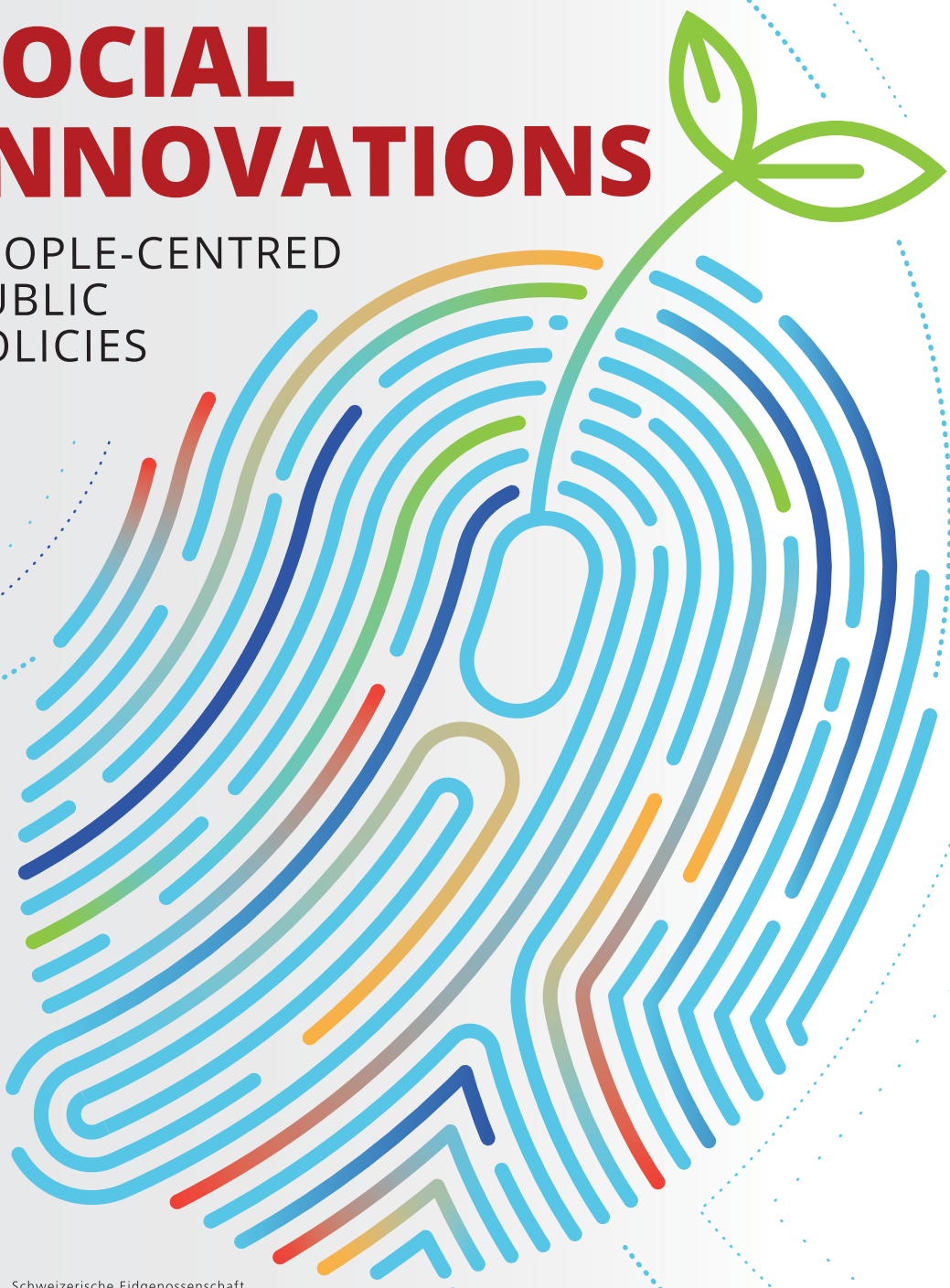
GOVERNMENT OF THE REPUBLIC OF SERBIA

SOCIAL INCLUSION AND POVERTY REDUCTION UNIT

SOCIAL INNOVATIONS

PEOPLE-CENTRED PUBLIC POLICIES



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SOCIAL INNOVATIONS

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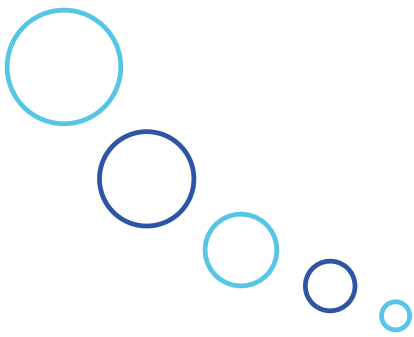
"INNOVATION ISN'T JUST A MATTER OF LUCK, EUREKA MOMENTS OR ALCHEMY. NOR IS IT EXCLUSIVELY THE PROVINCE OF BRILLIANT INDIVIDUALS. INNOVATION CAN BE MANAGED, SUPPORTED AND NURTURED. MOST SOCIAL CHANGE IS NEITHER PURELY **TOP-DOWN** NOR **BOTTOM-UP**. IT INVOLVES ALLIANCES BETWEEN THE TOP AND THE BOTTOM, OR BETWEEN WHAT WE CALL THE **"BEES"** * (THE CREATIVE INDIVIDUALS WITH IDEAS AND ENERGY) AND THE **"TREES"** * (THE BIG INSTITUTIONS WITH THE POWER AND MONEY TO MAKE THINGS HAPPEN TO SCALE)."



*. THE OPEN BOOK OF SOCIAL INNOVATION

ABOUT THE HANDBOOK

What is the purpose of this handbook and who is it intended for?

This handbook is intended for individuals from the public, private and civil sectors who are on a constant quest for improved solutions to challenges that we, as a society and as individuals, encounter in all spheres of life.

The challenges are wide-ranging: sustainability of jobs and businesses, regional development disparities, inequalities in society, discrimination and social exclusion, management of resources and environmental protection, corporate social responsibility, demographic aging, internal and external migrations, access to community-based services (especially in rural communities) in the spheres of education, health and culture, That said, we also recognize new opportunities, such as using the internet and new technologies to bridge the digital divide so that as many people as possible can benefit from different technological innovations; as well as the green economy or green jobs that can bring added value to rural and urban communities alike.

The changes we, as a society, are experiencing are profound, and sometimes the solutions we design and implement in practice are not always the best remedy to the problems we want to solve – often they even exacerbate and compound them, and inequalities continue to grow. We recognize that lack of cooperation within and between sectors and the scarcity of resources limit our reach in many areas.

Yet, our society has both the resources and the expertise, which we fail to recognize or do not rely on sufficiently, that could be put to use in finding sustainable and transformative solutions to the previously mentioned challenges. By encouraging social innovation, we will significantly contribute to improving people's daily lives using available resources.

Starting from the given context, we are looking for pivotal changes that could enhance social impact. This handbook is one step in this direction and is intended for anyone who wishes to engage in social change so that different social needs are properly met. This handbook will benefit everyone, including:

- innovators,
- entrepreneurs, including social entrepreneurs,
- informal activist groups,
- civil society organizations,
- private companies,
- decision makers,
- the public sector and institutions at local, provincial, and national levels,
- research organizations and the academic community,
- international development partners.

What will you find in this handbook?

The purpose of this handbook is to familiarize the reader with the concept of "social innovation", with the innovation process and the circumstances that spark innovations, to present examples of social innovation and provide guidelines, as well as to point the ways in which social innovation can be supported. It is divided into four sections:

1 ABOUT SOCIAL INNOVATIONS

Innovations existed even before this concept was first described in the first half of the 20th century, for which we can credit the economist, philosopher, and political scientist Joseph Schumpeter, who emphasized the decisive role of innovators and entrepreneurs in societal development[1].

However, in the past ten years, social innovations have emerged as an object of both research and practice. Social innovations change the way members of society live and work together, as well as their ability to handle crisis and make the most of opportunities. Support for social innovations is driven by different sectors, by cross-sectoral networks and individuals. A growing consensus among practitioners, policy makers, and the research community shows that technological or business innovations alone are not capable of overcoming the social, economic, and environmental challenges modern societies are facing[2]. This explains the growing interest in social innovations.

For instance, the digital transformation society is undergoing produces the "effect of deconstructing social relations", changing everything – how we work, how we learn, how we communicate, how we use transportation or various other services. Individuals and stakeholders must overcome many challenges and need time to master digital transformation to use it for the benefit of society. Digital transformation makes sense to the extent in which it succeeds in being inclusive[3].

1. Schumpeter J., 1911, 1942; current editions: 2006, 2005

2. SI-DRIVE. (2017). Social Innovation on the Rise – the Emergence of a New Innovation Paradigm. https://www.si-drive.eu/wp-content/uploads/2017/12/SI-DRIVE-Policy-declaration-2017-final.pdf, p. 2.

3. The Analysis of Social Innovations as Social Practice by Josef Hochgerner („Die Analyse sozialer Innovationen als gesellschaftliche Praxis" in: Zentrum für Soziale Innovation (ed.). 2011. Pendeln zwischen Wissenschaft und Praxis. ZSI-Beiträge zu sozialen Innovationen. Vienna and Berlin: pp. 173-189.

Experts, as well as the general public, usually associate innovations with new technologies, organizational and marketing strategies implemented in enterprises. By contrast, innovative new social practices, organizational forms, or patterns of behaviour rarely receive much attention, either as research fields or as objectives deserving of financial support[4].

Innovations are embedded in fundamental cultural patterns and processes of social change, depending on historical, regional, and political conditions. Their chances of application and proliferation are affected by these variables. All innovations are based on intentions and, by definition, unfold potential for change. They can affirm, support, and accelerate existing social trends or can oppose these developments and change the mainstream. Economic innovations create added economic value, whereas **social innovations create "social facts" (practices, norms, lifestyles)** which are not necessarily always positively assessed and desired[5].

There is no simple answer to the question what social innovations are, but there are several ways to explain and describe the concept. What all definitions of social innovation have in common is they are inspired by the desire to solve social problems and improve the quality of people's daily lives.

A social innovation can take the form of a practice, process, product, service, business model, new organizational form, an instrument and methodology, or a combination of these, which aims to provide a more effective answer to an unmet need or social problem.

4. Ibid, pp. 173-189

2. Ibid, pp. 173-189

The Young Foundation[6] defines social innovations simply as **"new ideas that work"** or, as is often said, **"solutions that work"**.

Other definitions of social innovation:

- "Social innovation seeks new answers to social problems by identifying and delivering new services that improve the quality of life of individuals and communities. They try to be experimental (alternatives are tested and analysed to assess which gives the best results); cross-cutting and cross-sectoral (some issues are complex and solving them requires parallel action by several sectors – for instance, the problem of population aging requires changes that range from employment to pension and new care models); collaborative (for instance, the use of technologies that concurrently increase productivity in many fields whilst also accelerating learning." (EU definition)

- "Social innovation is a novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals. A social innovation can be a product, production process, or technology, but it can also be a principle, an idea, a piece of legislation, a social movement, an intervention, or a combination of them."[7]

- "Social innovation is an innovation that is explicitly for the social and public good. It is innovation inspired by the desire to meet social needs which can be neglected by traditional forms of private market provision and which have often been poorly served or unresolved by services organized by the state. Social innovation can take place inside or outside of public services. It can be developed by the public, private or third sectors, or users and communities – but equally some innovation developed by these sectors does not qualify as social innovation because it does not directly address major social challenges." (NESTA/DIY, www.diytoolkit.org)

6. For additional information on the Young Foundation please refer to www.youngfoundation.org
7. Phills, Deiglmeier and Miller – Stanford (2008). Social Innovation Review

Social innovations can be driven by the public sector (e.g., new models of public healthcare), private sector (e.g., open-source software), civil sector (associations of citizens, civil society organizations), movements (e.g., fair trade), the academic community (e.g., innovative teaching/learning models for children), as well as social enterprises and cooperatives (micro-loans, ethical banking).

Innovations are not only driven by different sectors, but also frequently the result of transcending the strict sectoral boundaries and venturing into the realm of innovative forms of cooperation among different stakeholders.

Experiences from other countries show that innovations and "solutions that work" are forged when these boundaries are bridged, and the rigid frame of pre-defined roles is abandoned. These shifts are indispensable because the solutions for most of the citizens' problems lie in the space between the individual mandates of institutions. Consider, for example, youth employment – resolving the issue of youth unemployment requires synergic action by different public policies and stakeholders in the realm of education, business, fiscal and social affairs. Fostering collaboration and networks established as a result of such synergic action, and the proactive and equal participation of all sectors and, ultimately, the (un)employed too, are also very important.

The situation is similar with rural development, gender equality, entrepreneurship, social policies, social inclusion, and environmental protection.

It is essential that we put people and their needs at the centre of policies. Only then will we realize that profound changes in the quality of life occur when the many facets of a problem are recognized, and measures designed to address these. That is when sectoral boundaries fade away, the problem becomes shared and so does the quest for its solution.

SOCIETAL OR SOCIAL INNOVATIONS?

Are innovations societal or social? Both terms are correct because they are synonymous. Still, the way in which we use these synonyms is important. The term "social innovation" applies to any facet of our daily lives that revolves around people and their needs. However, the equivalent term in Serbia and the region (*"socijalna inovacija"*) is mostly associated with social issues (Eng. – "welfare"), thus narrowing its scope of application and affecting potential support. Considering social innovation is not only related to the social policy field, in the country-specific context, the most adequate Serbian term would be ***"društvena inovacija"*** (Eng. – "societal innovation"), as it would allow for a broader scope.

Also, societal innovation is a broader concept than *social entrepreneurship*, which is a part of the former, so it is important not to equate these two concepts.

In the public policy field in Serbia, and in a major share of the public concerned, the concept of social entrepreneurship is mostly associated with the employment of vulnerable groups. The framework for the development of social entrepreneurship is still incomplete, in part because of the lack of understanding of the concept, and because of the role that social entrepreneurship could play in solving social problems and for social development at large.

The European Commission defines a **social enterprise** as an operator in the social economy whose main objective is to have a social impact, rather than make a profit for its owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fash-

ion and uses its profits primarily to achieve a social purpose. It fosters an open and democratic management system that involves its employees, consumers and stakeholders affected by its commercial activities[8]. Social enterprises are therefore not non-profit entities, they make profit, but they use it to bring about changes in the community.

The Coalition for Solidarity Economy Development (CoSED) brings together civil society organizations in the field of social entrepreneurship and solidarity economy in Serbia, with a view to building networks and collaborating to further develop this field through joint research, strategic, educational, hands-on, incentivizing, promotional and other activities. Its mission is to create an enabling framework for the development of the solidarity economy and social entrepreneurship through information, advocacy and capacity-building. The coalition's vision is to build a sustainable society underpinned by the solidarity economy enabling and encouraging people's economic, social and political participation, www.solidarnaekonomija.rs/koalicija/

8. EC (2011). Communication from the Commission, 2011/682 final

WHAT DISTINGUISHES SOCIAL INNOVATION FROM OTHER TYPES OF INNOVATIONS?

The difference between social and commercial innovations is evident in the way they are created – the process itself, the change agents, and the end result[9] – which will be discussed in more detail in this chapter.

Social innovation is distinct from innovation in other fields **in the process, the forms of cooperation, relationships, as well as its outcomes, i.e., tangible results**. The key difference is the benefit it brings to the wider community, compared to technical and commercial innovations, where this link is not always readily visible, even when it is present. Unlike with commercial innovations, measuring the impact of social innovations and/or evaluating the degree to which they benefit society is difficult in the short term.

While organizational forms are important for innovation, a visible change occurs in the process of innovation, both in relationships and in the ways in which the people involved see their roles, the decision-making process and final output. The resulting system changes transcend the framework of a single organization. In other words, **new organizational and legal forms are required** to meet the needs of these new structures and facilitate sustainable solutions.

In this process, new, loose coalitions, networks, **hybrid**[10] , and virtual organizations are formed.

9. Murray R., Caulier-Grice J. & Mulgan G. (2010). Open Book of Social Innovation, p. 6

10. For additional information on hybrid organizations please refer to: www.hybridorganizations.com

Networks and coalitions are critical to bringing change. Unlike in the realm of business, where one company becomes a key agent of change, social innovation cuts across these boundaries and brings together individuals as innovators, civil society, the academic community, entrepreneurs, the public sector and even social movements, into a broad network that becomes the change agent.

WHERE ARE INNOVATIONS NEEDED AND WHEN ARE THEY BORN?

Innovations are needed **where things are not functioning, where services are poor or inadequate, where inequalities and social exclusion are growing** – where the demand is massive and resources scarce. Innovations are needed in all spheres of society: from information, through healthcare and education, to employment, social care, and housing. Additionally, innovations can find their way into all spheres of the public sector, considering they provide services to most of the population.

Innovations are born when existing policies, practices and structures **do not meet** people's needs properly.

The socioeconomic methods, concepts and practices in the country and the region are proving to be ineffective for many target groups. Consequently, the priority objective of improving people's daily lives, has yet to be accomplished.

There is a need to critically re-examine existing practices and create new, sustainable, and feasible solutions in in-

novative ways based on knowledge and practical experience. Social innovations are born in the context of constant changes because there is a real need for them.

Hence the **importance of links between different sectors**, individuals, practitioners and theoreticians, people who formulate, implement and monitor policies, the idea people, the doers of the present and the dreamers of the future, i.e., the visionaries who can predict it. It is important that, in addition to solving current problems (which are consequences), their root causes are eliminated to avoid the same or similar problems in the future. Below, we highlight the most significant issues:

- Lack of efficient and effective public sector management for the benefit of the citizens,
- Growing inequalities in society,
- Population aging and demographic changes, and the related topic of the care economy,
- Sustainable economic development,
- Rural development,
- Climate change and environmental vulnerability,
- Inversely proportional ratio of GDP growth to quality of life growth and happiness index,
- The impact of multiculturality and diversity in society,
- The future and stability of jobs,
- Population growth in cities,
- The digital gap,
- Access to social and other community-based services,
- The need for new organizational forms,
- The need for new finance models and funding sources.

While most of these developments are an ordinary part of our daily lives today, they too were once social innovations (for instance, compulsory universal primary education has

become the standard practice in most countries in the world). It is perhaps the most transformative social innovation that has taken place and led to positive changes at the global level. There are other examples, such as: kindergartens and nurseries (a service that has contributed to greater entry of women into the labour market), universal health care or pension funds. These changes were once under discussion too, and some thought they were not possible. However, "it is not about the art of the possible but about making the impossible inevitable"[11].

We have one such example even today. Specifically, there is an ongoing global debate on **universal basic income (UBI)**[12], and several countries[13] are testing this innovative measure to assess its outcomes and impact. Unconditional basic income for all is seen as the answer to economic globalization and the required mobility and flexibility expected in the market, as well as to the feelings of uncertainty it triggers in the individual. Additionally, a universal basic income, which is different from social welfare for the vulnerable, would contribute to creating the basic conditions for a dignified life, such as a having a roof over one's head, food and hygiene. In the long-term, it could replace most social benefits, especially those linked to multiple vulnerabilities. Furthermore, the assumption is that its introduction would dispense with the need for bureaucratic services which still exist solely for the purpose of distributing social benefits. As a rule, this measure should be funded exclusively from taxes i.e., public revenues, as alternative sources of funding would defy its purpose. **The idea is not to fund yet another system of benefits, but to replace the existing one with something more responsive to global challenges.**

UBI questions the very concept of the organization of a society, re-examining our priorities and redefining what matters most in a society.

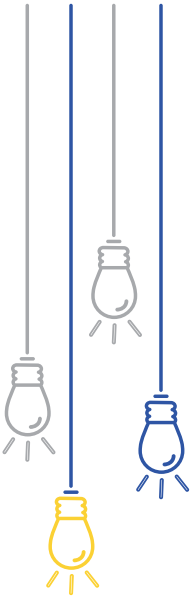
Perhaps, in a few years' time, even this – for now still innovative concept – will become a standard practice. But even if it does not, the **social dialogue** and friction prompted by this innovative measure will spawn new solutions for the identified problems that are unimaginable today.

11. Bregman R. (2018), Utopia for Realists, p. 253

12. Detailed information is available at: www.basicincome.org/about-bien/#overview , www.futurism.com/images/univer¬sal-basic-income-an¬swer-automation/

13. Finland and Canada (https://basicincome.org/news/2019/10/canadas-child-benefit-is-basic-income-hid¬ing-in-plain-sight)

ENTREPRENEURIAL CULTURE AS THE BROADER FRAMEWORK FOR TECHNICAL AND SOCIAL INNOVATIONS



The Aho Report of the European Commission[14], which addresses the challenges of globalization in Europe, highlights the close correlation between the development of entrepreneurship and innovation. **It stresses the need for innovations and factors stimulating innovation, such as entrepreneurship, risk taking, flexibility, adaptability, and mobility.**

The term entrepreneurship is consistently used in Europe: "Entrepreneurship is an individual's creative capacity to identify opportunities, independently or within an organization, and pursue these to produce new value or economic success".[15]

In its strategic document titled *Green Paper on Entrepreneurship* (2003), the European Commission emphasizes the need for stimulating innovation and entrepreneurship to improve economic activity, especially highlighting their correlation. Entrepreneurship is seen as the creation of new value in society, where weaknesses are turned into opportunities and where new, until then uncharted territories are explored[16]. Entrepreneurship is primarily recognized as a "journey" or a process, and not the end result. In the process, there is a driving idea that is not enough in itself. It takes motivation, skills, and resources for an idea to grow into a concrete

14. EC (2006). Aho Report Creating an Innovative Europe, https://ec.europa.eu/invest-in-research/ac-tion/2006_ahogroup_en.htm

15. EC (2003). Green Paper on Entrepreneurship, https://ec.europa.eu/invest-in-research/pdf/down-load_en/entrepreneurship_eu¬rope.pdf

16. Nikolin S. and Vladisavljevic A. (2012). Policy Paper Towards Entrepreneurial Serbia. CEVES

opportunity. All of the above is happening in an entrepreneurial environment, which is key to giving different initiatives a chance. Many successful initiatives "drive" society forward and contribute to its development.

Entrepreneurship is also viewed as a broader concept, not limited to a single sector. "Entrepreneurship can occur in any sector and type of business. It applies to the self-employed and to firms of any size throughout the various stages of the business lifecycle, from pre-start to growth, transfer or exit and re-start. Entrepreneurship is relevant for firms in all sectors, technological or traditional, for small and large firms and for different ownership structures, such as family businesses, firms quoted on the stock exchange, social economy enterprises or non-profit-driven organizations which often have significant economic activities[17]."

An enabling environment for entrepreneurship is a prerequisite for both social and technological innovations. This entails a positive attitude and a sustained support system, from education to taxation and other policies.

In Serbia, there is no standardized definition of entrepreneurship, but in l*egal terms it is equated with a form of business organization*[18]. For policy purposes, an entrepreneur is an individual who is registered as such, while others who create new value in society, regardless of the chosen legal form, do not fall under this definition. Reducing the concept to a legal form of organizing a business diminishes the importance of entrepreneurship for the development of society, resulting in the lack of an adequate support system to enable the development of all forms of entrepreneurship and a stronger entrepreneurial culture.

17. EC (2003). Green Paper on Entrepreneurship, https://ec.europa.eu/invest-in-research/pdf/download_en/entrepreneurship_eu¬rope.pdf

18. Sole proprietorship, i.e. individual entrepreneurship, an individual performing a commercial activity.

2 THE ECOSYSTEM AND SUPPORT FOR SOCIAL INNOVATION

For a society to really benefit from social innovation, one needs an appropriate legislative, financial and institutional environment to create a **system that motivates** and then **mobilizes individuals** to seek and develop solutions to improve the quality of life.[19]

An enabling environment, i.e., ecosystem for social innovation includes a comprehensive system of support: from information and education, investments in research and development, measurement and analysis tools, all the way to financial and non-financial support for the development of innovative ideas, for experimenting or piloting/testing ideas in practice and then for scaling them.

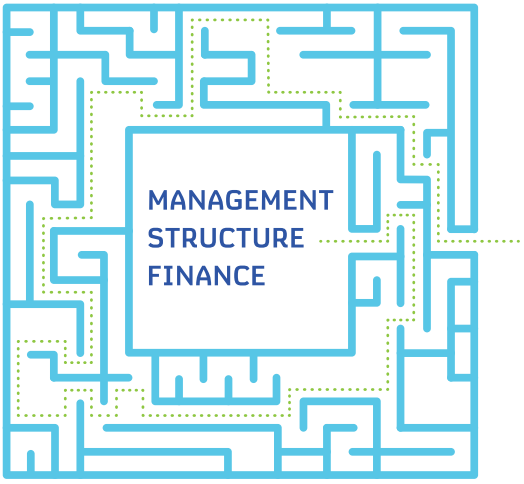
Much in the same way as with support for commercial innovations, social innovations also need support through incubators, awards, and promotion, and especially through the promotion of a positive attitude toward "thinking outside the box" and nurturing entrepreneurial culture.

Often, the lack of adequate support is an obstacle to social innovation, but time and again, even when this type of support is available, no action is taken to remove other barriers in the broader setting: rigid organizational structures and strict sectoral boundaries, lack of the mandatory practice of piloting services and testing them from the perspective of the users before implementing and financing a measure at

19. European Commission (2014). Social Innovation A Decade of Changes. Luxembourg: Publications Office of the European Union, https://espas.secure.europarl.europa.eu/orbis/sites/default/files/generated/document/en/so¬cial_innovation_de-cade_of_changes.pdf, pp. 20-21

national level; an underdeveloped monitoring and evaluation system for existing services; non-acceptance of failure, which is a key learning factor in innovation; mistrust in the institutions and lack of cooperation – in the individual departments, as well as inter-departmental and cross-sectoral cooperation.

Even when innovative solutions (for instance, services or measures) are developed and proven effective in practice, they are not readily adopted by the existing system institutions, despite having witnessed the good practices and recognized their contribution to solving a problem. On the other hand, unless the system is regulated in such a way that some of the innovative solutions are accepted after the development phase and successful piloting to replace or complement existing practices, scarce resources will be wasted and individuals involved in the process worn out, while problems will remain unsolved.



A system that supports innovations that work[20] also requires new management, structure, and financing methods and modalities.

20. Mulgan G. et al. (2007). Social innovation: what it is, why it matters and how it can be accelerated? Oxford: University of Oxford, SAID Business School, http://eureka.sbs.ox.ac.uk/761/1/So¬cial_Innovation.pdf

LEADERSHIP

It is important that innovators and innovations in various fields are appreciated and rewarded at the highest level of decision-making; that awards are instituted for new ideas; that events are organized, and entrepreneurial ventures valued, healthy risks assessed, and a culture is fostered that does not inhibit creativity.

STRUCTURE

It is important to recognize and value organizational structures that go beyond the boundaries of existing organizations, sectors, or systems and that combine a "fresh" perspective with the power to make things happen. This is a far more efficient way to spur changes than having a system employing several people or one department to work on innovations. In other words, setting up a team to support innovations will not suffice if the rest of the organization is not involved and/or remains unchanged.

FINANCE

Different sources of funding of social innovation are needed for supporting R&D, the creation and dissemination of knowledge, early-stage ideas, testing of innovative solutions, and their subsequent scaling and growth.

These sources can and should be provided from the state budget. For instance, to achieve budget savings, the UK21 encourages funding of joint innovative initiatives coming from several departments. Other sources, including the private sector, civil society organizations and foundations, are highly developed in Europe.

In the context of Serbia, funding can come from the public sector, through the EU instruments for pre-accession assistance or through other donors, as well as from the private sector. However, all existing support mechanisms should be developed specifically. A good example of that is the Innovation Fund, which was initially funded by the World Bank and other donors, while now the funding is provided from the budget of the Republic of Serbia.

21. For detailed information please refer to: www.nao.org.uk

EXAMPLES OF HOW TO CREATE ENABLING CONDITIONS FOR INNOVATION

The UK example provides some useful insights, many of which are relevant for the Serbian context, especially decentralization of decision-making and funding. Specifically, these are:

- **Decentralized decision-making and financing** – communities are given greater freedom to shape their own solutions, but using joint knowledge, performance evaluation, and peer-to-peer networks;

- **Strong collaborative approach** – representatives of different groups and sectors work together on innovation: practitioners, decision makers, social innovators, entrepreneurs, academia, discussing possible new solutions and necessary changes;

- **Establishment of innovation departments** that coordinate and promote new ideas (for instance, the Department for Innovations in Education in the UK);

- **Experimental labs** where new ideas are tested with users and innovative solutions formulated, or technical labs where semi-developed or developed technologies are tested along with their potential for making an impact on society;

- **Incubators for social ventures** (accelerators, co-working communities, and other similar incubator models), where continued support is provided to social entrepreneurs and innovators. Sometimes these incubators can

be targeted to specific sectors or problems. For example, an incubator for green ideas or for improving health services, for employment programmes, or an incubator that would help citizens solve urgent problems in the community and test ideas;

• **Investments in research** on social innovation, writing case studies, analysing barriers and success factors at all stages of the innovation process, or studying how a particular technology could contribute to solving social problems;

• **Changes in the way the impact or effect of social innovation is measured.** Measurement of impact is necessary to determine which methods and approaches work best. When evaluating, it is important to consider new approaches to measuring social impact, such as social return on investment and social audit.

A social result of innovations are new "social facts"[22] – practices, norms, lifestyles. In addition, it is important to support smaller projects that can help pilot innovative policies and reforms before they are scaled up to a larger group or larger territory[23].

22. The Analysis of Social Innovations as Social Practice by Josef Hochgerner („Die Analyse sozialer Innovationen als gesellschaftliche Praxis" in: Zentrum für Soziale Inno¬vation (ed.), 2011. Pendeln zwischen Wissenschaft und Praxis. ZSI-Beiträge zu sozialen Innovationen. Vienna and Berlin pp. 173-189)

23. EC (2012). Strenghtening Social Innovation in Europe. Brussels, Social Innovation Europe Initiative

ADDITIONAL WAYS OF SUPPORTING SOCIAL INNOVATION

A Guide for Policy Makers[24] lists ways in which social innovations can be supported.

AREA OF SUPPORT	WAYS
FINANCING Securing funding for socially innovative organizations	• traditional mechanisms, like grant funding; • through contracts which pay social innovators for the specific services that they are providing; • by incentivizing social investments through the introduction of favourable tax rates; • through innovative contracting mechanisms such as social impact bonds[25].
PUBLIC PROCUREMENT	• support for overcoming barriers which prevent social innovators and enterprises from competing with large private enterprises for public sector contracts.

24. Boelman V. et al. (2015). Growing social innovation - A Guide for Policy Makers, pp. 11-21, https://youngfounda-tion.org/wp-content/uploads/2015/04/YOFJ2786_Grow¬ing_Social_Innova¬tion_16.01.15_WEB.pdf

25. Warner M. E. (2013). Private finance for public goods: social impact bonds, Journal of Economic Policy Reform, 16:4, 303-319, DOI:10.1080/17487870.2013.835727

ALTERNATIVE USE OF ASSETS Sharing non-financial assets, such as allowing community groups to manage local amenities	• community asset transfer – local governments are empowered to transfer ownership of land and buildings to communities for less than their market value.
INCREASED SUPPORT FOR NETWORKING Innovations often happens as a function of bringing diverse participants together	• providing forums for social innovators to network and share knowledge; • providing funding for existing initiatives that focus on networking, especially multisectoral collaborative platforms and hybrid organizations.
NEW LEGAL FRAMEWORKS that recognize the possibility for promoting and generating social value	• The Law on Public Procurement should, inter alia, be based on the "best value for money" principle, to generate a greater social value (Government of Serbia, 2018) ; • Measures should be introduced to acknowledge social benefits derived from existing companies (by providing tax relief or in other ways) - this way, public policymakers could encourage the private sector and private sector companies to make social investments and to reinvest part of their profit to that end.

26. Strategy for the Development of Public Procurement in the Republic of Serbia 2019-2023 as an example of promoting and encouraging the environmental and social aspects in public procurement and innovation.

SUPPORT FOR BUILDING SOCIAL INNOVATION CAPACITY	• Training, mentoring, support for the creation and dissemination of knowledge about innovations; • This support can be channelled through incubators, accelerators, or co-working communities.
SUPPORT FOR NEW KNOWLEDGE AND RESEARCH	• Support to multidisciplinary research contributes to social innovation, particularly in terms of understanding key multifaceted problems.
APPLICATION OF RESEARCH Government can support social innovations by funding and applying research which builds a strong evidence-base for both policy and practice	•Decision makers can support testing and research of social innovations in their own specific, unique context (region, municipality, country, town, village) through funding or establishing social innovation labs which work on a much smaller scale, with the aim of finding solutions for the most urgent local problems.

PROMOTING CITIZEN ENGAGEMENT	• Policy makers and government can support social innovation by supporting and promoting citizen engagement in social innovation, while remaining sensitive to its limitations and managing the expectations of the wider stakeholder community.
MEASUREMENT	• In addition to using existing methodologies, it is important that social impact indicators be determined which will reflect the specific situation and unique context of each country.
DIGITAL TECHNOLOGY Policy makers should support the frameworks and infrastructure which underpin the role digital technology can play in social innovation	• Develop and support the frame for boosting the use of digital technologies; • Ensure that the public sector is itself digitally and socially innovative and can support social innovators; • Ensure that wider partnerships are in place (private, public, civil, research) to promote the use of digital technology in social innovation; • Governments can also directly facilitate the use of digital technology in social innovation through increased data transparency.

27. http://www.si-drive.eu/wp-content/uploads/2017/09/Policy_support_for_social-innovations-1.pdf

NEW MODELS OF FUNDING – A FIELD FOR INNOVATION

On the one hand, supporting social innovation requires adequate funding models for developing, testing, and scaling innovative solutions. On the other hand, the different funding models should provide for new ways of financing innovation.

For instance, the loss of trust in the banking system in the wake of the financial crisis in 2008 led to the emergence of a new generation of "social" banks which started to invest in activities such as organic agriculture, renewable energy sources, and activities of non-profit organizations. These banks are increasingly meeting the needs of those who are excluded from the banking system and the needs of both depositors and investors. Thanks to **ethical banks** the "financial institution" is making a comeback, picking up from where they left off in the early twentieth century, once again becoming an instrument of development and new social and environmental initiatives.

Ethical banking is experiencing an expansion. This term was defined by the European Federation of Ethical and Alternative Banks (FEBEA – Fédération Européenne des Banques Ethiques et Alternatives)[28], founded in 2001. Today, FEBEA is composed of 29 members[29] in 15 countries (12 banks, and 17 financial institutions) doing business according to ethical banking principles, with a joint balance of EUR 30 billion and over 700,000 clients and co-owners. There are other financial institutions operating on similar principles of ethical banking that are not FEBEA members. For instance, the Global Alliance for Banking on Values (GABV[30]) is a

28. FEBEA, www.febea.org

29. Updated January 2021

30. GABV, www.gabv.org

global organization that brings together 65 financial institutions and has more than 70 million clients.

The Report on Ethical Banking can be accessed at: https://febea.org/sites/default/files/reab_2016_-_main_results_v2.pdf

An ethical bank was opened in neighbouring Croatia, as a non-profit organization with more than 1,200 individual and corporate members, working together to develop economies that are democratic, transparent, solidary, as well as socially and environmentally responsible.[32]

PUBLIC POLICIES AND FUNDS FOR SUPPORTING SOCIAL INNOVATION IN THE EUROPEAN UNION

In the European Social Innovation Policy, adopted in 2013, **social innovations are defined as the crucial approach, i.e., as finding more effective and efficient solutions to social problems in a situation when state budgets are limited**. With a view to this goal, social innovations should be a part of the process of formulation of public policies and linked with social priorities which differ from country to country. This is why the EU emphasizes the need for implementing recommendations in accordance with the specific social challenges and problems that each Member State has. From the standpoint of the EU, there is a clear need for adopting National Reform Programmes[33], with special focus on defining

32. Additional information on examples of social innovation in financing is available at: www.socialinnovation¬academy.eu

33. https://www.eurofound.europa.eu/observatories/eurwork/industrial-relations-dictionary/national-reform-programmes

the way in which social innovations will be supported and included in enacting policies addressing relevant social issues and challenges.

An important aspect for adequately defining policies on social innovations is that they require prior practices. In fact, the European Union believes that **policies should be developed as a result of the assessment and scaling of social innovations implemented in practice** in all phases, so that the best solutions for social innovation policies can be found based on such an assessment.

One of the most important public policies of the European Union is the cohesion policy which aims to reduce economic, social and territorial disparities between regions. In its financial perspective, the **European Structural and Investment Funds (ESIF)**[34] include five funds; below we present the most important ones.

The European Social Fund (ESF). Member States have difficulties in balancing their national budgets, which is restricting their capacities for allocating more substantial funding to long-term investments in human capital and social innovation. One of the objectives of the ESF is to support the implementation of public policies oriented toward social innovations[35]. The ESF focuses its support on employment and social policies, and social innovations are considered as crucial for improving employment, social inclusion, education and institutional capacity building policies. For instance, for the 2014–2020 period the ESF envisaged the allocation of 20% of the funds at its disposal to support the acquisition of skills required for work in low-emission industries; to find new strategies and methods of work that will respect the safety and security of people and the environment; for the transformation and creation of new jobs; for training people in energy

34. https://ec.europa.eu/info/funding-tenders/funding-opportunities/funding-programmes/overview-funding-programmes/european-structural-and-investment-funds_en

35. Defined in the Social Investment Package Communication

saving activities; for the education of young people in the so-called green sectors of the economy.

The European Regional Development Fund (ERDF)[36]. In the 2014–2020 period, the ERDF has also been channelling funds for social innovation. Its key priority areas are the development and spreading of technologies and innovation as the key factors for designing products and services suited to the ever-growing needs of society. The development of ICT is also considered as crucial for supporting social innovations, so the ERDF is channelling funds toward supporting the development of new products and services and strengthening the use of existing applications in a set of relevant areas, such as e-health, e-education and e-inclusion. Support is also provided to the development of new business models and innovative solutions in response to social challenges, with a focus on regional and urban development.

The European Agricultural Fund for Rural Development (EAFRD)[37]. The rural development policy for the 2014–2020 period highlights the need for innovations as one of the goals of the policy and programmes defined for this period. By promoting sustainable territorial development of rural regions in Europe, the EAFRD has great potential to stimulate social innovation, both directly and indirectly.

Aside from the funds mentioned above, support for social innovation is also envisaged by the **Horizon 2020**[38] programme – the EU Framework Programme for Research and Innovation.

36. http://ec.europa.eu/regional_policy/en/funding/erdf/

37. https://ec.eu¬ropa.eu/agriculture/ rural-develop¬ment-2014-2020_en

38. Horizon 2020 https://ec.europa.eu/programmes/horizon2020/en/h2020-section/societal-challenges

Many European countries launched the **Youth Guarantee**[39] programme. This programme guarantees that within a period of four months of leaving formal education every young person will continue their education, start an apprenticeship or traineeship, or receive an offer of employment. This is designed to reduce the number of vulnerable NEETs[40]. The programme itself is very well designed, but also very expensive, especially for countries such as Serbia or other countries in the region, where the youth unemployment rate is extremely high, where the non-formal education system is not yet fully developed, where institutions lack adequate capacities for implementing such a programme, where the academic community does not engage with the business sector, and the level of trust in public institutions is extremely low. In the euro zone, the cost of establishing the Youth Guarantee is close to 0.22% of GDP annually. This would amount to over EUR 200 million for this programme alone, which is an amount that by far exceeds Serbia's budget allocations toward employment. In the context of youth employment, a solution must be found that is both feasible in the given context and effective. This is where the key role of socially innovative solutions comes into play.

The Employment and Social Innovation programme (EaSI)[41] aims to support social and employment policies in the European Union. It supports the efforts of Member States to create and implement social and employment reforms at European, national, regional and local levels through the identification, coordination, analysis and exchange of best practices. The programme is managed directly by the European Commission.

Serbia joined the program in 2015. The Ministry of Labour, Employment, Veteran and Social Affairs pays an annual membership fee to participate in the programme, and by mid-2019, 12 projects were co-financed. Also, within the Microfinance component (customized banking services for start-ups, social enterprises and CSOs), two banks from Serbia signed an agreement with the European Commission (ERSTE Bank and Opportunity Bank).

39. The Youth Guarantee https://ec.europa.eu/social/main.jsp?catId=1079&langId=en

40. Youth not in education, employment, or traning

41. https://ec.europa.eu/social/main.jsp?¬catId=1081

SUPPORT TO SOCIAL INNOVATIONS AT DIFFERENT STAGES OF DEVELOPMENT

The technological or commercial innovation process is usually divided into two major phases: (1) early-stage development and testing, or piloting, and (2) marketing and sales. Of course, each of these two major phases consists of several smaller steps.

Support in the early stage of development is crucial, and this applies to social innovation as well. Resources are essential in the early stage, and especially time to reflect on the problem and possible solutions; these solutions are subsequently tested/checked and further improved before they become final.

The Innovation Fund[42] in Serbia is an example of good practice in supporting technological/business innovations, specifically in two phases: (1) early-stage development and piloting and (2) marketing and sales. The sustainability rate of start-ups supported through this fund is as high as 94.7%[43]. An evaluation of the Innovation Fund's performance shows that the positive impact of its activity would be felt by the entire economy[44] and, ultimately, the entire society, if funding were continuously available and more substantial than it currently is[45]. In the current situation, with significant but still insufficient financial resources, the Innovation Fund has a positive impact on companies and organizations directly supported by it. The example of this Fund confirms the impor-

42. http://www.inovacionifond.rs/

43. https://ec.europa.eu/ jrc/sites/jrcsh/files/ 20170301-02-tech -transfer-innovation-rakon¬jac_en.pdf

44. Presented by S. Nikolin at the meeting on innovation held at the Center for the Promotion of Science, Belgrade, on 6 June 2016.

45. This amount is estimated at approximately EUR 30 million annually.

tance not only of funding innovations, especially early-stage development and piloting, but also of monitoring and evaluating support measures, which should become mandatory. This will ensure that the programme is constantly improved, and the citizen's money well spent.

In addition to supporting early-stage development of innovations (identifying problems, generating solutions, planning the testing/pilot phase), supporting **testing** is equally important. In the case of public policies funded with the taxpayers' money, new measures should be tested before they are scaled[46]. Testing will establish whether a measure "works", what is needed to ensure successful scaling, how much the measure costs and what its effects are. So far, this has not been a regular practice, and measures are very often included in the budget without being piloted. Sometimes, considerable time is required before the effects of these measures are properly assessed, or their implementation evaluated. Measures are not always successful, not because they are not good but because of a sub-optimal financing structure or poorly designed implementation. These issues could be checked in the pilot phase and the benefits would be far greater.

Analysing and understanding the problem, reflecting on, and piloting measures are all mandatory steps skipped in the process of formulating policies in Serbia – policy makers are too quick to jump to the implementation of off-the-shelf solutions or "recipes", subsequently expecting results in an adverse context and with insufficient resources[47]. The key to the social innovation process is a solid **understanding of the problem**, its contextualization, i.e., putting the problem into a meaningful and real situation or formulating and **seeking feasible solutions**. Setting aside enough time for development and testing, i.e., piloting the solution is a key step. The social innovation process will be addressed in more depth in the next chapter.

46. Increased in size or scale.

47. Lakićević Dobrić A. (2018). Periodic evaluation of programmes of local youth employment initiatives, SIPRU, Belgrade, http://socijalnoukljucivanje. gov.rs/rs/periodicna-evaluacija-programa-lokalnih-inicijativa-za-zaposljavanje-mladih/

There are no guarantees that something that seemed like a good idea will succeed, but with support, innovators will readily take that risk and the possibility of error. In a context insufficiently supportive of entrepreneurial culture there is very little tolerance for mistakes, and many people will not even attempt to put their ideas to fruition for fear of failure. That is why innovation support programmes must also include this component – building capacities and changing attitudes to failure, and acceptance of failure as a part of the process.

LOCAL CONTEXT IN SERBIA

In 2015, the Social Inclusion and Poverty Reduction Unit of the Government of Serbia (SIPRU) began implementing the Education to Employment project (E2E) with the aim of disseminating good practice examples in youth employment to solve the high rate of youth unemployment in Serbia.[48]

E2E: INNOVATIVE APPROACHES FOR INCREASING YOUTH EMPLOYMENT

The Education to Employment (E2E) programme, under which SIPRU supported 19 models for increasing youth employment and employability (worth EUR 412,500), led to the employment of 60% of the total number of young participants in the programme within a year. More than 400 youths participated in various initiatives designed to support them to become entrepreneurs, find work and gain their first work experience.

48. The Education to Employment programme (E2E) was implemented from 2015 to 2019, with the financial support of the SDC. For additional information on the programme please refer to: http://socijalnoukljucivanje.gov.rs/rs/o-nama/inicijativa-za-zaposljasvanje-mladih/

Different models were developed and tested as part of the mechanism for the development of social innovations, with a focus on: activation of the NEETs in cooperation with the ICT sector, support to young entrepreneurs through training, mentoring, empowerment, work placements, employment of youth with disabilities, and other. The guiding principle for all models was encouraging cross-sectoral partnerships between the public, private and civil sectors to pool the community's limited resources and put the emphasis of tested models on the real needs of youth.

Six innovative youth employment models were developed in partnership with local stakeholders. Furthermore, around EUR 600,000 was generated to support youth employment through grants to local governments and CSOs participating in the programme. These six models are: ACTIVATOR (Leskovac), PRACTICAL ACADEMY (Niš), RESKILLING CENTRE (Užice), EMPLOYMENT OF YOUTH WITH DISABILITIES (Belgrade), MY CAREER FROM ZERO TO HERO (Novi Sad), THE MISSING PUZZLE PIECE (Sombor).

Following a broad consultative process with the public, private and civil sectors and an analysis of the feedback from local governments, the ensuing conclusion was that not many solutions were available for scaling good practices, apart from supporting the **development and testing, and subsequently also the scaling of innovative approaches to youth employment**. A framework document was developed, based on which SIPRU **launched a support programme for innovative approaches** in the field of youth employment at the local level, which has been implemented since December 2015.

At the time, the situation in local governments indicated the need for **more effective solutions for responding to local-level needs, as well as to the specific needs or opportunities in the local community**. Encouraging the consideration of the local community's specificities in terms of

its unique weaknesses and opportunities, and supporting approaches that specifically targeted these, was critical to the success of these solutions.

Therefore, new approaches that clearly define the problem or part of the problem in the field of youth employment at local level were worthy of special support, according to SIPRU. They offered innovative solutions for problems that were realistic in the given context, with the given resources and capacities.

Another reason for supporting innovative approaches stemmed from the fact that ¬in practice support was being provided to familiar or similar programmes implemented in much the same way, mostly involving the same stakeholders, whereas opportunities for fresh, innovative approaches that could help solve problems in different, unconventional ways were seldom provided. A result of this approach was the discouragement of new stakeholders who had the enthusiasm, knowledge and will to engage with the local community and offer innovative solutions, views, guidelines and proposals. Through this programme, SIPRU aimed to change this as well.

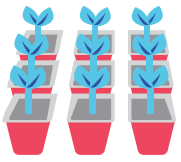
In addition, it was important to encourage citizens to become aware and sufficiently self-confident knowing that, through their activism, they could contribute to making lasting changes in adverse circumstances and the society they lived in. Empowering individuals to become active co-designers of solutions to problems that concern them is the underlying principle of inclusion.

Guided by the needs expressed in the consultative process[49] and by existing good practices in supporting innovations in other sectors, a three-tiered programme was devised for supporting social innovation:

49. Consultations were held with the civil sector and employers, and feedback was collected from representatives of 61 organizations and local governments from across Serbia by means of an online survey.

TIER 1 – Support to early-stage development of innovative solutions

TIER 2 – Support to prototyping/pilot testing developed solutions



TIER 3 – Support to scaling or spreading tested solutions

In addition to financial support, the way of working with grantees was also changed, combining collaboration, mentoring and capacity building, as well as continuous learning and improvement of the programme itself (the grant scheme). In 2019, this approach, which proved to be effective, was also applied in the LIP 2[50] programme .

Considering the local context, the following definition of social innovation was the most suitable one for the programme, especially because of the criteria for rating innovativeness. These criteria served as a guideline for improving existing practices, not only creating new ones.

50. Additional information on the programme is available at: http://socijalnoukljucivanje.gov.rs/rs/javni-poziv-unapredjenje-polozaja-osetljivih-drustvenih-grupa-kroz-razvoj-inovativnih-modela-za-socijalno-ukljucivanje-rok-26-3-2019/

"Social innovations may take the form of new strategic approaches, concepts, ideas, processes, products, services, business models, tools and methodologies, or a combination thereof, that aim to satisfy unmet needs in society or a social problem.

Social innovations are those that satisfy the following criteria:

- **they respond to the needs of society and are people/user-centred;**
- **they contribute to the efficient and effective use and preservation of resources;**
- **they improve the daily lives of citizens – target groups;**
- **they contribute to cross-sectoral cooperation and partnerships;**
- **they change relations in society, between customers and service providers, public sector and other stakeholders, physical and human capital;**
- **they have a transformative role, contributing to the reduction or elimination of inequalities in society;**
- **they empower and include citizens as partners and co-creators of solutions.**

Social innovations are affirmative practices that reduce or eliminate inequalities and transform relationships in society in the long run, responding to the needs of citizens by, whenever possible, tackling both the causes and the consequences of the problem.

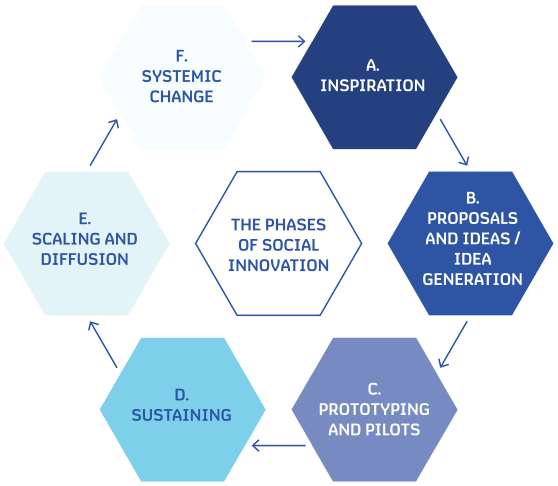
In Serbia, and beyond, in the region, it is important that solutions to compounded problems are feasible and financially sustainable using the scarce local resources. However, as previously mentioned, it is precisely these limitations that are an additional reason for innovating, to fulfil needs in a satisfactory manner. They create opportunities, whilst also posing a challenge to innovation.

51. The working definition was developed in 2012, in the regional multisectoral dialogue of the Advisory Board of the Social Innovation Lab based in Croatia, with the participation of women entrepreneurs, academics, activists and experts from the region, including Serbia.

3 THE SOCIAL INNOVATION PROCESS

In the previous chapter, we outlined all the ways in which social innovation can be supported and how important it is to build a support system so that innovative solutions, developed, piloted and proven to be more effective than old ones, can become a part of new practices. In this chapter we describe the stages in the process of creating social innovation, specifically, what happens at each stage, so that both innovators and those who support the innovation process are able to recognize the kind of support that is important at each stage.

The Open Book of Social Innovation[52] describes the six (A-F) phases of social innovation, from idea to impact.



Naturally, these phases are not always present, and they are not always sequential; there are feedback loops between the phases and sometimes they even overlap.

52. Murray R., Cauli¬er-Grice J. & Mulgan G. (2010). Open Book of Social Innova¬tion. The Young Foundation, https://youngfoundation.org/wp-content/uploads/2012/10/The-Open-Book-of-Social-Innovationg.pdf

PHASE	SHORT DESCRIPTION
A INSPIRATION	Often, the inspiration for innovation is sparked by intractable problems. This stage involves analysing the context in which the problem was identified, diagnosing the root causes of the problem, and its consequences, the stakeholders and resources available for tackling the problem.
B PROPOSALS AND IDEAS	Once we have clearly framed the problem or part of the problem we propose to solve, we consider and generate different proposals and solutions.
C PROTOTYPING AND PILOTS	At this stage, the proposed solutions get tested, i.e., tried out in practice through pilots. This is the most important step in which we identify the practical weaknesses and advantages of the specific solutions and refine them. Stakeholders gain greater mutual understanding and eliminate potential obstacles.

D **SUSTAINING**	This is when the idea becomes everyday practice. It involves creating conditions for the sustainability of the innovation, primarily by ensuring the financial sustainability and management of the solution, as well as by defining necessary procedures, rules and sometimes legislative solutions.
E **SCALING AND DIFFUSION**	This stage is about growing and spreading an innovation through organizational growth, licensing and/or franchising. A social innovation usually spreads through emulation and adaptation or through the provision of know-how from one to another in a more organic and adaptive kind of growth.
F **SYSTEMIC CHANGE**	This is the ultimate goal of social innovation. Systemic change usually involves the interaction of many elements, such as social movements, business models, laws and regulations, data and infrastructures, and entirely new ways of thinking and doing. Systemic change generally involves changes in the public sector, private sector, and at the level of households, over long periods of time. It includes changes in systems, but it is broader than system-level change.

In this section, we provide a brief description of each phase and we explore the tools and methods that can help potential innovators in their work.

A – INSPIRATION

All innovations start with an idea prompted by an event or experience which brings to light a social need or problem. However, visibility in itself is not always sufficient. From experience, we know that, despite being visible, many problems still "persist", in other words, they are not being addressed promptly. The question arises as to what the "triggers" are that will lead to the prioritization of a specific problem.

The following are some examples of "triggers":

- **Crisis and necessity.**
Changes in the environment when the existing system is no longer adequate, and innovative ideas are in short supply, trigger fear that, in turn, mobilizes action to find a way out of a difficulty.

- **Efficiency savings.**
The need to cut expenditures creates pressure to effectively solve an existing problem with minimal use of resources.

- **Poor services performance.**
Client dissatisfaction with services or based on feedback from clients opens the space for ideas on possible ways of improving these services.

- **New technologies.**
Often, innovations are triggered by new technologies. For instance, the advent of the Internet has changed the world, primarily in terms of the way we communicate and do business, also creating a market for a plethora of completely new services and products.

- New evidence and insights.
  New insights are a major contributor to innovation.

Often, multiple "triggers" interact in synergy (for instance, crisis, new technologies, savings, and poor service performance), driving innovation.

The key step in stage A is identifying the **"right" problem or part of a problem**. Like in medicine, the crucial issue is **setting the diagnosis, going beyond the symptom to the cause** and breaking down the problem into smaller, manageable bits. Once the problem has been properly analysed and framed, we define a specific part of the problem that we will attempt to solve, especially if the problem cannot be solved in its entirety.

There are different tools that can help us recognize and analyse the problems and needs, such as research and mapping, the circuit of information, new perspectives, tools for visibility, and methods for identifying the root causes of problems.

RESEARCH AND MAPPING

- **Mapping needs**

Multiple approaches are used to estimate the actual and potential need for goods and services, including studies, surveys, use of indicators, sociodemographic analyses and other.

- **Identifying differential needs and capacities**

As in business segmentation, the need arose for increased segmentation in the social innovation field too. Public policies and measures that have proven to be effective with one group will not necessarily be effective with another. An example of that would be using the same self-employment subsidy measure designed for redundant workers to treat unemployed persons who have no previous work experience as a consequence of various factors. This happens because public policies often tend to focus on the needs of a "typical" or "average" person. However, this creates "pockets" of inequality and there is a growing need to break down data as much as possible to better understand the needs of different groups and target support effectively where it is needed.

One of the tools that can help recognize different statuses, inequalities, needs and opportunities is **gender responsive budgeting**[53]. This analytical tool became an integral part of the Law on the Budget System of the Republic of Serbia in 2016. If applied adequately in designing measures funded with public funds, this analytical tool can improve the effectiveness of public policies in eliminating social inequalities considering sex, place of residence, age or health status.

For more information, please refer to:
www.youtube.com/watch?v=msidcHGpDeE

- **Mapping physical assets**

In the "social" economy, especially among artists, entrepreneurs and community groups, initiatives have emerged for the reuse of vacant, abandoned and/or derelict buildings and spaces. These spaces can serve many new uses, the exchange of knowledge and ideas, the creation of new jobs, new initiatives, and they inspire community groups to solve social problems. Examples include urban gardens, co-working spaces, hubs, incubators, venues for cultural events and exchange.

53. GRB – gender responsive budgeting involves analysing the impact and benefits that policies and measures funded from the state, provincial and local government budgets have on different citizens.

New communities are created around these spaces and they become a catalyst for cultural activism, contributing to improve everyday life. There are several spaces like that in Serbia: KC Grad, Dorćol Platz, Nova Iskra, Impact Hub, In Centar, StartIt, ICT HUB (Belgrade), Deli (Niš), and Mokrin House in the village of Mokrin.

- **Mapping systems and flows**

Participative mapping and sector analysis of people, goods, services and messages often uncover unseen patterns and possibilities.

- **Community-led research**

There are examples of communities that organize themselves to identify their own needs and find solutions to those needs. For instance, in the UK, community-led research developed among users of health and social services[54]. One example is the Shaping Our Lives[55] network, where service users are responsible for the entire research process, from design and data collection to data analysis.

- **Participatory rural appraisal**

This method involves multiple techniques, such as interviews, mapping, focus groups and events aimed at gaining insight into how the community views specific issues. The goal is to activate and engage the community in identifying the problem, as well as finding and implementing a solution.

- **Ethnographic research techniques**

This approach was developed by anthropologists on the underlying theoretical basis that human behaviour and actions are dependent on a vast range of factors, and what

54. http://www.invo.org.uk/posttypelinks/shaping-our-lives/

55. Detailed information is available at: https://www.shapin¬gourlives.org.uk/

they say and do in one context is not necessarily what they actually do in another. To understand people's behaviour, opinions and decision-making processes, researchers spend time with the target group in their various physical and social environments, which allows them to draw conclusions on the interaction between the factors and behaviour identifying the ways in which specific circumstances influence the behaviour of an individual, which factors are key, which ones partly contribute to the process, etc.

- **Action research**

This method is designed to encourage reflective and collective problem formulation. It replaces the usual "researcher-researched" relationship with a collaborative relationship.

- **Literature surveys and reviews**

Bring together research evidence and facts and suggest potential new approaches that could be borrowed from other fields.

THE CIRCUIT OF INFORMATION

New needs can also be identified through effective feedback systems. The information we get from users of different services helps us better understand the needs and tailor services to the needs as much as possible. Feedback loops are the golden standard for private sector companies that want to remain in the market, but they are not a common practice in delivering public sector services. Feedback systems are necessary for learning and improving services intended for citizens.

Here are some of them:

• **Feedback methods** – in-depth interviews, surveys, observation techniques, applications and other ways that enable citizens to express their suggestions.

• **Integrated user-centred data** – computing models provide the capacity to spot emerging patterns and irregularities. For instance, information from electronic records on renal patients in the US contributed to a dramatic reduction in the mortality rate and treatment costs.

• **Tools for handling knowledge across a system** – one example is Intellipedia – an online system for sharing sensitive information between the departments of one organization/institution that helps identify gaps in the system, especially in collaboration and coordination.

NEW PERSPECTIVES

New ideas are often prompted by looking at familiar things from a different angle. Different methods are used to encourage fresh thinking. These are:

• **Ideas lead to other ideas (ideas beget ideas)**

One example is the concept of life-long learning which led to changes and the creation of new products and services; for instance, Coursera[56]– an e-learning platform that provides free or affordable courses to people worldwide.

56. For more details please see: www.cousera.org

- **Generative "scripts"**

Innovations often involve a complete change of behaviour. An example from the private sector is the rise of fast-food retailing which created a new "script" for having a meal (from being served to self-service). These changes are spreading to other sectors, including the public sector and services.

- **Changing roles**

Changing roles can also trigger innovations: service providers become users, testing the service and getting ideas on how to improve the service (for instance, the process of claiming child allowance or registrar services). When you "step into the shoes" of the user, you get to see the other side of the coin.

- **Artists in Residence**

Engaging artists to spend some time in the organization can trigger changes. For example, conceptual artist Mierle Laderman Ukeles was employed by a utility company in New York City as an Artist in Residence. Her first project was a campaign provoked by what she had found to be the degradation and invisibility of garbage workers. In this campaign she shook the hands of every one of the 8,500 employees thanking them with the words: "Thank you for keeping this city alive".

- **Thinkers in Residence**

Employing experts to spend two to six months in the organization to help and stimulate innovation.

- **A-teams**

This involves engaging the youngest public servants (or new ones) on the team to provide their proposals for improving the current state of affairs. What counts most is the readiness of the organization/institution to learn and to change.

MAKING PROBLEMS VISIBLE AND TANGIBLE

Social phenomena are not automatically visible. One of the crucial roles of social science, and of statistics is to reveal patterns and bring them to the "surface". Seeing the problem with different eyes can lead us to alternative solutions. **Tools for greater visibility** include mapping, visualizations, storyboards, photographs, videos and other.

How do you find a way in the local context to make a problem more visible than other problems? Today, social networks offer immense opportunities as they have a massive audience and can be exploited for spreading an appropriate message.

It is important that innovators plan activities which put the spotlight on the part of the problem they are trying to solve.

FROM SYMPTOM TO CAUSE

Diagnosing problems is a first step to developing solutions. Because it is always easier to identify the symptoms, the key challenge is to get to the underlying causes of a problem. There are several **methods for identifying causes**. Some of these methods involve an analysis of the system and subsystem, while others seek to mobilize people to gain insights from their experiences and perspectives.

- **The diagnostic process**

The gathering, analysis and interpretation of data. It is possible to include those involved in solving the problem or those directly affected by the problem. Often, interpretations can be conflicting, and the best way to settle them is by obtaining additional insights of the people affected by the problem.

- **Diagnostic professions**

Most professions, from medicine to engineering, have their own framework for diagnosing problems and identifying causes. Some of the most interesting insights come from analysts of human behaviour or social phenomena, such as anthropologists, psychoanalysts, and sociologists. In analysing an issue or a set of data, it is useful to have the perspectives of a variety of professional disciplines, to get different interpretations and perspectives on the problem, as well as possible solutions.

- **Systems thinking models**

This method aims to analyse a multitude of information and their mutual links to find a concrete answer to a question (for example, why a group of young people cannot find work). This involves the use of multiple disciplines and includes academic as well as practical knowledge. Usually, these models give guidelines on how to make an activity most effective.

There are many other diagnostic and problem-solving methods. For example, the Drill Down Technique, which entails breaking a complex problem down into its smallest, manageable pieces (http://www.free-management-ebooks.com/news/drill-down-technique/).

Different diagnostic and problem-solving tools can also be found at: https://www.mindtools.com/pages/main/newMN_TMC.htm

B – PROPOSALS AND IDEAS (GENERATING DIFFERENT SOLUTIONS)

FINDING THE RIGHT ANSWER

Asking the right question is a step to finding the right answer. Once the right question has been framed, there is a series of methods for searching out answers. Furthermore, there are also different techniques to spark creativity and new ideas. Many of them are borrowed from other fields, for instance, art or design, and tailored to a specific topic. There are also processes that encourage people and organizations, including public institutions, to see things and situations from a fresh perspective.

Ideas come from various sources, citizens, service users, communities, frontline staff (for instance, counsellors at the National Employment Service or social welfare centres), from other sectors or other countries. In this section, we focus on ways of engaging citizens in the design and development of solutions.

IMAGINING SOLUTIONS

There are a series of methods, especially in the frame of problem-solving, that envisage soliciting user input in designing the right solutions. This approach is **crucial for social**

innovation (for instance, (re)designing services with the help of users). These are:

- **User-led design**

Users are often best placed to identify their own needs and come up with ideas about how best to meet these. One of the best examples of that is the way in which the movement of persons with disabilities advocated for services to enable people with disabilities to live independently. For instance, the Centre for Independent Living (CIL) of persons with disabilities led an initiative for the introduction of personal assistance services in Serbia, which puts the needs of service users at the centre. This social sector innovation in Serbia was recognized in the framework of European research (the INNOSERV project[57])

- **Users and providers re-designing services together**

Service providers switch roles with service users.

- **Engagement of ex-users**

Consulting former users can be of great help, especially in public sector services. They can provide an honest insight as they are not at risk of losing the service.

- **Web-based tools for co-design**

One example is the Australian site for people with disabilities and their carers, https://www.independenceaustralia.com/ndis-personal-care

57. A short film on this service is available at: http://innoserv.philnoug.com/cil

THINKING DIFFERENTLY

New solutions come from many sources – e.g., adapting an idea from one field to another, or connecting apparently diverse elements in a novel way (bricolage). The following are some of the processes that can stimulate different thinking:

- **Starting with the user** – through research (for instance, ethnographic) to understand the lifestyles of certain groups in a given context or to consult those who have had that experience.

- **Positive deviance** – an asset-based approach to community development. It involves finding people within a particular community whose (perhaps uncommon) behaviours and strategies enable them to find better solutions to problems than their peers, while having access to the same resources.

- **Reviewing extremes** – is common in designing solutions for delivering health services – for instance, devising how to deliver them in remote villages or designing buildings to be used by people with disabilities. If something is more easily accessible to persons with disabilities, then it must be useful for the society at large.

- **Rethinking space** – numerous dormant and derelict spaces and buildings. Crumbling old houses, buildings, and factories are a reminder of the abandonment of local communities, people leaving and lack of financial resources, which has an impact on people's thoughts and emotions. The crucial thing here is to recognize these spaces and see them as resources, as a beacon of light inspiring the community to action. These spaces can be revitalized, social needs fulfilled, and local communities reinvigorated.

Such examples are becoming increasingly common in Serbia and the region. These sites are turned into multifunctional cultural spaces, run-down parts of the city are revitalized and converted into cultural districts or areas where joint initiatives are created.

Vojvodina's House – a rural women's economic initiative is an example of an old dilapidated house with courtyard in the Stanišić village in the vicinity of Sombor that was turned into a space for the development of organic vegetable production and agritourism, as well as an educational place for the development of the green economy in villages, and also a place for discussing antidiscrimination and the enjoyment of different rights (for detailed information, please refer to: https://www.youtube.com/watch?v=RPXEX_OwrVg).

OPEN INNOVATION

This term describes the process of harnessing the collective intelligence of crowds. It is based on a number of principles, including collaboration, sharing, self-organization, decentralization, transparency of process, and plurality of participants. The advent of the internet has made it possible to involve a large number of people in the quest for solutions. These methods include:

- **Call for ideas** – involves asking a wide range of people to suggest ideas for strategy, projects, experiments or solutions to particular problems.

- **Ideas marketplaces** – the World Bank organizes an idea marketplace with the participation of practitioners and their own staff, and then provides financial and technical sup-

port to the winners, i.e., those whose ideas were rated as the best. These events should facilitate collaboration, exchange of ideas and knowledge between participants.

• **Idea banks** – collecting ideas from citizens in response to a concrete social challenge. For instance, a wide range of ideas for solving the same problem can be archived and made widely available.

• **Video-booths** – as a way of capturing the views and ideas of the public. Used at conferences, and in public spaces, to collect the opinions and views of the public on a wide range of topics.

• **Suggestion boxes** – are the most common method for soliciting ideas within organizations.

MULTI-STAKEHOLDER INVOLVEMENT

We have stressed more than once how important it is to equally involve different stakeholders in all stages of the social innovation process - **both those directly affected by the problem, and those key for solving the problem**.

This point cannot be emphasized enough in the local context, primarily because of the lack of structured intra- and inter-sectoral cooperation.

In Serbia there are many examples of cooperation between the civil and public sectors, large corporations and the public sector, the academic community and large corporations, and between the academic community and public sector. However, examples of cooperation between all of the

listed stakeholders concurrently (private, public and civil sectors) are not as common.

In addition to stakeholders from various sectors, a whole range of organizations and multidisciplinary teams can be involved in designing feasible solutions.

The following are some typical examples of organizations that can participate in the innovation process and generating workable solutions.

- **Think tanks** – can act as catalysts, combining research and practical policy proposals.

- **Do tanks** – some think tanks have shifted their activity toward greater practical engagement, seeking more influence through practical "demonstrations" rather than publications. An example is New Economics Foundation, www.neweconomics.org

- **Design labs** – are set up with the idea of using design as a strategic tool for solving complex and systemic challenges, https://www.crisscrossed.net/2016/03/30/social-innovation-labs-worlwide/

C - PROTOTYPING AND PILOTS

Once a solution is formulated, it should be tested in practice. Ideas are developed through trial and error and continuous improvement. There are several ways of testing an idea in practice, from formal, controlled methods to pilots and trials. Social innovators are typically in a hurry to start testing the solution in practice; nevertheless, this type of testing has proven effective. At the pilot stage, solutions are moulded and finetuned, realistic insights are gained in connection with management and obstacles, both internal and external, opportunities and costs, but also the benefits of a solution for the target group and society at large.

The driving principles at this stage are speed, cost control, and feedback loops from stakeholders involved in the process, independent experts and, most importantly, the users themselves. There are various types of testing – some of them are presented in the table below:

PROTOTYPING	The design of a working model of a product or service that can be used to test out the reactions of potential clients and providers. The concept comes from manufacturing, but is increasingly used to refer to services as well.

FAST PROTOTYPING	Emerged first in the software field, the idea being that faster implementation would speed up learning. This idea has now spread into social innovation with the aim to move quickly to put new ideas into practice to learn quickly about what might work, and which segments need to be improved.
SLOW PROTOTYPING	It is used in situations where new capacities are necessary for a new model to succeed. Clearly, in such circumstances fast prototyping is not the solution. This method will be present in new services that require, for instance, additional training.
BETA TESTING	The beta-phase usually follows the initial concept testing by testing it with real users in their actual environment. Users are asked to provide feedback, i.e., to report on the positive and negative sides of the solution.
PARTNERSHIP PILOTS	This process brings together several partners (from the public and civil sectors) to test out alternative models of provision of existing services.

OPEN TESTING

Provides transparency during the testing stages. Examples include tracking the performance of hybrid cars (a Google initiative) where data are immediately made available to the public. The combination of social learning and technological advancement that open testing offers also has many applications in testing social innovations.

D – SUSTAINING

Sustainability is the key challenge for innovators, primarily because any venture driven by a social mission has an interest in maximizing the spread of an innovation beyond the level dictated by the venture's limited resources and own financial interest. Unlike technological innovations, which are patented, social innovations must stay open for scaling. For instance, one group or organization will develop and pilot the innovation, but will not necessarily work on its further implementation and/or scaling. In such circumstances, when implementation is transferred to a third party, it is important that innovators develop documentation and procedures in the pilot phase to facilitate this process.

Few ideas will "survive" being tested and piloted. Some may simply prove insufficiently effective, or cost-effective.

The ability to judge what counts as success or failure plays a vital role. It is a key element of a successful innovation system. Keeping too many ideas alive may deplete innovations of the resources they need to become sustainable.

For the ideas that have successfully passed the prototyping and testing stage, launching a service or product on a sustainable basis involves the development of an economic model that will secure its financial future. The **sustainability plan** may even require changes to the idea itself: streamlining it, simplifying it or turning it into modular elements, with the ultimate goal of making it workable without having to rely on the "enthusiasm" of its pioneers. In the public sector, making a piloted solution sustainable entails integrating the innovation into the budget and funding. Often, the public sector initiates the design and piloting of new measures/services with the idea of transforming existing ones.

Other elements of sustainability in the public sector are changes in public policies, programmes and legislation (for instance, curricula, rules and procedures, new services).

Sustaining an innovation outside the public sector or by combining resources (which will often be the case) will require the development of a sustainability plan, which will consider:

- **An adequate business model** underpinning its sustainability,
- **A governance model** clearly defining roles and responsibilities,
- **Sources of funding** and co-funding,
- **A staffing plan** defining the team required for its implementation,
- **Operational procedures** detailing business processes and procedures, risk management and use of informa-

tion technologies.

An important element of planning sustainability is **finding an adequate organizational form**. Existing organizational forms and strict division into public, civil and private sectors are incompatible with the needs of social innovation. Innovations emerge precisely when these sectors intertwine, and boundaries are erased. Possible forms of organization include:

- **Informal structures**
- **Non-profit organizations**
- **Private companies**
- **Cooperatives and associations**
- **Social enterprises**
- **Foundations**
- **Multisectoral informal and formal partnerships**

The chosen organizational form will also determine the governance and decision-making model. The nature of the solution will determine what the best form is. Perhaps it will be necessary to adapt already known hierarchical or horizontal governance structures. Sometimes this process will require the innovators themselves to step out of their comfort zone and make changes within the structure in which they work.

E – SCALING AND DIFFUSION

Unlike scaling in the private sector, which mostly happens through the growth of the organization in which the innovation originated and where the benefits of an innovation are reserved to the organization itself, social innovations are scaled through **collaboration and sharing (diffusion)**. The process tends to be more complex and often leads to modifications rather than the replication of a given model, and at times it spreads chaotically. Nevertheless, irrespective of the chosen type of growth, the successful diffusion of an innovation depends on the extent to which the solution meets a specific need and whether it can be implemented with available resources. In that sense, a solution must be constantly improved and adapted.

The growth process is not easy because there is strong resistance to innovations, often for good reasons. The adoption of innovations, on the other hand, is usually the result of some form of pressure. The pressure can be imposed by decision-makers, users, due to compelling arguments for the clear benefits of a solution compared to the existing one, or strong emotional reactions. Crisis situations are therefore conducive to accepting innovations because of pressure factors from all sides.

One example is the **Social Innovation Fund**, which was piloted in 2002 with the idea of supporting the diversification of social service providers to galvanize new solutions and test services provided by civil society organizations. As a result, CSOs were recognized in the law as providers of community-based social services, which is a sustainable change, but the Fund itself, as an innovative funding mechanism, ceased its activity despite the good results[58].

Methods for scaling innovations include:

- **increasing the number of users** in the target group covered by the solution,
- **organizational growth** (the organization implementing the solution grows in terms of its capacities),

58. For more information, please refer to: https://www.fren.org.rs/node/146

- **increasing the number of partners** involved in the implementation of the solution by applying the innovative solution in other fields,

- **emulation of the model** by other organizations,

- **multiplication** (the organization trains a team which then spreads the innovative model elsewhere),

- **differentiation at the implementation level** – the organization implementing the model establishes substructures (for instance, if the model is implemented in several communities in parallel)

- **franchising,**

- **licensing,**

- **accreditation** (if the implementing entity is going through the accreditation process),

- **institutionalization**, which entails the institution accepting ownership of the model – *a piloted innovation becomes a standard practice that replaces or complements the measure or service that does not work*.

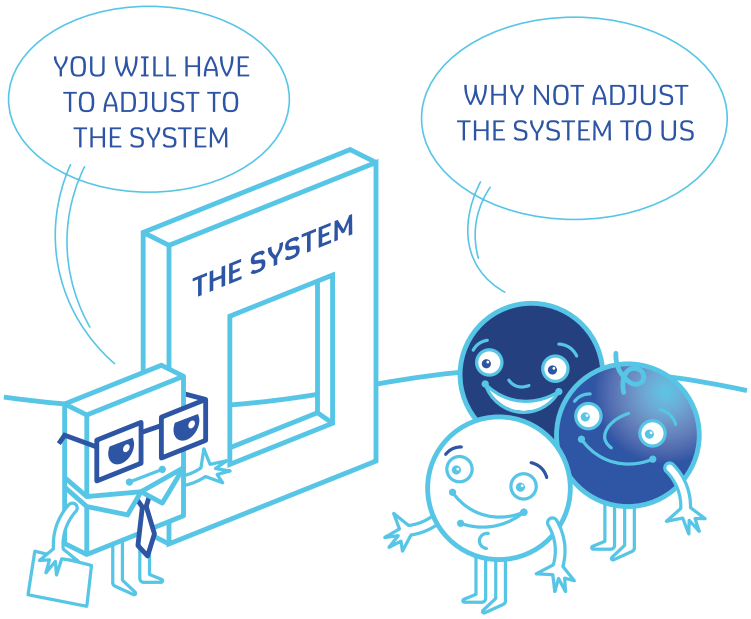
The designers of the solution will be the ones to determine the most adequate method for scaling and disseminating the innovation when planning future scaling – usually at the end of the pilot phase, when deciding the "fate" of the innovation.

F – SYSTEMIC CHANGE

A systemic change involves a strong synergy and interaction of many elements, such as social movements, business models, laws and regulations, data and infrastructure and entirely new ways of thinking. Systemic changes usually entail changes in the public sector, private sector, and at the household level over long periods of time.

It involves changes in systems, but it is more far-reaching than a system change. A systemic change refers to something expanding and having an impact on a group or system, the economy, the market or society at large. By this we mean innovations that radically transform some of the fundamental systems on which society relies, such as education, health and social care, housing, economic models and other.

Systemic innovation involves changes to concepts and mindsets. Structures only change when people think and see in new ways. For instance, there is a global debate on how to measure the success of a society (the Beyond GDP initiative[59]). An innovation such as this would transform the different elements of the system that we are familiar with.



59. For additional information, please refer to: www.oecd.org/social/beyond-gdp-9789264307292-en.htm

A good example of a transformative change was the expansion of access to education in Europe after the Second World War, which was innovative at the time but went on to become a standard practice. At the time, basic education was made **mandatory for children of both sexes** in Serbia, and today we see how society radically changed as a result. Had participation in education been "organic", in other words dependent on individuals, families and their decisions, nobody knows what the results would have been and how long this process would have lasted.

The complexity of systemic innovations makes it hard to define specific tools which can advance it, and every system has some unique properties, and unique power structures.

Nevertheless, transformative changes have some features in common that can be identified:

- The formation of coalitions and new partnerships.
- Intensive processes to build up diagnoses, initiate and share new development visions.
- Investing efforts to grow a critical mass of practical examples and evidence that could trigger changes in the system.
- New rights.
- The creation of demand for new skills and knowledge, as well as the need for change in attitudes.
- Change to rigid conventional technologies that obstruct innovations.
- Implementing legal and regulatory changes.

In stable times, systemic innovation is rare – primarily because there is little demand for change. New ideas are also perceived as an attack on existing power structures. The global challenge of climate change is an example of that. On the one side there is overwhelming evidence, on the other, strong resistance. However, evidence on environmental degradation

and deep inequalities created by the existing system has led to the endorsement of *new economic models*[60] that could profoundly change the systems in society as we know it if they garner majority support.

Top-down changes lead to problems with kindling the enthusiasm and commitment of the general public, while bottom-up changes pose the challenge of how to get access to resources to initiate large-scale changes.

The following are some of the factors that further encourage systemic innovation:

- Decentralization of service delivery – for instance, the Law on Social Protection in Serbia encourages the creation of new community-based social care services,
- Changing the way in which services are delivered – for instance, deinstitutionalization in favour of independent living of people with disabilities, which resulted in new services and transformative changes for these people,
- Emphasis on prevention – in health care, as well as prevention of other challenges in society by investing early to avoid costs later down the line (working with children from dysfunctional families and learning support),
- ICT and the Internet – have brought profound changes in all sectors, changes in the way we communicate, in management, service delivery, etc.
- Big data – managing large data sets,
- Artificial intelligence,
- Digital currencies,
- Regulatory and fiscal changes,
- The creation and empowerment of social movements.

60. More detailed information is available at: https://www.katera¬worth.com/doughnut/

3A PUBLIC PARTICIPATION OR ENGAGEMENT IN THE SOCIAL INNOVATION PROCESS

Engaging the citizens in the social innovation process is important:

- to improve understanding of their needs. Problem-solving is often entrusted to civil servants, policy makers and civil society organizations, and none of them have necessarily experienced the problem they are working on "first-hand". People are the undisputed experts on their own lives – nobody can match their insights, ambitions and experience when it comes to their own specific needs. Their experiences are not sufficient but are crucial in the process of developing solutions;
- people can be a source of innovative solutions; this is where the process of co-designing solutions helps;
- it brings different perspectives that can help find more efficient solutions to complex problems;
- solutions developed in a broad consultative process are more legitimate and create a sense of ownership and responsibility for success;
- many problems belong to the group of so-called "wicked" problems, that are complex and require a different approach. For instance, poverty in Serbia is in some ways similar to, but also different from poverty in other countries. These problems are hard to define; consequently, framing them is a very complex matter, because of the so-called "spill-over" of one problem into another. Furthermore, they are inherently impossible to solve, and require constant "on the go" problem-solving. Nevertheless, finding a solution to these problems

would bring significant and multiple benefits to society. For additional information: https://www.wickedproblems.com/1_wicked_problems.php

• There are several ways for citizens to get involved in creating social innovations, specifically in: understanding the problem, generating solutions and making decisions related to solutions.

WAYS OF ENGAGING THE PUBLIC

	SHORT DESCRIPTION
INFORM	Provide the public with unbiased information to help them understand the problem, opportunities and alternative solutions
CONSULT	Obtain public feedback
INVOLVE	Work directly with the public to ensure that public concerns and aspirations regarding specific issues are considered
COLLABORATE	Partner with the public throughout the process, including the development of alternative solutions
EMPOWER	Place decision-making in the hands of the public

Source: International Association for Public Participation (2007): Spectrum of Public Participation

That said, public participation will not be the same in all phases of the process. It is important that we understand the limitations and what can be accomplished at each stage:

INFORMATION ON THE CURRENT SITUATION			
SMALL NUMBER INVOLVED	**UNDERSTANDING INDIVIDUAL PROBLEMS AND NEEDS** User-led ethnographic research techniques Citizens map needs	**UNDERSTANDING PATTERNS AND TRENDS** Data on a large number of people Platforms for user-led rating surveys Citizens map needs	**LARGE NUMBER INVOLVED**
	CO-DESIGNING SOLUTIONS Co-designing Idea camps Positive deviance	**SOLUTIONS INVOLVING "CROWDS"** Idea banks Competitions	
DEVELOPMENT OF A FUTURE SOLUTION			

Source: https://www.dti.dk/tepsie-european-social-innovation/32866 adapted from the manual on public engagement in social innovation

LIMITATIONS AND RISKS OF PUBLIC ENGAGEMENT IN THE SOCIAL INNOVATION PROCESS

Failure to put public participation into the context can obstruct the innovation process. This usually happens when public participation is seen as a neutral technique rather than a political process. Demoralization, repression, strengthening social hierarchies and lack of accountability and transparency are some of the potential outcomes of participative processes. The following are participation risks that may occur:

- Takeover – the power balance in society should be analysed. Studies confirm that power asymmetries are deeply rooted and there is always a risk that elite groups will hijack the process and use it for their own needs, which will weaken existing structures instead of strengthening them.

- Self-exclusion – not everyone wants to participate in the process; some think that they cannot, and some that they should not. There are huge differences in this respect, and the perception of the importance of public participation in a process is very low in less regulated societies.

- Legitimacy – some interest groups might take over the process or the process might not be representative of the community, i.e., the participation of a large group of people in the process does not necessarily mean that it represents everyone's interests.

- Risk of non-participation - exhausted by failures of previous processes, citizens sometimes refuse to participate.

To avoid potentially negative outcomes of participation:

- the public participation objective should be clear and clearly presented to the public,

- who should participate and why should be precisely determined, as well as the potential barriers to public participation, the risks and ways of overcoming them,

- one must be aware that the outcome of the process is uncertain – whether positive or negative,

- the existing team must have adequate human resources to facilitate the process,

- adequate resources should be secured to make participation effective,

- expectations of the stakeholders on the team should be adequately managed (Murray, 2012:40).

Additional information on participation, inclusion and facilitation of the public engagement process is available at: https://youngfoundation.org/wp-content/uploads/2012/10/The-Open-Book-of-Social-Innovationg.pdf

4 ADDITIONAL SOURCES ON SOCIAL INNOVATION

For additional information on social innovation, in this section we provide links to different sources of information on projects and stakeholders engaged in this topic. Furthermore, we provide some practical examples of innovative solutions to social problems and social change.

OVERVIEW OF DIFFERENT SOCIAL INNOVATION PROJECTS

SI-DRIVE (SOCIAL INNOVATION DRIVE) is a four-year research project which started in 2014 and brought together 16 partners from the EU and 9 partners outside the EU, including partners from the Western Balkans. The project resulted in **1,000 mapped social innovations in the fields of employment, education and poverty reduction, mobility and transport, health and social care, energy and climate change**. All publicly available products, generated as a result of this project, include a theoretical framework, sectoral reports and recommendations for designing policies in these areas can be found on the following link: https://www.si-drive.eu/

ATLAS OF SOCIAL INNOVATION
NEW PRACTICES FOR A BETTER FUTURE

The **Atlas of Social Innovation** was developed as a result of the SI-DRIVE project and offers a comprehensive overview of the world of social innovation. It contains the perspective of leading researchers and practitioners, and provides insights into the multifaceted manifestations, context and perspective of social innovation. For detailed information, please refer to: https://www.socialinnovationatlas.net/map/

WE THINQ

Running Idea Competitions – This page gives answers to most commonly asked questions about hosting idea contests. For additional information see: https://www.wethinq.com/en/explore/idea-competition/

DIY
Development
Impact & You
PRACTICAL TOOLS TO TRIGGER
& SUPPORT SOCIAL INNOVATION

DIY Social Innovation Toolkit – NESTA. DIY stands for Development, Impact, and You. This website provides a set of social innovation tools that helps innovators working in the social sector deliver better ideas. For more information, please refer to: https://diytoolkit.org/

PROJECT ON
Social Innovation
BUILDING SOLUTIONS FROM THE GROUND UP

Harvard Social Innovators Self-Assessment Tool. This short quiz from the Harvard School of Social Innovation can be helpful for determining the potential for social innovation in a specific sector. Additional information is available at:http://www.socialinnovation.ash.harvard.edu/innovators-toolkit/tools/appendix-self-as¬sessment-template.html

Doing Social Innovation: A Guide for Practitioners. This short guide is aimed at practitioners, i.e., those considering engaging with social innovations. This guide aims to provide an overview of what social innovation is, who does it and why it is important. Additional information is available at: http://youngfoundation.org/publications/social-innovation-guide-practitioners

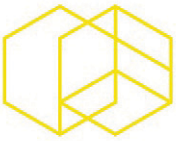
The Open Book of Social Innovations. This publication describes different methods and tools for pursuing social innovation. Additional information is available at: https://www.nesta.org.uk

McKinsey on Society: Social Innovation. A collection of papers that tackle issues in social innovation, philanthropy, and inequality. Additional information is available at: http://mckinseyonsociety.com/topics/social-innovation

SOCIAL INNOVATION

WHAT IT IS,WHY IT MATTERS AND
HOW IT CAN BE ACCELERATED

Social Innovation: What it is, why it matters and how it can be accelerated. A research paper by a group of Oxford University scientists that provides information on ways to improve societies' capacities to solve social problems. Additional information is available at: http://eureka.sbs.ox.ac.uk/761/1/Social_Innovation.pdf



SOCIAL
INNOVATION
COMMUNITY

Social Innovation Europe (SIC). A collection of articles outlining various methods and tools for social innovation, https://www.siceurope.eu/ The **SIC learning repository** is an open source available for innovators, researchers and policy makers who want to improve their skills in design for social innovation. Additional information is available at: https://www.siceurope.eu/resources-test/welcome-sic-learning-repository

PUBLIC SECTOR INNOVATION BLOG

Public Sector Innovation Blog. This is an online blog for civil servants, policy makers, researchers and practitioners that provides information on how to manage co-design in the public sector. Additional information is available at: https://www.silearning.eu/

The Tools for Social Innovators. A community toolbox contributed to by experienced and cutting-edge social innovators. This toolkit provides practical tools to help funders, non-profits, business and community leaders enhance their ability to ignite social change. Additional information is available at: https://sparkinsight.com/toolkit/

The **TRANSITION** project is a transnational network of social innovation incubators. This is a 30-month project supporting the scaling up of social innovation across Europe through the development of a network of incubators. TRANSITION offers information on the most efficient methodologies for scaling in a given region and on the impact of these methodologies when they are shared among regions. More detailed information on the project can be found at: http://transitionproject.eu/learning-outcomes/

The publication on scaling social innovation is available at: http://transitionproject.eu/wp-content/uploads/2013/11/TRANSITION_literature-review_Scaling-Social-Innovation-Internationally_-website-version.pdf

PUBLIC SECTOR INNOVATIONS

- **Social Innovation Fund, Ireland**, https://rethinkireland.ie
- **LABX Portugal,** https://labx.gov.pt/
- **Public Sector Innovation, NESTA**, https://www.nesta.org.uk/government-innovation/
- **Observatory of Public Sector Innovation (OPSI)**, OECD, https://oecd-opsi.org/
- **Growing Government Innovation Labs,** UNDP Report, https://www.undp.org/content/dam/rbec/docs/undp-innovation-lab-report.pdf

EXAMPLES of organizing joint activities in seeking innovative solutions to social problems and creating social change

Different examples of organizations, laboratories and co-working spaces devoted to social innovation are listed below:

- Practical examples of solving different social challenges through social innovation (co-working, networks, partnerships aimed at implementing socially innovative solutions): https://socialinnovation.org/
- Organizing social innovation activities and networking by making resources universally available – technologies, co-working, sharing knowledge, results and solutions with other participants: https://www.fablab-leuven.be/
- Activities in a small team, innovative application of policies, development of a methodology that focuses on people and the real social problems they face, useful

tools for creating and applying social innovation: http://socialinnovation.typepad.com/silk/

• Examples of good practices, ideas, descriptions of experiments, dissemination of knowledge on social innovation with the global community focusing on the development of innovative solutions for future social challenges: http://innovation.brac.net/

• Encouraging all stakeholders, especially **young people**, and in particular students, to get involved in the social innovation process and implement their ideas in practice: https://www.enterprise.ac.uk/case_studies/the-university-of-sheffield-enterprise-academy

• Activities with individuals and groups with the aim of creating, developing and testing innovative ideas focused on solving social problems. The development of innovative practices and methods, support to innovators in the public, private and civil sectors, change of social innovation policies and transformation of the entire system: http://www.theiteams.org/case-studies/nesta-innovation-lab-0

• Transformation of the financial system with the support of social innovators, civil society and entrepreneurs in organizations: http://financeinnovationlab.org/

• **Social Innovation Park** – creating solutions for the improvement of socioeconomic circumstances in communities by testing and applying social innovation: https://ipark.bre.co.uk/

• **Manual for organizing social laboratories**, joint activities and creation of social changes: http://www.urenio.org/2015/06/27/social-innovation-lab-guide/

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