

+RESILIENT- Mediterranean Open RESouRcEs for Social Innovation of SocialLy Responsive ENTerprises

Final Evaluation Report of the pilot actions

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Introduction

From the analysis of all the pilot action evaluation reports, we present a synthesis in order to share results among partners, give some feedback, identify levers and barriers to social innovation development and contribute to the transfer and capitalization phases.

We were able to note the sustained efforts to carry out the pilot actions, the importance given to the evaluation process and its explicitness. While the analysis grid was respected, and in particular the various radar items, we also noted the effort made to construct evaluation indicators adapted to each pilot action and the importance attached to measuring participants' satisfaction and their feedback on the actions carried out. Finally, the emphasis placed on the issues of coordination between people and organisations and the attention paid to learning and support for this learning are all striking features.

This transversal report is structured as follows. We first present the main elements of the methodology applied to the evaluation process of the pilot actions. We then present the topics of the pilot actions and stress some issues concerning the indicators used for the evaluation process. We highlight the fact that participative processes have been implemented by most partners and that the pandemic context, while impacting all the pilot actions, did not completely prevent the pilot actions from taking place. On the contrary, the partners showed great resilience and adaptability.

I. Methodology

The evaluation methodology of the pilot action has been proposed by AMU with the collaboration of UOC. A template has been created and discussed with the partners before its diffusion (see annex 1).

As presented in the introduction of this template, evaluation is the process by which you make a judgment about the worth of something. Evaluation involves observing, documenting and



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measuring. It compares what happened with what you expected to happen. It involves looking at the project and judging whether you are doing what you said you would do, whether it is going well, how you could improve it, and whether it resulted in any unexpected developments. Evaluating, or assessing the value or worth of something, it is an activity that involves making judgments. “Value” is not absolute – people have different views about what is of value. This will influence what information about the project is important to collect.

The objective of this evaluation process is to provide evidence of the expected (hopefully) positive impact and contribute to develop a more robust storytelling capable of creating buy-in, in the transfer and capitalization activities.

The evaluation process needs to be carried out at various times and include processual dimensions concerning how pilots have been implemented but also results and impact assessment. As developed below, impact assessment was not easy to do given the short period of time. While usually, evaluation process requires an ex-ante, a mid-term and an ex-post evaluation, we have decided, given the pandemic crisis, not to organize a mid-term evaluation but only an ex ante and an ex post report. These reports were sent in two different periods to the AMU team and to UOC (the ex-ante by the end of November 2020 and the ex-post by the 1st of March 2021).

The whole report includes descriptive elements concerning the pilot action (context, objectives, territory and stakeholders involved, activities and expected results), the process that has been implemented with some evaluation data (meetings, communication, participants, actions that have been organized), the changes/deviations from the initial plan to deal with the pandemic situation, and the evaluation of the results and first or estimated impacts. The breakdown of the reports is as follows:

1st Ex-ante Evaluation Report (Context and Log Frame)

- 1) Pilot action executive plan
- 2) Context of the pilot action
- 3) Adaptation to the pandemic situation



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2nd Ex-post Evaluation Report (Theory of Change)

- 1) Implementation Analysis
- 2) Results and Impact Assessment
- 3) Activities/results to be capitalized and transferred

a. Pilot actions themes

The +Resilient partners have identified local or regional needs to be addressed within the framework of their pilot action. All the pilot actions correspond to at least one macro-scenario (delivery of innovative public service, support to SMEs with social vocation and responsiveness, capacity building of social enterprises) but we propose to group them around five topics that were addressed and that are, for most of them, transversal to macro-scenarios:

- Social innovation hub/accelerator: ANCI, PRIZMA, Foundation ISTRIA
- Social innovation: Access to quality food (AMU), Social Tourism (Belluno & Treviso)
- Digital platforms/catalogues: to support case services (RCDI) or social economy organizations (ITAINNOVA),
- Training and upgrading skills: REMTH (social economy), Barcelona Activa (care sector)
- Innovative public services: Veneto Region (how to reduce the mismatch on the labour market)

The table 1 below presents the pilot actions included in this report.

Table 1 The +Resilient pilot actions

Name of the pilot action	Organization and country	Region/city	Objective
Catalogue of Aragonese social Economy entities	ITAINNOVA-Spain	Aragon	Data construction Support of SME
Regional center for social Innovation Istria	Foundation ISTRIA	Istria	Incubator



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ReCeD'Istria	Croatia		Open data platform on social innovation Virtual school of social innovation
Social Innovation and Generativity in the Mediterranean City	ANCI Italy	City Brindisi	A community hub for social innovation in a disused public historical palace Support in designing and implementing policies for urban regeneration.
Social innovation for Sustainable Regional development	PP14 Istria (Aurora) Region of Istria Croatia	Region of Istria	The delivery of innovative public services in the field of social entrepreneurship Focus on 3 ONG
Developing a training program on Social Entrepreneurship	REMTH Greece	Macedonia and Thrace	Capacity building of social enterprise To increase skills and knowledge needed by social entrepreneurs to «do the job done» and «perform better».
Social Innovation Accelerator /Hub Maribor	Prizma Foundation Slovenia	City of Maribor and Podravje region	Supporting to SMEs with social vocation and responsiveness: Capacity building of social enterprises,
Care sector upskilling and training	Barcelona Activa Spain	Barcelona City	Research, design and prototyping of new skills, jobs and training program



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Food desert operation Mapping a food supply in a deprived neighborhood	AMU France	Marseille and the metropole	To foster the access to food and reduce the food gap in deprived neighborhoods with a participative dynamic
Bussola social Care 4ALL	RCDI Portugal	Alentejo region	Development of a digital tool for the delivery of innovative public services for searching and contacting social care providers
SVR Community of Practice to overcome labour mismatch	Veneto Region Italy	Veneto Region	<p>Delivery of innovative public services</p> <p>Design and small-scale test of innovative public-private services tackling labour mismatch, in terms of skills, between the demand and the supply of labour.</p> <p>Methods for improving or creating innovative services at regional level</p>
Resilience and social vocation of the mountain tourist sector	Chamber of Commerce Treviso Belluno (CCIAA TV BL)	Belluno Veneto Region	Design a model of cooperation at local level among different actors to support social innovation, job requalification and inclusion in tourism.

b. Indicators



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Most partners have created a list of indicators to monitor and evaluate their pilot action. Real work has been done to identify the most relevant indicators and adapted to their pilot action, with a distinction between process and results ones. The analysis of the implementation phase seems to have been useful to the partners in order to evaluate the process and not only the results of the pilot action. To distinguish results and impacts has been a difficult task, which can be explained, at least partially, by the fact that the evaluation reports had to be done just at the end of the pilot action as decided in the + Resilient project. Impacts are therefore, in most cases, only expected and would need an evaluation in a few months.

i. Process and results: the importance of process indicators

As mentioned in the evaluation template, it is important to distinguish between processes and outcomes in order to understand how the results are achieved.

It is then necessary to:

- characterise the methodology used to reach the results;
- take into account the qualitative and not only the quantitative dimension of what was achieved (for example, the way the meeting was organised: choice of guests, method of facilitation and speaking, and not only the number of meetings and the number of participants);
- identify the available resources and tools: the importance of digital tools as tools for mobilising stakeholders and maintaining activity in a pandemic situation was noted. But we have also seen that the availability of tools is not enough and that the question of their appropriation by users and the sustainability of their use arises.

How to characterise the dimensions of the process?

Many questions were suggested to be able to evaluate process dimensions. What has been done and what can be said about the quality of what was done? How were the stakeholders involved? Are the 4 helices present or are some actors less present, for example, for-profit businesses? Are some stakeholders essential to the good functioning of the pilot action?



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What had to be adjusted or changed and why (Risks and opportunities)? The effects of the pandemic on the implementation of the pilot actions have been seen. But more broadly, what are the other elements that have made adjustments necessary?

What could or should be improved? This is more of an evaluation dimension.

From the point of view of process indicators, some pilot actions have pointed to the degree of participation or commitment of stakeholders or deviations from the initial planning (for example, **Barcelona Activa**). Others highlighted the methods used: self-assessment questionnaires and satisfaction questionnaires for the participants of the codesign activities (**Veneto Region, CCIAA TV BL**). Finally, others emphasised the use of monitoring indicators such as compliance in terms of time, deadline and costs (**Itainnova**).

On the results side, results can be distinguished according to whether they are immediate or not, direct (expected or not), quantitative or qualitative. We can also distinguish between results that concern the effects or the method. The results may concern the taking into account of limits, and particularly those concerning participation.

We note the importance of building indicators and evaluation tools (the case of the **Veneto Region** and of **Prizma** are very interesting from this point of view), as well as capitalisation and transfer tools. There is also a strong emphasis on digital support on the one hand and support for coordination activities on the other (for nearly all pilot actions). Some pilot actions were directly based on the indicators proposed in the grid (for example **PP14 Istria**).

i. The difficult assessment of impacts

Finally, the impacts being sought are essentially for the (near) future. It is therefore difficult to take this into account at this stage of the pilot actions. It implies distinguishing and identifying medium and long-term effects, such as changes in behaviour, or even surprising elements in the sense that they have not been anticipated or thought through. However, for example, **Prizma** has identified indicators of increased participation and proposed social



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innovation that can be evaluated one year after the end of the pilot action. They do not have any results, but the evaluation system is designed.

c. Large use of participative methods

One important methodological dimension to be highlighted is the fact that most partners have largely used participative methods at each step of their pilot action. This can be seen as one impact of the + Resilient project, which emphasized, from the beginning, the importance of participative processes in social innovation dynamics. The benchlearning and scoping phases seem to have been fruitful to most partners, who organized co-design or co-creation workshops as well as focus groups to involve stakeholders in the process of identifying local needs and deciding how to conduct the pilot action. Different tools and methods have been used, between questionnaires, interviews, focus groups (and e-focus groups given the pandemic), webinars, feedback meetings, online supports or platforms (e.g. MIRO board, Jamboard, Wooclap, online quizzes, g-forms, etc.) and online tutorials to help the participation of citizens, etc.. These participative methods or tools experimented by partners will definitely be part of the capitalization process of the + Resilient project.

Note also that most pilot actions benefited from a strong commitment of a diversity of stakeholders as it will be developed below.

d. Resilience in pandemic times

It is interesting to note that not all of the pilot actions considered the pandemic to be a hindrance, and some even mention it very little. Nevertheless, all of the pilot actions show a strong capacity for resilience and adaptability during the pandemic. All of them were able to be deployed, although some were adjusted in terms of timing, partnership or objectives. For instance, the partnership in the case of the **PP14 Istria** changed as they decided to focus on 3 NGOs rather than relying on schools and training facilities. We also observe some evolution of the action, such as, in the case of **Prizma**, after the failure of the call for applications on social innovation projects (failure, which was not directly linked to the pandemic context), **Prizma** reoriented the project towards a virtual school of social innovation). But we also observed reinforcement of partnership support from one or other of the associated members to

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maintain the action, for instance despite the withdrawal of one of the partners in the **AMU** case.

Three distinct dynamics contributing to resilience can be identified.

The first concerns the mobilisation of digital and remote working tools, the use and implementation of which were reinforced as soon as they appeared to be one of the solutions for maintaining the various pilot actions. The question of the appropriation of the tools was clearly raised and in certain pilot actions, the importance given to training and support strategies for mastering the tools could be observed. The question of the sustainability of the mobilisation of actors around these technical devices was also raised in some cases. This means that the technical tools must be placed in their environment and must be promoted through their use.

The second is related to the mobilisation of partnerships as resources to overcome the hazards imposed by the pandemic and to allow the introduction of new strategies. Thus, we can observe the strengthening of certain partnerships, whether with the public sector for **AMU** or with the university for **Prizma**. More generally, we observed a significant number of partners mobilized in the various pilot actions with an average of around 15 partners.

The third dynamic, which interacts with the previous two, concerns the integration of the pilot action into the local environment and the characteristics of the context. This integration is for instance visible through the cohesion of the team associated with the pilot action and the close connection with institutions, highlighted by the **Veneto Region**, the attention given to the coordination of partnerships for **Itainnova** and its insertion in the regional government of Aragon, or the integration of many stakeholders of the care sector in the process of work for **Barcelona Activa**.

A further point needs to be taken into consideration. The role of pilot actions in a European project from the point of view of resilience is questionable. It seems that in countries who belong to the European Union for a long time, the power of mobilisation is weaker, especially when the action is not directly initiated by public actors (cf. **AMU**). The examples of the two Italian pilot actions illustrate, on the contrary, the strength of mobilisation and the legitimacy of the public actor in leading a European project and in the capacity to adapt to unforeseen



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situations. For those whose integration is more recent, integration into a European project appears to mobilize and facilitate the implementation of the pilot action.

IV. Evaluation of the pilot actions: dimensions of the social innovation grid

To evaluate the pilot actions, the social innovation grid has been used by all partners. This grid is based on seven criteria, building up an evaluation grid developed jointly by the Lest-Cnrs and the CRESS PACA in 2015, that we adapted for the +Resilient project.

All partners received detailed questions for each criterion in the evaluation template realised by AMU and UOC. We here recall briefly these criteria.

Answer to unmet social needs: This criterion first requires identifying the needs which are prior to be answered by the pilot action and to identify what will be the solutions provided by the pilot action. The following question is raised to evaluate this dimension: Does the pilot action provide an original answer to an unmet social need?

Participative Process: This criterion needs first to identify which are the stakeholders to be involved and who are indeed taking part in the pilot action. Then it is necessary to identify how these stakeholders were involved, with different methods or tools. The question of the governance of the pilot action is central here too. The following question is raised to evaluate this dimension: Does the pilot action involve a diversity of stakeholders? And how?

Territorial relationships – Ecosystem: This criterion concerns the territory on which the pilot action is developed. It questions the resources needed and mobilized at the territorial level to implement the pilot action. It also includes the interactions that may have been created through the pilot action within the territory. The following question is raised to evaluate this dimension: Does the pilot action take into account territorial issues, realities and specificities?



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Economic sustainability: This criterion is useful to know the economic model of the pilot action, to estimate how the actions will be viable and sustainable over time. It is necessary to identify all types of resources that are mobilised for the pilot action and see how they will allow for the economic, social and ecological sustainability of the pilot action. The following question is raised to evaluate this dimension: Does the pilot action aim at a viable, sustainable economic model?

Sharing of the value created: This criterion requires an evaluation of the value that will be or has been created by the pilot action, in line with the assessment of results and impacts, for which stakeholders (internal and/or external, directly or indirectly involved, private or public) and how the value created will be shared among them. The following question is raised to evaluate this dimension: What is the value created by the pilot action and does the pilot action question the sharing of the value created?

Open Data: The use or production of open data is at the core of the +Resilient project, based on the hypothesis that open data can support social innovation processes. This criterion therefore questions the existence, access or the production of open data to support the pilot action. The following question is raised to evaluate this dimension: Does the pilot action require and/or give support to open data production and development?

Skill Development: Skill development is another important issue for the +Resilient project as social innovation processes may need new or transformed skills to support them. This dimension is aimed at estimating what are the skills required to develop the pilot action but also how the pilot action supports skill development. The following question is raised to evaluate this dimension: Does the pilot action require and/or give support to skill development?

Each partner has been asked to fill in this grid, based on their perception of the pilot action process. Some partners have consulted their stakeholders to fill in this grid. Individual responses can be found in the individual pilot action reports. The figure below presents the

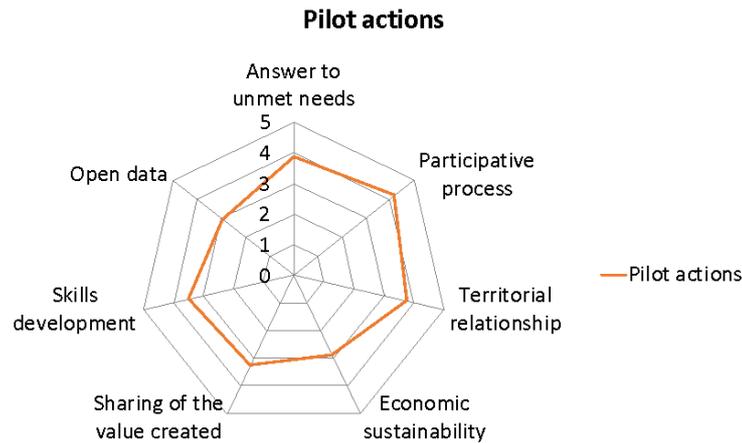


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general average of the pilot actions, taken together, for each dimension. We then discuss these results.

Evaluation grid of the pilot action



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a. Answer to unmet social needs

The dimension concerning the capacity to answer to unmet needs has the second highest rate on average. Most partners succeeded in identifying unmet needs, in prioritizing them and in choosing the need to be addressed. This can be interpreted as the result of the benchmarking and scoping process adopted by all partners and the large involvement of local and regional stakeholders. Needs have been identified by a participative process, which increases the chances to develop a pilot action that meets social needs.

The process implemented by **PRIZMA** is very illustrative of a participative process. Workshops (face-to-face or online) and webinars for citizens were organized on a dedicated platform in order to empower them to identify problems in the city and propose solutions. At least 6 workshops and 2 webinars with more than 400 views have been conducted. This process took place on an open source participative platform that the team called the “virtual

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accelerator/hub of social innovation”. Using this platform and building upon the participatory budgeting method, citizens identified 330 problems and proposed solutions to them. Based on the work of a commission, 131 project proposals were put to the voting and 43 projects were elected and will be implemented in the Maribor municipality in 2021 and 2022. The municipality indeed committed to dedicate 500 000 euros to finance the elected projects. The whole process to identify needs, propose solutions and select the prior ones could not have been possible without a strong cooperation between the city administration and citizens.

Two partners have realized an important work to collect data (quantitative and qualitative) to better estimate what were the needs. **ANCI** conducted a context analysis on socio-economic data concerning the municipality of Brindisi and a project analysis concerning future possible actions for Brindisi and for the Palazzo Guerrieri project in particular. **Barcelona Activa** conducted a deep analysis of the care sector in Barcelona, including services supply and demand with a focus on the skills needed in this sector. A quantitative study was carried out and completed by a qualitative one based on a participatory action research method involving a diversity of stakeholders.

The **Foundation Istria** had to face a different challenge. Within the project of creating a regional center for social innovation in Istria, the Foundation Istria created and published a new public call for social innovation ideas, named “3DI”, with the aim to finance and support new social services created by NGO and local government together. Unfortunately, as the notion of social innovation was new, the call was not successful. The Foundation then proposed to create a *School of social innovation*, first pilot activity of the “ReCeD’Istria”. The school was held online, so the program was renamed “*Virtual school of social innovation*”. This educational program lasted for 10 days, from 5th to 16th of October 2020, with lectures, workshops, individual consultation and pitches at the end. The theme of this first school was: “Local Philanthropy – an Opportunity for Innovation and Employment”. This example shows the difference it may exist between priorities defined by aware actors and the large public who never heard about social innovation. It also highlights the importance of education and training to support social innovation dynamics and development.



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Concerning **AMU**, the pilot action will contribute to unmet needs in the area of the pilot action but not directly. The mapping exercise started during the pilot action has not met any need for the time being. It is mainly a tool to help decision-makers to improve access to good quality food for citizens living in deprived neighborhoods. One limitation of this pilot action is that inhabitants were not directly involved in the identification of their needs as far as access to quality food is concerned.

b. Participative process

As already highlighted above, pilot actions succeeded in mobilizing a large diversity of stakeholders by using different participative tools and processes. This participative dimension is central to the +Resilient project and will be analyzed below in terms of the 4-helix approach, the role of public authorities, which appeared crucial and the governance of the process.

A. The reality of the 4-helix approach

Most partners declare to have tried to adopt the 4-helix approach to conduct the pilot action. In most cases, the partnership involves 3 types of stakeholders. Taken together, social enterprises or NGOs and public actors were well represented in most pilot actions. Universities or training/educational institutes or schools were also involved in 7 pilot actions. Private businesses, SMEs were however less involved on average. Seven partners mentioned the involvement of private businesses or business support organizations. Awareness of citizens concerning social innovation, social entrepreneurs and social economy needs to be improved in some regions (such as in Croatia).

Table 2 : The 4-Helix approach in pilot actions

	Public institutions	Social economy,	Universities	SMEs or private businesses	Citizens (or representatives)
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		social enterprises NGOs	Training or education institutions	(or representatives)	
ANCI	X	X	X		
AMU	X	X	X		
Barcelona Activa	X	X	X	X	
CCIAA TVBL	X	X	X	X	
Foundation Istria	X	X	X		
ITAINNOVA		X		X	X (representative committee of dependent persons)
PP14 Istria (Aurora)	X	X		X	
PRIZMA	X	X	X		
RCDI	X	X	X	X	
REMTH	X	X		X	X
Veneto Region	X		X	X	

For instance, in the case of the **Foundation ISTRIA**, the pilot action involved a large diversity of stakeholders: NGOs, students, experts, SMEs representatives, University representatives and representatives of the local and regional government and local media. They were involved through different phases of the implementation of the pilot action, aimed at creating a regional center for social innovation ReCeD'Istria, which is not only a web platform but also a workspace at the university. Note that the Foundation ISTRIA is well recognized in Croatia,



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which facilitates the dialogue and the involvement of representatives from the University of Pula and from the Region of Istria. The Foundation highlights the importance of their relationship with the university and the involvement of university researchers in the creation of the regional center for social innovation.

The **REMTH** project involves all the key actors of the 4-Helix model of the Region of East Macedonia & Thrace. Actors such as academia, supportive organizations (including the network of social enterprises in Thrace), social enterprises themselves, citizens and public authorities (the Region of East Macedonia & Trace) were highly involved in the design of an education program and training material focused on the needs of the local enterprises.

As mentioned above, **PRIZMA** put in place a large citizen's participative process. In order to mobilize citizens, through the digital platform, a tutorial for purposes of Participatory Budgeting MOM was prepared and viewed more than 550 times (<https://www.youtube.com/watch?v=bMy4Zr6Voh0&t=14s>). This set of tutorials was aimed at facilitating access of all citizens to open data and showing them how to access open data, where to find and how to use it. They had to visit the website of the national open data portal of Slovenia OPSI to find more information about the territory of their proposal, to see if it is eligible for the Municipality to conduct the project there. They also had to do research on other open data papers, so that their idea/project was viable and can be conducted.

Barcelona Activa is one of the pilot actions that has a large involvement of private businesses as SMEs in the social sector with social vocation are their main target group, together with local authorities involved in this sector (through training or employees working in this sector). Together with public authorities (at local and regional levels), the pilot action included SMEs, business support organizations, cooperatives, NGOs and educational and training actors. **The Chamber of Commerce Treviso Belluno** also involved SMEs and trade associations in the process as the objective was to increase social responsiveness in tourism.



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More generally, most partners highlighted that the fact that they were already known and integrated into pre-existing territorial relationships or networks played an important role in the success of the pilot actions. In particular, public authorities were essential in many of them.

B. The crucial role played by public authorities

One of the most striking results of this evaluation process is indeed the crucial role played by public authorities although their role varies a lot. In some cases, public authorities or agencies are directly involved through +Resilient partners (such as in the case of **ANCI**, **Veneto Region**, **REMTH**, **PP14 Istria** or **ITAINNOVA**) or as major stakeholders to support the pilot action (such as in the case of **PRIZMA**) and integrate it in the local or regional development strategy in future. Note that other partners are close to regional authorities and could get their support. For instance, in the case of the **Veneto Region**, the public nature of Veneto Lavoro and its close connection with institutional actors is recognized as a major lever for the pilot action as it helped to activate and develop communication channels with public actors as well as to involve them in the pilot action.

PP14 Istria is in a rather similar situation. The institution implementing the pilot action, partner of the +Resilient project, is the public institution Regional coordinator for European Programs and Funds of the Region of Istria, whose role is to contribute regional development through the preparation and implementation of projects co-financed by European programs and funds and other sources of funding. This institution has also played a key role in the preparation of the Region of Istria's strategic documents, which define the development directions and strategic goals for the period 2021-2027. Therefore, pilot action's results, inputs and conclusions will be taken into account when drafting the regional strategy and will contribute to development of the social economy in the Region of Istria's territory.

By contrast, the lack of public support (in terms of political support) can be considered as hindering in the **AMU** case. Support from the technical staff from the Region has been



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extremely valuable but the lack of support at the policy-making level was considered as a barrier for the development of the pilot action and for its integration into the local or regional strategic development plan.

C. The governance of the pilot action

The governance of the pilot action is an interesting issue included in the evaluation template but not often explored nor questioned. Most of the partners coordinated the whole process, while the others created a working group, composed by a diversity of stakeholders, to coordinate the pilot action, such as in the ANCI pilot action.

Pilot action governance is a central issue for the continuity and sustainability of the pilot action, although not really addressed or underestimated in many pilot actions. For instance, the **Veneto Region** partner mentioned in the *ex-ante* evaluation report that they lacked an actor with a strong coordinating role.

The governance structure and system indeed depend on who will coordinate and manage the pilot action after the +Resilient project. This could be part of the work concerning transferring and capitalizing.

ANCI created a working group composed of the following actors who was the main decision-making body of the pilot action: ANCI as project partner, that coordinated the Pilot Action, the municipality of Brindisi, and more specifically the staff of Palazzo Guerrieri as main beneficiary of the Pilot Action, the IFEL Istituto per la Finanza e l'Economia Locale as stakeholder who took part to many Pilot Action activities providing expertise in the field of local development and guaranteeing the synergy between the Pilot Action and the Valore Comune project and the external expert contracted to support ANCI in implementing the Pilot Action.

The case of **RCDI** is similar as a co-creation group involving 4-helix stakeholders has been created and monitored the whole process of the pilot action. This group involved representatives from the Regional planning commission, the regional social security authority,



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the Alentejo central intermunicipal committee, two municipalities, social care private institutions, private services operators and from the University of Evora. Interestingly enough, this group is based on an existing network, the Social Network of Alentejo Central (“Rede Social do Alentejo Central”).

We wonder if these ad hoc governance structures will continue to exist in the future and how, in the other cases, some continuity and sustainability may be assured.

c. Territorial relationships – Ecosystem

The issue of territory is not often explicitly put forward and does not appear as a structuring element in the analysis of the action and its effects. Some pilot actions consider the effects to be neutral (e.g. Region of Istria). But in general, the territory is implicitly very present: in terms of resources, networks of actors, inclusion in a context, local issues. This relative weakness is undoubtedly linked to the geographical perimeter of the actions carried out, a local or regional perimeter, which poses the territory as a fact rather than a malleable social construct.

Nevertheless, the territory can be observed at different levels:

- First of all, the contribution to the structuring of an ecosystem and networks conducive to the development of social entrepreneurship (**REMTH**), of social Innovation (**Foundation ISTRIA**), social innovation in tourism (**CCIAA TV BL**) or to a better knowledge of social economy enterprises and their activities (**Itainnova**)
- Identification of the lack of coordination between actors on the territory and of competitive situations between service providers (**RCDI**)
- the territory as a resource due to links accumulated over time and cooperation practices (**Foundation ISTRIA**) and the opportunity to strengthen these links in particular with the university. **Veneto Region** as well as **ANCI** for Brindisi take into account the contribution to the emergence, structuring or strengthening of an ecosystem and to strengthen the networks.

d. Economic sustainability



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The criterion concerning economic stability is, according to partners' answers, the least reached, together with the use or production of open data. A majority of partners recognizes that this dimension was not at the heart of the process.

As mentioned by **ITAINNOVA**, the economic sustainability was not assessed but the economic impact, which has a direct relationship with it, was marked with a 7 out of 10 on average by stakeholders who participated in the pilot action and answered to the survey.

Some other partners, in particular **ANCI**, **RCDI** and **Foundation ISTRIA**, explained that while the economic sustainability was not reached yet, there are opportunities to financially support the pilot action and develop actions in the future. **ANCI** considers that the Municipality of Brindisi may carry on future actions to monitor and evaluate the developments of the Urban Innovation Lab Palazzo Guerrieri. **RCDI** expects to receive public funds to support the digital tool CARE4ALL that they created as digital innovation related to social services is considered a strategic objective, in the scope of Alentejo Operational Programme. In addition, the non-profit Foundation Fundação Eugénio de Almeida, involved in the co-creation working group, will be responsible for the day-to-day management of the online platform Bússola Social/Care4All, on a pro bono basis. A cooperation agreement between RCDI and the Foundation will be signed to ratify responsibilities of both parties. In the case of **PRIZMA**, the Maribor municipality will support the social innovation hub Maribor in future as well as the next round of participatory budgeting. Project proposals using the results of pilot action were submitted to the regional development call for projects for 2021 -2027 in April 2021.

The **Foundation Istria** has taken the economic sustainability of the Regional center for social innovation - ReCeD'Istria – into account. The business plan is built upon mixed resources that include fees from services that the center can provide, EU funds and donations of goods, such as a 200m² office room from the University of Pula to install an office, a coworking room and an Incubator and office furniture and computers. Among different elements, the cooperation with the university is seen as one factor enabling the sustainability of the Centre and will mostly affect the future of the development of a sustainable society. The **Chamber of**



Project partners



Commerce Treviso Belluno considers that their pilot action has been conceived to be consistent with ongoing or future policy and financial frameworks and resources together with the private resources by local association and networks.

e. Share of the value created

The issue of value sharing has not been explored in any great depth. It is likely that more time is needed to take this dimension into account more accurately. Without an economic model, as **ANCI** points out, it is difficult to think of a value sharing model. In the pilot actions, the consideration of value sharing is not always linked to the associated stakeholders, but to only some of them.

In general, reference is made to the beneficiaries of the action: this is the case for the **AMU** pilot action, which mentions that the beneficiaries will be inhabitants of the peripheral districts, for example. Others, as **PP14 Istria**, underline the indirect beneficiaries as citizens of the region and not only the direct NGOs involved. **Prizma** addresses the sharing of the value created between the associated stakeholders and in particular, between the public sector and private actors as well as citizens.

Some pilot actions also point to the dissemination of participatory methods and co-design models Establishment of a permanent mutual learning process. This is the case for the **Veneto Region**. **ANCI** focuses on sharing the knowledge created (immaterial dimension).

f. Skills development

In some pilot actions, skills are at the heart of the activity carried out. In others, they are an expected impact. In some cases, the two dimensions are linked.

This is for example the case of the pilot action carried out by **REMTH** in Thrace, which observes the increase of knowledge and information available to future social enterprise creators while implementing training programs whose object is precisely the acquisition of knowledge and skills and the identification of the ecosystem. For **ANCI**, the development of skills was at the core of the pilot action. They produced data and information whose goal was the improvement of the skills both of the staff (political and technical) of the Municipality of Brindisi and of stakeholders (entrepreneurs, NGOs, citizens) that take part in the initiatives of



Project partners



Palazzo Guerrieri. The skills linked with the pilot action are mainly organizational; relational; networking skills. Other pilot actions, as **PP14 Istria**, underline competencies in business.

In other cases, the obligation to use informational technology is seized as an opportunity to increase skills and to mobilize these skills for other purposes (**RCDI**).

However, we note that the switch to remote work has been accompanied by the emergence or renewal of skills around mastery and choice of tools. There is also a link between skills and data.

g. Use or creation of open data

The place given to data seems to be the least mobilizing of the different dimensions taken into account in the radar. However, three pilot actions are focused on these dimensions, such as **Itainnova** in Aragon, which aims to build a regional directory of social economy companies, the Food desert operation from **AMU**, which focuses on dynamic mapping of food supplies in disadvantaged neighbourhoods, and **RCDI** in Portugal, which, through Care-4 LL, is trying to identify social care providers. We notice that for **RCDI**, it is the awareness of the lack of use of open data in operational logics that is pointed out. The obligation to use digital technology is then mobilized as an opportunity to transform the perception of these technologies and the practices associated with them. But they perceive the risk of demotivating partners in the updating of data and the low digital literacy of the users.

For the other pilot actions, the open data dimension remains marginal. But it plays an indirect role, useful in terms of evaluation, of characterization of the context. It may appear for example in the construction of quantitative indicators. In the case of **REMTH**, open data mainly concerns the measurement of activity, and the increased role of social networks as a tool for linking actors. Open data can be also mobilized for the background analysis of the context (**ANCI**). In Aragon (**Itainnova**), it is the construction of a platform, but not really the open data that is at the heart of the pilot action. In the case of **CCIAA TV BL**, an Open Data Lab has been organised to increase awareness and usage of open data to tackle tourism and inclusion issues and social innovation development by the different stakeholders. As for **RCDI** or for **PP14 Istria**, there is a concern to support stakeholders in the use of digital technology.



Project partners



V. Conclusion

Most partners acknowledged the importance of evaluating the pilot actions. The process has been well applied by the partners and a significant improvement and achievement has been observed between the ex-ante and ex-post reports. As already stressed, however, the evaluation of impacts would need to be conducted in a few months to be able to assess impacts and not only expected ones.

Interesting lessons can be drawn from these reports. First of all, our analysis stressed the important role played by a strong involvement of public authorities in most of the pilot actions. As described above, different types of public support have been identified and considered as crucial for the development and the consolidation over time of the pilot actions. Nevertheless, the analysis shows that pilot actions were designed, implemented and developed by a variety of stakeholders, public and private. Therefore, our work confirms that public institutions are central in social innovation processes but, more broadly, promoters of social innovation pilot actions need to be integrated into a whole ecosystem to support social innovation dynamics.

Within the process of social innovation, we note that the issue of territory is not very well explored, as it is considered to be endogenous by most of the pilot actions. As for sustainability, it appears to be over-determined by the feasibility of the pilot actions in the context of the pandemic. We also observe that the fact that these pilot actions are most often linked to social innovations and are still at an experimental stage leads to an economic model that is often fragile and not well developed. Finally, although the dynamics of participation have been tested and worked on, the question of participatory governance remains and this is also a challenge for the consolidation of pilot actions in the future.

Finally, after a difficult year given the pandemic situation, we can conclude that this pandemic context did not prevent the implementation of pilot actions. It has of course delayed most of them or required some adaptations that partners were able to deal with. Above all, it led all the organisations supporting the pilot actions to develop digital tools to replace face-to-face interactions. In some cases, the pandemic reinforced the urgency of the pilot action



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(**Barcelona Activa**), or accentuated the importance of the issue at hand (e.g. the issue of access to food in the outlying districts for **AMU**). The solutions implemented have shown, on the one hand, the importance of integrating the pilot actions into their ecosystem, and on the other hand, the importance of and attention paid to supporting the use of distance learning, including for working meetings.

Many different elements can be capitalised and transferred: methods (items to be observed, evaluation indicators, reflexivity), processes (who to involve and how, including participative methods in particular, support systems) or tools (platforms, training materials, open data).

This may also concern inspiring initiatives within pilot actions (e.g. participatory budgets, urban social innovation lab, regional centre for social innovation, school of social innovations) and the identification of competencies or skills relating to certain activities (in terms of services for the elderly, for example) or relating to open data production or use.

Some points of vigilance have also been identified and should be discussed during the capitalization and transfer steps (adaptability, inclusion in networks, public authorities support, governance structure, sustainability of the pilot action).



Project partners

