Atlantic Social Lab

Cooperation for the promotion of Social Innovation

SOCIAL INNOVATION AND DIGITALISATION OF PUBLIC SERVICES:

AN IMPACT ASSESSMENT OF ATLANTIC PILOT INITIATIVES

TECHNICAL DATA

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CONTENTS

LIST OF FIGURES

1. INTRODUCTION

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1.1. Context

Over the past three years, the world has experienced a new pandemic, the Covid-19 disease, which has confronted societies with unprecedented threats and challenges. From collapsing health sectors and job destruction, to rising poverty and deprivation, the pandemic exposed a variety of challenges to global communities (Kamran et al., 2022).

The pandemic disrupted the way people live, work, and interact. It has forced societies to adapt to new ways of doing things and has accelerated the pace of technological innovation. One of the most significant changes that Covid-19 has brought about is the shift towards digitalisation (OECD, 2021a). Many offices and workplaces closed (Kuckertz et al., 2020), businesses, in particular small and newer ones, were put under pressure to respond and adapt quickly to survive (Scheidgen et al., 2021). This led to an increase in the use of video conferencing tools, virtual collaboration platforms, and other digital technologies that enable remote work. As a result, many organisations have become more agile and flexible, and are now considering making remote work a permanent part of their operations.

Digitalisation has brought numerous advantages. One of the benefits of digitalisation is its ability to connect people and businesses around the world. It has created new opportunities for collaboration, innovation and growth. Digitalisation has also made it easier for individuals to access information and services regardless of their location or time zone, as public services are increasingly using information and communication technologies (ICTs) to reach out to citizens in a quicker and easier way (Galindo-Martín et al., 2019).

Nevertheless, digitalisation has also created new challenges and complexities. One challenge is the digital divide, where some individuals and communities lack access to digital technologies and services (G20, 2017; Global Digital Transformation Survey Report, 2021; OECD, 2021b). Some of the most vulnerable people, such as the elderly, the homeless, and those with physical or mental disabilities, have been left behind. This reinforces existing inequalities and creates new ones.

Despite the grim implications of the Covid-19 pandemic, this crisis has also opened several entrepreneurial prospects (Kamran et al., 2022), especially for social innovations that address societal needs and emerge from urgent social distress (Krlev et al., 2020). Likewise, the Covid-19-induced era of social distancing has spurred entrepreneurs to seek out inventive and practical approaches to address common issues via social innovation (Kamran et al., 2022).

In response to the growing need to digitise social services, the Atlantic Social Lab (ASL) partnership has recognised the importance of addressing the needs of people who have been unable to access online services. As a result, a concerted effort has been made to develop novel solutions that can effectively bridge the gap between social services and their intended beneficiaries. Through social innovation, ASL aimed to provide effective and efficient solutions that could address the needs of individuals and communities most affected by the Covid-19 pandemic. By harnessing technology and innovative approaches, social innovation can help create a more inclusive and accessible society.

1.2. The Atlantic Social Lab

This report is part of the project EAPA_246 / 2016 Atlantic Social Lab (ASL) - Atlantic Cooperation for the Promotion of Social Innovation, a project co-funded by the European Regional Development Fund (ERDF) through the INTERREG Atlantic Area Cooperation Programme. Led by the City of Avilés, the ASL project aims to develop and promote social innovation practices and tools to address emerging key social problems in the Atlantic Area (AA), both within communities, third sector organisations and social enterprises, and public sector.

The ASL partnership is characterised by involving multidisciplinary stakeholders from various sectors such as: government entities, non-governmental organisations, social enterprises, academic institutions and research centres. This diverse coalition of stakeholders brings together a wealth of knowledge, expertise and resources to achieve the common goals of the project. The ASL project involves a collaborative effort between local partners who are responsible for executing and evaluating innovative social solutions, and university partners who are tasked with assessing the efficacy and potential consequences of these pilot actions. This multifaceted approach ensures that the project is not only testing effective solutions but also gathering data and insights to inform future initiatives.

The ASL project first phase ended in May 2021, contributing to social innovation practices and knowledge production. However, the Covid-19 pandemic exposed several weaknesses in social inclusion and protection policies. The project has been extended until June 2023, encompassing the participation of seven partners representing the countries within the Atlantic Area. These partners include the Municipality of Avilés (Avilés) and Gijón Social Services (Gijón) from Spain, Ave Intermunicipal Community (CIM Ave) and the Centre for Social Studies of the University of Coimbra from Portugal (CES), CRIJ Occitanie Pyrénées Mediterranée (CRIJ) from France, Glasgow Caledonian University (GCU) from Scotland, and Enterprise North West (ENW) from Northern Ireland.

Through this renewal process, five partners with regional expertise initiated five new pilot actions to explore innovative practices and tools to effectively engage with local citizens in the post-pandemic period. These partners used digital technologies and platforms to achieve their goals.

The purpose of this document is to serve as a comprehensive report in the assessment of the pilot actions implemented and their overall impact on society. These actions focused on the digital dimension: The Art of Straw (CIM Ave); NW - Wealth Building Hub (ENW); "Youth Compass" - (CRIJ); Improving the Communication Policy of the Social Services (Gijón); No Lo Pierdas, es tu Derecho - don't miss it, it's your right (Avilés).

The report can be understood as an extension of a previous report (Pinto et al., 2019), produced in the first phase of the project, using the same structure and approach. Therefore, any further theoretical or methodological information can be consulted in the original report. The following sections provide insights to contextualise the analysis, including background and brief theoretical and methodological considerations.

1.3. Theoretical Considerations

It is important to establish clear definitions for this report, in particular digitalisation, digital divide, and social innovation.

Digitalisation refers to the use of digital technologies to transform social, economic and cultural life (Sarren & Haarstad, 2021). This utilisation enables the acceleration of daily life, interactions and work, enhances and stimulates learning and entertainment, contributes to the quality of life, promotes autonomy and innovation, and transforms them to achieve growth (Siemens, 2018).

Despite the potential benefits that digitalisation can offer, it is crucial to recognise the persistent digital divide in contemporary societies. The digital divide is a term used to describe inequalities in accessing and using internet-based digital services, including Information and Communication Technologies (ICTs). It refers to the gaps between individuals, communities and countries in their ability to access, use and benefit from digital technologies (OECD, 2021a). The digital divide is influenced by a number of factors, such as regional differences, demographic differences, differences between urban and rural areas, socio-economic inequalities, gender and age differences, and business-related characteristics. By their very nature, gaps are indicative of contrasts both within and between groups. It is therefore essential to consider an implicit reference group (e.g., non-metropolitan regions versus metropolitan regions, small and medium-sized enterprises (SMEs) versus large enterprises, developed economies versus emerging economies) when examining such disparities.

Therefore, it is urgent to implement inclusive digital policies and infrastructure that can effectively bridge the digital divide and ensure equitable access to digital opportunities for all individuals. In order to address the needs of vulnerable populations such as the elderly, homeless individuals, and those with disabilities, various initiatives have been launched to provide access to technology and develop specialized tools and software that are more accessible and user-friendly.

Social innovation has emerged as an important concept and practice in various fields such as social entrepreneurship, public policy, international development and community development. It has produced many examples of successful initiatives that have transformed lives and societies. It represents a positive approach to addressing complex societal challenges in a comprehensive, flexible and innovative way.

There is no agreed definition of social innovation in the literature. Despite shortcomings, the concept of social innovation has become better understood. This understanding is based on the impact of social innovation on policies and investment programmes, in particular in the EU, which should not be overlooked (Pinto et al., 2021). The term 'social innovation' refers to an innovation that addresses a specific social need (BEPA, 2010; Pinto et al., 2021). These innovative solutions contribute to civic engagement and

are based on cross-sectoral stakeholder collaboration, thus also transforming social relations (Carayannis & Morawska-Jancelewicz, 2022; Morawska-Jancelewicz, 2021).

In ASL, social innovation is understood "as an idea that deliberately attempts to better satisfy explicit or latent social needs and problems, resulting in new or improved capabilities and in the transformation of social and power relations, aiming at social change and the establishment of new social practices that positively affect the lives of individuals (Pinto et al., 2021, p. 65). In this sense, both ends and means of social innovation must be social (Pinto, et al., 2021). It is important to recognise that social innovation is a long-term process that requires patience, perseverance and cooperation between different actors.

Social innovations are not limited to the public or private sector, but rather developed and proposed by a variety of organisations, interest parties, teams and individuals. Social innovation requires the mobilisation and channelling of existing resources in new ways (Young et al., 2019). Technology enabling digital intermediation and digitised services is an essential tool. Krlev et al. (2020) found that technologies - and digital media in particular - can support social innovation and thus create social value.

1.4. Methodological Considerations

The methodological approach adopted to achieve the defined objectives was inspired by the proposed framework developed during the evaluation of the first phase ASL pilot actions. Two theoretical perspectives, usually considered and used together, became complementary in understanding the impact assessment of the pilot actions implemented for social change: the Theory of Change (ToC) and the Contribution Analysis (CA).

The ToC has four main purposes: strategic planning, description, monitoring, and evaluation (Stein & Valters, 2012). It is primarily a systematic process of change that involves three steps (Anderson, 2004): identification of a situation as problematic and in need of change; identification of the direct or indirect roots of this phenomenon on which action can/must be focused to change and address it, and finally; the identification of techniques, practices and approaches to solve the problem.

The ASL project considers the ToC as a "comprehensive description and illustration of how and why a change is expected from a specific intervention based in a particular context and taking into account the assumptions of the actors" (Pinto et al., 2019, p.32). The ToC outlines and illustrates the events that will take place from the beginning to the end of each initiative in order to understand activities and actions, and its contribution to the achievement of the intended outcomes (i.e., social change).

CA provides a rigorous and systematic approach to programme evaluation that is grounded in theory and designed to address complex real-world challenges. These include measuring the effectiveness of public programmes, assessing programme impact in the context of multiple interventions, and ensuring that evaluations are informed by relevant theory. This approach is particularly useful in situations where it is difficult to isolate the effects of a particular programme from other factors that may be influencing outcomes (Wimbush & Beeston, 2010). By using CA, evaluators can identify and measure the specific contributions that a programme has made towards achieving its intended outcomes. This involves breaking down the overall impact into its component parts and determining which aspects of the programme were most responsible for driving change.

Although ToC and CA are distinct approaches, they are often used together in programme evaluation (Mayne, 2008). The ToC approach provides a framework for understanding the way a programme is intended to work and the outcomes it is expected to achieve. Concurrently, CA is used to test whether the programme actually achieved these outcomes and whether it made a unique contribution to achieving them (Buckley, 2016).

Considering the theoretical contributions of the ToC and the CA, a diagram was designed to assess and evaluate the impact of the ASL pilot actions implemented in the Atlantic Area. The diagram represents a set of activities/outputs defined by the partners that will generate immediate, medium- and long-term results. Several indicators were carefully selected based on their relevance to the goals of the respective pilot action and their ability to provide meaningful insights into its effectiveness. Thus, these indicators enable to assess the real impact over different time periods: immediate results, intermediate results and long-term results.

Each project partner provided the information for the respective ToC diagrams using a template prepared by the evaluation team. Subsequently, using an updated interview script from the previous phase and an audio recorder as an aid, semi-structured interviews were conducted in mid-February with

a nominated representative of each project partner, lasting approximately one hour. This data collection technique was used to validate the current status of the pilot initiative, to highlight significant findings, to identify constraints in the progress of actions and to address specific concerns regarding causal chains and provide further assistance in ensuring the consistency of the ToC diagram between the actions.

1.5. Structure of the Report

This extended introduction as already provided some information on the context of this problematic, presented the key concepts such as digitalisation and its rapid acceleration due to the Covid-19 pandemic, the digital divide and social innovation and outlined the methodological framework employed and introduces the Atlantic Social Lab project.

The following sections are dedicated to the presentation and evaluation of the specific pilot actions under analysis. The second chapter is dedicated to a brief introduction of the respective partners and the description of the pilot actions. The third chapter provides an evaluation of the social innovation actions carried out on the basis of the respective ToC diagrams, in terms of expected results over different time frames (short, medium and long term), rationales, risks, challenges and enablers, as well as potential indicators to track the different results. The report ends with conclusive remarks on the challenges of social innovation, as well as of digitalisation, a summary of the five pilot actions implemented, and the identification of general trends across all pilot actions.

2. PILOT ACTIONS

2. PILOT ACTIONS

2.1. No Lo Pierdas, es tu Derecho, in Avilés, Spain

The Ayuntamiento de Avilés is the lead partner of the ASL project and the local government of Avilés, a city located in the North of Spain. For the purpose of achieving social cohesion in the city, Welfare Services provides a wide range of social services, spanning from citizen participation to housing and employment.

Avilés aims to improve the standard of living of its citizens by prioritising their needs and interests in its policies. The municipality recognises that the well-being of its citizens is the key to sustainable development and progress. Therefore, it has adopted a citizen-centred approach to governance, where the opinions and feedback of citizens are considered. To achieve this goal, the Municipality of Avilés has developed several programmes and initiatives designed to empower citizens and promote their participation in decision-making processes.

Figure 1. **Avilés City**

Source: Municipality of Avilés

Pilot Action: No Lo Pierdas, es tu Derecho

Although the municipality provides a variety of resources for all its citizens, the majority of them are unaware of their rights to social services and its purpose, having the idea that these services are only for poor people or for people with disabilities. Therefore, the main goal of this pilot action was to improve the general knowledge of social services by the population of Avilés through the development of specific campaigns to help people access social services policies and resources.

Having started in November 2022, this pilot action included several activities. At a first moment, the municipality's developed a large campaign called "No lo Pierdas, es tu Derecho". In this phase the main priority was to develop and share some large format posters on buses and billboards throughout the city of Avilés, to promote the existence of the social services provided by them to all people (cf. Figure 2).

As a consequence of this campaign and since its initial effects, it was verified that most of the contacts and requests for information received by the social services were about resources for the elderly. In that same period, an initiative promoted by the City Council was being developed, focused on local action that comprehensively addresses different services that affect the daily life of the elderly, taking into account their needs, opinions and proposals.

A great participatory consultation work in the elaboration of a diagnosis of the city within the process of adherence to the project Friendly Cities with the Elderly as part of the WHO strategy for the decade of Healthy Aging (2021-2030), within the framework of the 2030 Agenda and the Sustainable Development Goals. In this diagnosis, it was verified that there was a great ignorance of social services on the part of the elderly people who participated, as well as a great stigma on the people who use social services.

These two reasons led the Municipality to make the actions more flexible, adopt and focus, especially on a sector of the beneficiaries of social services, that is, the elderly in the city. On the one hand, considering the inevitable increase of this group due to the progressive aging of the population and on the other, focusing efforts on social services losing the current stigmatization and marginalization.

Afterwards, it intended to integrate citizens into policymaking and make them aware of the services that already exist, through discussion groups, starting with elderly people (cf. Figure 3). In the ten discussion groups conducted, which had a total of 80 participants, the main questions discussed were: what are the main problems you are facing? what are the resources you expect us to provide to address your needs? Therefore, the aim of the second activity was to gather data regarding the primary necessities of this particular group and subsequently merge the welfare policies with their requirements.

Figure 2. **Public transport advertising campaign**

Source: Municipality of Avilés

Figure 3. ***"No Lo Pierdas"* being advertised on a local bus**

Source: Municipality of Avilés

2.2. Improve the communication policy of the social services in Gijón

Gijón is a city in the north of Spain with about 270,000 of population. The Fundación Municipal de Servicios Sociales del Ayuntamiento de Gijón aim is to organise and provide services entrusted by the Municipality of Gijón in the different areas of social welfare.

Financed by public means and other resources, this Foundation benefits the citizens who wish to expand their participation in social action individually and collectively. It has the responsibility of providing healthcare services to individuals with physical and/or psychological weaknesses who wish to remain in their homes, as well as offering essential supplies to those experiencing severe economic difficulties and homelessness within the city.

Figure 4. **Gijón, Asturias**

Source: Pixabay | Credits: PortalJardim

Figure 5. **Participatory session in Elderly Social Center**

Source: Municipal Foundation of Gijón City Council Social Services

Pilot Action: Improve the communication policy of the social services.

This foundation provides various social services to citizens, especially vulnerable people. The use of technical language in the promotion of social services is considered one of the main factors contributing to low levels of awareness and understanding of the benefits offered. Social networks have become dominant communication channels, and it is crucial for social services to adapt to this reality. Additionally, it is important to acknowledge that there is a digital divide, and some individuals lack the necessary skills to access information and services through digital means. Thus, alternative and accessible communication channels should be used based on the individual's needs.

In this way, the main objective of this pilot action was to improve access to social services for vulnerable people. As a result, this initiative was divided into three steps: the first was to adapt and simplify all information on guides and websites into a more user-friendly language. The second step was to create a specific communication department in the foundation which involved devising a comprehensive communication plan catering to the diverse needs of the population in Gijón. The third step was to adopt different communication channels for citizens to reach a wider audience, including radio, and social media such as WhatsApp, and Facebook

2.3. Community Wealth Building in Northwest, Northern Ireland, UK

Enterprise North West is a non-profit organisation based in Derry City, located in the North of Ireland, that was established approximately 35 years ago. ENW focuses on entrepreneurship and social entrepreneurship, by offering business support and consultancy services to both individuals and organisations in the early stages of their ventures. As such, it furnishes local entrepreneurs with a wealth of knowledge, guidance, and assistance, such as enhancing their enterprise skills, business development skills, online presence, and forging connections within the regional economy.

Furthermore, ENW houses a community of organisations and an incubation space for SMEs and social enterprises. More specifically, it currently has a portfolio of circa 75,000 square feet of incubation space, where it is a landlord for over 100 businesses and social enterprises that integrate approximately 300 workers. The organisation also delivers several business development contracts for local authorities and for the central government. The contracts vary in terms of start-up entrepreneurship, youth entrepreneurship, female entrepreneurship, social entrepreneurship, social innovation, and community development.

Figure 6. **Derry City**

Source: Enterprise North West

Figure 7. **Derry City, Nerve Centre**

Source: Enterprise North West

Pilot Action: Community Wealth Building

According to the ENW, their intervention covers two main cities: Derry and Strabane which are in turn the ones that have the highest levels of unemployment in Northern Ireland which makes it apparent that the policies, programmes, and initiatives implemented by the Government have not been successful in addressing this issue. Recognising that the model of economic wealth used pre-Covid-19 was not being efficient, this organisation decided to develop a Community Wealth Building (CWB) Hub which is an approach that central government and local government can adopt to ensure that the services they provide have the maximum benefit for local communities and that it builds wealth within communities.

In an attempt to persuade the local government to incorporate community wealth-building into their programmes and policies, this partner pulled together a range of wealth-building organisations called Community Anchor Organisations to form a grouping, which was then called the North West Community Wealth Building Hub. The aim was to make the members of the hub aware of the initiatives they could develop as a group, to work alongside with their local authority getting them to consider innovative ways of operating.

In short, the CWB is a community led partnership that fosters collaboration between the public and private sectors to enhance people's lives while supporting and leveraging inclusive and sustainable economic growth.

Thus, this pilot action intends to build a stronger local economic ecosystem; develop agreed plans and initiatives to develop CWB; develop a local social economy; create cooperative infrastructure; and work with statutory agencies.

2.4. "Youth Compass" in Toulouse, France

The Centre Régional Information Jeunesse (CRIJ) is an association that aims to ensure that young people have better access to information. In particular, it has a primary objective of making information a strategic element in young people's decision-making throughout their lives, enabling them to make informed choices on the basis of reliable, up-to-date, comprehensible and translated information that they can access when they need it. Therefore, it seeks to foster critical thinking among young individuals by understanding their surroundings, promoting trust in public institutions, strengthening interpersonal relationships, and encouraging active citizenship based on republican principles.

The CRIJ and the Information Jeunesse Occitanie network are recognised by the state. Through their actions, they help young people to use information as a strategic element in their choices at all stages of their lives. On many issues concerning young people, the CRIJ supports professionals and local elected representatives.

Figure 8. **Toulouse City**

Source: Pixabay | Credits: Guillermo Gavilla

Pilot Action: Youth Compass

The "Youth Compass" - Boussole des jeunes - is an existing digital service aimed at people aged between 15 and 30 living in France. The purpose of this service is to provide a comprehensive overview of the services accessible to young individuals within a specific geographical location, including towns, communes, or departments. Additionally, it aims to simplify the process of connecting with the appropriate professionals. These services are provided by local actors (associations, associations for the disabled, etc.).

The Directorate of Youth, Popular Education and Associative Life (DJEPVA), which operates under the Ministry of National Education and Youth, has implemented a range of services since 2017, including: job interview preparation, discounted driver's license, education funding, rent reduction, guarantor assistance and medical expense deferral.

This pilot action has been developed to address the significant phenomenon of young people not exercising their rights. The situation is even more concerning in the current economic and health crisis, where almost 50% of young people do not use public assistance. Despite the information available, the language used is often incomprehensible to the target audience. Due to lack of information or misinformation, it is still difficult for young people to take advantage of all the opportunities available.

In addition, there is a lack of institutional communication about these aids and services. Due to their complex nature, they can also appear stigmatising or infantilising. Furthermore, the difficulty of physical access to places and structures in a rural environment is also a factor in non-use.

The "Youth Compass" is therefore an important tool for promoting collaboration among different actors involved in youth policies, including public authorities, civil society organisations, and private sector entities. By promoting coordination and sharing of information, it helps to maximise the impact of youth initiatives and actions in a given region. Facilitating provision as a neutral government tool is crucial to ensuring that young people receive the best possible services. This approach guarantees that there is no preference for one organisation or programme over another, which promotes fairness and transparency. "Youth Compass" works with a consortium of actors to coordinate and bring coherence to existing provision, ensuring that young people receive a better and more coordinated service. In addition, this facilitator provides valuable and rich resources in terms of organisations, contacts and strategic counterpart services by training back-office professionals.

The specific activities carried out by CRIJ were the creation and dissemination of promotional materials and (regional) activities related to the Youth Compass in Occitanie; the distribution of QR codes to help young people access support mechanisms and services; online marketing; social media campaigns and the optimisation of the website.

Figure 9. **CRIJ Occitanie Pyrénées Mediterranée Facilities**

Source: CRIJ Occitanie Pyrénées Mediterranée

Figure 10. **Principle of benevolent reception to trigger social support work**

Source: CRIJ Occitanie Pyrénées Mediterranée

2.5. The Art of Straw in Vale do Ave, Portugal

The Comunidade Intermunicipal do Ave (CIM Ave) is an association of public law that aggregates eight municipalities, namely Cabeceiras de Basto; Fafe; Guimarães; Mondim de Basto; Póvoa de Lanhoso; Vieira do Minho; Vila Nova de Famalicão; Vizela. Its main purpose is to promote actions, programmes and policies for the regional development. Therefore, it covers a wide range of comprehensive areas, from planning to education and social policies, territorial and European cooperation, the environment, civil protection, natural resources and, more recently, transport and mobility. This association acts as an intermediary between citizens and the municipalities it serves, ensuring that the municipalities receive the support they need to provide essential services to their communities. This support can take many forms, from funding for social programmes to technical assistance for infrastructure projects.

Figure 11. **Guimarães City**

Source: Comunidade Intermunicipal do Ave

Pilot Action: The Art of Straw

This partner has been following the work of a local development association called SOL do Ave, which, as part of a social and community intervention project in the municipality of Fafe, has been restoring the art of straw, with the help of long-term collaborators. This is an ancestral art, a very feminine craft, which at the time was made by women farmers in the municipality of Fafe, mainly in two or three communities.

The art of Straw is a traditional craft of braiding straw into decorative objects such as baskets, hats, and mats. Dating back to at least the 18th century, this art form has a long history in the region. Making straw objects involves collecting straw from wheat or rye plants and drying it in the sun. The straw is then split into thin strips and woven together using a variety of techniques. The resulting objects are functional and decorative, often with intricate patterns land designs. In the past, straw braiding was a common activity in Fafe, and many families depended on it for their livelihood. However, with the advent of industrialisation and modernisation, and the loss of its economic value, this practice has declined significantly. Nowadays, only a handful of artisans still practice this art.

There has been a growing interest in straw braiding in recent years, and efforts are being made to preserve and promote the craft. To encourage more people to learn and practice this craft, and to help preserve it for future generations, the art of straw was declared as part of the region cultural heritage.

As straw braiding is a traditional art form in Fafe, SOL do Ave Association has been active in its revival. As a result, the association has offered unemployed people in Fafe the opportunity to learn new braiding techniques and, with the help of a designer, to create innovative straw braiding designs that could be sold to generate additional income.

Aware of the positive impact of this association's work in reactivating the reinvention and creativity of the art of straw, and in particular its impact on the target population (the unemployed), CIM Ave decided to support the formal organisation of this group of people.

Aware of the positive impact of this association's work in reactivating the reinvention and creativity of the art of straw, and in particular its impact on the target population (the unemployed), CIM Ave decided to support the formal organisation of this group of people.

In addition, this association has made efforts to provide the essential tools for setting up an association or cooperative through various means such as information sessions, meetings, workshops and working sessions. These efforts have focused on the definition of the different fiscal, legal obligations and responsibilities involved in setting up such entities and the different organisational forms available. Furthermore, participants were informed about the various bodies within an association and how they are elected.

Figure 12. **A female artisan producing a straw braid product in Straw Braiding Workshop**

Source: Atlantic Social Lab Photographic Archive

Figure 13. **Exhibition of modern products of straw art in Straw Braiding Workshop**

Source: Atlantic Social Lab Photographic Archive

Figure 14. **Ethno-technology and Design Centre, Straw Museum**

Source: Comunidade Intermunicipal do Ave

3. EVALUATION OF THE PILOT ACTIONS

3. EVALUATION OF THE PILOT ACTIONS

To evaluate the pilot actions of social innovation, this chapter describes the ToC diagrams (i.e., the cause-effect chain between activities and outputs).

3.1. Avilés Municipality

Pilot Action: No Lo Pierdas, es tu Derecho

This pilot action aimed to improve the general knowledge of Avilés population about the social services offered by the municipality. To achieve this goal, the Municipality of Avilés developed specific promotional activities to facilitate people's access to social services, policies and resources.

a) External Influences and Assumptions

As can be seen in Figure 15, the following external influences were identified as barriers to the effective implementation of this pilot action: the inability to implement some of the actions due to budgetary constraints, because of the lack of immediate and positive results (1), and the common perception among people that social services are only available to the poor or to people with disabilities (2).

The latter external influence, which could hinder the implementation of this pilot action, can also be seen as a stimulus/assumption that led to the implementation of this initiative, as it highlights the importance of demystifying the concept and purpose of social services, promoting their availability to all and adapting these services to the current diversity of social needs.

This partner offers a wide range of resources to meet the needs of its citizens. These resources include various social services designed to help people in need. However, despite the wealth of resources available, a significant proportion of the population remains unaware of their entitlement to these social services and their purpose. Many people have the misconception that these services are only for those living in poverty or with disabilities, leading them to overlook potentially valuable resources. It is vital for the municipality to improve its outreach efforts and educate the public on their rights to social services to ensure that all citizens have access to the support they need.

b) Activities and Results

The main activities of the pilot action carried out by Avilés were (figure 15):

- Development of advertising campaigns, through the creation and distribution of posters on buses and billboards in the city;
- Organisation of discussion groups to involve people in their policies.

CONTEXT/EXTERNAL INFLUENCES

Difficulties with the budget to implement some of the actions when there are no immediate and positive results.

General or common thinking that social services are only for poor people or for people with difficulties.

Long- term Impact

Empowerment of vulnerable people in Avilés;

Empowerment of vulnerable people in Avilés;

Public policy instruments that are flexible and adaptable to respond to emerging needs;

Reinforcement of human resources;

Be the reference in the demand for social services.

Indicators

- Life course interviews with long-term beneficiaries;
- Number of beneficiaries using the social services of Avilés Municipality;
- Number of individuals who are aware of the existence of the services of the municipality;
- Number and characterisation of public policy instruments;
- Number of new tools;
- Number of staff members.

Intermediate result

Creation of training actions for community members;

Identification of beneficiaries of the social services provided by the municipality of Avilés who can act as community leaders or coaches;

Greater recognition of the services provided by the municipality of Avilés;

Development of new tools to access social services.

Indicators

- Number of training actions carried out;
- Number of beneficiaries (for at least 1 year) identified with an interest in becoming active community memberss;
- Percentage increase (at least 10%) in the number of citizens requesting for social services provided by the municipality since the implementation of the pilot action;
- Number of new tools.

Intermediate result

Development and distribution of posters in the city of Avilés;

Inclusion of citizens in social services policies (through discussion groups);

Residents' recognition of the services provided by the municipality of Avilés.

Indicators

- Number of media and typography (leaflets, vinyl, billboards, bus advertising);
- Campaign cost;
- Number of posters developed;
- Number of posters distributed;
- Number of discussion groups;
- Number of participants;
- Percentage increase in the number of citizens requesting for social services provided by the municipality since the implementation of the pilot action.

Activities / Outputs

Develop and disseminate posters in the city (advertisement) about the services available; include people in the policies trough discussion groups.

Indicators

- Number of posters;
- Number of discussion groups;
- Number of participants in the group's discussions.

Improve the general known of the social services by the population of Avilés.

Why stimulate this action:

The need to demystify social services' concept and purpose and promote the services available to all people. Updating and adapting social services to today's diverse social needs.

Risks:

Do not have all the resources needed;

Lack of interesting of people in participating in the discussion groups to give their opinion in possible resources that social services could provide or improve.
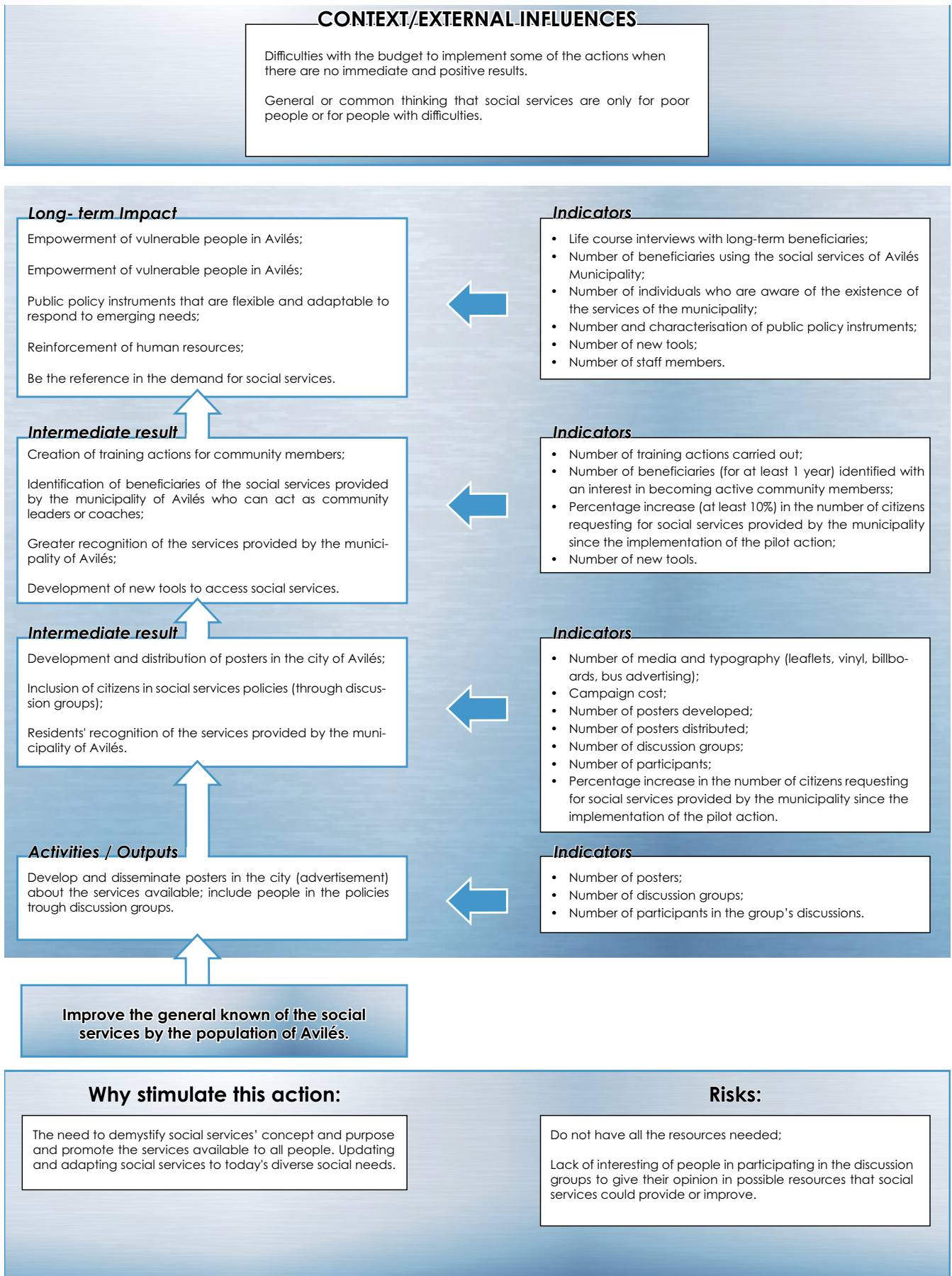
Figure 15. **Diagram of Theory of Change to assess the pilot action** *No Lo Pierdas, es tu Derecho*, **Avilés**
Source: Own Elaboration

The key indicators for monitoring these activities were: the number of posters produced and disseminated, the number of discussion groups conducted and the number of individuals involved in group discussions.

According to the Municipality of Avilés, the most important immediate results were:

- General campaign/promotion of the services offered by the municipality;

- Involvement of citizens in social services policies;

- Residents' recognition of the services provided by the municipality.

These results were measured using a variety of indicators. These included the number of media and typography used for advertising, such as leaflets, vinyl, billboards and bus advertising. The cost of the campaign was also monitored to ensure it was within the allocated budget. The number of posters developed and distributed was tracked to measure the reach of the campaign. In addition, the number of discussion groups held and the number of participants in these groups were monitored to measure public engagement. Another key metric used was the increase in the number of citizens applying for social services provided by the municipality since the implementation of the campaign. This metric helped determine whether the campaign had successfully increased citizens' awareness and understanding of the social services available.

The medium-term results achieved were:

- Creation of training actions for community members;

- Identification of beneficiaries of the social services provided by the municipality who can act as community leaders or coaches;

- Greater recognition of the services provided;

- Develop new tools to access social services.

These results were monitored using specific indicators, such as the number of training activities carried out, the number of beneficiaries identified as interested in becoming active community members and who have been using the services for at least one year, the percentage increase of at least 10% in the number of citizens applying for social services provided by the municipality, and the number of new tools produced. In particular, the percentage increase in the number of citizens using social services provided by the municipality is an important indicator, as it shows that people are aware of the services available to them and are using them more frequently. It also suggests that the pilot action has positively impacted the community.

The following results represent the expected long-term results:

- Empowerment of vulnerable people in Avilés;

- Capacitation of vulnerable people;

- Public policy instruments that are flexible and adaptable to respond to emerging needs;

- Strengthening human resources;

- Be the reference in the demand for social services.

The performance metrics that were formulated to track the long-term outcomes are: life course interviews with long-term beneficiaries to gather information on the impact of services on people's lives over time. Another important indicator is the number of beneficiaries who use the social services of the municipality of Avilés. This indicator provides information on the reach and effectiveness of the services provided by the municipality.

In addition, the number of people aware of the services offered by the municipality of Avilés is also an important indicator. This indicator can help to assess whether people have access to information about the services available and whether they use them. The characterisation and measurement of public policy instruments is another important performance indicator, as it aims to evaluate the effectiveness of the policies implemented by the Municipality of Avilés in achieving their objectives. Therefore, the number and type of public policy instruments used will be analysed in order to determine their impact on social welfare.

Furthermore, the number of new tools produced is also a crucial indicator since it can help determine how innovative and adaptable the Municipality of Avilés is in providing social services. It should be noted that the use of new tools can improve service delivery, increase efficiency and improve customer satisfaction.

c) Conclusion and Risks

The main focus of the initiative is to act as a reference point for individuals seeking solutions to their needs. However, two major risks were identified in promoting a general awareness of social services among the citizens of Avilés. One of these risks was the potential lack of resources needed to address all people's needs, not only in terms of services but personnel to attend to all people. The second was the potential lack of interest among people to participate in the discussion group about possible resources that social services could provide or improve, as they do not feel rewarded if there are no immediate results. Despite these challenges, the partner has remained committed to its mission of providing valuable support and guidance to individuals in need.

3.2. Fundación Municipal de Servicios Sociales del Ayuntamiento de Gijón

Pilot Action: Improve the communication policy of the social services in Gijón

The main objective of this pilot action was to improve access to social services for vulnerable people.

a) External Influences and Assumptions

An obstacle to implementing the pilot action in Gijón was the lack of a communication strategy closely linked to the public administration. The partner struggled to recruit a technical assistant with the skills needed to develop a communications strategy. Consequently, Gijón was unable to proceed with the remaining activities without an accessible and easily understandable communication plan to promote Gijón's social services to citizens.

The lack of a well-planned communication strategy could have failed to reach the target audience effectively. Therefore, it was crucial that the technical assistant was recruited as soon as possible to ensure that all activities related to the promotion of Gijón's social services could proceed without further obstacles. On the other hand, a positive aspect underlined was the willingness and enthusiasm of the population of Gijón, especially the most vulnerable, to participate in reorganising social services.

In addition, the contribution of other municipal departments, especially the technical department, was cited as a pivotal element in the success of the initiative.

Regarding the assumptions for the implementation of this particular action plan, Gijón identified two main concerns. Firstly, the technical language used to inform citizens about the services offered by the municipality was not accessible to all, which meant that fewer people were aware of the existence and benefits of the social services on offer. It was therefore considered necessary to change the language of the documents to make them easier to understand. Secondly, recognising the value and potential of social networks in disseminating their services and the digital divide among their citizens, they considered it crucial to adopt alternative, attractive and accessible communication channels.

b) Activities and Results

With the aim of ensuring that social services reach all citizens, particularly through the use of digital tools, the partner has defined three key activities, as shown in figure 16:

- Review all resources' information and their writing using "copywriting";
- Create a specific communication plan for social services;
- Adopt new communication channels (e.g., WhatsApp, telephone, interviews, radio, TV, etc.).

Gijón aimed to enhance the visual appeal and user-friendliness of the guides by implementing a more captivating and accessible layout. This involved utilising distinct colours for each chapter, incorporating an index to streamline navigation towards specific services, and providing a concise introduction to each activity to elucidate its purpose. Additionally, they aimed to modify the website's architecture and communication methods to engage with the community and facilitate access to their services and resources.

Monitoring these activities using a series of indicators, such as the number of resource cards that have undergone editorial changes, the number of new guides created, the number of new channels used and the number of documents reviewed, was essential to assess progress and success. By tracking these indicators, it would be possible to make necessary adjustments and ensure that these activities are effective.

The results achieved in a short time frame were as follow:

- An increase in the number of people who can benefit from subsidies for their utilities such as electricity and gas;
- An increase in the awareness of non-governmental organisations (NGOs) and professionals about the municipality of Gijón and the services it provides to the public.

It was crucial to measure these results using specific indicators to assess their effectiveness. These indicators include the number of people who received subsidies for supplies, the number of NGOs and professionals reached, and the new interface of the social services website.

These indicators are important for assessing the effectiveness of the subsidy programme and the outreach efforts of the social services website. By tracking the number of people who access subsidies for supplies, it is possible to determine whether the programme is reaching its intended audience and providing support where it is most needed. Similarly, by monitoring the number of NGOs and professionals reached, it can be determined whether the outreach efforts successfully engage key community stakeholders.

Finally, the new interface of the social services website is an important indicator as it can affect how users interact with and access important information. By measuring changes in user engagement and satisfaction with the website, it will be possible to determine whether improvements to the interface have been successful.

CONTEXT/EXTERNAL INFLUENCES

Lack of Communication Strategy;

Public Administration.

Long- term Impact

Change minds of the social services;

Promote the importance of a clear information that is acessible;

Promote the importance of having open channels to a bidirectional communication with citizens;

Promote knowledge about the services available;

Promote acess and use of the services.

Indicators
- Assess of the Communication Plan;
- Number of persons reached;
- Number of services used;
- Monitor the most frequently used services;
- Satisfaction level of citizens with the information available of the services and their benefits.

Intermediate result

To have an integral communication plan of the Municipality Social Service: updated important information (guide to benefits, services, calls, news);

Adaptation of the communication channels: bulletin boards, newspapers, radio, and social networks;

Information campaigns (main target: vulnerable groups);

E-inclusion strategy (overcome digital gap);

Design of systematic procedures including users in the planning, evaluation and adaption of benefits and services.

Indicators
- Expert (journalist running the plan);
- Communication Plan published;
- Number of people reached;
- Number of elderly people reached;
- Number of users participating in the design of services.

Intermediate result

More people acessing the subsidies for supplies (e.g., electricity and gas);

NGO and professionals aknowledge of the municipality of Gijón.

Indicators
- Number of persons accessing the subsidies for supplies;
- Number of NGOs and professionals reached;
- New interface of social service website.

Activities / Outputs

Review of information and its writting of all resources using "copywritting";

Create a specific Social Service Communication Policie;

Use new communication channels such as WhatsApp, Telephone, Interviwes, Radio,TV, etc.

Indicators
- Number of resources cards that have change its redaction with copywriting;
- Number of new guides;
- Number of new channels used;
- Number of documents reviewed.

**Create a society that is
fairer and more equitable**

Why stimulate this action:

Few people are aware of the existence of the social services provided and their benefits; It is considered that one of the reasons is the technical language adopted in the communication, so it is important to adapt it to a clearer and simpler language to be accessible. As social networks are the main communication channels currently used, there is a growing need to adapt social services to this reality. However, there is a digital gap that makes it difficult for all citizens to access the services and information they need through the network, which has to be considered, and other communication channels should be used, depending on the characteristics of the individual seeking solutions to their needs.

Risks:

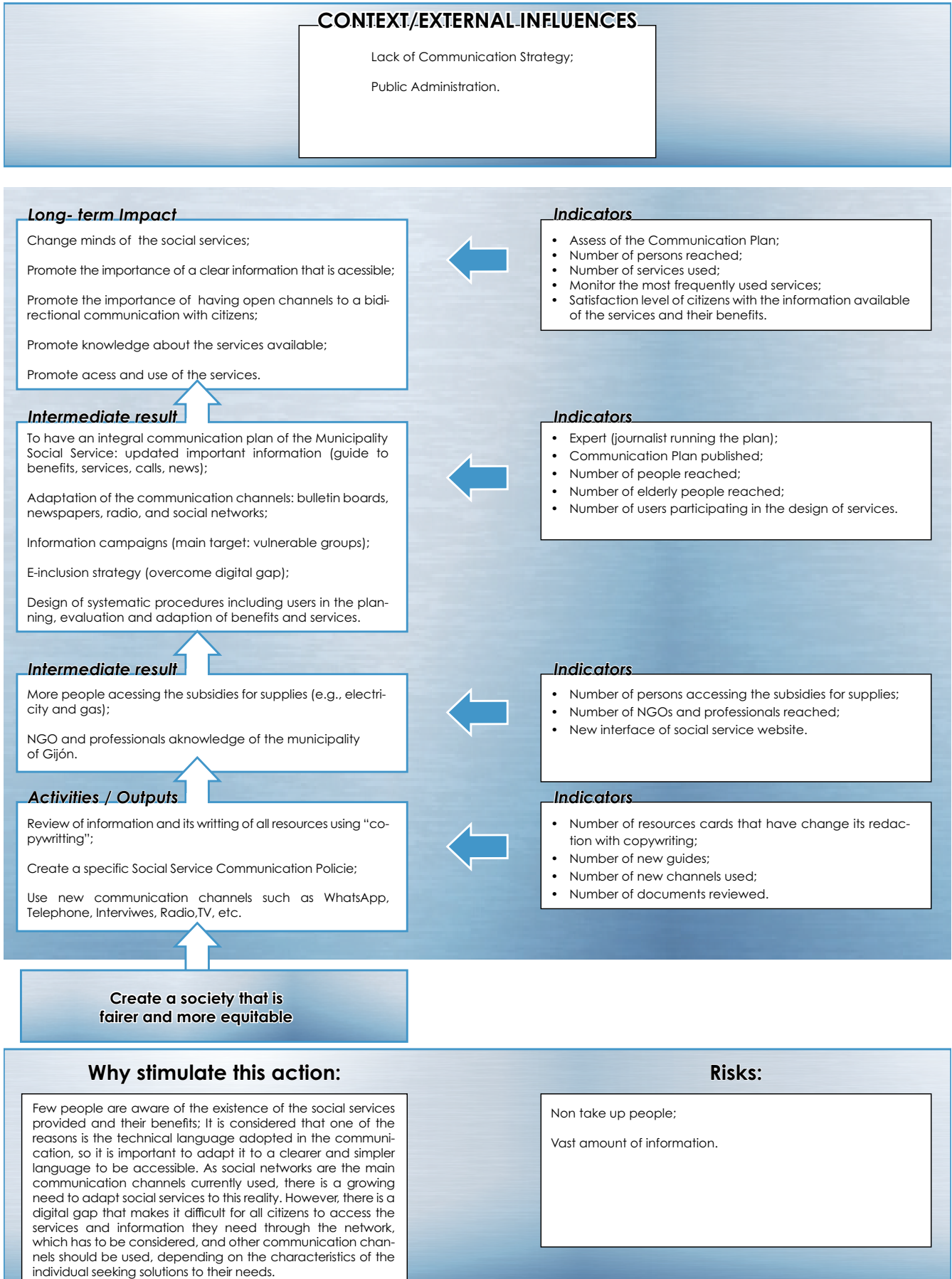Non take up people;

Vast amount of information.

Figure 16. **Diagram of Theory of Change to assess the pilot action**
Improve the communication policy of the social services, **Gijón**

Source: Own Elaboration

With regard to the intermediate results that are to be assessed based on the established indicators, it was achieved the following outcomes:

- To have an integrated communication plan for the social services of the municipality;

- Updated relevant information concerning documents publicising the services provided by the municipality;

- Adapted and updated communication channels (e.g., notice boards, newspapers, radio, and social networks);

- Information campaigns, particularly for vulnerable groups;

- e-inclusion strategy (promoting digital literacy);

- Systematic procedures to involve users in the planning, evaluation and adaptation of the benefits and services designed.

Specific indicators were used to assess the intermediate results. These indicators included the expertise of the journalist recruited to implement the plan, the publication of the communication plan, the number of people reached, including older people and the number of users involved in the design of services.

The first indicator is important as it ensures that the plan is designed by a professional with relevant skills and knowledge. The publication of the communication plan indicator ensures that all stakeholders are informed about the objectives and strategies of the plan. The number of people reached indicator measures the extent to which the plan has been successful in reaching its target audience. The number of elderly people reached indicator is essential for this particular plan, as it mainly targets this population group. Finally, the number of users involved in the design of services ensures that user-centred design principles are followed to create effective and efficient services.

In terms of long-term results, the Gijón partner expects to achieve the following:

- Change the mind-set of social services;

- Promote the importance of having accessible and simpler information;

- Promote the advantage of having open channels of two-way communication with citizens;

- Improve knowledge of available services;

- Enhance access and use of the services.

The Gijón partner together with the evaluation team has established specific indicators to measure long-term results. These include evaluating the effectiveness of the communication plan, determining the number of people reached, tracking the number of services used, monitoring the most frequently used services, and evaluating citizen satisfaction with the information available about the services and their benefits. By focusing on these key performance indicators, the Gijón partner hopes to improve its overall service delivery and increase citizen engagement.

To track the number of people reached, the partner may use data from a variety of sources, such as website analytics, social media insights and customer relationship management (CRM) systems. This will help them understand how many people are engaging with their services and what types of services are most popular. Monitoring the most frequently used services is also an important objective for the Gijón partner. By analysing this data, they can identify areas where they may need to improve service delivery or develop new offerings to meet emerging community needs. Lastly, assessing citizen satisfaction with available information about services and their benefits is crucial to ensure that citizens are well informed and engaged with the partner's offerings. This may involve conducting surveys or focus groups to gather feedback on the extent to which citizens understand the services available and their potential benefits.

c) Conclusion and Risks

With this initiative, Gijón hopes to change the way practitioners think. This initiative recognises the importance of not only creating resources, but also ensuring that they are accessible to those who need them. It is also about the organisation acknowledging the value of establishing two-way communication channels to ensure that the needs of the audience are effectively met. In other words, this pilot action,

using new and accessible channels of communication, should also make it possible for Gijón to receive communication from the people.

Although Gijón tries to make its citizens aware of the existence of specific social services designed to respond effectively to most of their needs, it has identified some risks, namely 'non-take-up', which refers to people excluded from the welfare system and social services due to their illegal status (e.g., illegal immigrants). In addition, people with mental health problems may not want to use social services or may simply not know where to go and that they have the right to benefit from them. There is also a risk of providing too much detailed information about the services available. This can lead to people losing interest in reading the guides or becoming more confused.

3.3. Enterprise Northwest

Pilot Action: Community Wealth Building

ENW established a coalition of community anchor organisations known as the North West Community Wealth Building Hub. The primary aim of the Hub was to inform its members of the potential initiatives they could undertake as a collective group. Therefore, the main objective was to work with their local authority and inspire it to explore innovative ways of working towards economic growth. Additionally, the partner believes that this hub will have significant social value for the local economy.

a) External Influences and Assumptions

In terms of external influences (figure 17), critical factors for the successful implementation of the pilot action in question were identified, such as the context in which the participating organisations operate, the influence of their members to adopt new approaches to community development, and their willingness, ability and capacity to bring about change and address specific community social problems. Dedicated time frame to effectuate tangible social transformation; adequate financial resources to execute social change initiatives, and cooperation from local governing bodies to modify policies were also mentioned as key factors.

Regarding assumptions that inspired this action pilot, ENW recognised that Derry and Strabane had the highest levels of unemployment in Northern Ireland. This indicated that existing policies, programmes and initiatives were not being effective. It was therefore essential to create a new model of economic prosperity.

b) Activities and Results

To create a society that is fairer and more equitable, ENW considered the following as main activities (figure 17):

- Make the best use of government spending to maximise economic, social and environmental impact;
- Develop commissioning and procurement competence across the social economy as well as among buyers in government.

The above activities were closely monitored through a number of indicators, including the number of meetings held, the number of presentations made, the number of consultants and funds involved, the number of papers produced, the type and value of funding applied for, and the number of members trained within the Hub. These indicators were used to carefully evaluate and assess the effectiveness and efficiency of the activities in question.

CONTEXT/EXTERNAL INFLUENCES

Background of the participant organisations;

Peers influence to embrace new methodologies of community development;

Ability, capacity and capabilities of participant organisations to affect change;

Ability to relate to specific social issue/ challenges affecting local communities;

Time commitment to deliver real social change;

Financial ability to implement social change solutions;

Willingness of local authorities to amend / change policies.

Long- term Impact

Create fair and meaningful employment opportunities;

Replicate and scale high-impact business across the social Economy;

Advance inclusive economic ownership models;

Enable more wealth generated locally to stay within the community.

Indicators

- Social Enterprises to deliver intermediate labour market programmes;
- Social Enterprises to pay living wage;
- Funders and government Agencies;
- Employment opportunities promoted by the use of Labour Market Programmes.

Intermediate result

Commitment to harnessing and growing local wealth and work to increase flows of investment within local economies;

Support in building and brokering social finance into the local social economy and strengthen the role of credit unions in supporting spending and saving.

Indicators

- Social Finance;
- Need to use borrowing as a tool for regeneration;
- Potential for Financial Transactions Capital at 0%;
- Social Enterprises working together to better access the opportunities;
- Skills and knowledge improvement in the sector around Finance.

Intermediate result

Identify and develop opportunities for Community Wealth Building through a progressive legislative environment, capital investment, and a review of public assets. This will allow for better service delivery by social enterprises and community organisations.

Indicators

- Asset register of Surplus public assets;
- Community Action for Transformation opportunities identified for sustainable projects both small and larger scale;
- Community Action for Transformation strategy developed with the Council;
- Focus of Council changed to SE and their benefits.

Activities / Outputs

Make best use of government spend to maximise economic, social and environmental impact;

Develop commissioning and procurement competence across the social economy as well as among buyers in government.

Indicators

- Number of meetings;
- Number of presentations;
- Number of counselors and funds;
- Number of papers produced;
- Type of funding applied;
- Number of members hub trained.

Create a society that is fairer and more equitable

Why stimulate this action:

Austerity has exacerbated issues, with Big Local areas attempting to mitigate the effect of retreating public services; an economic system that creates intense pressures on households and communities in deprived neighbourhoods; High levels of unemployment amongst people and local communities across the NW;

The need to have a new model of economic wealth, because the model that was rolling or pre covid-19 is not working.

Risks:

NW Comunity Wealth Building Hub participants' engagement and full participation;
Inability to obtain support from local authority senior internal staff to explore new approaches to building community wealth;
Lack of political support from local authorities and regional stakeholders to affect change; Implementation skills for solving local challenges/issues;
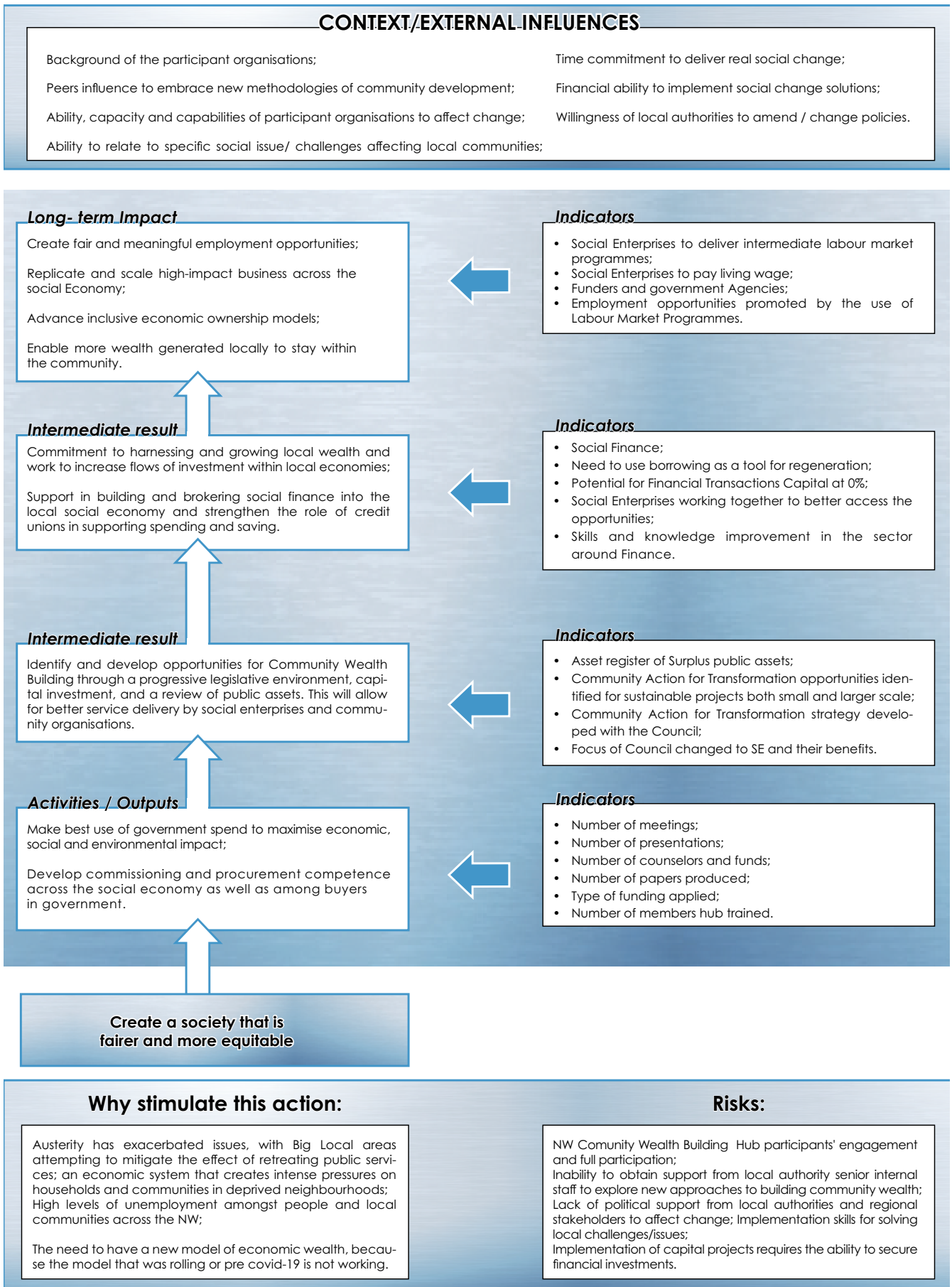Implementation of capital projects requires the ability to secure financial investments.

Figure 17. **Diagram of Theory of Change to assess the pilot action** *Community Wealth Building in Derry*

Source: Own Elaboration

Identifying and developing opportunities for building community assets, through a progressive regulatory environment, capital investment and a review of public assets, ENW considered the following to be the immediate result:

- Better service delivery by social enterprises and community organisations.

This immediate result was monitored and evaluated using a number of indicators, including the Asset Register of Surplus Public Assets, the identification of Community Action for Transformation (CAT) opportunities for small- and large-scale sustainable projects, the development of a CAT strategy in collaboration with the municipality, and a shift in its focus towards social enterprise and its benefits.

The Asset Register of Surplus Public Assets is a record keeping system that helps to identify assets that can be sold or reused to generate revenue or benefit the community. CAT opportunities refer to initiatives that promote sustainable development and improve the quality of life for individuals in a community. These opportunities can range from small-scale projects to larger initiatives. Developing a CAT strategy in partnership with the community involves creating a plan that outlines how resources will be allocated to sustainable projects and how these initiatives will be implemented. This strategy helps to ensure that resources are used effectively and efficiently to achieve sustainable development goals.

By shifting its focus to social enterprises and their benefits, the local authority can support businesses that have a positive impact on society while generating revenue. Note that, social enterprises are businesses that operate with the primary aim of creating a social or environmental impact rather than maximising profits.

In terms of intermediate results, the following achievements were made:

- Support and increase local wealth;

- Increase investment flows within local economies;

- Help build and broker social finance in the local social economy;

- Enhance the role of credit unions in supporting spending and saving.

ENW partner defined a set of indicators to assess the long-term results. These indicators include social finance, which refers to the use of financial tools and resources to address social needs and promote sustainable development. Another key indicator is the need to use borrowing as a tool for regeneration, which underlines the potential of borrowing to support economic growth and regeneration.

In addition, the partner also identified the potential for Financial Transactions Capital (FTC) at 0%. This indicator highlights the potential for 0% interest financial transaction capital to be made available, enabling community organisations to gain access to essential funding without having to take on high levels of debt. This can result in significant savings over time, allowing enterprises to allocate more resources to other critical areas of their organisation. Therefore, it enables the partner to evaluate the effectiveness of its financial strategies and determine the achievement of the intended results.

Another indicator created was Social Enterprises (SEs) working together to improve access to opportunities, which underlines the collaboration and partnership between SEs to achieve common goals. The partner has also included an indicator focusing on improving skills and knowledge in the financial sector. This indicator highlights the critical role of education and training in building capacity and expertise within the social finance sector.

The following outcomes, which are the overall objectives of this pilot action, represent the long-term results expected:

- Creation of equitable and valuable employment opportunities;

- Reproduction and expansion of high-impact enterprises in the social economy;

- Development of integrative economic ownership approaches;

- Increase the amount of wealth generated locally that is sustained within the community.

In order to monitor these results, the following indicators were developed: SEs (service providers) delivering intermediate labour market programmes, SEs paying living wage, funders and government agencies, and employment opportunities promoted through the use of Labour Market Programmes (LMP).

SE's intermediary labour market programmes aim to improve the skills and employability of jobseekers and help them secure sustainable employment. SEs payment of a living wage is an important

indicator as it ensures that individuals are not only employed but also able to support themselves and their families. Funders and government agencies play a crucial role in ensuring that these programmes are adequately resourced and able to deliver positive outcomes for jobseekers. Employment opportunities promoted through the use of LMP may include internships, apprenticeships or other forms of work experience that help individuals gain valuable skills and experience in their chosen field.

c) Conclusion and Risks

Several potential risks that could arise during the implementation of these initiatives were identified. One such risk was the possibility of not receiving support from the council's senior internal staff to explore new methods of generating community wealth. There were additional risks such as inadequate political backing from local governing bodies to facilitate transformation, insufficient capacity for executing solutions to address unique local difficulties, and challenges in obtaining financial investments. Thus, it was highlighted a risk that was also described as a key challenge to overcome: changing the mind-set of the local authority. Despite these challenges to be overcome, this organisation is optimistic that its new concepts, proposals, and initiatives will result in greater economic and social benefits.

3.4. Centre Régional Information Jeunesse

Pilot Action: "Youth Compass" in Toulouse

The Youth Compass is a digital tool that aims to increase users' autonomy by facilitating access to services through the dissemination of information and assistance in finding the right professionals.

a) External Influences and Assumptions

CRIJ identified the fact that the YC was developed on a website as an external factor influencing the implementation of their pilot action, as young people increasingly prefer to use apps. Therefore, they may not be interested in making use of the site. While websites were once the primary source of online information and entertainment, mobile applications have become increasingly popular among younger generations. This is due to several factors, including the convenience of accessing content on-the-go, the optimization experiences that apps offer, and the ease of use that comes with a well-designed app interface. However, it is important to note that websites still play an essential role in providing information and services to young people, particularly for more complex tasks.

This pilot action has been developed to address the significant phenomenon of young people not exercising their rights.

b) Activities and Results

In order to attain the goals of this pilot initiative, four primary tasks were established (figure 18):

- Produce video capsules;
- Publish articles;
- Promote the YC to professionals;
- Produce goodies and tangible materials.

More specifically, CRIJ intended to implement promotional materials and (regional) activities related to Youth Compass in Occitanie; the distribution of QR codes to help young people access support mechanisms and services; online marketing; social media campaigns and website optimisation.

The creation of a list of indicators was essential to provide a comprehensive and concise overview of the activities carried out. These indicators include the number of videos produced, the number of articles published, the number of materials distributed (e.g., one kakemono, 50 posters or leaflets, one display on buses, 500 various goodies including eco mugs, key rings, pens and notebooks), the number of meetings held (10 per semester), and the attendance at each meeting (30 people per semester).
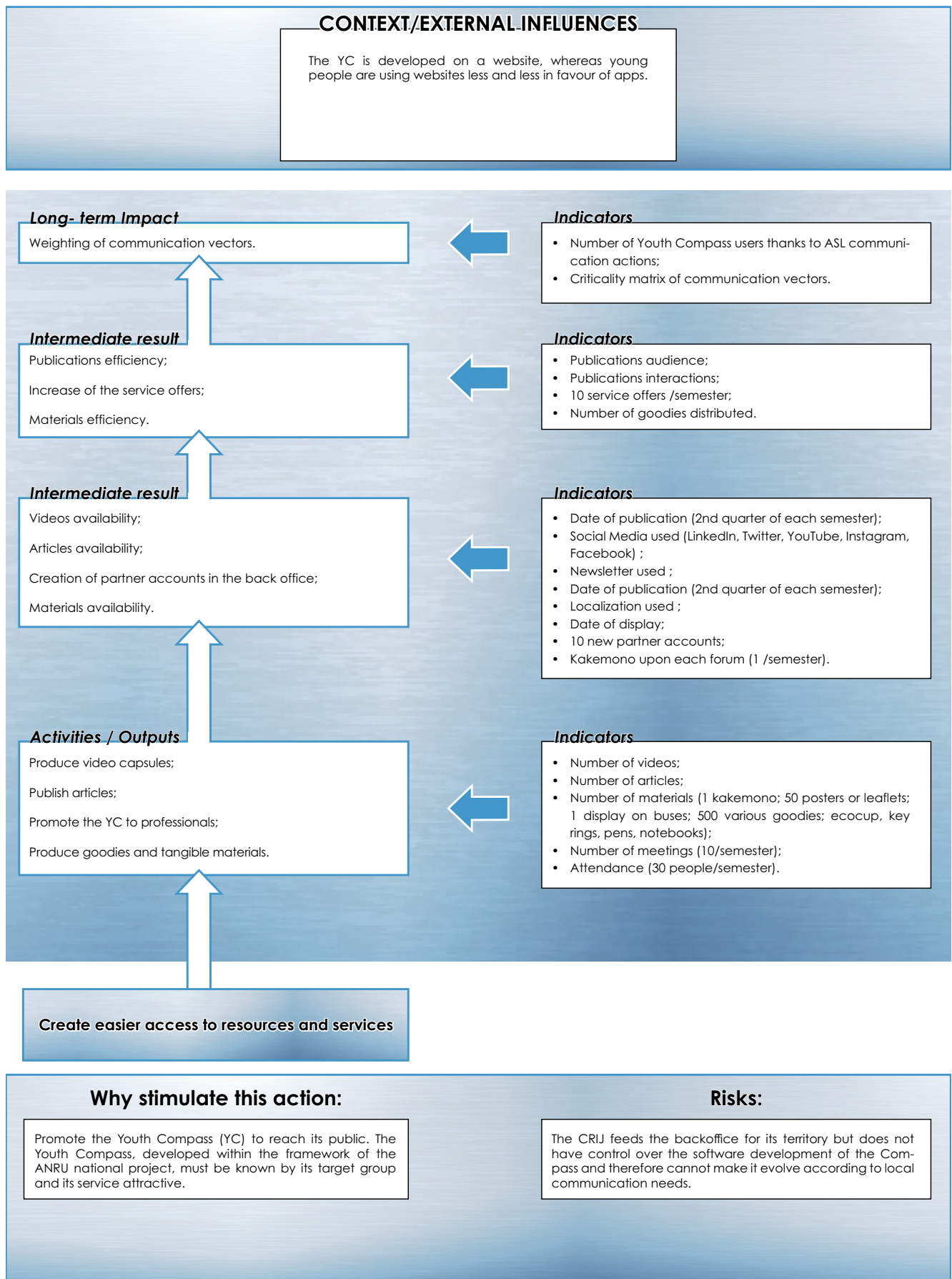
CONTEXT/EXTERNAL INFLUENCES

The YC is developed on a website, whereas young people are using websites less and less in favour of apps.

Long- term Impact

Weighting of communication vectors.

Indicators

- Number of Youth Compass users thanks to ASL communication actions;
- Criticality matrix of communication vectors.

Intermediate result

Publications efficiency;

Increase of the service offers;

Materials efficiency.

Indicators

- Publications audience;
- Publications interactions;
- 10 service offers /semester;
- Number of goodies distributed.

Intermediate result

Videos availability;

Articles availability;

Creation of partner accounts in the back office;

Materials availability.

Indicators

- Date of publication (2nd quarter of each semester);
- Social Media used (LinkedIn, Twitter, YouTube, Instagram, Facebook) ;
- Newsletter used ;
- Date of publication (2nd quarter of each semester);
- Localization used ;
- Date of display;
- 10 new partner accounts;
- Kakemono upon each forum (1 /semester).

Activities / Outputs

Produce video capsules;

Publish articles;

Promote the YC to professionals;

Produce goodies and tangible materials.

Indicators

- Number of videos;
- Number of articles;
- Number of materials (1 kakemono; 50 posters or leaflets; 1 display on buses; 500 various goodies; ecocup, key rings, pens, notebooks);
- Number of meetings (10/semester);
- Attendance (30 people/semester).

Create easier access to resources and services

Why stimulate this action:

Promote the Youth Compass (YC) to reach its public. The Youth Compass, developed within the framework of the ANRU national project, must be known by its target group and its service attractive.

Risks:

The CRIJ feeds the backoffice for its territory but does not have control over the software development of the Compass and therefore cannot make it evolve according to local communication needs.

Figure 18. **Diagram of Theory of Change to assess the pilot action** *"Youth Compass"* **in Toulouse**
Source: Own Elaboration

CRIJ achieved the following immediate results, most of which were recurrent (i.e., per semester):

- Video availability;
- Articles availability;
- Creation of partner accounts in the backoffice (10 new);
- Materials availability.

The following indicators were created to assess the immediate results: social media used (YouTube), date of publication (set for the second quarter of each semester), social media used (LinkedIn, Twitter, YouTube, Instagram, Facebook), newsletter used, date of publication (2nd quarter of each semester), localisation used, date of display. Two additional indicators were included in the assessment process. The first was the establishment of 10 new partner accounts. The second was the placement of a Kakemono at each forum, with one per semester.

For this partner, the most critical intermediate outcomes achieved were:

- Publications efficiency;
- Increase of the service offers;
- Materials efficiency.

To assess the intermediate results, the following indicators were developed: publications audience, publications interactions, 10 service offers per semester and number of goodies distributed.

The importance of measuring audience engagement and tracking service offerings lies in the ability to evaluate the effectiveness of an organisation's efforts to reach and engage its target audience. By understanding levels of engagement and activity, CRIJ can make data-driven decisions to improve its strategies and tactics.

Some indicators were established to assess the following long-term result:

- Communication channel preference and value.

The effectiveness of the long-term outcome can be assessed using two indicators: the number of Youth Compass users who have benefited from the Atlantic Social Lab's communication activities and the criticality matrix of the communication vectors.

The first indicator measures the impact of the communication activities on the target group, i.e., the Youth Compass users. The criticality matrix of communication vectors is a tool used to assess the effectiveness of communication activities. It is based on a set of criteria that determine the importance and relevance of each vector to the target audience. These criteria include factors such as clarity, relevance, timeliness and accuracy. By evaluating each vector based on these criteria, it is possible to determine which vectors are most critical to the target audience and which need improvement.

The number of Youth Compass users who have benefited from Atlantic Social Lab's communication activities is an important metric for assessing the effectiveness of long-term outcomes. This metric provides insight into how many users were reached by the communication activities and how they benefited from them.

c) Conclusion and Risks

This pilot action was developed prior to the extension of the ASL project. It contributes to promoting critical thinking among young people, helping them to understand the environment in which they live and encouraging them to rebuild trust in public structures, strengthen human and social bonds and exercise citizenship according to republican values. The CRIJ have identified a significant potential risk to the success of the pilot due to their lack of control over the development of the Compass software. While they provide back-office support for their area, they are unable to adapt the software to meet local communication needs. This limitation may affect the effectiveness of the pilot action and must be considered when evaluating its results.

3.5. Comunidade Intermunicipal do Ave, Vale do Ave, Portugal

Pilot Action: The Art of Straw

Through this pilot action, Comunidade Intermunicipal do Ave (Intermunicipal Community of Ave - CIM Ave) aimed to support the formal organisation of straw artisans who are part of the Braid of Straw project developed by SOL do Ave. This would enable them to become autonomous in the promotion and sale of their products.

a) External Influences and Assumptions

CIM Ave underlined that the beneficiaries were highly motivated to participate in this initiative. Moreover, the partner indicated that the revival of this art form holds significant importance to the local community of the parish of Fafe due to its historical significance. Additionally, the products crafted through this art are highly valued by the visitants and turists. These external factors played a crucial role in ensuring the successful implementation of this pilot action.

Moreover, these were also the starting points for this pilot initiative, as this art form has a significant historical importance in Fafe, but was gradually diminishing due to its limited commercial value.

b) Activities and Results

To achieve the objectives of this pilot action, CIM Ave developed the following activities (figure 19):

- Formation of an association or cooperative;
- Preparation of the target group on self-organisation;
- Building a website for the dissemination and sale of the products;
- Creation of a portfolio to publicise the products.

These activities were then monitored using a number of indicators, including the number of workshops and meetings held, the number of people involved in the initiative, the bodies elected, the type of legal form established and the creation of a website.

CONTEXT/EXTERNAL INFLUENCES

Target group with a high level of motivation;

Community acceptance of straw art recovery;

Products made through this art are accepted by the population outside of Fafe.

Long- term Impact

Empowerment of the unemployed female population;

Capacity building of the unemployed female population;

Expansion of the methodology of this initiative to other municipalities covered by CIM Ave;

Revitalisation and promotion of other arts and/or know-how.

Indicators

- Product sales volume;
- Verification of the impact of this pilot intervention on the target population through interviews;
- Empowerment and capacity building of the unemployed population;
- Number of the municipalities covered by CIM Ave adopting this methodology;
- Number of people interested in practicing and expanding other arts or know-how in the other municipalities;
- Number and type of arts/know-how under revitalisation;
- Level of customer satisfaction.

Intermediate result

Permanence of all the members that constitute the association/cooperative;

Creation of a website to publicise and sell the products produced by the art of straw;

Creation of a portfolio to publicise the products;

Promotion and sale of the products.

Indicators

- Number of members still integrating the association/cooperative;
- Number of users and website reach;
- Number of sales of straw art products produced under the pilot action;
- Number of promotional actions;
- Number of people reached through promotional actions.

Intermediate result

Creation of a valid legal form for the promotion of straw art as a form of extra income;

Revitalisation of the art of straw;

Initiation of the production of straw art products by the members of the association/cooperative.

Indicators

- Number of members integrating the
- association/cooperative;
- Number of straw art products produced under the pilot action;
- Number of sales of straw art products produced under the pilot action.

Activities / Outputs

Formation of an association or cooperative;

Preparation of the target group on self-organization;

Building a website for the dissemination and sale of the products;

Creation of a portfolio to publicise the products.

Indicators

- Number of workshops;
- Number of meetings;
- Number of participants integrating this initiative;
- Elected bodies;
- Type of the valid legal form created;
- Website built.

Empowerment, autonomy, and promotion of the practice of straw art as a form of extra income

Why stimulate this action:

The art of straw was a very typical art in the Municipality of Fafe that was being lost. Having had knowledge of the impact the SOL do Ave project of social and community intervention, through the reactivation, reinvention, and creativity of an ancestral art and especially the impact it was having on the unemployed population, CIM Ave thought it could leverage this experience, supporting the formal organization of that group of people.

Risks:

People getting scared and not taking responsibility.

Figure 19. **Diagram of Theory of Change to assess the pilot action** *The Art of Straw*
Source: Own Elaboration

Through the above-mentioned activities, this partner achieved the following immediate results:

- Creation of a valid legal form for the promotion of straw art as a form of extra income;
- Revitalisation of the art of straw;
- Initiation of the production of straw art products by the members of the association/cooperative to be formalised.

These results were then evaluated using specific metrics, namely the number of members who integrated the association/cooperative, the quantity of straw art products produced during the pilot action and the number of sales of straw art products produced.

Subsequently CIM Ave reached the following intermediate results:

- Ensure the continuity of all association/cooperative members:
- Creation of a website to publicise and sell the products produced by the art of straw;
- Creation of a portfolio to publicise the products;
- Promotion and sale of the products.

The above-mentioned results were evaluated on the basis of specific indicators, namely the number of members still involved in the association/cooperative, the number of users and the reach of the website, the number of sales of straw art products generated by the pilot action, the number of promotional activities carried out and the number of people reached by the promotional activities.

CIM Ave expects a number of long-term results which will be measured by a set of related indicators:

- Empowering women who are currently unemployed;
- Expanding the scope of this project to other municipalities within CIM Ave;
- Promoting and revitalizing other forms of art and knowledge.

Therefore, the indicators developed include the volume of product sales, the verification of the impact of the pilot action on the target population through interviews, the empowerment and capacity building of the unemployed population, the number of municipalities covered by CIM Ave that adopt this methodology, the number of people interested in practising and spreading other arts or know-how in other municipalities, the quantity and type of arts/know-how revitalised, and the level of customer satisfaction.

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CONCLUSIONS
AND STATE OF PLAY

CONCLUSIONS

As a result of the Covid-19, society has suffered profound impacts, one of which is the acceleration of digital transformation and transition. In this context, social innovation connected to digital tools has emerged as a powerful force for change, enabling individuals and communities to come together, share resources and collaborate in new and innovative ways. From online platforms that connected volunteers with those in need, to virtual classrooms and remote workspaces that allowed people to stay productive and engaged from home, digital tools played a critical role in helping individuals navigate this challenging time.

As the world emerges from the pandemic, many challenges remain, from social inequality and economic instability to climate change and global health threats. By harnessing the power of digital tools and technologies, it is possible to work together to develop innovative solutions to these complex problems and create a more equitable and sustainable future for all.

While digital tools have the potential to connect and empower individuals and communities, they can also perpetuate inequality and exclusion if not implemented thoughtfully and intentionally. As new digital technologies continue to be developed and adopted, it is crucial to remain aware of the potential risks and challenges they pose, and to ensure that they are used in ways that promote equity, justice and social good.

A wide range of organisations, stakeholders and individuals are developing and proposing social innovations. These innovations are driven by a social purpose and social benefit, and increasingly being implemented through digitalisation, which is seen as an essential tool to meet the diverse needs of today's society.

The Atlantic Social Lab understands social innovation as a catalyst for change that contributes to economic value and social well-being. The concept of social innovation describes an integrated and holistic approach to structural problems in society, especially when previous solutions have failed or proved inadequate. Experimenting new solutions through new processes is one of the main advantages of this process. However, this diversity also poses some challenges, as it leads to difficulties in scaling-up social innovation practices. As a result, it is difficult to measure the long-term impact of social innovation.

Hence, social innovation implies a particular pattern of practices in a specific domain, undertaken by actions to address social needs and problems in a more effective way than traditional methods and practice. This logic contributes to the diversity of initiatives and is driven by the community and local authorities. This report presents some pilot actions as an example.

These initiatives were implemented in specific communities or regions to test their feasibility and effectiveness before being scaled-up nationally or internationally. However, evaluating the impact of these pilot actions is challenging.

There are several reasons for this. One is that pilot actions are often implemented in a unique context that may not be representative of the population at large. It can therefore be difficult to generalise the results of these pilots to other regions or communities. In addition, these actions are often implemented over a short period of time, making it difficult to accurately assess their long-term impact. Secondly, the measurement of social impact is a complex task that is dependent on a wide range of indicators and metrics. It is difficult to measure social impact accurately as it encompasses different aspects such as economic, environmental and social dimensions. It is also difficult to develop common measures, as social impact is often subjective and context-dependent. Finally, conducting rigorous evaluations requires specialised skills in research methodology, data collection and analysis. However, many organisations do not have the necessary resources and expertise to carry out in-depth evaluations of their initiatives.

By analysing a diverse range of outcomes and their corresponding indicators, while considering specific contextual factors and potential risks, this report highlights the significance of Theory of Change (ToC) and Contribution Analysis (CA) in assessing the impact of social innovation. Through the diagrams produced, the ASL partners were able to verify the effectiveness of the social innovation actions, but also determine where the main challenges lie at each stage of the process.

There is a difference between the outcomes and the stages of the pilot actions carried out by the partners. The way in which these social innovation actions are implemented, as well as the dimensions of the resources and mechanisms for finding strategies and solutions to social problems and needs in the territories that are transversal, are different.

The main achievements already accomplished by the partners are described below.

Regarding the Municipality of Avilés, their pilot initiative intended to enhance the awareness of social services offered by the municipality among the residents of Avilés. This would be achieved through the implementation of targeted promotional initiatives that would facilitate access to social services, policies, and resources for individuals.

This partner has already accomplished several immediate outcomes having created and disseminated posters of their social services throughout the city (e.g., at bus stops, on buses and on digital billboards), and carried out some group activities with older people to involve them in their policies, in an attempt to update and/or adapt the social services to their needs. The municipality of Avilés is facing challenges in sustaining funding for its interventions due to the absence of immediate results (i.e., within a short three-month timeframe). Nevertheless, in the initial phase, the partner sought to attract a wider audience for its services, but this objective was not proven. This illustrates that the process of social innovation for tangible change takes a considerable amount of time and is not a task that can be easily or quickly accomplished within a mere three-month timeframe (Pinto et al., 2021).

Their primary goal is to become a benchmark in delivering social services. However, it is important for all residents of Avilés to be aware that if they require remote assistance or any other related service, they must approach the municipal authorities as they are the ones responsible for providing such resources. The challenge in achieving this particular desired outcome lies in the need to enhance the workforce. There is a requirement for additional personnel to cater to the increasing number of individuals seeking assistance. Furthermore, there is also a need to improve the resources available, which are currently insufficient to meet the demands of all individuals. Another challenge is that they are uncertain about the precise measurement of this impact. Therefore, they plan to evaluate various methodologies that can be employed to monitor the impact of this outcome.

Gijón's partners sought to implement three concrete activities to improve access to social services for vulnerable groups. The top priority was to review and translate all the information available for citizens across various guides and websites, as the technical and professional vocabulary used by the organisation can be challenging for the society to comprehend. The second step involved establishing a dedicated communication department within their organisation and devising a comprehensive communication plan that caters to all individuals and accommodates various challenges. The third action was to diversify their communication channels beyond traditional paper-based documents and website content, and instead incorporate other platforms such as radio, WhatsApp, or social media to reach a wider audience. It is their conviction that every member of the Gijón city can benefit from this initiative, as they offer a plethora of services that cater to diverse needs, while also prioritising preventive and promotional measures that extend beyond vulnerable populations.

The partner already completed the translation of a number of guides and participated in various ongoing processes. They also started to make changes to the website to make it more accessible to all users. However, the three pilot initiatives are interrelated, and occasionally require a sequential approach. Initiating all three pilot actions simultaneously can be challenging at times, but progress is being made across all three. The partner pinpointed the recruitment of a technical assistant to develop the strategy as the primary obstacle. This is a complex procedure that necessitates frequent travel for public procurement, close collaboration with various departments within the municipality, and thorough assessment of bids from prospective firms. Consequently, the second pilot initiative is progressing at a slower pace than anticipated by this partner.

The ENW post-Covid-19 pilot action focuses on Community Wealth Building, which is a viable approach for central and local governments to optimize their services' benefits and foster wealth creation within local communities.

Essentially, this partner proposed a new economic wealth model to replace the ineffective pre/post-Covid-19 model. They formed a coalition called the Northwest Community Wealth Building Hub with various organisations focused on wealth building. They explored team initiatives and lobbied their local authority for new approaches. For the partner, this was a challenge as the local authority is a large organisation that is accustomed to doing things in a particular way. Moreover, they were likely to be risk-averse, which made some of the proposals and initiatives quite risky.

However, ENW believe that they will ultimately achieve higher economic and social outcomes than the current practices. Thus, they intended to lobby and provide information to their municipality to adopt community wealth-building initiatives and policies, similar to other cities and regions across the UK.

The primary obstacle encountered was reaching out to a diverse range of organisations near the tipple, as they were occupied with their respective engagements. CWB is a gradual and ongoing process that requires a cultural shift towards sustainable economic development. Although there may be some small victories along the way, it is not something that can be achieved overnight. A significant amount of work must be completed before the broader society can reap the benefits.

The current accomplishment lies in the successful formulation of an action plan and the establishment of a united group of organisations with aligned objectives, which for the ENW partner is a noteworthy achievement in its own. More specifically, this partner has already achieved the following outcomes: development and presentation of the NW CWB Hub proposal and social enterprise strategy for the DCSDC area to local members; development of the NW CEB Hub collaborative cluster network proposal; ongoing partnership with the new CWN Hub in Larne; and £800k secured for members to advance their capital projects (cultural tourism and community).

CRIJ' digital platform, "Youth Compass", strives to enhance users' independence by simplifying access to services through the distribution of information and guidance in connecting with suitable experts.

The results attained from November 2022 to February 2023 have already been furnished by this partner. Thus, in December 2022, CRIJ initiated the regional-level launch of the international mobility theme, followed by the advertisement campaign on Toulouse's urban buses in January 2023. In February 2023, a total of 400 tote bags were produced for the partners of Toulouse and Montpellier, with the majority intended to be distributed during three regional events scheduled for March. Moreover, they have already established partner accounts within the backend system and expanded their range of services and resources.

Regarding constraints, the development of YC on a website may be an external factor that is affecting the execution of their pilot action. The reason being that young people nowadays are more inclined towards using mobile applications, which could lead to a lack of interest in utilising the website. Another limitation is that while the partner is responsible for managing the back-office operations in their region, they do not have the authority to oversee the development of the Compass software. As a result, they lack the ability to customise it according to local communication standards.

However, this pilot action has played a vital role in promoting critical thinking among young individuals, assisting them in comprehending their surroundings and motivating them to re-establish faith in public institutions, reinforce interpersonal and societal connections, and practice citizenship in accordance with republican principles.

Finally, CIM Ave has been monitoring the work of SOL do Ave, a local development association in the Municipality of Fafe, which involved restoring the art of straw. This art is an ancient and traditional art. Nonetheless, the preservation of this art form was in jeopardy despite it being a quintessential representation of the Fafe region. SOL do Ave revitalised this art by providing vocational training to unemployed individuals, equipping them with the skills necessary to learn the braided from Fafe technique. Additionally, they collaborated with a designer to incorporate innovative elements. This led the group formed in the Fafe region to develop a series of new functionalities for straw braiding, even inventing innovative new braiding techniques and to design marketable products that can serve as an additional source of income for unemployed individuals.

Having knowledge of the impact that project was having, especially considering the impact it was having on the unemployed population, CIM Ave took action to leverage that experience. Therefore, the pilot action implemented by this partner aimed to empower those individuals towards their self-sufficiency, enabling them to create a company, a cooperative or an association, and also a website where they can showcase and sell their products.

However, this pilot action is still in its early development stage. Despite that, the participants are innovatively creating new products by combining new materials beyond straw with the help of a designer and creating portfolios for their promotion. The expectations are exceedingly high, and as such this partner firmly believes that they will successfully accomplish everything they have set out to achieve. In the years to come, with the successful revival of straw art and the training of artisans, this partner will seek to extend the initiative to other arts and to the rest of the municipalities of CIM Ave.

Given that the deepest impacts of a social innovation operate mainly in the long run, it is needed permanent and extended monitoring, which is inconsistent with the timeframe of a project such as ASL. The true impact of the various pilot actions cannot be accurately assessed in the short run, as the partners

have not yet reached the stage where a thorough and effective evaluation can be conducted to determine the long-term results.

In addition, most of these partner organisations recognise a specific difficulty in evaluating and monitoring the impact of their actions, and therefore need academic intervention.

Despite the partner's initial expectations of a higher demand for their services, there was no significant evidence of this growth at this early stage. Bringing about substantial changes requires a considerable amount of time and cannot be achieved in a short period of time.

The actions implemented call for an individual and contextual analysis. The results achieved to date have been positive, but the diagrams presented are a reflexive and adaptive exploration of the potential of the practices.

In most of the pilot actions carried out, it was possible to identify a number of features that stood out the most.

Regarding the reasons for action, the following aspects have been observed: the impact of the pandemic on the digitalisation of social services (e.g. accelerated adoption of digital technologies and increased demand for online services); reducing the digital gap among vulnerable populations; empowering citizens with digital skills. The austerity has worsened problems in disadvantaged neighbourhoods with reduced public services and economic pressures; the need to demystify social services and promote them to everyone; the importance of updating and adapting social services to various social needs, and the digitalisation, and modernisation of traditional sectors were also highlighted.

In terms of risks, it was observed a limited software development control, low participant involvement, lack of support from senior personnel, absence of political support, implementation skills, financial constraints, non-absorption, excessive information, resource limitations and lack of interest.

As for the immediate results, the following stood out: increased availability of resources (videos, articles and other materials); improved service delivery; increased access to grants; increased awareness of local initiatives; increased community involvement (inclusion); promotion of cultural activities; and increased visibility of initiatives.

Among the intermediate outcomes, the most prominent were: improvement of publication and material efficiency, increase in service provision, support for the local economy, enhancement of communication channels, greater community involvement, better recognition of local services, development of new tools, associative/cooperative sustainability and improvement of marketing.

In terms of long-term impacts, the main ones are economic development, changes in social services, reduction of the digital divide, empowerment of vulnerable people, flexible public policy instruments, strengthening of human resources, reference in the search for social services, revitalisation of other arts and/or know-how, dissemination and replication of practices.

Regarding external influences, most of the social initiatives highlighted certain factors. In some pilot actions these influences were seen as positive, while in others as negative. These include technology, organisational capacity, time commitment, social issues and challenges, financial resources, political support, communication, public perception, target group motivation and community acceptance.

Technologies can help streamline processes and increase efficiency and productivity. Organisational capacity includes the ability to plan and execute projects effectively, manage resources efficiently and coordinate activities between different stakeholders. The time available for planning and implementation can affect the quality and effectiveness of the project. Social issues and challenges can include factors such as cultural norms, social attitudes and economic conditions.

Adequate funding is needed to ensure that all the necessary resources are available to complete the pilot action successfully. Political support is also essential to ensure that pilot actions receive the necessary backing from government officials and other key stakeholders. Effective communication is essential to ensure that all stakeholders are aware of the project's goals. Public perception is also important as it can influence the level of support and participation from the wider community. Target group motivation is another crucial consideration, as it can influence the level of commitment and participation of those directly involved in the project.

Finally, community acceptance is essential to ensure that pilot actions are successful in achieving their intended outcomes. This includes gaining the support of local residents, businesses and other stakeholders who may be affected by these social innovation actions.

Overall, while these initiatives by ASL partners are examples of interesting practices for local development and growth, contributing to the bridging of the digital divide and a more inclusive and equitable world, it is imperative to recognise the persistence of this divide in contemporary societies and continue to develop innovative solutions to ensure that everyone has equal access to these benefits, both locally and globally.

To address the challenges of digital literacy and infrastructure, policy makers need to adopt a comprehensive approach that encompasses investment in infrastructure, education and digital literacy programmes. Public policies can expand access to broadband internet in underserved areas, provide training and support for individuals to develop digital skills, and invest in educational programmes that promote literacy and digital literacy.

Policy makers need to consider the wider social and economic factors that contribute to the digital divide and illiteracy. This will include addressing income inequality, improving access to health and social services and promoting policies that support job creation and economic development.

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Appendix

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

Part 1 – Pilot Actions

1. Can you briefly explain the pilot action you are implementing?
    1.1 What social need are you trying to fill?
    1.2 How have you identified it?
    1.3 Which beneficiaries does it target?
    1.4 How long has it been under development?

2. How is the implementation of the pilot action going on? Can you explain what are (or were) the main barriers and also facilitators in implementing this pilot action?

3. What is the general feedback/opinion from beneficiaries and other participants? And in your perspective, what is the main achievement of this pilot action?

4. Can you briefly explain the implemented activities in the pilot action?
    4.1. In implementing these activities, have you encountered any specific difficulties?

5. What were the immediate results achieved with these activities?
    5.1 Did you collect any information to monitor these results? Can you explain the informa tion collected and any indicators created?
    [5.2. If no, can you explain the methods used in your organisation to assess the impact of these results.]

6. What were the intermediate results achieved with these activities?
    6.1. Did you collect any information to monitor these results? Explain the information col lected and any indicators created.
    6.2. If no, explain the methods used in your organisation to assess the impact of these results

7. What long-term results do you intend to achieve with these activities?
    7.1. Did you collect any information to monitor these results? Explain the information collected and any indicators created.
    7.2. If no, explain the methods used in your organisation to assess the impact of these results.

8. Is there any information that you consider important for evaluating this pilot action that I have not asked about but that you think is relevant to put on record?

Lead Partner

AVILÉS
AYUNTAMIENTO

Activity developed under WP3 by

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