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## SOCIAL INNOVATION IN POLICY FIELDS

The articles in this chapter illustrate the strengths and potential of Social Innovation in the manifold areas of social integration through education, employment and poverty reduction. The chapter also discusses establishing sustainable patterns of consumption in areas like energy supply, mobility and environment, and in coping with health challenges under conditions of demographic change. The economic and political crises of the past years have taught us that growth needs to be inclusive. Social integration, equal opportunity, but also the future sustainability of society as a whole, can only be fostered by allowing social innovations to gain more importance and relevance.

Social Innovation, in this sense, focuses on changing social practices to overcome societal challenges, meeting social demands, and exploiting inherent opportunities in better ways than done before, referring to the different context specificities. The high diversity of Social Innovation is reflected by the variety of initiatives and their fields of action.

# CREATING SPACES FOR INNOVATIONS IN EDUCATION AND LIFELONG LEARNING

Social Innovations within Education and Lifelong Learning are still under value, their potential has to be unlocked!

*Antonius Schröder / Alexandra David / Ileana Hamburg*

The transition from an industrial to a knowledge-based society and constant technological and societal change is challenging Education and Lifelong Learning (E&LLL), demanding more and more short-termed and new structural answers. Beneath different approaches to modernise and improve E&LLL, Social Innovation is becoming prominent in policy, scientific and public debates globally.

## INCREASING IMPORTANCE AND UNDEVELOPED POTENTIAL OF SOCIAL INNOVATION

The policy field of Education and Lifelong Learning is characterised by different national education systems, differing sometimes across the regions of a country and divided into separated regional or area related responsibilities. While the formal (primary, secondary and tertiary) education system mainly is centralised, Vocational Education and Training (VET), as well as Lifelong Learning

New social practices in Education and Lifelong Learning are developed in an incremental way, mostly in relation to the formal education systems, its structures, frameworks and policies – serving local demands and using leeway on the regional/local level.

(LLL) of adults, are mainly decentralized (local municipalities and/or industry sector related). Although there are a growing number of social innovation initiatives in Education and Lifelong Learning a lot of initiatives are not labeled as such. A comparison across global regions

demonstrates that policy visibility, awareness, recognition and acceptance of the Social Innovation concept still need to be fostered. This would lead to the need to unlock the quantitative (in terms of numbers of initiatives, diffusion and imitation) and qualitative (in terms of success and impact) potential of Social Innovation in Education and Lifelong Learning.

Yet, there is already a great variety of social innovations, mostly related to gaps and failures of the formal education system. The context of social innovations is characterised by the dominance of the *(formal)* education system, affecting tangential societal *function systems* (such as politics, law, and economy), different target groups and *subject areas* (disadvantaged groups, family, employment, rural areas, etc.) and substantive *concepts of reference* (e.g. self-actualisation, individual learner personality).

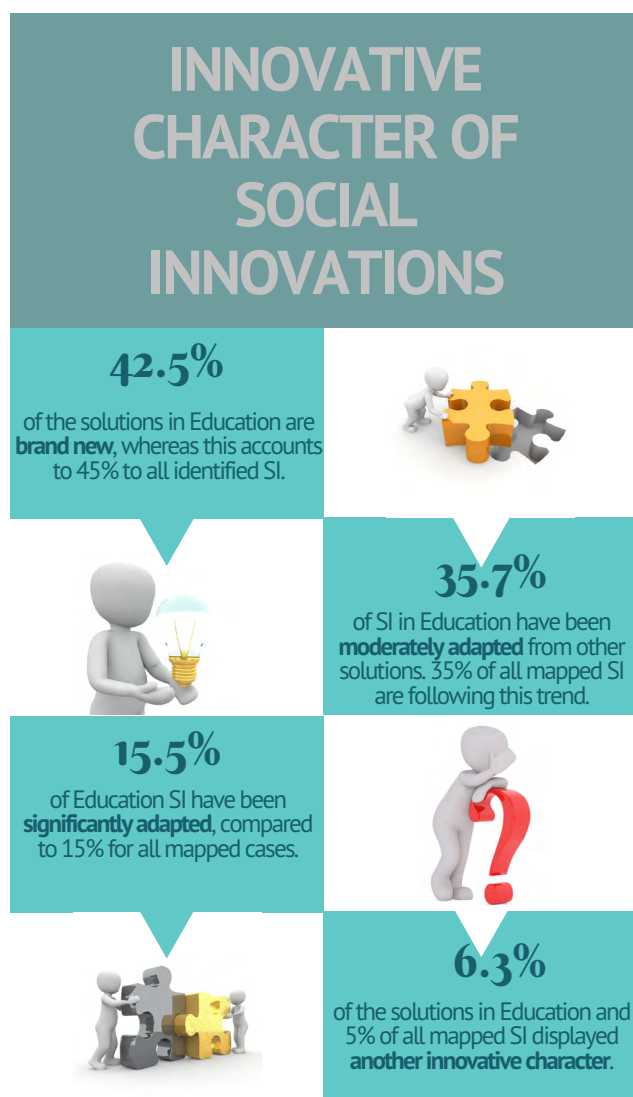
New social practices in Education and Lifelong Learning are developed in an incremental way, mostly in relation to the formal education systems, its structures, frameworks and policies – serving local demands and using leeway on the regional/local level. The main motivations, triggers and drivers mentioned in the global mapping of SI-DRIVE have been (local) social demands and (general) societal challenges, individuals/groups/networks and, not to forget, charismatic leadership. About half of the initiatives are intending a systemic change. Brand new practices appear as well as the copying of new solutions with modifications.

## SOCIAL INNOVATIONS ARE DRIVEN BY DEFICITS AND LIMITATIONS OF THE EDUCATION SYSTEM

Social innovations are often identifying and solving the deficits and limitations of the education system. A lack of official solutions or programmes for the problem at hand

All in all, social innovations in Education and Lifelong Learning reveal an ongoing paradigm shift from an institutional to a learners' perspective, leading to a holistic approach: from top-down to bottom-up.

is the main starting point. While knowledge about the impacts and recommended routes of reform (from, for example, the PISA and PIAAC studies, labour economics and also education sciences with an increasingly comparative focus) is widely spread, the institutionally dense education systems with their often interlocked regional, national and federal state-level responsibilities have strong path dependencies and vested interests that encourage the development of *rather compensatory than transformative* social innovations.



Innovative character of solutions in Education and Lifelong Learning compared to all mapped social innovations

## PARADIGM SHIFT TO A HOLISTIC APPROACH OF LIFELONG LEARNING

All in all, social innovations in Education and Lifelong Learning reveal an ongoing paradigm shift from an institutional to a learners' perspective, leading to a holistic approach: from top-down to bottom-up as well as from teacher to learner-centred approaches, based on a comprehensive understanding of learning and a need to offering milieu specific solutions. In fact, the holistic approach adopted by social innovators can be considered the legitimation for social innovators as they work distinct from the formal system.

*Combining Social Innovation with the Lifelong Learning strategy*, the individual personality of learners and the learning process (not just learning phases or punctual activities) have to be the starting and reference point for every learning environment. On the one hand this leads to the already described holistic approach of social innovations with a comprehensive understanding of learning (taking into account all areas and forms of learning and competences) and the learners personality, environment (e.g. family learning history) and biographical (learning) history. On the other hand this comprises a *paradigm shift from an institutional perspective to a strict learner's and learning process perspective*, enforcing new overall and comprehensive structural principles within the education system and beyond. The reconstruction and partly new construction of traditional structures of education are necessary, building up a Lifelong Learning system instead of innovating only within the borders of (formal and separated) educational institutions and areas, arranging Lifelong Learning possibilities in a more flexible way, especially at the local level.

## NEW GOVERNMENT STRUCTURES NEEDED: ECOSYSTEM OF SOCIAL INNOVATION

Individual engagement, charismatic leadership and communities of practice as drivers of Social Innovation have to be embedded in collaborative governance structure to deal with the multifaceted problems and solutions in a holistic way. Aiming at enriching the top-down governance with a bottom-up perspective social innovations need a development of given structures *from fragmentation* (with separate rationalities and target-orientations, different public responsibilities) *to overarching and connected governance structures*. New governance structures should improve collaboration beyond, across and within the silos and focus on the learners' demands instead of an institutional perspective.

However, an *innovation friendly environment* is important, fostering collaboration between different sectors (e.g. through the implementation of networks as platforms to

learn, exchange knowledge and expand the solution), between research and practice, and guaranteeing the availability of seed funds specialised to support practical experimentation and new forms of learning. This also includes an extended role of universities: knowledge provision and exchange, evaluation, new ideas, process moderation, advocacy for Social Innovation, technological development to support learning possibilities and access, and others.

## CONCLUSIONS

Based on the empirical results of SI-DRIVE, the concept and implementation of Social Innovation in Education and Lifelong Learning should be fostered intensively. To conclude, policy has to:

- Unfold the potential of Social Innovation by improving acceptance, understanding and visibility of the concept of Social Innovation
- Set-up new governance structures and promoting an education social innovation ecosystem

- Provide more flexibility, leeway for (bottom-up) innovation, for new forms of formal, non-formal and informal learning, compatibility of social innovations with the education system
- Take over a new role, fostering Social Innovation and its impact, not only by funding, stimulating and unlocking Social Innovation but also by coordinating and integrating them in the existing system, giving leeway or changing the education and lifelong learning system if necessary
- Take into account variety and regional, local differences
- Focus on the holistic and cross-sectoral approach, taking the Lifelong Learning strategy and concept serious, focusing on the learner's perspective: "Solutions for the learners and with the learners".

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# LINKING PRACTICE FIELDS OF SOCIAL INNOVATIONS IN THE DOMAIN OF EMPLOYMENT

Social innovations in Employment are scattered. If social innovations want to achieve sustainable, social changes, they require integration to create more coherent 'social innovation of employment'.

*Peter Oeij / Steven Dhondt / Wouter van der Torre*

## SCATTERED FIELD OF SOCIAL INNOVATION IN EMPLOYMENT

Reducing unemployment is the major social change goal in Employment. Labour market institutions regulate unemployment. Rules and regulations guide employers to create jobs. Despite these institutions and regulations, unemployment remains high. Specific labour market target groups have great difficulty to acquire paid work or meaningful (unpaid) labour market experiences, e.g., elderly workers, migrants, handicapped people, women and young persons. Due to expenditure cuttings, labour market

Room has been created for social innovation initiatives and even though the ambitions of these initiatives are high, in practice they remain scattered and isolated.

institutions have scaled back their support efforts, as for instance schooling and training, or wage subsidies for employers. Room has been created for social innovation initiatives and even though the ambitions of these initiatives are high, in practice they remain scattered and isolated. If these social innovations are to achieve social changes, i.e., sustainable employment, they require integration.

The global mapping of social innovation of Employment resulted in 136 identified cases [1]. Analysing all cases lead to three practice fields, namely *youth unemployment* (& other vulnerable groups), *social entrepreneurship* (& self-creating opportunities), and *workplace innovation* (& working conditions). The Policy Brief [2], which reports about the case study research (based on a selection of ten out of these 136 cases), revealed that *youth employment* is strongly related to

traditional policy making and employment organisations that already were in place before the term social innovation was getting into vogue. Social innovation initiatives face an uphill battle. They seem hardly able to contest the role and responsibility of public policy and the state. The initiatives are limited in nature. Initiators, such as foundations and individuals, for example, organize training and opportunities for target groups to acquire job experience. They are often funded by local or international programmes, however, their sustainability and upscaling is limited once this funding or program support ends.

*Social entrepreneurship* is represented by individuals or organisations which use a profit driven initiative to combat a social issue, i.e. by helping others in creating jobs or training persons to enhance their competencies. These initiatives are sustainable for as long as the business case of their social innovation is economically viable. In

practice, upscaling is not likely to occur. However, social entrepreneurship and self-creating opportunities seem to become a new normal for participants: platforms and the Internet offer a low threshold for start-ups. Apart from funding start-ups and providing expertise and training for entrepreneurs, public policy plays a limited role.

*Workplace innovation* and working conditions differ from the earlier two practice fields, and remain mostly an affair at the level of organisations, of employers and employees. Therefore, it is rarely an issue for employment policymakers and employment organisations. Workplace innovation is initiated by organisations in order to improve their performance and their job quality; engagement and involvement of employees is crucial for success. Improving working conditions is a related topic, often driven by legal obligations to at least guarantee minimum levels of proper working environments.

Sustainability of work, in the case of workplace innovation, is rather positive because employees, and often unions or work councils, participate in their implementation. Scaling is however not in the interest of individual organisations and competition between organisations can be a barrier for cooperation.

Social innovation in Employment has a paradoxical relation with public bodies. The analysis of the practice fields youth employment and social entrepreneurship suggests a shifting responsibility of social security tasks from public policy to private and civilian initiatives; contrary to these two practice fields, the initiative for workplace innovation came from work organisations and not public bodies. At the same time, social innovations cannot escape public intervention. Analysis at a higher

'old institutions', social entrepreneurship is mainly driven by charismatic go-getters, and workplace innovation solutions are kept hidden behind company walls for the sake of market competition.

### SOCIAL INNOVATION AND POLICY: HOW TO INTEGRATE THE PRACTICE FIELDS TO TRIGGER SOCIAL CHANGE?

If sustainable employment is the main social change goal, then support from policy is necessary to integrate the isolated initiatives. While unemployment figures dropped significantly since the economic recovery after 2015, the employment chances for vulnerable groups are still precarious, such as the persistent high youth unemployment

in Southern and Eastern Europe. Apart from 'traditional' employment issues, new challenges emerge on European labour markets as a consequence of new technologies, impacting economies and jobs. Whilst new technologies offer opportunities for jobs, e.g. in the IT branch, there is also a threat that digitisation, robotics and automation

may eliminate jobs of lower and middle skilled employees. The challenge for social innovation is not only to formulate answers against the loss of the quantity of jobs, but also to respond to the loss of the quality of jobs, as technological innovation result in 'digital Taylorisation' of jobs.

Apart from 'traditional' employment issues, new challenges emerge on European labour markets as a consequence of new technologies, impacting economies and jobs.

level, the *comparative analysis* of the 136 cases [1], reveals a dominant role for public bodies. It appears that people ('individuals, networks and groups') are the main driver to lift off social innovation initiatives. But in order to sustain and scale up, these initiatives lack institutions and a solid eco-system, as youth employment remains entangled in

Workplace innovation measures/ activities at organisational level ...	... affecting social innovation at societal level will enable ...
- design autonomy and learning opportunities into the work of teams and jobs, and organise for more self-managing behaviour	- entrepreneurial and intrapreneurial behaviour good for business and employability; reduces employment risks
- open and transparent and non-ambiguous communication	- feeling heard, experiencing trust and stimulate non-defensive dialogue; results in better problem solving
- time, space and resources for learning and experimentation	- stimulates creating ideas and accepting to make mistakes; results in innovative behaviour
- supportive leadership and genuine care for others	- the reduction of power play and conflict, and result in trust and respect
- a certain level of job security, and honest rewarding/fair pay	- a sense of belonging and enhance social cohesion and better inter-relationships
- constructive labour relations, employment relations and industrial relations	- a business orientation based on common goals and cooperation

Integration is key to overcome the disparate nature of social innovations in Employment. The integration of the three practice fields into one coherent chain of 'social innovation of employment' requires the alignment of labour market and education activities of governmental bodies, training and experience-building goals of social entrepreneurs, and the human resources management activities of employers that are targeting employee engagement (i.e. workplace innovation). Furthermore, the separate social innovation initiatives must be connected through knowledge sharing and linking stakeholders. The needed commonality regards the three fields is in the first place to acknowledge more prominent roles for job seekers, trainees/interns and employees, which point to the importance of bottom up governance approaches. This means that target groups are provided a say in their deployment. In the second place, actors should recognize that there is a chain, between labour market entrance, improving the employability of labour market participants, and internal and external labour mobility in companies and organisations: the appropriate terminology is lifelong employability or lifelong careers. Thinking in chains would for example link social innovation with workplace innovation ('social innovation in the workplace'), as in the table [3].

## CONCLUSION

Overall, we observe that social innovation initiatives remain unconnected to create critical mass for sustainable change in employment. To enhance sustainable employment for target groups, policy makers need to conceptualize an integrative view on social innovation in employment including all stakeholders. To overcome isolation and stimulate upscaling such an integrative approach could align social innovation initiatives with existing activities and policies in the domain of employment, human resources, and training and education, at the level of work organisations, labour market institutions as well as individuals and their communities.

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# SOCIAL INNOVATION WITH ENVIRONMENTAL IMPACT: CURRENT AND FUTURE CHALLENGES

In the future, social innovation in Environment is seen to have an even stronger role in enabling positive changes in behavior and often they have an explicitly local role. However, it is also the ambition of many social innovation initiatives in Environment to bring new solutions to environmental problems in providing a local context to often global environmental problems.

*Doris Schartinger*

## ENVIRONMENTAL CHALLENGES AND SOCIAL INNOVATION

Detrimental environmental impact can take a multitude of forms, many of these, like the deterioration of oceans and marine habitats, the stratosphere or rainforests, cannot be felt everyday by individuals on a local level. However, these areas of the environment are influenced by the everyday behavior of individuals on a local level which is often motivated by short-term profit thinking and an emphasis on individual over social benefits (tragedy of the commons).

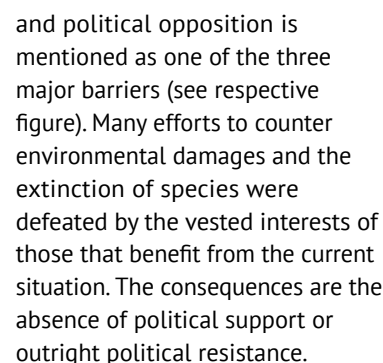
It is the ambition of many social innovation (SI) initiatives to bring new solutions to environmental problems in providing a local context to often global environmental

These areas of the environment are influenced by the everyday behavior of individuals on a local level which is often motivated by short-term profit thinking and an emphasis on individual over social benefits.

problems. SI in the area of Environment combines at least social and environmental goals. However, it seems a particularity of the area that many SIs add economic goals as well (see figure on the goals of SI in environment and below).

A more sustainable economy is a major issue in SI in the area of Environment. This is hinged to more sustainable production chains, to all aspects of the circular economy (i.e. long-lasting design, maintenance, repair, reuse, remanufacturing, refurbishing, and recycling) and to consumer patterns and consumer choice. The strong dependence on consumer choice entails increased awareness of (un)sustainable behavior and puts emphasis on citizens' engagement and inclusion more generally. Manifold challenges in the areas of environmental and climate policy are currently addressed at different levels – national, EU and global; and focus on e.g. climate change, air pollution, energy efficiency, resource efficiency and sustainable consumption & production, biodiversity, or water management and water pollution [1].

<b>Environmental goals</b>	<ul style="list-style-type: none"> <li>❖ Reduce waste</li> <li>❖ Repair items</li> <li>❖ Spare food</li> </ul>
<b>Social goals</b>	<ul style="list-style-type: none"> <li>❖ Integrate homeless</li> <li>❖ Engage rural populations</li> <li>❖ Employ jobless</li> </ul>
<b>Economic goals</b>	<ul style="list-style-type: none"> <li>❖ Start a business</li> <li>❖ Survive on the market</li> <li>❖ Grow in size</li> </ul>



to oceans or earth's atmosphere on the basis of reliable statistics, is a major source of learning and awareness of consumers and a frame for legitimacy of action at the same time. Its lack represents a major barrier for SI in the area.

Media contributions on the environment, or on SIs are important vehicles to raise awareness, increase knowledge and enhance demand for SI services. Cooperation with media is pursued by social innovators to gain attention and position SIs. Conversely, lack of media (see figure on the barriers of SI in environment) is a barrier for the growth of SI in Environment.

## SOCIETAL CHALLENGES

It seems important in this respect that SI initiatives in Environment, more often than in any other policy field, see themselves as part of a social movement, as activists. Accordingly, public bodies are, compared to other policy fields, underrepresented in Environment. In contrast, non-governmental and non-profit organisations are frequent initiators of SI initiatives

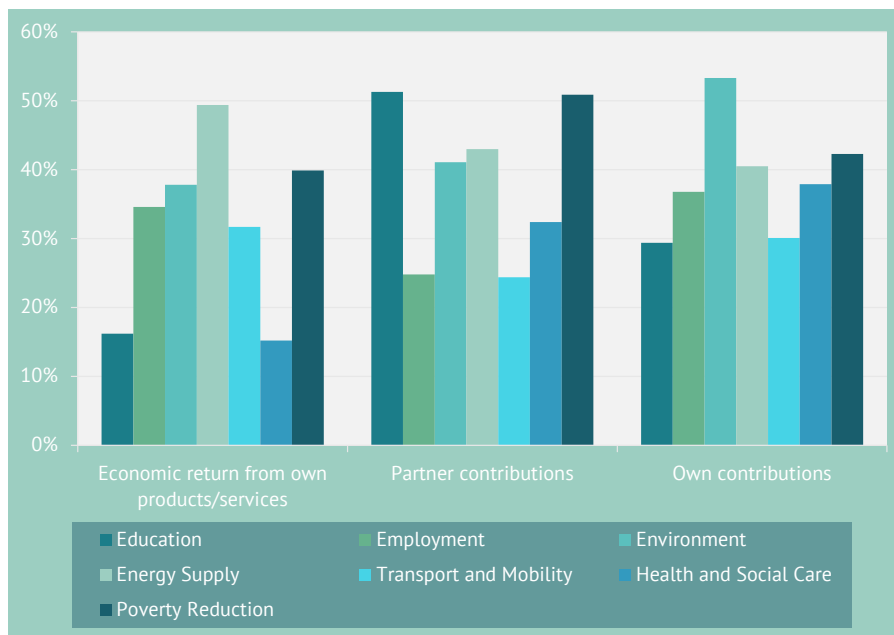


A major barrier for SI in Environment is **political opposition**

## FUNDING CHALLENGES

In Environment, many initiatives rely on private companies. This seems a “special feature” of all three sustainability related areas, i.e. Environment, Energy Supply and Transport and Mobility. The strong involvement of private companies as actors in the SI initiatives in Environment also explains the prominent role of economic returns from own products and services in the funding of these SI initiatives. In general, internal funding through own contributions are most relevant for environmental initiatives (53 %), followed by partner contributions (see figure on the main sources of funding).

As many SI initiatives actually add a third set of goals – economic goals – to their predefined social and environmental goals, latent demand becomes a critical factor. The supply of environmentally motivated, innovative social services often starts without actual estimates of markets, customers, or demand. Initiators of the SI initiatives perceive a tension or societal challenge, often kickstarted by statistics or personal experiences, and they do not have in advance knowledge if their business ideas sell. Successful SIs are those where demand “pops up” as soon as service offerings take concrete form. Thus, SI initiatives have an important role as they provide real feasible alternatives to the existing ways of doing things. But they face additional challenges in coping with economic goals as well.



## POLICY CHALLENGES

In the policy field of Environment, relations to policy are not one-directional [3].

On the one hand, there is impact from policy on SI. SI initiatives do receive active public support, be it in the form of financing through public programs or buy-ins through politicians. On the other hand, SI initiatives in Environment often develop because they want to have an impact on policy, or compensate for missing policy – social innovators want to influence policy. Here, policy change is in focus and policy is seen as the arena to achieve change. And a third connection to policy is that some social innovators desire explicit measures to support SI initiatives, e.g. more favorable fiscal and legal conditions for SIs to be implemented.

## CONCLUSION – THE FUTURE ROLE OF SOCIAL INNOVATION IN ENVIRONMENT

The future of SI is very much seen as a bridge between society and government, where governments are in a (governance) crisis and prone to populism. They may provide feasible alternatives to incumbent practices in matching hidden supply and demand (e.g. repair, food waste). Thus, in the future SI is seen to have an even

stronger role in enabling positive changes in behavior and often they have an explicitly local role. However, there is also a fear expressed by many social innovators that the increase of SI is connected to a withdrawal of governments' responsibilities (austerity policies).

Main sources of funding of SIs in Environment

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# SOCIAL INNOVATION IN MOBILITY AND TRANSPORT

This article is based on research of the work package on social innovation in mobility and transport of the EU-funded SI-DRIVE project and highlights the most important findings. A detailed elaboration of social innovations in mobility and transport are discussed in the final report of the working package [1].

*Anna Butzin / Maria Rabadjieva*

## INTRODUCTION

Social innovation initiatives for alternative mobility flourish. Surely, the most prominent example is car sharing, which is diffusing all over the world in diverse forms. However, there are many more ideas around: walking school busses, citizen initiated public transport, the critical mass movement, car-sharing, etc. Some of these are well known, while others are not. Within the work package “social innovation in mobility and transport” of the EU-funded SI-DRIVE project, we grouped these different solutions into three clusters (see figure on practice fields). The clusters are characterised by similar practice fields of social innovation, understood as more general focus areas, or bundles, of social innovation initiatives.

The cluster on green mobility and transport includes practice fields of social innovation fostering co-modality, e.g. through sharing initiatives implementing new practices related to usership rather than ownership. It also includes social innovation facilitating the use of electric mobility and multi-modality, i.e. the use of different transport modes on the same trip.

Many social innovation initiatives are based on slow transportation. There are no instances of striving for high-speed transport or long-distance trips. Instead, projects use walking or cycling as their starting point and strive to integrate them into daily activities. As a consequence, slow mobility has a strong local emphasis.

There is also a considerable inclusiveness/access dimension assigned to social innovation in mobility and transport to establish or increase access to basic needs fulfilment and societal life. These practice fields address the needs of people with reduced mobility, address new transport possibilities realised by citizen initiated public transport, gender sensitive transportation, etc.

The commonality among all these practice fields is engagement of actors different from those of the traditional mobility and transport system. The motivation of actors within these initiatives is to realise their idea of innovative mobility and to address the social problems of the immediate or wider environment by offering mobility solutions. Little is known about these initiatives in terms of actor constellations and roles, drivers and barriers, and the dynamics related to the innovation process. Based on this background, this article aims to characterise the initiatives as they relate to involved actors and financing, and to draw conclusions for policy making.

## SPECIFICS OF SOCIAL INNOVATION IN MOBILITY AND TRANSPORT

Quantitative data of 128 social innovation initiatives in mobility and transport were compared against data of 877 social innovation initiatives in other SI-DRIVE policy fields. Accordingly, four major distinctions were found to characterise the social innovation initiatives in mobility: the initiatives often have strong economic relevance; a volunteer workforce is still a crucial asset; policy plays an influential role as a driver; and technology is a central complementary factor. This is summarised in the following [1] [2].

**Economic relevance.** The initiatives include a strong economic dimension. The most commonly engaged actors are public bodies, private companies, and NGOs (see figure on the economic relevance). Different mobility icons have been used throughout the figures of this article to underline the variety of mobility and transportation initiatives). Many of these actors have not been involved professionally in the mobility and transport system before. Private companies are especially actively engaged in mobility and transport initiatives as compared to all other cases studied in SI-DRIVE (47% against 45% and 42% against 36%). There is economic interest for example in many car and bike sharing initiatives, but many



companies are also engaged in smart working and smart commuting approaches as part of their corporate social responsibility strategies. Another difference is the low engagement of NGOs compared to all the other studied SI-DRIVE cases (29 % against 49 %). Economic return from own investments is the most important financial source, directly followed by national public funding and own contributions from members of the initiatives. Philanthropic capital, foundations, and different kinds of donations play only a marginal role in financing mobility and transport initiatives, which is a striking difference to the other SI-DRIVE cases.

However, **volunteers** play a crucial role in mobility and transport initiatives and the average number of volunteers involved in mobility and transport initiatives is much higher than in the other policy fields [3]. The reason is globally distributed networks of people engaged voluntarily in specific initiatives.

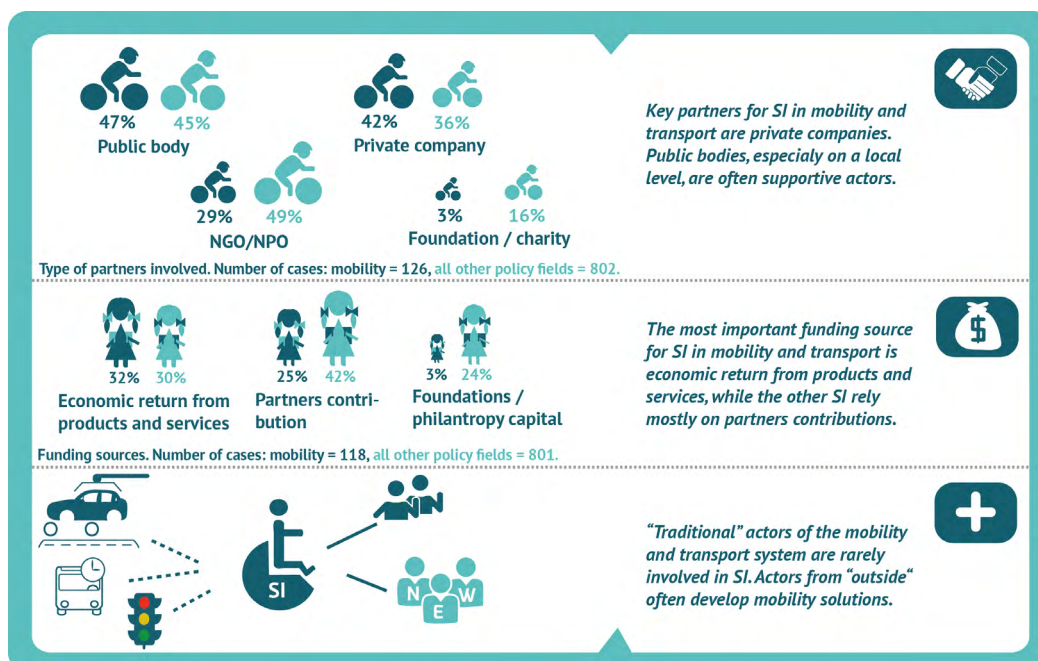
**Importance of politics.** Political strategies are a driver in 24 % of the mobility initiatives, compared to only 6 % in all other cases. Especially in the implementation phase, actors of the initiatives often interact with public bodies. Nevertheless, there are differences between the political levels (see figure on the importance of politics). Local policy often supports local social innovation initiatives. With some exceptions, many initiatives remain unnoticed when it comes to national policy.

#### Technology as a complementary factor.

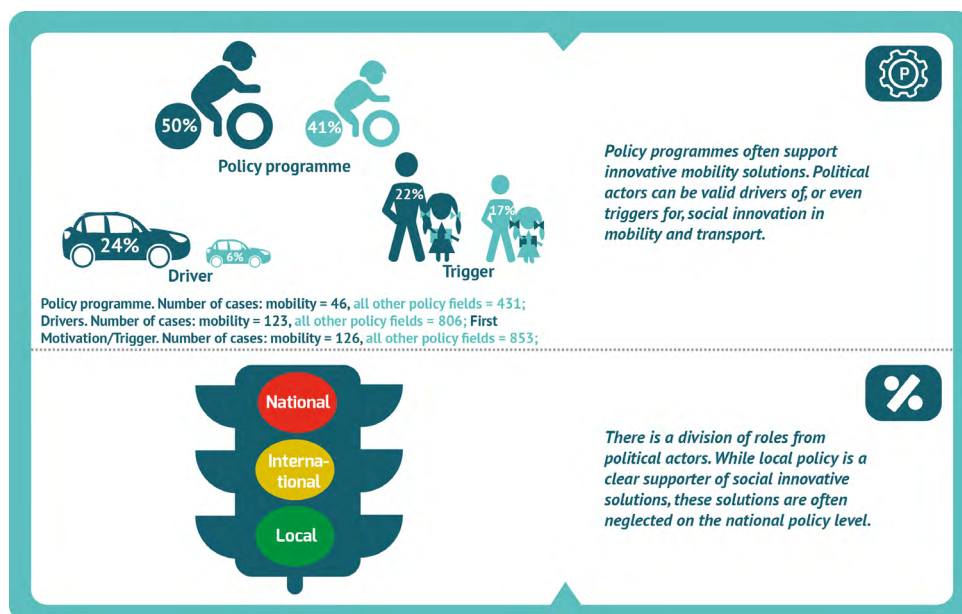
Technology is a substantial part of the social innovative initiatives in most practice fields [1, p. 15ff]. ICT and internet-based services are cross-cutting themes for mobility initiatives, technological solutions such as GPS tracking, electrical vehicles, on-board computers for car-sharing vehicles, computation in wheelchair delivery systems, and other technological features contribute to acceptance, growth, and spread of the initiatives (see figure on technology) Technology may not always be the first incentive or trigger for starting an initiative, but it plays a complementary role and has, in some cases, even made it possible to spread a solution across the globe (e.g. car-sharing and carpooling).



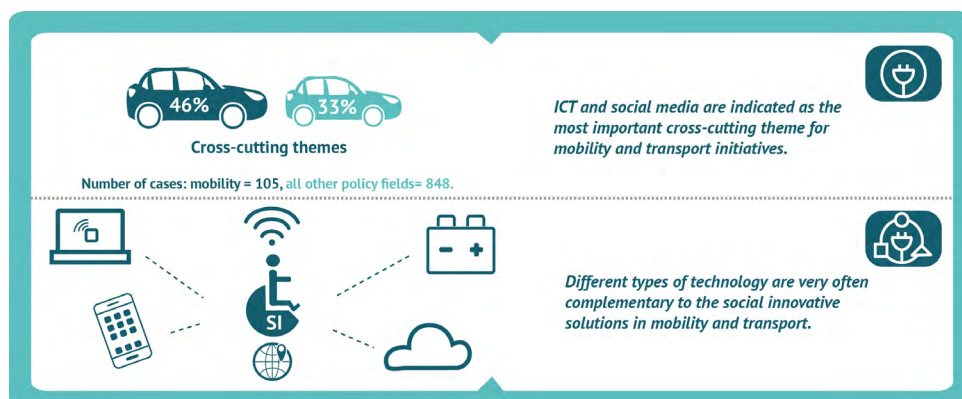
Practice fields in mobility and transport



Economic relevance of social innovation in mobility and transport. Empirical data from Butzin & Rabadjieva [2].



Importance of politics. Empirical data from Butzin et al. [1]



Technology in mobility SI. Empirical data from Butzin et al. [1]

## CONCLUSION

The support of social innovation initiatives as a driver for change in the mobility and transport system implies support from different kinds of actors. The understanding of mobility and transport actors needs to be broadened and go beyond the established sectoral boundaries to spread the many ideas developed in social innovation initiatives.

It is one of the central challenges of the European mobility and transport system to realize the potential of merging technological solutions and new social practices. First successful attempts underline the scope of possibilities: the practice of car-sharing is continuously further developing in light of solutions provided by smartphones and apps

(one-way car-sharing), and technologies of intelligent transport systems increasingly include human decision-making and behaviour to achieve higher efficiency. A massive change in power structures and re-orientation strategies are related to these latest developments. For example, does car-sharing heavily affect the business model of many established car manufacturers?

Furthermore, social innovation can be supported by creating incentives for companies, schools, and other actors to use alternative transport modes. There are many approaches fostering alternative transport modes that need be better communicated to be spread more broadly. Local decision makers can actively promote the spread of social innovation by engaging in the implementation of ideas in their municipalities that have originally been developed elsewhere.

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# FACTORS SHAPING SOCIAL INNOVATION IN ENERGY

In the energy domain, social innovation initiatives can help speed up the transition towards a sustainable energy system. However, their impact on this overall goal depends on the format of the social innovations and the amount of initiatives which are in place. This is in turn strongly shaped by factors which vary between countries and which are discussed in this article.

*Merel Ooms / Annelies Huygen / Wolfram Rhomberg*

## INTRODUCTION

There is a growing consensus around the world that social innovation (SI) can help address societal challenges in various domains. In the domain of energy, there are many of these challenges to overcome. For environmental reasons, a transition towards a renewable energy system needs to be made. SI initiatives such as energy cooperatives or other collaborations of consumers, businesses and governments can help to speed up this transition. During the SI-DRIVE project it became clear that the format and amount of SI initiatives differ widely between countries. In order to be able to understand how SI can lead to social change, it is important to know the factors shaping it. By addressing these factors, it is possible to create an environment in which SI can flourish.

This article is based on several research activities by the partners in the project. References to these reports are given at the end of this article. The factors presented are recognised and validated by the experts involved in the project as influencing SI.

## FACTORS SHAPING SOCIAL INNOVATION IN THE ENERGY DOMAIN

A first factor shaping SI in the energy domain is the geography and the natural resources of a country. Some countries have indigenous fossil energy resources (such as the Netherlands, Poland and Romania) which reduce the incentive for sustainable energy and therefore SI. Other countries have excellent conditions for production of sustainable energy such as wind power (Denmark), hydro power (Sweden and Austria) or even tidal power (United Kingdom and Ireland). Following this, SI initiatives develop which use these conditions.

As a starting point for SI, the existing energy system, or status quo, differs in every country and influences SI. In France and Belgium, for instance, there are large capacities of nuclear energy. As these are already in place, the costs of abandoning them make it more difficult to stop using them. Existing production facilities can therefore hamper the growth of SI and other initiatives for sustainable production. However, this is also a political choice. In the case of Germany the existence of nuclear energy production facilities strengthened the wish to find sustainable (local) alternatives.

**In order to create space for SI and consumers in general, most legal systems have to change significantly.**

A related factor is the energy policy in a country. Each EU Member State chooses its own particular way of implementing EU-targets on CO<sub>2</sub>-reductions. Policies and the attention for SI therefore differ between the Member States. The research showed that non-coherent or unstable energy policy hinders the growth of SI. On the other side of the spectrum, funding and public support programmes stimulate the growth of SI. Other stimulating measures are removing administrative barriers and offering institutional support. Another difference is that there are countries such as Denmark and Austria where local governments cooperate directly with SI initiatives and countries with more hierarchical, central governance and less cooperation.

The legal system of a country influences the scope of action for SI. Traditionally, the legal systems of the Member States incorporated regulations designed for top down energy systems with large players and rather passive consumers. In order to create space for SI and consumers in general, most legal systems have to change significantly. An example is that active consumers (so-called prosumers)

should be able to supply energy directly to others. However, for instance in the Netherlands, this is not yet possible.

Another factor is the structure of the energy market. The energy markets of all EU Member States were liberalised following EU directives. These introduced competition into markets which were previously mostly governed by public monopolies. In a liberalised energy market, small enterprises and citizens are given the same opportunities to enter the market as the incumbents. From the results of the project it can be derived that SI flourishes more in countries with a stronger degree of liberalisation. In those countries barriers to enter the market are removed and it has led to the emergence of new market players such as SI initiatives. In other countries incumbents are still dominant, which makes it difficult for new players to enter the market.

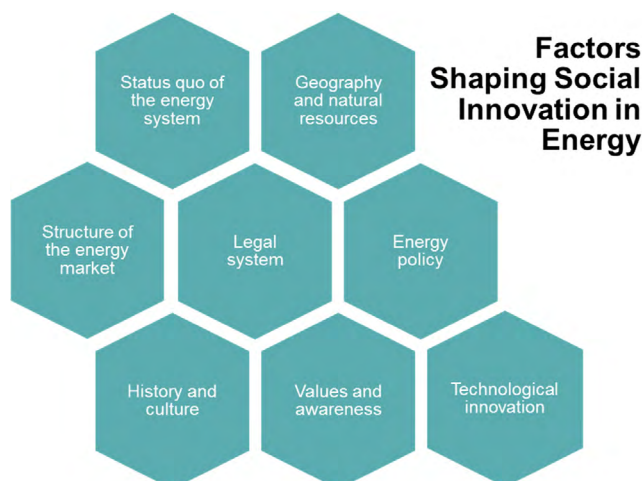
The history and culture of a country also influence SI. For historical reasons, in some Eastern European countries, trust among citizens and between citizens and government is rather low and cooperatives have a negative connotation. Because of that, energy cooperatives are less likely to develop there. In Denmark however, local cooperatives are historically and culturally embedded and are therefore an important part of the renewable energy system. Also the activities of initiatives are determined by history and culture. In countries, for instance, where families play a central role in society, it is more likely that initiatives will be directed at families.

Related factors of influence are the general values of people concerning sustainability and awareness of this topic. In some countries, citizens have strong positive values regarding sustainability and high awareness. This can stimulate the growth of SI since there will be more potential starters and followers of initiatives. Specific values which can foster SI are also the appreciation of local communities and active citizenship.

A last important factor stimulating SI in a country is technological innovation in renewable energy generation options, including solutions which allow small scale production and stimulate energy efficiency. When these technologies are available in a country, small-scale initiatives have the ability to produce energy, which is crucial for the development of SI. In countries with higher availability of the latest technology, also more initiatives will develop which make use of these technologies. Additionally, SI initiatives can grow and diffuse when these technologies are affordable and attractive business cases can be developed.

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Eight distinct factors shaping Social Innovation in Energy

## FACTORS IN CASE STUDIES

The SI initiatives studied in the project all reflect, to a certain extent, the way these factors take shape in a country. In this paragraph we provide some examples. In the case 'Energy Lady and Energy Kid' in Turkey, for instance, women and children are provided with knowledge on how to save energy. This shows that there seems to be a lack of awareness, and that families play a central role in society. The case 'GoiEner' in Spain is an energy cooperative which is started in a liberalised market, and is using the latest technologies for producing renewable energy. Lastly, the case 'Model Region Thayaland' in Austria is an example of cooperation between the local government, businesses and citizens who strive to become more self-sufficient in their energy production. This reflects trust in each other and the ambitious goals reflect high values and awareness concerning sustainability.

## CONCLUSION

The landscape of SI in energy is very diverse. Examples are energy collectives producing sustainable energy together, initiatives to raise awareness of the importance of energy saving or governments setting up programmes to collaborate with businesses and civil society to reach local goals. The format and amount of initiatives varies between countries, which is determined to a large extent by the national, regional and local context. The factors presented in this article play an overall role in different countries. By adjusting these factors, it is possible to improve the conditions for SI.

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# DISRUPTING CULTURES FOR HEALTH AND SOCIAL CARE INNOVATION

Despite the institutionalised nature of the health and social care sector, which may be a challenge to innovation, social innovation is seen to be growing. This impact can be further increased through relationships and partnerships which challenge the conventional cultures and values of the sector.

*Charlotte Heales*

## HEALTH AND SOCIAL CARE: INSTITUTIONALISATION AND INNOVATION

Social innovation in health and social care is a growing field. Some examples of innovations include:

- i) 'Physical Activity on Prescription' where patients and health and social care personnel are made aware of and are encouraged to consider physical activity as a complement and/or priority measure
- ii) 'Smart Elderly Care' where elderly people can phone a centre and their calls are being answered by staff who use an online platform to put out a call for assistance and
- iii) 'Dementia Adventure' which provides training and consultancy in the provision of carefully designed holidays or trips for people with dementia and their carers. Health and social care is a highly institutionalised sector and this can present challenges for social innovation. We argue that to have impact, social innovators must leverage relationships and bring together actors in order to meet and/or overcome the social values, demands and expectations which define how health and social care contexts operate.

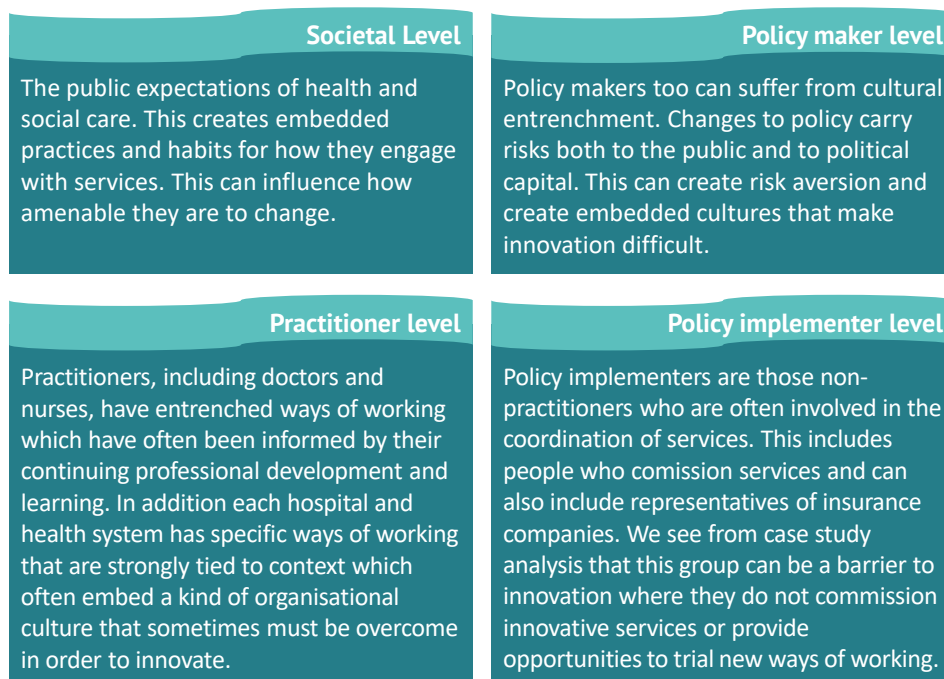
The work of the SI DRIVE project has revealed the strong role that charismatic leaders play in disrupting the entrenched cultures of health and social care and initiating innovation. During the case study analysis, it was found that across practice fields and countries, initiatives were often reliant – particularly in their early stages – on a committed individual with great personal motivation to create change. However, it was also found that these individuals were not able to drive change alone. One of their greatest skills was in convening collaboration, either formal or informal, between different types of actors.

Health and social care is a field which frequently demonstrates high levels of medical and technological innovation. The incorporation of new approaches and learning often occurs across countries, driven by the internationalism of much of the professional community, by the desire for systems to learn from each other, by the expectations of patients for the latest technologies, and by companies which look to sell their – often medicalised – solutions into the global market place for competitive advantage.

However, some social innovations, with their focus on changing relationships and practices, appear to face more barriers to absorption and this appears to be strongly related to the 'social' nature of social innovation. If we look to socially innovative approaches such as 'integrated care', we can see a clear degree to which an approach which has the potential to yield positive outcomes for patients has been difficult to implement because it requires disruption to existing professional relationships and pathways. SI-DRIVE's case study analysis and policy and foresight workshops have indicated the extent to which cultural change is frequently necessary in order to build socially innovative approaches.

## DISRUPTING CULTURES

Innovation in health and social care often relies upon practitioners reacting to situations in ways that are tried and tested. The levels of accountability in health and social care mean that risk aversion can be a pervasive force within this policy field, creating a culture where change can be difficult to implement. In addition, the routinised processes of health and social care and social expectations around their provision can also contribute to a kind of cultural calcification. This cultural embeddedness can be conceived



Levels of cultural embeddedness

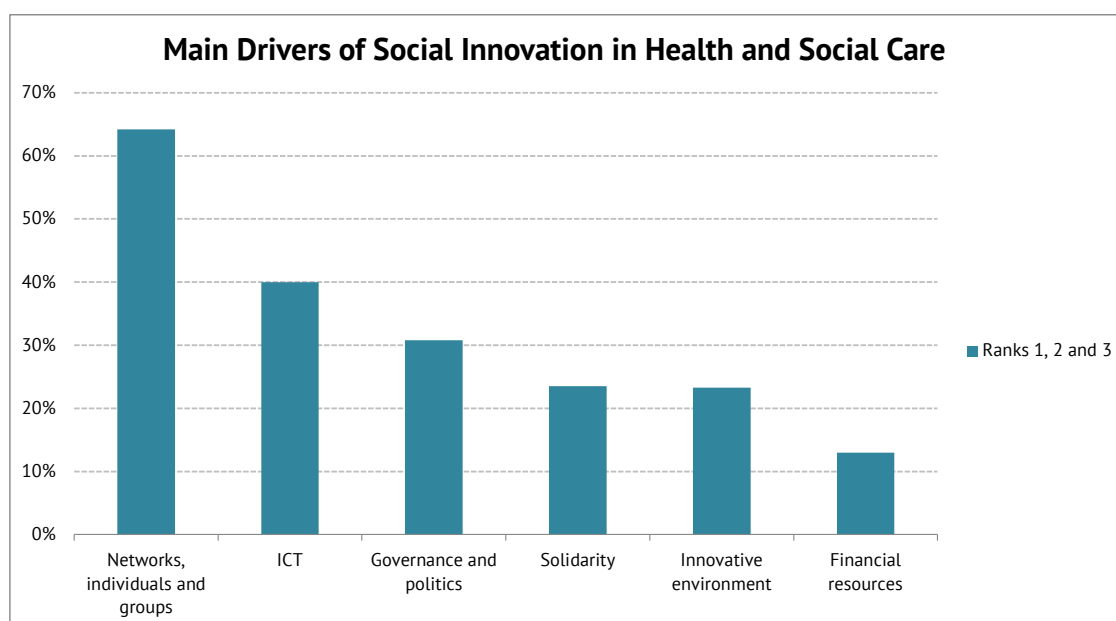
of as occurring at four levels (see figure on the levels of cultural embeddedness).

Culture creates particular and deep-rooted pathways for action which can be difficult for innovators to overcome.

The example of DocReady offers insight into how social innovation can help to circumvent this. The intervention recognised that young people with mental health problems frequently do not receive the help that they need because they often find it difficult to talk about their feelings in a way that doctors understand. Instead of changing the way doctors interact with their patients, the app looks to change the ways

young people talk about their feelings with doctors, making it easier for them to diagnose. Recognising the difficulty in overcoming the routinised processes of diagnosis, the app decides instead to work in a different space.

However, it is not always possible to work around culture. Sometimes it must be worked with. Our empirical work as part of the SI-DRIVE project demonstrates the ways in which key actors, collaborations and partnerships can be a mechanism for overcoming this barrier. Through the charismatic leadership of key individuals and the partnership of diverse stakeholders, it is possible to disrupt existing pathways to action, creating new ways of providing care.



Drivers of health and social care innovation for cases (Mapping 1 of SI-DRIVE [1])

## UNDERSTANDING THE ROLE OF ACTORS AND INTERACTION

The importance of actors for social innovation in this policy field was borne-out in Mapping 1 [1], where 'networks, individuals and groups' were identified as a driver by 64 % of initiatives in health and social care.

This finding was also mirrored in the case study analysis, where initiatives across practice fields demonstrated the importance of actors, and in particular collaboration, in driving forward social innovation. We found that initiatives are reliant on a range of different assets in order to effectively implement their project. These assets include necessary expertise; ability to impact the behavior of the target; ability to create an enabling policy environment where necessary; ability to fund the project; access to resources (such as buildings or technology) which are necessary to create the solution; enough time and capacity to deliver the initiative. We find that collaboration is a key way in which innovators build up these assets which can help them to work within their context.

## COLLABORATION AS A FORCE FOR CHANGE

As such, collaborations of different types of actors appear to be important, not just for the distinct knowledge bases that they bring, but also because of the different types of influence that they can exert. We define four different types of innovation actor active in this field.

Different types of actors can influence different types of cultural entrenchment. Policy makers, for example, frequently have the ability to change the underlying mechanisms of the health care system, they sometimes have the ability to open up funding, and their buy-in can be a great convening force. However, they have less ability to affect the on-the-ground actions of practitioners. Indeed, providing buy-in can often be one of the most effective ways of creating change, the example of the mobile health innovation MomConnect in South Africa is an example of this. MomConnect is a free mobile service for pregnant women and new mothers. It connects more than one million women to vital services and to appropriate information. Since its launch in 2014, it has sent out more than 58 million messages and 95 % of health clinics across South Africa are now participating in the initiative. Despite a highly bureaucratic environment, beset with barriers, the involvement of the Minister for Health enabled the project to create change and be scaled, albeit such support can be unstable.

Types of social innovation actor				
	Citizen innovator	Policy innovator	Technical innovator	Practitioner innovator
Who am I?	I'm a member of the public. I use health and social care services and I have clear insights into how my needs might be better met. I can offer understanding of the ways in which people engage with services.	I'm a policy maker. That means I work in government, or creating policy for a health providing institution. I have a professional responsibility to find ways to improve things and have access to levers including funding and regulation.	I'm a person with specific non-practitioner expertise. That might mean I'm a web developer, or a researcher. I bring new skills to the field of health and social care and can facilitate new opportunities to improve care.	I am a practitioner working in health, such as a doctor, nurse or care visitor. I innovate when I see a need among my patients or a way of providing services better. I have insight into the way that practitioners work.
When I initiate a project...	I often need the help of others in order to launch my ideas. Sometimes I need help negotiating the funding landscape or building a business model.	I often need the input of others in order to ground my ideas in practice and experience.	I often need expertise from a wide variety of stakeholders in order to understand the policy field. I frequently need institutional knowledge as well as the insights of service users, in ensure my innovation meets needs.	I often need the input of others in order to refine my idea. Collaboration with policy makers is also frequently useful in order to scale ideas.
I can help others innovate by...	I can complement other innovators on a project by offering insight into whether an initiative is fit for public use. Other innovators often use co-design methods in order to engage my opinion.	I'm frequently a useful partner for those innovators trying to institutionalise. I can provide support and funding. I can provide positive structural changes like regulatory support and- perhaps most importantly- my 'buy-in' can facilitate rapid growth.	I can provide new ways of approaching problems and can provide the technical insight to push an innovation further. I might provide new ways to approach a problem or provide useful insight into understanding impacts.	I can provide routes in to practice and can be useful at getting ideas implemented. What is more engagement with me can help to change cultures among health providers and can help to adjust innovations to make uptake more likely.

The motivation and action of committed individuals can be a considerable driver, but ultimately a common feature of successful innovations is the collaboration of a diverse set of stakeholders, each of whom offer different and often complementing competencies and insights which are necessary to successfully disrupt entrenched cultures.

can help to drive innovation by (a) creating innovations that work to the existing social values and expectations of patients and (b) creating movements among patients which can change the culture among these actors. For example, many of the electronic and mobile health interventions considered as part of the SI-DRIVE project included a co-design element which used citizens' input to radically change the shape of the intervention.

Technical innovators have the potential to bring new knowledge and skills to a problem, to improve a solution, or help to demonstrate its impacts. From a technological perspective, they can often help to embed solutions in existing practices thus making uptake easier. Moreover, practitioners can often help to create change through their understanding of existing practices and their insight into the problems being faced within health and social care delivery.

## CONCLUSIONS

Our research – as part of the SI-DRIVE project – has demonstrated the importance of collaboration as a force for creating change in health and social care. The motivation and action of committed individuals can be a considerable driver, but ultimately a common feature of successful innovations is the collaboration of a diverse set of stakeholders, each of whom offer different and often complementing competencies and insights which are necessary to successfully disrupt entrenched cultures. We find that within health and social care innovation we work best when we work together.

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# TACKLING POVERTY BY CONFRONTING SOCIETY'S POVERTY OF IMAGINATION

## SOCIAL INNOVATION CAN HELP TACKLE POVERTY USING ITS CROSS-CUTTING AND COLLABORATIVE APPROACH

Poverty reduction is literally the number one Sustainable Development Goal agreed by virtually all countries and the United Nations to be achieved between 2016 and 2030. Social innovation has a critical role to play because poverty, despite significant reductions between country averages from 2000 to 2015, remains the major constraint to successful sustainable development. Moreover, social innovation's cross-cutting and collaborative approach is precisely what is needed to tackle the highly complex and interrelated challenges that poverty presents.

*Jeremy Millard*

### POVERTY IS NOT JUST ABOUT MONEY

In many developing countries, absolute poverty is measured as not having enough money and other resources to survive. In developed countries like Europe, poverty is not just having a low income but is also about being left out of mainstream society. Hence the 'poor' may not want for the basic survival needs of life, but if their income or circumstances mean they are not able to participate in society's normal activities, they become marginalised and vulnerable, which means their lives are also poor socially, culturally and economically. Poverty is thus highly complex and, especially in developing countries, is often inextricably linked to environmental stress and climate change as well as gender and power relations.

Given the multi-dimensional approaches that social innovation offers which can integrate across sectors and build collaboration between multiple actors, it is often uniquely placed to find and implement integrated solutions to poverty. Social innovations generally find a significant role for civil society, in addition to public bodies and businesses. However, those that specifically tackle poverty tend to do this even more, as well as draw on a richer ecosystem of partners with very large numbers of 'other' actors, such as foundations, social enterprises, informal groups, social partnership institutions, schools, charities, religious groups, research and university institutions, cooperatives, networks and individuals. Indeed, many of these are typically very close to the poor and vulnerable

as they have greater local and contextual knowledge and are more nimble than more mainstream actors they act, in effect, as 'trusted third parties'. This rich ecosystem characterising social innovation for tackling poverty can indeed help reduce poverty as it confronts the poverty of society's imagination when it does not draw on all society's assets and actors.

### THE PREDICAMENT OF POVERTY

Basic questions need to be asked about how the social needs of the poor are articulated. On the one hand, the poor typically find themselves in a condition of overall relative powerlessness, whilst on the other hand the poor – and especially the communities in which they live – possess huge potential, resilience and latent ability to be a big part of their own solution. This means there should be less focus just on nitty-gritty 'problem solving' and more on the opportunities open to the poor in their specific context. Thus developing the agency of the poor through awareness raising, advocacy and mobilisation, as much as possible through their own efforts, is critical. However this is not enough. Most social innovations are concerned only to meet immediate needs by increasing the agency and empowerment of beneficiaries, without recognising that typically these are often the symptoms of more structural root causes, which are hardly addressed.

Some successful social innovations tackle these issues, though it takes time and patience. For example, an initiative run by an NGO in very poor areas of northern Ghana saw an opportunity to use the talents of local inhabitants possessing some basic education by training them as so-called 'barefoot' teachers to provide basic literacy and numeracy skills to children in local villages.

However, it was soon realised that one of the keys to this was to work on changing local power structures through painstaking consensus and capacity building, particularly by empowering women in village life. From this, in turn, other complementary innovations are being enabled, such as involving women in local entrepreneurship schemes and supporting local radio stations and media productions as job opportunities for some of the locally educated youth. This example also illustrates the need to address, as far as possible, some of the structural root causes, in this case local power structures and the role of women, in order to meet a range of social needs. [1]

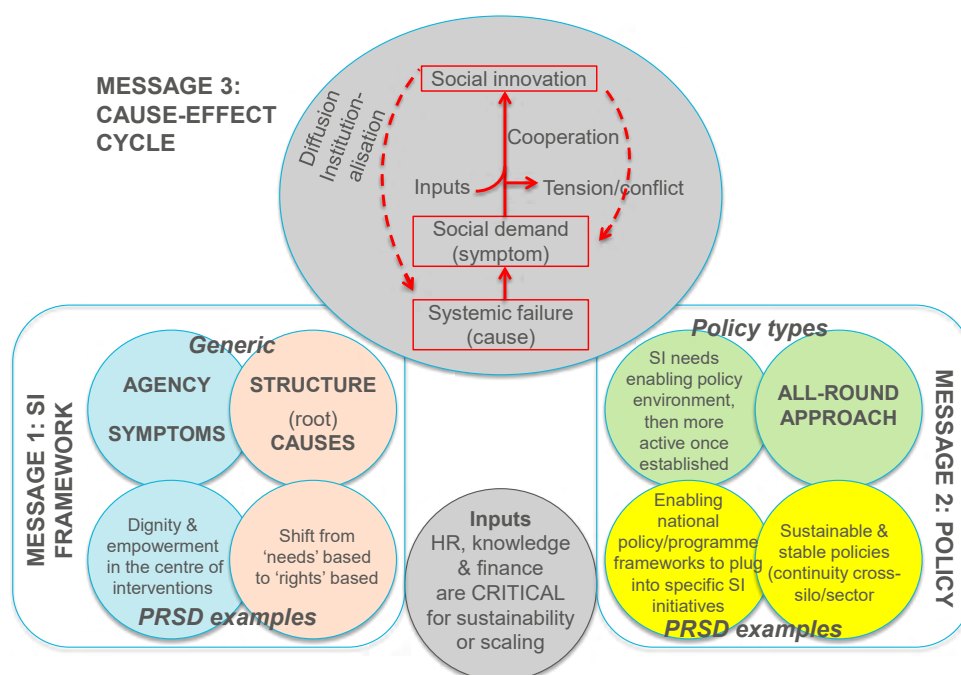
### WHAT ACTUALLY IS POVERTY, AND WHAT CAN BE LEARNT TO TACKLE IT?

As shown above, SI-DRIVE's work on the role of social innovation in tackling poverty has shown the importance of improving both the agency of the poor as well as addressing the wider societal structures which typically produce poverty and other social needs in the first place. This is complemented by other recent research showing that the poor in any society have precarious structures within which to live and work so that they typically expend all their effort simply surviving from day to day or week to week, and do not have sufficient time or energy to plan for and invest in their own,

Most social innovations are concerned only to meet immediate needs by increasing the agency and empowerment of beneficiaries, without recognising that typically these are often the symptoms of more structural root causes, which are hardly addressed.

their family's or their community's future. [2] This is not the traditional 'poverty trap', normally thought of as a self-reinforcing mechanism which sees the individual sink further into hopelessness through their own lack of effort due to laziness or low intelligence. Instead, it recognises that poor people more than others in society typically have to contend with a highly complex and unpredictable social and economic environment.

This shows the need for structural readjustments, laws, regulations, cross-agency and non-government collaborations, and similar, in addition to directly tackling the symptoms of the pressing need on the ground. The goal should be to make the poor's lives as easy and as simple as possible so they can focus on solving their own problems of scarcity rather than grappling with a complex system that is often not contextually embedded. Other examples include the early 2017 employment tribunal ruling in the UK that Uber must no longer classify drivers as self-employed but instead as employees with the right to receive the national living wage and holiday pay. This legal change considerably simplifies drivers' lives and provides them with more long-term security. An Indian example is the use of ICT to promote the financial inclusion of the poor by simplifying and linking up contextual structures and supports around them through the world's largest biometric ID system. This means that the earlier complex systems of subsidies and



Key messages for poverty reduction and sustainable development

benefits for the poor are instead provided through a one-stop shop with simple identification, both raising awareness of what the poor are entitled to and making it very easy to access their rightful benefits.

## KEY MESSAGES IN TACKLING POVERTY

SI-DRIVE partners summarised these and other insights into a number of key messages for poverty reduction and sustainable development (PRSD), as sketched in the diagram.

Inputs of people, knowledge and finance are necessary but not sufficient conditions. It is also important to provide a conducive framework that develops the agency of the poor and marginalised as well as ensuring that the structures that surround them do not increase their burdens or mitigate their efforts. In this context, it is essential to ensure that the poor's dignity is respected and enhanced, and that their basic needs are recognised as 'rights' within

these structures rather than simply needs which may or may not be met. There is a general cause-effect cycle, for example of system failure leading to acute social demands. However, designing approaches to tackle this is complex and difficult due to the mix of actors involved, the conflicts and tensions that arise and the different collaborative innovations needed across the ecosystem. This means the policy framework should take an all-round cross-sector approach, that both enables the poor's and their communities' efforts to have impact, as well as actively supporting promising innovations from a variety of actor constellations.

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