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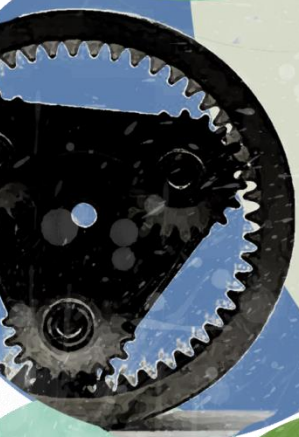


**ROPS**  
Regional Centre  
of Social Policy in Poznań

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# A Concept of a Universal Method for Implementing Open Social Innovations

Poznań, April 2020





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## INTRODUCTION, OR THE OBJECTIVES OF THE CONCEPT AND ITS MAIN ACTORS

The purpose of the concept of a universal method for implementing open social innovations is to develop a path for dissemination of innovative solutions in local environments experiencing particular social problems. The proposed concept is to meet the need to implement innovative solutions that have successfully passed the testing process. Unfortunately, the vast majority of the solutions do not find application among public and non-public social welfare institutions or local community leaders<sup>1</sup>.

At the beginning it is worth emphasizing that the proposed solution will be based on elements of environmental work used in many activities in Poland and in the world, including, among others: diagnosing local problems in cooperation with the community, building a social support network based on animation, designing solutions through various forms of deliberation, e.g. world café, design thinking, hackathon, etc.

The concept is multisectoral. At the coordination, conceptual and management level<sup>2</sup>, the role of the regional authorities will be crucial. The Regional Centre of Social Policy in Poznań (Polish: *Regionalny Ośrodek Polityki Społecznej w Poznaniu*, RCSP) will be at the very centre of the proposed model solution. The concept will be developed from the perspective of the needs and prerogatives of this institution, which can be justified by the previous experience of RCSP as a creator of local social policy.

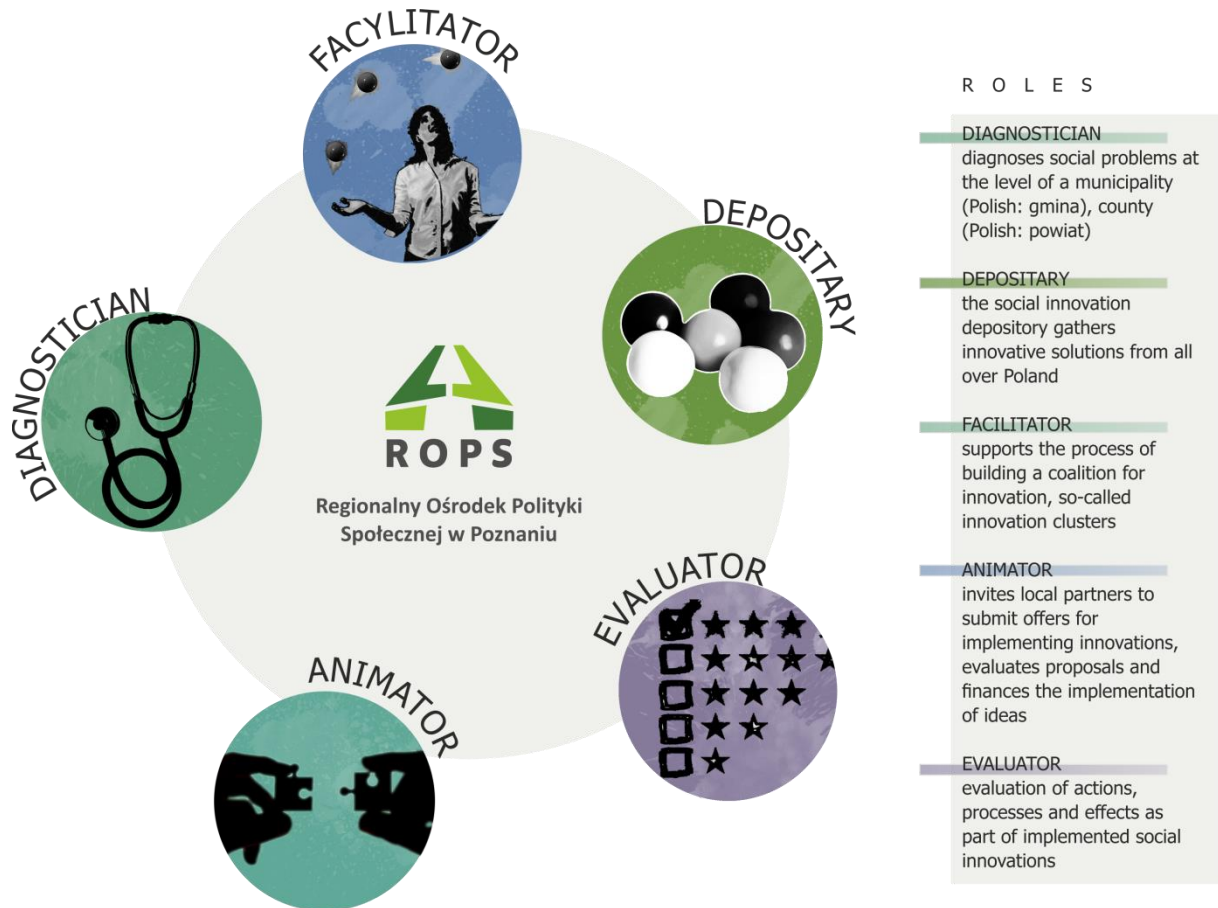
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1 More about problems in creating a sustainable culture of innovation: <https://www.gov.pl/web/przedsiębiorczosc-technologie/tworzenie-trwalej-kultury-innowacyjnosci-w-polsce> (in Polish).

2 The nature of these functions will be explained in the description of the next stages of the concept.



Within the framework of this concept, the Regional Centre of Social Policy in Poznań performs five different functions:



On the other hand, local authorities, who set the path for implementing innovations at the local community level, should also be taken into account. At the local authorities level, there are at least several important actors who will endeavor to introduce innovative solutions in the form of publicly funded social innovations. A municipality does not always have to be the initiator of the innovation implementation process.

The initiator of implementing an innovative idea can be:

- Non-governmental organizations (associations, foundations);
- Residents who can associate in informal groups;
- Natural persons acting for the benefit of a particular group;
- Representatives of institutions and aid institutions that support specific groups.



## CONCEPT OBJECTIVES

The following objectives of the concept can be distinguished:

### **a. Transition from the microscale of social innovations to the mesoscale**

Innovations function at various levels of application. Starting from the microscale, where we deal with a single intervention, through the mesoscale (local or regional application), and ending with the macroscale — national or broader application<sup>3</sup>. In Poland, despite the EU funds for implementing innovations<sup>4</sup>, there are mostly single applications of innovations strongly embedded in local social problems. These ideas are usually adjusted to the specifics of the institution implementing the given idea and the needs of a narrow group of recipients of aid initiatives. They are not implemented in other environments, moreover, there is no operating methodology to support this process. The purpose of this concept is to try to go beyond the microscale of intervention, as it is a barrier to the development of innovative social policy.

### **b. Diagnosing the expectations and needs of social actors participating in the process of social innovation implementation**

Due to the situation in which the concept will be developed in parallel with the process of implementing SOS Homini innovations in two environments in Greater Poland Voivodeship (Polish: *Województwo Wielkopolskie*), it becomes possible to continuously evaluate individual stages of the concept. The use of qualitative research techniques (individual in-depth interviews) will allow to confront the developed paths of conduct with the experience of practitioners implementing the idea.

### **c. Testing model solutions in the practice of aid initiatives**

This goal is feasible because we have a familiar and proven social innovation and we experiment with this solution in a new group of recipients, using the potential and experience of new Contractors. The purpose of the concept is therefore to disseminate universal methods of implementing innovations that are to respond to deficits in three basic areas: knowledge about social problems in local environments (municipality and county), knowledge about innovative solutions to these problems, knowledge about innovators aware of the above-mentioned problems and solutions that are already ready to be implemented.

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3 U. Grzega, ISTOTA I DETERMINANTY INNOWACJI SPOŁECZNYCH W KONSUMPCJI (Significance and determinants of social innovation in consumption), in: *Studia Ekonomiczne. Zeszyty Naukowe Uniwersytetu Ekonomicznego w Katowicach*, 303/2016 (in Polish).

4 The author shares observations from his own work experience in many innovative projects.

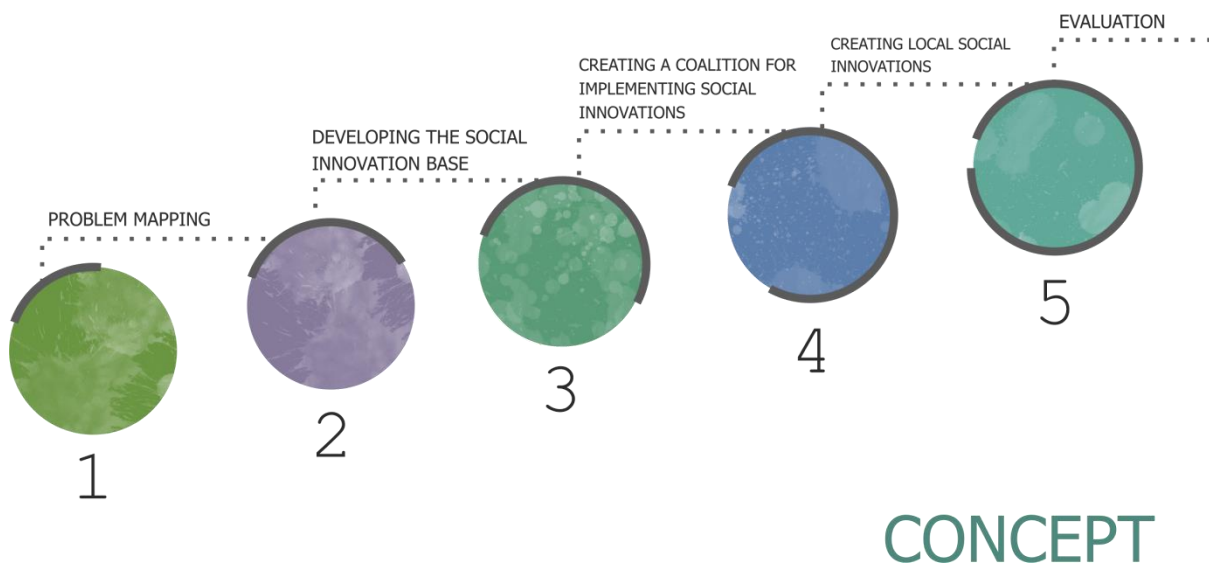




#### d. Stimulation of local social capital resources

Representatives of local communities, i.e. practitioners of aid initiatives, as well as residents will be involved at each stage of the concept. The model is based on the principle of co-production of public services, which consists in building effective relations of cooperation between citizens, public institutions and enterprises in order for them to become more involved in managing public services<sup>5</sup>.

## STAGES OF THE CONCEPT OF THE UNIVERSAL METHOD FOR IMPLEMENTING OPEN SOCIAL INNOVATIONS



<sup>5</sup> Urszula Kobylińska, Koprodukcja usług publicznych w świetle przeglądu literatury (Co-production of public services in the light of a literature review), Studia i prace Kolegium Zarządzania i Finansów SGH w Warszawie, Zeszyt Naukowy 162 (in Polish).



## STAGE 1. PROBLEM MAPPING

# MAPPING



DATA SOURCE:  
STATISTICS + STRATEGIES

OBJECTIVE DIAGNOSIS

REAL DIAGNOSIS

DATA SOURCE:  
OPINIONS OF RESIDENTS

The purpose of this stage is to answer the underlying question of how to diagnose social problems in the context of their municipal and county-level conditions? A **diagnostic tools catalogue** is proposed to elaborate social problems at the local level, to which innovative solutions are to respond. The effect of the diagnosis would be a **map of social problems of municipalities and counties**. This type of map will allow to connect the problem with a specific solution available as part of the innovation base.

### Objective diagnosis

Analysis of existing data and strategic documents defining the directions of social policy development. The research aims to present a map of the main social challenges and problems to which social innovations would provide the answer.

#### OBJECTIVE DIAGNOSIS



ANALYSIS OF LOCAL STRATEGIES

ANALYSIS OF EXISTING DATA

### Analysis of local strategies for solving social problems

A very important element in the diagnosis of local social problems that significantly affects the social reality and life of the local community is to refer to local strategies for solving social problems. By definition, these documents should recognize social problems in a given local community. The subject of analyzes of local strategies should



first of all be the social diagnoses contained therein, which are the starting point for setting priorities for local government in the area of social policy. The vast majority of strategies also include SWOT analysis (strengths, weaknesses, opportunities and threats). The information contained therein should also be used to assess challenges in the area of innovation.

Qualitative analysis of the content of local strategies for solving social problems is based on careful reading of these documents. In order to draw accurate and transparent conclusions from the tested material, strategies should be analyzed seeking answers to the following questions:

- What social problems does the document indicate?
- What social assistance resources are considered insufficient?
- What are the weaknesses and threats of the document in the SWOT analysis?

### **Analysis of existing data**

The objective dimension of innovative challenges is the analysis of existing data, i.e. cyclical reports of local social assistance institutions defining the main social needs and problems. I treat the existing data as the main source of objective knowledge about the social condition of municipalities and counties. The systematic and quantitative nature of these sources allows for gathering reliable and replicated knowledge for each municipality in the voivodeship.

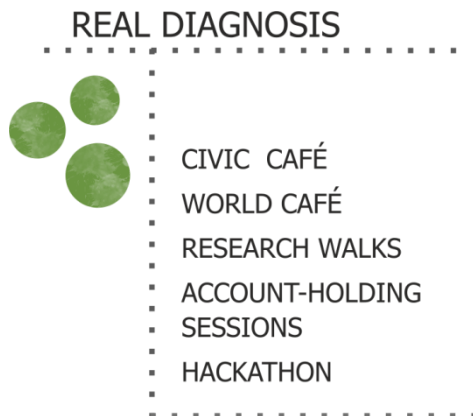




## Real diagnosis

Analysis of attitudes and opinions as well as interests and values articulated by members of the local community. To this end, several qualitative techniques will be presented to diagnose problems in the subjective / real dimension.

Techniques of real diagnosis:



### ● Civic Café

for social challenges facing the municipality, similar to an informal meeting. It has 3 phases: expressing each one's own opinion, commenting on the opinions of others, and summary in an open discussion. The number of participants is preferably 8–10 people. In the case of high interest, it is important not to limit participation opportunities, but to organize several meetings of this type. Civic Café (not to be confused with World Café) is a dialogue-oriented method — it is an end in itself. This is not a method used to reach an agreement or make a decision.

### ● World Café

A method for determining the agenda of problems and challenges that the local community faces. It is a simultaneous conversation on several aspects of a given issue, assigned to separate “problem tables”. By changing tables, participants can discuss all topics.

### ● Research walks



A walk conducted according to a prepared scenario, allowing for mapping specific places and elements requiring intervention, examining the feelings and needs of the examined people regarding various aspects of space. Preferably, a maximum of three people participate in a walk.

- Account-holding sessions

These are meetings of minority groups leaders, or residents of a given community, with political decision-makers or officials responsible for planning social development. Jerzy Szmagalski explains such interventions as follows: "During these very carefully directed actions, involving as many local residents as possible, a given representative of the authorities is held accountable for their pre-election obligations or matters for which they are responsible in their office"<sup>6</sup>.

- Hackathon

A form of workshops during which a group of participants works on a joint solution to a specific social problem. It consists of many hours of teamwork focused around a given problem with the support of substantive supervisors. As part of it, work is carried out in subgroups on the diagnosis of needs and preferred solutions with the support of a substantive supervisor. As a diagnostic technique, it can be used to develop a catalog of problems along with possible solutions. The concentration of a group of people (maximum 8–10) at one time and place allows effective use of team creativity based on the dynamics of the group process, e.g. synergy effect.

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6 Jerzy Szmagalski ,Teoria pracy socjalnej a ideologia i polityka społeczna: przykład amerykański (Theory of social work and ideology and social policy: the American example), Warszawa 1996, page 115 (in Polish).

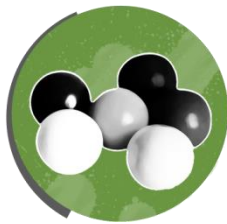


## STAGE 2. DEVELOPING THE SOCIAL INNOVATION BASE

EXEMPLARY INNOVATION SEARCH ENGINE

KNOWLEDGE BASE OF SOCIAL INCUBATORS

PORTAL GATHERING INNOVATIVE PROJECTS



DEVELOPING A SOCIAL  
INNOVATION BASE

Attempting to develop a base of previously implemented social innovations requires separating the task into two basic stages. The first stage should focus on projects of the Human Capital Operational Programme (in Polish: *Program Operacyjny Kapitał Ludzki*, HC OP) for the period 2007 to 2013.

They were codified as part of a database managed by the National Supporting Institution (in Polish: *Krajowa Instytucja Wspomagająca, KIW*). At this stage, the work will involve the proper management of available databases. The second stage is an attempt to codify the innovations implemented in the current financing period implemented under the Operational Programme Knowledge Education Development (in Polish: *Program Operacyjny Wiedza Edukacja Rozwój*, OP KED) for the period 2014 to 2020, because the innovations in the current financing period have not yet been ordered in this way. It is also important to capture those innovative solutions that have not been disseminated so far and have not been codified in any databases.

### Top-down perspective — part 1

The 'top to bottom' task will consist of analyzing the available database of innovative solutions implemented in 2007–2013 under the Human Capital Operational Programme. A useful feature within the database is the search engine available at:

[http://kiw-pokl.org.pl/index.php?option=com\\_sobipro&task=search&sid=285&Itemid=690&lang=pl](http://kiw-pokl.org.pl/index.php?option=com_sobipro&task=search&sid=285&Itemid=690&lang=pl)

— hereafter referred to as KIW search engine



The strength of the above database is codification of a wide catalogue of interventions from the European Social Fund in one place. Over 300 innovative projects were implemented under the HC OP. The weakness of the base, as a finished product, is the inability to modify descriptions of innovative solutions or deepen the characteristics of target groups. It is also worth noting the fundamental weakness of the HC OP projects themselves, which could be implemented under all priority axes in both the central and regional components, which resulted in the dispersion of projects as well as their duplication — similar solutions were developed in different regions in the same areas<sup>7</sup>.

### Top-down perspective — part 2

The perspective of top-down searches for innovative solutions will also apply to projects implemented under the OP KED, where two paths (schemes) for creating innovation have been introduced, both implemented in the competition mode: MICRO and MACRO. The search will concern the MICRO scheme, which assumes the competitive selection of the so-called operator whose task is to perform the role of an incubator, i.e. to support (also through a grant system) individuals, informal groups or other entities in the development of innovative ideas, their testing and wider dissemination.

The developed social innovation base is to operate on the basis of open information sources. The Oslo Manual translates this idea as 'access to knowledge without the need to pay for the knowledge itself<sup>8</sup>.' Creating an open source of information requires codification of existing knowledge about innovative solutions, which is to be achieved by developing a database of innovative solutions implemented in Poland under the OP KED.

The need to work on the database should be justified primarily by the fact that this type of database, in the form of a search engine, gathering information on projects implemented since 2014, does not exist yet. As part of the available sources of information, one can only use the database found at:

<https://www.power.gov.pl/strony/o-programie/projekty/lista-projektow/>

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7 Script of an e-learning training for candidates for experts under OP KED "Zasady realizacji projektów innowacyjnych" (in Polish).

8 <https://ec.europa.eu/eurostat/documents/3859598/5889925/OSLO-EN.PDF/60a5a2f5-577a-4091-9e09-9fa9e741dcf1>



However, this database does not codify most microinnovations already implemented since 2014.

The proposal to codify knowledge about social innovations implemented since 2014 in the MICRO scheme under the OP KED is to analyze the websites of social innovation incubators.

### **Bottom-up perspective, i.e. creating interactive databases**

The bottom-up perspective assumes bottom-up actions to collect innovative solutions currently implemented or completed, which were financed under projects funded in the 2014–2020 perspective. To this end, it is assumed to create an online tool enabling innovators to publish their solutions.

The inspiration for this task may be the example of the Skyrocket Platform. The platform created as part of the *Social(i)makers* project is intended to create space for the development of innovative solutions. As part of its functionality, it is possible to report new problems, challenges or solutions<sup>9</sup>. Currently, the Platform is being implemented on an international scale, while the proposed solution would serve the search for innovation on a Polish scale. An internet platform created in Poland would allow submitting an idea by filling out a particular form<sup>10</sup>.

## **STAGE 3. ECOSYSTEM FOR THE IMPLEMENTATION OF SOCIAL INNOVATIONS**

In order to explain the very nature of the concept of ecosystem, the cluster category will be applied. In the literature on the subject, one can find many definitions of a social cluster; regardless of differences, it can be assumed that it is a group of entities operating in the geographical neighbourhood deciding on cooperation, and whose activity concerns one industry or industries complementary to each other. As a rule, the goal of creating new organizational forms, including setting up clusters, is to optimize one's own business by meeting the requirements of competitiveness and flexibility in adapting to customer expectations. In the context of the process of implementing social innovations, I treat clusters as an organizational form that departs

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<sup>9</sup> <https://skyrocketplatform.eu/en>

<sup>10</sup> The proposed form was developed on the basis of a similar form prepared under the project 'Przepis na Wielkopolską Innowację Społeczną usługi opiekuńcze dla osób zależnych' (Recipe for Greater Poland Social Innovation care services for dependants): <https://www.inkubatorwins.pl/blog/2018/03/13/1915/>



from traditional approaches, both in terms of the purpose of their establishment and the composition of the actors who make up their structure.

At the beginning I suggest to adopt the following definition of the social innovation cluster:



*Local and regional environments of interrelated entities from three socio-economic sectors that establish cooperation on the basis of dialogue and partnership in order to achieve direct benefits related to the optimization of social service provision processes and the effectiveness of their implementation.*

## Stages of animation of social innovation ecosystems

### STAGES OF ANIMATION OF SOCIAL INNOVATION ECOSYSTEMS



The process of creating social innovation ecosystems is a long-term enterprise that generally goes through the following stages: design, planning, implementation and evaluation. Each of the above stages will be characterized below. It is worth noting that the Regional Centre of Social Policy in Poznań implemented a number of projects aimed at building a network of cooperation and connections between local social assistance and integration entities<sup>11</sup>. These experiences will facilitate effective actions for building social innovation ecosystems.

<sup>11</sup> Among the many initiatives of this type, it is worth mentioning the projects currently being implemented, e.g. 'Sieć aktywnej integracji' (Active integration network) under the Wielkopolski Regionalny Program Operacyjny (Greater Poland Regional Operational Programme) 2014–2020, Measure 7.1 'Aktywna integracja' (Active integration) and co-financed from the European Social Fund; 'Gmina z inicjatywą — szansą na rozwój społeczności lokalnej' (Commune with initiative — a chance for the development of the local community); 'Kooperacja efektywna i skuteczna' (Effective and efficient cooperation) under the Operational Programme Knowledge, Education, Development for the period 2014 to 2020, Priority Axis II. Efektywne polityki





## Designing stage

The animator collects information about people and institutions ready to engage in environmental activities for social innovation. They invite entities to participate in the cluster, create a team and build cross-sectoral relationships. They also provide the necessary data and information on cluster creation plans.

When designing cluster activities, the animator should meet the following members of the local community: representatives of public institutions responsible for implementing social policy (administrator of the municipality, head of social assistance institutions — the Social Welfare Centre and the County Centre for Family Assistance, councilors), representatives of non-governmental organizations operating in the field of social assistance, informal public opinion leaders. During the meetings, the animator makes the problem known, presents possible ways of solving it, based on the conclusions from stages 1 and 2 of this concept. They also collect information on expectations and preferences related to the cluster's activities.

## Planning stage

As part of the planning stage, two types of meetings are to be arranged.

The first is an initiating meeting with members of the social innovation cluster. Each participant presents their resources (financial, material, personal) that can be used as part of joint operations. The animator presents the goals of activities, factors stimulating potential success and identifies the main risks.

The other type of meeting can be called working meetings. The coalition for social innovation is acquainted with the local diagnosis of innovative challenges and the base of social innovations, which were created on the basis of guidelines from stages 1 and 2 of the concept. These meetings should take place in two rounds:

- 1st meeting. Discussion on the results of the diagnosis, the assumptions of which were presented in stage 1 of the concept (cluster members should receive them several days earlier). Supplementing the report with problems that will appear at the meeting. The meeting should be moderated by an animator who will watch over the dynamics of the group process.



- 2nd meeting. The group is presented with innovative solutions that have been developed as part of the social innovation base (concept stage 2). During the discussions they combine innovative solutions with problems. During the meeting, one of the discussion techniques should be used, e.g. brainstorming, roundtable, the creative eye and labyrinth of discussion, etc.<sup>12</sup>

Result: the choice of social innovation to be implemented in the local environment responding to the indicated problem.

### Implementation stage

The coalition manages the implementation of social innovation in the local environment. They supervise the implementation of the project in accordance with the presented schedule and budget. Some important elements of the implementation stage are:

- time: the deadlines cannot be exceeded;
- money: spending control;
- quality: services are carried out in accordance with accepted standards;
- organization: the efficiency of the division of tasks;
- communication: proper flow of information;
- people: continuous stimulation of human capital involved in the project<sup>13</sup>.

This stage takes place during the implementation of social innovation (stage 4 of this concept).

Result: effective management of the process of implementing an innovative project responding to a specific social problem in the local environment.

### Evaluation stage

Evaluation studies identify factors that constitute the developmental potential of innovation and formulate conclusions that can be transferred to other, analogous interventions. In addition, the purpose of evaluation is to identify the best practices,

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<sup>12</sup> More on discussion techniques in: NOWE TECHNIKI TWÓRCZEJ DYSKUSJI W KSZTAŁCENIU OSÓB DOROSŁYCH — RAPORT Z BADAŃ EKSPERYMENTALNYCH (New techniques for creative discussion in the education of adults — report on experimental research), Edukacja Dorosłych 2016, 2 (in Polish).

<sup>13</sup> W. Blok, P. Czekanowski, 'Praca ze społecznościami lokalnymi. Podstawowe materiały z Polski, Holandii i Wielkiej Brytanii' (Work with local communities. Basic materials from Poland, the Netherlands and Great Britain), Gdańsk, Leeuwarden 2001, page 168 (in Polish).



i.e. those best rated in terms of their relevance, effectiveness, efficiency and impact on socioeconomic development.

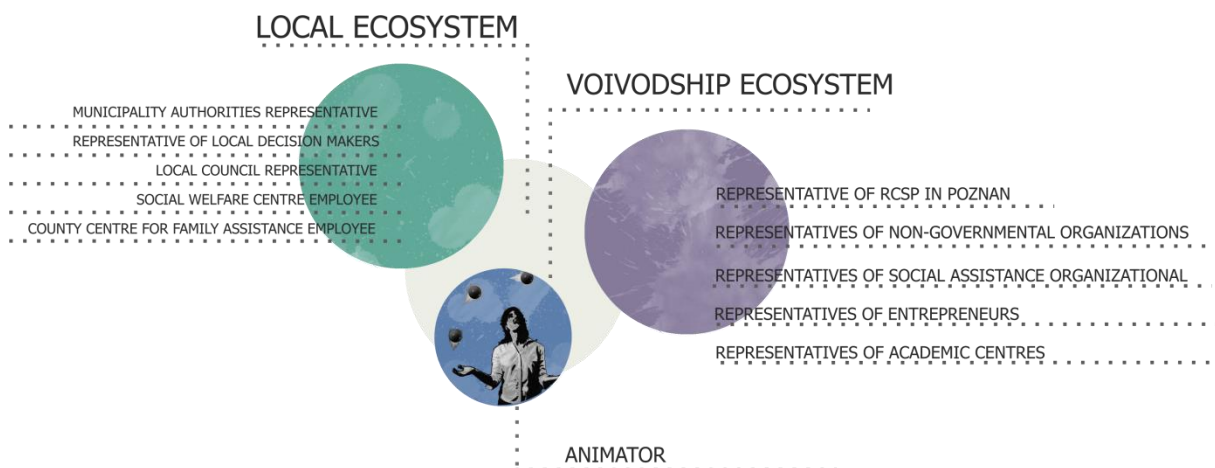
Evaluation is therefore carried out to:

- determine the effects of project implementation by determining the level of performance achievement,
- improve the quality, efficiency and effectiveness of innovative projects,
- better respond to the needs of Project recipients (target groups),
- provide in-depth information to programme managers on what works and what elements of implementation need improvement,
- provide public opinion knowledge and a broad socioeconomic environment about the objectives achieved under the project and challenges for public policies formulated on the basis of the evaluation.

Result: The main goal of evaluation is to improve ideas under the implemented Project as well as to critically assess the value and quality of the forms of the offered support.

### Structure of social innovation ecosystems

Social innovation clusters will be created on two levels: regional and local. The cluster animator also plays an important role in the structure of the cluster.





**The coalition at the local (municipal) level** will be a body with a variable composition depending on the type of social innovation, social problem that is to be solved thanks to the innovation, or the entity that submits the idea for innovation. The core of the team will consist of:

- A representative of the commune authorities — an employee who cooperates with non-governmental organizations, is responsible for organizing open tenders, creating annual cooperation plans with non-governmental organizations, or an employee who is responsible for the implementation of social support and social policy activities. The process of implementing social innovation should not be located only in a social assistance centre as an institution predestined for solving social problems in a commune. Communal authorities, due to managing the process related to the organization of open tenders, making decisions regarding the budget for social activities, should be involved in the process. It is also very important to build a sense of shared responsibility of the local authorities for the service implemented in the commune.
- A representative of local Decision-makers, e.g. a councilor who works in the Family Committee, Social Policy Committee, etc.
- A Social Welfare Centre employee (a social worker, local community organizer).
- A County Centre for Family Assistance employee (an employee who deals with issues of support for people with disabilities).
- A representative of the local public benefit activity council (if such council is appointed in the territory of a given county).

People who will join as the variable member of the coalition, depending on the subject matter of the implemented solution:

- an NGO representative from an organization dealing with social issues,
- a representative of a group of people for whom a given innovation is to be implemented (user of a given solution),
- a representative of other social assistance organizational units operating in the commune that may be interested in the solution or who act for the benefit of potential innovation users: occupational therapy workshops, community self-help homes, nursing home care, day social welfare homes.



**The coalition at the voivodship level** is made up of actors having a significant impact on the facilitation of the innovation implementation process, i.e. representatives of the Greater Poland provincial authorities organizing and coordinating the future process of implementing open innovation. The proposed composition of the coalition is:

- a representative of the Regional Centre of Social Policy in Poznań,
- representatives of non-governmental organizations operating in the field of social services, including representatives of umbrella organizations,
- representatives of social assistance organizational units interested in the development of innovation in the region,
- representatives of entrepreneurs involved in corporate social responsibility,
- representatives of academic centres, scientists dealing with social policy issues.

### **The role of an animator of social innovation clusters**

In the structure of the social innovation cluster, a special role is assigned to the animator of the social innovation cluster, whose function is similar to the animator of the local community, but their involvement is limited to building functional environments for the development of social innovation. Animation can be defined as 'stimulating and maintaining the activity of residents in joint activities for their community'<sup>14</sup>. In this context, the animator may be defined as a resource, a key asset in the local community.

Luk Palmen and Marcin Baron in 'Przewodnik dla animatorów inicjatyw klastrowych w Polsce' (Guide for animators of cluster initiatives in Poland) point out the following 'abilities to,' being the domain of a cluster animator:

- involve entities in the preparation and implementation of the vision, mission, goals, activities,
- balance analytical work and activities,

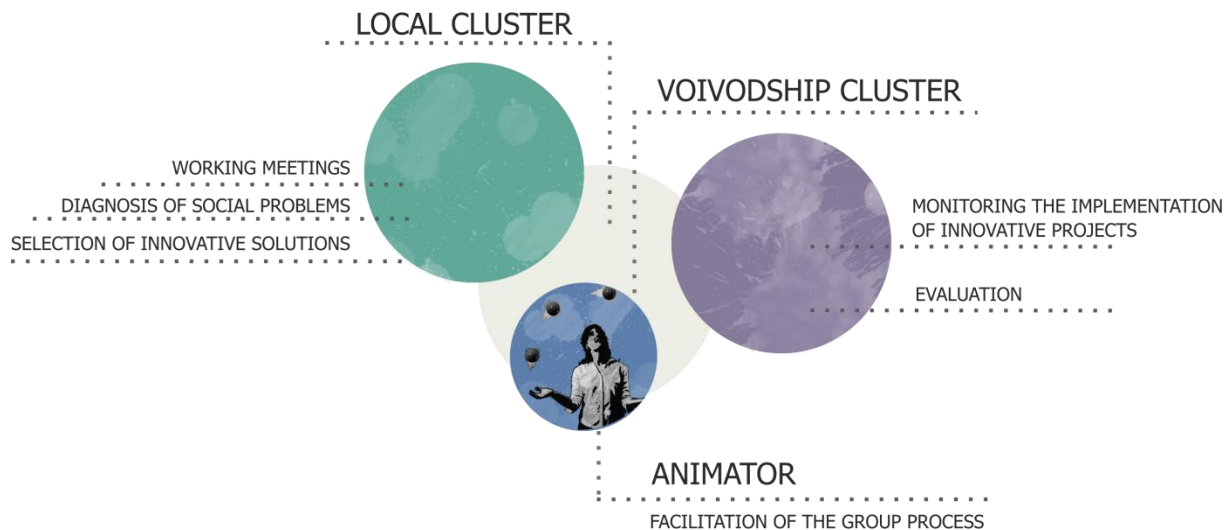
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14 Tomasz Schimanek, Metoda animacji społeczności lokalnych na rzecz dobra wspólnego (A method of animating local communities for the common good), Lokalne Partnerstwa PAFW, page 5 (in Polish).



- inspire leaders to actively engage in the preparation, implement and evaluate specific activities, while striving to convince the cluster participants to independently implement new initiatives,
- develop and improve relationships within production chains, cooperation networks, interaction with entities outside the cluster<sup>15</sup>.

## Relations between individual actors of the social innovation cluster



15 Luk Palmén, Marcin Baron, „Przewodnik dla animatorów inicjatyw klastrowych w Polsce” (Guide for animators of cluster initiatives in Poland), Polska Agencja Rozwoju Przedsiębiorczości, Warszawa 2011, 90–91 (in Polish).





## STAGE 4. IMPLEMENTATION OF LOCAL SOCIAL INNOVATIONS

This stage concerns the description of how to implement innovative projects based on the resources and staff of communal communities. At this point, the effects of work carried out at earlier stages will be used, i.e. identification of local problems, development of a catalogue of innovative solutions, networking of entities involved in the development of innovative projects.

## CREATING LOCAL INNOVATIONS

### STAGE 1

#### DESIGNING LOCAL INNOVATIONS



### STAGE 2

#### IMPLEMENTATION OF INNOVATIVE SOLUTIONS



## STAGE 1

### DESIGNING LOCAL INNOVATIONS



### Designing local innovations

The basic goal of this stage is to identify innovative solutions that can be used to solve local social problems. This activity has been called a qualitative experiment that aims to gather knowledge about the best way to solve a specific social problem, taking into account the specificity of the local context<sup>16</sup>.

At this stage, the knowledge obtained at stages 1 and 2 of the concept is combined. The starting point is therefore the diagnosis of local innovation challenges implemented as a result of analysis of local strategies, analysis of existing data and the use of qualitative research techniques. The result of the diagnosis is the preparation of a report for a particular commune.

The report is a starting point for discussion on the problems and challenges facing the commune. In the first part of this concept, several techniques are presented to 'capture' the attitudes and opinions of the inhabitants of the commune, among others: civic café, world café, research walks, account-holding sessions, hackathon. A map of problems will therefore be presented to residents at meetings organized as part of the above-developed formulas.

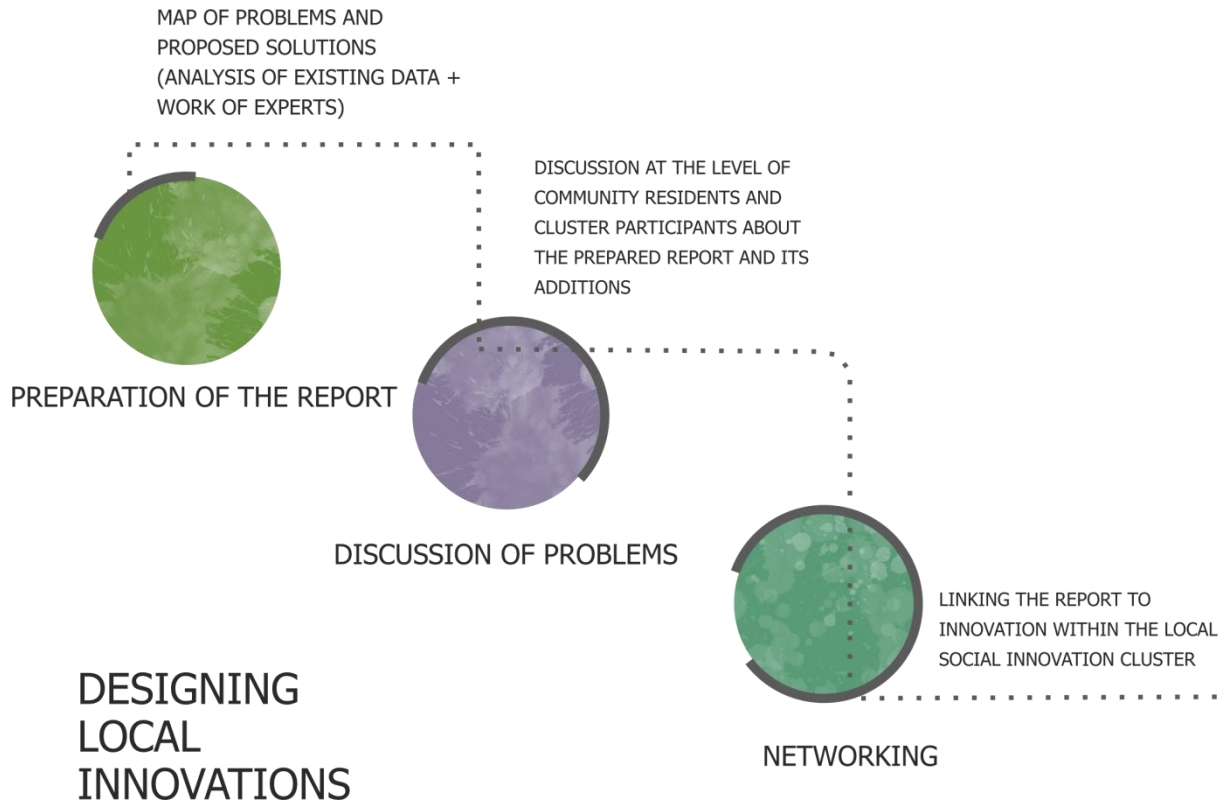
The results of the report and the findings of discussions with residents become discussion material for members of the social innovation cluster at the municipal level. The key role of this entity is to develop a map of problems with solutions suitable for them, for which the reference point is the previously developed base of social innovation. The qualitative experiment therefore consists in developing intervention proposals based on the problems which have been already diagnosed and the innovations which have been identified.

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<sup>16</sup> Mikko Annala, Tuuli Kaskinen, Seungho Lee, Juha Leppänen, Kalle Mattila, Aleksi Neuvonen, Johannes Nuutinen, Eevi Saarikoski and Antti Tarvainen, Design for Government: Human - centric governance through experiments, Demos Helsinki 2014.



The logic of designing local innovations is presented in the chart below:





## Implementation of innovative solutions

## STAGE 2

### IMPLEMENTATION OF INNOVATIVE SOLUTIONS

The result of the work of the local social innovation cluster is to develop potential, in this sense also experimental, proposals to solve local challenges through the use of identified innovations. From the rich catalogue of possible solutions, several need to be chosen for implementation. First of all, one has to answer the underlying question of what criteria should be used when choosing.

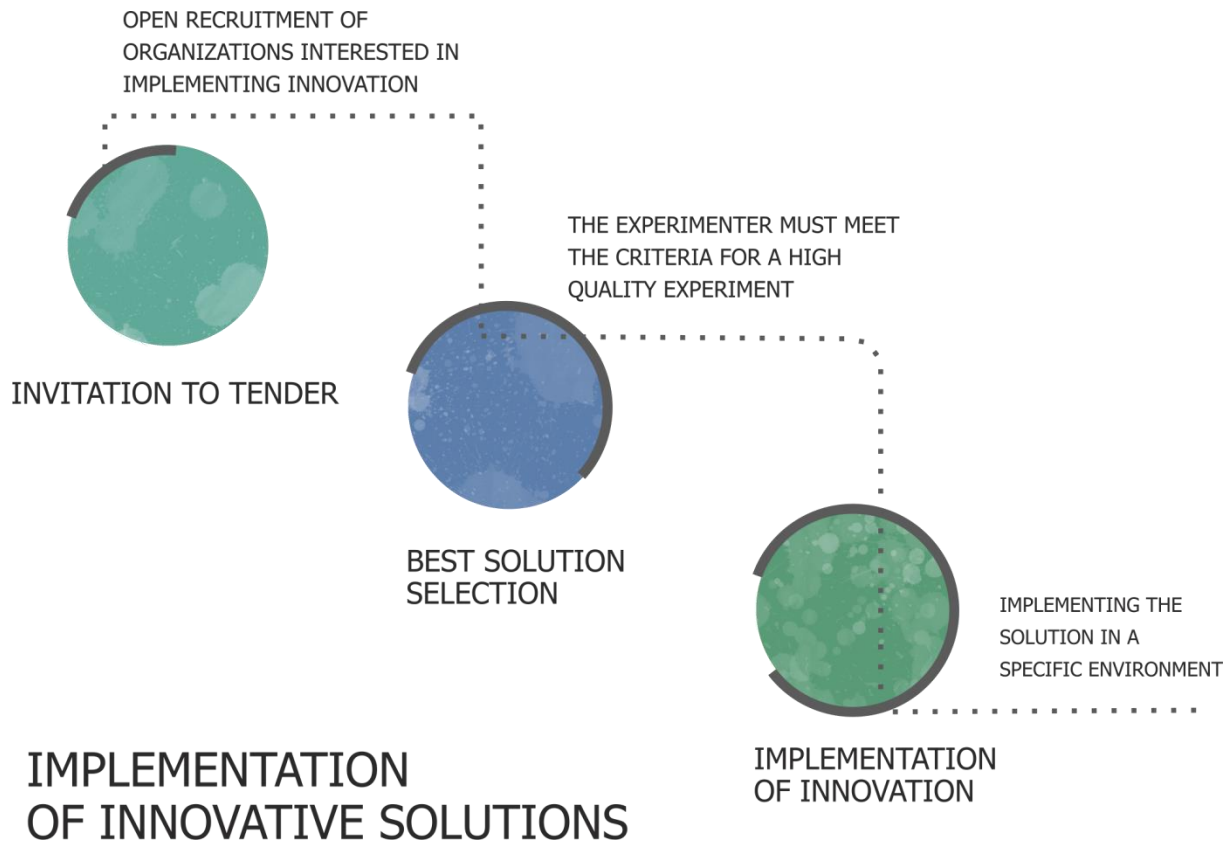
The selection of the best solutions (qualitative experiments) should be based on the following criteria:

CRITERION	DESCRIPTION
<b>AIM</b>	The objectives for experiments must be clear at two levels: the concrete objectives and the post-experiment change being sought.
<b>DURATION</b>	The duration of an experiment is always limited. When an experiment begins, its final date must be known.
<b>MEASURABILITY</b>	The experiment has pre-defined and measurable qualitative / quantitative indicators that reflect the attainment of its goals.
<b>TARGET GROUP</b>	The target group of the experiment is pre-defined, i.e. the categorical community whose needs the proposed solution should answer.
<b>CHANGE THEORY</b>	Each experiment should include a hypothesis in the description, e.g. elderly people feel lonely, people with disabilities experience challenges with accessing public spaces, etc.
<b>COLLECTION OF INFORMATION</b>	When an experiment begins, it must be clear how the information / knowledge collected during it will be documented and to whom such information will be communicated.
<b>SCALING</b>	How can a potentially successful experiment be replicated in a different geographical space or institutional context.

Based on: MikkoAnnala, TuuliKaskinen, Seungho Lee, JuhaLeppänen, Kalle Mattila, Aleksineuvonen, Johannes Nuutinen, EeviSaarikoski and AnttiTarvainen, *Design for Government: Human - centricgovernancethroughexperiments, Demos Helsinki 2014., page 15.*



Invitation to submit offers for the implementation of qualitative experiments under an open tender. At the current concept development stage, it can be assumed that these will be funds of the regional government (at the level of a voivodship).



## STAGE 5. EVALUATION

Evaluation is the process of Project evaluation from the planning stage (ex-ante), through implementation (on-going) and up to measuring results (ex-post). Its purpose is to provide reliable and useful data that can be useful in the decision-making process and in determining the direction of public policy development. It often relates to the process of determining the value or importance of the functioning of the project.

This concept proposes **ex-post evaluation**. The textbook 'Poradnik dla pracowników administracji publicznej' (Evaluation. A guide for public administration employees) published by the Ministry of Regional Development reads:

*'Ex-post evaluation is a socioeconomic study assessing the importance of an intervention in meeting the needs it was intended to meet as well as assessing its unintended effects. This type of*



*examination is carried out after the intervention has been completed. As regards practices adopted in the EU, ex-post evaluation should be carried out not later than three years after the end of the activities. When undertaking this type of research, the evaluator is interested in the overall assessment of the intervention, which is why ex-post evaluation is often referred to as summative evaluation.*<sup>17</sup>

Ex-post evaluation performs an assessing function and thus reports on the results actually achieved. Ex-ante and on-going evaluation for such project activities is not necessary because each stage is based on active cooperation with experts and professionals, which guarantees monitoring of the effectiveness and efficiency of planned interventions.

### Criteria and questions adopted in the evaluation

The evaluated projects will be assessed in terms of the following criteria: relevance, efficiency, effectiveness, impact (feasibility) and durability of effects. The following table presents the understanding of the very nature of the above criteria and related research problems.

**Table 1. Criteria and evaluation questions**

EVALUATION CRITERION	DEFINITION OF THE CRITERION WITHIN THE PROJECT IMPLEMENTED	EVALUATION QUESTIONS
RELEVANCE	The degree of compliance of the project objectives with the expectations, problems and needs of a specific categorical community for which aid effort is carried out. It is also the level of correlation between project goals and strategic criteria for the social policy sector, especially in the area of social services.	<p>To what extent was the target group of the project correctly identified?</p> <p>To what extent have the project's objectives been formulated correctly?</p> <p>Do the specific objectives of the project meet the specific needs of target groups / project participants?</p> <p>To what extent has the implementation of the project contributed to the implementation of the strategic objectives of social policy (e.g. a greater sense of identity, independence)?</p> <p>Have the implementation indicators been properly defined and their values estimated in an accurate, reliable, measurable and 'realistic' way?</p>
EFFICIENCY	What is the result of the actions taken in relation to the expenditure.	To what extent can the presented costs be rational and necessary from the project's implementation perspective?

<sup>17</sup> Ewaluacja. Poradnik dla pracowników administracji publicznej (Evaluation. A guide for public administration employees), Ministerstwo Rozwoju Regionalnego, page 34 (in Polish).





		Are the costs reasonable in relation to the amount of benefits achieved? Would any alternative approach give similar benefits at a lower cost?
EFFECTIVENESS	The degree of adequacy of the project's objectives to the undertaken measures. Comparison of results with what was planned.	Have the project's objectives been achieved? To what extent has the risk been identified in the project? Have the planned risk avoidance methods allowed it to be minimized?
IMPACT (FEASIBILITY)	Assessment of the broader consequences of interventions (of an economic, social, political, technical or environmental nature, at local, regional and national level) and actual effects (results) and impact of aid — both positive and negative, including side effects. <sup>18</sup>	Has the project met the expectations of its recipients? Have the effects of the programme implementation affected its recipients' quality of life?
DURABILITY	The potential for impact of the effects of project activities after its completion and the possibility of their dissemination.	To what extent does the project have the potential to be disseminated and integrated into national policies and practices? To what extent does the project have the potential to be continued in the future beyond funding under the project?

To what extent the project meets the above evaluation criteria will be assessed by a group of experts from the regional social innovation cluster. Each of the implemented projects will be evaluated on the basis of a filled out technical questionnaire. The basis for the assessment will be the answers to the evaluation questions formulated in the table above. The questionnaire will consist of several criteria for substantive assessment made on a scale of 0 to 6 points. In addition to the scoring, each of the substantive criteria will be provided with a justification for the assessment. This method of assessment was tested during the evaluation of innovative projects as part of an incubator run by the Regional Centre of Social Policy in Poznań, Poland.

<sup>18</sup> Plan Ewaluacji Programu Operacyjnego Wiedza Edukacja Rozwój na lata 2014–2020 (Evaluation Plan of the Operational Programme Knowledge Education Development for the period 2014 to 2020), Ministerstwo Infrastruktury i Rozwoju Departament Europejskiego Funduszu Społecznego (in Polish).