sike

**social innovation
through knowledge
exchange**

NEEDS ANALYSIS REPORT

Index

Introduction

The following document presents the second phase of the Needs Analysis Work Package, included in the European Erasmus+ project SIKE – Social Innovation Through Knowledge Exchange. This document, in the form of a report, includes the results of a questionnaire tested and enhanced in the first phase and now delivered to a broader audience of organizations/institutions working in the Social Innovation (SI) field. Like the first one, this questionnaire is divided between 4 categories (one for each objective), with sub-categories and specific questions within each of them, and it was disseminated within the partner's contacts network. The main objectives were:

1)   To allow the identification and characterization of the network of organizations/institutions working in Social Innovation in each region;

2)   To gather information about the meaning of social innovation to each of them and their experience in this field;

3)   To map and characterize the structures, methods and work processes of the organizations/institutions;

4)   To congregate the social challenges and needs of each region.

This second phase of the Needs Analysis concludes with this more comprehensive report, based on a questionnaire with a wider number of responses, more representative of each of the region's social needs.

About SIKE

SOCIAL INNOVATION THROUGH KNOWLEDGE EXCHANGE (SIKE) is a project that seeks to demonstrate the potential of universities to use their knowledge in order to affect social change in a direct and meaningful way. It's doing this by developing new paradigms and tools for knowledge exchange practice that embrace social innovation, encourage social entrepreneurship and offer more effective support to local communities. The Partners - leading socially innovative universities and experienced social innovation drivers from 5 European regions (UK, Spain, Germany, Portugal and Croatia) – are working together to create an ecosystem that nurtures and supports sustainable, resilient and responsible innovation.

During the SIKE project the partners will:

1) Support social innovation through knowledge exchange by: forging alliances between the stakeholders of the social innovation ecosystem, from business, local government, civil society organisations and community groups and develop Social Innovation through Knowledge Exchange (SIKE) Units that will specifically develop and adapt knowledge exchange tools and processes to the needs of social innovators;

2) Stimulate social entrepreneurial skills within the University and the regional community by: offering facilities for social innovation incubation and hot-desking facilities; linking services for connecting social entrepreneurs and community groups with the knowledge base of the university; offering resources, processes and expertise to evaluate and demonstrate the value of social innovation to policymakers.

1. General Information

A deeper understanding of the organizations/institutions and regions studied forced us to ensure a generous sample that would allow us the minimum quality of results.
The methodology for dispersing the questionnaire was to disseminate it through each partner's contact networks and, in some cases, to organize project dissemination events where the questionnaire was presented.
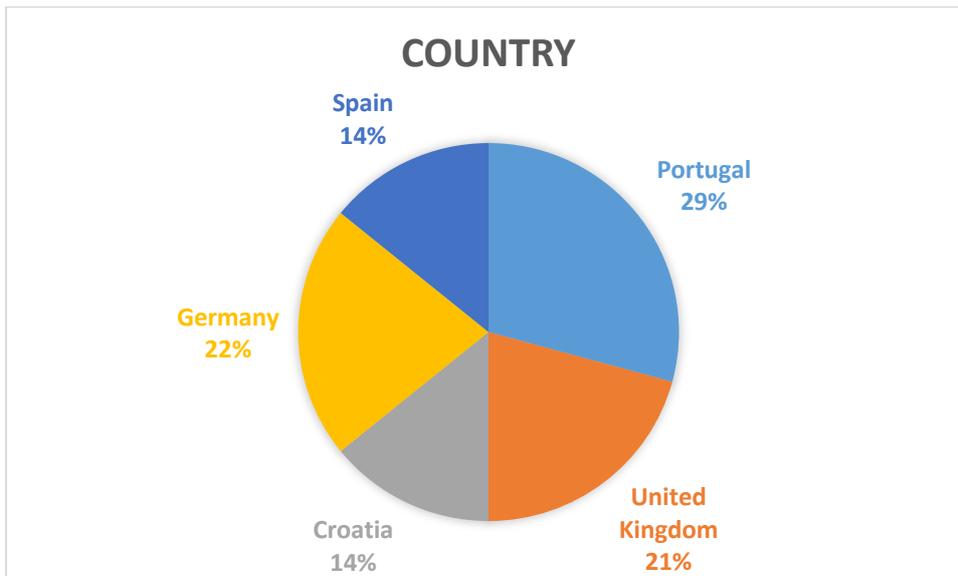
Graphic 1 - Countries of origin of the survey answers

In the end, we collected the total of 106 completed and validated surveys divided between the 5 regions: Portugal (29%), UK (21%), Croatia (14%), Germany (22%) and Spain (14%). The values achieved (Graphic 1) are within the minimum required to draw cross-cutting conclusions across regions although assuming a higher incidence of responses from Portugal.

1.1 - Survey sample characterization

The third question of the survey intended to clarify the nature of the respondent. To the question "**Which best describes your organisation/ institution?**" we suggested 9 options plus the "**other**" alternative (with the chance to specify the option):

3) Private higher education institution/ research unit;
4) Public or state higher education institution/ research unit;
5) Government or government-related organization;
6) Local/regional/national network;
7) Service provider (incubator, accelerator; consultancy);
8) Social economy entity (foundation, association, cooperative, charity organization);
9) Start up/entrepreneurial venture (business under 3 years);

10) Company/Small and Medium Enterprises;
11) Financial/Investing entity;
12) Other ( ).

Which best describes your organisation/ institution?

SOCIAL ECONOMY ENTITY (FOUNDATION,...	31
PUBLIC OR STATE HIGHER EDUCATION...	16
SERVICE PROVIDER (INCUBATOR, ACCELERATOR;...	12
COMPANY/SMALL AND MEDIUM ENTERPRISES	11
START UP/ENTREPRENEURIAL VENTURE (BUSINESS...	10
GOVERNMENT OR GOVERNMENT-RELATED...	10
LOCAL/REGIONAL/NATIONAL NETWORK	9
OTHER	3
PRIVATE HIGHER EDUCATION INSTITUTION/...	2
FINANCIAL/INVESTING ENTITY	2

Graphic 2 - Respondents categorization.

Has shown in graphic 2, the majority of the respondents were **Social Economy Entities** - foundations, associations, cooperatives, charities, organizations (31) followed by **Public or State Higher Education Institutions/ Research Unities** (16). The "**Other**" option was selected by 3 respondents who presented themselves as 1) an NGO; 2) a Civil Society Organisation and; 3) a Global Network and Service Provider.

With least responses (2) was registered the options **Private Higher Education Institution/ Research Unit** and **Financial/Investing Entity**.

Legal frame

NON-PROFIT ORGANISATION/ INSTITUTION	76
FOR-PROFIT ORGANISATION/ INSTITUTION	25
OTHER	5
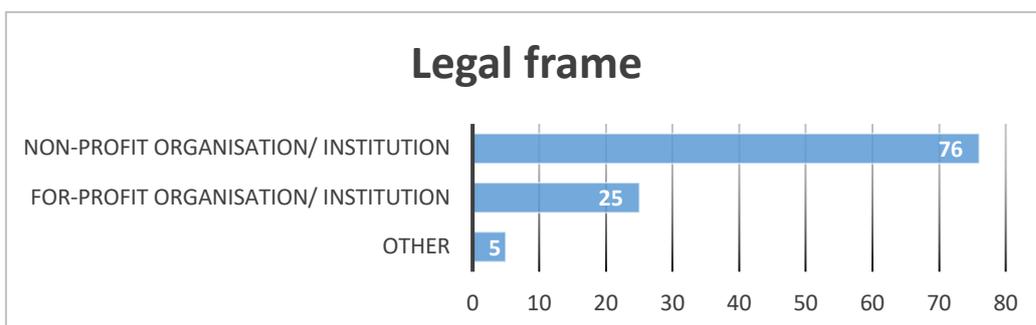
Graphic 3 - Organisations/Institutions Legal Frame

Among all the organisations/institutions submissions, 76 (72%) were non-profit (graphic 3), 25 (24%) were for-profit and 5 (5%) indicated a different legal framing (graphic 3).

Both these indicators proved us that our sample is mainly characterized by non-profit Social Economic entities.

1.2 - Enrolment evaluation of the respondents with social innovation activities.

HOW DO YOU EVALUATE THE ENROLMENT OF YOUR ORGANISATION/ INSTITUTION WITH SOCIAL INNOVATION ACTIVITIES?

Poor 8%

Excellent 18%

Fair 24%

Good 50%

**Graphic 4 – Enrolment in Social Innovation activities**

The partners' responses variates accordingly to their context of enrolment in Social Innovation activities within their institution. The responses (graphic 4) are spread between 0% in Inexistent, 8% - Poor, 24% - Fair, 50% - Good and 18% - Excellent. It demonstrates a positive oversight but still with the opportunity to further develop and grow.

2 - Social Innovation involvement and experience of respondents.

The second part of the survey intended to gather information about the respondents Social Innovation perception and their experience in this field.
It consisted of two initial closed questions, where they were asked to rank some general concepts about Social Innovation, and six other questions where information about their experience was requested.

2.1 - Social Innovation characterization from the respondent's perspective
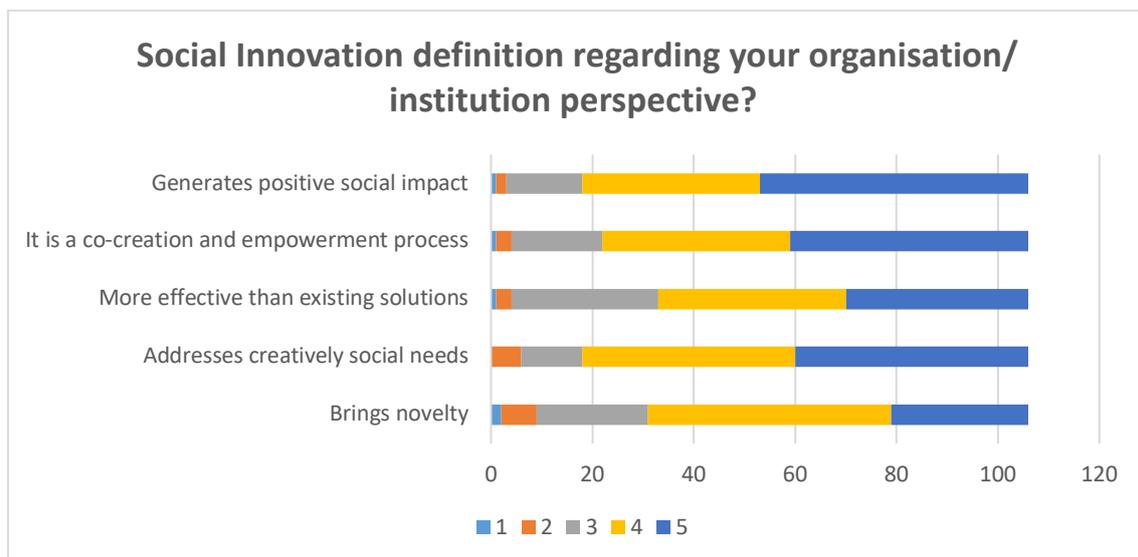
Graphic 5 – Social Innovation characterization distribution
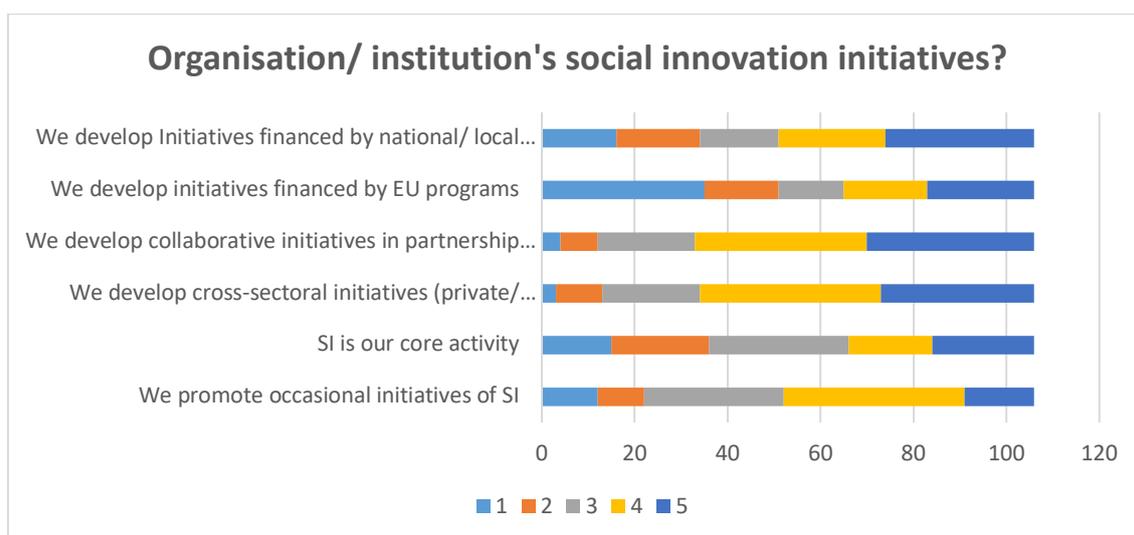
Answer	Average
Generates positive social impact	4,29
Addresses creatively social needs	4,21
It's a co-creation process	4,19
More effective than existing solutions	3,98
Bring novelty	3,86

Table 1 - Social Innovation Definition average responses

To perceive the Social Innovation Definition across the responder's vision it was established five frameworks and definitions of what Social Innovation is/does: 1) Bring novelty, 2) Addresses creatively social needs, 3) More effective than existing solutions; 4) it's a co-creation process, 5) generates positive social impact. The distribution of value across the partners' responses was balanced, as we can see in Graphic 5.

As it is showed in table 2, with the calculated average of the values, we notice most agreed on a definition of Social Innovation as something that generates positive social impact. However, the high average of all options indicates that all of them are aligned with the definition of Social Innovation of the responders.

2.2 - Experience of the respondent's in the field of Social Innovation

Graphic 6 - Organisation/ institution's social innovation initiatives?

Answer	Average
We develop collaborative initiatives in partnership with other similar institutions	3,88
We develop cross-sectoral initiatives (private/ public/ 3rd sector)	3,84
We develop Initiatives financed by national/ local programs	3,35
We promote occasional initiatives of SI	3,33
SI is our core activity	3,1
We develop initiatives financed by EU programs	2,79

Table 2 - Social Innovation Definition average responses

Regarding the SI initiatives (graphic 6), the results indicate us that mainly the institutions are focused on the enrolment of collective initiatives, since the options "We develop collaborative initiatives in partnership with other similar institutions" and "We develop cross-sectoral initiatives (private/ public/ 3rd sector)" were the most indicated by them, with 3,88 and 3,84 on average, in a scale from 1 to 5 (table 2), when asked which of the available options best applied to them


PERSONNEL WORKING IN SOCIAL INNOVATION?

15 to 30 — 11%
More than 30 — 14%
Less than 5 — 59%
5 to 15 — 16%
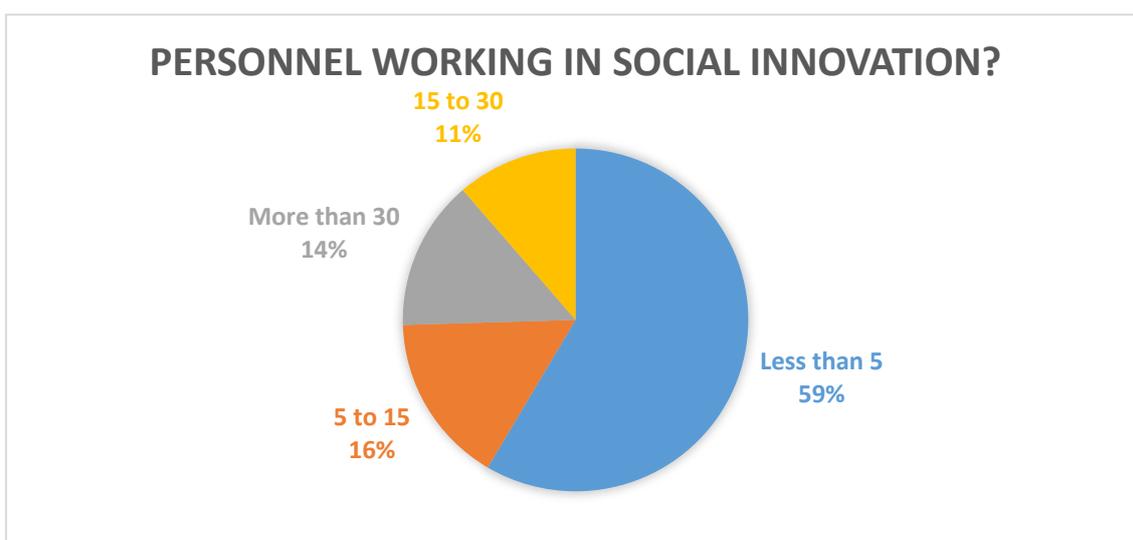
Graphic 7 - Answers to the question "How many personnel of your organisation/ institution are currently enrolled in programs in social innovation?".

Also, the majority (59%) of the institutions' staff currently enrolled in programs in social innovation is "less than 5 people" (graphic 7). With "5 to 15 people" we find 16% of the respondent's, with "more than 30 people" there is 14% and "15 to 30" 11% of them have their staff enrolled in programs in social innovation.

It is a disappointing indicator, but one that can be justified with the fact that social innovation is a recent field and institutions are still starting to bet in this area.

GROWTH ON PEOPLE WORKING IN SI OVER THE LAST FIVE YEARS?

Decreased 2%

I don't know/ not applicable 26%

Increased 42%

Stayed the same 30%
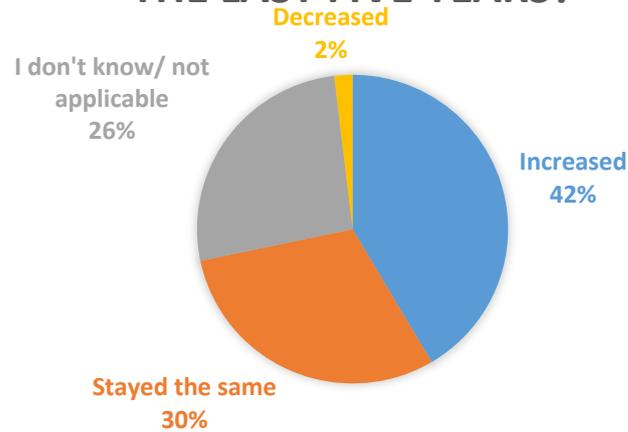
Graphic 8 - Answers to the question "How has this number changed over the last five years?"

With 42% of the respondent's, we found that that the number increased in the last five years, indicating that more people are working on the field of Social Innovation (graphic 8). However, even so, 30% of them stayed the same in the last five years concerning the number of people working there. A small percentage (2%) showed that the number decreased and 26% of the responses couldn't give any information about this matter.

3 - Current response to the challenges of Social Innovation

On this third part of the survey we collect information about the actual response to the challenges of SI offered by the organizations/institutions that answered the survey. The data collected were intended to provide us with information about the formative skills they offer, the factors behind IS projects and the collaborative networks in which they participate.

3.1- Social Innovation institutional responses
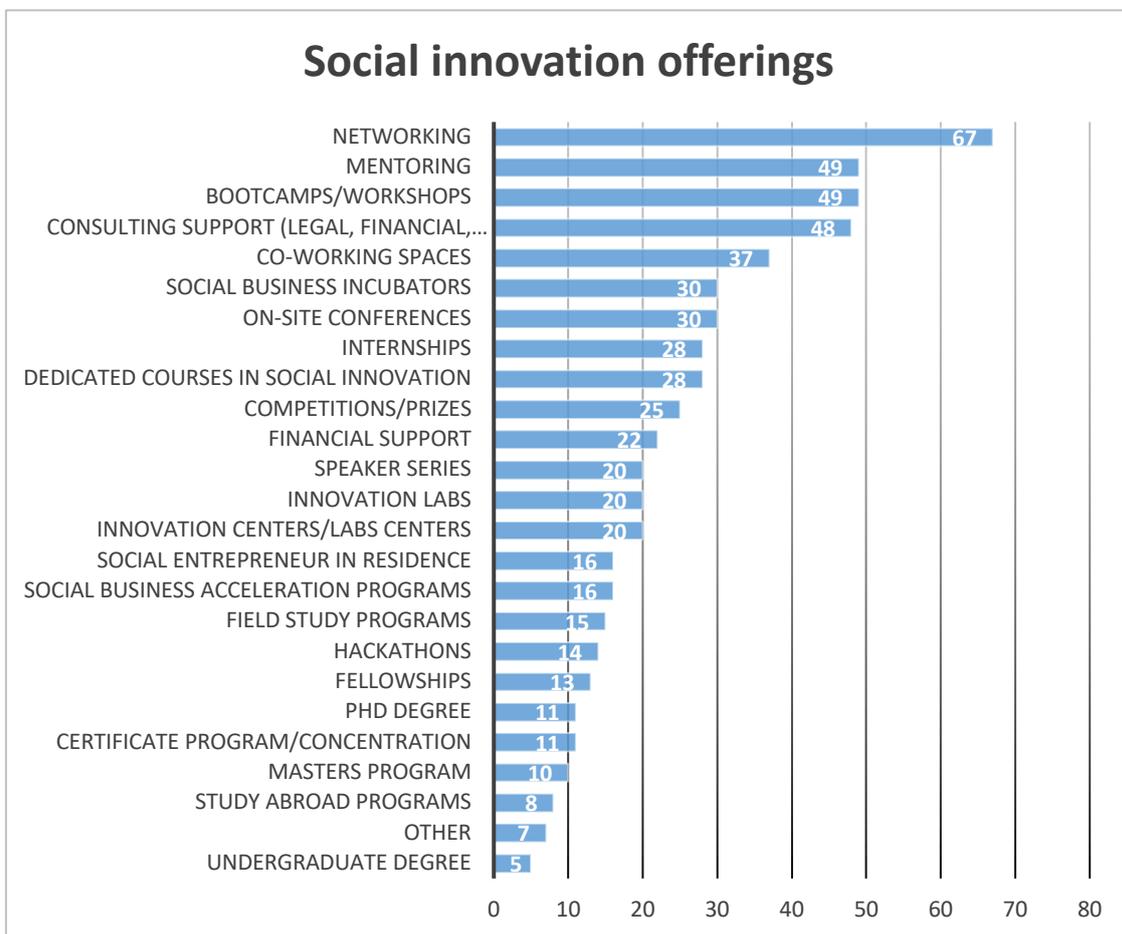
Graphic 9 - List of Social Innovation offerings from participants

The offering in Social Innovation among the responder's variate from a range between more academic or more community orientated (graphic 9). The most common offering is Networking, selected 67 times by the institutions. Following the Networking, the second most common are Mentoring and Bootcamps/workshops, being offered by 49 of the

institutions. Consulting support is also present as an important offer, being proposed by 48 of partner's institutions.

With less presence among the interviewees, but still relevant, we find Co-working spaces (37). Among the "other" options (7), the following alternatives were indicated: Community Development, Executive Education, Community support, Ideation Events, Volunteering Opportunities and Social Impact.

Social innovation initiatives' focus areas

Focus Area	Value
COMMUNITY EMPOWERMENT	39
SUSTAINABILITY	32
CITIZEN ENGAGEMENT	30
IDEATION AND CREATIVITY	29
NETWORKING/DISSEMINATION	28
CROSS-SECTOR COLLABORATION	28
SOCIAL CHANGE STRATEGIES	26
BUSINESS MODELING	22
URBAN AND TERRITORIAL DEVELOPMENT	18
CORPORATE SOCIAL RESPONSIBILITY	17
SOCIAL IMPACT MEASUREMENT	13
SOCIAL ENTREPRENEURSHIP THEORY	13
DESIGN THINKING	13
INCUBATION AND VENTURE SUPPORT	13
COMMUNITY ASSET MAPPING	11
TECHNOLOGY/ENGINEERING	10
IMPACT INVESTING	10
DATA AND MONITORING	9
POLITICAL GOVERNANCE	8
PHILANTHROPY	8
INTRAPRENEURSHIP	7
LIBERAL ARTS INTEGRATION	5
OTHER	4
MICROFINANCE	2
HISTORY OF SOCIAL CHANGE	1

Graphic 10 - Areas focused by organizations/institutions participating in the survey

The Social Innovation initiatives are here divided by 24 focus areas (graphic 10). The area of "Community Empowerment" has the biggest representation with 39 responses, followed by "Sustainability", with 32. The third most common focus area in Social Innovation initiatives is "Citizen Engagement" with 30 of the participants' responses. After these three main focus areas, there are "Cross-sector Collaboration" and "Networking/dissemination" with 28 responses. With a small representation, we find "Microfinance", with only 2 indications, and with 1 "History of Social Change". The "Other"

areas indicated were: Climate Change and Environment, White-label Tools, Culture and Heritage Divulgation and Social Security Reform.
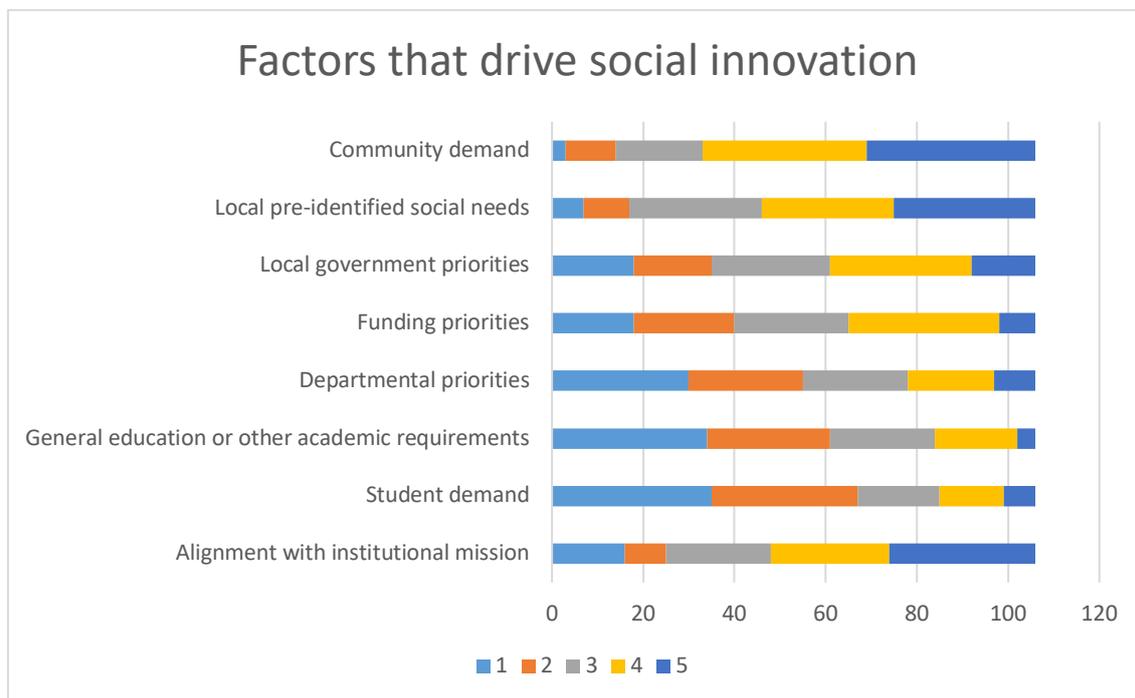

Graphic 11 - Most influential factors that drive social innovation at the participants institutions.

Answer	Average
Community demand	3,88
Local pre-identified social needs	3,63
Alignment with institutional mission	3,46
Local government priorities	3,06
Funding priorities	2,92
Departmental priorities	2,55
General education or other academic requirements	2,35
Student demand	2,3

Table 3 – Average score of the influential factors that drive social innovation at the participants institutions.

The factors that influence and drives Social Innovation at the participants institutions are multiple (graphic 11), but the main is "Community Demand", with an average of 3,88 on a scale from 1 to 5 (table 3). Also considered important by respondents, as factors that drive Social Innovation, is the "Local Pre-identified Social Needs", and, following it, is the "Alignment with Institution Mission option.

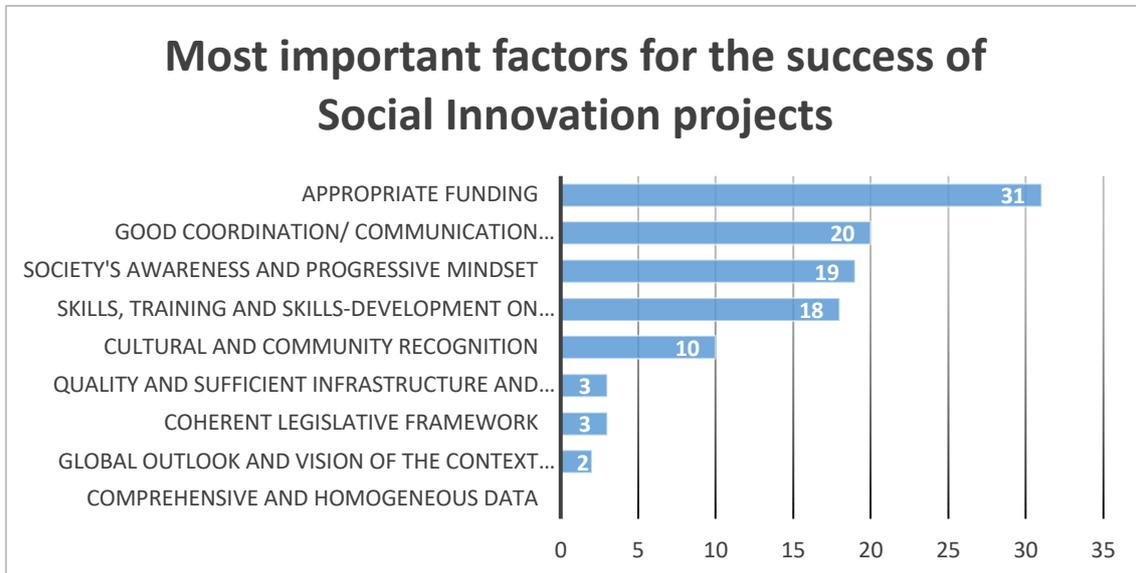## 3.2 – National and International Networks
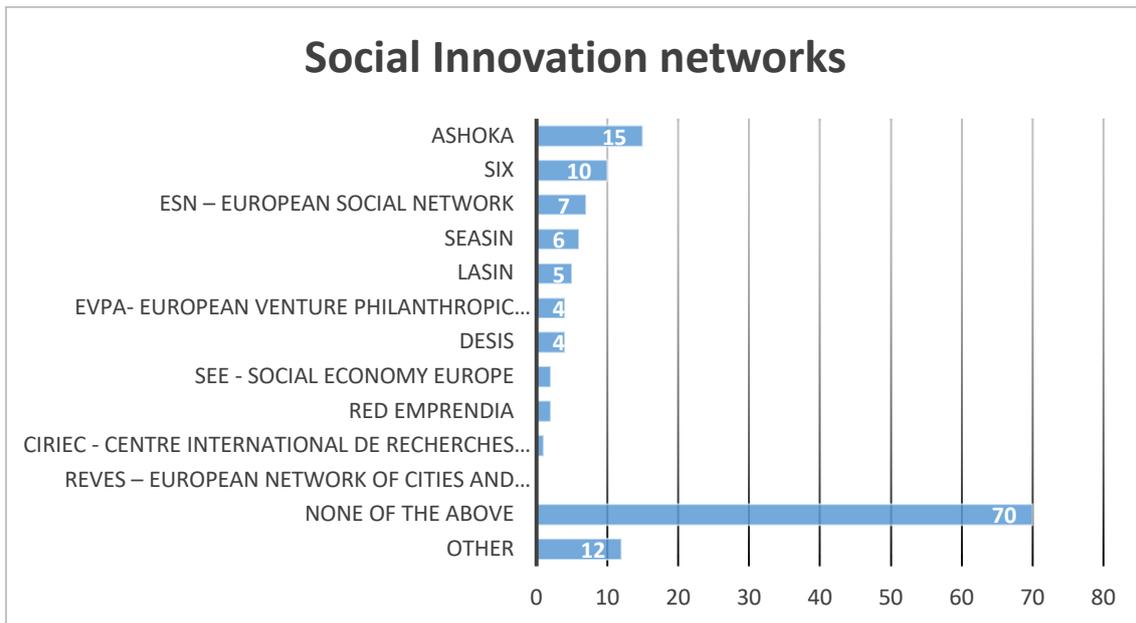
Graphic 12 – Participants social innovation networks of collaboration.

Today there are several Social Innovation networks in Europe and around the world that are trying to join efforts and harness synergies of those working in the area of Social Innovation. Within those, our survey shows that Ashoka is the most popular among the respondents with 15 indications, and SIX comes in second place with 10 responses (graphic 12),. From the majority (70) that indicated that don't belong any of the indicated networks, only 12 stated that are integrated in other networks: NESI, Impact Hub Global, SEND, EIT CLimate-KIC, Impact Hub, GSVC - Global Social Venture Competition, Atlantic Social Lab, 4iS, SIMRA, SIC, ESSI, Local basque SI Network, Basque eHealth Cluster, lnnoBasque - Basque Agency for Innovation and SEND.

4 - Social challenges and needs

The last part of the survey collected information about specific social needs, of each of the regions, identified by the institutions/organizations that answered the questionnaire. It consisted of seven mandatory topics and two optional open questions.

Most important factors for the success of Social Innovation projects

Factor	Value
APPROPRIATE FUNDING	31
GOOD COORDINATION/ COMMUNICATION…	20
SOCIETY'S AWARENESS AND PROGRESSIVE MINDSET	19
SKILLS, TRAINING AND SKILLS-DEVELOPMENT ON…	18
CULTURAL AND COMMUNITY RECOGNITION	10
QUALITY AND SUFFICIENT INFRASTRUCTURE AND…	3
COHERENT LEGISLATIVE FRAMEWORK	3
GLOBAL OUTLOOK AND VISION OF THE CONTEXT…	2
COMPREHENSIVE AND HOMOGENEOUS DATA	

Graphic 13 - Success factors of Social Innovation projects

In the opinion of the respondents, the success of IS projects is mainly due to the lack of "Appropriate Funding", with 32 responses from the 106 participants (graphic 13). Second, third, and fourth, with only 20, 19, and 18 answers, respectively, come options "coordination/ communication between the various actors", "society's awareness and progressive mindset" and "Skills, training and skills development on the field of SI". These being the four factors that they consider most important for the development of IS projects, we can conclude that they will be, in the same sense, the main ones to invest when implementing them.
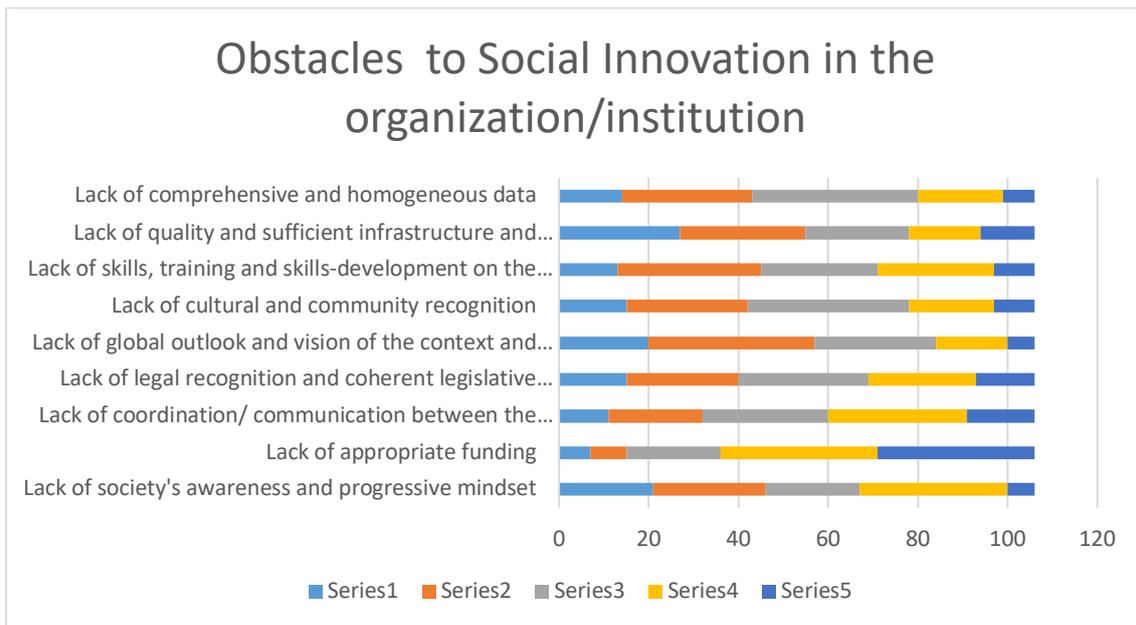
4.1- Barriers to Social Innovation development
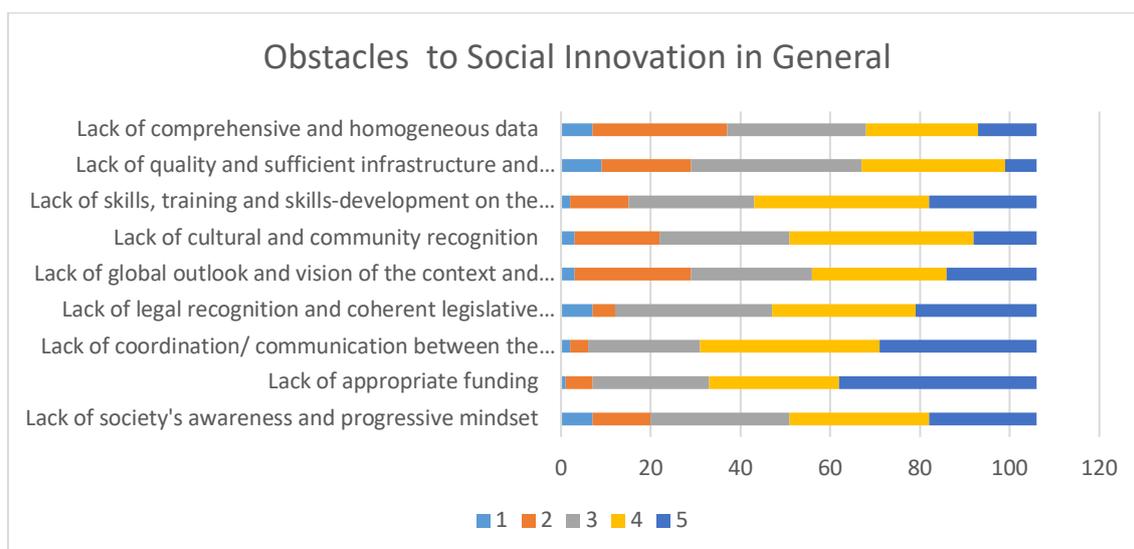
Graphic 14 - Obstacles to Social Innovation in General

Answer	Average
Lack of appropriate funding	4,03
Lack of coordination/ communication between the various actors	3,96
Lack of legal recognition and coherent legislative framework	3,63
Lack of society's awareness and progressive mindset	3,49
Lack of cultural and community recognition	3,42
Lack of skills, training and skills-development on the field of Social Innovation	3,66
Lack of global outlook and vision of the context and the future	3,36
Lack of quality and sufficient infrastructure and working spaces	3,08
Lack of comprehensive and homogeneous data	3,07

Table 4 - Average score of Obstacles to Social Innovation in General

Social Innovation projects can find several obstacles that stand in the way of advancing projects in the field. According to the participants responses (graphic 14), the "lack of appropriate funding" is the biggest obstacle that stands in the way of advancing Social Innovation projects within their regions, with an average of 4,03 on a scale of 1 to5. The second biggest obstacle, with an average of 3,96, is the "lack of coordination/ communication" (table 4).

Graphic 15 - Obstacles to Social Innovation in the organization/institution

Answer	Average
Lack of appropriate funding	3,78
Lack of coordination/ communication between the various actors	3,17
Lack of legal recognition and coherent legislative framework	2,95
Lack of skills, training and skills-development on the field of Social Innovation	2,87
Lack of cultural and community recognition	2,81
Lack of society's awareness and progressive mindset	2,79
Lack of comprehensive and homogeneous data	2,77
Lack of quality and sufficient infrastructure and working spaces	2,6
Lack of global outlook and vision of the context and the future	2,54

Table 5 - Average score of Obstacles to Social Innovation in the organization/institution

Once again, when asked directly about the main obstacles to the development of IS projects within their institutions (graphic 15), the "Lack of appropriate funding" option is again the most relevant with an average of 3.78 on a scale of 1 to 5 (table 5). Secondly comes option "Lack of coordination/ communication between the various actors", with 3.17, in third the option "Lack of legal recognition and coherent legislative framework", with 2.95.

4.2 – Social needs to address
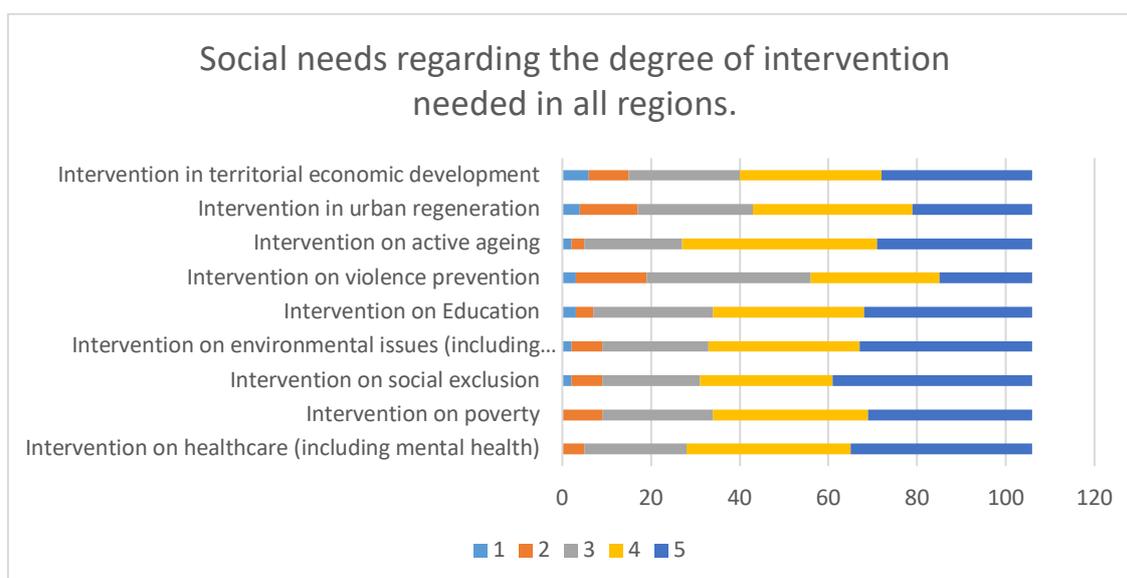
Graphic 16 - Social needs regarding the degree of intervention needed in all regions.
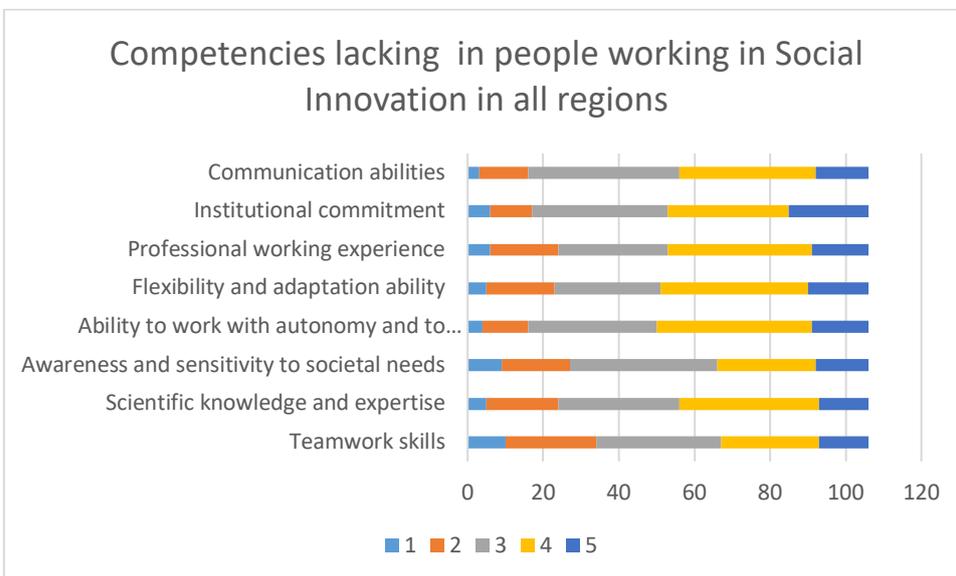
Answer	Average
Intervention on healthcare (including mental health)	4,08
Intervention on social exclusion	4,03
Intervention on active ageing	4,01
Intervention on environmental issues (including food waste)	3,95
Intervention on poverty	3,94
Intervention on Education	3,94
Intervention in territorial economic development	3,75
Intervention in urban regeneration	3,65
Intervention on violence prevention	3,46

Table 6 - Average score of Social needs regarding the degree of intervention needed in all regions.

When asked to "rate the following options regarding the degree of intervention needed in specific social needs of their region concerning social innovation projects" (graphic 16), across all regions the option that comes first is "Intervention on healthcare (including mental health)" with an average of 4.08 on a scale of 1 to 5 (table 6). Second and third, with values still within the number 4, appear the options" Intervention on social exclusion "with 4.03, and" Intervention on active ageing " "with 4.01.

Among the "other" possibilities the respondents included the following options:

| Option	responses
Social political participation	3
Unemployment / Employment	3
Gender equality	2
Climate change	2
Financial education	2
Confidence, belief, positive mindset	1
Trust in society and democracy	1
Supporter of living in justice and peace	1
Heritage preservation and valorisation	1
Improved access to creative infrastructures	1
Active responses to the issue of Adverse Childhood Experiences (ACEs)	1

Graphic 17 - Competencies lacking in people working in Social Innovation in all regions

Answer	Average
Ability to work with autonomy and to develop initiatives	3,48
Institutional commitment	3,48
Communication abilities	3,42
Flexibility and adaptation ability	3,41
Professional working experience	3,36
Scientific knowledge and expertise	3,32
Awareness and sensitivity to societal needs	3,17
Teamwork skills	3,08

Table 7 - Average score of competencies lacking in people working in Social Innovation in all regions

With particular interest within the SIKE project, the participating institutions were asked "Which competencies do you consider to be lacking in most people working in Social Innovation in your region" (graphic 17). The answers to this question were mainly focused on two issues: 1) "Ability to work with autonomy and to develop initiatives" and "Institutional commitment", both having a score of 3.48 on a scale of 1 to 5 (table 7). In third comes "Communication skills" with a response average of 3.42.
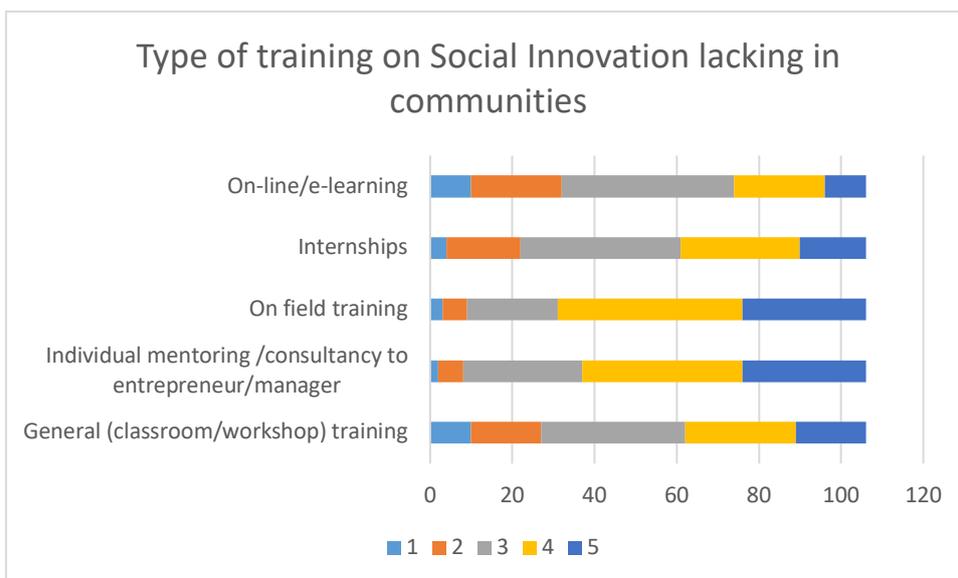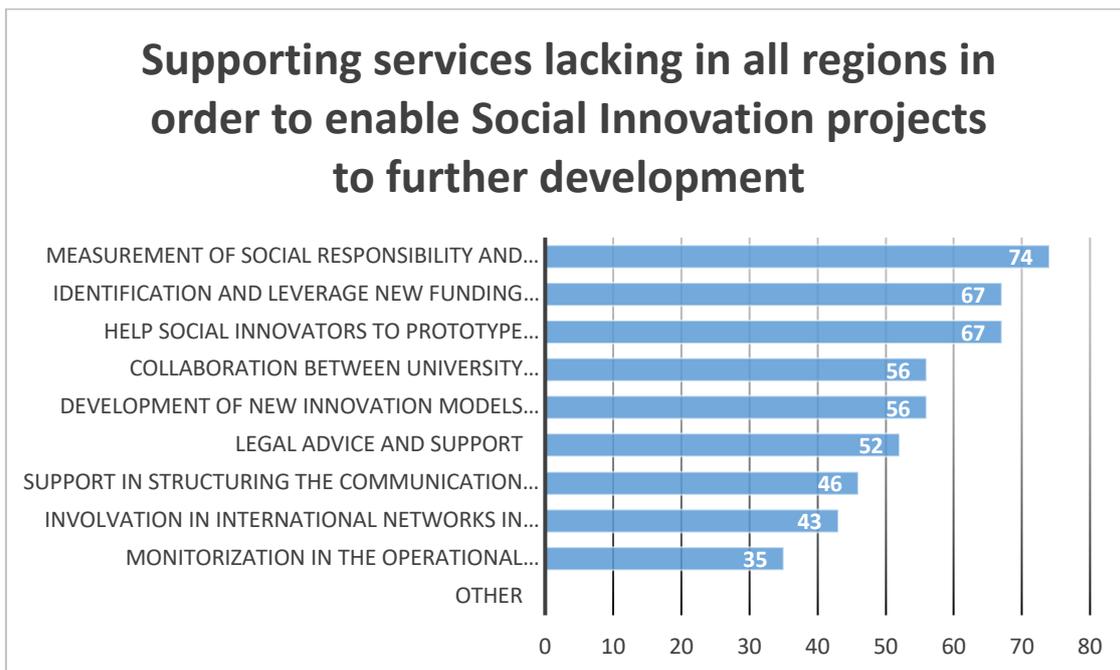

Graphic 18 - Type of training on Social Innovation lacking in communities

Answer	Average
On field training	3,88
Individual mentoring /consultancy to entrepreneur/manager	3,84
Internships	3,33
General (classroom/workshop) training	3,23
On-line/e-learning	3

Table 8 - Average score on the type of training on Social Innovation lacking in communities

Answering the question "Which type of training on Social Innovation do you consider are lacking in your community" (graphic 18) we identified two very clear trends: 1) "On-field training" and "Individual mentoring / consulting to entrepreneur/manager", with an average of 3.88 and 3.84, respectively, on a scale of 1 to 5 (table8). Among the "other" possibilities the respondents included the following options:

Option	responses
Peer-to-peer learning and support groups	5
Training in companies and business	3
Blended learning and learning by doing,	2
Exchange of experience	2
Case-studies of successes and failures as a tool for learning	1
Collaborative workshops with different institutions to solve real community problems.	0

Supporting services lacking in all regions in order to enable Social Innovation projects to further development

	value
MEASUREMENT OF SOCIAL RESPONSIBILITY AND…	74
IDENTIFICATION AND LEVERAGE NEW FUNDING…	67
HELP SOCIAL INNOVATORS TO PROTOTYPE…	67
COLLABORATION BETWEEN UNIVERSITY…	56
DEVELOPMENT OF NEW INNOVATION MODELS…	56
LEGAL ADVICE AND SUPPORT	52
SUPPORT IN STRUCTURING THE COMMUNICATION…	46
INVOLVATION IN INTERNATIONAL NETWORKS IN…	43
MONITORIZATION IN THE OPERATIONAL…	35
OTHER	

Graphic 19 - Supporting services lacking in all regions in order to enable Social Innovation projects to further development

Finally, when asked about "What are the supporting services that are lacking in your region preventing Social Innovation projects to further develop?" the "Measurement of Social Responsibility and Social Impact" option emerges as the most relevant with 72 nominations within the universe of 106 possibilities (graphic 19).

Secondly, the importance of funding is again underlined, with the "Identification and leverage new funding opportunities, including microcredit resources" option, appearing with 67 nominations, the same as the third option: "Help social innovators to prototype solutions with appropriate equipment".

Conclusion

The results of this report were able to provide the project's consortium with the state of the art of Social Innovation within the institutions' regions.

The sample of 106 organizations and institutions that work in the field of SI in these regions, mainly composed of non-profit Social Economy Entities (foundations, associations, cooperatives, charities and organizations) is robust enough to give the SIKE project a clear and accurate picture of SI scenery.

Among these institutions, that admitted a high degree of commitment to the IS theme, the definition of Social Innovation was relatively consensual, with special attention to the fact that it Generates Positive Social Impact and Meets Social Needs was the definitions with higher consensus. It was also possible to conclude that these institutions are relatively small, having few people working in the field, but with a prospect of growth.

Our survey also allowed us to conclude that these institutions are focused on the enrolment of collective initiatives, mainly Developing Collaborative Initiatives in partnership with other similar institutions and Cross-sectoral Initiatives between private, public and 3rd sector, primarily based on issues identified by Community Demand.

The most common type of activities promoted by them is Networking, Consulting Support and Mentoring and Bootcamps/workshops, keeping the focus on areas like Community Empowerment, Sustainability and Citizen Engagement.

In terms of challenges and needs, this study showed us that the competencies lacking in most people working in Social Innovation in the sample's region are related to the Ability to Work with Autonomy, the Institutional Commitment and Communication skills. Also, the barrier that most stressed as an obstacle for advancing projects in the field was the Lack of Funding and Coordination/communication between the various actors.

These are issues that the institutions identified as the main difficulties when tackling the social needs of their communities, which our survey acknowledged as being the Intervention on healthcare (including mental health), Intervention on social exclusion and Intervention on active ageing.

Since Social Innovation is a relatively upcoming concept and theme, tackling these needs also require specific needs of training for competencies to arises in communities. In the respondent's opinion, the more relevant ones are On-field Training and Individual mentoring/consulting to entrepreneur/managers. These are also activities that need to be supported by specific services that can guarantee a full response to SI projects need. In this case, the Measurement of Impact option emerges as the most relevant to our

sample, being that the need to measure SI projects impact on society comes as one of the issues that most concerns the respondents and, in their opinion, is less well addressed. Support on Prototyping Solutions with Appropriate Equipment and specially Funding and are also two other kinds of services that most institutions consider important and lacking in their regions.