

Best Practice

Foundation Bofill – Hub Social

A summary of your support

Hub Social is a 1,200m² space in the centre of Barcelona to be launched on the 4th of July 2022, with the aim of boosting social and educational innovation. It aims to mobilise the whole social innovation ecosystem by connecting the different actors and promoting strategic and transformative projects and initiatives based on specific social challenges. It enhances cross-sectoral cooperation through spaces for interaction (meetings, conferences, etc.), calls for action, working groups, etc.

Website: fundaciobofill.cat/

Need of the support provided

Individuals and organisations can participate in Hub Social as co-workers (both as front office and/or as headquarters), as users (promoting events, connecting with initiatives or people, meeting with social innovation stakeholders, etc.) or as participants in its activities (working groups, meetings, etc.).

The target groups include federations of third sector organisations in Catalonia, international organisations, digital transformation organisations, researchers, entrepreneurs, activists, and any other organisations or individuals interested in social innovation. Hub Social will act as an 'international space' open to all, and also have a vast network of collaborators including companies, universities and local public administrations.

For third-sector organisations, the Hub is a place to connect, to widely communicate, to boost its initiatives, or even to live.

For researchers and their groups, it is the perfect place to disseminate their findings, connect with grassroots initiatives and policymakers, and find partners for projects.

For activists and social entrepreneurs, the Hub is a place to find stakeholders, share causes and values, and a space to communicate with their potential audiences.

For international organisations, Hub Social is a place for landing in the south of Europe (highly appreciated for its culture and living spaces) and connecting with the social ecosystem.

For public administrations and companies, it is a physical space near the centre of Barcelona to connect with the social field or disseminate its CSR practices.

The support provided:

- **Cross-sectoral opportunities for cooperation:** Hub Social will connect the different actors and promote shared strategic and transformative projects and initiatives based on specific social challenges. It will focus on interaction rather than just sharing space, to coordinate and line up organisations tackling shared social challenges.
- **Arranging/providing cross-sectoral meeting places and networks:** Hub Social will provide a shared space where social innovation organisations and talent meet. They can use it as a place to do events, bring their headquarters or a front office, or simply visit to learn. The space is also intended as an 'international space' where anyone in the social innovation ecosystem can come and make the most of the space. It provides spaces for interaction and collaboration such as meetings, workshops and conferences as well as hosting working groups.

In the future, Hub Social is intended to become a Competence Centre for Social Innovation, by acting also as an incubator, a financial intermediary and by providing capacity-building for organisations to upscale their initiatives and increase their social impact.

Describe the support you provide using a concrete example.

At the moment (July 2022), it is not possible to provide a concrete example of the support as it has just begun.

What would you say are the most innovative aspects of your support?

In Spain, there are shared spaces of many types, but these are mostly co-working spaces by sharing a common physical space. By contrast, Hub Social focus on the interaction among the organisations and individuals that are aware of the activities developed in the Hub, that use its meeting spaces or live in it. Coordination and line-up organisations tackling shared social challenges are currently lacking in the region.

As a think-and-do tank, Foundation Bofill is a well-known actor for its power to transform public policies and make long-lasting impact changes. The activity of the Foundation is based on three main leverages: piloting innovative projects (bottom-up), creating alliances (meso level) and public policy advocacy (top-down).

The Foundation is a well-connected organisation among all levels (political, social, etc.), independent (economically and politically) and its reports and studies are key to creating a State of the Art of social challenges and identifying what are the key drivers for social change.

The uniqueness of the space in the centre of Barcelona, a space where you can meet and connect with social innovation initiatives or research, together with the reputation of its leading organisation, makes Hub Social quite unique in the field.

Is it strengthened by funding, research, or other supportive measures?

Hub Social hosts researchers (for example, an ERC researcher) and hosts events from university research groups, particularly targeting social innovations. The Foundation Bofill is also a well-known organisation in the field of the social and educational research field.

Funding is the main issue. Hub Social is supported by its own funds but is looking for complementary funds to increase the possibilities of evolving Hub Social into a Competence Centre for Social Innovation.

Upscaling your support

Although the initiative has just started, it is hoped to give long-lasting support to the

social innovation ecosystem. Its replicability and transferability are possible, but a few elements need to be considered:

1. The maturity in the social innovation ecosystem (a medium level is a must). The culture among actors must be one of openness and unifying efforts. The need for scaling impact and transforming the system should be on their agenda. The ecosystem should have a certain dimension, especially of a relevant number of medium and big organisations, as well as a diversity of actors (not just charities). The value proposition and support offered by the Hub should be adapted to the context.
2. An independent and reputed leader/s of the Hub. That it is not selfish but willing to share power and visibility in favour of the whole ecosystem.
3. Long-lasting initiative. Financially sustainable in a long term and with a vision to boost the ecosystem. The initiative should be a strategic initiative in the long term by the board of the leading organisation/s.

What would help you provide even better support for social innovations?

- **TALENT.** There is a lack of talent in the social field. Salaries and working conditions are poor. There is a need for capacity building. Also, international organisations and their talents (R+D, individuals, networks, etc.) are a need for the Hub. Make Hub Social more attractive through granted co-workings, organisation of international events, contacts with organisations willing to have a landing in Barcelona, etc.).
- **PUBLIC-PRIVATE PARTNERSHIP MECHANISMS.** The Catalan Public Administration is willing to collaborate with Hub Social by paying for the hosting of international organisations, making events, capacity building, etc. But the administrative restrictions don't allow funding for those activities. In addition, the culture of public administration is not open to co-design and making joint task forces.
- **FUNDING.** There is a need for further funding to expand the support services and connections among organisations (grants for co-workers, organisation of events, etc.) and seed capital for shared social challenges and pilot initiatives.

- **CONNECTIONS WITH IMPACT INVESTMENT AND IMPACT PHILANTHROPY.** We need to connect social innovators (individuals or organisations) with the funding mechanisms. Hub Social currently don't have the connections and relations with key philanthropists, enterprises and impact investors to find a match with the initiatives incubated or circulating in the Hub.

Best Practice

The Spanish Red Cross IDEATECA Participatory Innovation Platform

A summary of your support

The IDEATECA Participatory Innovation Platform is an online digital platform open to all Spanish Red Cross staff and volunteers for co-creating innovative responses to common societal challenges.

The platform allows for a multitude of ideas and proposals to be collected from any person from the organisation in any territory and any sector, thus opening a fun and creative space for sharing ideas and co-creating proposals.

Since they provide innovative solutions and greater social value, those ideas with the greatest potential participate in an acceleration process ('innovation marathon') with a design-thinking methodology for their redesign, incubation, and prototyping.

Each yearly cycle, two to three ideas which are considered innovative, viable and sustainable are chosen by a specialised jury (including private companies) to be financed and have their implementation explored. The ideas are evaluated based on the following criteria: degree of innovation, creativity, social impact, suitability to the challenge posed (improving life in depopulated areas), unquestionable ethics (in accordance with CRE principles), alliances (collaboration with other social entities), project management quality, scaling potential: whether they could be replicated in various territories, technological innovation and perspective of equality and diversity, and consideration for the environment.

Read more here:

www.cruzroja.es

www.red-social-innovation.com

[https://www.youtube.com/](https://www.youtube.com/watch?v=2Dx75k12E-8)

[watch?v=2Dx75k12E-8](https://www.youtube.com/watch?v=2Dx75k12E-8)

Need of the support provided

The Red Cross as an organisation needs innovative ideas to deal with common social challenges. Therefore, the support is available to any person (staff or volunteer) in the Spanish Red Cross network that has an innovative idea, to get help in sharing it and co-creating a proposal, incubating and prototyping and potentially making it a reality that provides social value.

Who benefits from the support?

The support is currently internal, aimed at the entire Red Cross Network, all staff and volunteers from all territories and all sectors.

It also relies on the cooperation between the public and private sectors acting in the jury selecting the proposals to be financed. Proposals/ideas that create public-private alliances (with public and local administrations, companies or other third sector entities), or have the potential to create them, are given preference in the selection processes.

Describe an example of the support you provide in a concrete example

In the first phase, the service provided is a shared digital platform, which will allow people from all corners of the Red Cross network to share and discuss their ideas in a creative and fun way, which includes the use of gamification.

In the second phase, an acceleration ('innovation marathon') service is provided with around 10-12 proposals/ideas with the most potential. It uses a design-focused methodology to help the group with the proposal/idea work together to develop and polish the idea, bring out the maximum

potential and turn it into a viable, sustainable and desirable project. The process provides them with knowledge and competence development on social innovation and advice in the redesign, incubation and prototyping of their idea. The potential for public-private cooperation is considered in the process and encouraged to help meet shared challenges.

In the third phase, financial support is provided to those that a jury feels have the most potential for their implementation to be explored.

As for the target groups, a different common social challenge is chosen each year. In the first year, the challenge was regarding spatial segregation ('Emptied Spain'), the second year was about the digital gap, and the third year dealt with mental and emotional health. When addressing the challenge of social segregation, it was considered important not to focus only on the elderly but on everyone, therefore leaving segmentation behind. Target groups are sometimes included in the acceleration phase using interviews.

The support provided

For the moment, the support is only available to the Red Cross Network, though it reaches all corners of the network to ensure social innovation within the organisation.

- **Knowledge and competence development on social innovation:** Facilitators help build these skills in the groups whose proposals had the most potential, in the innovation marathon/acceleration phase.
- **Cross sectoral opportunities for cooperation:** Proposals/ideas which rely on public-private alliances (or the potential to create them) are encouraged. They recognise that public-private alliances provide a higher level of innovation and more social value, ideas and projects that are aligned with, and collaborate with, other sectors will be continued to be selected
- **Arranging/providing cross-sectoral meeting arenas and networks:** A platform, where people from all corners of the network and all sectors can share ideas and co-create proposals based on a common social challenge, is provided.
- **Advisory services to support social innovators:** The innovation marathon, based on design-thinking, is arranged, but

from a social point of view and adapted to the capacities of each group, which are advised on the redesign, incubation and prototyping of their idea.

- **Funding:** Funding is provided to two or three proposals per year, for exploring their implementation.
- **Guidance to funding:** Guidance is given in the innovation marathon/acceleration phase.

What would you say are the most innovative aspects of your support?

It is the open and democratised collection of ideas from all corners and sectors of the Red Cross network, and a firm belief, at the institutional level, in the capacities and talent for social innovation and for co-creating proposals/ideas that respond to a common social challenge. The digital platform and meeting spaces in the acceleration process transcend all the territorial and knowledge spaces of the organisation, to put into action proposals/ideas with a common social value.

Is it strengthened by funding, research or other supportive measures?

The support is self-funded and will remain so indefinitely, though additional funding is still being sought

Results of the support

The results are the creation of an open and democratised way for anyone in the network to share ideas and co-design socially innovative proposals. This allows for the organisation to receive a multitude of ideas and proposals for innovation in common social challenges, which they would not have reached by other means.

Each year the group behind 10-12 selected proposals participates in an acceleration process where they learn creative techniques and how to redesign their ideas, incubate them, turn them into projects and prototype them. Each year, two to three proposals with the greatest potential are financed to explore their implementation in becoming a reality. The proposals have not yet been scaled-up – this is the more challenging part.

Upscaling your support

The initiative will receive permanent internal funding to ensure its continuity.

The initiative is transferrable to any other entity – territorial, national or international – because the digital platform itself is very simple and any organisation could create one to collect ideas and co-create proposals based on challenges. What is needed, however, is resources to manage the platform.

To complete the whole process, there is a need for resources to follow an acceleration process for selected proposals, and then funding for those chosen to explore their implementation.

What are the central success factors of your work?

- A firm belief, at an organisational level, in the talents and abilities of all members of the organisational network.
- The digital platform, which allows for the sharing of ideas to tackle common social challenges for all members of the network, opening up new creative spaces for discussion and exchange of knowledge and ideas/proposals.
- Providing an acceleration process for the chosen proposals, where one can learn creative techniques and how to redesign their ideas, incubate them, turn them into projects and prototype them.
- The commitment of the organisation to those social innovation initiatives with the greatest potential and exploring opportunities for their implementation.

What would help you provide an even better support for social innovations?

- Consensus on a common concept of social innovation in the social sector – giving a face and choosing a method for social innovation.
- Breaking through the fears of not knowing what will happen with social innovation ideas and initiatives.
- As with this practice, it is key that organisations such as the Red Cross embark on a process of giving leadership to their entire network of staff and volunteers, with faith that the people themselves have the talent and ideas for social innovation and for breaking down the existing structures to support this process.

Best Practice

Agirre Lehendakaria Center-ALC (Basque Social Innovation Lab)

A summary of your support

ALC is a centre linked to the University of the Basque Country and supported by the Agirre Lehendakaria Foundation. It is a team of 15, specialising in the design, implementation and evaluation of Social Innovation Platforms.

They design social innovation processes with a territorial approach that connects community networks, public institutions and companies.

Social Innovation Platforms allow for shared diagnoses of social challenges, co-creation and co-design processes and the activation of a portfolio of interconnected initiatives. ALC also facilitates the developmental evaluation of these platforms.

Website: www.agirrecenter.eus/en/

Who benefits from the support?

Civil society, community networks, public institutions and private companies.

Describe an example of the support you provide in a concrete example

They support the design, implementation and evaluation of social innovation platforms, using a variety of tools, such as:

- community listening processes throughout the entire process to ensure the participation of the target groups/users
- collective interpretation and sensemaking spaces
- co-creation of a narrative-based portfolio
- experimentation at five impact levels
- developmental evaluation

The support provided

The support provides:

- knowledge and competence development on social innovation

- methods and tools for promoting social innovation
- cross-sectoral opportunities for cooperation
- methods for replicating and upscaling social innovations
- methods for evaluating and showing the results and effects of social innovations

What would you say are the most innovative aspects of your support?

Compared to other existing labs, their community listening processes are more intensive and are incorporated into all phases of the innovation journey. They seek to break with the traditional division between analysis and action. Instead, they dedicate more time and resources to incorporating a **permanent listening system** that generates information in real-time about the perceptions of communities, while responding to ongoing initiatives.

Is your work supported by national/regional/local policies?

Regional regulations are having an impact on the challenges social innovators are trying to tackle. The challenges are complex and different levels are operating at the same time. Often, one level is more influential than others for a particular intervention.

There is no specific policy framework for social innovation. There are certain programmes to support experimentation, but no coherent policy on how social innovation should be promoted.

Is it strengthened by funding, research or other supportive measures?

ALC has secured its core funding for the next three years. There is no specific funding for the type of work they do, and they are rarely able to present their programmes to the

public tenders. Usually, they build their budget in collaboration with the partners they are working with and only apply to traditional calls when the institutions promoting the call approach them to ask them to participate, and if there is a common understanding of how the funding will support something they are going to do.

Upscaling your support

They are currently working with other similar labs to create a network of organisations that can provide this kind of support on a larger scale. For example, they are collaborating with [Dark Matters Lab](#) and are working closely with the Technology Innovation Center for Development (ITD) in Madrid and have close partnerships with the McConnell Foundation in Canada.

Scaling capacity is by taking those organisations working in the same way and giving them resources and connections to provide support to others in other territories and on a larger scale. This includes not only national networking but international as well.

What are the central success factors of your work?

Operational structuring of how the cultural dimension can be incorporated into social innovation processes in every phase.

What would help you provide an even better support for social innovations?

There is a growing consensus on the theory of change (and core capabilities) needed for incorporating a systemic lens to large scale social innovations. There is no institution able to promote these open innovation processes alone and a collective intelligence approach is required. Therefore, it's urgent to create networks of social innovation initiatives that can specialise in different competencies.

Best Practice

Fundación Novaterra

- La Promotora

A summary of your support

Fundación Novaterra recently launched **La Promotora** in the Spanish region of Valencia. La Promotora is a venture builder, a social reactor, rooted in the territories in which it is deployed. It has the mission of generating 'social businesses' that provide triple impact solutions (social, economic and environmental) to the challenges facing humanity at a global and local level, aligned with the SDGs.

It is focused to transform Corporate Social Responsibility project into a social business.

They support the creation of social businesses by transforming existing businesses in to social businesses or creating new ones.

They also develop triple-impact social enterprise models that can be scaled up and taken on by entrepreneurs at risk of social exclusion as social franchises.

Need of the support provided

Instead of projects, there are medium-large companies interested in creating social businesses, but they do not have the knowledge and competencies to create them and ensure their triple impact. Valencia has a solid entrepreneurial ecosystem, but very few actors in 'social entrepreneurship'.

Specifically, there is a lack of support for social entrepreneurs at risk of social exclusion, in modelling and prototyping ideas around the concept of social franchising.

Who benefits from the support?

Existing market enterprises (especially medium-large sized companies), who are encouraged and supported in creating non-profit social businesses.

Social entities, who are encouraged and supported in approaching the development of social enterprises as a fundamental tool for the deployment of their mission.

Social Entrepreneurs, whose vocation is to have a positive impact on society, are supported by accompanying them in the initial phase in the modelling of their projects and their subsequent scaling up. There is a particular focus on supporting entrepreneurs who are far from the market and at risk of social exclusion.

Describe an example of the support you provide in a concrete example

- **Supporting existing market enterprises, public and private entities in the creation of social businesses with triple impact.**
They support mid to large-scale companies, public and private institutions through sessions with their team on modelling social business ideas or intentions they don't know how to achieve. They support them with know-how on how to make these a reality in a way that provides triple impact solutions. They then accompany some of these companies and directly support them in implementing their social business.
- **Supporting social entrepreneurs who are excluded from the market and at risk of social exclusion**
In alliance with Fundación Bancaria La Caixa as trustee of the Fundación Novaterra, La Promotora has designed and tested business models. These are based on niches in the market as opportunities for social franchises that can be taken up by social entrepreneurs at risk of social exclusion. They support them in modelling and prototyping their idea based on their business model, provide training in the relevant competencies and also provide financial support to help create their social franchises.

The support provided

- **Knowledge and competence development on social innovation** – providing existing market enterprises with training in creating

social businesses with a triple impact.
Providing training for social entrepreneurs.

- **Advisory services to support social innovators** – providing advisory support to both existing market enterprises (in creating social businesses), and social entrepreneurs (in creating social franchises).
- **Business development and solution ‘packaging’ for social entrepreneurs/ innovators** – providing a tested business model in a niche market for social entrepreneurs at risk of social exclusion and supporting them in modelling and prototyping their idea.
- **Funding** – providing funding for social entrepreneurs in creating their social franchises and also supporting some market enterprises in creating their social businesses.

The support also involves cross-sectoral opportunities for cooperation and arranging/ providing cross-sectoral meeting places and networks.

What would you say are the most innovative aspects of your support?

They consider that the concept of the social franchise is not widely known in Spain. They are opening up the possibility for an interesting change, putting forward resources to support social entrepreneurs who are at risk of social exclusion in modelling their ideas and creating a prototype.

They also hadn't found any other organisations in the region that provide support to medium to large corporations in creating social businesses that serve the community with triple impact solutions. They are working to 'entrepreneurialise' Corporate Social Responsibility instead of creating projects.

Is your work supported by national/ regional/local policies?

Although there is much political exchange at the regional level, there is still little flexibility in understanding social innovation. This means that public funds often don't reach those who support social innovation with a special focus on exclusion. The entrepreneurship ecosystem is embracing the concept of triple impact, but in general, they are just focused on environmental positive impact, very few initiatives are focused on exclusion.

Is it strengthened by funding, research or other supportive measures?

Fundación Novaterra, together with 30 other companies, foundations and social entrepreneurs are funding this initiative. La Promotora has been born as a new independent non-profit association since March 30th 2022.

Results of the support

La Promotora has been running for one year incubated at Fundación Novaterra, and spun out in March 2022, but it is already contributing to the social entrepreneurial ecosystem of the Region of Valencia. They are creating a network of social businesses with both social entrepreneurship knowledge and wider, cross-sectoral skills and impacting neighbourhoods and rural areas.

Upscaling your support

2022 is the year to consolidate methods and create a team. By 2023, the plan is to scale the initiative, replicating the model where they will be able to find the initial promoter's team composed of companies, private and public institutions aligned with the mission and social entrepreneurs.

La Promotora has a high degree of transferability to other Spanish and European Regions especially those with a greater culture of social innovation. Working with local networks is key.

La Promotora aims to act locally, through a network of nodes or 'local promoters' who bring together relational capital from proximity and trusted networks, becoming social reactors that promote change. For this reason, La Promotora has also been presented in Alcoi and Alzira, locations where Novaterra already has offices and relational capital to start developing these local 'Promotoras' with the business community in the area, and which has the broad support of both local councils and the business community in the area.

What are the central success factors of your work?

The key to this support is counting on the support of local networks that act in the region. This network of nodes or 'local promoters' brings together relational capital from proximity and trusted networks, becoming social reactors that promote change.

What would help you provide even better support for social innovations?

There is much political exchange at the regional level, but there is still little flexibility in understanding social innovation. There is a lack of mechanisms to identify social innovation initiatives that are working on the ground, exchange with them and support them. This means that public funding often goes to the same actors and those who are socially innovative are left out.

There is also a lack of mechanisms that allow for active listening to stakeholders.

Best Practice

Innovation in Social Care

iSocial Foundation

A summary of your support

iSocial Foundation provides an array of support to social innovation in social care in Spain, including:

- cross-sectoral co-creation processes
- exchange of international best practices
- training activities
- building partnerships and consortia between public and private actors
- design, preparation and management of innovation projects.

They count on cooperation between the sectors through innovation projects involving a diversity of sectors (quadruple helix), joint training and knowledge exchange activities, and joint co-creation activities.

Website: <https://isocial.cat/en/>

Who benefits from the support?

Social service providers, including third sector organisations and social services teams of Spanish local administrations, through their participation in the activities. They also support private bodies such as philanthropic foundations and companies from the technological, design and architecture fields, who participate through project partnerships.

Describe an example of the support you provide in a concrete example

In the social services sector, they provide the following support:

1. They promote knowledge generation projects on social innovation transformation in cooperation with stakeholders – universities, the third sector, local administrations and private companies.
2. They generate knowledge on the challenges in the social services sector to identify the necessary transformations.
2. They promote projects that allow for transformations to the sector, through

projects that provide solutions to the identified challenges. They support co-creation processes and cooperation between sectors. As a result, they have been able to implement some of the projects.

3. They accompany social innovation projects, especially those of local authorities.

4. Through their 'Campus', they disseminate knowledge related to transformation and social innovation among social services sector professionals. They provide open activities, webinars, conferences and working groups. They also offer training for social services teams from local public authorities and the private sector on new tools for social intervention innovation and improvement, and they accompany them in their application.

One example is a digital platform for adolescents and young people under guardianship, to support their transition into adulthood (FLAPP!). They support the members of this multi-stakeholder project, leading the innovation processes.

The support provided

Their support includes the following, as well as promoting knowledge generation with services such as open activities, webinars, conferences and working groups for social services providers:

- knowledge and competence development on social innovation
- methods and tools for promoting social innovation
- cross sectoral opportunities for cooperation: supporting cross-sectorial co-creation processes
- arranging/providing cross-sectoral meeting arenas and networks: webinars and conferences for exchange
- advisory services to support social innovators - supporting local authorities working in social services

- methods on how to replicate and upscale social innovations
- methods to evaluate and show results and effects of social innovations
- guidance to funding

Is your work supported by national/ regional/local policies?

The concept of social innovation in Spain is so broad that it is difficult to respond in the context of social services. It is important to be able to rely on a political framework for social innovation. There are many initiatives, especially at the local level, that are much more innovative than what is being done by local governments.

In social services, there is a lack of spaces for co-creation innovation, and social innovation in the sector is therefore currently disorganised.

Is it strengthened by funding, research or other supportive measures?

iSocial Foundation relies on support from academics in the systematisation of experiences, knowledge generation, more research and the generation of transformative initiatives.

Few funding opportunities exist to fund pilot projects and digital transformation projects in the social services sector, though there is more potential with the Next Generation funds. Existing public funding is limited to maintaining important existing services and it is difficult to access funding for innovation. There are few impact investment fund opportunities in the social services sector because of the economic return risk factor.

Results of the support

The support has been running for four years and has had a positive impact on vulnerable individuals and groups ultimately targeted by the social services that it supported.

Upscaling your support

The foundation was born in Catalonia, and plans to expand to other Spanish regions in the coming years.

They would like to systematise the process of co-creation through the generation of a living lab specialized in social services (physical and virtual), with the participation of end-users

to support innovation processes in the social services sector.

What are the central success factors of your work?

Counting on cross-sectoral cooperation in co-creation processes and exchange.

What would help you provide an even better support for social innovations?

To strengthen the Spanish social innovation ecosystem in social services. More spaces for co-creation and incubation in the social services sector are needed, such as the types of living labs that exist in other sectors.

There is a need for more 'muscle' in order to scale up initiatives. Lines of support from the government are needed, but also greater involvement of the private sector, with a greater culture of businesses supporting the social welfare system.

There is a need for further academic research and knowledge generation in the social services field, to properly connect social innovations with the needs of the sector to ensure that what is being done is useful.

Best Practice

RED Social Innovation

A summary of your support

RED Social Innovation is an international resource centre for social innovation incorporating the end-users at its centre. With the coordination of the French Red Cross and the Spanish Red Cross and the support of 'Fundación Tecnologías Sociales' and 21 Accelerator', it aims to test, scale and promote social and technological innovations within the International Red Cross and Red Crescent Movement, as well as those produced by public and private actors in the innovation ecosystem. It aims to do the following:

1. Share good practices of social transformation and innovation with the greatest number of people, in order to be better prepared for future socio-economic changes.
2. Facilitate the transfer of knowledge between innovative social entities and those in need of support.
3. Support open and inclusive innovation through the exchange of methodologies, solutions and results.
4. Create synergies between associations, other actors within the Social and Solidarity Economy, and the private sector.

Need for the support provided

RED Social Innovation found that many different actors in the social sector have lots of technical experience in their field, but a lack of technological experience which was hindering innovation in areas like care services.

Who benefits from your support?

Any associations, individuals or start-ups related to the International Red Cross and Red Crescent Movements in Spain and France benefit from the support. The support also benefits social and technological innovators in the innovation ecosystem as a whole – by creating synergies between associations, other actors within the Social and Solidarity Economy, and the private sector.

Describe the support you provide using a concrete example

The network provides the following support:

- collaborative spaces
- sharing of social innovation resources and best practices
- fostering the creation of alliances and spaces for co-creation of social innovation initiatives.

The Social Innovation Network launched '45 minutes', a **series of thematic webinars to discover impactful solutions** to the world's most pressing problems. During these bi-monthly 45-minute online sessions, a social challenge is presented, and three or four initiatives are presented by experts who are currently responding to the problem. One of the most recent topics relevant to social exclusion and spatial segregation was 'The delivery of food and medicines – the last mile of social assistance' These webinars are organised in collaboration with the [Stanford Social Innovation Review](#) and the [Ashoka network of social entrepreneurs](#).

The Network's online platform is dedicated to sharing content to test, scale and promote social and technological innovations. It has 3 different focuses:

- Working Together – focused on sharing methodologies and programmes to innovate how social innovation organisations/start-ups work internally
- Technology and Digital – focused on sharing digital applications, platforms and tools to address vulnerabilities and social needs.
- Social Economic Models – focused on sharing strategies, products and services that enable a balance between business sustainability and social impact, including ways to seek funding.
- Impact Partners – focused on sharing social impact solutions developed by social start-ups, private companies and public authorities.

As well as this, the network also offers fact sheets in English, French and Spanish presenting three innovative solutions in the social, care and health fields, a customisable monthly newsletter offering a selection of the platform's best publications, and an annual publication containing the most innovative solutions developed within the movement.

The support provided:

- **Knowledge and competence development on social innovation:** they share this information on their online platform.
- **Methods and tools for promoting social innovation:** they share this information on their online platform.
- **Cross-sectoral opportunities for cooperation:** they work to foster alliances and encourage co-creation in a collaborative way. They publish calls for partners and alliances on their website and also use their contacts to try to create connections.
- **Arranging/providing cross-sectoral meeting places and networks:** the network connects organisations and start-ups within social innovation through events such as their webinars.
- **Advisory services to support social innovators**
- **Methods on how to replicate and upscale social innovations:** they share this information on their online platform.
- **Guidance to funding:** they share this information on their online platform.
- **Other ways of facilitating and catalysing social innovations.**

What would you say are the most innovative aspects of your support?

Ensuring the participation of the end-users and social sector workers, in the local context, in all phases of the social innovation projects: i.e., identifying the needs, designing projects, piloting with technical validation of the solutions, and social validation of the solutions.

Is your work supported by national/regional/local policies?

Not at the national level. There are many small initiatives, but there is still a lack of visibility and operationalisation. There is still

a lack of clear guidelines and ways of sharing knowledge, like there is in the technology sector.

Is it strengthened by funding, research or other supportive measures?

It has funding until at least December 2022. They are funded by Fundación Vodafone and the French and Spanish Red Cross organisations. They are able to maintain the Platform through Horizon 2020 calls and are currently reviewing future opportunities through Horizon 2020.

Results of the support

The possibility of sharing solutions to shared problems of third sector organisations allows us to participate with a collective impact with all the relevant actors. Transferring solutions that are working for one group of people to another group with similar needs, or projects that are implemented in one country to another, is one of the successes of the initiative.

All actors in society can participate in social innovation, including volunteers and members of society. By imagining new socio-economic models, creating new uses for technology or transforming the way we work, social innovation enables us to act in the most appropriate and efficient way possible to address all forms of vulnerability.

Upscaling your support

They are currently looking into how to open the support to private entities working in social innovation, since for now the beneficiaries are mostly NGOs and start-ups connected to, or known by, the Spanish Red Cross and French Red Cross.

What are the central success factors of your work?

Incorporating the end-users in the centre of the social innovation process; citizen processes, with end-user participation and bottom-up ownership. In addition, working in the local contexts with leadership from end-users.

The vast experience of the Spanish Red Cross and Fundación Tecnologías Sociales in technological innovations in the social sector.

The experience of the French Red Cross and the '21 Accelerator' in social acceleration processes, coaching systems, etc.

What would help you provide even better support for social innovations?

There are many small social innovation initiatives, but they lack visibility and operationalisation. There is still a lack of clear guidelines and ways of sharing knowledge as there is in the technology sector.

Best Practice

Fundación Caja Navarra – Innova Programme (InnovaSocial and InnovaCultura)

A summary of your support

Fundación Caja Navarra is a private foundation that promotes the Innova Programme, together with 'La Caixa' Bank Foundation. The Innova Programme was launched in 2016 and is aimed at financially supporting social and cultural innovation projects in the Spanish Region of Navarra.

Those whose projects were developed through the programme, since its first edition, are included in an **Innova Network**, which fosters their connection and collaboration.

As a complement to the financial aid, training and networking sessions are provided to strengthen the social and cultural sectors, as well as a project to bring the business world closer thanks to the work of a facilitator who tries to bring together the needs and objectives of the social, cultural and business sectors by providing individualised support.

The Innova Programme supports innovative projects whose beneficiary groups are people with disabilities, the elderly, research staff, the world of culture and artistic creation, young people (through educational projects), or people in vulnerable situations or at risk of being in them. Collaborative work is promoted as an essential element for achieving innovation.

Website: www.programa-innova.es/

Need of the support provided

There is a need for innovative change, based on knowledge, that adds social and cultural value.

Who benefits from the support?

Principally non-profit organisations in the InnovaSocial Programme but in the InnovaCultura Programme, they are also open

to individuals and private sector organisations who aim to improve people's lives.

Describe an example of the support you provide in a concrete example

In the **InnovaSocial Programme**, as a complement to the financial aid received, they have a shared space for the network. They provide services to help social organisations in the Spanish Region of Navarra make their projects more ambitious, sustainable and scalable, and in line with the Sustainable Development Goals (SDGs). In addition, they generate meeting spaces and foster collaboration with companies, social entrepreneurs and academic institutions in the region, facilitating the exchange of good practices between social organisations.

As a complement to the financial aid received through the InnovaSocial Programme, training and networking sessions are provided to strengthen the social sector and encourage cross-sectoral collaboration. There is also individualised support provided to the projects by a 'facilitator' to improve the projects in areas such as impact, creating alliances, sustainability and upscaling, promotion and communication, capacity building in digital skills for the social sector etc.

The support provided

- **Knowledge and competence development on social innovation:** through training sessions and the individualised support work of the facilitator. For example, training sessions on the development of critical and creative thinking skills as a key aspect of driving innovation.
- **Methods and tools for promoting social innovation:** through training sessions and the individualised support of the facilitator.

- **Cross sectoral opportunities for cooperation:** through knowledge of the projects carried out by public and private entities of all kinds, they try to generate synergies that develop innovative and sustainable projects. They create alliances both directly and through the Innova Programme. The work of the facilitator of the Innova Programme is exclusively focused on creating networks and favouring the sustainability of the projects. They also provide training on topics, such as opportunities for partnerships with social and cultural entities, new models of strategic alliances and keys for achieving collaborations with greater impact and incorporating the intersectional perspective into social and cultural projects.
- **Arranging/providing cross-sectoral meeting arenas and networks:** networks, shared spaces and workshops to get to know each other, share experiences and to create connections.
- **Advisory services to support social innovators:** continued individualised support provided to each project by a facilitator.
- **Methods to evaluate and show results and effects of social innovations:** training on tools for impact assessment in culture.
- **Funding:** Since its inception, the InnovaSocial and InnovaCultural programs have allocated almost 9 million euros to 225 projects aimed at strengthening the social and cultural fabric of Navarra, promoting its growth, innovation, efficiency and productivity for the benefit of the region's cultural and social development
- **Guidance to funding:** advice from the facilitator.
- **Methods on how to replicate and upscale social innovations**

Is your work supported by national/ regional/local policies?

The support they provide, like the National and Regional policies, is in line with the United Nations Sustainable Development Goals.

Is it strengthened by funding, research or other supportive measures?

The Innova Programme and Fundación Caja Navarra are private and independent, with their own finances, and the work to support social innovation does not have a definite

timeframe but is intended to be maintained over time.

Results of the support

In the InnovaSocial Programme, from 2017-2021, they invested 7.9 million euros in 169 projects with 640,457 direct and 5.924,923 beneficiaries, 54.915 volunteers, and 12.995 employees. They have created 137 alliances with private sector companies. They have seen the direct impact of the projects on the groups that needed support. The projects continue to achieve their social goals in an innovative and sustainable way, which gives great satisfaction to the Foundation's team.

The Innova Programme has run for five consecutive years, and at the end of 2021, the Innova Network was made up of 212 entities, creating a network for continual connection and collaboration in social innovation. This also suggests that a brand has been generated with the Innova Programme.

It has been consolidated over time as a hallmark of quality for the projects and entities that make up the network and for the third sector as a whole.

Upscaling your support

The intention is to continue this support over a long timeframe in the Spanish Region of Navarra. Due to constraints in the legal framework of their organisations, they are unable to upscale the support to other regions. However, they believe that the support is replicable, and they are very willing to share the practice with other localities, regions or countries.

What are the central success factors of your work?

The programme doesn't only provide a significant amount of money but is also dedicated to supporting the projects to ensure their success and impact.

What would help you provide an even better support for social innovations?

There needs to be a cultural change regarding social innovation and more support for awareness-raising (at all levels) that social innovation is both necessary and possible.