Risks

Through the implementation of this social innovation intervention, the partner aims to promote a first contact of citizens with a shared digital tool, to ensure their fundamental social rights. The actual risks of this pilot action were not mentioned.

Cork City Council

This partner aims to strengthen civic engagement in Cork city, particularly with new migrant communities encouraging them to engage with local government on both policy making and voter registration.

A series of voter information and registration stands (through a campaign entitled “Shape Your City”) were held in approximately 35 venues (businesses, libraries, language schools, etc) across the city between September 2018 and May 2019. This led to over 5,000 engagements with the public – with the majority of these mainly being new groups and communities. Over 500 voter registrations were achieved with a much wider audience being made aware of their voting rights and ways to engage with local government. The Public Participation Network also participated in some of these events raising awareness of the different community groups in the city and how to join. The “Shape Your City” campaign was promoted and advertised in the local media and through mail outs from the host venues (e.g Language Schools to their students, Employers to their employees, etc).

A mentoring campaign focused on planning was implemented between September 2018 and May 2019. Basically, a private planner was assigned to a community group with the aim of developing an area-based plan for an area of Cork using Planning for Real approaches. Through the Atlantic Social Lab project, Cork City Partnership and the local community association received the support of a community planning expert, in the form of advice/mentoring in relation to planning issues. This was particularly beneficial in this study area due to the large scale of proposed development for the area.

A survey with the recipient of this mentoring was implemented following completion and focused on analysing the knowledge transfer and impact. This survey established that the advice not only directly informed the development of the Area Action Plan but also how the local Community Association will take the report forward and how they will approach developers and planning proposals. It will also inform future area-based planning exercises carried out by Cork City Partnership where a similar context is found. The long-term benefits of this knowledge transfer for Cork City Partnership is that it will give another perspective to their area based planning processes. For the Community Association it provided a clear, evidence-based report with which to approach relevant stakeholders. It has also provided them with an approach to use with developers when they submit planning proposals.

An animated video was developed promoting Civic Engagement. This video explains through animation, the different ways citizens can engage with local government, the different plans which are developed by local government and the type of projects that citizens can influence in their locality. This video will be published on Cork City Council Web Site and viewing statistics will be gathered.

Pilot Action 1: Enhancing Public Engagement in Cork

This pilot action aims to engage new groups across the city in local government and democracy, provide mentoring to a community group on the planning process and present the local government engagement process in an accessible manner, using an audio-visual animated format to support improved understanding and civic engagement.

a) Pilot Action 1 – External Influences and Assumptions

Regarding figure 33, Cork has named the PPN as an external influence, because they are a new way for the public to interact with local authorities. The Cork City PPN is made up of groups and organizations from the community and voluntary, social inclusion and environment sectors across the city. The PPN ensures that the communities of Cork City have an opinion on how local government works and plays a strong role in civic engagement in the city.

Taking into account the assumption that led to the implementation of this initiative of social innovation, the partner states that there is a need to encourage the public to become more engaged with local government. They need to be educated on the different methods of engagement and new more innovative methods of promoting public engagement need to be identified. Engagement needs to move beyond the usual groups and new groups including migrants and young people need to become more involved.

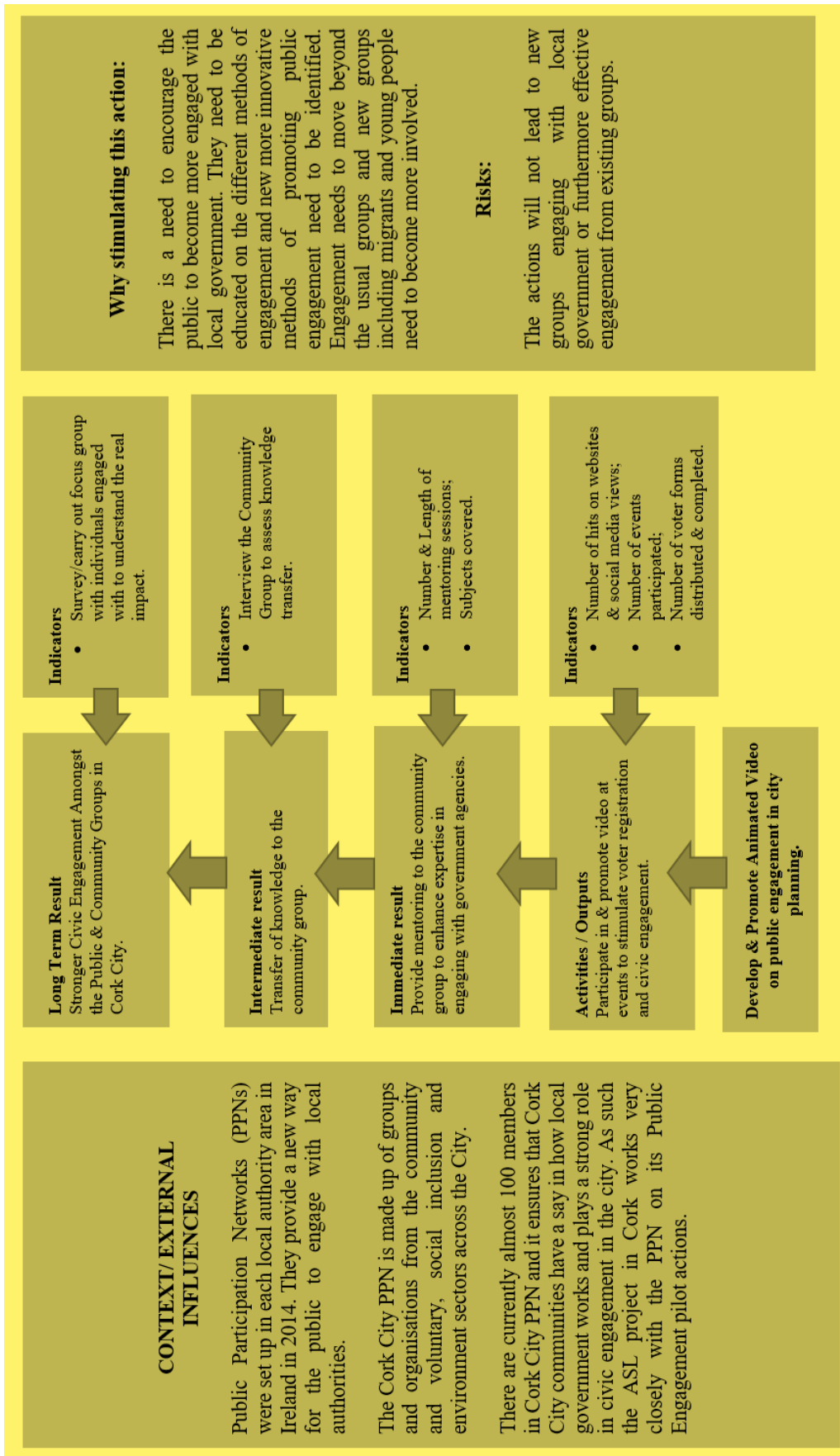


Figure 31 Diagram of ToC to assess the pilot action *Enhancing Public Engagement*, Cork.

Source: Filled by the partner (Cork City Council)

b) Pilot Action 1 – Activities and Results

Cork has as a major activity participated in a series of voter engagement and registration events locally and developed an animated video on public engagement in city planning. Cork has also provided mentoring to a local community group to enhance expertise in engaging with government agencies. These specific activities will generate an immediate result which will be possible to measure from the indicators specified in figure 33. The immediate result expected by the partner will be:

- Participation in a series of events to stimulate voter registration and civic engagement;
- Engagement and awareness raised with new groups on voting rights and local government engagement.

After reaching the short-term result, the intermediate results are obtained, which should be measured according to a set of indicators established and shown in figure 33. From the implementation of the pilot action, the following medium-term results should be achieved:

- Transfer of knowledge to community group by providing mentoring to this community group to enhance expertise in engaging with government agencies.

In addition to the short and medium-term results, the partner intends to evaluate some long-term results from the indicators shown in figure 33. The long-term result to be measured is:

- Stronger civic engagement amongst the public and community groups in Cork City.

It is worth noting that as part of this strand of work and through learning from ASL partners, the Atlantic Social Lab project in Cork has been working with the Cork City Public Participation Network ('PPN') on a new grant scheme for PPN members where the public will have the final say on how funds are allocated.

The main goal of this Scheme was to test out participatory grant-making (participatory budgeting) in an Irish context. While participatory budgeting and grant-making have been growing across Europe, they have not been tried in Ireland yet, so this was a first for the City and Country. During a study visit to Santiago de Compostela project partners were shown a space dedicated to play and leisure which was the result of a participatory budgeting initiative run by the Santiago de Compostela City Council. As a result of this visit and working closely with the Cork City Public Participation Network ('PPN') through an Enterprise Ireland funding programme a participatory grant scheme for PPN members was launched in Cork.

This participatory grant-making and budgeting pilot scheme allowed the public to have a direct say in how public funds are allocated. The Grant Scheme was a way for us to test the ground for participatory budgeting in Cork.

With grant amounts ranging from €400 to €750, the Cork Voices Scheme appealed to eligible community & voluntary organisations across the City. Selected applicants were given the opportunity to present their project on video and these videos were then put online where the public could vote for their preferred project. This initiative was highly

successful with over 50.000 impressions (page views), 2.500 votes being cast for the participating projects (each of which told their story on a video), with €5.000 being allocated to a total of 9 projects.

This initiative was a direct result of Cork City Council's involvement in, and learning from the Atlantic Social Lab Project. The PPN is a local stakeholder in the ASL project in Cork and has participated in transnational working group meetings where there has been much learning and knowledge transfer on many areas including participatory budgeting.

c) Pilot Action 1 – Conclusion and Risks

Cork intends to develop a strategy for enhancing public engagement in their city. However, the implementation of the pilot action may carry some risks such as the actions will not lead to new groups engaging with local government and/or furthermore effective engagement from existing groups.

Pilot Action 2: Strengthening Social Enterprises in Cork

With this pilot action Cork aims to map the social enterprises in the city, identify needs and build links between social enterprises and support organisations. Cork will provide education and training opportunities to these social enterprises whilst also facilitating networking and creating links with the private sector.

- Through a mapping event in May 2018, Social Enterprises in Cork City were mapped geographically. This map also gives key characteristics of the social enterprises and can be accessed through <http://corkcity.maps.arcgis.com/home/index.html>. This map will be updated regularly and added to over time;
- This event also provided an opportunity to research the needs and challenges facing social enterprises in the City. Based on this research and in response to it a series of networking and education and training events were held between September 2018 and October 2019. These events included Ask & Advise Evenings which facilitated networking and sharing of expertise. Other workshops included “Financing Social Enterprises”, “Funding for Social Enterprises”, “Storytelling”, “Governance”, “Measuring Social Impact”, “Procurement and Social Benefit Clauses” etc. Surveys were implemented after each event and feedback indicated that they were meeting a need in social enterprises in the city. Responses to these surveys also indicated that there was a clear demand for the continuation of such opportunities beyond the Atlantic Social Lab project. Cork City Council is working to ensure that social enterprises in the City continue to have access to these networking and training opportunities post Atlantic Social Lab funding;
- Towards the end of the project an event will be organised linking social enterprises with private sector businesses in the city – there is an opportunity for social enterprises to work more closely with private businesses with a view to mutually beneficial Corporate Social Responsibility Initiatives, Sponsorship and facilitating the movement of workers from social enterprise to private business.

a) Pilot Action 2 – External Influences and Assumptions

As external influences/context (figure 34) the potential of the social enterprise sector to create up 40.000 jobs and contribute €2 billion to the economy was mentioned. Social Enterprises are not a new phenomenon in Ireland and have operated successfully there for many decades. A specific policy framework for social enterprises in Ireland was published in July 2019 and the potential of the sector is recognized by national and local government.

The partner defined as assumptions the lack of expertise in social enterprises and, specifically in Cork, there is a need for networking and mapping of social enterprises. Additionally, there is a need to strengthen relations between social enterprises, local government and the private sector – leading to the procurement of services from social enterprise and employment by private enterprise of people who have come through social enterprises on work programmes.

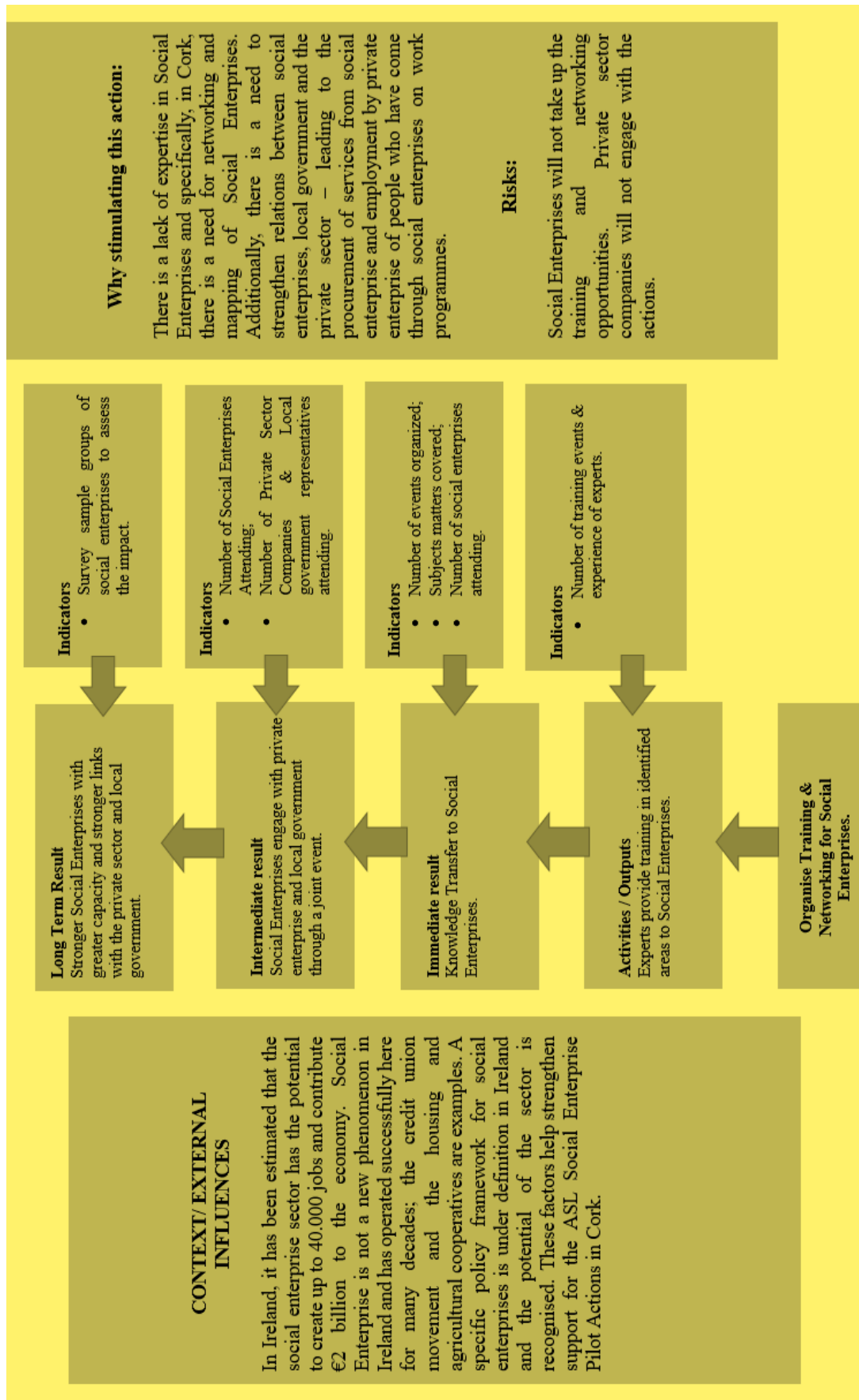


Figure 32 Diagram of ToC to assess the pilot action *Strengthening Social Enterprises*, Cork.

Source: Filled by the partner (Cork City Council)

b) Pilot Action 2 – Activities and Results

To develop the implementation of the pilot action, Cork stipulated one social innovation activity taking into account their region: organize training and networking for social enterprises. Additionally, the activity will promote an immediate result that will be measured by a set of specific indicators (figure 34). In order to use the indicators the activity must achieve the following short-term result:

- Experts provide training in identified areas to social enterprises.

According to the partner, there are indicators that should be used to measure intermediate results (figure 34). The evaluation of the indicators should take into account the following results:

- Knowledge transfer to social enterprises;
- Social enterprises engage with private enterprise and local government through joint events.

According to the Cork partner's perspective, its long-term impacts should be achieved months after the implementation of the proposed activities. It is intended to measure the indicators shown in Figure 34 of the following long-term result:

- Stronger social enterprises with greater capacity and stronger links to private sector and local government.

c) Pilot Action 2 – Conclusion and Risks

To promote the strengthening of social enterprises in Cork, the partner wants to create a training and education plan to fortify the private and the public social enterprise network. Still, there is the risk that social enterprises will not take up the training and networking opportunities and the private sector companies will not engage with the actions.

Santiago de Compostela City Council

Santiago de Compostela has as a main objective to promote a social revitalization of the participative budget process in public areas, one action for each district.

Pilot Action 1: Public Engagement and Participatory Budgeting

This pilot action intends to promote a more equal and empowering society, with a higher level and trustful connection between the citizens and the public administration, to reach all population groups, especially disadvantaged groups and enable people to express their needs and proposals.

a) Pilot Action 1 – External Influences and Assumptions

Regarding the figure 35, Santiago de Compostela defined as a context or external influences the deficit of involvement and civic participation in its region and the reality that the mechanisms of participation are not known and few are promoted.

The motivation to stimulate this social innovation pilot action comes from the fact that the population has needs and desires that should be known by the public authorities. As such, it was decided to implement a social revitalization of the process of participatory budgeting in public areas.

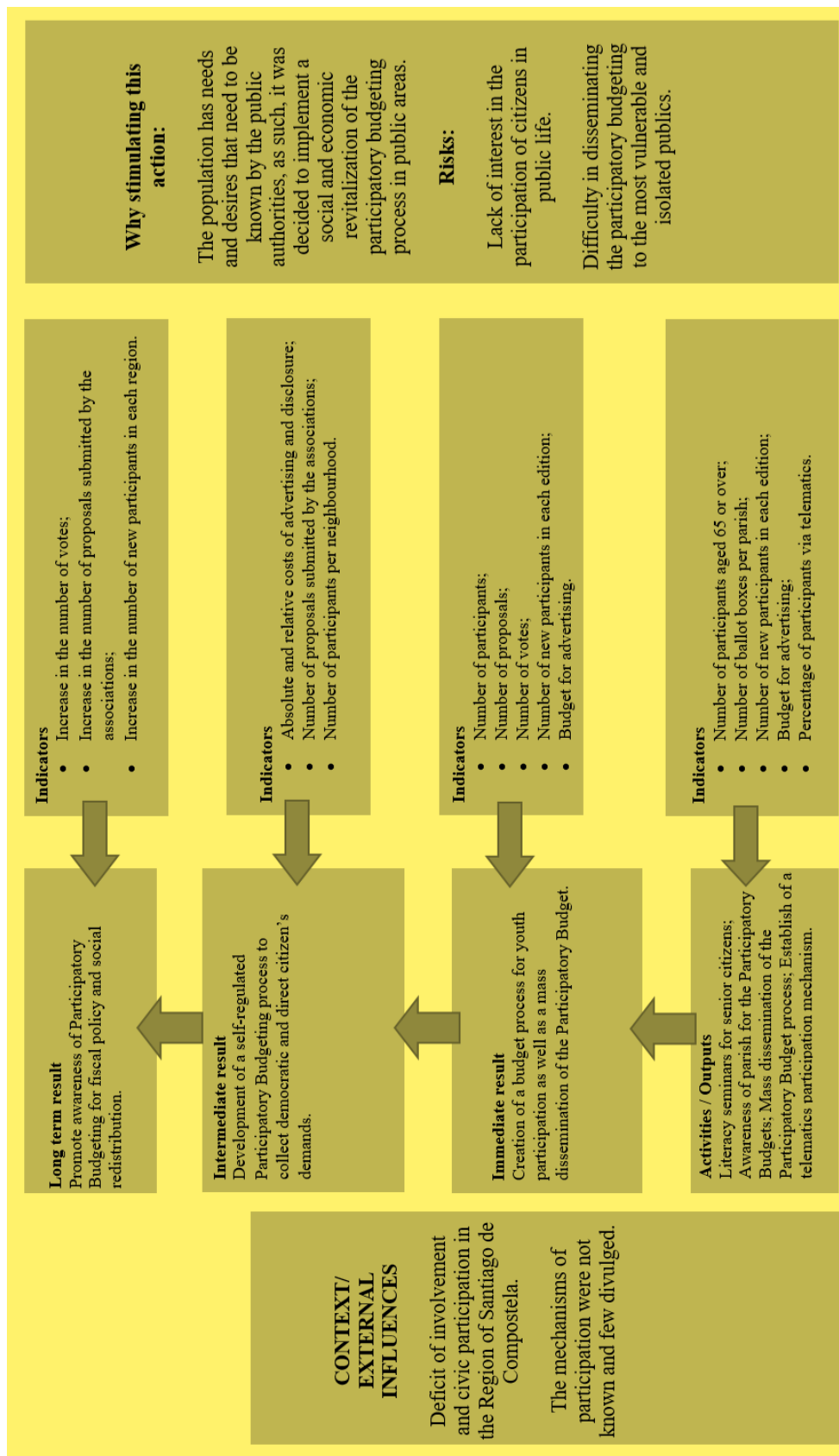


Figure 33 Diagram of ToC to assess the pilot action *Public Engagement and Participatory Budgeting*, Santiago de Compostela.

Source: Filled by the partner (Santiago de Compostela Municipality)

b) Pilot Action 1 – Activities and Results

In order to develop the implementation of the pilot action, Santiago de Compostela defined four social innovation activities to accomplish in their region. In addition to the defined activities, there are a series of indicators, as shown in figure 35, which were designed to efficiently evaluate the activities to be developed. The four activities to be evaluated are:

- Literacy seminars for senior citizens;
- Awareness among the community of Participatory Budgets;
- Wide dissemination of the Participatory Budgeting process;
- Establishment of a telematics participation mechanism.

According to Santiago de Compostela, the immediate results generated by activities should be associated with a series of indicators to measure their impact (Figure 35). The expected short-term results are:

- Creation of a budget process for youth participation;
- Wide dissemination of the Participatory Budgeting process.

The Municipality of Santiago de Compostela stipulates how the intermediate result should be. Linked to these results are a series of indicators mentioned in figure 35 that will serve to measure the medium-term result to be achieved:

- Development of a self-regulated Participatory Budgeting process to collect democratic and direct citizens' demands.

Finally, the partner identifies a long-term outcome, which should take into account the following measurement indicators (figure 35):

- Promote awareness of Participatory Budgeting for fiscal policy and social redistribution.

c) Pilot Action 1 – Conclusion and Risks

The risks of this pilot action are very similar to the context and external influences, due to the fact that the partner mentioned the lack of interest of citizens in participating in the political life. The diagram above corresponds to last year's intervention, because the pilot action for this year is being organized. However, in the presentation of the results and plan the intention is to conceptualize the main points.

Intermunicipal Community of Ave

The CIM of Ave pretends to carry out a pilot action on Public Engagement and Social Economy, with the intention of promoting the social innovation at a territorial level.

Pilot Action 1: Ave Community of Social Innovation

The main goal of this intervention is to elaborate a strategy to promote a culture of social innovation in the community of NUTS III Ave.

a) Pilot Action 1 – External Influences and Assumptions

Verifying the figure 36, it is possible to see that CIM of Ave mentioned Portugal 2020, the *Portugal Inovação Social* and the adaption of local institutions and actors to the new concept of social innovation, as external influences that may restrict and difficult the implementation of the pilot action.

Regarding the context and the assumptions, the last ones are: to promote a culture of Social Innovation in the Region of Ave and to encourage social innovation initiatives to improve/combat social problems in the Ave region.

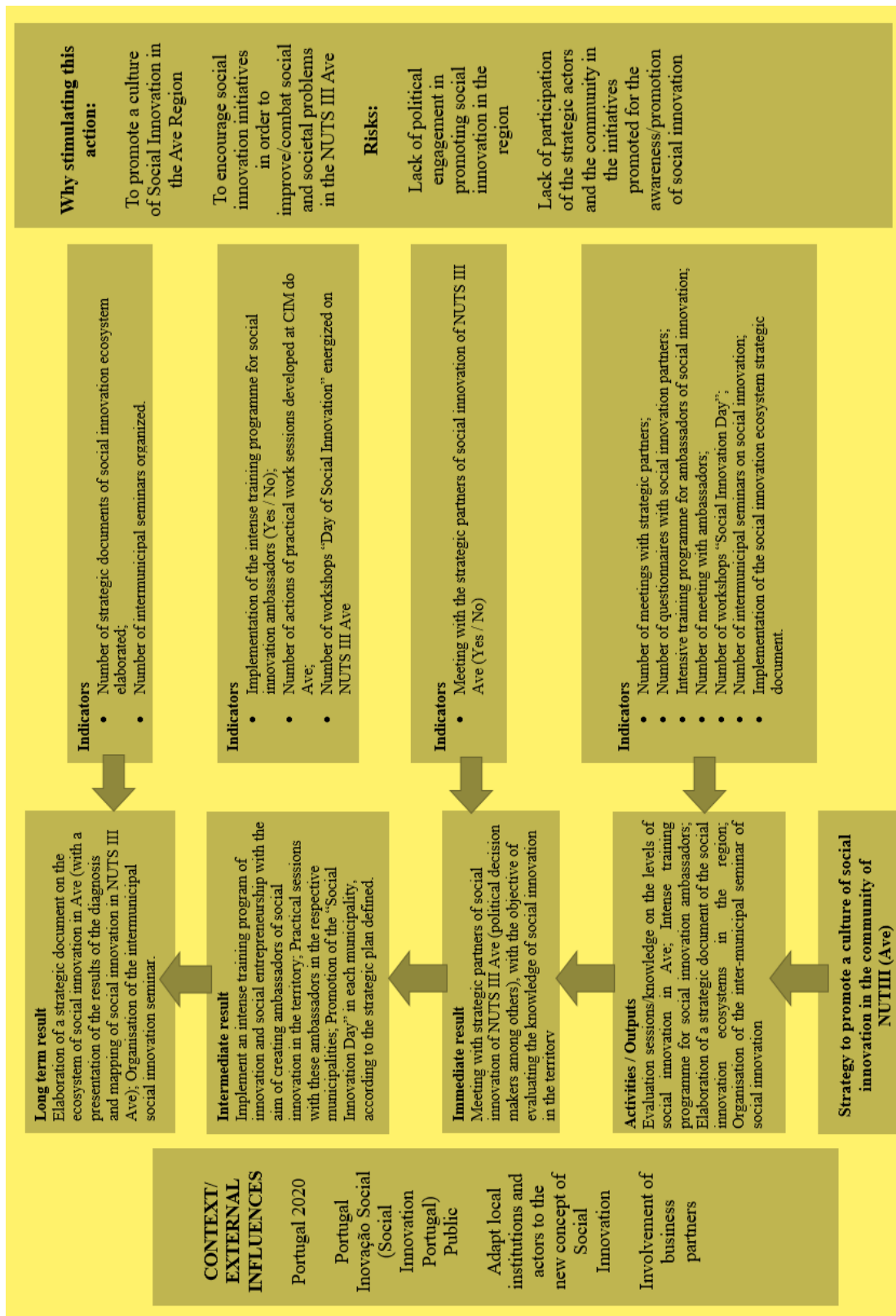


Figure 34 Diagram of ToC to assess the plot action *Ave Community of Social Innovation*, Portugal.

Source: Filled by the partner (CIM do Ave)

b) Pilot Action 1 – Activities and Results

The partner defined four social innovation activities taking into account their region, within these activities there are indicators (figure 36) that will be used to measure the real impact of the actions. The four activities are as follows:

- Evaluation sessions/knowledge on the levels of social innovation in NUTS III Ave;
- Intensive training programme for ambassadors of social innovation;
- Elaboration of a strategic document of the social innovation ecosystem of NUTS III Ave;
- Organization of the intermunicipal seminar of social innovation of Ave.

In the consideration of CIM of Ave, the most important immediate result will be reached after 3 months and should be measured by the indicators mentioned in figure 36:

- Meeting with the strategic partners of social innovation of Ave (political decision makers and superior technicians of social innovation of the Municipalities of the CIM Ave), with the objective of evaluating the knowledge of social innovation in the territory.

Looking at a time frame of 6 months, there are indicators in figure 36 that take into account results with a medium-term goal. The indicators should measure the following intermediate results:

- Intensive training programme for innovation and social entrepreneurship with the aim of forming ambassadors of social innovation in the territory;
- Practical sessions with the social ambassadors in the respective Municipalities;
- Promotion of the "Social Innovation Day" in each of the 8 Municipalities, according to the strategic plan defined by each ambassador.

According to CIM do Ave, its long-term impacts should be achieved after 12 months of implementing the pilot action. It is intended to measure the indicators shown in Figure 36 of the following long-term results:

- Elaboration of a strategic document of the social innovation ecosystem in Ave (with the presentation of the results of the diagnosis and mapping of social innovation in NUTS III Ave);
- Organization of the intermunicipal social innovation seminar in Ave region.

c) Pilot Action 1 – Conclusion and Risks

In order to disseminate the social innovation concept across the Portuguese territory and to raise awareness among local actors, the partner states that these are the main risks of the pilot intervention – lack of political engagement in promoting social innovation in the region and the lack of participation of the strategic actors of the region.

CONCLUSION

The Atlantic Social Lab understands social innovation as a mechanism for change and to increase social and economic value and, more importantly, contribute towards social welfare. This refers to a large revitalization of the social aspects involved in any kind of innovation. Thus, social innovation is understood as a unique combination of social practices in specific areas prompted by certain actors intentionally with the goal of better satisfying the needs and problems than what is possible by using previously established practices and methods. Essentially, social innovation is a holistic and integrated proposal that can be seen as a social action, socially constructed and socially oriented, to solve the structural problems of contemporary societies, particularly in contexts where previous solutions have failed or proven inadequate.

This community-based and micro-rooted logic contributes to the multiplicity of initiatives. The pilot actions presented in this report are an example of this. This is one of the great differentiating aspects of the social innovation process. As Murray et al. (2010) underline, social innovation is not a process only for third sector organizations but rather a collaborative effort between governance, third sector, research and business bodies. This multiplicity of forms and engaged actors departs social innovation from the assistentialism logic that often characterizes the third sector. Social innovation is social both in its ends and in its means and this implies empowerment and capacitation of the agents involved. In this sense, one of the great advantages of this bottom-up process is precisely the search for new solutions, through new processes, for new or existing problems.

However, this multiplicity also entails some issues. One of the main difficulties arising from this diversity is the systematization of social innovation practices. This lack of systematization creates difficulties in assessing the impacts of social innovation actions over time. It is precisely in this sense that the present report of ASL seeks to contribute. The characterization of the context and external influences, the identification of expected results (in the short, medium and long term), and especially the reflection around concrete indicators that can measure these results is fundamental to verify not only the effectiveness of the actions, but also to understand at what stage of the process the main difficulties lie. Through the application of ToC to processes and actions of social innovation, the ASL sought to build a theoretical-empirical framework that allows measuring the impacts of actions, contributing to fill these gaps.

The main results or the intention plan of social innovation interventions developed by the partners, achieved so far, are the following:

Concerning Avilés, the implementation of their first pilot action – Information, Access and Citizen Participation in the Public Services of Welfare and Social Entities – had as key results the inauguration of a Day Centre for the homeless, with new facilities in the municipal centre of *La Estación* street. This new day centre has lockers, adapted bathrooms, storage, laundry and spaces for activities. In addition to the services and facilities that will be provided to this target group, the centre has another purpose: it will work as an "access door" to better understand the real needs of the homeless, as well as

following closely their day to day life challenges and social inclusion. The final objective is that the homeless people leave the streets and use transiently the municipal resources to occupy regular housing. The results achieved so far are nine homeless people who went through this process occupy a standard housing with weekly support until they achieve full autonomy.

Regarding the second pilot action – Improvement of the Social Clauses Municipal Instruction in Public Procurement – it is important to mention that Avilés has an important background in the implementation of the social clauses in public procurement, but through this intervention the partner wanted to go even further, including in the instruction not only social clauses but also environmental ones, and improving some aspects like the monitoring of its impact. Until now, the effects and feedback of the beneficiaries are difficult to measure, due to the fact the new instruction is still operating. To carry out the pilot action, external assistance has been contracted to help with the process. So far, two draft documents were developed that are under study. In the first one, it was possible to see weaknesses in some aspects of the process and now the partner is taking an in-depth look at the second proposal, aiming to divulge the Instruction/Guide once it is approved. The main difficulty experienced in implementing this activity was the political leadership and stability. Avilés needs to take into account that there will be Local Elections in May, apart from General Elections in April, Regional Elections in May and European Elections as well. That is why it is difficult to assure this political engagement until elections occur.

CRESS, with its pilot actions – Supporting Single Stream Reuse Centres and Developing, New Industries (SSE recycling industry) – aims to help in the creation and development of social enterprise networks, with the intention of improving their skills, creating new businesses and developing activities related to reuse and recycling. The pilot action has been fortuitous and its results have been flourishing over time, there is a good degree of attendance at the different workshops organized by the partner and the feedback from the beneficiaries is positive. In addition, there are already some results in the short and medium term. As immediate results, CRESS organized two regional meetings dedicated to reuse centres, the first on December 2017 with 39 participants and the second on January 2019, with 55 participants. In the seminar, on March 2019, more than 100 people were present to imagine a new circular and social economy for the future in Bretagne. Between these meetings, CRESS organized specific workshops about up-cycling and logistics with 10 participants and four territorial meetings with reuse centres and authorities with a high level of participation, 50 people for the first and second workshop and a little less on the last ones¹. The map of reuse services was elaborated in collaboration with the Observatory of Environment in Bretagne and it is possible to find it online². As intermediate results (pilot action 1), until now, five new reuse centres started their activity since the beginning of the project, two reuse centres are already existing and hired their first employees, 9 reuse centre projects are known for the moment. No reuse centre stopped its activity since the beginning of the project.

Concerning the pilot action 2 – Developing New Industries (SSE recycling industry) with regard to immediate results, there were two postponements of the working group meeting on the creation of the new and mutualised sorting unit for unsold clothes. This

¹ It is possible to find the video, *Reemploi social et solidaire: Vers une ambition partagée en Finistère?*, recorded during the meeting on the link: <http://www.atlanticsociallab.eu/first-video-cress-bretagne-titled-reemploi-social-et-solidaire-vers-une-ambition-partagee-en>.

² Cf. <http://www.atlanticsociallab.eu/map-reuse-services-bretagne-elaborated-cress-bretagne-partner>.

postponement, according to the partner, was due to problems of agenda and commitments among the various stakeholders who will participate in this activity. Apart from this setback, the pilot action has already set-up training for public entities in November 2018 about material reusing initiatives with 20 participants. In addition to this activity, the pilot action has already had the interest of six public entities that asked for information and a mean to participate.

The feedback from the ENW pilot actions – Green Inclusive & Circular Economy Technology and Design Thinking – Innovation Lab –, was positive. For the partner, one of the greatest challenges is to work directly with the young population of the region, which, in turn, is interested in understanding the state and development of the region in various areas: economic, social, cultural, environmental, among others.

The first pilot action aimed to develop and promote creative thinking around local green issues for young people, these ideas that came from methodologies like creative learning and thinking, were later transferred into a mobile application (games or simple apps). The young people from the use of information technologies managed to develop soft and hard skills that allowed, firstly, the development of their own mobile game that focuses on the green and circular economy and second, they used what they have learned to make real change in their schools or local community, through a new student-led programme. Thus, the main activity was to do research on green issues that affected the local community, working with different stakeholders to find a green technology solution to create awareness about environmental problems.

The second pilot action intended to create an innovation lab in a local college, with a team of 30 people that are exploring methodologies of teaching and learning about social issues. The main objective and achievement is the teaching methodology to be implemented, i.e., there will be a "departure" from traditional teaching, to a teaching method centred on co-creation and sharing of knowledge from the methods such as critical and creative thinking. Thus, the pilot action aimed to implement a "mind-set" in schools and colleges for exploring these new and innovative teaching behaviours, taking into account local and regional social problems and needs. As immediate results, six Design Thinking workshops were developed with a target group aged 25-30, and the participants, through the DT process, had to build a new solution to address a local social issue that affected them.

The Agglomeration Community of Pau-Pyrénées has not yet begun to fully implement the pilot actions of social innovation – ANISEN and ENSEMBL' –, because the operationalization is only scheduled for December 2019. However, a workshop in March 2019 was organized with nearly a hundred people and brought together five collaborative working groups to discuss the anti-solitude plan. The trends of the five thematic workshops gave a more precise view of the anti-solitude city of tomorrow, transformed thanks to the proposed actions of the public services and civil society. This plan is intended to become a real trademark symbolizing the requirement of the City, to act with all, in all aspects of the city, to bring people together and foster a more cohesive and inclusive life.

The pilot actions – Enhancing Public Engagement and Strengthening Social Enterprises – of Cork are running very successfully and the feedback and opinion from the

beneficiaries is extremely positive. Related to this pilot action, Cork participated in a number of information and voter registration campaigns across the city in recent months. The Information and Registration stands were very successful, resulting in hundreds of engagements, both with the migrant community and Irish people, significant numbers registering to vote, updating their address details or simply receiving information on their voting rights. The main achievements are that the migrant groups are now better informed of their rights and know how to engage with the local government. The animated video on public engagement in the city has been completed and it will be soon publicized. However, it should be mentioned that there will be some adaptation of the initiative because, the administrative boundary in Cork is moving, and, therefore, the rate of population in the city is changing. The other activity was focused on providing mentoring to a community group. These sessions were held, with an hour of duration each. When this is completed, the partner will interview the community group to assess the knowledge transfer and evaluate how successful the mentoring was, and what is its long-term impact. Eventually, they will also survey or carry out a focus group with the different migrant groups regarding the voter registration and information initiative.

Regarding the pilot action 2, during an event in May 2018, Cork mapped the needs of social enterprises. They ran a series of training and network events and in the end, through surveys, it was possible to understand that the feedback was very positive. The attendants appreciated the training and the opportunity to network and learn from each other, as occurred in March '19, with an activity entitled "Ask & Advise Evening". Besides that, Cork held a "Funding for Social Enterprises" workshop, in November 2018 with the participation of 50 people and a series of training workshops since then covering finance, measuring social impact, storytelling, etc. The main achievements of these social innovation interventions are that the enterprises become stronger, they are better informed, they know where to go to get information and they have stronger links with the support organizations for social enterprise in Ireland.

The partner Santiago de Compostela chose the Association of Hoteliers as their ASL ambassador. The Association of Hoteliers includes hotels as well as bar and restaurant businesses and represents a fundamental activity in the city from the economic and social point of view, as the social act of going out for a drink or to eat something is deeply rooted within the community. This creates an environment prone to debate and brainstorming. Santiago de Compostela has distributed 40.000 paper tablecloths among the associated bars and restaurants of the city, explaining the "Compostela Decides" programme and inviting the public to vote in the programme of participative budgeting. The objective of this pilot action is to publicize the participatory budgeting process among residents and tourists visiting the city of Santiago.

The pilot action, Ave Community of Social Innovation, will be implemented by CIM of Ave, aiming to disseminate the concept of social innovation in this Portuguese territory. This intervention has not yet been implemented because it needed to be reformulated, since the results established *a priori* were difficult to achieve. CIM of Ave highlighted IRIS – the Regional Social Innovation Incubator – as a future partnership. The goal is, on the one hand, to implement the social innovation programme and on the other hand, to support one inter-municipal seminar. As a work plan, the partner aims to evaluate the existing local knowledge about social innovation and to empower a set of actors, such as policy makers and municipality technicians. The pilot action will be concluded with the

elaboration of a strategic document on the social innovation ecosystem in November 2019.

It is necessary to stress that from the mapping of the social needs made *a priori*, it was possible to understand that the Atlantic Social Lab partners, spread throughout the different regions of the Atlantic Area and within their regional framework, were able to detect a wide range of needs and possible solutions and strategies. The results of the social innovation actions carried out by the partners have different outcomes and are at different stages. Although some needs are transversal the way the pilot action is implemented is different and there are also differences in the dimensions of the resources and mechanisms to find solutions and strategies to meet the social problems and needs in the territories.

Considering the specificities and potentialities of each partner, these were the results achieved by the social innovation pilot actions until now. The ASL has a limited duration, from 2017 to 2020. The impact assessment of social innovation initiatives needs to go far beyond the limited duration of these projects. Nevertheless, this report helps to underline the usefulness of ToC and CA in providing an interesting framework to evaluate social innovation – paying attention to a variety of results and their indicators, considering specific contexts and risks. The ASL is currently developing an online tool – *the Atlantic Social Innovation Observatory* available at <https://atlanticsociallab.ces.uc.pt/> – that, among several objectives, intends to help in the design of causal chains of change, a crucial resource to understand and reflect on the mechanisms that are beyond social innovation.

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APPENDIX

Follow-up Interview on Pilot Actions: **Comprehending main achievements and results**

Pilot-Action

Name: _____

Partner Name: _____

Name of the Respondent: _____

(Fill out one document per pilot action)

1. General Information

1.1. How is the implementation of the pilot action going on? What is the general feedback/opinion from beneficiaries and other participants? In your perspective, what is the main achievement of this pilot action?

2. Specific Activities

2.1. Can you briefly explain the implemented activities in the pilot action?

2.2. What were the main difficulties experienced in implementing these activities?

3. Immediate Results

3.1. What are the immediate results achieved with these activities?

3.2. Did you collect any information to monitor these results? Explain the information collected and any indicators created.

3.3. If no, explain the methods used in your organization to assess the impact of these results.

4. Intermediate Results

4.1. What are the intermediate results achieved with these activities?

4.2. Did you collect any information to monitor these results? Explain the information collected and any indicators created.

4.3. If no, explain the methods used in your organization to assess the impact of these results.

5. Long-Term Results

5.1. What are the long-term results achieved with these activities?

5.2. Did you collect any information to monitor these results? Explain the information collected and any indicators created.

5.3. If no, explain the methods used in your organization to assess the impact of these results.