Measuring Social Innovation
ES+ Methodology

Study Cases | MIES and ES+ Maputo

PORTO | 28TH NOVEMBER
SOCIAL ENTREPRENEURSHIP IN WESTERN EUROPE

2,8% (average) of the Western Europe working population are Social Entrepreneurs

1 Total Social Entrepreneurship: Spain (0.9%), Germany (1.6%), Netherlands (1.5%), Italy (2.5%), Norway (2.2%), Belgium (3.0%), Greece (2.9%), United Kingdom (4.2%), France (2.6%), Finland (5.1%), Switzerland (4.3%) and Iceland (6.1%) - Global Entrepreneurship Monitor. 2011. Report on Social Entrepreneurship - Executive Summary
“Social Entrepreneurship is the process of developing innovative and sustainable solutions to neglected problems of society. It translates into Social Innovation whenever it leads to more effective responses for the societal problems (relative to alternatives in place)

"Filipe Santos, INSEAD 2012 Journal of Business Ethics
ES+ METHODOLOGY PHASES

The methodology maps the innovation and local entrepreneurship ecosystem, analyses the competitiveness of the innovative business models identified, and publishes and disseminates national and international success stories and best practices.

- **PHASE I: IN LOCO INTERVIEWS TO THE PRIVILEGED OBSERVERS (PO)**
  - ~65 answers (S)

- **PHASE II: SCREENING CALLS TO THE REFERENCED INITIATIVES**
  - ~40 answers (S)

- **PHASE III: DEEP SURVEY TO THE SELECTED INITIATIVES AND INTERNAL ANALYSIS**
  - ~200 answers (S)

- **PHASE V: RESEARCH, TRAINING TUTORING ES+ INITIATIVES**

(S) Survey
MAPPING SOCIAL PROBLEMS

Risk Behaviors and Addiction 3%
Health and Access to Health 4%
School absenteeism and poverty and Low educational qualifications 4%
Network and Partnerships lack of capacity 5%
Low Local Economic Development 6%
Domestic Violence 6%
Children and Families at Risk 7%
Poverty and Extreme Poverty 9%
Aging, Isolation and Desertification 18%
Unemployment 23%

Other PO’s Phase Outputs
- Neglected Social Problems
- Local economic development strengths/potential
- SIE I Impact Experts
- SIE Training Experts
- SIE Investors
- SIE Experts
- SIE Initiatives

Source: results from Alentejo and Centro Regions OP’s interviews survey
SOCIAL INNOVATION CRITERIAS

Insights from local experts (PO’s) to create high social impact Initiatives

- Social Mission (14%)
  - Social Mission
  - Values, Solidarity and Humanization

- Scalability/Replicability (6%)
  - Scalability
  - Replicability

- Empowerment and Local Inclusion (28%)
  - Active involvement of the community
  - Social Inclusion
  - Local and cross-sector partnerships
  - Local Business Sector envelopment

- Social and/or Environmental Impact (19%)
  - Measurement and Social Impact
  - Proven Results and change effected in the community
  - Diagnosis, problem well identified

- Innovation, Inspiration and Sustainability (33%)
  - Sustainability, Feasibility and Longevity
  - Innovation and Inspiration
  - Well-structured initiative with a Strategy
  - Training and Qualified Human Resources

Key:
- Mentioned by >200 POs
- Mentioned by 75-199 POs
- Mentioned by 25-74 POs

Source: results from Alentejo and Centro Regions OP’s interviews survey
METHODOLOGY OUTCOMES

Insights from the local experts (PO’s)

Knowledge (36%)
- Sharing of knowledge/experiences
- Knowledge database
- Creation of Partnerships and Network
- Need Analysis
- Reducing risks

Communication (26%)
- Dissemination and promotion of the initiatives
- Engagement and raising awareness with the Civil Society

Performance (38%)
- Scalability and Replicability
- Innovation, inspiration and sustainability
- Prepare and Implement quality initiatives
- Assessment and Measurement of Impact
- Use of Existing Resources

Potential Outcomes

Mentioned by
>100 POs
Mentioned by
50-100 POs
Mentioned by
24-50 POs
PORTUGAL ENABLERS

Public Universities 12%

Municipality / local Body State/ EC Portuguese Support Framework Programs 43%

non-profit Private Association Private/Cooperative 24%

Private Foundation 9%

Private Company 12%

Source: results from Alentejo, Centro and North Regions Screening Cals interviews survey

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PORTUGAL SOCIAL INVESTORS

Private Social Association 1%
Private Foundation 16%
Municipality / local Body State 8%
Private Company 30%
EC Portuguese Support Framework Programs 45%

Source: results from Alentejo, Centro and North Regions Screening Cals interviews survey

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INVESTORS ANALYSIS

Strengths
- Inter-Institutional Relations (cooperation and problem solving)
- Refund forms (access, advances ...)
- FundsCommunication (adapted to the public, accessibility)
- Jobs Creation
- Project Management
- Sports Infrastructure
- Quality of the HR (project managers)
- Material Resources

Weaknesses
- Bureaucracy and / or promotion of unsustainable solutions
- The Project Impact Assessment absence
- Low Government Budget
- Time Management (start date, time)
- Refunds (too late...)
- Financing that generates dependencies
- Quality of the Financing Information
- Applications Term (difficulty submit spontaneous calls)
- Centralization of Support
- Lack of cooperation between partners

Key
- Mentioned by >20 POs
- Mentioned by 10-19 POs
- Mentioned by 3-9 POs
PORTUGAL SOCIAL INITIATIVES

The screened local initiatives (~1500) most referred by the Social Experts (Sector and Targets)

Initiatives Sector:
- Solidarity & Social Security Services: 51%
- Entrepreneurship: 9%
- Education & School Education: 6%
- Environment: 6%
- Culture: 5%
- Recreational and Cultural: 5%
- Health: 5%
- Tourism: 4%
- Employment: 5%
- Agriculture: 9%
- Food and Agribusiness Research: 4%

Initiatives Target:
- Local community and / or Families: 37%
- Children, Youth & Seniors: 12%
- Unemployed People: 13%
- Companies: 8%
- Women: 8%
- Gypsy community: 7%
- General Population: 8%
- Social Institutions, Organizations and…: 8%
- Emigrants and Immigrants: 7%
- Parents and / or family: 7%

Source: results from Alentejo, Centro and North Regions Screening Cals interviews survey
BARRIERS TO SIE
Project managers answers from the screening initiatives survey (~1500)

Outputs from the Screening Phase
- Stage of development and years age of the initiative
- Objective, problems and target addressed
- Resources for the initiative implementation
- Empowerment methodologies
  - Social impact instruments
  - Types of innovation
- Growing and replication potential
- Difference / advantage of the initiative in relation to other similars

Source: results from Alentejo, Centro and North Regions Screening Cals interviews survey

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HIGH IMPACT SIE INITIATIVES

Analyzing the competitiveness of the innovative business models (~550) and certifying as high potential social innovation and social entrepreneurship initiatives (~100)

- IES powered by INSEAD performance tool analysis
- Social Entrepreneur characterization
- Social Entrepreneurship Organization characterization
- Project Cycle Management initiative analysis
- 60 questions about social innovation and social entrepreneurship criteria
- Weakness and Strengths Management analysis
- Business model and key resources analysis
- 65 indicators Management diagnose
- Initiative Story board and pitch
- Academic Council Evaluation

Source: results from Alentejo Regions Deep Survey interviews survey

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METHODOLOGY OUTCOMES

Internal Skills Levels

Relevance

- National and International Alignment of strategies
- Impact Assessment
- Planning and goal setting
- External Communication and Marketing
- Internal Communication
- Organizational Culture
- Leadership and management capacity
- Information and management control
- Implementation of projects
- Identifying funding sources
- HR management
- Administrative operation
- Project Formulation

ES+  QI's

- National and International Alignment of strategies
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ES+  QI's
Support people/families at risk or Problematic Families
Training Local Communities and Social Initiatives
Gender Equality
Domestic Violence
Child Protection
Child Development
Housing and Social Amenities (water, sanitation, lack of conditions)
Integration of Ethnic Groups (Gypsies communities or other)
Tourism
Animal Care
Attraction and Retention of Youth to Rural Areas
Migrations

QUANTITY VS QUALITY
3 phases Social Solutions

Major Neglected Areas

Poverty Alleviation
Child Development
Domestic Violence
Active aging and / or Support for Vulnerable Elderly
Housing and Social Amenities (water, sanitation, lack of conditions)
Child Protection
Support people/families at risk or Problematic Families
Training Local Communities and Social Initiatives
Gender Equality
Migrations
METHODOLOGY OUTCOMES

Social Problems (OPs)
- 1% Apathy and lack of Initiative of the Population
- 2% Elderly isolation and Young Rural Flight
- 3% Poverty
- 4% High-Risk behaviors (Alcohol, Drug Addiction and Psychoactive Substances)
- 5% Student Absenteeism, School Failure and School Dropout
- 10% Families at Risk and Problematic families
- 12% Community Empowerment and Social Initiatives Capacity Building
- 14% Economic Growth

Initiatives Quantity (Tds)
- 0.1% Social Problems (OPs)
- 0.7% Initiatives Quantity (Tds)
- 3.1% 0.5%
- 19.8%
- 11.2%
- 15.7%
- 0.6%
- 0.9%
- 0.4%
- 0.6%
- 0.1%

Initiatives Quality (ES+)
- 0.1% Social Problems (OPs)
- 0.9% Initiatives Quality (ES+)
- 0.6%
- 0.1%
- 0.0%
- 0.7%
- 1.3%
- 5.3%
- 1.3%
- 1.3%
- 0.6%
- 0.4%
ES+ METHODOLOGY OUTPUTS


**Initiatives Map | MIES Beta Version**

http://map.mies.pt/

**ES+ Initiatives Videos | MIES TV**

http://tv.mies.pt/
Gathering academic, social, public and private organizations on the ES+ methodology major pilot in 3 Regions (North, Center and Alentejo)
ES+ METHODOLOGY OUTCOMES

Strategic Operating Model of IES and the critical path through the value chain based on action research, starting from the identification area (ES+ methodology) for the creation, implementation and promotion of high social impact solutions.

1. IDENTIFICATION OF EXISTING SOCIAL INNOVATION AND ENTREPRENEURSHIP
2. R & D AND TRAINING CONTENTS PRODUCTION
3. EDUCATION PROGRAMS DEVELOPMENT
4. FELLOWSHIP AND MAXIMIZATION OF SOCIAL IMPACT

Please come and join us around the Globe
ES+ METHODOLOGY

REPLICATION IN MOZAMBIQUE

14 Certifying ES+ initiatives, from 150 deep survey initiatives performance analysis, from 700 screened initiatives analysis, from 400 social local experts interviews. Publishing and disseminating ES+ Maputo in Mozambique as national and international success stories and best practices.
Inspire and empower for a better world through social entrepreneurship.

www.ies.org.pt

Nuno Frazão | nuno@ies.org.pt | +351 91 745 74 74