

Mapping of the social innovation ecosystem in Spain

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Acronyms

ALC	Agirre Lehendakaria Center
BuiCaSuS	Building Capacities for Sustainable Societies
CCAA	Autonomous Community(ies)
CERIS CcSI	Competence Centres for Social Innovation
CIS	cooperativas de iniciativa social
CSIC	Spanish National Research Council
DG	Dirección General
EaSI	EU Programme for Employment and Social Innovation
EECTI	European National Strategy of Science, Technology and Innovation 2021-2027
EIT	European Institute of Innovation and Technology
EUI	European Urban Initiative.
FSE+	Fondo Social Europeo (European Social Fund)
IS	Innovación Social
LAAAB	Aragonese Laboratory of Open Government and Social Innovation
LEINN	Entrepreneurship, Leadership and Innovation
MCI	Minister of Science and Innovation
MDDSS	Ministry of Social Rights and Agenda 2030
SDGs	Sustainable Development Goals
ORS	Observatory of Social Reality (Navarra)
PEICTI	State Plan for Scientific and Technical Research and Innovation
POISES	Operational Program for Social Inclusion and the Social Economy of the ESF
UAFSE	Ministrative Unit of the Social Fund
WP	Work-Package

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Introduction

This document has been prepared within the framework of the transnational project *Building Capacities for Sustainable Societies – BuiCaSuS*, in which partners from France, Latvia, Spain and Sweden are collaborating to map and compare their national social innovation (SI) countries and exchange tools and methodologies on "how to do social innovation".¹ It aspires to generate valuable knowledge about the practice of social innovation in Spain.

The European Commission defines innovation as:

activity that is social both by its aims and by its means, and in particular activity that refers to the development and implementation of new ideas related to products, practices, services and models that simultaneously meet social needs and generate new collaborations or social relations between public bodies, civil society organizations or private, thus benefiting society and strengthening its capacity to act; (EP & EU Council, 2021, para. 2 (8))²

The BuiCaSuS project is part of a wider learning platform promoted by the European Commission's DG Employment, Social Affairs and Inclusion. Six consortia and a European Competence Centre for Social Innovation, based in Lithuania, have been formed.³ In addition, the ESF+ Regulation 2021-2027 makes it explicit that Member States will promote social innovation and social experimentation actions and may support the wider implementation of innovative approaches tested on a small scale, devoting at least one priority to implementation to these aspects, in order to increase the co-financing percentage up to 95% with a maximum of 5% of the ESF (EP & EU Council, 2021, para. 14).

The Commission has proposed to each of the six consortia to carry out a mapping exercise of national ecosystems in the development of their projects (EC, 2020). Currently these mappings are being developed with a great methodological variety and based on different starting points.⁴ Given the nature of social innovation, these

¹ All the information about the BuiCaSuS – Building project Capacities for Sustainable Societies – is available on the project website – www.buicacus.eu

² Find a broad discussion on the definition and background of social innovation in the document frame of this research (Meyer et al., 2021).

³ Factsheets for the six consortia and a description of the tasks of the CERIS (Center of Reference for Social Innovation) of the EU are available here <https://ec.europa.eu/european-social-fund-plus/en/competence-centres-social-innovation>

⁴ For example, the Portuguese Social Innovation Mission Unit or the Irish SI Agency ReThink, already manage databases of past and current initiatives – see www.fuseproject.eu. In the future, the CCSI/CERIS The European Union will manage a social innovation database.

analyses always run the risk of settling in one of the points of the triangle of the innovation approach: either conceptual frameworks, or lists of projects, or methodological guidelines and toolboxes (Meyer et al., 2021, p. 9)

The objective of this mapping work is to provide a description of the panorama of social innovation in Spain. While there are many initiatives, especially in regions with higher per capita incomes, particularly at the local and regional levels, there is no common space in which experts and professionals can take stock, capitalize on experiences and exchange knowledge about methods and skills. This document does not intend to replace this scarcity of knowledge, but to provide a first approximation, with the aim of capturing the legislative and political context, describe going the practice based on three case studies, and give some brushstrokes on the ecosystems of social innovation in Spain, describing the factors that encourage or prevent it from emerging. The document, therefore, is intended to be a starting point to encourage debate on how to institutionalize the practice of social innovation in Spain.⁵

The conceptual framework and methodology for the elaboration of this work have been published in a previous document (Meyer et al., 2021). As a starting point for the mapping process, the members of the BuiCaSuS Consortium agreed on a common question, useful for the context of each country and which, at the same time, would provide a basis for comparison between countries.⁶ The question was:

What are the factors that foster (enabling conditions) or prevent (bottlenecks/barriers) mature social innovation initiatives to be expanded and/or transformed into public policies in the social services sector?

Through this starting question, a tighter focus of inquiry was established to delimit the process. This research question delineates the approach from four perspectives: (1) Content: explores mature social innovation *initiatives* that can provide background and consolidated expertise; (2) Choice of sector: analyzes the social services sector, recognizing that "social innovation" is not limited to "social policy"; and (3) Perspective: rather than individual initiatives, identifies, within the ecosystems of social innovation, the factors that prevent or encourage it, and (4) the relationship with public policies and change systemic.

⁵ In one phase ulterior of the BuiCaSuS Project, a roadmap will be formulated to establish a reference centre for si. It will be displayed here <https://buicasus.eu/topic/national-plans/>

⁶ A synthesis paper will provide a comparison to be discussed at a face-to-face conference scheduled for October in Madrid.

1 Methodology

This section presents the methodology of analysis both from the theoretical assumptions, and from the secondary and primary research process.

Theoretical assumptions

There is a growing consensus that the social innovation agenda has to go beyond the perspective of individual projects that are used to focus analysis on independent action as the primary vehicle for social change (Espiau, 2018). Previously, much of the efforts on "social entrepreneurship" had adopted this perspective, centered on a concept of leadership in social affairs, often with prominent male dominance (Cattacin & Zimmer, 2016). At present, it is demonstrated that – in order to recognize the complexity of social challenges, the interdependencies between politics at the state level and the creation of community senses – it is necessary to shift the focus to collective action (Kania, John & Kramer, Mark, 2011; Moulaert & MacCallum, 2019). This implies, at least, taking into account three dimensions:

- **'Wicked problems'**: The complexity of social challenges makes most of them multisectoral and require multi-level governance (Dorst, 2020). Another feature is that most of them have multiple possible solutions, which only work when they are context-sensitive (Jalonen et al., 2019; Stephen Barnett, 2022). Recent examples of "twisted problems" in Spain are issues such as unwanted loneliness, rural depopulation ("Spain emptied") or energy dependence.
- **Multi-actor**: The solution to social problems also arises from the interaction of governmental and commercial activities, in addition to the action of social sector organizations. In this case, only cross-sectoral collaboration can provide solutions that mediate the logics of for-profit organizations, public administration, non-profit entities and community initiative. Therefore, it is necessary to work to establish solid alliances between public, business, non-governmental and grassroots initiative actors (Phills et al., 2008).
- **Universality and inequality**: While a key definition of social innovation is that it addresses basic social needs, interventions have not always considered their impact on people in situations of greater vulnerability, as well as their interaction with universal public services (Oosterlynck et al., 2019). Being "social" in both ends and means, it ultimately requires considering the side effects in which they lag behind, as well as the overall impact on the social contract (Martinelli, 2012, 2017).

The above conditions are summarized in the concept of 'ecosystem', evoking an imaginary of the biosphere that emphasizes interconnection and highlights the limitations of a single agent. I recognize the complexity and systemic interdependence that anyone who wants to "foster social innovation" must take into account (Unger, 2015). It also adds a reflective dimension to the underlying theory of social change, which is more related to the way people *make sense* of their environment, than to the design of action plans: "*When action is the central focus, interpretation, not decision, is the central phenomenon*" (Weick et al., 2005).⁷

While deliberative work and co-creation can be cumbersome, burdensome and fragile, if we compare it with an engineering or managerial approach, the hypothesis here is that when integrated into a political process of alliance building and meaning-making, social innovation perceived as collective and horizontal action will go beyond the ventures of individual agents. If this is accepted, the focus of the question shifts from how to have good ideas and focuses on how to govern the ecosystem so that good ideas can be turned into successful structures (Terstriep et al., 2020).

Secondary and primary research process

The analysis of the legislative and political context in Spain is based on bibliographic research based on international categories (OECD, 2021b), using key terms from academic databases and web research. Public policies have been researched from official websites, focusing primarily on policies at the state level.

The process of detection, selection and analysis has been described more extensively in the working paper that develops the conceptual and methodological approach of this exercise (Meyer et al., 2021, chapter 2). By way of synthesis, based on an invitation from the Ministry of Social Rights and Agenda 2030, widely disseminated among public entities and the Third Sector, a series of initiatives have been identified, which are listed in the annex to this document. From this list, three projects have been selected for a study in greater depth, following as basic criteria that they are innovative, address complex problems, work in different areas and have a strength or degree of maturity in their implementation. Additionally, the selection has been conditioned by pragmatic criteria of access to information and territorial diversity. The case studies have been elaborated through an in-depth analysis and analysis of the information obtained.

⁷ Own translation, in original: *When action is the central focus, interpretation, not choice, is the core phenomenon*

Reflection: Social innovation as a method⁸

1.- Social innovation is a how, not a what. Therefore, we should avoid any exercise in taxonomy or definition that limits and limits the perimeter of something so new, unfinished and emerging.

2.- Social innovation is not only innovation in the social field, understood from the point of view of the fourth pillar, social services or third sector. The approach must go beyond traditional margins of competence. There the scope and impact of the project is directed.

3.- In the end, all innovation is social innovation, since any progress is produced by the interaction of multiple actors and factors. Quite the opposite of the hyper-individualistic myth of the solitary genius or the meritorious entrepreneur. We can move towards the idea of what kind of social innovation interests us or, in other words, what it is an open and under construction perspective.

4.- In this sense, we must focus on the multiplicative and cohesive factor of social innovation that interests us. In other words, there is significant social innovation when the whole (the collective) is more than the sum of the parts (the individuals) Not only from a point of view of effectiveness and results, but also considering affectivity and processes (wherecare, the idea of community, etc.) enter.

5.- Following these premises we will find social innovation in many places and references: social innovation in the educational field, in participation, in development cooperation, in culture, in urbanism, in the rural, in the public, in entrepreneurship ... , And of course, in the field of social policies or organizations of the third sector.

6.- In short, social innovation is found in the way in which we link people, groups, teams or organizations, in a virtuous way, producing more value (or an added value) than those individuals or actors would produce on their own.

⁸ Contribution of Raúl Olivan Cortés, Coordinator of the LAAAB open government and social innovation laboratory of the Government of Aragon, in response to the validation debate of the document on May 4, 2022 -

2 Contexts of Social Innovation in Spain

This chapter describes some of the legislative and policy provisions, both at central, regional and local level, as well as funding opportunities, support structures and academic hotspots.

2.1 Legislation and public policies

Social innovation in public policies could be understood from two perspectives: from the classic point of view of R + D + I, that is, the extent to which science, technology and development create new processes, products or relationships. But it could also be understood from the "social" perspective, and consequently start from a diagnosis of specific challenges of well-being and exclusion. Depending on the perspective taken, an innovation strategy would be spearheaded, promoted or coordinated by the ministry of the respective sector, be it science, social affairs or ecological transition.⁹

For example, in the case of the European *Innovation Scoreboard* is drawn up by DG GROW (Directorate-General for internal market, industry, entrepreneurship and small and medium-sized enterprises) and aims to assess the relative strengths and weaknesses of the European Member States' research and innovation systems – it does not consider social innovation in this perspective. Within the European Commission itself, there is no single department responsible for the innovation agenda and competences are shared between DG GROW and DG EMPL (Directorate-General for Employment, Social Affairs and Equal Opportunities), with dynamics sometimes synergistic, but often competitive and often disconnected. (Verschraegen et al., 2019) . In the latest research strategy 'Horizon Europe' (DG Research, 2021) social innovation is presented as a cross-cutting priority. Finally, the European Agency for Innovation and Technology (EIT) is increasingly geared towards the combination of technological and social innovation.¹⁰

In Spain, no public entity at the state level has yet claimed leadership in social innovation. In 2016, the *Economist Intelligence Unit* ranked Spain, along with Japan, as "the worst performing country" [*most notable underperformer*] in an international comparative study among 47 countries, which evaluates variables such as policy

⁹ The Swedish Innovation Strategy includes the technological and social innovation. The Portuguese Agency for Social Innovation emerged from an inter-ministerial initiative and is institutionally anchored in the Presidency. The tripartite coalition agreement of the new German government promises the opening of the federal innovation policy to social and ecological initiatives.

¹⁰ European Institute of Innovation and Technology (EIT) <https://eit.europa.eu>

support, institutional frameworks, financing or civil society development (EIU, 2016).

¹¹ A recent article in the Global Atlas of Social Innovation analyzed the weight of social innovation within civil society, highlighting the lack of public commitment to this issue (Ramos, 2019). However, recent studies affirm that the practice of social innovation in the Spanish Third Sector is at a very embryonic stage, although it presents a great potential to develop as such (Hernandez Ascanio and Rich-Ruiz 2020).

The Spanish Science, Technology and Innovation Strategy 2021-2027 focuses mainly on technological, digital and industrial innovation (MCI, 2020a). In it, society is perceived mainly as a recipient of technological solutions. Likewise, the State Plan for Scientific and Technical Research and Innovation (PEICTI) 2021-23 does not specifically consider the processes of social innovation (MCI, 2020b).

Social innovation is often associated with the social economy. In the last decade, much progress has been made, from the legislative point of view, to regulate the social economy (Nogales et al., 2020). By way of example, provisions such as the legal forms of social initiative cooperatives (*CIS*), social enterprises or social enterprises, as well as the new related financing tools, preferential treatment in public procurement (Reserva of contracts) or tax deductions (EUSIC, 2021) . However, these advances do not necessarily respond to a strategic approach to public social innovation focused on providing new responses to situations of exclusion or other social challenges. Some of the regulations related to social enterprises and social economy actors are very much in line with the characteristics of social innovation such as participation, complexity and social purpose, multi-stakeholder involvement and response. to new wellness challenges. ¹² However, the entire social economy is not, per se, a force for innovation, nor does the regulation of new forms of social enterprises represent in its entirety, what should be a public strategy for social innovation.

¹¹ Spain (28th), stands out by ranking below Kenya (27th) in the Index: although it participates in EU initiatives on the issue, there is little national awareness of social innovation as a cohesive concept, and it lacks national-level strategies and funding. (EIU, 2016, p. 5) [Spain (28th), stands out for being below Kenya (27th) in the Index: although it participates in EU initiatives on the subject, there is little national awareness of social innovation as a cohesive concept, and it lacks strategies and funding at national level.]

¹² This is established by the FHS Regulations: "Social economy enterprises could play a key role in advancing social innovation and contributing to social and economic resilience." (EP & EU Council, 2021, para. 29)

2.2 Social innovation in the autonomies and municipalities

Some Spanish regions have a track record of investing in social innovation initiatives and generating multi-stakeholder meetings to promote public-private collaboration, both with commercial companies and with social action entities, as well as public-social collaboration and community participation.¹³

In Navarre, the Observatory of Social Reality (ORS), under the Department of Social Rights, offers meeting spaces, develops tools and implements social innovation programs, carries out experimentation of policies financed by the EaSI Program focused on the integrated provision of social and employment services (Government of Navarre, 2016) ; it has recently launched a Hub for disability and education. It promotes a number of social innovation competitions, such as the annual social innovation in social services award, the impact assessments award or the hackathon for innovation in long-term care homes.¹⁴ It has also developed tools, such as the ELISA tool for the ex-ante evaluation of social innovation projects or the IRIS tool for social innovation management.¹⁵ The Observatory has published two guides on social policy evaluation (ORS, 2020) and social innovation in the context of social services (Etxebeste, 2020).

The Basque Country has a rich panorama of social innovation initiatives, many of them related to the actors of the social economy and the third social sector historically well rooted in the Basque Country, and supported by the Basque Government , from the competent departments in matters of social policies and economic development. The innovation agency InnoBasque, also linked to the Basque Government, is responsible for innovation in general terms, including industrial reconversion and technological innovation, and has created in recent years a specific department of social innovation.¹⁶ The Department of Equality, Justice and Social Policies has a social innovation team and participates in the governance of the Gizalab Foundation, promoting initiatives and ecosystems at the regional and cross-border level, focused mainly on the innovation of social services. In addition, linked to the Public University of the Basque Country (UPV/EHU), the *Agirre Lehendakaria Centre (LAC)* is a Social Innovation Laboratory, rooted in Basque

¹³ The fact that only refers to three regions, it depends on the limited scope of this mapping exercise, responds to a pragmatic choice, and in no way signifies a prioritization or devaluation of other existing structures in other regions.

¹⁴ observatoriorealidadsocial.es/es/premio_innovacion/

¹⁵ IRIS (Etxebeste, 2021); ELISA (ORS, 2022)

¹⁶ In the most recent innoBasque Strategic Plan 2021-24, this has been simplified into the new "business innovation" mission statement.

civil society and having an acquired global reach, working mainly for multilateral organizations (Caixa & ILO, 2018; ILO, 2019).¹⁷ Its staff has consolidated experience and competencies to co-design, implement and evaluate open innovation platforms for systems transformation. Both the Department of Equality, Justice and Social Policies, as well as the Gizalab Foundation, Innobasque and the Agirre Lehendakaria Center (ALC), in addition to the Matía Foundation, as a benchmark for innovation, participate in the BuiCaSus project. In this context, the Department of Equality, Justice and Social Policies will seek and facilitate in the short and medium term the articulation of other actors and agents, institutional and civil society, with the project within the framework of the social innovation ecosystem of the Basque Country.

In the autonomous community of Aragon, the Government has promoted a unit of citizen participation and social innovation, the LAAAB Laboratory of Open Government and Social Innovation of the *General Directorate of Open Government and Social Innovation of the Government of Aragon*.¹⁸ In recent years, he has developed a number of projects related to democratic deepening, co-design and co-production of public services and the promotion of community initiatives. Tools have been developed and tested, such as the HIP Hexagon (LAAAB, 2019; Oliván, 2021).. It also conducts meetings and training actions, specifically with young people and women, both online and in person in the modern meeting space of the Laboratory.¹⁹ The COVID crisis has allowed the development of some open citizen innovation initiatives, such as "slowing the curve" (LAAAB, 2020).

From Castilla y León, through the Management of Social Services of the Ministry of Family and Equal Opportunities of the Junta de Castilla y León, various initiatives are being addressed that aim to position it as an authentic "social laboratory" and territory conducive to the development of a reference model to promote the autonomy and social integration of people. To this end, the "SIVI Push Hub Program" has been launched, which pilots the Cluster of Innovative Solutions for Independent Living (SIVI Cluster). Within this framework, the aim is to promote the development of open innovation and the co-creation of solutions taking into account the various agents within the value chain in the processes, services and products in the care sector by promoting collaboration between public administration, knowledge entities, entities of the third sector and the technological business fabric for ideation,

¹⁷ www.agirrecenter.eus

¹⁸ www.laaab.es

¹⁹ <https://www.laaab.es/2021/10/el-espacio-laaab-un-laboratorio-ciudadano-en-el-centro-del-gobierno/>

development and deployment of the great potential of person-centered technology in order to promote their quality of life and independence.²⁰

Beyond the regional action, at the municipal level, some local governments of the largest cities have promoted the competences for social innovation and have created structures to bring together the actors, promote initiatives and finance projects. Many of them are related to the European Urban *Innovative Actions Initiative (UIA)*.²¹

The Madrid City Council created an Office of Social Innovation, in charge of fostering an ecosystem, training and promoting social entrepreneurship.²² Currently, the City Council manages 3 innovation centers that act as incubators, and focus mainly on social entrepreneurship and technological or digital innovation. He has published a guide aimed at social entrepreneurs (Madrid City Council, 2022).²³ Talso launched an ambitious European project, "Mares", dedicated to transforming the ecosystem of four Districts of Madrid through the recovery and conditioning of disused spaces and the promotion of social and solidarity economy initiatives in the sectors of mobility, food, recycling, energy and care (Mares Madrid, 2019)..²⁴

The city of Barcelona has a General Directorate of Social Innovation, which works in three dimensions: (1) Fundamental rights and citizen empowerment; (2) A new social model of the city; and (3) Digital Transformation.²⁵ The city has adopted a Social Innovation Plan (Barcelona City Council, 2021), which is part of a general conception of the reform of public services. Ddeploys a specific approach to providing access to (municipal) services and encouraging citizen participation as well as digital transformation. These initiatives have been disseminated to other municipal governments, other Autonomous Communities and internationally. In addition, the city has created InnoBa, a new socio-economic innovation centre that supports social and solidarity economy projects (Barcelona City Council, 2018).

²⁰ <https://www.clustersivi.org/>

²¹ www.uia-initiative.eu

²² In 2019, the office had been closed. Currently "Social Innovation" is located among the DG Social Innovation of the Social Innovation Area of the Government Area of Families, Equality and Social Welfare and the Innovation Section of the City Council

²³ www.madridinnova.es

²⁴ <https://maresmadrid.es/>

²⁵ <https://ajuntament.barcelona.cat/dretssocials/es/innovacion-social>

2.3 Financing

From the Ministries dedicated to Science and Innovation, there are no specific lines of financing for social innovation.

The Ministry of Social Rights has a specific funding line that includes social innovation among its priorities. The financing tool "Call 0.7%", manages funds from the annual income tax for individuals (IRPF) as well as corporation tax. These subsidies are intended for the social intervention of the Third Sector of Social Action and will have an annual allocation of more than 70 million for its state tranche in 2022.²⁶ In this call there are four axes, one of which is the "Modernization of the third sector" (Eje D). One of the lines of this Eje is dedicated to "research, development and innovation" and contains seven priorities, of which the fourth is specifically dedicated to social innovation.²⁷ However, the temporary nature of these grants, which are annual in nature, makes it difficult to undertake meaningful social innovation initiatives.

The support of the European Social Fund (ESF) for social innovation is mainly materialized through the National or Autonomous Operational Programmes in which administrations can include a specific axis of Social Innovation. However, administrations can carry out innovation actions within the framework of other axes. In Spain, the ESF 2014-2020 national operational programmes did not define a priority innovation axis. However, within the framework of the actions implemented under the Operational Programme for Social Inclusion and the Social Economy (POISES), these non-governmental organisations have implemented social innovation projects at State level.²⁸ Among the projects funded by axis 7 (transnational) is the European Innovation Network for Inclusion coordinated by the Aid in Action network.²⁹ At the regional level, only the regions of Navarra and Murcia

²⁶ Royal Decree 821/2021, of 28 September <https://www.boe.es/eli/es/rd/2021/09/28/821>; See the respective information on the website of the Ministry https://www.mdsocialesa2030.gob.es/derechos-sociales/nueva_web ONGS_y_subvenciones/index.htm

²⁷ Resolution of October 22, 2021, of the Secretary of State for Social Rights, Priority D.3.4 "Programs oriented to the design and implementation of pilot projects based on social innovation in the different facets related to social intervention that can generate knowledge and methodologies applicable on a larger scale."

²⁸ ONCE Foundation, Santa María la Real Foundation, Spanish Red Cross (CRE), Action Against Hunger (ACH), CEPAIM Foundation, Fundación Secretariado General Gitano (FSG), Proyecto Hombre. The formal conditions of the call present significant obstacles for smaller suppliers to compete.

²⁹ The objective is to bring together different European actors around innovation in socio-labour inclusion through exchanges of good practices and promoting their participation in European

chose to include a priority axis of social innovation. No public data are available on the results of social innovation projects managed by the ESF. In general, in the 2014-20 cycle it has been quite discreet, compared to other European countries (EC & F. Giacomo Brodolini, 2018) Even so, public funding, both national at different levels and especially that of European funds, has contributed to several entities, especially social initiative, have launched innovative programmes in different areas, some of which have been progressively consolidated.

Several private actors have established financing lines that can be accessed by entities that develop social innovation actions. These include:

1. The La Caixa Foundation develops an ambitious range of social inclusion projects, many of which are conditioned to have a focus on social innovation. Among them, for example, is the EPYCO program, which promotes training for employment in prisons by incorporating the improvement of employability as the backbone of its intervention.³⁰ Beyond this, the "la Caixa" Foundation Awards annually dedicate the "la Caixa" Foundation Awards to Social Innovation, which recognizes 10 selected projects each year.³¹
2. In the annual report of SpainNAB, the Advisory Council for Impact Investing is part of the *Global Steering Group for Impact Investment*, data on private impact investing is provided, a part of which could be dedicated to social innovation (Hehenberger et al., 2021)³²
3. 'Responsible and Sustainable Investment' or 'Corporate Social Responsibility' is providing considerable funding³³ (SpainSIF, 2021) However, due to the lack of information it is not possible to know the actions that are carried out with these funds and to what extent they focus on social innovation.
4. Crowdfunding: in recent years there have been numerous tools that rely on the web for microfinance. Again, no data can be extracted regarding the amount channeled into social innovation initiatives.

programmes as innovation financing instruments, also facilitating the training of partnerships among its members. <https://www.accioncontraelhambre.org/acciones/inclusion/>

³⁰ <https://www.incorpora.org/reincorpora>

³¹ "la Caixa" Foundation Awards for Social Innovation - <https://fundacionlacaixa.org/es/premios-innovacion-social-videos>

³² spainnab.org/

³³ The Forum for Sustainable and Responsible Investment (SRI) SpainSIF <https://www.spainsif.es/la-inversion-sostenible-en-espana/>

2.4 Social innovation in the European Recovery, Transformation and Resilience Plan.

The Recovery, Transformation and Resilience Plan defines the priorities of the Government of Spain to materialize part of the investment from the *Next Generation EU* Recovery Funds. These funds are an extraordinary opportunity to launch investments and reforms with a triple objective: to support in the short term the recovery after the health crisis, to promote a process of structural transformation in the medium term, and to lead in the long term to a more sustainable and resilient development, from the economic, social, territorial and environmental point of view. This agenda of investments and structural reforms, which interrelate and feed back, is oriented towards a future that must be greener, more digital, more cohesive from the social and territorial point of view, and more egalitarian.

Component 22 "Shock Plan for the care economy and reinforcement of inclusion policies" of the Recovery, Transformation and Resilience Plan has as its main objective the modernization and reinforcement of all social services, with special attention to the long-term care model, promoting innovation and a Person-Centered Care model.

In this sense and with the aim of transforming the long-term care model and contributing to the modernization of social services, the Ministry of Social Rights and Agenda 2030 is financing the realization of twenty pilot projects of social innovation through two mechanisms:

- [Order DSA/1199/2021, of 4 November](#), by which establish the regulatory bases and summon subsidies for the realisation of projects of innovation in matter of prevention of the institutionalization, deinstitutionalización and development of services of support community in the field of the care of long duration, linked with the Plan of Recovery, Transformation and Resilience
- [Royal Decree 1101/2021, of 10 December](#), which regulates the direct granting of subsidies to entities of the Third Sector for innovation and research projects aimed at the modernization of social services and models of care and care for the elderly, children and homeless people, within the framework of the Recovery Plan, Transformation and Resilience.

These twenty projects follow a logic of innovation that aims not only to experiment with innovative solutions to complex common problems, but also to generate a learning process, demonstrating how new policies work in practice.

In the context of the transformation of the component 22 care model, these twenty learning projects will be used to gain experience on the implementation of

innovative services and to develop the capacity to manage reforms on a larger scale. To achieve this, the Secretary of State for Social Rights, with all the social innovation projects, will activate a Social Innovation Platform, which will design, facilitate and dynamize shared learning, exchange, analysis and evaluation processes, so that robust evidence and recommendations are obtained that contribute to reorienting public policies and approaches towards community care and development. Likewise, the overall results of these twenty pilot projects, through a meta-evaluation process, may contribute to the development of recommendations for the future National Deinstitutionalization Strategy.

2.5 Specific support structures

At the national level, no specific support structure for social innovation has been established.³⁴ No particular public management centre – whether from the Ministry of the Presidency, the Ministry of Science and Innovation, the Ministry of Social Rights and the 2030 Agenda, or the Ministry of Ecological Transition and Demographic Challenge – has exercised leadership in this topic. However, there are some specific structures that promote social innovation.

Digital Future Society is a program supported by the Ministry of Economic Affairs and Digital Transformation of the Government of Spain that is developed in collaboration with Mobile World Capital Barcelona and that seeks to build an inclusive, equitable and sustainable future in the digital age.³⁵

A specific actor conceived to provide spaces for exchange and analysis is the COTEC Foundation, a private foundation with a history of more than 25 years.³⁶ The redefinition of its mission in 2015 – *Innovation is all change (not only technological) based on knowledge (not only scientific) that generates value (not only economic)* – has opened the perspective towards the concerns of social innovation; its advisory group of 100 experts includes diverse academics and social science professionals, human rights activists and social innovation professionals.³⁷ The 2021 annual report is monographically dedicated to the COVID response and the role of innovation in overcoming health, social and economic impacts, and refers more to

³⁴Example of such structures could be Rethink Ireland (rethinkireland.ie; anteriormente Social Innovation Fund Ireland) or the Portuguese Social Innovation Mission Unit (inovacaosocial.portugal2020.pt). Both are members of the European fuse consortium (www.fuseproject.eu)

³⁵ <https://digitalfuturesociety.com/about-us/>

³⁶ cotec.es

³⁷ cotec.es/los-100#expertos

social than technological innovations (Cotec, 2022). The Foundation is an important space for the exchange of knowledge between companies and public administration and a club of experts and decision-makers in which broader policy agendas related to innovation and others can be conceived and communicated. specific missions. However, it is unclear how these encounters and knowledge products contribute to fostering a variety of national or local ecosystems of social innovation, including their relationship with the community and public actors.

A recent study on Social and Ecological Innovation Clusters, prepared by the EU expert group on social economy and social enterprises, claims to have identified ten clusters in Spain (DG Growth, 2021). However – while the study provides useful categories and policy orientations, the identification and selection metrics are not entirely rigorous and the specific participation of public, private and social economy actors is not explicit. Nor are the factors for success or failure and the local policy instruments at the national, regional or local level for the promotion of these clusters detailed, taking into account the Spanish reality. More research, especially adapted to the Spanish context and its complex multilevel governance, is needed on the existence of these clusters and the public policy tools to promote them.

Several private consultancies provide social innovation services, mostly funded by the public administration or multilateral organizations. For example, UpSocial, a company based in Barcelona, contributes to solving social challenges through innovations aimed at scaling their impact.³⁸ Likewise, iSocial, also based in Barcelona, promotes innovation in the provision of public services.³⁹ For more than 35 years, the Basque cooperative SSI has been promoting innovation in the social and health sector.⁴⁰

2.6 Research, clairvoyance and exchange of knowledge

In addition to what has already been mentioned, we find that some Spanish universities are committed to social innovation. To do this, they develop activities that mix consulting, teaching, training and applied research. Noteworthy is the initiative of the SUIA project of the Spanish National Research Council (CSIC) which is dedicated to researching and connecting social innovation in universities, analyzing the degree of involvement of Spanish universities in social innovation activities, exploring whether they actively participate in social innovation practices

³⁸ <https://upsocial.org/en>

³⁹ <https://isocial.cat>

⁴⁰ Integrated Social Services Group S. Coop. <https://grupossi.es>

and whether they incorporate social innovation as part of their strategies, decisions, structures, incentives and way of operating.⁴¹ On the other hand, the Center for Innovation in Technology for Human Development of the Polytechnic University (itdUPM) executes a program with four vectors: urban transformation, reconversion of industrial regions, conversation platform on ecological transition and Sustainable Development Goals (SDGs), as well as a humanitarian initiative dedicated to refugee camps and energy. Likewise, the⁴² Polytechnic University of Valencia has launched an institute dedicated to exploring and applying collective intelligence methodologies.⁴³

The issue of social innovation has also reached academic education. The Public University of Navarra manages its own degree of University Expert in Social Innovation that is addressed to personnel of public administrations and is taught "in company".⁴⁴ The ESADE business school, based in Barcelona, has an institute dedicated to social innovation, which addresses this issue from a business point of view (Rodríguez Blanco et al., 2012)⁴⁵ In addition, the University of Salamanca offers a master's degree equally oriented to a perspective of social entrepreneurship.⁴⁶ Finally, Mondragon Unibertsitatea offers a 4-year university degree in Entrepreneurship, Leadership and Innovation (LEINN).⁴⁷

Evaluation is a means to- among other functions- make explicit the learning and measure the effectiveness and efficiency of the projects. The Spanish practice of evaluating public policies has long been questioned (de la Fuente et al., 2021). The international debate on the evaluation of social innovation has diversified and deepened considerably in the last decade, focusing on quantifying the impact, capitalizing on experiences for scale-up and transfer, and measuring the return on investment (Castro Spila et al., 2016; Kleverbeck et al., 2019; Krlev et al., 2014;

⁴¹ Spanish universities in social innovation activities. SUISIA <https://suisia.webs.upv.es/>

⁴² www.itd.upm.es ; The platform for urban transformation <http://colab.upm.es/> runs as a collaboration with the MIT Climate Lab (colab.mit.edu); Ecological transition and Sustainable Development Goals (SDGs) <https://diadespues.org>; The project for the conversion of industrial regions is a public-private partnership in which the energy company Iberdrola (plataformainnovacion.com) participates.

⁴³ Institute of Management of Innovation and the Conocimiento INGENIO (CSIC-Polytechnic University of Valencia) <http://innovacion-soci.webs.upv.es/>

⁴⁴ UPNA <http://www.unavarra.es/sites/actualidad/contents/noticias/2021/09/21/noticia-2.html>

⁴⁵ <https://www.esade.edu/es/profesorado-investigacion/investigacion/unidades-conocimiento/instituto-innovacion-social>

⁴⁶ <https://masterinnovacionsocial.com/>

⁴⁷ <https://gradoleinn.com/> and <https://www.mondragon.edu/es/grado-liderazgo-emprendedor-innovacion>

Svensson et al., 2018).⁴⁸ Beyond the classical evaluation methodologies (OECD, 2021^a) new approaches are being used that have been consolidated particularly adapted to the nature of social innovation, particularly the 'evolutionary evaluation' approach (Gamble et al., 2021; Patton, 2011, 2018). Along these lines, in the European context, guidelines have recently been developed on how to accompany the processes of social innovation to "*reading while you scale*" (Yaghil et al., 2022). Given that in Spain there is still not enough professional space or academic s dedicated in depth to social innovation, the debate wasdological on the best way to evaluate social innovation initiatives, even if it exists, it has not made sufficient progress in its implementation.

⁴⁸ In a recent publication, the OECD proposes a framework for "Monitoring the Dynamics of Progress" for local SI ecosystems (OECD, 2021)^b, pp. 37-39)

3 Description of cases

This section briefly describes the three case studies selected as a result of the process of responding to the questionnaires to the entities on good practices.⁴⁹ The next chapter analyzes the interaction of these initiatives with the broader ecosystem of their environment. The examples chosen present initiatives from the same sector: the field of care. In one of the cases, the leading role in the promotion of actions of the private initiative (Getxo Zurekin), and the other two is of the public, either regional (INTecum) or municipal (VilaVeina). The three initiatives aspire to a change of model that implies reforms and processes of transformation of social services.

3.1 Getxo Zurekin – Double Smile Foundation

Getxo is a municipality of about 80 thousand inhabitants in Country Vdiguist, which is part of the metropolitan area of Bilbao. With more than 25% of the population over 65 years of age, it can be considered an aging municipality. Since 2017, the Fflood Doble Sonrisa has been developing the Getxo Zurekin project as a measure to promote compassionate communities.⁵⁰ The initiative seeks to promote the well-being of people in advanced disease processes, dependency or at the end of life, through a model of integrated health, social and community care that improves the effectiveness and efficiency of organizations.⁵¹

The project pursues the following specific objectives:

- Sensitize the citizens of Getxo about the importance of community care and support in people in situations of dependency and end of life.
- Normalize the discourse in the community around death.
- Prepare neighbors in the field of palliative care and care for people at the end of life.

⁴⁹ The three cases presented are based on the documentary study, the answers in the questionnaire and in-depth interviews.

⁵⁰ The project is inspired by an experience [*All With You*®] promoted by the *New Health Foundation*, based in Seville, and in an international community of practice, that researches and fosters 'compassionate communities' (Kellehear, 2013). The project has the methodological accompaniment of the Agirre Lehendakaria Center [agirrecenter.eus]

⁵¹ "Contigo" [Basque/Basque] = "contigo"; the project is documented in this page fundaciondoblesonrisa.com/getxozurekin/; Apart from the project documents, accessible on the website, it has published one article in a scientific journal (Hasson et al., 2022) and an exercise of systematization of experiences, emerged from the initiative Getxo Zurekin, but that goes further including other Basque municipalities (SDF et al., 2021).

- Promote research through a platform for community innovation in community accompaniment at the end of life.
- Design and implement a local observatory to monitor community support needs in real time.
- Develop a collaborative methodology that incorporates the community, promoting the participation of citizens, local partners and international institutions, seeking their involvement in the development of a compassionate community.
- Study the cultural dimension of an innovation process, including the cultural perspective collected from the perspective of users (beyond the perspective of experts).

The design of the initiative is highly relational and is permanently open to the specific configuration of the response, and at the same time is firm in the methodological commitment of listening and the activation of community resources. The project follows a collaborative work methodology for the creation of a community innovation platform, incorporating two types of complementary actions: those related to the generation of knowledge and action interventions. The study process allows to collect different dimensions and perspectives from a systemic approach of change, taking advantage of the knowledge that exists in the population. In a collaborative way in a process of co-creation, a portfolio of interconnected initiatives (innovation portfolio) has been generated, which includes *Death Cafés*, spaces of mourning, the possibility of supporting networks of "community influencers", awareness programs in educational centers, groups of "superheroines", *social broker* (connectors) community/ors. The objective is that the figure of the connector-community person or has an impact on public policies on situations of dependence, advanced illness, palliative care, grief and loneliness do not wish as a result of it at the municipal level and autonomous community. Lately, it aspires to influence the redesign of funeral services and other social health services, as well as the possibility of promoting a palliative care law.

3.2 *Rural Care*: deinstitutionalization promoted by the Junta de Castilla y León

The Management of Social Services of the Ministry of Family and Equal Opportunities of the Junta de Castilla y León develops, bajo the concept of Dependency 5.0, various experiences of care aimed at people who require support for autonomy through a model of care in Network that persi In addition to the deinstitutionalization and development of the vita project in the community

environment; some examples are the project 'A gusto en casa', the project 'Viviendas en Red', the Project Intecum- Attention at the end of life and the new model of residential care.

Castile and León represents a fifth of the territory of the Spanish State, but only five per cent of the Spanish population lives there. This low population density and the distribution of the population in the 2,248 municipalities (almost three thirds of the population lives outside the provincial capitals), together with the multicentric planning around the nine provincial capitals, make the region face special challenges of providing services to ensure universal coverage. Specifically, care, notably at the end of life, poses difficulty in the gistic, ethical and quality in the model of care.

The RuralCare project is based on the fact that 87% of older people prefer to live at home than enter a residence.⁵² Therefore, it aims to guarantee as a subjective right that people with support needs can choose the place (domicile) where they receive support, in any locality (without territorial exclusion) being these of sufficient intensity and quality, and personalized, within the framework of the support for autonomy and the life project.

The Rural Care project represents an innovative solution in three ways: improvements from the ethical perspective, technical quality and economic feasibility. It creates a model of care directed by the decisions of the people at the center of each person's life project. Therefore, it establishes a new approach to the relationship with the user of the services, which assumes that the informal supports of the environment of the people and the community will be the backbone of the plan of support to the project of life of the people, being the professional services subsidiary of these, both in intensity and in schedule. This goes beyond the consideration of the degree of dependence as a prescribing system for the provision of supports, since personalization is pursued and continuity in the home itself is guaranteed. It is about introducing a variable in the response and in the supports, which are the conditions of the environment of the vulnerable person and establishing a financing procedure for professional supports that evolves with the need for supports.

The Rural Care approach places the person at the centre, with their expectations, desires and respect for their own decisions, both in the field of prevention and in that of dependency. The approach has been implemented with a range of exemplary social innovation projects each with its own ideation, piloting and scaling process.

⁵² according to a survey conducted by the Ministry of Health and Social policy (2020)

Among them, two projects stand out – "A gusto en casa" and INTecum ("for you and with you"), which follow the same logic.

The project "*a Gusto en Casa*" offers people with dependency, disability or chronic illness the necessary supports so that they can remain at home, developing their daily activities, social participation, health care and, in general, all those activities that each person wants. The recognition of the dignity of the person, the search for their maximum capacity for autonomy, respect for their preferences and desires and the ability to adapt the supports to the needs that may arise at any time, are the aspects that direct all the planned actions.⁵³

The INTecum initiative – "for you and contigo" – is aimed at people in palliative care and seeks to guarantee from the field of social services all the supports that the person needs (personal assistance, technical aids and adaptation of housing, among others) so that care can be received at home until the end of life, in an agile and debureaucratized manner.⁵⁴

The support process begins with a document of conformity and adhesion to the care project, which represents the agreement between two parties and the definition of the relationship. Next, the Life Project Support Plan is articulated. It promotes the empowerment and self-determination of people. The project focuses on the idea that at the end of life people can, by themselves and with the supports and conditions they require, continue directing their life project. Rural Care guarantees the right to receive support without any limit other than an ethical management of public funding. It organizes services in matrix and personalizes both these and public funding. In INTecum se offers people in need of palliative care, in the final phase of their life, the continuous socio-sanitary care of quality adapted and necessary to the different phases of their own process. In the projects, care is granted throughout the day, every day of the week ("24/7"). This care is also provided to your family and primary caregivers, also covering – in the case of INTecum – the later phase of grief.

To guarantee the right to receive support in this and other areas of dependency, the Social Services Management is introducing the concept of "positive administrative silence", so that the administration has a period of three days to resolve the requests

⁵³ At ease at home <https://serviciosociales.jcyl.es/web/es/gusto-casa.html>.

⁵⁴ The INTecum project aims to act through a proactively integrated socio-health process, from the moment of the inclusion of a person with advanced/terminal disease in the Integrated Palliative Care Process, providing the support they need so that they can remain in the chosen home with guarantees of quality and safety, offering respectful accompaniment and encouraging active social participation. (CyL Board, 2019) <https://serviciosociales.jcyl.es/web/es/personas-mayores/proyecto-intecum-atencionfinal.html>;

of support plans for life projects. These requests are requested by the professionals of the organizations that work with people. If within that period the administration does not resolve, the request will be accepted.

The most significant results are four:

- It improves the quality of life of people and contribution to the project of personal and family life.
- Saving or in public and private spending;
- Adaptation to any territory, especially rural environments;
- Investment in services resulting in employment, especially in rural areas.

Rural Care is developing a new profile of *service case* providers, both formal and informal, and from the outset has been openly involved with other actors, especially health services, municipalities and third sector organisations. It is noteworthy that the entities of the disability sector actively participate in the implementation of the actions, not only because the ideology and typology of the organization places them in the best conditions to do so, but because this allows them to expand their scope of benefits towards this new task. The implementation of the project has been preceded by an in-depth work to create and consolidate an alliance, and the appropriate harmony, between political decision-makers, the public services involved (health and social services) both in primary care and in specialized, the different administrative levels (Autonomous Community, Provincial Council and municipalities), the academic world, the associative fabric, such as the Spanish Association against Cancer (AECC) and the consolidated entities of the disability sector, as well as associations of the field of different areas. The project is conceived as an experimentation, which, after a prototyping and testing phase, is being scaled up to other provinces.

At the center of the approach is the concept of the "safe home" which is one that has the necessary adaptations of housing and technical aids, but also with the network of supports (family, neighborhood, community and formal) with which the person has, as well as the proximity services activated with the intensity and speed necessary so that the person with dependence, disability or chronic illness, can remain at home without this threatening their safety and guaranteeing their lifestyle. This varies from person to person. The concept of the 'safe home' in itself requires multi-stakeholder collaboration, involving family members, non-formal community resources, different departments of the regional, provincial and local administration, the entities of the sector and also private enterprise (for example, through assistive technologies).

One of the aspects of interest in this project is the response to the problem of depopulation, since it does not only try to avoid institutionalization in the last phase

of people's lives, but to provide the peoples of Castilla y León with resources and proximity services, creating employment and thus contributing to fix population in rural areas. The implementation of the project would not have been possible without the local associative networks and third sector organizations already rooted in the regions. The programme has been experimented with European funding and subsequently, using the European Structural and Investment Funds strategically; the cost-effectiveness of the programme is essential for its sustainability.

3.3 Neighbouring Village – Ayuntamiento de Barcelona

Vila Veïna is an initiative promoted by Barcelona city council. It has been devised by the Directorate of Social Innovation of the municipality. The initial idea and definition of the project is based on the deployment of the social super islands and the new reorganization model of the Home Care Service and is embodied in the Municipal Care Strategy, which was conceived after extensive consultation (Barcelona City Council, 2017).

The design of the intervention is a novel municipal service, based on small territorial units to guarantee the work from the proximity and the creation of a caring community. It aligns with the urban model of the super-blocks [*Super Illas*] of Barcelona: territorial environments of between 10,000 and 30,000 inhabitants. It is located in open itary common spaces, such as libraries.⁵⁵ Each territory has a professional figure who dedicates his working day to promote networking, the programming of activities and attend to citizens in relation to care. The innovative profile of this professional is essential in innovation and requires a series of skills for community activation, as well as knowledge of municipal administrative systems and other administrations (Diputació, Generalitat).

The project is aimed at the entire population that lives in the territory, because it is based on the idea that *'we all take care of all'*, the objective is to achieve a more caring community with all the people who are part of it. However, the project focuses preferably on: (1) People in the stages of childhood (especially early ages) and aging, where care acquires a special importance; (2) Caregivers, mostly women who, in a remunerated or unpaid manner, assume the tasks and responsibilities of care.

The project has a strategic orientation that covers at least five axes, which are integrated into each other in the micro-territoriality of the intervention:

⁵⁵ It has sought to differentiate explicitly from social service provision centres established to target an expected wider audience.

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1. **Access to services:** Vila Veina wants to ensure that actions respond to the real needs of citizens. From the territorial level, within the service of attention to the citizenship, public services are prescribed or people are referred to them. It mainly acts as a link to established services existing in the territory but that present access barriers. Therefore, the intervention aims to generate a greater knowledge on the part of the citizens of the resources and services of support to the care existing in the territory and to surround to the neighborhood the existing care services in the territory and the city. In addition, the project aims to ensure that people with care loads can participate in all actions by offering kangaroo or respite spaces.
 2. **Activation of care professionals from different administrations:** Increase of resources and services in the territory that respond to the needs of support while improving the coordination and integral action of existing initiatives. To this end, work spaces are promoted between professionals, services, entities and organized citizenship, linked to care, to guarantee the integrality in the interventions and the prevention of situations of discomfort related to care and support for daily life. One of the main objectives of the project is to promote a better coordination of the services and resources of the territory to guarantee a greater integrality in the actions. In this sense, the project develops actions at different levels to guarantee a better and greater coordination of public services, both at the municipal level and at the level of territory, both regional and deputation.
 3. **Greater visibility and social recognition of the centrality of care:** Sensitize citizens around the recognition and social centrality of care work and its contribution to the sustainability of life. In each territory, the aim is to increase collective and community responsibility for care needs through the facilitation, empowerment and revitalization of spaces for collective relations in order to promote a caring community. To this end, the project focuses its actions on the community level, facilitating the meeting, networking and co-production of initiatives with community agents, both those who are from the administration, as well as social entities and / or movements and networks that seethe informal.
 4. **Advocacy and awareness of care practices:** it seeks to advance towards equity in the redistribution of care responsibilities and greater dignification of the conditions of caregivers, both formal and informal, promoting the co-responsibility of care to reverse the existing inequalities in the provision of these. The project focuses on a change of the system, both at a social and cultural level, while it wants to promote the co-responsibility of care to reverse the existing inequalities in the provision of these and dignify the lives

of caregivers – mostly women and in the case of domestic and care workers, migrant and uncontracted women – as well as raising awareness among citizens about the recognition and social centrality of care work and its contribution to the sustainability of life.

5. **Action on the urban** environment: the project wants to mobilize citizen participation in the physical environment so that it is more sensitive to the specific needs of people who require care and those who provide it. In dialogue and collaboration with the competent departments of the Ayuntamiento, it is intended to promote actions to guarantee the public space as an environment that cares.

The intervention model aims at common objectives at city level which are adapted to the relevant local context, and therefore has a joint portfolio of services at city level, which adapts the actions to each of the territories.⁵⁶

The project has the support of the Autonomous University of Barcelona for the realization of the valuation that will include an impact assessment.⁵⁷ The University will be in charge of defining the process of valuation, identifying the indicators. The persons in charge of collecting the data are the members of the team of territorial referents.

The project is implemented in phases, starting with prototyping on four territories, and a scaling strategy while learning. Between the years 2019 -2023, corresponding to the current mandate of the Barcelona City Council, it is planned to deploy a total of 16 experiences in different territories of the city of Barcelona (4 during the year 2021, 6 during the second quarter and 6 more during the fourth quarter of the year 2022). In the long term, if the project passes its piloting phase, it is planned to implement it throughout the city of Barcelona and deploy around 115 VilaVeïna experiences in the city.

⁵⁶ The portfolio is composed of five services, namely: A) Information and guidance, B) Legal and employment advice for professional caregivers and families, C) Programming of specific and/or periodic activities, D) Community activation: promotion of new projects and/or support for existing ones, E) Improvement of public space: Phase 0 superisland.

⁵⁷ Dr. Sara Moreno, Department of Sociology, Autonomous University of Barcelona.

4 Specific analysis

In this chapter, the common characteristics of the initiatives described are listed and analyzed based on the assumptions set out in chapter one, and the general description of social innovation in Spain, in chapter two. In essence, in the factors of the environment that favor or prevent social innovation and the logics or ecosystem that favors it.

4.1 Concienciación

There is a need to generate knowledge not only among the parties involved but in society at large about the practices and opportunities of social innovation. Given the widespread ignorance of what a process of social innovation is, both in the public and private sectors and in civil society, it is necessary to communicate more vigorously about the methods, successes and opportunities of this approach.

4.2 Finding complex challenges

All the projects are based on the impact of a complex challenge and the evidence that it cannot be solved from the existing measures and structures. This awareness occurs in spaces prior to the political decision where a common understanding is created.

In Castilla y León, the depopulation and ageing of rural areas leaves people with a terminal illness with palliative needs in a precarious situation, while hospital care does not satisfy people or their family environment, while skyrocketing costs and hinders an end-of-life process according to the preferences and desires of each person. The loneliness of many elderly people in Getxo once they enter situations of chronicity, awakens neighborhood alarms. In Barcelona there is an awareness that the burden involved in the work of care in the neighborhoods is poorly distributed, also that the difficulties or lack of access to services and the urban environment is hostile for people who need community support.

In short, there is a phase prior to the beginning of the ideation in which the challenges are observed, the needs are listened to and the awareness and that the identification of new responses requires leaving the frameworks [*framing*] in which we are acting and changing the logics established, whether professional, organizational or competent. The detection and verification of challenges is usually carried out in deliberative spaces, based on listening, whether meetings, small

groups, publications, or social networks, until a critical mass and a shared diagnostic ideology are reached.

4.3 Trust, listening and ownership

Any process of social innovation offers something new that adds value. It usually generates ambivalent feelings of both fear and hope in the environment in which it is applied. Many professionals involved are aware of the failure of existing models, but fear change or loss of control. Being heard, being part of the process of realizing the need for change and having the certainty that you will have a leading role in the future, helps to tip the balance towards hope. Establishing these relationships requires time and capacity for relationship and communication. Working on skills to create spaces and relationship styles that reduce insecurity and increase hope is key for people and organizations that promote social innovation. Forcing too much speed or decision-making, while stakeholders continue to seek a shared interpretation of what is happening and possible solutions, pollutes spaces and creates disaffection. Trust is a reciprocal process in which the promoter of social innovation has to give prominence to the partners involved by integrating their knowledge of expert or context. The experiences that have been investigated show how relevant it is to have permanent listening tools that contribute to complement the expert solutions, thus facilitating the appropriation of these solutions because they are perceived as more aligned with the needs and aspirations of the population groups to which they are addressed.

In some initiatives, resistance to change or abandonment has been the initial response of key actors such as public entities, politicians or professional bodies. The intersectoral nature of Community initiatives means that the necessary involvement of traditional welfare systems, such as health, education or social services, does not easily accommodate their sectoral dynamics. Offering them a role in the co-design process and of course in the response reduces this risk. Participation is both a means and an end, times and rhythms must be matched with the aim of caring for relationships and establishing alliances based on trust.

4.4 Open process vs. planning "attitude"

Social innovation starts from a shared diagnosis, but often does not offer the pre-designed and closed intervention model; rather it is constructed in dialogue with the parties involved in it. The three projects described imply an opening to local adaptations and the permanent redefinition of the 'portfolios' of services as they are

being developed. Likewise, the logical sequence of first prototyping, then checking and then scaling helps limit the risk.

However, although the objects and the strategic approach are clearly fixed, the lack of definition in the operational application, "the how", can clash with the logics of action of the entities that are oriented to the control, to the norm, the security and deliverables. The logics of innovation do not marry well with the logics of functioning of bureaucratic organizations, whether these administrations or private entities. The projects examined had an openness in their planning and control systems that allowed them to look at the strategic and leave room for an open and continuous co-creation process that allows adaptive management in the development of social innovation projects.

4.5 Open innovation: Open code as an attitude of sharing

In some entrepreneurship environments, the knowledge generated is protected as a capital that is not shared and appropriated by the actors. The process of co-creation demands a search for new solutions through collective intelligence, where ultimately no one can claim the result. This also applies to private actors for profit, for whom their presence in shared spaces with community actors, public administration and non-profit organizations also provides them with advantages and learnings, being closer to the needs of customers, motivating and involving their employee staff and detecting markets and future opportunities.

4.6 Prototyping and proof of concept

Innovation projects are based on the realization of a social challenge and a commitment to develop new solutions. The initial phase is key to organize the supports, but also to allow error, guarantee learning and clearly define the new intervention models, systematize experiences and create intervention tools and strategies.

Response models are developed in a multi-actor environment and with the confluence of collective intelligences. The projects begin with interventions in very limited environments, where the interventions are tested and then systematized. A person interviewed insisted on the 'safe recipe' of ensuring that the piloting is endowed with sufficient resources, to ensure the success of the project as a whole, that is, that it could not be intended to make innovations in precarious or reduce costs, but rather invest in creation and systematization.

Each project has an adapted evaluation process in place. Getxo Zurekin, with the evolutionary evaluation methodology, which incorporates the knowledge creation component as one of the two expected results. VilaVeia has a collaborative definition process of indicators, supported by an expert entity of the academic. INTecum has an external evaluation system, which highlights, among other things, an assessment of the economic impact per person served.

4.7 '*Community broker*': Community connector as a new professional profile

In all the projects, the profile of the people who are key in the development of the initiative on the ground is novel and can be summarized in the profile of '*community connector*' although with different nuances. One person interviewed described this role as 'Guild Coordination'.⁵⁸ Interestingly, in many interviews they insisted on distancing themselves from established professions – be they health or social care – and looking for people with more transversal skills. The deployment of people in the field, their knowledge of existing services and community resources is a precondition in the profile, as well as professional skills. This role aims at a paradigm shift from intervention on people to the promotion of community connection capacities. This re-wants to recruit people in areas and territories of intervention, beyond the traditional profiles of social work. It is found that 're-educar' to professional people towards this new orientation is not always easy and requires stimulating a new self-perception and professional look. The ability to listen and the competence to manage processes of meaningful participation often clashes with a culture in social services that remains oriented in a welfare model.

4.8 Prudent leadership

It is key to have people who translate vision into action. It is not so much a question of the classic leadership figure that develops the project from within, but of connecting the respective actors, removing administrative procedures, creating trust, especially in those who have to be accountable at the political and administrative level and grouping together. actors from different backgrounds finding common logics of action that are in tune with the project. In many cases,

⁵⁸ The image of the "guilds" hints at medieval guilds that consisted of corporations of workers composed of artisans of the same trade whose purpose was to defend their professional interests.

leadership gives up its visibility and prominence, while, in the background, it weaves the network of enabling nodes.

In addition, the leadership must know how to interpret the balances of forces, seek confluences and align certain demands to enable the success of the project. In this sense, neighborhood organizations in GetxoZurekin initially neutralized a more classical perspective from municipal social services, and – little by little – municipal social services joined the project's perspective. At INTecum, service providers (non-profit entities in the disability sector) propagated another model proving that deeper coverage can be achieved even if costs are saved, and that it was finally accepted by existing services. "Giving a role to those who can put up barriers" was another of the secret recipes revealed by one person interviewed.

4.9 Micro-territoriality and local government

The three projects are developed in a micro-territorial area. Informal community networks are key. Many of the services that are developed are of autonomous competence and have the vocation of becoming universal benefits, but their current logic does not fully respond to the needs (continue living at home, choose how to live the last stage of life, avoid situations of unwanted loneliness, and to strengthen the support in the care of relatives, promote community development, etc.). The municipal level, whether or not it has formal competences in the field of action, is a key actor for the facilitation of social innovation processes; municipal administrations are the ones that are closest to the citizens and consequently must be interested and involved in the innovations that arise. Understanding the logic of municipal policies and administrations is an essential factor in promoting the success and sustainability of initiatives.

4.10 Digitalization

It is not so much about "digitizing the social", but rather "socializing the digital", that is, how digital tools can reinforce collaborative processes of verification of challenges, ideation and co-creation of new models and practices, without "digital" replacing face-to-face, proximity and territoriality. so important in the social field.

4.11 Evidence on outcomes and social impact

Methodologies for testing results and the impact of social innovation processes are yet to be developed and refined. Participants in the validation workshop mention

the "ballast of goodness" in the field of social services that presupposes that goodwill is sufficient and it is not necessary to demonstrate the impact of initiatives on users and their environment. The culture of evaluation needs to be normalized. Beyond the verification of the impact of each project, a rigorous systematization of the experiences is also missing, which can identify the ingredients of a successful model. In this sense, it is imperative to take seriously the times of social innovation: the processes of cultural change often require a process of conception and maturation, which often occur in iterative phases and stagnation until reaching the critical mass in size and time that allows robust measurement processes. The medium term is fundamental, both for the processes and for the evaluation of their impact.

4.12 COVID as a trigger for the accelerator

The crisis of care that has been worsening in recent decades and the rediscovery of essential professions triggered by the COVID pandemic were mentioned in each of the interviews because they are considered to favor awareness of the need to apply changes. In the same way, neighborhood self-support networks have been revalued. There has been a growing awareness of the importance of living in the community, of the essential role of local services and of having an environment that provides support and security. Although a new awareness has emerged, it is not clear how to take advantage of it to promote new models of care that are transversal to the logics of public service, the profit motive, the action of organized civil society, and life in the community.

4.13 Financing Social Innovation

Financing social innovation has multiple difficulties. Many of the financing lines are short-term and do not allow the process of shared verification of needs to be developed in a logical way, to generate the confidence of the actors and to involve them in the process of co-creation, prototyping and scaling. . In the case of the three projects, there was a specific commitment to social innovation and to freeing up certain funds for the design and implementation of the initiatives. According to one person interviewed, it is particularly important to have access to funding for sowing. It seems that the European Social Fund Plus, because of the multichannel nature of the funds, may be suitable for financing social innovation initiatives, if we work from a framework of flexibility.

4.14 Administrative challenges

Incorporating social innovation institutionally in a public administration is a challenge, because it requires cultural changes, flexibility in the interpretation of rules and procedures, establishing a system of collaboration with other administrations and actors, etc. Social innovation cannot be "bought" or hired. Public administrations have significant barriers to developing processes and logics of social innovation and it is not usually one of their priorities. Even more difficult is to find a department within the administration that dares to leave the sectoral logic and is willing to invent mechanisms that facilitate the processes of change. The projects described have found different solutions that favor these changes, for example, the application of the 'principle of positive silence' in the case of INTecum, or the solution of developing the VilaVeia project from a public agency that is more flexible than the municipal administration of social services. Likewise, Getxo Zurekin, at the beginning found sweeps, which have been dissolved at the same time that the administration has been linked, alliances have been strengthened and trust has been created, which is reinforced by the positive results of the actions.

4.15 Ecosystem challenges

Beyond support for individual projects and funding options, none of the initiatives reported is connected to wider networks for the exchange of experience at regional level, capitalising on social innovation initiatives and methodologies and facilitating an exchange of approaches, skills, strategies and learning. While many individual initiatives emerge in the regions, very little is done to interconnect them so that it generates a systematic exchange of experiences on the "what to do?" and the "how?"

4.16 Overflowing "the social"

Social innovation is a method, not a sector or area of public policy. It is based on trust in co-creation and collective intelligence, and in principle, can be applied to any area of public policy. Reducing it to social policies would do a disservice not only to social service providers, but to the community of experts in planning, public policymaking and technical knowledge. With this broader approach, sectoral and disciplinary boundaries can also be crossed, as most "tangled problems" find their solution beyond specialization in multi-stakeholder, multi-disciplinary, and multi-level (governmental) conversations. Without hybridization there is no innovation.

5 Conclusions

In the preparation of this report it has been found that throughout the Spanish geography there are interesting and valuable projects of social innovation that are being promoted both by public entities and by private entities, especially non-profit. These experiences provide answers to new social needs, generating knowledge and training for its actors. Some regional and municipal entities are especially active in promoting social innovation initiatives. Several of the initiatives are financed with European resources, notably the ESF and the EaSI programme. Some municipalities or regions intend to promote a more systemic approach generating centres of excellence that, in the future, could be connected to a significant network.

However, social innovation still does not receive enough attention and impetus in Spain from public policies. At the national level, there is a need for a body or institution that is explicitly responsible for promoting and supporting social innovation initiatives. As a result, a community of experts and entities in the field would be strengthened to work in a coordinated manner, to share their experience, to promote competences in this field or to promote knowledge, information and sound evaluations in the field.

The bureaucratic obstacles, the way of working of the administrations in compartments, do not favor the implementation of social innovation initiatives that, by their nature, require an open design of projects and careful and flexible work processes. Still, not enough public funding has been channelled for the promotion of social innovation and where projects have been supported, the funding requirements themselves – often in the short term, for annual periods and with strict rules of eligibility for expenditure – it does not favor maturation, sustainability and scaling. As a result, projects have not been clustered to feed back, scale and extend to broader contexts.

The experiences that have been analyzed and in particular the three that have been selected in this report show that the processes of social innovation require special conditions to achieve success: among others, the way in which they are generated, in which they articulate the participation of the different actors, in which they become aware of the needs and build a diagnosis and comparative objectives, are key elements. Throughout this process, which normally takes place at the micro-territorial level, new profiles emerge and above all new ways of doing it; all this implies administrative, management and also regulatory changes.

Therefore, it is necessary to move towards the creation of an ecosystem of social innovation that does not exist at the moment. Administrations have a fundamental role to play in this task. The time is right because of the challenges facing our

societies. Spain has the opportunity to learn from the experience of other countries: the funds of the Recovery and Resilience Mechanism are allowing some steps to be taken, especially with Projects of Component 22 and 23 such as deinstitutionalization. The Structural Funds, and in particular the ESF+ 2021-2027, make it possible to promote this process under particularly advantageous conditions.

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Bui Ca SuS

Building Capacity for a Sustainable Society

“BuiCaSuS is a transnational project aimed to strengthen the capacities of national competence centres for social innovation. Partners come from Spain, Sweden, Latvia, and France. It is one of six consortia funded by the European Commission. Amongst its tasks is to map current social innovation systems, support piloting and upscaling schemes, foster transnational learning on tools for innovation, and develop policy propositions for National competence centres.”



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