



**UNIVERSIDADE DE LISBOA
INSTITUTO SUPERIOR TÉCNICO**

**The Potential of Social Innovation to create Transformative
Capacity in Communities**

Joana Fernandes Matos Dias

Supervisor: Doctor Maria do Rosário Sintra de Almeida Partidário

**Thesis approved in public session to obtain the PhD Degree in
Engineering and Management**

Jury final classification: Pass with Distinction

2022

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ABSTRACT

The world is changing rapidly, facing constant new challenges and disruptive events. Social Innovation (SI) is urgent in this context, recognized for its potential to successfully address social, economic, environmental and political challenges, and for establishing sustainable patterns of behaviour and consumption within demographic change. The purpose of this thesis has been to investigate how SI can enable transformation (through transformative capacity) in communities and how such transformation may enhance SI. To do so, the investigation aimed to (i) contribute to a broader understanding of the concepts of SI and transformative capacity; (ii) develop a framework that may enhance the potential of SI transformative capacity and (iii) explore the potential of SI in the creation of sustainable and resilient communities. The literature review was based on three research domains (communities, transformative capacity and SI) aligned with the research strategy. A survey on initiatives considered to be socially innovative in Portugal was conducted contributing to the empirical analysis of three SI initiatives in Lisbon (*A Avó veio trabalhar, Pago em Lixo, Bela Flor Respira*). A framework to conceptualize the transformative potential of SI is the thesis proposal and is structured around four dimensions: SI context, SI drivers, SI transformative capacity and SI success factors. The findings of this research suggest that the motivation of people to be involved, the awareness of the existing problems and the commitment to act provides the willingness of the actors for change, and therefore a means for transformation to occur. The creation of spaces of collaboration, where knowledge is shared and people may interact, provides the means for innovation to happen. The building of trust and the creation of a functional network maybe what it takes for an innovation to be maintained or dropped. Finally, empowerment of the actors and leadership maybe the means for an agency to be transformative or not.

KEYWORDS: Social Innovation, Transformative Capacity, Resilient Communities, Conceptual Framework in SI

RESUMO

O mundo enfrenta atualmente novos desafios e acontecimentos disruptivos. A inovação social (SI) tem vindo a ser reconhecida pelo seu potencial para abordar, com sucesso, os desafios sociais, económicos, ambientais e políticos, assim como pelo estabelecimento de padrões de comportamento e de consumo sustentáveis enquadrados por mudanças demográficas. Esta tese teve como finalidade investigar como a SI pode potenciar a transformação (através de capacidade transformativa (TC)) em comunidades e como essa transformação pode também reforçar a SI. Para alcançar este objetivo, a investigação propôs-se: contribuir para um entendimento mais amplo dos conceitos de SI e de TC; desenvolver uma *framework* que pode aprimorar o potencial da SI para criar TC; explorar o potencial de SI na criação de comunidades resilientes e sustentáveis. A revisão da literatura foi baseada em três domínios de investigação (comunidades, TC e SI) alinhada com a estratégia de investigação. Um questionário para iniciativas portuguesas consideradas socialmente inovadoras foi desenvolvido e aplicado, contribuindo para a análise empírica de três iniciativas de SI em Lisboa (A Avó veio trabalhar, Pago em Lixo, Bela Flor Respira). Uma *framework* que conceptualiza o potencial transformativo da SI é a proposta desta tese e está estruturada em quatro dimensões: contexto da SI, *drivers* da SI, capacidade transformativa da SI e fatores de sucesso da SI. Os resultados da investigação demonstram que a motivação das pessoas para se envolverem, a consciência dos problemas existentes e o compromisso para agir estabelecem a vontade dos atores para a mudança e são, portanto, um meio para a transformação ocorrer. A criação de espaços colaborativos, onde o conhecimento é partilhado e os intervenientes podem interagir, fornece os meios para que a inovação aconteça. A construção de confiança e a criação de uma rede funcional pode ser o que é necessário para que uma inovação seja mantida ou abandonada. Por fim, o empoderamento dos atores e a liderança podem ser o meio para a agência ser transformativa ou não.

KEYWORDS: Inovação Social, Capacidade Transformativa, Comunidades Resilientes, Framework Conceptual na SI

To my dad.

This is for you and because of you.

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THESIS ACRONYMS AND ABBREVIATIONS

4is	<i>Plataforma para a Inovação Social</i> Platform for Social Innovation
ASL	Atlantic Social Lab
BIEN	Basic Income Earth Network
BIP/ZIP	<i>Bairros e Zonas de Intervenção Prioritárias de Lisboa</i> Lisbon neighbourhoods and areas of priority intervention
Carris	<i>Companhia Carris de Ferro de Lisboa</i> Lisbon public transport company
CASULO	<i>Incubadora de Inovação Social Loulé Algarve</i> Loulé SI incubator
CATALISE	<i>Capacitação da Transição Local e Inovação Social</i> Capacitation of Local Transition and Social Innovation
CES	<i>Centro de Estudos Sociais da Universidade de Coimbra</i> Centre for Social Studies of the University of Coimbra
CCDRLVT	<i>Comissão de Coordenação e Desenvolvimento Regional de Lisboa e Vale do Tejo</i> Lisbon Regional Coordination and Development Commission
DESIS	Design for Social Innovation and Sustainability
DRIFT	Dutch Research Institute For Transitions
ERDF	European Regional Development Fund
FCT	<i>Fundação para a Ciência e a Tecnologia</i> Foundation for Science and Technology
IES	Social Business School
IISBA	<i>Incubadora de Inovação Social do Baixo Alentejo</i> Baixo Alentejo SI Incubator
INNO	Centre of Social Innovation
IPAV	<i>Instituto Padre António Vieira</i>
IRIS	Regional Incubator of SI
IST	Instituto Superior Técnico
JFC	<i>Junta de Freguesia de Campolide</i> Local Government of Campolide
LIS	<i>Hub Leiria Inovação Social</i> Leiria SI hub
LMA	Lisbon Metropolitan Area
MIES	<i>Mapa de Inovação e Empreendedorismo Social</i> Social Entrepreneurship and Innovation Map
PCAAC	Programa Comunitário de Ajuda Alimentar a carenciados Community program of food aid to the most in need
PSI	Portugal Social Innovation
RQ	Research Question
RSI	Rendimento Social de Inserção Social insertion income

SES	Social-ecological systems
SI	Social Innovation <i>Inovação Social</i>
SILAB	Social Innovation Lab
ST	Sustainability Transition
TC	Transformative Capacity <i>Capacidade Transformativa</i>
TSI	Transformative Social Innovation
TRUST	social innovation Strategies for Sustainability transitions
UA	University of Aveiro
UE	University of Évora
UNL	Nova University Lisbon
WISIR	Waterloo Institute for Social Innovation and Resilience

1. INTRODUCTION

1.1. Research relevance and context

The world has been rapidly changing, facing constant new challenges and disruptive events. Global population has increased sevenfold, since the Industrial Revolution, being forecasted to increase by 25% in the following 20 years (United Nations, 2019). Life expectancy has doubled in the same period of time and the economic output increased a hundredfold (United Nations, 2021). However there are many people that have been 'left behind' with, for example, three billion of people with no access to sanitation, a billion people being hungry and another billion with no access to electricity (TWI2050 2018).

Unbounded growth is endangering planetary support systems (TWI2050 2018) existing severe poverty and inequality, ecological disasters, climate change, biodiversity loss and economic downfalls (Avelino et al., 2017). This leads to an increasing number of vulnerable people to the negative consequences of humanity struggling with its challenges. At the same time, people and nature are more globally interconnected than ever before, while also increasingly previously unimaginable forms of comfort and entertainment (Avelino et al., 2017). Such contrast seems to present an opportunity for transformation towards sustainable futures to happen. As an alternative possibility for people and for a just and equitable planet for all (TWI2050 2018), this brings a new wave of inspiration and willingness to encourage people to innovate and to change the way they see, interpret and tackle the challenges being faced (Avelino et al., 2017).

The importance of social innovation (SI) to successfully address the social, economic, environmental and political challenges of the 21st century has been recognised not only within the Europe 2020 Strategy but also on a global scale. There is a growing consensus among practitioners, policy makers and the research community that technological innovations alone are not capable of overcoming the social and economic challenges modern societies are facing. In addition, SI have been increasingly recognised for their strengths and potentials in the manifold areas of social integration through education and poverty reduction, in establishing sustainable patterns of consumption, or in coping with demographic change. (Howaldt, Kaletka, Schroder, & Zirngiebl, 2018).

The apparent acceleration of global crises and recognition of wicked problems are among the causes of the recent boosting with the use of SI (Murray et al. 2010; Nicholls and Murdock 2012), which is gaining in importance not only in relation to social integration and equal opportunities, but also with respect to the innovative ability and to the transformation towards a sustainable future of society as a whole (Howaldt et al., 2018).

Thus, the transformative capacity (TC) of socially innovative initiatives and respective dynamics is increasingly becoming the focus in the academic discussion. Pel et al. (2016) highlight that the persistence of ongoing societal problems has led to an increased need for transformative SI, which shows that SI is increasingly seen regarding its potential for system(s) transformation (Cipolla et al. 2017; Swilling 2016). Moreover, for the United Nations (2012) sustainable and inclusive transformations demand a complete rethink of the existent policies, requiring action now (TWI2050 2018).

This PhD thesis is concluded in late 2021, at a time where uncertainty and change, happening on a daily basis, became the new normal. The PhD was developed within the PhD Programme in Engineering and Management at Instituto Superior Técnico. It was initiated in 2014 and funded by the research project TRUST (social innovation sTRategies for sUSTainability transitions)¹ since 2018. TRUST aims to explore forms of SI, the role it can play in transition processes to sustainability, linking to the role of actors' networks in such processes and of agents of change in small scale social-ecological systems (SES). The TRUST research attempts to understand the complexity and interdependencies in such systems as well as signs of change or initiatives that may be conducive to sustainability transitions.

1.2. Domains of Research

The purpose of this research is to contribute to the potential transformative capacity that communities may have and/or create while being socially innovative. This endeavour is achieved by investigating the following fields: communities, transformative capacity (TC) and social innovation (SI). These are considered the domains of research that theoretically support this investigation.

In terms of communities, it is crucial to the understanding of what might constitute a community, setting the boundaries for this investigation analysis and application. Studying community has revealed to be a complex task existing different positions about it (Peruzzo & Volpato, 2009). It can be understood either as, for example, a group of people that tend to interact with one another due to overlapping friendship networks, sharing economic, political or social institutions and belonging to some social category as those defined by ethnicity, life style or residential location (Effrat, 1973), or more simply as a group of people that live in the same area and have common activities, interests, values and structures (Cañellas, 2016).

A specific community definition or conceptualisation is not adopted within this investigation, once communities assume a role of “boundary” and although not limitative to this investigation, they are perceived here as being possibly variable in size and formed due to various motivations (geography, beliefs, common interests, etc.)

As for TC, it can be understood as the “the capacity of individuals and organisations to be able to both transform themselves and their society in a deliberate, conscious way” (Ziervogel et al. 2016, pg. 2). This field of research has been studied through several perspectives including within SES, socio-technical studies, transformation research and transition studies. There are also some scholar (O'Brien 2012; Westley et al. 2013; Wolfram 2016; Ziervogel et al. 2016; Moore et al. 2018) that consider agency as a key component of TC due to the way they may (or may not) influence transition and transformative processes.

The conceptualization of transformative agency appear to highlight the role of values as a crucial element of agency for change (Hölscher, Wittmayer, & Loorbach, 2018). Agency is understood as the ability to act with intention

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instead of (only) reacting to a certain event (de Haan & Rotmans, 2018) and agents of change as the actors that act driven by their values and visions for the world (Loorbach and Rotmans 2006; de Haan and Rotmans 2018). These change agents may be transformative value-driven individuals or networks and may assume one or more roles in the system transformative process.

SI is the third domain of research, within which field there is a growing academic discussion which has not led yet to a common understanding of this concept, existing multiple meanings and shapes across the world and leading to a mixed and disperse understanding of the SI concept. This maybe encouraging its elusive and pervasive use, risking to undermine the SI potential for change.

Nevertheless, scholars works have been contributing to clarify the understanding of SI, which has been described as being context specific (Howaldt et al. 2018), involving some degree of novelty (in all cases or only in the context where it occurs) (Phills Jr et al. 2008; Hochgerner 2012; The Young Foundation 2012; Haxeltine et al. 2015; Boelman et al. 2015; Terstriep et al. 2016; Howaldt et al. 2018) and practical application. The leading idea is that it is not only the idea that matters but also its implementation (Hochgerner 2012; The Young Foundation 2012; Boelman et al. 2015). SI promotes social inclusion, quality of human life and well-being (André and Abreu 2006; Mulgan et al. 2007; Pol and Ville 2009; Moulaert et al. 2010a), has a collective purpose that may be associated to social movements (Moulaert et al. 2010) or social solidarity (Wittmayer et al. 2020), changing social relationships (André and Abreu 2006; Moulaert et al. 2010a; Westley and Antadze 2013; Boelman et al. 2015; Haxeltine et al. 2015; Voorberg et al. 2015), engaging and mobilizing beneficiaries (Boelman et al. 2015; Howaldt et al. 2018), creating new roles and relations, enhancing society's capacity to act (Hubert et al. 2010; The Young Foundation 2012) and empowering its beneficiaries (Terstriep et al. 2016; Howaldt et al. 2018).

SI can be bottom up or top down (Boelman et al. 2015), influenced by its social-cultural and social-political context (Moulaert et al. 2010) with high levels of uncertainty and unintended consequences (The Young Foundation 2012; Boelman et al. 2015). More, SI seems to lead to specific outcomes that can be measured by the improvement of existing practices, may occur in any sector, and frequently across different sectors (Phills Jr et al. 2008; The Young Foundation 2012; Howaldt et al. 2018), functioning as a process with various stages and phases (The Young Foundation 2012).

1.3. Research aim, objectives and questions

This PhD investigation aims to investigate how SI can enable transformation (through TC) in communities and how such transformation may enhance SI. In order to achieve this purpose, three research objectives have been defined:

- Contribute to a broader understanding of the concepts of SI and TC;
- Develop a framework that may enhance the potential of SI transformative capacity and
- Explore the potential of SI in the creation of sustainable and resilient communities.

The literature review on the three research dimensions suggests that more systemic and transformative-driven SI is needed to enhance SI potential to lead change. The systematisation of the body of literature also allows to identify four main knowledge gaps: (i) lack of common understanding about SI; (ii) unexplored concept of TC; (iii) lack of understanding of the potential of SI for social transformation and (iv) insufficiently explored mutual dependency between SI and (social) transformation.

This investigation aspires to contribute to filling these gaps by addressing four research questions (RQ): (i) how can we create transformative capacity in communities?; (ii) how can we enable the potential of SI transformative capacity?; (iii) how transformation can enhance SI? and (iv) how can SI transform communities to become resilient?. Figure 1.1 illustrates how the RQ and the overall research objective will deliver the research outcome of how communities may create transformative capacity through SI.

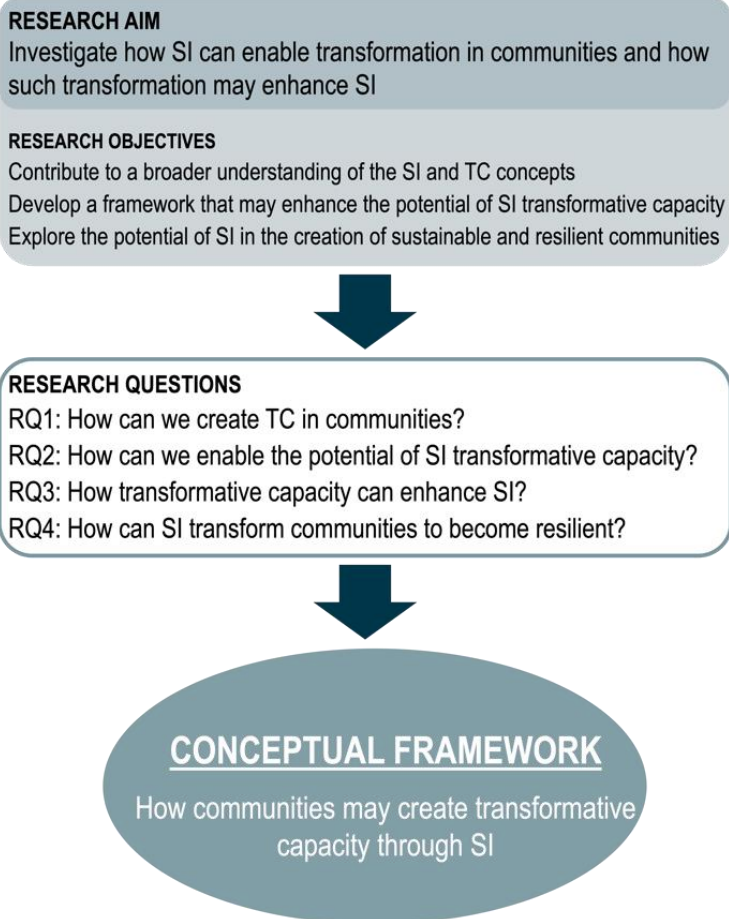


Figure 1.1: Illustration of the relation between research aims, objectives, questions and the development of the research conceptual framework.

1.4. Research structure

The structure of this thesis is organised in seven chapters. Figure 1.2 aims to show that structure while providing a synthesis of the contents covered and developed in each chapter.

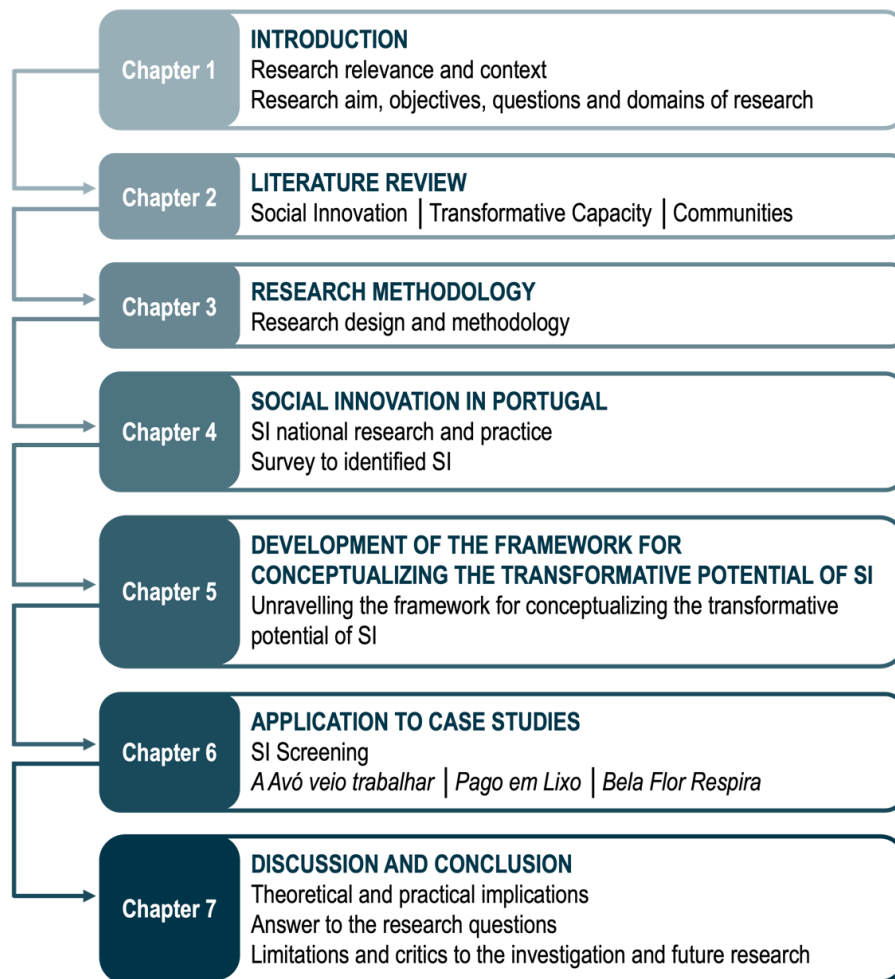


Figure 1.2: Structure and organization of this PhD thesis investigation.

The introduction corresponds to this chapter where the relevance and context leading to the development of this PhD investigation is debated. Additionally, the aims, objectives, questions and domains of research are identified, while the contribution to knowledge is explored.

The literature review aims to provide an overview of the state of the art concerning the current knowledge in the three fields theoretically supporting this investigation: Social Innovation (SI), Transformative Capacity (TC) and communities. This way, it is possible to establish the understanding given to the concepts used and adopted in the research, as well as systematise the other possible points of view and interpretations present in the literature, their commonalities and differences.

The third chapter describes and explains the research design and methodology adopted by the researcher. It elaborates on the research methodology that structures this investigation, detailing the research interpretivist epistemology, explaining where its subjectivist-objectivist ontology and interpretative paradigm lays. Embracing the

investigation multi-realities, the chapter explores the research multi-purpose (exploratory and explanatory) and multi-perspective (inductive and deductive) approaches. A combination of data collection methods are detailed and justified, while its nature ethical issues are taken into account.

The following chapter provides a systematic overview of what has been done in Portugal in the area of SI, namely in academy and in practice. To do so, a review of SI national research projects is conducted followed by a systematization of the SI practical application in Portugal. Using the literature reviewed and the information collected on current theoretical research and practice, a survey was developed and applied to initiatives considered to be socially innovative in Portugal.

The fifth chapter presents the framework, proposed in this investigation, for conceptualizing the transformative potential of SI. Structured around four key dimensions, individually depicted from the literature review, this conceptual framework attempts to provide a systematic analytical representation of how vulnerable communities may create TC, while being socially innovative, to become resilient, autonomous and sustainable.

The following chapter presents an empirical application of the conceptual framework to three case studies: *A Avó veio trabalhar* (Grandma came to work), *Pago em Lixo* (Paid in garbage) and *Bela Flor Respira* (Beautiful flower breathes). This application intends to (i) use the theoretical and methodological referential (detailed in the previous chapters) as a way to understand how communities may create transformative capacity (TC) through SI and to explore how the transformation(s) fostered by SI can also enhance other socially innovative initiatives to sprout and (ii) to show the practicality of the framework developed testing it through this investigation.

Finally, the last chapter of this PhD thesis discusses and concludes on this investigation main findings, providing the discussion of the theoretical and practical implications of the research, attempting to answer the research questions, recognising the investigation critics and limitations and exploring the possible future research to be developed. The chapter ends with the final considerations and conclusions that wrap up this PhD investigation.

1.5. Chapter conclusion

The arguments setting the context for the thesis have been exposed in the previous sections of this chapter. Additionally, the relevance for this investigation has been underlined as well as key domains of research being addressed. The research objectives, research questions and overall research framework was introduced to be further developed in chapter 3.

The following chapter provide an overview of the state of the art concerning the current knowledge in the three fields that theoretically support this investigation while attempting to offer a journey towards the development of the research conceptual framework proposed.

2. LITERATURE REVIEW

2.1. Chapter introduction

This chapter provides an overview of the state of the art concerning the current knowledge in three fields that theoretically support this research: Communities, Transformative Capacity (TC) and Social Innovation (SI). Drawing on the literature review, this chapter establishes the current understanding in the literature in relation to the core structuring concepts adopted in the research, as well as systematise other possible points of view and interpretations, their commonalities and differences.

To do so, the chapter is divided in nine sections. Section 2.2 provides an overview of the literature on community, section 2.3 focuses on the TC theory while the following sections (from 2.4 to 2.8) explore the body of literature on SI. In particular, section 2.4 looks into the rationale for SI, section 2.5 presents SI classifications, section 2.6 focuses on the relationship between SI and TC, section 2.7 provides an analysis of SI approaches and section 2.8 examines 17 published case studies. The chapter ends with section 2.9 where conclusions are drawn.

2.2. Communities

“In an age where community involvement and partnerships with civil society are increasingly being recognized as indispensable, there is clearly a growing potential for cooperative development and renewal worldwide.”

Kofi Annan

The understanding of what might constitute a community is very important for this research as it sets the boundaries for this investigation analysis and application. However, studying community has revealed to be a complex task with different positions about it (Peruzzo & Volpato, 2009). For example, according to Effrat (1973), the conception of community can be categorized as: (i) solidarity institutions, (ii) primary interaction and (iii) institutionally distinct groups (Effrat, 1973).

A community as a solidarity institution concerns society institutions that aim to produce solidarity, comprising normative spheres of behaviour that are characterized by specific rules and roles. Some examples of this conception are voluntary organisations or residential groups. As for community categorized as primary interaction, it refers to the existence and nature of close relationships between people, being about interpersonal interaction that is distinguished by informal and primary relationships. The last conception defined by Effrat (1973) regards a group of people that tend to interact with one another due to overlapping friendship networks, sharing economic, political or social institutions and belonging to some social category as those defined by ethnicity, life style or residential location (Effrat, 1973).

The community definition can be perceived associated to different meanings as (i) spatial, (ii) common ties and (iii) sense of belonging (Oxford University Press, 2015). The first refers to community as the group of people which is limited to a geographical area, thus living in a certain area or territory as for example a neighbourhood, a city or a

country (Diaz 2000; Bell and Newby 1971). The second one concerns a configuration as a way of life, as a group of people that shares common interests, values or beliefs as for example religion, race or job (Kaufman 1959; Diaz 2000). The third is about a group of people that has a strong feeling of sharing things and of belonging to a collective group (Dale 1990; Stebbins 1987).

Acknowledging that the concept of community perceives people multiple and flexible relationships, Kumagai and Partidario (2018) state that community does not require geographic organisation and living proximity existing, for example, virtual communities where people develop online relationships around common interests. Thus, while exploring last community well-being conceptualization, the authors defined a broader concept of community: “*a relationship of people linked by individual participation, interaction and cooperation to support development of personal capacities for resilience and strengthen connections with other individuals and bodies who participate in groups such as families, schools, corporations, neighbourhoods, other organisations and collaborations of those*” (Kumagai and Partidario 2018, pg. 86).

With some differences, Cañellas (2016) while researching on social-ecological resilience of local communities for climate change adopted a community conceptualization that encompasses a spatial and a significant dimension. The author understands community as a group of people that live in the same area and have common activities, interests, values, interests and structures (Cañellas, 2016).

Other authors, as Radicchi et al. (2004) attempted to normalise the community concepts by quantitatively defining community structures within networks. To do so, the authors proposed a local algorithm to detect communities that translates the definitions into formulas and generates magnitude graphs. In general, and simplifying, the community can be understood as part of a network where internal connections are denser than the external ones (Radicchi et al., 2004).

Seeking to make sense of existing literature on the conceptualization of community, Peruzzo and Volpato (2009) focused their research on key issues for better understand it and highlighted that community (i) suggests feelings about solidarity and common life, regardless of time and region and (ii) produces a safety sensation. Cañellas (2016), on the other hand, emphasized that a division may exist within a community motivated by differences on social status, conditions or activities, while Cañellas (2016) and Kumagai and Partidario (2018) pointed out that individuals may be members of more than one community, and Lichfield (2005) stated that the nature of community is not defined administratively but by its functionality.

Palácios (2001) discussed the possible society organisation forms and defined five elements that characterise a community: (i) sense of belonging; (ii) sense of community, (iii) permanence, opposing to ephemerality; (iv) territoriality, either real (assuming a physical nature as a geographical locality) or symbolic (assuming a non-physical nature as a virtual connection between people); (v) members own way of communication using specific channels (Palácios, 2001). These five elements appear to be similarly important to ensure greater cohesion between the community people to act collectively.

In this research, a specific community definition or conceptualization is not adopted. Instead, it is agreed that a community may be variable in size and may be formed due to various motivations (geography, beliefs, common interests, etc.). Being the purpose of this research to understand how SI may be a vehicle to improve communities well-being and resilience towards sustainability, communities assume a role of “boundary” but they are not limitative to this investigation. This way, a community may be one of the options mentioned above or a combination of one or more conceptions.

2.3. Transformative Capacity (TC)

“The capability of human life is beyond our imagination. What counts is the human capacity to investigate and transform our own mind and the world around us in a powerful and positive direction.”

Gelek Rimpoche

2.3.1. Transformation vs. transition

Research on global environmental change, as resilience (Olsson, Galaz, & Boonstra, 2014) or transformative adaptation (O’Brien, 2012), embraced the term transformation to refer to “fundamental shifts in human and environmental interactions and feedbacks” (Hölscher et al. 2018. pg. 1). In particular, it is foreseen that (social) systems, when going through a transformation, will change their values, beliefs, rules and practices. This way, the systems can be more disruptive in terms of resources, power and authority (Hölscher et al. 2018; Moore et al. 2014).

According to Moore et al. (2018), there is still some discussion around the systems capacities of adaptation and of transformation and what distinguishes them. These authors argue that although such capacities may overlap, adaptive capacities may at some point hinder the capacity of a system to be transformed (Moore et al., 2018). This research follows Moore et al. (2018) perspective when distinguishing the capacity of adaptation, as the system ability to adapt to external disturbances, from the capacity of transformation, as the ability to create a new system and correspondent pathways. Thus, transformative capacity (TC) can be understood as “the capacity of individuals and organisations to be able to both transform themselves and their society in a deliberate, conscious way” (Ziervogel et al. 2016, pg. 2).

Within the body of literature on TC theory it is possible to identify several perspectives including (i) SES, (ii) socio-technical studies, (iii) transformation research and (iv) transition studies. The SES perspective looks into transformation usually connected to resilience, where TC can be understood as the individual and collective capacity to transform SES trajectories toward ecosystem stewardship at the landscape scale (Olsson et al. 2010). Following that ideology, Walker et al. (2004) conceptualizes agency leading transformation as the actor’s capacity in a SES to create a new system. Ziervogel et al. (2016), on the other hand, propose key aspects required to cultivate TC in SES: (i) system context; (ii) awareness of and re-connection to life support systems; (iii) well-developed sense of agency and (iv) social cohesion (Ziervogel et al., 2016).

As for the socio-technical systems, the literature offers some empirical examples that recognize the complexity within the governance processes of such system (Borrás & Edler, 2020). These insights concern issues around the integration of social concerns related to science, technology and innovation inherent uncertainties (Irwin 2006; Stilgoe et al. 2013; Fisher 2019). Additionally, Dolata (2013) studies models of technological change focusing on organisational and institutional change and on sociotechnical transitions. In this perspective, TC can be understood as the ability of the state to (intentionally) foster a marked change towards an expected improvement in the nature and functionality of the socio-technical systems and in a direction that is assessed by the government as societally desirable (Borrás & Edler, 2020).

Within the transition studies perspective it is possible to find, for example, the conceptualisation of urban TC developed by Wolfram (2016) and Wolfram et al. (2019). Wolfram (2016) defines TC as the “collective ability of the stakeholders involved in [urban] development to conceive of, prepare for, initiate and perform path-deviant change towards sustainability across multiple complex systems” (Wolfram 2016, pg. 126). This author suggests the following key and interdependent components to create TC in an urban system: (i) inclusive and multiform urban governance; (ii) transformative leadership; (iii) empowered and autonomous communities of practice; (iv) system(s) awareness and memory; (v) urban sustainability foresight; (vi) diverse community-based experimentation with disruptive solutions; (vii) innovation embedding and coupling; (viii) reflexivity and social learning; (ix) working across human agency levels and (x) working across political-administrative levels and geographical scales (Wolfram 2016).

Wolfram et al. (2019) further explores the TC potential and argues that it is of relational nature which may be, for example, a product of interactions between agency. As for Loorbach (2014) point of view, the transition studies show that transitions may be described as “non-linear processes of transformative change” (Loorbach 2014, pg. 21). This transformative change being understood as the result of deliberate, intentional or strategic actions carried by certain value-driven actors or networks that may not demonstrate (directly) the connectivity between actors (de Haan & Rotmans, 2018).

While transformation research distinguishes from transition research, it is acknowledged that both concepts refer to radical shifts, non-linear and structural changes in complex adaptive systems (Hölscher et al., 2018). As to the differences, Hölscher et al. (2018) appears to look at transition while analysing changes in societal sub-systems and focusing on social, economic, technological and institutional interactions and changes, while they look at transformation to refer to broad scale changes involving societies (which may be local, national or global) and shifting the interactions between the biophysical and the human components of the transformed system (Hölscher et al., 2018). Hölscher et al. (2019) research includes differentiating types of capacities in transformation dynamics, which the authors suggest to be four: (i) stewarding capacity which considers the anticipation and response to disturbances and uncertain complex patterns; (ii) unlocking capacity which is about recognising and dismantling unsustainable path dependencies; (iii) TC which involves creating and embedding novelties, provoking a change in the system to generate safe and just spaces; (iv) orchestrating capacity which includes coordinating multi-actor

processes as well as the collective and individual motivations and values for change (Hölscher et al. 2018; Hölscher et al. 2019).

2.3.2. Actors and transformative agency

Some researchers (O'Brien 2012; Westley et al. 2013; Wolfram 2016; Ziervogel et al. 2016; Moore et al. 2018) appear to argue that the attempt to understand the way actors may (or may not) influence transition and transformative processes is focused on the understanding of agency, considered a key component for TC. Drawing on that, TC seems to rely on the (i) internal and surrounding systems multiple dynamics and development contexts, (ii) multiple actors and dimensions interactions and changes and (iii) transformative learning spaces, leading, ultimately, to transformative agency (Moore et al., 2018).

The transformative agency conceptualization appear to highlight the role of values as a crucial element of agency for change (Hölscher et al., 2018), being agency understood as the ability to act with intention instead of (only) reacting to a certain event (de Haan & Rotmans, 2018) and agents of change as the actors that act driven by their values and visions for the world (Loorbach and Rotmans 2006; de Haan and Rotmans 2018).

The actor's capacity to act is also dependent of the role they play in the system being transformed, assuming each actor or group of actors a role(s) in such process of change (Grin, 2010). Flanagan et al. (2011) argues that acknowledging the role(s) of actors is acknowledging the reality and that actors are defined by their own agency which is shaped by the expectations and behaviours of other actors and institutions (Flanagan et al., 2011).

The change agents maybe transformative value-driven individuals or networks and may assume one or more roles in the system transformative process. Such role can be, for example, frontrunners, visionary leaders, prime movers, topplers, champions, supporters, brokers, facilitators, intermediaries, or other, depending on the literature conceptualization being followed (as Bebbington (1997), Farla et al. (2012), Wittmayer et al. (2017), Kivimaa et al. (2018) or de Haan and Rotmans (2018)).

In this research it is followed the roles of agents defined by Kivimaa et al. (2018) and de Haan and Rotmans (2018) summarized in Table 2.1.

Table 2.1: Roles of agents in transformative agency. Source: Kivimaa et al. (2018) and de Haan and Rotmans (2018).

Roles of agents
<p><u>Frontrunners or catalysts</u></p> <p>Are solution driven, providing alternative solutions already known and available but that supply diversity to the system.</p> <p>Act upon their own personal values.</p> <p>Can be catalysts, being an actor that accelerates and supports an initiative initial development while having the appropriate knowledge, experience and resources.</p>

Roles of agents

Connectors

Connect solutions to systems (either emerging or incumbent) by embedding or anchoring such systems in an institutional context.

Connect actors with each other according to their common value sets, promoting the formation of alliances.

Institutionalise solutions, turning them into established options to society.

Topplers

Are action-driven and system-oriented, introducing, changing and phasing out institutions to make way for alternative solutions.

Attract supporters (followers) and provide coherence to the alliances.

Are drivers that allow initiatives to be kept alive over time.

Supporters

Support the other actors in their role.

Are not considered transformative but their support is important in the institutionalisation process.

Legitimise and express societal need for the new solutions and changed systems through their adoption and endorsement.

Intermediaries

Are actors and platforms that have a positive influence in the process of change.

Link actors and activities, as well as their skills and resources, and connect actors' networks visions and demands with existing regimes.

Turner (1990) emphasises that actors' role(s) may change, namely, due to the (i) creation of a new role, (ii) dissolution of an established one, (iii) gain or loss of power and responsibilities and (iv) reinterpretation of meanings and changing of expectations. Aligned with that view, Grin et al. (2010) argues that the change of roles, in a transformative process, can be caused by the actor(s) change of interests, preferences, expectations or values (Grin et al., 2010).

Being driven by their visions, expectations and values (Loorbach and Rotmans 2006; de Haan and Rotmans 2018), actors can increase the transformative potential of sustainability processes (Avelino et al. 2019). The visions can be individual or collective, relate to novel visions of the future and reflect the actor(s) imagination and desires. As for the expectations, they refer to the coordination and cooperation foundation towards common goals (Bakker, Denters, Oude Vrielink, & Klok, 2012) and are influenced by each actor dynamics and visions (Borup, Brown, Konrad, & Van Lente, 2006). The values are the beliefs that turn (desirable) goals into action and motivation (Schwartz, 2012), being determinative to the way actor(s) select their actions and evaluate events (Gorrdard, Colloff, Wise, Ware, & Dunlop, 2016) and representing the logic that may influence and/or lead to the actor(s) TC (de Haan & Rotmans, 2018).

2.4. The rationale for Social Innovation (SI)

“All over the world, social innovation is tackling some of the most pressing problems facing society today.”

Geoff Mulgan

2.4.1. Origin and evolution of SI

The origin of Social Innovation (SI) does not appear to gather consensus among researchers. Some authors trace it back to the beginning of the 19th century, long before the concept of technological innovation (Godin, 2012). Godin (2012) argues that SI entered the Western World vocabulary as “a reliquat to the centuries-old pejorative use of innovation” (Godin 2012, pg. 6) and that while writers were addressing SI it was considered socialism or social reform (Godin, 2012).

Other authors, as Mulgan et al. (2007) and Hubert et al. (2010), relate the SI origin to the industrial revolution and to the concerns with the work force or with the benefits to the working families (Mulgan, Tucker, et al., 2007). Hubert et al. (2010) argue that, around the 1900s, Max Weber and Emile Durkheim have also contributed to the evolution of the SI concept, with Weber addressing the relation between social order and innovation and with Durkheim looking specifically into social regulation as an important issue to social cohesion (Hubert et al. 2010). According to Hubert et al. (2010) research, Weber and Durkheim understanding of SI was related to “innovation in the organisation of work and of society” (Hubert et al. 2010, pg. 31).

Nevertheless, it appears that the SI concept itself becomes more frequently used after the World War II, increasing its research exponentially over the last 20 years (Westley et al. 2017), as corroborated by the search conducted using the Scopus database. This analysis was based on a search for publications using “social innovation” on their title, abstract and/or keywords, which provided a total of 4195 documents with an evolution represented in Figure 2.1

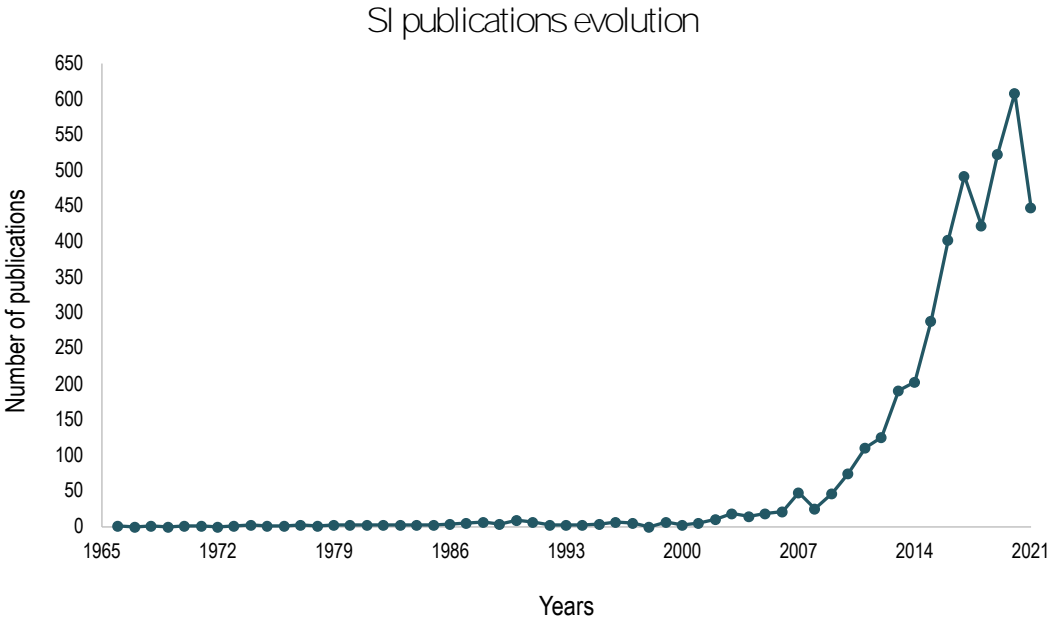


Figure 2.1: Annual distribution of SI publications between 1966 and 2021 by Scopus database. Source: Adapted from Scopus (2021).

According to the analysis of Figure 2.1, publications on SI have been emerging particularly since 1966, with one publication in the journal of *The American Psychologist* about the studies of SI in scientific communication within psychology, developed by Garvey and Griffith (1966). Apparently, SI became more popular in the last 10 years, reaching its maximum in 2020 with 620 publications (Scopus, 2021).

The SI community seems to be mostly present in Europe, namely in the United Kingdom and in Italy with 544 (13%) and 531 (12,6%) publications, respectively. However, it has been much researched outside Europe, with a large representation of the United States with 480 publications (11,4%) and Canada with 225 publications (5,4%) (Scopus, 2021).

The results from this analysis show that Frank Moulaert (from the Katholieke Universiteit Leuven in Belgium) and Frances Westley (from the University of Waterloo in Canada) are the authors with the larger number of contributions to the field of SI, having each published, respectively, over the years 26 and 24 publications, with high citation rates (Scopus, 2021).

Most of the 4195 published documents fall in the area of social sciences (26,7%). The second and third areas of research that are more represented in these publications are business, management and accounting (17%) and economics, econometrics and finance (10%). Arts and humanities, computer science, medicine, psychology, energy, mathematics, physics and astronomy are also areas where the term of SI has been used (Scopus, 2021).

Although encompassing a variety of research fields such as sociology, management, economy, politics, arts and creativity, environment and regional development, the discussion on SI has not led yet to a universal consensus regarding a common understanding (Westley et al. 2017). Some definitions are systematized in Annex 2A and show the variety of different meanings and shapes SI has been acquiring across the world, shared by a large body of literature (Crozier and Friedberg 1993; Gerometta et al. 2005; André and Abreu 2006; Dees and Anderson 2006; Mulgan et al. 2007; Phills Jr et al. 2008; Hubert et al. 2010; Murray et al. 2010; Westley and Antadze 2010; Hochgerner 2012; The Young Foundation 2012; Moulaert et al. 2013; Haxeltine et al. 2015; Bouchard et al. 2016; SCHWAB Foundation for Social Entrepreneurship 2016; Terstriepe et al. 2016; Tracey and Stott 2016; Howaldt et al. 2018).

Despite the academic efforts, the SI concept is still considered to be elusive and pervasive among academics and practitioners (Marques, Morgan, & Richardson, 2018). SI is recognized as fuzzy (Moulaert et al. 2013), ubiquitous (Krüger, Schröder, Kapoor, Weerakkody, & Weber, 2018), flurry (Pue, Vandergeest, & Breznitz, 2016), distracting (Rim, 2018), ill-defined (Schmitz, 2015), without clear boundaries (Murray et al., 2010), poorly codified (Murray et al. 2010; Howaldt and Schwarz 2010), highly contested (Thompson, 2018) and mobile (Wittmayer et al. 2020), therefore being extremely difficult to establish an accepted single definition (Marques et al., 2018). This is a major challenge on the use of the concept, where different approaches coexist but with differences prevailing revealing some intra-group fragmentation (van der Have & Rubalcaba, 2016). This may be the result of a broad range of activities labelled as SI that engage diverse fields of practice and ideas with little in common (Tracey & Stott, 2016).

2.4.2. Three dominant lines of argumentation on SI

Regardless of the above difficulties, three main lines of argumentation in SI, offered by sociology, management (especially entrepreneurship) and politics, may be found in the literature and can be argued as the key logics underpinning the many attempts to clarify and understand SI.

The sociology influence in the SI research can be found in the focus given to (i) social structures, namely SI contributing to the disruption of existing institutions and to the establishment of new ones, (ii) new social practices and (iii) social interactions, namely SI as agents of improved capacities and empowerment. Most authors appear to emphasize that a basic premise of SI is to meet and satisfy existing social needs (Mulgan et al. 2007a, 2007b; Murray et al. 2010, 2008; Moulaert et al. 2010b; Moulaert and Van den Broeck 2018; Howaldt et al. 2018; Krüger et al. 2018), while an emerging group of researchers seems to enunciate that SI also aims at social change and social transformation (Haxeltine et al. 2017a; Westley et al. 2017). SI researchers as Dawson and Daniel (2010), Cajaiba-Santana (2014) and van der Have and Rubalcaba (2016) also appear to recognize sociology as a major SI underpinning.

The SI management underpinnings become clear in business, entrepreneurship and social capital to enhance the effectiveness of organisations. Some authors understand SI as being rooted in the body of knowledge of entrepreneurship when regarding the discovery, evaluation and exploitation of opportunities. The role of the individuals is emphasized in developing innovative and new ways of tackling intractable social challenges (Dees and Anderson 2006; Bornstein 2007; Elkington and Hartigan 2008; Hoogendoorn et al. 2010; Goldsmith 2010). Worth (2019) and Moulaert et al. (2005) provide examples of SI as an element of business strategy relating to changes in human, institutional and social capitals leading to the improvement of competitiveness and to organizational efficiency (Moulaert and Hamdouch 2006; Cavalli 2007; López Cerezo and González 2013; Bhatt and Altinay 2013; Boons and Lüdeke-Freund 2013). The SCHWAB Foundation for Social Entrepreneurship (2016) and the World Economic Forum (2019) offer a business insight on SI regarding market-based approaches that are practical, innovative and sustainable while benefiting society. Nevertheless, often SI appears to be used interchangeably with other concepts, namely when referring to social entrepreneurship, social enterprise, open innovation, corporate responsibility and technological innovations generating social benefits (The Young Foundation, 2012). Although some authors argue that, due to shared commonalities, a relationship may exist between these concepts (Dacin, Dacin, & Tracey, 2011), arguably they are not the same and mean different things, which is also recognized by many scholars (Varga et al. 2017; Minks 2011; Cunha and Benneworth 2014; Nordic Council of Ministers 2015; Davies and Simon 2013; Maclean et al. 2013; Cunha et al. 2015; Marshall 2011; Ruvio and Shoham 2011; Lettice and Parekh 2010; Brackertz 2011; Chalmers 2012).

Lastly, from the politics perspective, the main line of argumentation points to the need for SI whenever there are failures in politics and governance concerning the needs of society. The research from The Young Foundation (2007) and OECD (2011) seems to corroborate such assumption. The results shared by these organisations, regarding worldwide local SI cases appear to reveal that an important factor leading to SI relates to the failures of

political leaders. Following this logic, SI is considered as a process and strategy that, according to a variety of authors (Mulgan 2006; Arregui 2013; Nicholls et al. 2015; Greenfield 2016; Howaldt et al. 2018; Swyngedouw 2005):

- satisfies collective and individual needs explored by the market;
- strengthens the solidarity of social relations of the actors involved;
- mobilizes such social relations as socio-political triggers for empowerment.

2.4.3. Multiple understandings of SI

Drawing on the above and on the different available definitions of SI (Annex 2A), it appears that there are authors aiming to construct SI understanding and others that makes a semantic use of the term. In the first case, the SI concept appears to be built upon one, or various, of the three main lines of argumentation – sociology, management or politics. For example, the OECD (2010) SI understanding appears to follow both the sociology and the management lines of argumentation, defining SI as seeking new answers to social problems through the (i) identification and delivery of new services that improve individuals and communities quality of life and (ii) identification and implementation of new labour market competences, integration processes, participation forms and jobs that improve social capital (OECD, 2010). Another case is the interpretation made by Harris and Albury (2009) that appears to be rooted in sociology and politics underpinnings and that considers SI to meet social needs that may have been poorly served or neglected by the state or by the private market, addressing major societal challenges (Harris & Albury, 2009).

In the case explored by Harris and Albury (2009) there seems to exist an overlapping use of SI with other concepts, such as social entrepreneurship or social enterprise, with which it appears to be interchangeably used. However, where the overlap seems to be more questioned is in relation to its interchangeable use with social entrepreneurship. Minks (2011) and Varga et al. (2017) discuss important distinctions between the two concepts. With a different interpretation, Westley and Antadze (2010), Davies and Simon (2013), Maclean et al. (2013), Cunha et al. (2015) and Nordic Council of Ministers (2015) emphasize that SI and social entrepreneurship are related but don't have the same meaning. Table 2.2 synthesizes the main authors that discuss the similarities and differences between the two concepts.

Table 2.2: Commonalities and differences between social innovation and social entrepreneurship.

SOCIAL INNOVATION	SOCIAL ENTREPRENEURSHIP
Innovation/novelty (Maclean et al., 2013) Creation of social value (Marshall 2011; Maclean et al. 2013) Ascended due to the growing inability of the state to satisfy the increasing social welfare needs (Maclean et al., 2013) Pursuit of a social objective or mission (Dawson and Daniel 2010; Ruvio and Shoham 2011)	

SOCIAL INNOVATION	SOCIAL ENTREPRENEURSHIP
<p>Driven by a cultural focus, aspiring to address unmet human and social needs (Lettice & Parekh, 2010)</p> <p>Transcend sectors, levels of analysis and methods (Phills Jr et al., 2008)</p> <p>Operates at inter-organisational and system level (Brackertz, 2011)</p> <p>Focus on processes and outcomes that may lead the system to change (Chalmers, 2012)</p> <p>Wider than social entrepreneurship (The Young Foundation 2012; Davies and Simon 2013; Cunha and Benneworth 2014; Nordic Council of Ministers 2015)</p>	<p>Driven by market and consumer needs (Lettice & Parekh, 2010)</p> <p>Human-centred, points out the personal qualities of someone who starts a new organization (Westley and Antadze 2010)</p> <p>Operates at individual level (Brackertz, 2011)</p> <p>Focus on individual driving of social change (Chalmers, 2012)</p>

This research follows the view that social entrepreneurship mainly adopts an individual focus and is driven by market and consumer needs, missing to encompass the wider dimension of SI focused on social system changes and driven by unmet human and social needs, therefore being two different concepts.

Thus, the primary premise in the SI rationale being adopted in this investigation is the promotion of social inclusion to respond to social needs and societal challenges, while creating changes in the system where the innovation occurs. This is supported in the research developed, for example, by Westley et al. (2017) and Moulaert et al. (2005). According to Westley and Antadze (2010), SI addresses complex processes and problems however not being a steady or tailored solution. Moulaert et al. (2005) analysed innovative initiatives, distinguishing between the promotion of inclusion in society as a political rational and a social rational (from the acquiring of 'voice' of future generations by groups normally absent from the politico-administrative system) (Moulaert et al. 2005).

2.5. SI classifications

“Social innovation thrives on collaboration; on doing things with others, rather than just to them or for them.”

Geoff Mulgan

As described in the previous section, the SI literature offers a wide spectrum of SI conceptualizations and approaches. This investigation does not intend to add one more definition to the scientific debate, but instead start from what is already in the literature and elaborate theoretically within the existing concepts and definitions, conducting a systematic analysis that can contribute to further the knowledge on SI.

Given the above, the literature appears to use SI in different ways. There is, for example, a group of authors that proposes classifications of SI into typologies and dimensions.

The SI typologies, or types, can be defined in relation to the SI context (Tracey and Stott 2016; Wigboldus 2016). It can also refer to new services, products, processes, practices, platforms, markets, organisational forms, business models and new rules and regulations as the focus or outcomes of SI (Boelman et al. 2015; The Young Foundation

2012). Wigboldus (2016) research seems to refer more generally to the context where the innovation occurs, which may be cultural, juridical, political, ethical, ideological, economic, organisational, technical, ecological or analytical (Wigboldus, 2016). Table 2.3 presents a systematization of the core keywords used to express the several authors understanding of the possible typologies of SI.

Table 2.3: SI typologies through different authors perspective.

SI TYPOLOGIES		
The Young Foundation (2012)	Boelman et al. (2015)	Wigboldus (2016)
New products	New services and products	Socio-juridical innovation
New services		Socio-cultural innovation
New processes	New practices	Socio-political innovation
New markets	New processes	Socio-ideological innovation
New platforms	New rules and regulations	Socio-ethical innovation
New organizational forms	New organizational forms	Socio-economic innovation
New business models		Socio-organisational innovation
		Socio-technical innovation
		Socio-ecological innovation
		Socio-analytical innovation

Within the typologies, different dimensions appear to be SI suggested, distinguishing the structural aspects about the SI metrics, as presented in Table 2.4.

Table 2.4: SI Dimensions through different authors perspective.

SI DIMENSIONS				
André and Abreu (2006)	Nicholls and Murdock (2012)	Souza and Silva Filho (2014)	Boelman et al. (2015)	Howaldt et al. (2018)
Nature	Individual	Transformations	Framework conditions	Concepts and understanding
Stimuli	Organisation	Novelty	Organisational outputs and societal outcomes	Addressed social needs and challenges
Resources and dynamics	Network/movement	Innovation	Entrepreneurial activities producing SI	Resources, capabilities and constraints
Agency relation	System	Actors		Governance, networks, actors
Creative and innovative means		Process		Process dynamics

Some of the identified authors, as André and Abreu (2006), Howaldt et al. (2018) and Souza and Silva Filho (2014), adopt different terminology but address similar structural dimensions: what is the innovation and its context (such as concept or nature of SI), what motivates it to occur (such as challenges or stimuli), which resources may be involved, what is the relation between actors, and the SI process dynamics or its spatialization.

On the other hand, Nicholls and Murdock (2012) highlight the complexity of measuring the SI performance, defining the dimensions “in terms of the level of the SI action or impact from the individual to the systems levels” (Nicholls and Murdock 2012, pg. 4). With a similar perspective, Boelman et al. (2015) point to the need of measuring SI, defining its dimensions as three measures to enable the understanding of the local market size and shape, as well as to understand the SI impacts and outcomes.

2.6. SI and TC

“People who are driven by their values will overcome hurdles, difficulties and obstacles in ways that people driven by profit will never be able to.”

Simon Tam

The SI body of literature also contains a group of authors that appears to conceptualize SI through the lens of transformational change, featuring critical conditions for SI to be successful. According to Cipolla et al. (2017), Loorbach et al. (2016) and Swilling (2016), for example, SI is beginning to be thought regarding its potential for system(s) transformation. In the body of reviewed SI literature that matches this transformative mindset, SI appears to be associated to multiple scales of action (product, procedure, policy, process and design) that result, and enable, transformation by changing the system where the problems appear to exist or where appear to have been created. Additionally, transformation linked to SI has been referred in the literature of different areas of application as technological innovation, low-carbon transitions, social-ecological systems (SES) or actors and networks.

For example, Klievink and Janssen (2014), Dubé et al. (2014) and Hamburg et al. (2017) looked into the relation between SI and technological innovation and how that may create transformational change. In particular, Klievink and Janssen (2014) investigated the role of SI in the development of socio-technical information infrastructures and its relation to technological innovation. Zscheischler et al. (2017) consider that technological innovation research can be framed within the SI research.

The research conducted by Seyfang and Haxeltine (2012) explores community-based initiatives transitioning towards a low-carbon sustainable economy. Their research looks into system wide transformation in socio-technical systems of provision, including grassroots innovations and aiming to enable socio-technical transitions to be able to cope with sustainable development challenges, namely climate change and peak oil (Seyfang & Haxeltine, 2012). Hoppe and de Vries (2018) argue that SI is required, besides technological innovation, for energy systems be able to transition to low-carbon status (Hoppe & de Vries, 2018).

Other authors appear to use SI as a framework to observe transformations in ecosystem management (Biggs et al. 2010; Westley et al. 2013; Moore et al. 2014; Wolfram and Frantzeskaki, 2016; Prasad, 2016; van Zwanenberg et al. 2018; Peters et al. 2018; Ilieva and Hernandez 2018; De Balanzó and Rodríguez-Planas 2018). This line of research is consistent with SES and resilience thinking approaches (Wagner and Wilhelmer 2017; McGowan and Westley 2021; Westley 2013) and the main argument concerns the need for fundamental transformation of largely

sectoral and expert centred ecosystem management institutions (Biggs et al., 2010). In particular, Biggs et al. (2010) work emphasize that SI provides a useful alternative framework for studying and understanding factors that may promote transformation in ecosystem management. As for Olsson et al. (2017), the authors argue that to achieve transformation at a large-scale change and towards global sustainability it is required a more integrated approach to the ecological and the social systems, recognizing the systems embedded path-dependencies (Per Olsson et al., 2017). These authors identify integrated approaches to SES as a gap in SI research, requiring a deeper focus on human-environmental interactions related feedbacks (Per Olsson et al., 2017). This is what McCarthy et al. (2014) called the act of “bricolage”, meaning the recombination of existing elements in novel ways, enabling imagination to create new possibilities (McCarthy et al., 2014).

According to Moore et al. (2014), emerging research on SI is looking more closely to transformation processes driven by networks and actors, along with power issues and relationships (Moore et al., 2014). Schröder and Krüger (2019) and Singer-Brodowski et al. (2019) emphasize the demand for more leeway and novel governance structures that integrate and foster SI and unfold the society capacity for change through education, while Pel et al. (2016) research has been contributing to deepen the SI agency understanding within system transformation. In these works case attention appears to be placed on the importance of showing transformative impacts, as emphasized in the works from, for example, Antadze and Westley (2012), Moore and Tjornbo (2012), Moore et al. (2018) or van Zwanenberg et al. (2018).

In terms of the SI literature involving system changes, two main schools of SI research are distinguished: (i) the Waterloo Institute for Social Innovation and Resilience (WISIR)² and (ii) the Dutch Research Institute For Transitions (DRIFT)³. Both WISIR and DRIFT have been significantly contributing to scientific advances on the SI field, particularly to its transformative capacity from the perspective of actors and networks considering SES contexts. The following paragraphs attempt to summarize the review of both schools' fundamental research and key findings.

The research developed by WISIR argues that in order to understand SI it is essential to see the world in all its complexity (Westley et al. 2006). SI is not just about inventing new things but it is also about recognizing and managing new ideas and new ways of doing things, with the objective of triggering the transformation of the system (Westley et al. 2017). SI is needed to build social and ecological resilience due to the complex and constant challenges faced by the economic, political, social and cultural institutions (Westley 2008). WISIR work is grounded on the definition of SI as a “new program, policy, procedure, product, process and/or design that seeks to address a social problem and to ultimately shift resource and authority flows, social routines and cultural values of the social system that created the problem in first place” (Westley et al. 2017, pg. 4).

Considering that SI seeks a solution to address intractable social challenges, such as social problems of violence, poverty or homeless, WISIR researchers attempt to identify key aspects of successful SI through the application of

² More information about WISIR at <https://uwaterloo.ca/waterloo-institute-for-social-innovation-and-resilience/>

³ More information about DRIFT at <https://drift.eur.nl>

new strategies, knowledge and learning. They argue that there are three core conditions for successful SI: SI must have durability, scale and transformative impact (Westley and Antadze 2010; Westley et al. 2013; McCarthy et al. 2014; Social Innovation Generation 2015).

For SI to achieve a broad transformative impact change needs to occur across scales, and from individuals to institutions, to reduce the SES vulnerability and enhance its resilience (Westley and Antadze 2010). An example of this is the re-engagement of vulnerable populations' as the homeless, poor, lonely or mentally ill. These re-integration of these groups in the community is perceived as a contributor to resilience increase while the contrary (the exclusion of vulnerable populations') is seen as a loss of resilience (Westley and Antadze 2010). Thus, it is possible to understand SI as being served by the vulnerable populations and at the same time serving them (Westley and Antadze 2010).

To be durable, SI should have a measurable impact on the wider social, economic and political context that created the problem (Social Innovation Generation 2015), while their agents need to find ways of institutionalizing the change they have created (Westley et al. 2013). When innovation with high impact happens what did not appear to be possible to change in the world turns into something different (Social Innovation Generation 2015).

"Achieving durability and scale is a dynamic process, which requires both emergence and opportunity and deliberate agency, and a connection between the two" (Westley and Antadze 2010, pg. 5). Durability, scale and impact depend not only on the degree of engagement with the broader social context but upon engagement of a different kind, more of a disruptive encounter (Westley and Antadze 2010).

To have scalability, SI must be able to scale out and scale up (Westley and Antadze 2010). Scaling out refers to the replication and diffusion of an innovation, working to make a good initiative happen in more places, in order to spread and increase its impact. As for scaling up, it concerns the increase of the impact of an innovation across different scales in a broader system, with the aim of actually somehow change and transform the system (Social Innovation Generation 2015). Usually, to be able to scale up, SI appears to need to be reconfigured into a new form, in order to have impact on a different scale and in order for change to happen in a connected way across scales, making it more effective and strengthened (Social Innovation Generation 2015). Additionally, Westley and Antadze (2010) suggest that "scaling up" might lead to the transformation and action that will subsequently lead to the needed "disruptive encounter with power, routine and beliefs" (Westley and Antadze 2010, pg. 13).

When looking behind successful SI, Westley and Antadze (2013) alert that it appears to be wiser to think of groups, as for example communities, or actor networks, than to depend on individuals that may (or not) have the required skills of (both) the institutional and the social entrepreneurs. Antadze and Westley (2012) also raise a concern around the limitation that current social impact measurement paradigms may represent to the ability of society to create effective SI. The reason being that SI not always deliver outcomes that can be measurable in a conventional way, which can produce both good and bad transformation (Westley et al. 2016), as can be illustrated by the examples described by Westley (2013), which are transcribed in Table 2.5, and the ones attached in Annex 2B.

Table 2.5: Example of one successful and one non successful SI.

Example of a successful SI
<p><i>“In 1972 Bunker Roy and a small group of colleagues set up the Barefoot College in Tilonia, Rajasthan, India. Their vision was an interesting and catalytic one, joining old and new, traditional and radical. Informed by the teachings and philosophy of Mahatma Gandhi - giving the poor and the dispossessed the means to produce their own necessities - the Barefoot College trained the poor to build their own homes, to become teachers in their own schools, and to produce, install, and operate solar panels in their villages. Roy and his colleagues also emphasized empowering women in general and grandmothers in particular. As a result, “professional” expertise was placed in the hands of the poorest of the poor and the weakest of the weak: village women. (...) Barefoot College is clearly a social innovation, and a successful one, that has spread across the developing world: Women from African villages have travelled to India to learn about its ideas and practices, and graduate students from North America are applying the concepts to aboriginal communities in the North.”</i></p> <p style="text-align: right;">(Westley 2013, pg. 1)</p>
Example of a non successful SI
<p><i>“A historical example of an innovation gone wrong was the residential school system for aboriginal Canadians. Proponents believed that the best way to “help” aboriginal people was to assimilate them by teaching them European culture, language, religion, and economic practices. To accomplish this, the government removed hundreds of children from their homes and put them into residential schools, forbidding them to use their native language. At the time most white Canadians saw the practice as an innovative solution to the problems of First Nations people. But even in the light of the social philosophy of the time, it was an intervention that took no account of the systemic nature of the problem. The intervention deeply undermined the general resilience of aboriginal communities, greatly exacerbating the problems that the initiative tried to resolve. It destroyed communal ties and lineage lines and left a whole generation not only poorly assimilated, but stripped of its cultural identity. It is an extreme example of failing to consider the systemic nature of a social problem when attempting an innovative intervention.”</i></p> <p style="text-align: right;">(Westley 2013, pg. 7)</p>

The other major school of SI research, DRIFT, appear to build on the research initiated by WISIR, recognizing WISIR core conditions for SI. Following that, DRIFT conceptualizes Transformative Social Innovation (TSI) as “the process through which social innovations gain “durability, scale and transformative impact” by interlocking with system innovation, narratives on change, game-changers and societal transformation” (Avelino et al. 2014: 18). These SI school considers SI, or indeed TSI, not as a different or particular type of a successful SI initiative (Avelino et al., 2014), but as “a change in social relations, involving new ways of doing, organising, framing and/or knowing which challenges alter and/or replace dominant institutions/structures in a specific social context” (Haxeltine et al. 2017b, pg. 14).

DRIFT established a TSI theory, which together with a framework, unfolds as a process of engaging changes in social relations, as well as changes to institutions and structures in specific social contexts (Haxeltine et al. 2015; 2016). When looking into both DRIFT and WISIR conceptualizations, it appears that the SI concept from DRIFT is

very similar to that defended by WISIR, albeit perhaps with a more explicitly described process. Inspired in this TSI theory, Avelino et al. (2017) proposed a Manifesto of TSI with 13 guiding principles, presented in Table 2.6, emphasizing learning and empowerment as key issues to achieve transformation (Avelino et al. 2017).

Table 2.6: Principles from the TSI Manifesto. Source: Avelino et al. (2017).

TSI Manifesto Guiding Principles
Principle 1: Physical and mental space for learning and experimentation is a necessary condition.
Principle 2: We require alternative and diverse economies.
Principle 3: Innovation is just as much about shaping the new as it is about reframing the old.
Principle 4: We need to experiment with alternative social relations and relational values.
Principle 5: Social and material change are intertwined – we need both social & technological innovation.
Principle 6: Transformative change requires hybrid combinations of civil society, state and market.
Principle 7: Social innovation should never be an excuse to dismantle necessary public services.
Principle 8: Translocal empowerment is a promising response to the challenges of globalisation.
Principle 9: Social innovation is about fostering a sense of belonging, autonomy and competence.
Principle 10: Transparent and inclusive decision-making is a necessary condition for change.
Principle 11: Alternative and diverse narratives are needed to drive change.
Principle 12: More mutual recognition and strategic collaboration is needed.
Principle 13: Embracing paradoxes is key to transformative social innovation.

As for the core conditions for SI success, the DRIFT research seems to be dependent upon four premises (Haxeltine et al. 2017), the first one being that SI emerges successfully in an initiative and amongst communities (as a group of people) when they are capable of “dialectically ‘transcend’ (some) constraints (as existing institutional arrangements) of the social context within the ‘experimental space’ they create” (Haxeltine et al. 2017b, pg. 47).

The second premise refers to the reflexive (social) learning processes that seem to be crucial for an initiative or network to carry on over time and space, as well as to successfully adapt to changes in the social context (Haxeltine et al. 2017b). DRIFT research argues that a SI can be understood as a collective of people working on objects, ideas and activities that may be socially innovative (Haxeltine et al. 2017b; Pel et al. 2017).

As for the third premise, a strategy for SI transformative change (as deliberate replication, spreading principles or built networks and partnerships) to be implemented with success appears to depend on many factors, namely on a leadership presence (Marks, Hogan, & Weaver, 2017) and on “the skills of SI-actors in understanding (and framing) power relations and working them to their advantage” (Haxeltine et al. 2017b). Moreover, at the individual level, issues like individual intentions, motivation and need for relatedness, competence and autonomy are a major role (Haxeltine et al. 2017b).

The final one relates to when initiatives of SI are able to expand successfully, they must then establish strategies that financially secure and/or sustain the SI to grow (Weaver and Marks 2017) as well as allowing the persistence of autonomy maintenance and the engagement of external actors and institutions (Haxeltine et al. 2017b).

2.7. SI approaches (cartesian vs. disruptive)

“The real work of social innovation is to fix our broken human systems.”

Cheryl Heller

Given the previous sections, the literature appears to use SI in two distinguished ways: (i) the cartesian approach and (ii) the disruptive approach. The first one concerns a group of authors that appears to use a more conventional analytic approach oriented towards measuring the impacts of SI, proposing a classification of SI into typologies and dimensions (as for example Boelman et al. (2015)). As for the second one, it regards a group of researchers that seems to propose a more systemic approach based on conditions for successful SI linked to enabling transformational change, such as the work developed by Westley and Antadze (2010).

These two proposed SI approaches, cartesian and disruptive, have several differences between them, as evidenced in this section. However, there are complementarities between these two views of SI that are worth to be explored. For example, setting boundaries, typologies and dimensions appears to be an important contributor to understand SI substantive and structural aspects. This may also be useful in more disruptive approaches, enabling information about involved systems and creation of knowledge. Additionally, SI has been presented as being both a process, as a means to achieve desired ends, as in the systemic view, and as outcomes, as the result or the product of an intended action, stream of actions or process, as in the analytic view. These complementarities represent shared commonalities of the two proposed SI approaches, even though, it can be argued that the philosophies underneath are quite antagonistic. Figure 2.2 provides a wrap-up scheme that represents both approaches.

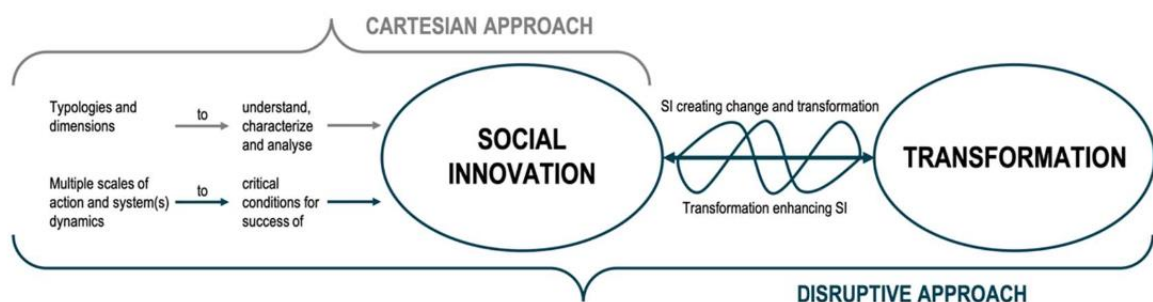


Figure 2.2: Wrap-up scheme representing the cartesian and disruptive approaches as well as the mutual dependency between SI and transformation. Source: Dias and Partidário (2019).

Within the SI systemic and disruptive view, most authors conceptualize SI through the lens of transformational change, looking into the capacity of SI to transform system(s), whether speaking about low-carbon transitions,

technological innovations, SES or actors and networks. In this investigation, it is agreed with those authors that recognize a mutual dependency between SI and transformation, with SI creating change and transformation, while transformation also enhancing SI (Figure 2.2), although this mutual dependency is still not much explored in the literature.

Considering all the described above, the disruptive approach shared by DRIFT and WISIR is followed and adopted in this research. This includes the summarized core conditions for SI success (durability, scale and transformative impact) and the conceptualization of SI as a “new program, policy, procedure, product, process and/or design that seeks to address a social problem and to ultimately shift resource and authority flows, social routines and cultural values of the social system that created the problem in first place” (Westley et al. 2017, pg. 4).

2.8. SI published case studies

“To become an academic expert takes years of studying. Academic experts are experts in how and what others have done. They use case studies and observation to understand a subject.”

Simon Sinek

The revision of the SI published case studies concerned the analysis of 17 initiatives that are presented in Table 2.7 along with their identification, local of implementation, a brief description and the source where the data was retrieved from. Annex 2C provides more detailed information about each case analysed.

Table 2.7: Overview of the experiences considered in the rapid review.

SI PUBLISHED CASE STUDIES			
Initiative name	Country	Short description	Source
Association Ciclonauti	Italy	Community bike repair to promote sustainable mobility through the promotion of cycling culture in urban context.	Filka (2016)
BIEN	Belgium	Connects people committed to basic income and fosters informed discussion.	Backhaus and Pel (2017)
Eindhoven Living Lab	Netherlands	Collection of initiatives and approach to facilitate learning and collaboration in the development Eindhoven city.	Ruijsink and Smith (2016)
FIARE	Spain	Social investment for financial products, services and projects related to social cooperation and civil society building activities.	Dumitru et al. (2015)
Foodsharing	Germany	Network of individuals and retail shops working to reduce food waste.	TESS (2016)
Health & Family Association	Spain	Reciprocity-based work trading system in which hours are the currency.	Weaver et al. (2016)
Indische Buurt Participatory Budget	Netherlands	Neighbourhood budget instrument in Amsterdam district.	Wittmayer and Rach (2016)
InterMEDIU	Romania	Network of science shops and community-based research entities.	Dorland and Jørgensen (2016)

SI PUBLISHED CASE STUDIES			
Initiative name	Country	Short description	Source
Isle of Eigg	United Kingdom	Community self-organised group to reduce carbon emissions and increase island sustainability.	Forrest and Wiek (2015)
Land Exchange	Portugal	Innovative strategy aimed at tackling the problem of unemployment in the territory.	Bittencourt and Ronconi (2016)
Polimi DESIS Lab	Italy	Design activities to support and trigger SI, combining creativity and visioning with co-design processes.	Cipolla et al. (2015)
Progetto QUID	Italy	Social cooperative training and employing marginalized women to make clothes from discarded material from fashion companies.	Social Innovation Community (2016)
Seedy Sunday	United Kingdom	Protects biodiversity by defending seed freedom for integrity, self-organization and diversity.	Balázs et al. (2016)
Sharing City Nijmegen	Netherlands	Connecting and empowering urban sharing initiatives aiming for a sharing transformation.	De Majo et al. (2016)
SuScit	United Kingdom	'Bottom-up' public engagement and foresight process to empower lay citizens in dialogues with scientists, policy makers and professional stakeholders.	Eames and Egmore (2011)
Transition Town Totnes	United Kingdom	Community-led local charity to strengthen the local economy, reduce environmental impact.	Longhurst (2015)
VE - INFORSE	Denmark	International network of sustainable energy NGOs.	Elle et al. (2015)

The analysed 17 published case studies regard SI initiatives within several areas of application, namely:

- Knowledge networks: creation of knowledge through education and research initiatives to develop tools and abilities to advance networks for communities to be able to act upon their motivations and ideas;
- Social inclusion: promotion of social justice and inclusion for vulnerable communities' initiatives;
- Sharing: promotion of networks of relations though sharing of material goods, worktime and food;
- Food systems: specifically related with food waste and agricultural activities based on traditional practices;
- Finance: related to credit support, improvement of domestic economy, and participatory budgeting;
- Soft mobility: related with soft modes as bike sharing and bike repairing support;
- Energy: support for the use of renewable energy and other forms of energy saving.

There are some initiatives that represent more than one of those areas of application as the Foodsharing initiative which joins both food systems and sharing arenas with the intention to reduce food waste through the share of remaining goods. Such initiatives can be understood as being multi-oriented, representing the complexity inherent to SI. In addition, the analysed initiatives appear to attempt to respond to existing territorial needs (as for example unemployment) or to emergence from an opportunity to do things differently (as for example the creation of new tools or relationality networks).

It is possible to identify different time scales, once the longest initiative has been implemented for 35 years (BIEN), and the latest has been implemented for 7 years (Sharing City Nijmegen), being both still active. Of the 17 initiatives,

only SusCit has ended (seeming to concern a project designed to be implemented within that specific timeline) with the others 16 initiatives appearing to be still active and on-going. Thus, considering that to have a transformative impact SI requires time, the analysed initiatives can provide a wide representation of socially innovative initiatives in different momentums.

As for the territorial scales, most of the initiatives took place locally, either at a community or a municipal level. Seven of them can be considered to have a cross-cutting scale (from local to transnational) since they started first at a local scale but have grown into national and transnational scales, involving people and organizations from several institutional decision levels. Therefore, changes happen within social structures (as empowering and new formal institutional arrangements) due to an increasing cooperation and collaboration attitudes across the several institutional levels of decision making.

The key (social) problems addressed by these 17 initiatives can be summarized in the following:

- Social issues of inclusion, exclusion and cohesion;
- Provision of equal economic opportunities through access to credit and employment solutions;
- Governance issues of transparency and accountability of local governments;
- Food security and agricultural diversity, along with environmental protection;
- Unsustainable behaviours;
- Cultural heritage, skills and knowledge.

These problems also appear to have functioned as a trigger and/or motivation towards the development of sustainable innovative ideas and solutions. It also seemed to exist an increasing awareness about the existing needs and problems concerning the contexts where the initiatives were implemented, which along with a high sense of community, led to a motivation to do something to improve the quality of life and well-being of the entire community.

The initiatives include the development of new tools (as for example BIEN), models (as for example InterMEDIU Romania), programs (as for example Health & Family Association), services (as for example Foodsharing), products (as for example FIARE), networks (as for example Transition Town Totnes) or movements (as for example VE - INFORSE). The analysed initiatives seem to have been originated in two ways, either by (i) the development of original new ideas or (ii) resulting from a transference of either an idea or an initiative implemented elsewhere. In both options novelty is promoted, being an initiative new everywhere or only new in its context. Overall, the analysed initiatives appear to promote innovation by:

- Organising things differently, generating new knowledge, empowering communities, maintaining people's enthusiasm and keep initiatives running;
- Promoting learning processes and consequent social learning, through dissemination, education and capacity-building activities;

- Changing governance structures, including the constitution of decentralisation agendas as pathways towards a stronger civil society build upon self-organisation of common interests and common purposes;
- Creating new social relations through stimulating reflexivity on the making of creative and innovative spaces of engagement.

The establishment of new social relations is a common aspect in most of the initiatives analysed, which appear to happen by connecting citizens, public and private sector, research and education institutions. It involves creating new ways of relating and engaging people and communities, but also by enforcing existing relations, already examples of good practice. Some initiatives, like the Sharing City Nijmegen, the Association Ciclonauti or the Foodsharing, seem to have become mainstreamed, once they have been replicated many times, becoming a common practice regarding the issues they address (like 'a one-way solution'). The initiatives developed operational (multi-level) networks that interconnected several agents, contexts and territories. Thus, the level of institutionalisation achieved could be considered high, even though concrete specifications on this matter have not been reported yet and further analysis would be needed.

The actors involved in these initiatives appear to have some similarities. For example, it appears to be possible to find, in all the 17 initiatives, change agents that come up with the idea, implement it and maintain the initiative running throughout time. This also seems to be a good example of the multiple roles that one single individual (or established network) can have within an initiative, and their importance for a successful implementation. Nevertheless, in most cases, it was reported the importance of building alliances between individual members of a network to leverage the initiatives, reinforcing the influence of collective action when looking for new synergies and ways of overcoming problems.

The enforcement of processes of learning and knowledge creation, as well as the empowerment of the communities, are visible across initiatives. The concept of actionable knowledge defined by Argyris (1996) appears to fit the learning capability of the initiatives individuals and organizations to connect with social, political, economic, and scientific elements. Specifically, in relation to the initiatives analysed, it is possible to emphasize the knowledge about the:

- Practice – namely initiatives that promoted new knowledge about distinctive ways to operate, as for example practices on agriculture, scientific research, basic income or time banking;
- Problem – namely initiatives that promoted recognition and awareness about social problems and needs, as for example lack of environmental protection or discrimination;
- Most appropriate development pathway – namely initiatives that activate knowledge networks through scientific research, benchmarking and educational activities with the aim of acknowledging appropriate forms of reinforcing transformative-related principles, values and actions.

Although not always been publicly stated, being able to successfully go through a process of change appears to be an ambition for most of the initiatives analysed. For example, it appears that for some initiatives such

transformation process is implicitly unfolded by the set of individual actions that promote capacity-building over time and through the incremental reinforcement of learning and knowledge sharing.

The set of initiatives seem to be ran by individuals that are inspired and motivated to make a change in the world, changing their practices (especially through learning and knowledge acquisition processes) and triggering the development of a sense of agency in local networks. These actors, along with others not clearly identified, drove the initiative through time, creating novel or different networks in the communities where the initiatives were implemented and ensuring the initiatives flourishment. Thus, it looks like what sustained and allowed the set of initiatives analysed to continue running was the community commitment, ownership and capacity-building. As a result, systemic change was triggered through people's minds, values, motivations and expectations as well as through people's actions, practices, rules and relationships.

Finally, the initiatives analysis allowed to determine some issues that may have acted as supporters (willingness, capacity, technology) or blockers (bureaucracy, staff management, opposition) of the SI transformative processes. These supporters and blockers may act as conditions for transformation to be a success or a failure. Some issues, as empowerment, trust and funding support, can be pointed as potential supporters and blockers at the same time, depending on the development of the initiative and of its contextual environment. The empowerment is one of these issues, resulting from learning processes, that can be understood as both a strength or a threat to maintain an initiative. This results from the fact that empowerment was recognized in the initiatives analysed as being (i) a contributor to sustainable communities where such empowerment is promoted, as well as (ii) excessively used leading to individuals or organizational structure (management and technical teams) be inhibit to actively participate in the decision-making processes.

2.9. Chapter conclusion

The described above seems to confirm that there is a growing discussion on SI, however it has not led yet to a common understanding of this concept, existing multiple meanings and shapes across the world and leading to a mixed and disperse understanding of the SI concept. This may be encouraging its elusive and pervasive use, risking to undermine the SI potential for change.

Some researchers have been reviewing the literature to address the multiple understanding of SI, however such literature reviews do not appear to have been focussed on the potential of SI for social transformation, which is one of the aims of these investigation. For example, Pol and Ville (2009) observed a buzz involving the definitions of SI which motivated their research. Driven by the SI concept significant value to identify critical innovation type, Pol and Ville (2009) proposed the concept of 'desirable SI' that, according to the authors, capture the common denominator of the other definitions available in the literature. On the other hand, Dawson and Daniel (2010), Cajaiba-Santana (2014) and van der Have and Rubalcaba (2016) developed frameworks to investigate SI and to try to make sense of what it is and what it embraces. Dawson and Daniel (2010) looked into the relation between social, business and technical dimensions of innovation, arguing that knowledge domains of social awareness and

business innovation must be considered to leverage social meaning and reflection. Differently, Cajaiba-Santana (2014) attempted to provide a conceptual framework that would allow a better understanding of the SI phenomena as well as to conceptualize it as a collective creation of legitimate social practices. As for van der Have and Rubalcaba (2016), these authors used network and bibliometric analysis to explore a set of publications addressing SI, concluding that SI must be grounded in four key intellectual communities: (i) community psychology; (ii) creativity research; (iii) social and societal challenges and (iv) local development (van der Have & Rubalcaba, 2016).

Nevertheless, these works have been contributing to clarify the understanding of SI, which has been described as being context specific (Howaldt et al. 2018), involving some degree of novelty (in all cases or only in the context where it occurs) (Phills Jr et al. 2008; Hochgerner 2012; The Young Foundation 2012; Haxeltine et al. 2015; Boelman et al. 2015; Terstriep et al. 2016; Howaldt et al. 2018) and practical application. The leading idea is that it is not only the idea that matters but also its implementation (Hochgerner 2012; The Young Foundation 2012; Boelman et al. 2015). SI promotes social inclusion, quality of human life and well-being (André and Abreu 2006; Mulgan et al. 2007; Pol and Ville 2009; Moulaert et al. 2010a), has a collective purpose that may be associated to social movements (Moulaert et al. 2010) or social solidarity (Wittmayer et al. 2020), changing social relationships (André and Abreu 2006; Moulaert et al. 2010a; Westley and Antadze 2013; Boelman et al. 2015; Haxeltine et al. 2015; Voorberg et al. 2015), engaging and mobilizing beneficiaries (Boelman et al. 2015; Howaldt et al. 2018), creating new roles and relations, enhancing society's capacity to act (Hubert et al. 2010; The Young Foundation 2012) and empowering its beneficiaries (Terstriep et al. 2016; Howaldt et al. 2018).

SI can be bottom up or top down (Boelman et al. 2015), influenced by its social-cultural and social-political context (Moulaert et al. 2010) with high levels of uncertainty and unintended consequences (The Young Foundation 2012; Boelman et al. 2015). More, SI seems to lead to specific outcomes that can be measured by the improvement of existing practices, may occur in any sector, and frequently across different sectors (Phills Jr et al. 2008; The Young Foundation 2012; Howaldt et al. 2018), functioning as a process with various stages and phases (The Young Foundation 2012).

Overall, it is possible to disclose the following key findings that frame this investigation, providing crucial information and enabling to contribute to address the research questions proposed:

- There is a massive use of the expression SI in a broad range of activities, with a proliferation of SI definitions, appearing to be used in a random or convenient way;
- SI is used interchangeably with other concepts that focus more on the individual (such as social entrepreneurship) rather than encompassing the wider dimension of SI focused on social system changes and driven by unmet human and social needs;
- SI may assume different forms of expressing itself, either as, for example, a process (a means to achieve desired ends) or as an outcome (the result or the product of an intended action or process);

- Although the multiple and varied understandings of SI, it is possible to agree on a common rationale for SI that can be expressed as the promotion of social inclusion to respond to social needs and societal challenges, while creating changes in the system where the innovation occurs;
- Two ways of using SI in the literature are identified: a cartesian or analytical approach and a disruptive or systemic approach. Although both are relevant and mutually contributive, the disruptive approach offers greater TC;
- The SI internal and surrounding systems have multiple dynamics, which include actors, networks, cultural, environmental, territorial, political and institutional dynamics. This influences not only SI but also its TC, thus the transformative capacity of SI is a function of its own context;
- There is a strong potential for SI to lead systemic change, however it only creates transformation when it scales-up or out, and when it has durability and transformative impact;
- There is a recognized mutual dependency between SI and (social) transformation but it is still not much explored in the literature;
- SI initiatives appear to depend on the individual actors that are inspired and motivated to make a change, by changing their practices and triggering the development of a sense of agency in local networks, as well as appears to depend on the community commitment, ownership and capacity-building towards a systemic change;
- The change agents may be transformative individuals or networks and may assume one or more roles in the system transformative process, being driven by their visions, expectations, values, beliefs, rules, norms, past experiences, etc;
- A transformative process may have supporters and blockers that are the same, as for example empowerment, trust and funding support, influencing the capacity to be transformative;
- There seems to exist a link between SI and the role of communities in the SI success or failure, however the literature do not appear to address how it is done, how it can be replicated and improved.

3. RESEARCH METHODOLOGY

3.1. Chapter introduction

A scientific investigation is a cognitive exercise that should include a flexible, objective and systematic process, allowing to explain the phenomena being studied (Marconi & Lakatos, 2003). The research methodology refers to the theory supporting how the investigation must be undertaken, reflecting the nature and the type of research and determining how it will be used in practice (Saunders, Lewis, & Thornhill, 2009).

This chapter elaborates on the research methodology that structures this investigation. The chapter has 6 sections, starting with an overview of the research design (section 3.2) after which the research philosophy and approach (section 3.3), strategy, choice and time horizon (section 3.4), techniques and procedures (section 3.5) and chapter conclusions (section 3.6) are presented.

3.2. Research design

The research design of this investigation was inspired in the diagram of the research 'onion' developed by Saunders et al. (2009) which is constituted by the following layers (Saunders et al., 2009):

- **(1st) Philosophy:** includes the important research assumptions about the way in which the researcher views the world;
- **(2nd) Approach:** notes that the research project will involve the use of theory, distinguishing between the deductive and inductive approaches;
- **(3rd) Strategy:** provides the research directions to approach theory;
- **(4th) Choice:** distinguishes between mono or multiple methods to apply onto the research;
- **(5th) Time horizon:** distinguishes between longitudinal and cross-sectional studies and
- **(6th) Techniques and procedures:** include the credibility and ethical aspects related to the data collection and analysis.

This investigation research 'onion' is presented in Figure 3.1, giving direction to this study and illustrating the range of options made by the researcher. The following sections further elaborate on the options followed for each of the six layers.

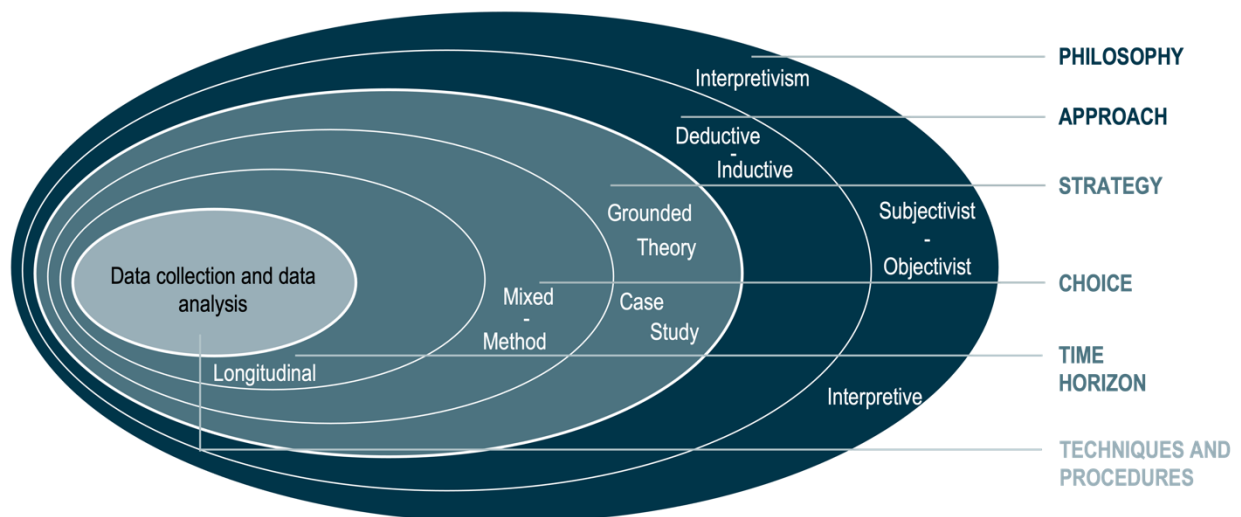


Figure 3.1: This research 'onion'. Source: Adapted from Saunders et al. (2009).

3.3. Philosophy and approach

The starting point is to understand the philosophical perspective, which is characterized by the research epistemology, ontology and paradigm. By epistemology it can be understood what is considered acceptable in the field being studied (Saunders et al., 2009). Thus, this research follows the principles of interpretivism due to the researcher need to understand the differences between people in their different roles as social actors. Moreover, the researcher faces the challenge of entering the social world of the research subjects and understand their world from their point of view.

Due to the analysis of the actors perceptions and understanding about SI, it could be argued that the critical realism could be present, in some moments, in the development of this investigation. However, it is believed that the interpretivism better suits and expresses the principles adopted in this research.

As for the ontology, it refers to the nature and social reality of the research and how the researcher understands and perceives the world, so it can be viewed as a concern with the nature of reality (Denzin and Lincoln 2018; Saunders et al. 2009). This investigation can be characterized as being subjectivist-objectivist, having both subjectivist aspects (as for example approaching concepts as SI or dealing with the people perception about it) and objectivist aspects (as for example the statistical data to frame the SI initiatives contexts).

The paradigm concerns the set of basic beliefs that represent the worldview guiding the researcher (Marconi and Lakatos 2003, Saunders et al. 2009). This research follows an interpretive-constructivism paradigm in line with the epistemological position (interpretivism) and the purpose and objectives of this investigation.

In relation to the research approach, it can be distinguished between the (i) deductive approach that considers the development of a theory and hypothesis and of a research design strategy to test those hypothesis and (ii) inductive approach that considers the collection of data and the development of theory as a result of the data analysis (Neuman 2014; Saunders et al. 2009). There is not an approach better than another, but instead there is one that

maybe more suitable to the research question(s) seeking to be answered (Saunders et al., 2009). Thus, the present investigation combines the two approaches, having deductive (as the data deducted from the literature review) and inductive moments (as the data inducted to lead to a generalised analysis that will emerge from the data results).

3.4. Strategy, choice and time horizon

The research strategy, choice and time horizon are the three layers that provide the focus of the investigation design process, allowing the transformation of the research questions into a research project (Robson 2002; Saunders et al. 2009).

The selection of the research strategy is guided by the research questions and objectives as well as by the existing extent of knowledge, depending although on the amount of time available and on the investigation philosophical underpinnings (Saunders et al., 2009). Thus, this research strategy is based on:

- Grounded theory because of (i) theory-building combining induction and deduction, (ii) data collection beginning without the initial formation of a theoretical framework and (iii) theory developed also based on data that will be obtained by series of observations (Saunders et al., 2009) and
- Case study because it (i) involves an empirical investigation of a particular phenomenon within its real-life context (Robson 2002; Saunders et al. 2009) and (ii) considers that the boundaries between the phenomenon being studied are not clearly evident (Yin 2003; Saunders et al. 2009).

As for the research choice, it is possible to distinguish between a single data collection technique and its corresponding analysis procedures (mono method) or a multiple data collection technique and analysis procedures to answer the research questions (multiple methods) (Saunders et al., 2009), being the second option more suitable to answer the research questions. Within the multiple method choice, this investigation follows a mixed-method approach, where both quantitative and qualitative data collection techniques and procedure analysis are used (Tashakkori and Teddlie 2010; Saunders et al. 2009), as for example interviews with the social actors, questionnaires or observation moments.

In relation to the time horizon, it is possible to differentiate between the cross-section and the longitudinal studies. While the first is perceived as a 'snapshot' taken at a particular time, the second considers a broader time analysis perspective (Saunders et al., 2009). This way, the longitudinal studies main strength is its capacity to study change and development, providing a powerful insight into the observable changes occurred or occurring in phenomenon being analysed (Adams and Schvaneveldt 1991; Saunders et al. 2009).

Although it could be argued that due to time constraints associated to a PhD investigation the longitudinal studies are challenging and difficult to achieve, it is believed to be the more suitable time horizon for this research and therefore it was adopted in this investigation.

3.5. Techniques and procedures

In terms of the techniques and procedures for the data collection and analysis it is imperative to ensure the credibility of the findings, including the reliability and validity of those (Saunders et al., 2009) which, in this investigation, are supported by:

- Ensuring that the findings obtained are well understood and justified to avoid research biases (Saunders et al., 2009);
- Considering reliability and validity threats, as for example participants dropping out of case studies or ambiguity about causal direction (Saunders et al., 2009);
- Triangulating the findings to ensure a broader consideration of theories, methods, data and perspectives (Denzin 2012), crossing several approaches that will contribute to improve data consistency;
- Establishing a steering group that provide the researcher with support and information about the investigation (as SENSU⁴ – multidisciplinary research group that the researcher integrates);
- Exposing, over time, the research findings to experts (in conferences or in published papers), providing not only consistency to the data but testing its validity.

Within the development of a scientific investigation, it is also crucial to guarantee ethical aspects related to the research (Saunders et al., 2009). This way, research participants were provided with detailed information about this research purpose and stages, ensuring the transparency of the data collection process. In addition, they were given the researcher contacts and arguments for selecting them. The terms of confidentiality and anonymity (when agreed to it) were explained to the participants (either in the beginning of the interviews or in the online survey) and consents were obtained to collect the data. During the data analysis personal and institutional information was treated as confidential and consequently there are, for example, open questions of the survey that are only disclosed to the extent they do not compromise the respondents confidentiality.

With regard to the data collection, primary and secondary data sources is used. Both quantitative and qualitative data are collected, establishing the bases for research and analysis from different sources: (i) systematic literature review; (ii) document analysis; (iii) survey questionnaire; (iv) semi-structured interviews and (v) direct observation. The mixed methods are related to the four research questions formulated in chapter 1 (Figure 3.2).

⁴ More information about SENSU at <https://sensuist.wixsite.com/sensu>

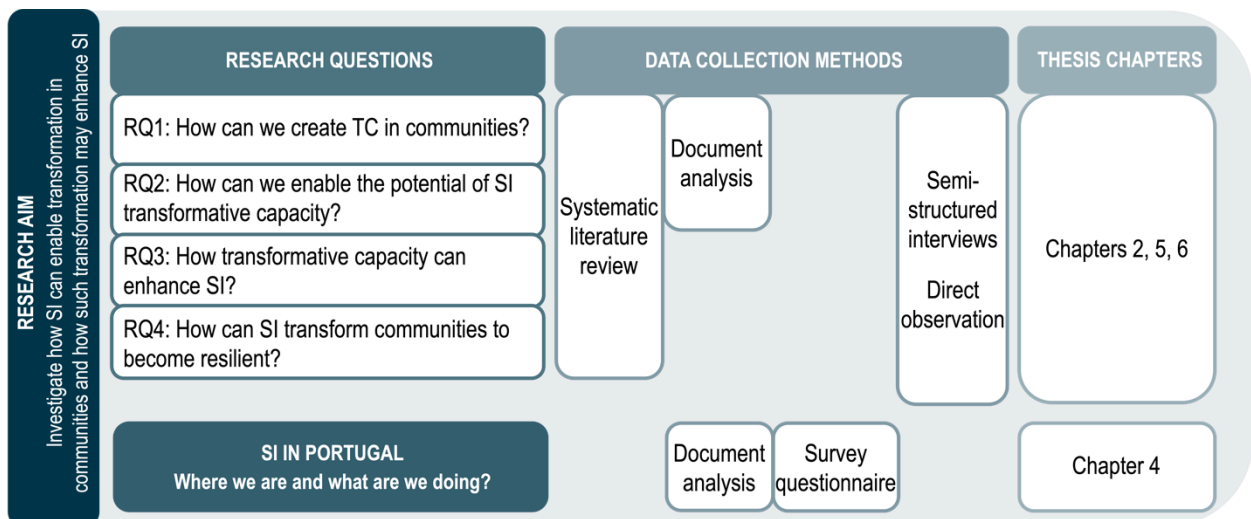


Figure 3.2: Connection between the research aim, questions, data collection and respective thesis chapters.

The systematic literature review of published scientific articles in peer reviewed journals and of book chapters is conducted to provide an overview of the state of the art concerning the current knowledge in the three fields theoretically supporting this investigation: communities, TC and SI. Its purpose is to establish the understanding given to the concepts used and adopted in this research, as well as to systematise the other possible points of view and interpretations present in the literature, their commonalities and differences. The search was conducted on Scopus database using the following keywords through the snowball technique: social innovation, transformative capacity and communities definition.

The document analysis includes the examination of available documents on the (i) SI published case studies in the international literature; (ii) SI national research projects being developed; (iii) real-life initiatives idealised and/or implemented in Portugal under the label of SI and (iv) characterisation and contextualisation of the SI initiatives analysed in this research as case studies. This data collection includes documents from multiple sources as for example projects, universities and initiatives websites, newspapers, photographs or promotional material.

The survey questionnaire is developed using the literature reviewed and the information collected about the national theory and practice. The target group is the promoters of initiatives considered to be socially innovative in Portugal and the survey purpose is to contribute to a better understanding about what (i) are the main (common) characteristics of those initiatives, (ii) is the stimulus for developing SI, (iii) is the perception of the social innovators about what constitutes SI and (iv) are the individual and collective changes that SI creates in the initiatives communities.

The research uses semi-structured interviews and direct observation to collect data on the SI initiatives used as case studies. The semi-structured interviews were done to some of the SI initiatives actors (namely promoters and beneficiaries), while the direct observation occurred in the moments where the researcher had contact with the initiatives actors and activities.

The study is then followed by the systematisation, treatment and analysis of the data collected from primary and secondary sources while combining qualitative and quantitatively forms of data analysis.

3.6. Chapter conclusion

The present chapter described and explained the research design and methodology adopted by the researcher. The research interpretivist epistemology was detailed, explaining where its subjectivist-objectivist ontology and interpretative paradigm lays. Embracing the investigation multi-realities, the chapter explores the research multi-purpose (exploratory and explanatory) and multi-perspective (inductive and deductive) approaches.

The data collection includes a systematic literature review on communities, TC and SI, a document analysis of published SI case studies, national SI research and Portuguese real-life initiatives, a survey questionnaire to initiatives considered to be socially innovative in Portugal and semi-structured interviews and direct observation of the case studies.

The data collection methods are detailed and justified, while its nature ethical issues are taken into account. In this way, the conditions to address the thesis research questions are established, while the empirical results, its aims, approach and findings are presented in the following chapters.

4. SOCIAL INNOVATION IN PORTUGAL

4.1. Chapter introduction

Portugal appears to be increasingly proposing alternative and complementary novel solutions to the social intervention system that still attempts to ensure the assistance to the population facing social needs in a moment of several crises (environmental, social, economic political) (CAT ALISE, 2015). This chapter aims to provide a systematic overview of what has been done in Portugal in the area of SI, namely in the academia and in practice.

To do so, first a review of SI national research projects was conducted and then a systematization of the SI practical application in Portugal was developed. After, using the literature reviewed in chapter 2 and the information collected about the national theory and practice, a survey was developed applied to Portuguese initiatives considered to be socially innovative.

The following section (4.2) reviews the SI in academia, looking into the research projects and other related initiatives developed within the national scientific community, while section 4.3 analyses the SI in practice. Section 4.4 presents the results of the survey, followed by the chapter conclusions.

4.2. SI in academia

The Portuguese academic research on SI appears to be growing (following the world trend as showed in chapter 2). This section highlights the main projects identified, as the CAT ALISE, MIES, Atlantic Social Lab, SINOVPROC and TRUST. After, a SI lab (SILAB), a SI research centre (INNO), a SI platform (4iS) and a SI master course (Practices of SI) being developed in national universities are also reviewed. The following paragraphs provide an overview of what has been and is being developed in each case.

4.2.1. National research projects

The Capacitation of Local Transition and Social Innovation (CAT ALISE) was a national project developed between 2014 and 2016 and funded by the *Calouste Gulbenkian* Foundation program for Human Development. It aimed to (i) contribute to deepen research, within the national context, on indicators, methodologies and tools for the dissemination of experiences on community, sustainable, ecological and alternative economy development and (ii) promote processes of sharing, mobilisation and appropriation of such proximity knowledge by people in vulnerable situations, improving their quality of life, creating local experiences and a new sense of well-being (CAT ALISE, 2015).

To do so, the project looked into some national initiatives namely in the field of social and solidarity economy and socio-ecological experimentation, using SI and sustainability as analytical dimensions of analysis. The CAT ALISE researchers concluded that, in terms of SI, the initiatives analysed related mostly with procedural elements as cooperation and partnerships with the local contexts, development of internal participatory tools, connection with

nature and articulation between different languages and rationalities. These initiatives appear to demand for more opportunities to participate in the governance decision-making processes while, at the same time, assume that is essential to be able to communicate properly and demonstrate their results and impacts in order to gain the attention and recognition of the public (and private) institutions and entities. Thus, the CAT ALISE researchers point out to the importance of nurturing a connection between these type of initiatives and the scientific community which can lead to the creation of (theoretical and practical) knowledge and development of new learning, increasing the initiatives action effectiveness and enhancing potential SI (Balsa et al., 2016).

In addition, the CAT ALISE researchers argued that there is still a set of related issues open to reflection, demanding for a deepen national research with improved articulation between practice, theory and political willingness: (i) rethink organisational models and change institutional cultures; (ii) reassess legal frameworks; (iii) recover acquired experiences and knowledge; (iv) catalyse change, creating conditions to support socio-ecological experimentation; (v) value other forms of building knowledge; (vi) be more reflexive in terms of action and assessment (Balsa et al., 2016).

The Social Entrepreneurship and Innovation Map (MIES) is a research project that ended in 2015, being developed by two national entities, IES (Social Business School) and IPAV (Instituto Padre António Vieira), funded by three national funding programs (from the *Calouste Gulbenkian* Foundation, EDP Foundation and *Compete*) and aiming to (MIES, 2015):

- Identify, recognize and map initiatives with a high potential of social entrepreneurship and innovation in Portugal;
- Disseminate, national and internationally, cases of social entrepreneurship and innovation in Portugal;
- Contribute to the growth and increase of competitiveness of a new sector of national social entrepreneurship and innovation;
- Strategically position Portugal as a pioneer country in the European Union about the recognition, study, dissemination of good practices and success national cases of innovative business models that are sustainable, replicable and with a social, economic and environmental impact.

The identification of the initiatives with a high potential of social entrepreneurship and innovation was based on five key criteria: (i) existence of a strong social mission; (ii) having potential to be impactful by changing markets, behaviours, public politics and environmental and social dynamics; (iii) being capable of socially include and locally empower beneficiaries; (iv) having an innovative potential and being sustainable; (v) having potential to grow by scaling the solution and/or replicate it through dissemination (MIES, 2015).

MIES mapped 134 initiatives in Portugal (57 in the north, 48 in the centre and 29 in the *Alentejo* region) that checked these criteria, although, apparently, with different degrees of socio-entrepreneurship potential. Some examples of

the initiatives mapped by MIES are *Aldeias Pedagógicas*⁵, *Chave de Afetos*⁶, *ColorADD*⁷, *EKUI*⁸, *Speak*⁹ and *Escolíadas*¹⁰. The project concluded that identifying, recognizing, mapping and disseminating the national initiatives with a high potential of social entrepreneurship and innovation led to a greater knowledge and characterization about the social entrepreneurship and innovation local system, a promotion of the national market of innovation and social entrepreneurship, a greater awareness of all the actors involved in the initiatives, and a recognition and stimulus to the work and transformative potential of locally-based projects (MIES, 2015).

As for the Atlantic Social Lab (ASL), it was developed by 10 associated partners from the countries that compose the Atlantic Area of the European Union (Portugal, Spain, France, United Kingdom and Ireland) and co-financed by the European Regional Development Fund (ERDF) through the Interreg Atlantic Area Cooperation Program. The Centre for Social Studies of the University of Coimbra (CES) ensured the Portuguese representation and the ASL ran between 2017 and 2020, aiming to develop and promote SI approaches and methods to give response to key growing social issues within the Atlantic Area. The project was designed to include both citizens, third sector, social enterprises as well as the public sector. It was conducted through an intensive transnational cooperation where each partner would implement and test small probing interventions to finally scale them up regarding four key topics: (i) SI and welfare services, (ii) SI and active public engagement, (iii) green inclusive economy and (iv) social economy and social responsibility in the private sector (Pinto, Sampaio, Carrozza, & Nogueira, 2018).

The project researchers incorporated the development of SI tools as observatories and web-based platforms in order to respond to emerging needs, verifying that the social needs and challenges may vary according to national and regional specificities. They also found out that, within the Atlantic Area, there are critical situations (for example in Portugal, Spain and Ireland) regarding basic social needs, such as the risk of poverty and deprivation of housing. In addition, the researchers discovered a growing concern on welfare services, with the support and integration of vulnerable families and individuals, demonstrating that basic needs have impact and expression in the Atlantic Area (Pinto et al., 2018).

Another conclusion drawn from the ASL project was that SI in the Atlantic countries has been insufficiently addressed by isolated local projects, instead SI has been dealt in relation to different topics based on local state of art and perspectives (as for example solidarity economy and social entrepreneurship). While attempting to bring awareness on SI and how it could be brought into play, this project demonstrated that scientific knowledge and approaches can be put into practice in everyday contexts by public, private and third sector organisations to deal with social problems and produce change that ultimately leads to the improvement of the lives of individuals (Pinto, Guerreiro, Di Nunzio, & Nogueira, 2020).

⁵ More information about *Aldeias Pedagógicas* at: <http://www.azimute.net/pt/aldeia.php>

⁶ More information about *Chave de Afetos* at: https://www.scmp.pt/pt-pt/acao-social/programa-chave-de-afetos_9

⁷ More information about the *ColorADD* at: <http://www.coloradd.net>

⁸ More information about *EKUI* at: <https://ekui.pt>

⁹ More information about *Speak* at: <https://www.speak.social/pt/>

¹⁰ More information about *Escolíadas* at: <http://www.escolíadas.com/>

The SINOVPROC is an ongoing project developed by a multidisciplinary research team within the University of *Minho*, funded by the Portuguese Foundation for Science and Technology (FCT) and the European Framework programme support and attempting to address two key literature gaps: (i) the lack of process dimension of SI, namely about the role universities play in that process and (ii) the shortage of academic research about the metrics best suited to assess the impact of SI initiatives. To do so, the SINOVPROC aims to propose a (i) conceptual framework to understand how the SI process works and (ii) methodological framework to identify indicators and metrics that will allow measuring the impact of SI initiatives and better inform policy decision-making (SINOVPROC, 2019).

One main conclusion that the SINOVPROC research team has already drawn concerns the SI impact. In their point of view, the SI impact can be perceived as a set of results manifesting itself at different spatial scales, through different periods of time and taking into account the value experienced by all stakeholders involved (Cunha & Benneworth, 2020). Considering the SI outcomes to be positive depend on several factors and conditions, being usually context-dependent, Cunha and Benneworth (2020) argue that a measuring process should be adopted to assess the SI impact, instead of a 'one-size-fits-all' approach that imposes a specific set of indicators (Cunha & Benneworth, 2020).

TRUST (social innovation strategies for sustainability transitions) is also an ongoing research project within which this research is being developed, that began in 2018 and is funded by FCT. It has a multidisciplinary team from the *Instituto Superior Técnico* (IST), University of *Aveiro* (UA) and University of *Évora* (UE) and focus on sustainability transition (ST) initiatives in urban and rural Portugal, supported on social learning and innovation. The research aims to investigate forms of SI that can drive community change in SES at local scale (TRUST, 2019).

TRUST analytical process includes the selection of initiatives which have in common the purpose to create locally based ST, through strategies that can enable change in approaches, routines, practices, systems and mind-sets – which we recognize as components of SI. A participatory research approach has been applied to local communities in specific urban and rural social-ecological contexts in *Aveiro*, *Évora* and Lisbon, and a model for locally based ST through SI strategies results from inferences in learning points based on the literature review and empirical observations (TRUST, 2021).

4.2.2. Other related initiatives

The Social Innovation Lab (SILAB) was created in 2018 and implemented in 2019 by a team of researchers from the IST to promote the development of projects with social impact, fulfilling the needs of local and emerging communities. The SILAB attempts to address what the researchers perceive as a current gap in the engineering educational system: social challenges unexplored and not being explicitly included at the core of many engineering courses curricula and, in general, on educational strategies at engineering schools (SILAB, 2021).

The SILAB intends to grow into a world-wide connected (active) network of students, professors, researchers, universities, companies and social enterprises, as a way to promote cooperation between actors, a more

responsible mindset, the development of solutions towards people well-being and transformative business models. To be able to achieve such purpose the SILAB has been (i) leveraging the IST students creativity, skills and capabilities towards sociotechnical innovation and entrepreneurship, (ii) stimulating the creation of goods and services addressing the (social) needs of local communities and of emerging markets communities, and (iii) supporting the creation of cooperation networks between actors (SILAB, 2021).

The INNO (Centre of Social Innovation) emerges within the Nova University Lisbon (UNL) in 2019 with the goal of developing, creating and improving social structures and processes and the mission of contributing to the social development and harmony of the population by establishing a dynamic and distinctive relation between the Nova University Lisbon and several social entities. The INNO researchers believe they will foster the interconnection between the several schools of UNL, leveraging the development of new action and innovation lines and the transfer of knowledge to answer multiple social problems (INNO, 2021).

4iS (Platform for Social Innovation) is a multisectoral platform of interaction that is formalised in the form of a non-profit organisation and based and integrated in the Old Students Association of the UA. The 4iS aim to boost the development of SI with the academic community, the old students of UA and the *Aveiro* region. Their vision is to create a social value culture in the region, based on knowledge transfer and through social businesses, services and projects. They intend to create SI projects related to five areas of intervention: (i) environment and active citizenship; (ii) culture and creativity; (iii) education and university; (iv) employment and social entrepreneurship; (v) health and well-being (Universidade de Aveiro, 2021).

Finally, the course being lectured by Professor Alcides Monteiro in the University of *Beira Interior* is entitled Practices of SI and is part of the curricula of a master's degree of the sociology department. This specific course aims to (i) give the students the theoretical and practical frameworks that contribute to be socially innovative or create innovative conditions and (ii) develop, in the student body, analytical competences about the SI concept, its different contexts, actors, leadership, diffusion and assessment (Universidade da Beira Interior, 2021).

4.3. SI in practice

As for the practical application of SI in Portugal, it is possible to highlight a SI public entity (PSI), a SI contest (SI Shaker), and SI incubators and hubs (*Microninho*, IRIS, Centre for SI, House of Impact, IISBA, CASULO, LIS, I-DANHA), which are systematized below.

The Portugal Social Innovation (PSI) is a government (public) initiative created in 2017 and aimed at promoting SI and stimulating social investment market in Portugal, namely by (Portugal Inovação Social, 2021c):

- Fostering initiatives to be socially innovative and entrepreneurial through the creation of novel solution for social problems;
- Stimulating social investment market through the creation of financing instruments considered to be better suited for the social economy sector needs;

- Empowering the actors involved in the SI and social entrepreneurship ecosystems.

The PSI manages four financing instruments to support the development of the SI projects: (i) capacitybuilding for social investment, which finances the development of management skills to help organisations from the social sector to successfully implement their SI project; (ii) partnerships for impact, which finances SI projects aiming for them to achieve scale and impact; (iii) social impact bonds, which finances innovative projects in priority public policy areas against an outcome-based contract; (iv) SI fund, which facilitates the access to credit and co-investment for organisations to implement SI-based project within their business models (Portugal Inovação Social, 2021d).

The PSI currently fosters and funds hundreds of projects all over the country that address several intervention areas like citizenship and community, education, employment, health, digital inclusion, justice and social inclusion. They have already channelled 150 million euros from the European Social Fund to fund the SI initiatives (Portugal Inovação Social, 2021c) and promote debate (as conferences and workshops) and “showrooms” (as the SI Village event created in 2018 that projects funded by the PSI are exposed and people invited to participate).

The contest of the SI Shaker is developed since 2017 by the Foundation AIP within the Portugal Social Economy institution. It has had several editions and its development aim at reward (prizes concern incubation support, space availability and participation in capacitation programs and events) the best being done in Portugal on SI and its social business (Social Innovation Shaker, 2018).

Microninho was the first social incubator to exist in Portugal, idealized in 2012 and implemented in 2013 as a pilot project funded by Foundation EDP. Since then, it has been relying on the support of several national and European co-financing. *Microninho* is developed by a local association, *Associação de Desenvolvimento Social e Cultural dos Cinco Lugares*, in the *Coimbra* district and promotes the creation of alternative and sustainable life projects for families living in vulnerable situations. It is anchored in SI principles and transforming exclusion in social change, *Microninho* has helped 280 families, capacitating and integrating in the job market 134 people and supporting the creation of 31 new businesses.

The Regional Incubator of SI (IRIS) emerged in 2017 in the *Tâmega and Sousa* Region within the scope of a partnership for impact promoted by the Investment European Bank Institution, *PortusPark* and co-financed by Portugal Social Innovation. It is an incubator that supports the creation and development of SI projects, believing that they are key to boost a strong and global economy as well as a better world. IRIS aim to create the ideal ecosystem for the development of initiatives with social impact. Their incubation program is available for those who want to become a member of IRIS, that implement SI projects and are looking to solve social and environmental problems through creative ideas (IRIS, 2021).

The Centre of Social Innovation from the Foundation *Eugénio de Almeida* was created in 2018 as a SI hub that provides a physical and community space in the historic centre of *Évora*. The Centre aims to promote and support innovative projects with sustainable business models, focused on delivering social impact and with potential to

scale and empower people. The Centre target are low density territories of *Alentejo*, this way are attempting to contribute to solve the social needs and problems faced by the population living in such territories.

Being articulated with public, private, regional, national and international institutions, this Centre intends to accelerate the entrepreneurial and socially innovative ecosystem in *Alentejo*, incubating and capacitating the initiatives enrolled in it along six key axes: (i) acceleration and incubation projects of social impact; (ii) entrepreneurial and capacitation programs; (iii) networking, cultures and communities; (iv) new technologies and digital SI; (v) education for social entrepreneurship; (vi) management and assessment (Fundação Eugénico de Almeida, 2021).

The House of Impact from the *Santa Casa da Misericórdia* of Lisbon is a hub of innovators and entrepreneurs, created in 2018, that believes in sustainable business models capable of generating social impact. The hub aim is to promote innovative solutions to solve social and *environmental* needs and problems, contributing to a better, more solidary and sustainable society. The House of Impact has a mentorship program that works as a nurture and an accelerator of the initiatives, using as mentors the promoters of previous enrolled initiatives, creating a network of actors and contributing to an increased visibility of the social and entrepreneurial national ecosystem (Casa do Impacto, 2021).

The *Baixo Alentejo* SI Incubator (IISBA), funded by PSI, was created in 2018, in *Beja*, to stimulate the creation of jobs that are SI-related by using mapping and referencing of social initiatives and entrepreneurs and by acting as a facilitator of SI in *Baixo Alentejo*. To do so, IISBA has been creating pivot incentive networks for SI and performing capacitation moments around SI concepts and instruments. Being a space that promotes the sharing of ideas and the creation of innovative responses for territorial social needs, their network has been growing including the local business structure. Currently, IISBA is incubating 19 SI projects related to active ageing, access to education, unemployment, food waste and discrimination and appears to show that some of these projects have been a tool for job creation and revitalization of demographically and financially vulnerable territory (IISBA, 2019).

The *Loulé* SI incubator (CASULO) is implemented in *Algarve* territory since 2019, being supported by national and european funding instruments. It aims to support an idea, project or business in *Algarve* towards its sustainable development, nurturing the initiatives and making available a set of services as follow-up on the development and implementation of the idea, research of suitable financing instruments, capacitation and mentorship, intermediate between different actors involved, development of session and workshops for social entrepreneurship and disseminate the initiative. Currently, there are 28 initiatives supported by CASULO, which address social needs and problems as mental health, access to housing or food assistance (CASULO, 2021).

Leiria SI hub (LIS) is a recent hub, also supported by PSI, that intends to develop the access conditions to knowledge, partnerships networks and social investors. This way, LIS will enhance the creation and replication of novel solution to the social and environmental challenges faced by the territory of *Leiria* (Portugal Inovação Social, 2021b). There is a similar hub implemented in the municipality of *Idanha-a-Nova* called I-DANHA (Portugal Inovação Social, 2021a).

The previous paragraphs reviewed actions that have been promoting, supporting and investing in SI-labelled initiatives within the national territory. However, the use of the SI label does not always seem to be fitted to its meaning, appearing to be, sometimes, used as an easier path to obtain funding to develop a certain initiative. When comparing with the main SI characteristics retrieved from the literature (in chapter 2), it is possible to highlight that (i) the initiatives promote social inclusion and address social needs; (ii) context seems to be considered with initiatives being shaped around it; (iii) novelty appears to be overrated and not always accounted for; (iv) initiatives implementation and continuity is not always ensured; (v) SI seems to be confused and mixed up with social entrepreneurship principles. It is also feasible to emphasize that although the creation of impact seems to be a common desired outcome, it is not (yet) been ensured the monitoring of this effect.

4.4. Survey to identified SI initiatives in Portugal

Using the literature reviewed in chapter 2, a survey was developed to be applied to Portuguese initiatives considered to be socially innovative. This survey aimed to (i) identify the main (common) characteristics of the social innovators analysed, (ii) compare with the main SI characteristics retrieved from the literature and (iii) understand the stimulus for developing SI, the perception of the social innovators about what constitutes a SI and the individual and collective changes that SI creates in the community.

Using the information collected in the previous sections, a search for initiatives considered to be socially innovative in Portugal was conducted following the protocol steps in Table 4.1. This resulted in the identification of 203 initiatives which were contacted following the email template (addressed to the promoters) in Annex 4A (includes both the original version in Portuguese and its translation to English). From the 203 initiatives contacted, 65 initiatives responded (32%) between July and September of 2020 and Annex 4B provides the systematization of the 203 initiatives contacted and respective contact information (available online).

Table 4.1: Protocol steps to identify the initiatives to be contacted to answer the survey.

PROTOCOL TO IDENTIFY THE INITIATIVES FOR THE SURVEY	
1st	Consult the documents from the European Conference on Social Innovation (2017a), Opening up to an ERA of Social Innovation Conference, which took place in Lisbon between 27 and 28 of November of 2017. These documents included: the list of projects at the exhibition (European Conference on Social Innovation, 2017a) and the projects organised and moderated by Ignite.
2nd	Look into the SI hubs and incubators, namely <i>Microninho</i> , IRIS, Centre for SI, House of Impact, IISBA, CASULO, LIS and I-DANHA, and include the initiatives they are nurturing and incubating.
3rd	Do an online search for " <i>inovações sociais em Portugal</i> " (social innovations in Portugal).
4th	Include the initiatives analysed by MIES.
5th	Include the initiatives promoted and financed by PSI.
TOTAL: 203 initiatives	

The survey was structured in four parts as presented in Table 4.2. The first part concerned the identification of the initiative and the second the perception of the initiative promoter about the SI concept. The third part was designed to characterise the initiative, while the fourth one aimed to address the perception of the initiative promoter about its initiative as a SI. The final part attempts to identify the community changes provoked by the initiatives. Table 4.2 provides an overview of the survey questions for each part, while Annex 4C provides the full survey, including questions and optional answers and Annex 4D displays the answers for the survey question (open questions only disclosed in the Annex when not compromising the initiatives confidentiality).

Table 4.2: Overview of the survey questions.

SURVEY QUESTIONS
<p>Identification of the initiative Identify the initiative</p>
<p>Perception of the SI concept Identify the key aspects associated to a SI</p>
<p>Characterisation of the initiative</p> <p>What was the stimulus that led to the development of the initiative? How long has the initiative been implemented? What is(are) the key objective(s) of the initiative? Is the initiative developed in only one or more communities? Identify the community(ies) and respective location. How and why was the initiative implemented in the replicated communities? Who constitutes the initiatives working team? What type of vulnerable groups are beneficiated by the initiative? How many people does the initiative beneficiates? Is the initiative financially autonomous? What type of funding does it benefit from? What is the initiative planning for the future?</p>
<p>Perception of the initiative promoter about the initiative as a SI</p> <p>What are the key characteristics that turn your initiative into a SI? What has been the biggest challenge faced by the development and implementation of the initiative?</p>
<p>Identification of community changes provoked by the initiatives</p> <p>The initiative has been promoting the community engagement? What changed in the community with the initiative implementation? What type of capacitation does the initiative still need to be developed?</p>

The following paragraphs provide the systematization of the results obtained from the survey application (sample characterized by 65 initiatives considered to be socially innovative in the Portuguese territory).

Concerning the key aspects the promoters of the initiative associate to the SI concept (Figure 4.1) results show that SI is about: (i) creation of positive impact in societal problems (93,8%), (ii) provoke social change (70,8%), (iii) promotion of social inclusion (49,2%), (iv) creation of sustainable business solutions (25,6%), (v) agents capacitation (24,6%) and (vi) satisfaction of human needs (21,5%).

When asking promoters about what makes their initiative a SI (Figure 4.2) again having a positive impact in societal problems is the most consensual response (83,1%). Even though the promotion of social inclusion (64,4%) appears to gain more importance than the ability to provoke change in society (58,5%), which contradicts the relevance of similar responses to the previous question. Also contrarily to their perception associated to the SI concept, when looking into their initiatives the promoters identify to be more crucial to meet human needs and the agents capacitation.

This difference between the initiative promoters' perception of the SI concept and their perception in terms of what makes their initiative a SI may occur due to, for example, lack of knowledge about the SI concept and its principles or to the use of the SI label for convenience or because it fits the promoters and the initiatives purpose.

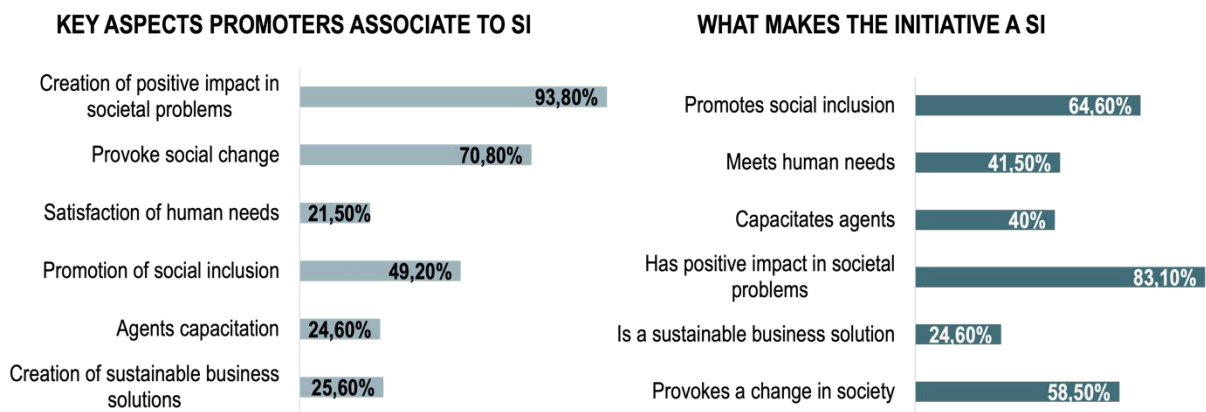


Figure 4.1: The initiatives promoters perception of the SI concept.

Figure 4.2: The promoters perception of their initiative as a SI.

When asked about what was the stimulus that led to the development of the initiative (Figure 4.3), 33,8% of the initiatives have been stimulated by a challenge that they intended to answer while 26,2% have been triggered by an opportunity to be seized and another 26,2% by an adversity to be overcome. The remaining initiatives were stimulated by a risk to be mitigated (9,2%) or by other issues (4,6%).

STIMULUS FOR INITIATIVE DEVELOPMENT

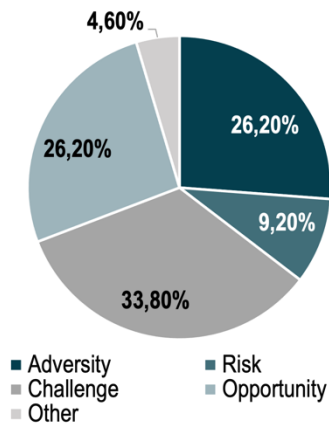


Figure 4.3: The initiatives stimulus to be developed.

INITIATIVE OBJECTIVES

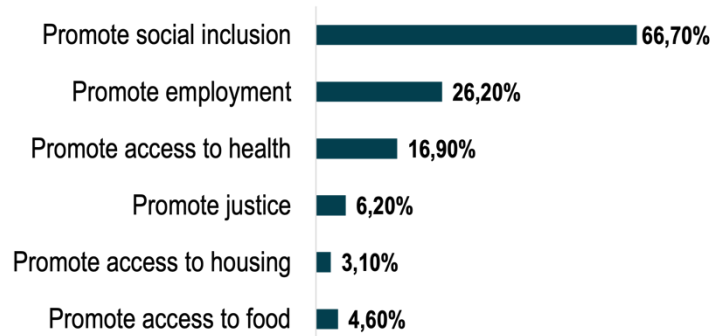


Figure 4.4: The initiatives key objectives.

Figure 4.4 shows that the goal of most of the initiatives is to promote social inclusion (66,7%). Some of the initiatives identified more than one objective, addressing also issues related to employment (26,2%), access to health (16,9%), justice (6,2%), access to housing (3,10%) and food (4,6%). This seems to indicate that these initiatives are aligned with what are usually social needs and/or problems addressed by SI.

According to the survey results, the main vulnerable groups supported by the initiatives are teenagers/young people (50,8%), children (40%), elderly (36,9%), unemployment population (26,2%) and needing families (23,1%). Several initiatives identified more than one of these vulnerable groups, recognizing also, for example, discrimination, violence and illness victims as groups being supported by them. In terms of the number of beneficiaries it is variable, existing initiatives with more than 8000 people enrolled while others have no more than 15/20 beneficiaries.

As for the team running the initiatives, in the majority of the cases it is composed, at least, by an internal team (promoter and technicians). Some initiatives also have outsourced people or identified community members as being part of the team. However, in average the teams are small and do not have many members. There is one initiative that has a team of 150 people, but most of the initiatives has teams of between 3 to 10 people.

The majority of the initiatives analysed (63,1%) have been implemented for more than 5 years, while 19 initiatives (29,2%) have been functioning for a period of time between 1 and 5 years, 4 (6,2%) has only been running for one year and 1 initiative has already ended (after functioning between 2012 and 2016) (Figure 4.5).

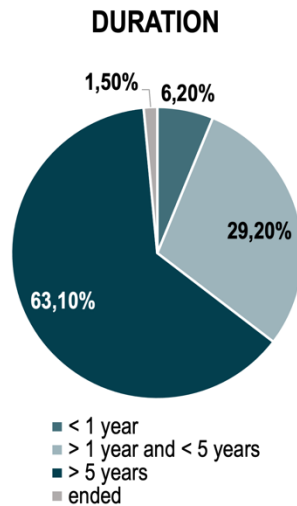


Figure 4.5: The initiatives duration (time of implementation).

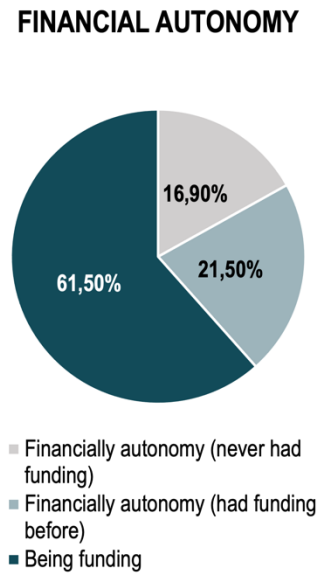


Figure 4.6: The initiatives financial autonomy.

The data collected allows to conclude, as shown in Figure 4.6, that most initiatives are not financially autonomous, with 40 initiatives (61,5%) benefiting from some form of funding. 25 of the sample initiatives however are financially autonomous, having 15 (21,5%) benefited from a funding instrument before and 10 (16,9%) never benefited from financing.

Within those that are currently benefiting from funding programs, the PSI funding instruments are the most common, with 30 (75%) of those initiatives being financed by them, namely 52,5% funded by the partnerships for impact, 15 % by the capacity building for social investment instrument, 5 % by the social impact bonds and 2,5% by the SI fund. The funding programs from the Foundation *Calouste Gulbenkian* finance 10% of the initiatives, while several other instruments are also referred (once most of the initiatives benefit from more than one type of funding instrument), as the one from the *Santa Casa da Misericórdia* or from the European Investment Bank Institute.

As for those that have previously benefited from some source of funding, but are currently autonomous, once again the PSI was referred by most of those initiatives (50%) as the funding support. The other 50% of the initiatives was financed by other instruments as, for example, from *Fidelidade* (insurance company) or the *Montepio* Bank.

Funding related issues were identified as one of the biggest challenge faced by most of the sample initiatives (35 initiatives, 53,8%), while 22 initiatives (33,8%) pointed out as challenge the community engagement, 9 identified the making of profit (13,8%) and 5 (7,7%) the community acceptance (Figure 4.7). Several initiatives identified more than one of these challenges, recognizing also, for example, covid-19 pandemic or bureaucracy issues as an important challenge they faced.

BIGGEST CHALLENGE FACED

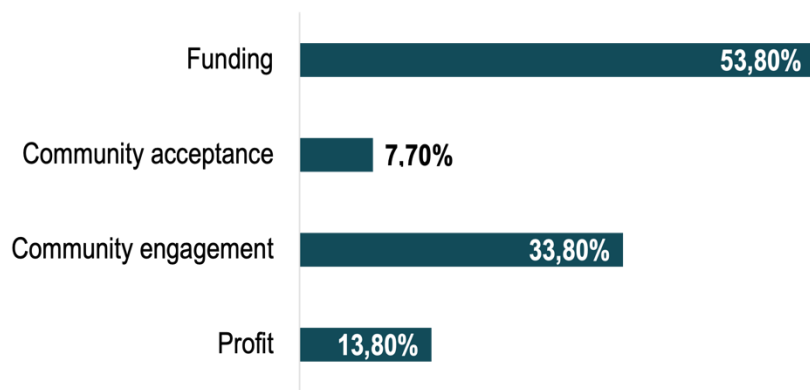


Figure 4.7: The initiatives biggest challenge faced.

When asked about the initiatives implementation in their respective community(ies), 41 (63,1%) of the initiatives claimed to be implemented in more than one community, while the other 24 initiatives (36,9%) have been developed within only one community, as can be observed in Figure 4.8.

COMMUNITY IMPLEMENTATION

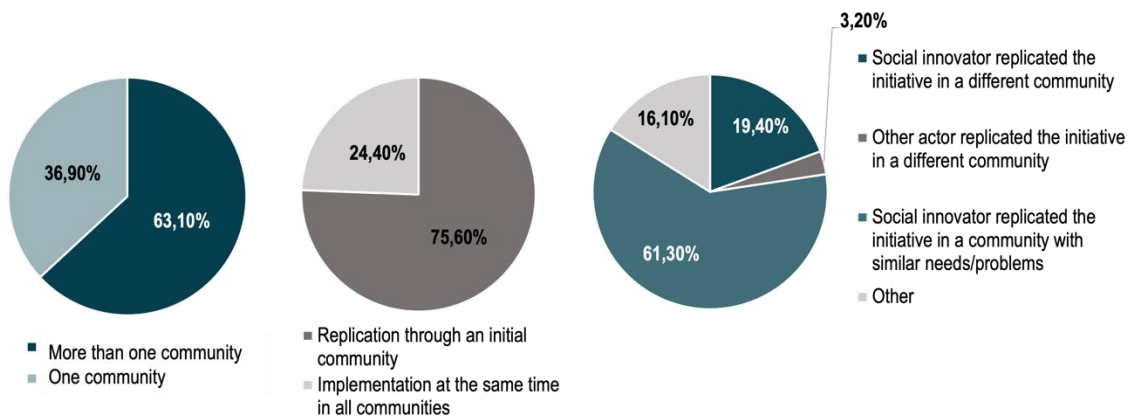


Figure 4.8: The initiatives community implementation.

From those 41 initiatives implemented in more than one community, only 10 (24,4%) implemented their idea in the several communities at the same time. As to the majority of these initiatives (31 initiatives, 75,6%), the promoter (19,4%) or other actor (19,4%) implemented first in an initial community and after sometime replicated the initiative in one or more communities facing similar social needs/problems (61,3%) or not (16,1%). The choice of the communities to replicate was mainly due to the (i) existence of similar social needs/problems (61,9%), (ii) emergence of an opportunity (48,4%), (iii) geographical characteristics (25,8%) and (iv) similarity of key actors (22,6%).

As for the community changes provoked by the initiatives, only 2 initiatives (3,1%) claim not being able to promote the engagement of their community (Figure 4.9), one case because it was a short duration project and in the other case because the promoters considered that the initiative only required involvement from the expert technicians with the knowledge on the initiative development.

INITIATIVE PROMOTING COMMUNITY ENGAGEMENT

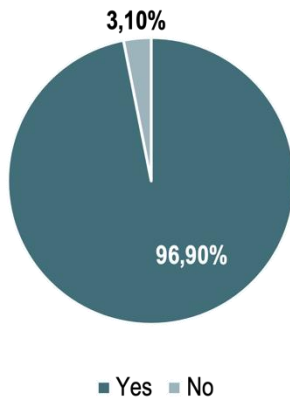


Figure 4.9: The initiatives promotion of community engagement.

WHAT THE INITIATIVE CHANGED IN THE COMMUNITY

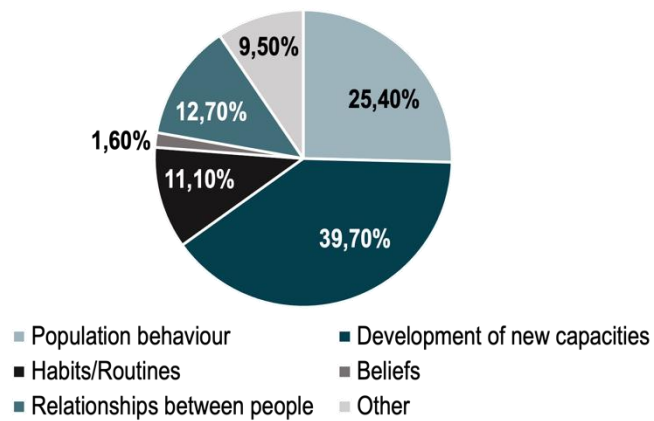


Figure 4.10: The initiatives provoking changes in the community.

As to the initiatives that claim being promoting community engagement (63 initiatives, 96,9%), their promoters pointed out that what changed in the community with the implementation of their initiative (Figure 4.10) was the:

- Development of new capacities (39,7%), as for example the empowerment of the beneficiaries in terms of professional and/or social capabilities;
- Population behaviour (25,4%), as for example people smiling more or change in the way of treating the elderly people;
- Relationships between people (12,7%), as for example the improvement of intergenerational relationships;
- Habits/routines (11,1%), as for example change in consumption habits;
- Beliefs (9,5%), as for example in relation to greater awareness and more sustainable attitudes towards disabled population;
- Other (1,6%), as for example the growth of the actor networks.

When asked about what type of capacitation the initiatives still need to develop, the majority of the initiatives (41,5%) highlights the behavioural capacitation, while 38,5% identified technological, 23,2% technical and 21,5% professional capacities.

Finally, concerning what they are planning for the future (Figure 4.11), most of the initiatives plan to increase the number of beneficiaries (63,1%), but also the replication of the initiative in other(s) community(ies) (35,8%) and even the dissemination of the initiative outside the country (25,5%).

FUTURE BEING PLANNED

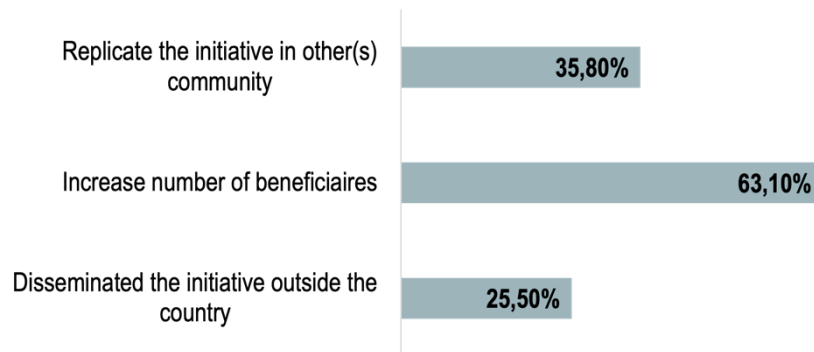


Figure 4.11: The initiatives plans for the future.

When examining the data obtained from the survey, it is possible to highlight the following issues that summarize the 65 national initiatives analysis:

- Initiatives seem to be aligned with what are usually social needs and/or problems address by SI;
- Promoters perception of the SI concept appears to be slightly different from their understanding of their own initiative as being socially innovative, which maybe due to, for example, lack of knowledge about the SI concept and its principles or to the use of the SI label for convenience or because it fits the promoters and the initiatives purpose;
- There is a high dependence of funding instruments for the initiatives to develop and implement, which may represent the risk of initiatives not being durable;
- The path for replication seems to be almost common (first idealise and implement in one community and after some time replicate in one or other communities facing similar social needs and/or problems);
- Initiatives seem to have been provoking change in the communities where they are implemented (such as individual capacities, people behaviours and individual and collective relationships), however it still appears to be required to invest in the development of behavioural capacitation of those involved in the initiatives.

The development of the survey allowed to conclude that there is still a considerable ground to learn with the application of the SI principles to real-life experiences, attempting to bring closer the academia and the practice fields. The development of the conceptual framework, proposed in the next chapter, attempts to share light in this question, addressing the theoretical principles supporting the SI concept in a framework aiming to be applied to SI initiatives implemented.

4.5. Chapter conclusion

Through the data collected and systematized in the previous sections, it is possible to conclude that both in academy and in practice, SI is increasingly gaining importance and growing its application possibilities in Portugal, however it appears to be still very recent and unexplored in the national context.

It is also possible to observe that there is a recognition and support, from government entities, of SI as a powerful tool and with potential to make change, which appear to be a positive perspective for those studying and working on SI in Portugal.

5. DEVELOPMENT OF A CONCEPTUAL FRAMEWORK FOR ENHANCING THE TRANSFORMATIVE POTENTIAL OF SI

5.1. Chapter introduction

Drawing on the literature on social innovation (SI), transformative capacity (TC) and communities in previous chapters, and after a systematic analysis of what has been done in practice in Portugal in the area of SI, it appears that a more systemic and transformative-driven SI is needed to enhance the SI potential to lead change.

Previous chapters reveal a knowledge gap on how SI may achieve its full potential for social transformation, provided the limited understanding as to the way individuals and society may create TC while being socially innovative. Additionally, as concluded in chapter 2, some authors (for example Haxeltine et al. (2017) and Westley et al. (2017)) recognize a mutual dependency between SI and (social) transformation although not much explored in the literature.

To contribute to fill in these gaps, this chapter advances a framework proposal to conceptualize the transformative potential of SI. With this framework the aim is to provide answers to the following research questions of the present investigation:

- How can we create TC in communities?
- How can we enable the potential of SI transformative capacity?
- How can transformation enhance SI?
- How can SI transform communities to become resilient?

The proposed conceptual framework is structured around four dimensions – SI context, SI drivers, SI transformative capacity and SI success factors. The process that led to the conceptualization of the framework is represented in Figure 5.1 (Annex 5A provides a summary of the bibliographic references supporting the four dimensions). It draws on (i) SI theory, (ii) SI initiatives published in literature and (iii) TC theory. The review of the SI theory literature resulted in a publication (Dias & Partidário, 2019) that distinguishes two ways of using SI in the literature: the disruptive (and systemic) approach and the cartesian approach. The analysis of 17 published case studies of SI international initiatives along with the SI theory review provided the essential elements to elaborate on the SI context characteristics, SI drivers and SI success factors.

The review of the TC theory considered several perspectives in the literature that ranged from social-ecological systems (as Ziervogel et al. (2016) definition of TC key aspects) to transformation research (as Hölscher et al. (2019) work on differentiating types of capacities in transformative dynamics) and transition studies (as Wolfram (2016) and Wolfram et al. (2019) conceptualization of urban TC). This review along with the SI initiatives systematization allowed the elaboration on the conditions to enable or hamper TC and resulted in the submission of a paper¹¹.

¹¹ Paper by Maria Partidário, Margarida Monteiro & Joana Dias, submitted to the Technological Forecasting & Social Change Journal.

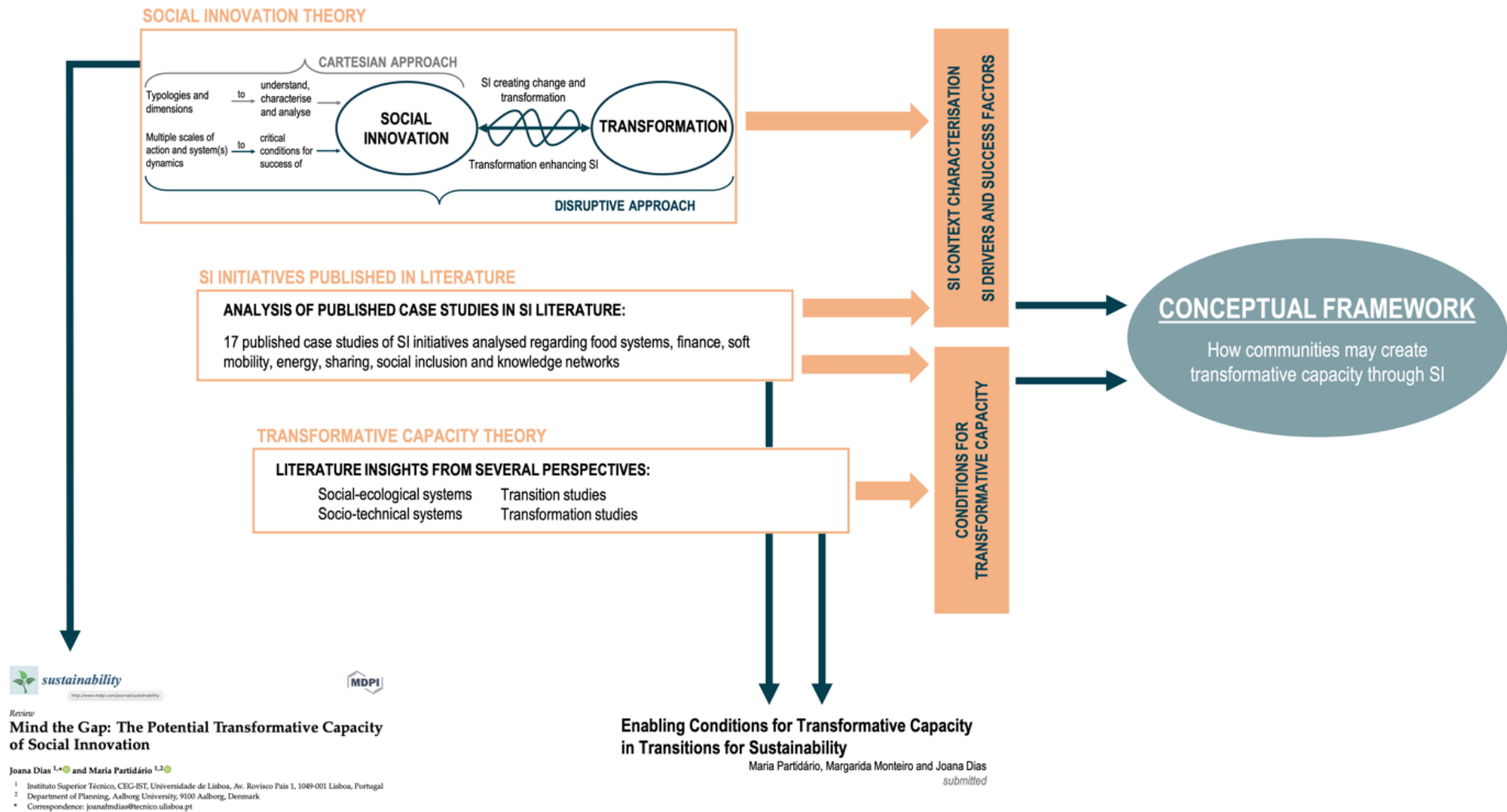


Figure 5.1: Scheme summing data collection and outputs in the development of this investigation proposed conceptual framework.

The next section of the chapter (section 5.2) describes the components of the conceptual framework, which are subdivided in four subsections (subsection 5.2.1 to 5.2.4). Section 5.3 presents the overall conceptual framework as well as its key outputs and outcomes, followed by the chapter conclusions in section 5.4.

5.2. Unravelling the framework for conceptualizing the transformative potential of SI

In the SI literature it appears to be consensual that socially innovative initiatives are idealized, created and implemented to address existing social needs and/or problems while promoting social inclusion. This conceptual framework starts by first identifying vulnerable communities that, through SI, try to overcome their complex social problems, as illustrated in Figure 5.2. The vulnerability of such communities may be due to the exposure to, for example, isolation, marginality, unemployment, poverty, ageing, lack of access to health, to housing, to food or to justice.

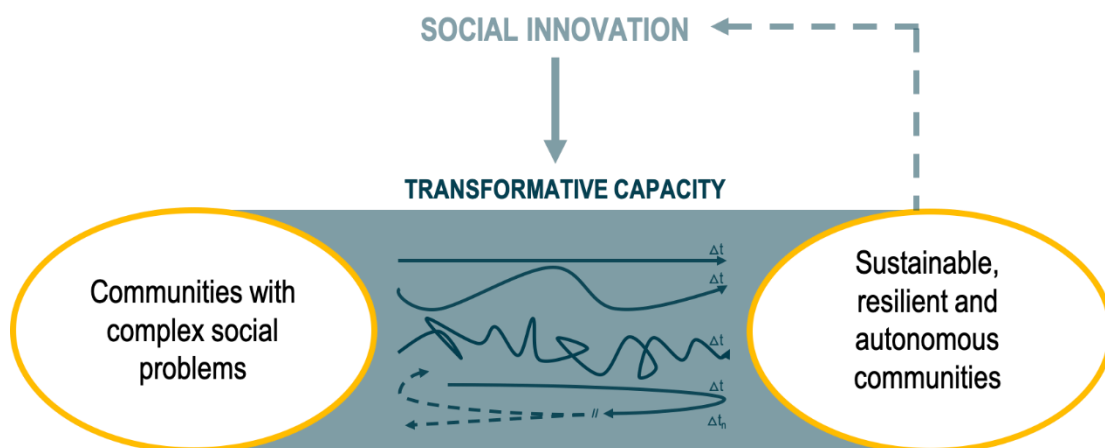


Figure 5.2: First scheme of this investigation framework for conceptualizing the transformative potential of SI.

The assumption is that when facing such social problems and challenges, vulnerable communities are able to develop new, and/or transform, existing capacities that will provide them with the ability to act upon such challenges. This will lead the communities and their individuals to generate change and to try to overcome the problems faced in the first place. These new and/or transformed capacities may be individual or collective and can be developed in different forms and time spaces.

The conceptual framework proposed in this investigation is therefore anchored in the assumption that there is a process of transformation that communities go through a SI. It attempts to represent how communities, when being socially innovative, and therefore with the potential to create TC, can be transformed from being vulnerable to being sustainable, resilient and autonomous.

The transformative process may occur in different ways and time spaces, since change is not static, linear or predictable. The path of transformation communities undergo will probably differ from case to case and may involve several degrees of disturbances, with eventually some setbacks. For example, it is possible that a community process of transformation be abruptly interrupted. In this case, not being able to cope with the disturbances faced

or ultimately with the changes occurring, the community may (i) adopt a new and different path to still attempt to achieve the transformation, (ii) come back to the starting point attempting to redefine strategies and objectives, or (iii) collapse. Additionally, such transformative process may include changing the communities' intrinsic values, beliefs, resources or authority flows while creating new ways of doing, thinking about and acting upon things, presenting an opportunity for SI to re-emerge.

The transformative desirable outcome is to achieve a sustainable, resilient and autonomous state. That means communities that are able to develop strategies for engaging actors and institutions in community activities, that take action and are able to adapt, readjust and change when facing (social) disturbances, reducing their vulnerability to such disturbances. However, transformation may not always be desirable or even expected. It is possible that some SI-driven changes may be undesirable or less positive. This means that it is crucial to consider, in the process of change, the perception and voices of those who are (at first) vulnerable and involved in the community and its initiatives, attempting to avoid such possible adverse outcome.

To understand why and how SI may occur, whom it may involve, how it may be driven, what transformative capacities it may create as well as how impactful it may be and to what extent of transformation it may lead to, four dimensions of analysis were identified to structure the proposed framework: (i) the SI context; (ii) the SI drivers; (iii) the SI transformative capacity and (iv) the SI success factors.

5.2.1. SI context

SI is context-specific and has different possibilities of being idealized, implemented and impactful, depending (not only but also) on the context where socially innovative initiatives occur. Consequently, looking into the SI context is crucial to understand why and how SI occurs, in a certain place and community, from idea to implementation.

The context, as defined in the Oxford Dictionary, is understood as "*the circumstances that form the setting for an event and in terms of which it can be fully understood*" (Oxford University Press, 2015, p. 267). This way, by providing the background and all related components that lead to the emergence of the SI, the context can be perceived by its political, institutional, historical, cultural, economic, social and/or territorial components. Therefore, the context of socially innovative initiatives may be provided by one, some or all of these components, which will depend on the SI under analysis.

Nevertheless, when looking into the SI context, it may be necessary to look further beyond the community where the SI is implemented. As depicted from the concept of SI followed in this research, presented and justified in chapter 2, SI "*ultimately shift resource and authority flows, social routines and cultural values of the social system that created the problem in first place*" (Westley et al., 2017, p. 4). Thus, if the (social) problem has been created by other system(s) than the one where SI is occurring, the inclusion of components from those other systems that created the (social) problem to begin with may be required to fully comprehend the context of the SI under analysis.

Moreover, the context not only influences the need for and the development of SI, but it may well be influenced by it. This means, in other words, that through the transformation in communities led by SI a new and transformed context may develop, where the present circumstances are modified and/or new will probably develop (for example, new ways of doing things, new values to act upon or new networks to be supported upon).

Figure 5.3 intends to illustrate the SI context within the conceptual framework being proposed in this investigation, advocating that the TC of SI is a function of its own context which is subjected to the inner and outer systems dynamics.

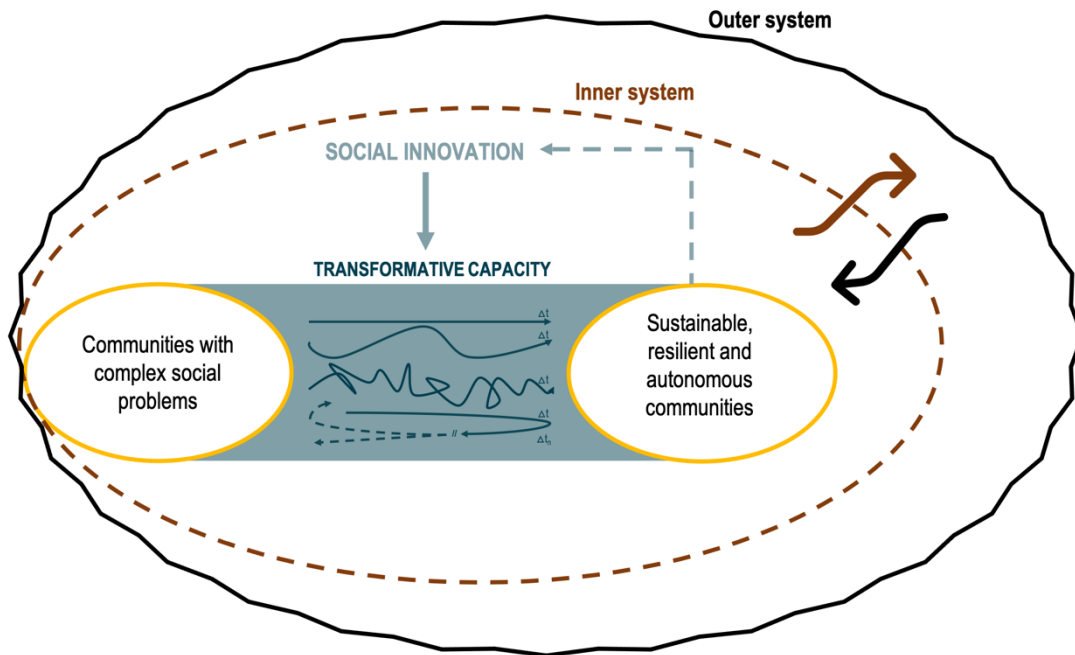


Figure 5.3: Representation of the SI context within the conceptual framework.

5.2.2. SI Drivers

SI, while promoting social inclusion leading social change, has different features that stimulate and drive such change. In this investigation such features have been called the SI drivers (as for example agents of change or other involved empowered individuals). These drivers are characterized by not being static or rigid and may be represented as possible moving features that play their role in driving SI in different time and space momentums. Drawing on the SI theory and the SI initiatives earlier reviewed and systematized, the SI drivers were categorized in the following five components:

- Triggers;
- Actors;
- Learning;
- Ability to be disruptive and
- SI initiatives.

Table 5.1 summarizes the analytical components within the SI drivers.

Table 5.1: Analytical components of the SI drivers.

SI DRIVERS		
Analytical components	Triggers	Social needs or demands Challenges (opportunities or risks) Windows of opportunity
	Actors	Agents of change Networks
	Learning	Knowledge Spaces for learning and experimentation
	Ability to be disruptive	Transformative ambitions
	SI initiatives	Evidence of other SI initiatives in the same territory

Triggers can be perceived as the “starting point” of a SI, what motivates and/or triggers the SI to start happening in the first place. In the absence of a motivation and/or a trigger, a social innovative initiative will not initiate, missing to be idealized and further become real. SI motivations and/or triggers may be expressed through the existence of:

- (i) social needs or demands that the community faces and the SI attempts to deal with and solve. For example: lack of access to health care or housing, unemployment or unhealthy ageing.
- (ii) challenges that maybe presented as opportunities or risks. If an opportunity, social innovators may attempt to respond by taking advantage of it, as for example in the case of emergence of funding. On the other hand, if a risk, social innovators may respond by trying to mitigate it, as for example lack of funding.
- (iii) windows of opportunity that appear associated to a time period to be taken advantage of. It is this associated specific time period that makes it different from previous moments. It is then necessary to seize the opportunity within the period of time that is stipulated by whom or what is providing the window of opportunity. If not seized in the suitable time, the window of opportunity will close and will not continue to be available. For example: a call for development applications, a proposition to develop specific products or an invite to participate in a certain event.

The actors, as drivers of SI, are the ones who make the socially innovative initiatives to happen and to be implemented. They also may (or may not) contribute to the initiatives’ maintenance, driving SI in its development path which maybe desirable or not. When looking into what kind of actors can exist associated to SI, it is possible to categorize them according to typologies and roles, as presented in chapter 2. These categories contribute to a better understanding about the position of the several actors in the SI initiatives and the possible networks they create, through which it is possible to analyse how the actors drive and promote change. Therefore, the existence and identification of agents of change is crucial to deepen such analysis. These change agents may be of any typology and can represent one or more role, being those that are capable of beginning and leading positive changes towards the community transformation into a sustainable, resilient and autonomous one.

As for the networks that the SI actors create, these are the demonstration of how actors relate with each other, where coalitions are formed and common values, objectives or needs prevail. More, through networks it is also

possible to observe how social relations change through the SI development, if new ones are created or if, on the contrary, only old ones persist. Depending on this, on the actors to be involved and on its purpose, different forms of actors' engagement and mobilization may be more effective.

Learning is considered to be a SI driver since it concerns the generated and shared knowledge spread through the development of the SI initiatives. Such knowledge may differ from case to case and can go from explicit to tacit knowledge. Within this feature it is also considered the existence and/or creation of spaces for learning and experimentation (as for example experimentation labs or workshops to share knowledge of those involved in the initiative) that allows social learning to happen, knowledge to be transferred and communities' transformation to occur. This can be considered as a way of building and/or providing access to different types of capacities, empowering those involved in the SI initiatives and others that want to learn, developing transformative knowledge and catalysing social learning.

The ability to be disruptive is a SI driver due to the unique characteristic such ability provides to those involved in the SI, enabling those actors with some ambition to change and commitment to transformative scenarios. This contributes largely to create conditions for innovation and transformation to occur, ultimately driving the SI initiatives towards its transformation path. Thus, the openness to change may not guarantee the success of the SI but gives the initiative an opportunity to try to make people's lives better and to be transformative. On the other hand, the fear of change and the adversity to risk may represent challenges to the SI to overcome or, in the worst case, it may represent insurmountable barriers that can lead the SI to be interrupted or even to failure.

Finally, the existence of other SI initiatives in the same community or in the same territory of implementation may stimulate new ideas and drive others to attempt to tackle still existing social problems and needs, creating more socially innovative solutions and raising awareness to such problems, contributing to the community well-being.

Figure 5.4 illustrates the drivers of SI within the conceptual framework of this research.

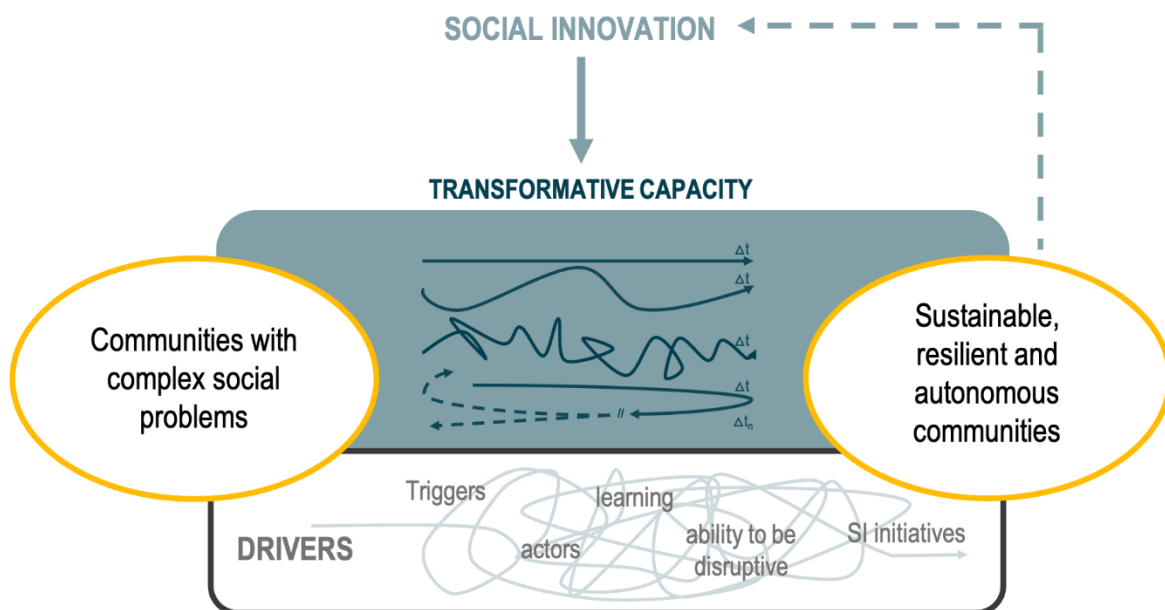


Figure 5.4: Representation of the SI drivers within the conceptual framework.

5.2.3. SI Transformative capacity

The creation of transformative capacity depends on the SI initiatives and respective communities where they are implemented to be able to fulfil a set of enabling conditions for TC. However, these conditions may also function as hampers which, if ignored or not addressed, may generate risks for communities of maintaining or even increasing their vulnerability.

As presented in the introduction of this chapter, the conditions for TC were inspired in the revision of the TC theory and in the systematization of several published cases studies. The four conditions for TC are inter-related and consist in:

- Willingness to change;
- Collaborative learning;
- Functional networks and
- Agency.

Table 5.2 summarizes the analytical components within the SI transformative capacity.

Table 5.2: Analytical components of the SI transformative capacity.

SI TRANSFORMATIVE CAPACITY		
Analytical components	Willingness to change	Motivations to change Awareness of social problems and needs Availability and commitment to act Acceptance of failure and/or success
	Collaborative learning	Collective learning spaces Spaces of interaction Knowledge Skills
	Functional networks	Dynamic process of interaction Innovation and creativity Trust-building
	Agency	Actionable knowledge (individual or collective) Empowerment of change agents Leadership

Willingness to change concerns individual and collective actions towards transformation where those involved in the SI initiatives need to be available and committed to act in order to be part of a changing community, which may lead to their transformation as individuals and as society. To have such willingness it is also necessary to have some degree of motivation to change, to be able to be transformative, as well as awareness regarding the existing social problems and needs the community faces. Otherwise it may lead to the development of initiatives that attempt to tackle inexistent issues, wasting community resources and maintaining or increasing their vulnerability to real problems. This awareness may also contribute to the construction of a collective future vision shared by all actors and reflecting the community true needs and values. The capability to accept both successes and failures is also

important, allowing those involved to recognize qualities and mistakes, to learn with them, improving their actions and moving forward to use better tools and strategies to create transformative capacities.

Collaborative learning considers the existence and/or creation of spaces of interaction as relational spaces where collaborative learning may potentiate the creation of TC while attempting to produce opportunities to shape transformation. Moreover, it is also expected that the SI initiatives are capable of providing collaborative learning spaces where knowledge can be shared or produced, contributing to inspire those involved, and the people around them, turning such individuals in more effective transformative agents. This kind of spaces may also be the stage for existing skills be put in good use, as well as new ones to be acquired, promoting community empowerment and transformation.

Functional networks incorporate the dynamic processes of interactions within functional networks which influence the creation of TC. Such processes may change through time due to the transformation of social relations and interactions. Additionally, functional networks may depend on the nature and strengthen of the actors in the networks. SI initiatives that have or promote hierarchical networks may limit the development of those involved and their capacity to be transformative. It is also crucial to have a functional network where trust-building becomes a pillar for all actors involved, allowing to shape mindsets and to foster transformative change. Finally, once SI initiatives promote the existence and creation of spaces for interaction and collaborative learning, learning processes start happening, and mechanisms are generated to increase the potential for transformation. A functional network with actors willing to change may trigger innovation and creativity, either for example by promoting novel governance arrangements, new forms of acting or new ways of doing things.

Agency is about action, about how the different individuals, collectives and/or functional networks act to create, and to maintain, transformations. It is about the:

- Change agency by agents of change to support transformative change, leading positive changes towards the community transformation into a sustainable, resilient and autonomous one;
- Generation of actionable knowledge that, focusing on the need to solve problems may be individual- or collectively-driven, reflecting their learning capability;
- Empowerment of change agents that have the capacity to transform their expectations, motivations and values that drive agency;
- Socially embedded leadership, that has the ability to translate and leverage a collective vision, discourse and act towards transformative change.

Figure 5.5 illustrates the SI transformative capacity and its (enabling or hampering) conditions within the conceptual framework of this investigation.

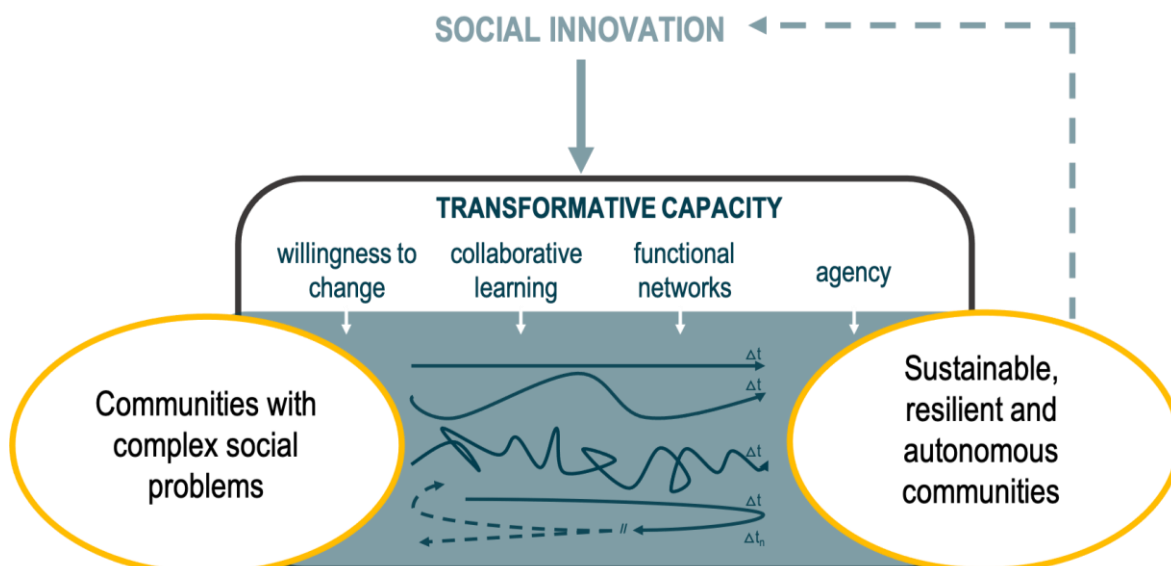


Figure 5.5: Representation of the SI transformative capacity within the conceptual framework.

5.2.4. SI Success factors

The process of transforming vulnerable communities, while being socially innovative and creating transformative capacities, requires forms of assessing if such transformation has been successful (turning the communities into sustainable, resilient and autonomous ones). SI success factors have been argued in the literature namely by two main schools – the Waterloo Institute for Social Innovation and Resilience (WISIR) and the Dutch Research Institute For Transitions (DRIFT) - as revised and systematized in chapter 2. In this research, the key success factors established by WISIR and recognized by DRIFT are adopted. As such, the conceptual framework uses three core conditions for successful SI:

- Durability,
- Scale and
- Transformative impact.

Table 5.3 summarizes the analytical components within the SI success factors.

Table 5.3: Analytical components of the SI success factors.

SI SUCCESS FACTORS		
Analytical components	Durability	Time scale (duration) Financial autonomy
	Scale	Scale out Scale up
	Transformative impact	Transformative impact on the community Impact on the wider social, economic and political context

Socially innovative initiatives' to be successful must have durability. To be durable, SI should have a measurable impact on the wider context (social, economic and political) that created the problem in the first place. However, many times it is not possible as SI does not always produce outcomes that can be quantified in a more conventional way. In the inner system where SI occurs, the SI is required to have achieved a broader lifetime scale (duration), allowing the initiatives to be well implemented and to have been impactful and transformative. It is also expected that SI initiatives have reached financial autonomy, allowing the initiatives and their individuals to be independent of others. To achieve durability of the transformation, the actors involved in the SI initiatives must institutionalize the change they created.

SI initiatives to be successful must have scale. More specifically, they must have been able to scale out and to scale up. Scale out means that SI have been disseminated and replicated in a way that its benefits may be enjoyed by other communities. However, most times scale out appears to be not enough, and it is necessary for the SI initiatives to scale up, so that they can impact the broader system that generated the social problem, or need, in the first place. Scale up means that SI has provoked transformation of its system and respective components as well as it has changed the broader and surrounding systems.

SI initiatives to be successful must have transformative impact. This impact may occur in the way the community (individually or collectively) change the way of thinking, acting and relating with each other towards a desirable outcome. As an example of such transformative impact, it is possible to highlight the change of relations, cultural values and beliefs, hearts and minds within the community where SI is occurring. For SI to be able to achieve such transformative impact on communities it needs to occur across scales, from individuals to institutions, attempting to reduce the system vulnerability and enhance its resilience. As already emphasized, impact is not always measurable in a conventional way, so the collection of perceptions of those involved in the SI initiatives as well as observation of the changes occurred, and occurring, in the community may allow to better understand how it has impacted peoples' lives and the broader system. These observable changes may be on the relations, cultural values and beliefs, ways of thinking and doing, etc.

Durability, scale and impact depend on the degree of engagement the actors of the SI initiatives have with the broader social context and also depend of a "*more disruptive encounter with power, routine and beliefs*" (Westley and Antadze, 2010, p. 13).

Figure 5.6 illustrates the success factors of SI within the conceptual framework of this investigation.

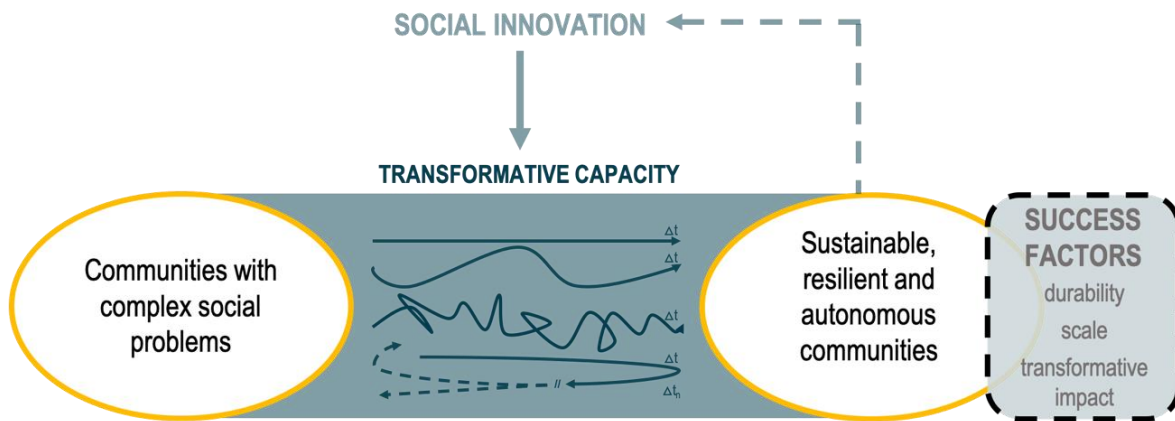


Figure 5.6: Representation of the SI success factors within the conceptual framework.

5.3. Bring together the proposed conceptual framework

The final scheme of the conceptual framework proposed in this research is presented in Figure 5.7. It attempts to provide a systematic analytical representation of the possible transformative paths that vulnerable communities may take to create TC, while being socially innovative, to become resilient, autonomous and sustainable. The four intertwined dimensions and respective analytical components (described in the previous sections) are combined in one figure where the:

- SI context is illustrated by the possible inner and outer systems dynamics of a SI;
- SI drivers are portrayed by possible moving features that play their role in driving SI in different time and space momentums;
- SI transformative capacity is represented as inter-related conditions that may enable or hamper SI to create capacities to achieve transformation and
- SI success factors are displayed as critical factors of the SI transformation process and result assessment

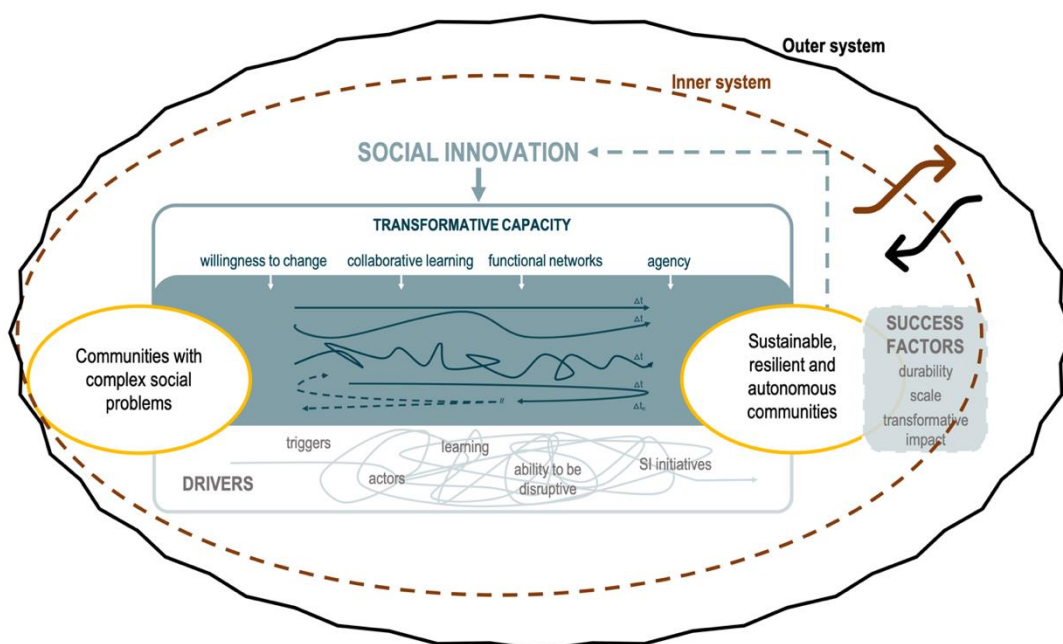


Figure 5.7: Final scheme of the proposed conceptualization of the transformative potential of SI.

This framework intends to be versatile, applicable to different types of socially innovative initiatives, implementable within various types of vulnerable communities. It can therefore be adjusted to different purposes and used, for example, to (i) analyse and compare different socially innovative initiatives, providing insight on what are the common patterns, distinctive characteristics, challenges to be aware of and opportunities to seize; (ii) look into no longer active initiatives as a way to retrieve lessons on the key issues that may have enabled or hampered their transformative process and on what to do differently and why; (iii) help positioning a SI in its transformative path, helping their agents of change to understand where they are and what are their possible future scenarios and outcomes.

The development of this conceptual framework is the theoretical innovative contribution of the present research, attempting to contribute to fill the gap in the scientific literature about the way individuals and society may create TC through SI, and about the mutual dependency between SI and social transformation. The framework application to case studies, as in chapter 6, will also contribute to provide evidence on its possible application.

5.4. Chapter conclusion

This chapter presented the framework created in this research for conceptualizing the transformative potential of SI. Structured around four key dimensions, individually depicted from the literature review, this conceptual framework attempts to provide a systematic analytical representation of how vulnerable communities may create TC, while being socially innovative, to become resilient, autonomous and sustainable.

The empirical study that follows, in the next chapter, will present an application of the conceptual framework to socially innovative initiatives with different scopes, areas of application and ways of functioning. This way, it is intended that (i) the framework is further investigated in relation to its potential application and tested concerning its suitability to respond to the objectives of the research and (ii) yield results on what may be opportunities and challenges for SI initiatives to transform communities facing complex social problems.

6. CASE STUDIES

6.1. Chapter introduction

Following the development of the framework that conceptualizes the transformative potential of social innovation (SI), this chapter explores its application to three case studies (as schematized in Figure 6.1): *A Avó veio trabalhar* (Grandma came to work), *Pago em Lixo* (Paid in garbage) and *Bela Flor Respira* (Beautiful flower breathes). This application intends to (i) use the theoretical and methodological referential (detailed in the previous chapters) as a way to understand how communities may create transformative capacity (TC) through SI as well as to explore how the transformation(s) fostered by SI can also enhance other socially innovative initiatives to sprout and (ii) show the practicality of the framework developed in this investigation and testing it.

The application of the conceptual framework to the case studies is based on primary and secondary data collected. The primary data includes semi-structured interviews to some of the initiative's actors (the guidelines for the semi-structured interviews are in Annex 6A, while the recordings and the transcriptions are not disclosed due to confidentiality issues) and direct observation, while the secondary data involves documents from multiple sources (as initiatives websites, newspapers, photographs and promotional material). The methodological process and the description of the methods used were already presented in chapter 3.

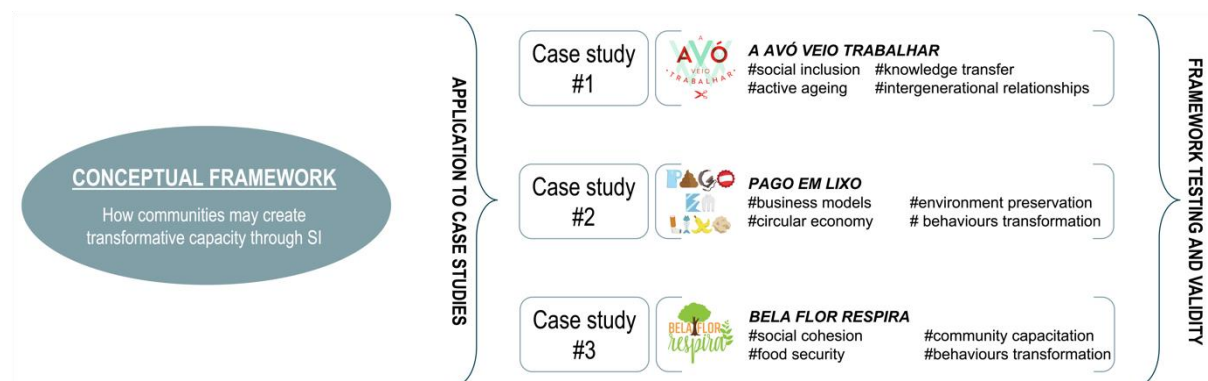


Figure 6.1: Scheme summarizing the development of the chapter.

This research case studies concern three Portuguese socially innovative initiatives that are very different from one another. They differ in terms of the problem being addressed, the typology of promoters that designed and implemented them, the type and size of their communities and the space and time scale where they occur. Nevertheless, there are some commonalities between them, namely the city of Lisbon as the territory of implementation and the main goal of contributing to a greater good while promoting their community's well-being.

A Avó veio trabalhar is an initiative that started in 2014 intending to fill the gap between generations by offering everyone a place where they can meet, discuss and learn from each other, no matter the age. Creating unique handmade products and experiences of local immaterial culture and tradition, this initiative brings happiness and sense of purpose and belonging to the grandmas that enrol in it. It is about social inclusion, active ageing, knowledge transfer and intergenerational relationships, and, in short, what makes this social initiative an innovation

is the novelty added to the traditional crafts, the change of practices, and the different way the elderly are treated, transforming mentalities and relationships.

Pago em Lixo was a novel project implemented between 2016 and 2018 by the local government of *Campolide* (JFC) in collaboration with some business owners operating in that territory. With the intention of promoting their community well-being while fostering the local businesses and capacitating the neighbourhood to improve their environmental conditions, the JFC created a local money called “garbage” that could be traded for products in local shops that adhered to the initiative. *Pago em Lixo* initiative addressed issues related to business models, environment preservation, circular economy and transformation of behaviours. It was innovative in the new and creative way of boosting the local commerce of *Campolide* while involving the community and creating a different way of looking and dealing with waste collection and disposal.

As for the *Bela Flor Respira*, it concerns an urban agroforest located in the *Bela Flor* neighbourhood in *Campolide* parish territory, as well. This initiative is a space of community construction, where people learn to value their food resources as well as the need to maintain the community green spaces, promoting an agroecological transition. It addresses issues related to social cohesion, food security, community capacitation and transformation of behaviours. The innovation behind this initiative relates to the novelty introduced by doing an agroforest in an urban context (when is usually done in rural context) and by developing it in an open and public land where everyone can take care and use the resources as they best fit (instead of the common urban farming of enclosed and individual pieces of land).

The selection of these three initiatives as case studies for this investigation, among several possible others, is case-dependent. The first case, *A Avó veio trabalhar*, was selected due to its national and international SI recognition. This was one of the few national initiatives invited, in 2017, to the SI exhibition organised by the European Commission, the Portuguese government and the Calouste Gulbenkian Foundation: “Opening up to an era of Social Innovation”¹². Additionally, *A Avó veio trabalhar* is an initiative that has become more “popular”, being acknowledged by the public as socially innovative and being increasingly portrayed in the national media where its remarkable work has been highlighted and its novelty and social impact has been praised (as it is possible to see in Annex 6B).

The second case study, *Pago em Lixo*, was selected due to its potential to (i) provoke change in the *Campolide* residents (recycling) habits, improving waste separation for more suitable disposal and (ii) boost the local commerce dynamics. Differently from the other cases, this initiative was created and implemented by a public entity and it is no longer running. The fact that *Pago em Lixo* has suddenly ended in 2018 makes it a good case to retrieve lessons on what to do differently and why.

Bela Flor Respira, the third case study, was selected due to its potential to become a grassroots initiative, once it is being developed and prepared for future community-led management. In short, *Bela Flor Respira* was designed

¹² <https://gulbenkian.pt/en/opening-up-to-an-era-of-social-innovation/>

and implemented by a group of promoters that has been involving the neighbourhood community and providing them with the necessary tools (as knowledge, skills and organisational structure) for them to assume, in the future, the management of their agroforest. Additionally, its recent implementation has enabled a closer follow-up of the initiative development and growth.

The next sections of the chapter locate the three case studies in Portugal (section 6.2) and screens the initiatives potential to be socially innovative (section 6.3). Then, the conceptual framework is applied to the case studies (section 6.4 to 6.6), and conclusions drawn (section 6.7).

6.2. Case studies location

The municipality of Lisbon embraces the case studies, being *A Avó veio trabalhar* implemented in the parish of *Penha de França*, near the limit with the parish of *Arroios*, and *Pago em Lixo* and *Bela Flor Respira* implemented in the parish of *Campolide*, as shown in Figure 6.2. This figure shows the location of the case studies initiatives in the municipality of Lisbon as well as in the Lisbon district and in Portugal.

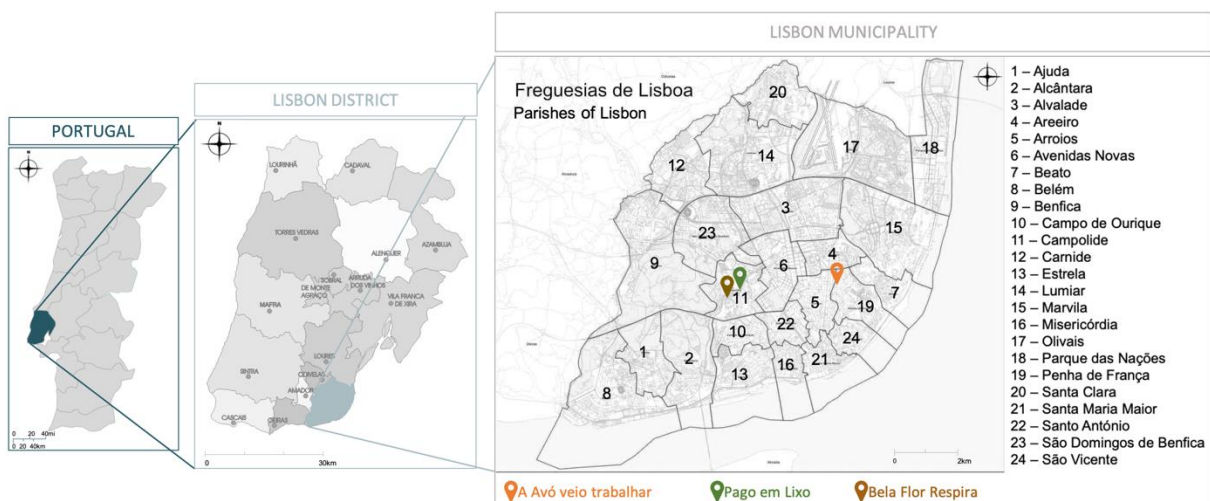


Figure 6.2: Location of the case studies initiatives. Source: Own elaboration using smartdraw tool¹³ and an available map of Lisbon parishes¹⁴.

Lisbon is the capital of Portugal and the heart of the biggest metropolitan area of the country. It is the most populated municipality, out of 308 Portuguese municipalities, with a population of 544.851 inhabitants that represents 5,5% of the Portuguese population (Instituto Nacional de Estatística, 2021). With a territory of 100 km² (Pordata, 2021), Lisbon municipality is administratively divided in 24 parishes (Figure 6.2). It can be characterized by its predominant ageing population and a high unemployment rate (Rede Social Lisboa, 2016) as well as for its entrepreneurial environment where most businesses are settled and where residents have highest purchasing power (Pordata, 2021g).

¹³ <https://www.smartdraw.com>

¹⁴ <https://economiafinancas.com/2012/mapa-da-cidade-de-lisboa-com-as-novas-freguesias-2012/>

Currently, the parish of *Penha de França* represents about 2,7% of the municipal territory (Câmara Municipal de Lisboa, 2021b), having 28.354 inhabitants (5,2% of the city residents) (Instituto Nacional de Estatística, 2021). *Campolide* has a similar surface area to the parish of *Penha de França*, also representing about 2,7% of Lisbon territory (Câmara Municipal de Lisboa, 2021b), with 14.778 inhabitants (2,7% of the city residents) (Instituto Nacional de Estatística, 2021).

6.3. SI screening

Rooted in the SI theory and developed for socially innovative initiatives application, this research framework requires that, before being applied, the following question is addressed: how to guarantee that the initiatives being analysed have potential to be socially innovative?

To answer this question, a SI screening process was created to enable a rapid diagnosis of the initiative potential to be socially innovative. This process demands to be performed prior to the framework application (Figure 6.3) and involves a set of criteria described in the following paragraphs.

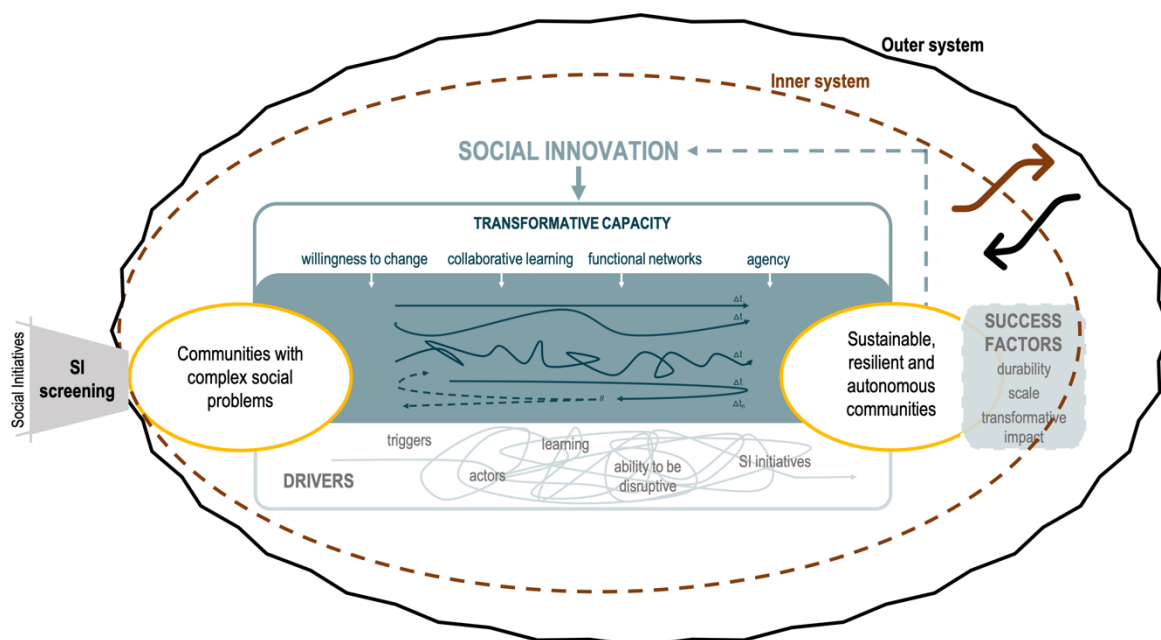


Figure 6.3: The SI screening process in the conceptual framework of this investigation.

Following the literature reviewed (chapter 2) and the data collected so far (chapters 2 and 3), the initiatives potential to be socially innovative (SI Screening) can be confirmed through the observation of the following aspects:

- Addressing social problem(s) and/or need(s) (Murray et al., 2010; Howaldt et al., 2018; Mulgan, Tucker, et al., 2007; Marques et al., 2018; Mulgan, Ali, et al., 2007; Murray et al., 2008; Moulaert et al., 2010; Moulaert and Van den Broeck, 2018), as for example poverty or lack of access to education;

- Having some degree of novelty, either by being something new to all contexts (never seen before) or only new to the context where it is implemented (Howaldt et al., 2018; Phills Jr et al., 2008; Hochgerner, 2012; The Young Foundation, 2012; Haxeltine et al., 2015; Boelman et al., 2015; Terstriep et al., 2016);
- Pursuing a social objective or mission (not only intending to respond to a social problem or need) (Dawson and Daniel, 2010; Ruvio and Shoham, 2011) and
- Being (or having been) implemented, not just an idea (Hochgerner, 2012; The Young Foundation, 2012; Boelman et al., 2015).

The SI screening of *A Avó veio trabalhar*, *Pago em Lixo* and *Bela Flor Respira* is represented in Table 6.1, being all criteria met, contrarily to the following initiatives that were also briefly analysed in a previous stage of this research but did not meet the SI screening criteria: (i) *As cores da inclusão e da cooperação*¹⁵, (ii) *Moinho da Juventude*¹⁶ and (iii) Entrepreneurial and impactful project¹⁷.

As cores da inclusão e da cooperação was an initiative that ran between 2016 and 2017, in *Alvalade*, Lisbon, aiming to promote social cohesion and inclusion of the younger population in that community. However, its implementation only included the creation of a creative mural signed by an artist with the collaboration of some community members, appearing to lack a social mission towards the future.

The initiative *Moinho da Juventude* was funded in 1987 in *Cova da Moura* (one of the largest and oldest neighbourhoods of the migrant population in the LMA), in *Amadora*, with the purpose to provide lacking social and health responses (as for example, childcare and recover of young people at risk) and to help people with difficulties of integration in the neighbourhood. However, to the purpose of this research and when applying the SI screening, this initiative missed the novelty criteria once other initiatives with identical purposes already existed in the same territory (for example the *Associação de Solidariedade Social do Alto da Cova da Moura*¹⁸ created in 1980).

As for the Entrepreneurial and impactful project, it was idealized by the Junior Achievement Portugal¹⁹ in 2019 with the goal of addressing problems related with youth employment in *Alentejo*, namely about the imbalance between the younger population competences and what is demanded for them to enter the labour market. The initiative did not go through the stage of idealization and was not implemented, not complying with the screening criteria.

¹⁵ More information about the initiative *As cores da inclusão e da cooperação* at: <https://www.jf-alvalade.pt/tema-a-tema/espaco-publico/arte-urbana/cores-inclusao-cooperacao/>

¹⁶ More information about the initiative *Moinho da Juventude* at: <http://moinhodajuventude.pt>

¹⁷ More about the initiative Entrepreneurial impactful project at: <https://inovacaosocial.portugal2020.pt/project/entrepreneurial-and-impactful-projects/>

¹⁸ More information about the initiative *Associação de Solidariedade Social do Alto da Cova da Moura* at: <https://assacm.wixsite.com/assacm/about1-c1x1t>

¹⁹ More information about the Junior Achievement Portugal at: <http://www.japortugal.org>

Table 6.1: Case studies SI screening process.

	A AVÓ VEIO TRABALHAR	PAGO EM LIXO	BELA FLOR RESPIRA
Social problem(s) and/or need(s)	Social inclusion. Active ageing.	Community well-being. Environment preservation.	Social cohesion. Food security.
Novelty	Creative and innovative way of doing handcraft art New products and new practices. Different way of looking and treating the elderly and their know-how. Differentiate from the usual way of doing things. Deconstruction of classic institutional hierarch.	Creative way of boosting local commerce, involving the community. Different way of looking and dealing with waste collection.	Agroforest done in urban context Done in an open and public space, where everyone takes care and everyone uses the resources as they best fit . Right outside the community “door”.
Social objective or mission	Fill the gap between generations, offering everyone a place where they can meet, discuss and learn from each other.	Raise awareness to better environmental practices and stimulate the local commerce.	Transform a vacant urban land, into an agroforest space and contribute to the community food security.
Implementation	Implemented in Lisbon since 2014.	Implemented in the <i>Campolide</i> parish, Lisbon, from 2016 to 2018.	Implemented in the <i>Bela Flor</i> Respira neighbourhood since 2018.

The *A Avó veio trabalhar*, *Pago em Lixo* and *Bela Flor Respira* although distinct in terms of social problem addressed, social mission and implementation timeline, they have in common the fact that introduced some degree of novelty, at least in the national context where they are implemented.

A Avó veio trabalhar appears to have been pioneer, in Portugal, in the way of mixing elderly knowledge and experience on traditional crafts with modern designs and innovative solutions, producing new products. Other national initiatives have been distinguished, along with *A Avó veio trabalhar*, for their work promoting an active, healthy and socially inclusive ageing (Comissão de Coordenação de Desenvolvimento regional de Lisboa e Vale do Tejo, 2019). Some examples of these initiatives are the *Academia do bem envelhecer*²⁰ implemented in 2017 in Porto, the project *ATIVE-SE!*²¹ implemented in 2015 in *Mértola* and the initiative *Idosos Saudáveis e Ativos*²² implemented in 2003 in *Torres Vedras*. Although having an important contribute to tackle some social needs, these initiatives are mainly focusing on delivering a set of resources that was considered lacking to the elderly (as for example education on information and communication technologies or access to health information and care), differing from the principles beyond *A Avó veio trabalhar* where the elderly experience and know-how are valued-

²⁰ More information about the initiative *Academia do bem envelhecer* at: https://www.facebook.com/pg/Academia-do-Bem-Envelhecer-606673549527574/reviews/?ref=page_internal

²¹ More information about the project *ATIVE-SE!* at: <https://www.adpm.pt/projetos/projetos-concluidos/projeto-ative-se-promocao-d-o-envelhecimento-ativo/>

²² More information about the initiative *Idosos Saudáveis e Ativos* at: <http://www.cm-tvedras.pt/seniores/isa/>

driven, giving them sense of purpose. With similar principles, it is possible to find the national initiative *Sénior Tradições*²³ which was implemented, in 2016, in *Setúbal*. Internationally, it is possible to highlight the novel initiative Adopt a Grandparent²⁴, implemented in 2018 in Malta and replicated in the United Kingdom, where grandparents gain regular (virtual) company and at the same time can share their experiences with the new grandchildren they are paired with. Another example is the Experience Corps²⁵ initiative, implemented in 1995 in the United States, where the elderly use their knowledge to tutor vulnerable children to improve their school grades.

The second case study, *Pago em Lixo*, also seems to have been a novel initiative to the national context. The idea of a local (social) currency is not new to the solidarity economy world, existing several (national and international) examples of initiatives that promote a complementary currency to improve its community income and prosperity. For example, in Spain there are currently 40 active social coins (Diário de Notícias, 2016), as for Portugal were created some local currencies to exchange products and services of the local fairs as the *tear*²⁶ (implemented in 2014 in *Covilhã*) and *mayor*²⁷ (implemented in 2011 in *Campo Maior*). However, such principles applied to waste management appear to be rather new in Portugal. It is possible to find evidence of similar initiatives in Brazil, for example the *eco-real*²⁸, implemented in 2001 in *Rio de Janeiro*, which promotes the exchange of plastic and paper waste for local currency to be used in an ecological market. This case has been replicated to other contexts in Brazil, as for example in 2018 in Montenegro where their social currency *eco-money* can also be used in the local industry.

As for the *Bela Flor Respira*, it appears to be a novel initiative to, at least, the national context, once the agroforest initiatives being promoted in Portugal before were exclusively implemented in rural contexts and in enclosed properties, as for example in the *Herdade do Freixo do Meio*²⁹ in *Alentejo*. In Europe, for example, it is possible to find a recent (from 2019) narrative about an agroforest being developed in an urban context in Budapest, where an edible garden was constructed as part of a doctoral research on urban agroforestry (The Ecologist, 2019). Internationally, there are reports of urban agroforests being developed in Brazil, namely the Re-action project³⁰ in *Brasília* since 2015 and the project From gardens to forests³¹ in *Belo Horizonte* since 2019. In the United States there is also some evidence of urban agroforestry as the Roger Williams Park Edible Forest Garden in Providence³², established in 2012.

²³ More information about the initiative *Sénior Tradições* at: <https://www.jfss.pt/atividades/coesao-do-teci-do-social/353-senior-tradicoes-promove-partilha-de-saberes>

²⁴ More information about the initiative Adopt a Grandparent at: <https://adoptgrandparent.org>

²⁵ More information about the initiative Experience Corps at: <https://www.aarp.org/experience-corps/>

²⁶ More about the *tear* social currency at: <https://covilhacriativa.com/blog/2021/06/26/troca-a-tods/>

²⁷ More about the *mayor* social currency at: <http://www.cm-campo-maior.pt/pt/noticias/noticias-projetos/389-inauguracao-da-loja-e-lavandaria-social>

²⁸ More about the *eco-real* social currency at: <https://transforma.fbb.org.br/tecnologia-social/projeto-transformacao-transformando-lixo-em-educacao>

²⁹ More information about *Herdade do Freixo do Meio* at: <https://freixodomeio.pt>

³⁰ More information about the re-action project at: <http://projetoacao206norte.blogspot.com/2015/03/pequeno-historico-da-re-acao.html>

³¹ More information about the project from gardens to forests at: <https://prefeitura.pbh.gov.br/meio-ambiente/agroflorestas-urbanas>

³² More information about the Roger Williams Park Edible Forest Garden at: <https://www.providenceri.gov/botanical-center/>

In the next three sections the conceptual framework of this investigation is applied, describing its components for the three case studies.

6.4. A Avó veio trabalhar

6.4.1. Brief description of the case

A Avó veio trabalhar was designed and implemented, in 2014, by two (young) promoters – Susana António (designer) and Ângelo Campota (psychologist) – that after ending other social projects (developed individually) decided to create a space where people can be and exist, no matter what their age is. The idea emerged from a voluntary work developed by Susana with a restrict group of female (older) people, which allowed her to see the enormous potential for (unexplored) empowerment that such groups may still have.

While trying to do things differently from other social responses addressing active ageing, Susana and Ângelo joined their backgrounds, previous connections and networks and created the *A Avó veio trabalhar*. Making use of the grandma's know-how, the promoters have been aiming to fill the gap between generations while attempting to bring happiness and sense of purpose and belonging to the grandma's that enrol in it.

The *A Avó veio trabalhar* started with 12 grandmothers and activities two times a week in a room of the day centre of *São Paulo* church, in Lisbon (*Misericórdia* parish), where the promoters found the initial support and a group of people attending that space that matched the target population for their initiative. After 4 months running, the community of *A Avó veio trabalhar* had already grown and 40 grandmas were involved. Currently, there are 70 grandmothers enrolled in the initiative with an average of 72 years old (ranging from 55 to 90 years old) and from several municipalities of the LMA, as Lisbon (parishes of *Misericórdia*, *Estrela*, *Campo de Ourique*, *Penha de França*, *Benfica* and *Alvalade*), *Odivelas*, *Estoril*, *Oeiras*, *Cascais*, *Seixal* and *Almada*. Born in an era when education was not easily available to everyone, the level of education obtained by the grandmas varies, 2 grandmas are illiterate while most of them (57% - 40 grandmas) were able to conclude the first cycle of education (4th grade). Others finished the 9th grade (6 grandmas), 15 concluded the high school and 7 have a bachelor's degree. However, the degree of education obtained is not proportional or even comparable to their broad experience and know-how on the crafts world.

During these 7 years of functioning, *A Avó veio trabalhar* has faced some challenges, relative to the physical space to be implemented in, leading it to move twice. First, in 2015, due to the bureaucracy involving an institution like the day centre (close doors, forms and registration mandatory to enter the space), they moved into a space in *Calçada dos Poços Negros* also in the *Misericórdia* parish. The second time, in 2019, due to the need to move to a bigger space to respond to the increasing requests for their products, they moved to their current location in *Largo Mendonça e Costa* in the *Penha de França* parish.

The present location is seen as an atelier where grandma's, promoters and volunteers get together, work and sell their products organise events as workshops and welcome everyone that wants to know the initiative. The *A Avó veio trabalhar* activities and products include designed products (as pillows, rugs or cloth toys), do it yourself kits (embroidery, knitting, decorative pom poms and masks), brands promotion (as corporate gifts, merchandise for festivals or space decor products for events and design sets) crafts workshops (as embroidery, knitting, paper flower, tie-dye or serigraphy), tailored workshops for team building activities (requested by companies) and art installations.

6.4.2. Context

Portuguese population is getting older with an elderly population (with 65 or more years) increasing over the years (Pordata, 2021a). This is a concerning trend that raises several social issues (as for example unactive ageing, reduction of active people to work or increase pressure on the health and social systems) that also affect all the municipalities of the LMA (Pordata, 2021b).

In the LMA, 17 out of 18 municipalities face an increasing ageing population index as shown in Figure 6.4. The exception is the municipality of Lisbon, where, in the last years, younger population (0-14 years old) has been increasing at a higher rate than the elderly population (65 or more years old) (Figure 6.5). Annex 6C presents the data supporting the case studies contexts.

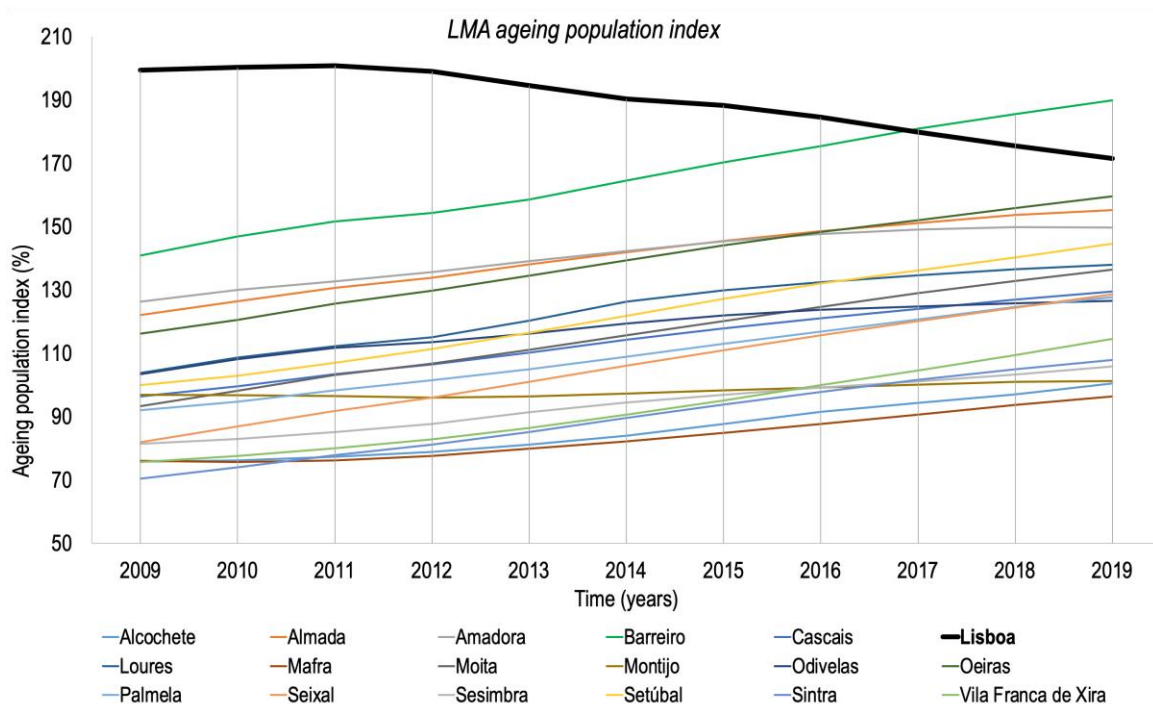


Figure 6.4: Ageing population index evolution in the LMA municipalities between 2009 and 2019. Source: own elaboration using data from the pordata database (Pordata, 2021b).

Although Lisbon municipality shows a decreasing ageing index since 2012, it still presents a high index value (171,5% in 2019) above the country (161,3%) and the LMA (138,2%) average. The municipalityparishes also have

been showing a concerning scenario in this thematic with, in 2013, only 7 parishes (*Belém, Carnide, Estrela, Lumiar, Marvila, Parque das Nações* and *Santa Clara*) showing lower indexes than Lisbon. At that time, the parish of *Penha de França* had the 5th highest ageing population index of the city parishes (Instituto Nacional de Estatística, 2013) with a value of 246,7% (Rede Social Lisboa, 2016).

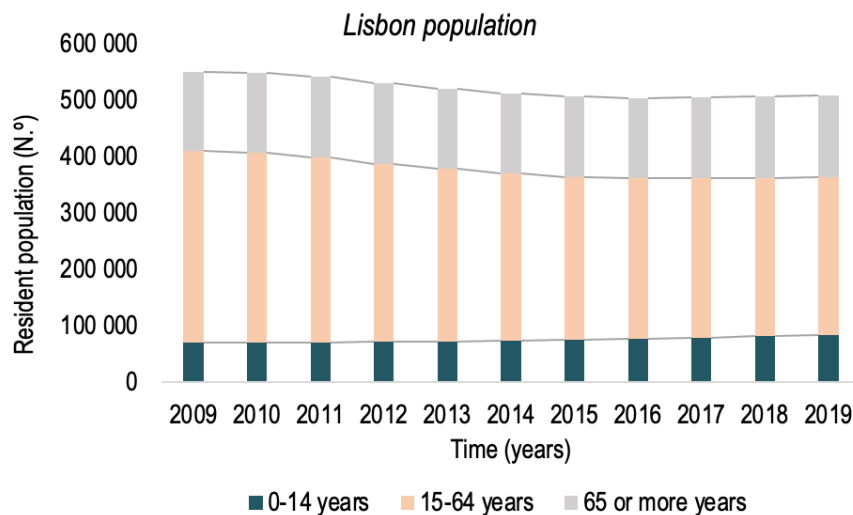


Figure 6.5: Lisbon resident population by age groups between 2009 and 2019. Source: own elaboration using data from the pordata database (Pordata, 2021i).

With an increase in the elderly population and a decrease in the active population, as can be observed in Figure 6.5, the elderly dependency index (ratio between 65 or more people and people between 15 and 64 years old) has also been increasing in Lisbon, with an identical tendency in the LMA (Pordata, 2021c).

Aligned with this, there is a growing trend regarding the number elderly people living alone in the LMA, as well as in the centre and north of Portugal (Figure 6.6). This may raise other possible social problems as elderly isolation, loneliness, fragility, vulnerability to accidents and sense of abandonment.

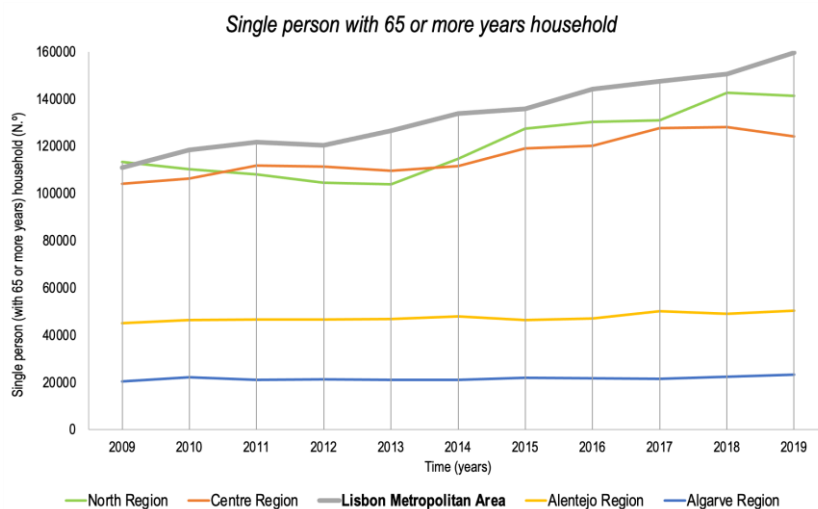


Figure 6.6: Evolution of single person with 65 or more years household, in Portugal between 1999 and 2019. Source: own elaboration using data from the pordata database (Pordata, 2021j).

Recognizing the social problem regarding the ageing population, which is predominant in all Lisbon parishes, the last social diagnosis of Lisbon (from 2016), classified this problematic as extremely important to be addressed (Rede Social Lisboa, 2016).

A way to address this problem is to create the necessary social facilities to respond to the elderly needs. Lisbon is equipped with five types of social responses facilities for the elderly (Carta Social, 2021):

- (i) convivial centres that provide socio-recreational and cultural activities to be organized with the participation of the elderly population of that community;
- (ii) day centres that provide a set of services that intend to ensure that the elderly keep in their family environment;
- (iii) night centres that provide overnight care primarily to elderly people with autonomy but in need of night support due to experiences of loneliness, isolation or insecurity;
- (iv) nursing homes that provide, temporarily or permanently, collective housing in which social support activities and nursing care are ensured;
- (v) home supports that provide, at the elderly own home, individual and personalized care when they are unable to ensure, temporarily or permanently, their basic needs and/or daily life activities, due to illness, disability or other impediment.

Table 6.2 shows the number of each social equipment for the elderly and their respective occupation in the territory of Lisbon as well as in the parish of Penha de França. The surrounding parishes of *Arroios*, *Areeiro*, *Beato* and *São Vicente* were also included to provide a broader picture of the *A Avó veio trabalhar* surroundings.

Table 6.2: Social facilities responses to the elderly needs and respective occupation rate in the city of Lisbon and in the parishes of *Penha de França*, *Arroios*, *Areeiro*, *Beato* and *São Vicente* in May of 2021 (Carta Social, 2021).

	Convivial centre	Day centre	Night centre	Nursing home	Home support
Lisbon	18	70	1	116	98
<i>Penha de França</i>	1	2	0	6	1
<i>Arroios</i>	0	4	1	14	6
<i>Areeiro</i>	0	1	0	6	4
<i>Beato</i>	0	1	0	0	2
<i>São Vicente</i>	3	2	0	1	3
LEGEND	% Occupation: < 50% [50-80%[[80-90%[[90-100%]				

As can be observed through the analysis of Table 6.2, Lisbon has several social facilities, spread through its territory, attempting to respond to the older population needs. The convivial centres are the second least numerous facility facing a current occupation of 75%, while the night centres are the least numerous. The only night centre, located in *Arroios*, has a low total capacity and has been always full in the last years. As for the other three types of social facilities, there are 70 day centres, 116 nursing homes and 98 home supports in Lisbon with an occupation rate of 64%, 81% and 62%, respectively.

Another important issue that affects the elderly well-being and independency is the access (or lack of it) to public transports. Older population faces, most times, mobility issues which associated to a difficult access to transports may restrict them to their home or to a territory where they have a feasible walking distance from the destination.

Recognizing that there are still some challenges to overcome, the Lisbon Regional Coordination and Development Commission (CCDRLVT) defined, in 2019, as regional key objective to ensure mobility and accessibility for the elderly, facilitating their daily life and promoting their autonomy and participation in community life (Comissão de Coordenação de Desenvolvimento regional de Lisboa e Vale do Tejo, 2019). Later, in 2020, the LMA government and the CCDRLVT acknowledged that the metropolitan area has persistent mobility and connectivity problems, so the 2030 Lisbon Regional Strategy presented as priorities for this territory: (i) expand the metropolitan mobility and transport systems and networks; (ii) ensure intermobility, increasing public transports efficiency, (iii) guarantee coordination and improve management and integration of the mobility and transports systems (Área Metropolitana de Lisboa & Comissão de Coordenação de Desenvolvimento regional de Lisboa e Vale do Tejo, 2020).

In line with that, the local entities appear to be starting to prioritize mobility related issues by improving the local mobility and accessibility as well as the existing public transport network (which include bus, metro, boat, train and tram transport modes). An example of this is the neighbourhoods' routes that the Lisbon public transport company (Carris) has been creating. This service consists in a circular route that provides access to the main infrastructures in the Lisbon neighbourhoods and eases travelling within the parishes (Câmara Municipal de Lisboa, 2021a). It has been expanding and, currently, there are 23 bus routes that cover 20 of the 24 city parishes and that have connection with other transport options, including with interurban routes (Carris, 2021a), as represented in Annex 6C.

Another example is the door to door service also ensured by Carris. It is a service for people with limited mobility that operates by appointment and where passengers can be picked up or dropped out within a fixed and pre-established route in the city parishes (Carris, 2021b).

To summarize, this contextual analysis (related to *A Avó veio trabalhar*) shows: (i) an ageing population of the LMA and its municipalities, (ii) a high elderly dependency index in Lisbon and in the LMA, (iii) an increasing number of elderly living alone, (iv) a bigger focus on creating social responses equipment for nursing and care of the elderly in need, lacking investment on those that may still be active but do not find much options for suited and enriching activities and (v) a recognition of the emergence to address and an apparent prioritization, from local and regional entities, of mobility related issues.

6.4.3. SI drivers

The drivers of *A Avó veio trabalhar* can be summarized in triggers, actors, learning and in the ability to be disruptive, as described in Table 2.2.

Table 6.3: Summary of the *A Avó veio trabalhar* drivers.

A AVÓ VEIO TRABALHAR DRIVERS	
Triggers	Social inclusion and active ageing. Funding.
Actors	Promoters. Network.
Learning	Sharing grandma's know-how and experience.
Ability to be disruptive	Promoters ambition to change. Grandma's openness to new practices.

The *A Avó veio trabalhar* conception was triggered by the promoters' motivation to tackle the problem of unhealthy ageing and social exclusion faced by the elderly in the LMA, where there is an ageing population and an increasing elderly dependency index. The other trigger driving the initiative through initial times is the funding which has appeared twice, in the history of *A Avó veio trabalhar*, as a window of opportunity. The first time, in 2014, the annual financing program BIP/ZIP (neighbourhoods and areas of priority intervention) from the municipality of Lisbon allowed the initiative to be implemented and run for a year. The second time, in 2015, a request from *Corega* (toothpaste products brand) to develop handcrafts for its marketing strategy allowed the *A Avó veio trabalhar* to get the necessary money to rent their own space and to keep it running on a daily basis and with an open-door concept.

As key actors, the promoters have been assuming, since the beginning, several roles within the initiative, being (i) catalysts that have accelerated and supported the initial developments, (ii) change agents that implement innovative ideas and keep promoting change and (iii) drivers that guarantee the initiative continuity. The other actors involved include grandma's, volunteers, institutional partners, clients and participants attending events (Annex 6D), which assume the role of supporters and/or intermediaries of the *A Avó veio trabalhar*. With a growing community, the initiative network has been expanding through time, with new and old alliances challenging promoters and grandmas to innovate and being, sometimes, the needed vehicle for change.

The actionable knowledge put in it by the grandma's different know-hows and experience on traditional crafts combined with modern culture has also been driving the initiative through time. It has allowed to develop new and creative activities and works (Annex 6E) where knowledge is both acquired and transferred, providing new and different experiences, increasing social learning and creating new practices.

The promoters created the *A Avó veio trabalhar* aiming to respond to the elderly needs differently from the conventional way as the day centre or the home care. This has been leading their ambition to change, to make things differently, change the status-quo and be risk-takers. Combining this with the grandma's openness to new practices and new ways of doing traditional things, appears to provide this initiative with some ability to be disruptive in their actions, pushing it further and moving towards a more transformative path.

6.4.4. SI transformative capacity

As for the *A Avó veio trabalhar* TC, it can be outlined in the initiative willingness to change, collaborative learning, functional network and agency, as presented and detailed in Table 6.4.

Table 6.4: Summary of the *A Avó veio trabalhar* TC.

A AVÓ VEIO TRABALHAR TC	
Willingness to change	Collective awareness. Promoters motivated, committed and available. Grandmas committed and available. Internally and externally accepted initiative.
Collaborative learning	Space for experimentation. Space for interaction.
Functional networks	Horizontal structure. Built trust. Innovation and creativity.
Agency	Grandmas' actionable knowledge. Empowered actors. Shared leadership.

There is a collective awareness about the elderly population needs, showing some willingness, of those involve in *A Avó veio trabalhar*, to suppress such necessities and to act towards a common future vision. The promoters have been motivated, willing to contribute to grandmas' quality of life and well-being and very committed and available to keep promoting change. As for grandmas, they are committed and available to share their knowledge, learn new things and make new friendships. Other actors involved appear to have limited commitment and availability, as they have more restrict schedules and engage with the initiative less frequently. Additionally, there is an apparent internal and external acceptance of the initiative which is also corroborated by the news coverage in Annex 6B where the initiative is described, for example, as creative, socially innovative, (em)powerful, value-added and successful.

Being an open-door atelier where innovative and creative products are designed and developed and where new experiences are promoted, it can be understood as a space for experimentation where grandmas and promoters are inspired and face change together. With the (initial) skills of design (promoter), psychology (promoter) and traditional art crafts (grandma's), the initiative has been collaboratively increasing the knowledge and skills on crafts and empowering their actors, turning their atelier into a space for interaction where anyone can participate, interact and learn in the initiative events. Thus, knowledge is acquired and shared, and TC has an opportunity to be created.

In terms of the processes of interaction, these appear to be dynamic with the *A Avó veio trabalhar* promoting a horizontal structure where decisions are made by promoters and grandmothers as a group. To achieve this state, trust had to be built which took time and involved overcoming the initial barrier between the promoters and the potential grandmas that represent a group of people with some usual misgivings about people they do not know.

Nowadays, trust is a pillar between promoters and grandmas. However, this does not appear to mean that grandmas are less suspicious about the unknown but that they learned to trust those in *A Avó veio trabalhar* community. Innovation and creativity continue to be promoted through new products and practices, new ways of using the space for interaction (for example share the atelier as a workspace for creatives to work) and new ideas (for example virtual shop created during the covid-19 pandemic). So, along with trust, novelty seems to be pillar in that community potentially increasing its potential for transformation.

“We all get to decide. But whatever Ângelo and Susana decide we will agree, we trust them.”

Grandma Marilsa

The grandmothers experience and know-how on the crafts world can be understood as the actionable knowledge (both individual and collective) demanded for the *A Avó veio trabalhar* implementation, development and maintenance. Transferring this knowledge has been empowering the actors involved in the initiative either, for example, the change agents that have been acquiring new skills and know-how or the grandmas that have “a power to be unleashed” (*A Avó veio trabalhar*, 2021) and feel valued. Such empowerment has led to these actors’ transformation into more active and self-sufficiency individuals and community. The socially embedded shared leadership (between promoters and some grandmas who have a bigger power to influence the other actors involved) also appear to have been contributing to a more transformative-driven future.

“What we try to do here is to provide a number of creative tools that merged with the traditional art crafts know-how we believe can empower these ladies and reclaim their role in society”

Ângelo Campota

6.4.5. SI success factors

The *A Avó veio trabalhar* has been awarded, in 2015, with a Time Out award for the best idea of the year, and its success as a socially innovative initiative is dependent on its durability, scalability and capacity to have transformative impact, as summarized in Table 6.5.

Table 6.5: Summary of the *A Avó veio trabalhar* success factors.

A AVÓ VEIO TRABALHAR SUCCESS FACTORS
Durability
Scale
Transformative impact

The initiative has achieved a duration of 8 years old which makes it, yet, difficult to assess its success or unsuccess. As for the financial autonomy, the initiative achieved its autonomy in 2016 being able to maintain it until 2020 when

the covid-19 pandemic raised some financial challenges and put the initiative autonomy into question. The *A Avó veio trabalhar* was able to overcome such challenges and now has the needed financial support to the end of 2021, being regaining its autonomy to become independent again.

In terms of scalability, the initiative has been able to scale out. It has been growing (in number of grandmas, partners, volunteers, etc), disseminating its work throughout time and has been replicated in *Açores* since 2019, attempting to benefit and transform other similar community into a more sustainable one. However, *A Avó veio trabalhar* has not been able to scale up and transform the broader system that generated the elderly needs in the first place. Although it appears to have the potential to scale up, to do so it is necessary for grandmas to organise as a united group and take the lead for this cause, so that afterwards they can start changing mentalities (including their own) of the society and consequently attempt to change the broader system.

Finally, the *A Avó veio trabalhar* appear to have been creating transformative impact on grandmas' life which is visible in psychological changes and their empowerment. Such change has been noticeable, for example, in the photographs grandmas take after 6 months enrolled in the initiative. As for the civil society, it appears to be contributing to changing mentalities in relation to the active role of the older population in society. Additionally, it is believed that sharing individual and collective knowledge will impact future generations.

So, the *A Avó veio trabalhar* has not achieved the SI success, yet, but has the potential to do so, if able to maintain its financial autonomy, to scale up and to transform the broader system.

6.5. Pago em Lixo

6.5.1. Brief description of the case

Pago em Lixo was idealised, designed and implemented between 2016 and 2018 by the local government of the *Campolide* parish (JFC), under the direction of its President *André Couto*. The idea consisted in trading recyclable waste for a non-conventional currency that afterwards could be traded for products in the local commerce. Aware of the existing environmental degradation and motivated to promote their community well-being while fostering the local businesses, JFC aimed, with this initiative, to raise awareness for better environmental practices, capacitate the *Campolide* community to improve their environmental conditions and boost local commerce, transforming people's behaviours.

Campolide residents could deliver their waste in the proper locations (collection points spread throughout the parish territory) to be weighted and translated into the local currency ("garbage money"). The residents were able to deliver a maximum of 10kg of garbage (including glass, paper, plastic and recycle batteries and undifferentiated waste except for the domestic one) per day. In the "commercial bank of *Campolide*" each unit of the local currency corresponded to 1 € and 1 kg of recycling waste corresponded to 2 units while 1 kg of undifferentiated waste corresponded to 1 unit of "garbage money". Afterwards, the "garbage money" could be traded for shopping in the

adherent local shops (coffees, bars, restaurants and other establishments) identified with badges provided by the JFC (Junta de Freguesia de Campolide, 2016).

During the time *Pago em Lixo* was functioning, from the 400 local business shops existing in *Campolide* only 70 joined to the initiative, being mainly coffee houses, pastry shops, restaurants, grocery stores, hairdressers and butchers. Although such numbers translates only in 17,5% of the local commerce, the promoter believed that it was already a good percentage of adherence, due to the unique characteristics of their commerce (older commerce owners with a high level of resistance to novelty and some doubt and fear on how the contracts with JFC could harm them in the future) (Lima Coelho, 2019),

However, in the beginning of 2018, the JFC faced some regulatory and financial constraints that put the *Pago em Lixo* on hold since then. Although, being fully aware of the environmental problems faced by that territory, which the initiative was attempting to tackle, and being strongly committed to increase their community well-being, the JFC has not been able, yet, to surpass the issues that led to the initiative current status. Despite that, in 2019, *Pago em Lixo* was distinguished with an Eco-Parishes XXI Award, being rewarded between 39 national parishes due to its works developed in the parish and to its vision, information development and participation.

6.5.2. Context

The available data show that, in recent years, the production and therefore the collection of urban waste in Lisbon has been increasing (Figure 6.7). When comparing to the LMA, Lisbon population produced, in 2019, 666 kg of waste per inhabitant while the average of the LMA municipalities was 534 kg of waste per inhabitant (Pordata, 2021k).

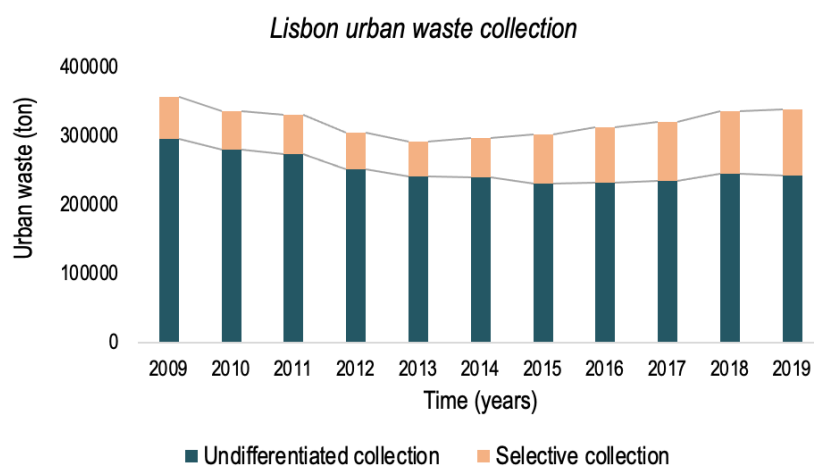


Figure 6.7: Lisbon urban waste by type of collection between 2009 and 2019. Source: own elaboration using data from the pordata database (Pordata, 2021e).

The undifferentiated waste collection is still the predominant type of waste disposal in Lisbon, although there has been an increase in the amount of waste selectively collected (as plastic, glass or paper) (Figure 6.7). This may be a sign of an emerging growth of awareness about recycling practices and Lisbon resident's behaviour.

In terms of the urban waste destiny (Figure 6.8), the municipality of Lisbon has been committed to decreasing the amount of waste going to landfill and increasing the amount that is valued through energetic valorisation (use of combustible waste for energy production), organic valorisation (use of organic waste through composting process to produce organic matter) or recycling (as plastic, glass or paper).

In 2019, 63,8% of the waste collected in Lisbon was energetically valued, while 11,6% was organically valued, 17% was recycled and only 7,6% went to a landfill. As for the LMA municipalities, in 2019, most of the urban waste produced was deposited in a landfill (40%), while 31% was energetically valued, 14% organically valued and 13% recycled.

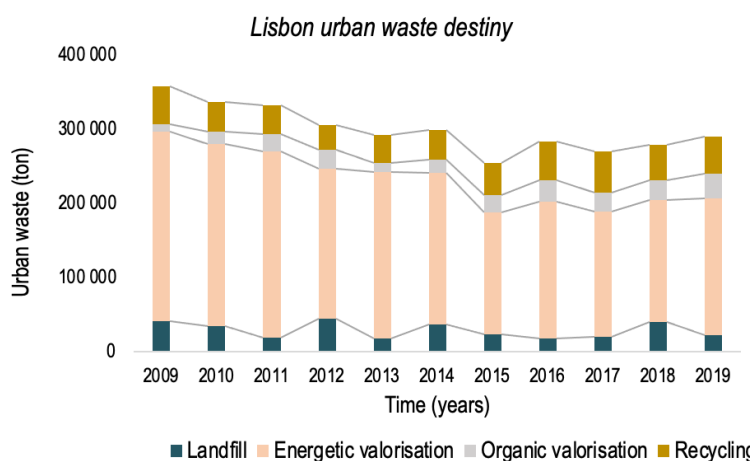


Figure 6.8: Lisbon urban waste by type of destiny between 2009 and 2019. Source: own elaboration using data from the pordata database (Pordata, 2021f).

The Lisbon municipality investment in waste management faced a declining trend but since 2016 has been attempting to revert this tendency, showing, in 2019, a significant increase in the amount invested (Figure 6.9) which represented 59% of the municipal expenses with environment protection.

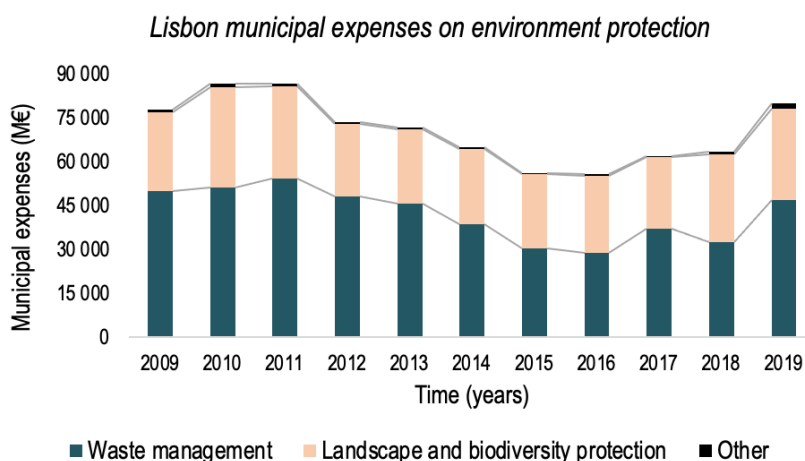


Figure 6.9: Lisbon municipal expenses on environment protection by type of management between 2009 and 2019. Source: own elaboration using data from the pordata database (Pordata, 2021d).

With this increase Lisbon became the 2nd LMA municipality with a higher investment on environment protection, being preceded by *Cascais* and followed by *Sesimbra* municipalities. However, when analysing the total municipal

budget and how much of it is used for the expenses with environment, Lisbon only occupies the 13th place with the municipalities of *Cascais*, *Sesimbra* and *Almada* in 1st, 2nd and 3rd place, respectively (Pordata, 2021h).

As for the parish of *Campolide*, the data available show that there is an apparent raising of concern about the community well-being once the parish has been (i) developing initiatives related to urban hygiene, (ii) promoting sustainable habits in relation to waste production and management, (iii) developing campaigns to create awareness in the community on these issues and (iv) promoting better public spaces for their community (Junta de Freguesia de Campolide, 2021). These concerns are reflected in the parish budget management that, over the last years, has been prioritizing issues related to urban requalification, namely urban hygiene, environment and green spaces as well as public spaces (Figure 6.10). With the exception for the year of 2019, when the amount invested in public spaces was drastically reduced, the urban requalification issues have been representing most of the yearly parish budget. In 2020, for example, it represented 57,6% of the budget, being 29,4% for public spaces, 19,4% for urban hygiene and 8,8% for environment and green spaces.

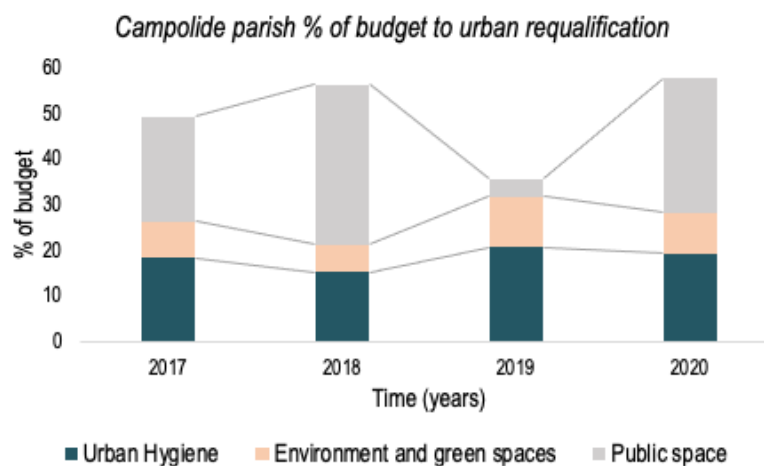


Figure 6.10: Percentage of *Campolide* parish budget for urban requalification between 2017 and 2020. Source: own elaboration using data from (Junta de Freguesia de Campolide, 2017, 2018, 2019, 2020a).

In synthesis, this contextual analysis (related to *Pago em Lixo*) shows: (i) an increase of Lisbon waste production with undifferentiated waste disposal being predominant to selective one, (ii) a high rate of Lisbon waste being valued after collected instead of being deposited in a landfill, (iii) an increasing municipal investment on urban waste management and environment protection, although representing a very small part of the municipal budget, (iv) a raising concern about the community well-being in *Campolide* with the parish prioritizing issues related to urban hygiene and public spaces.

6.5.3. SI drivers

The initiative of *Pago em Lixo* was driven, during its lifetime, by three key triggers, their actors and respective network and the promoter ability to be disruptive, as summarized in Table 6.6.

Table 6.6: Summary of the *Pago em Lixo* drivers.

PAGO EM LIXO DRIVERS	
Triggers	Community well-being, environment preservation and local economy improvement.
Actors	Promoter, residents and local business owners. Network.
Ability to be disruptive	Promoters ambition to change.

The social problem needing to be tackled and that triggered *Pago em Lixo* to be idealised (and afterwards implemented) was the environmental degradation existing in the *Campolide* parish which includes the increasing waste production and the vandalism of the waste collection points, compromising the *Campolide* community well-being. Being able to tackle these issues and, at the same time, improve the local economy that was facing some financial challenges, constituted the other trigger for the initiative to happen.

The JFC assumed the role of the *Pago em Lixo* promoter, being the catalyst that accelerated and supported the initiative development as well as the change agent that promoted change. The other actors enrolled in the initiative were the residents (that traded their waste for the local currency) and the local business owners (that adhered to the initiative) whom along with the promoter were the drivers of the initiative, being very active and contributing to keep it running for its 2 years of functioning. During that time, the initiative network expanded with increasing number of residents and local business owners becoming part of it.

The last driver that ensured *Pago em Lixo* maintenance between 2016 and 2018 was the promoter ambition to change the parish status quo, creating different and creative responses to people's needs and attempting to increase life quality of the residents, boost the local commerce and contribute to a sustainable territory.

6.5.4. SI transformative capacity

The development of *Pago em Lixo* TC could be summarized in Table 6.7.

Table 6.7: Summary of the *Pago em Lixo* TC.

PAGO EM LIXO TC	
Willingness to change	Collective awareness. Promoters motivated, committed and available. Residents and local business owners committed and available. Internally accepted initiative with growing external acceptance.
Functional networks	Governance vertical structure.
Agency	One man's leadership.

During *Pago em Lixo*, and even after it ends, there has been a collective awareness of the existing social needs related to the territory environmental degradation and to the need to improve the local commerce. Such issues

appear to continue to be addressed in the territory of *Campolide* by the JFC which have been motivated, committed and available, continuing to develop and support initiatives related to urban hygiene and green spaces improvement, with the main goal of enhancing its community well-being. As for the other actors involved in *Pago em Lixo*, they appeared to be committed and available to make part of it while it was running, having residents traded 2003 kg of glass, 963 kg of plastic and 1073 kg of paper waste and local business owners chosen to make the local currency circulate instead of exchange it for euros (Lima Coelho, 2019). The initiative was internally accepted and was growing in terms of its external acceptance and adherence (from the other *Campolide* business owners) with, in 2018, 17,5% of the local business shops enrolled in it, which was considered, by the JFC, a good percentage of adherence. These issues summarize the apparently willingness to change that existed, at least, within the actors enrolled in the initiative.

As to the functionality of their network, it appears that *Pago em Lixo* had a governance vertical structure where reglementary procedures grounded its development and decisions, which were made by the local government that is required to oblige to a certain set of regulatory and bureaucratic demands. This may be indicative of a limitation of the initiative to create TC within its governance structure.

Aligned with the type of *Pago em Lixo* governance structure, there is a dominant leadership assumed by the local government President who continues to be motivated to solve the problems within that territory. However, with the end of the initiative it seems that the willingness to change, the network created, the collaboration developed and its leadership was not (yet) capable of developing TC or that TC was not enough to react, adapt and overcome the disturbance provoked to the initiative functioning.

6.5.5. SI success factors

Pago em Lixo was not a successful socially innovative initiative. First, it was not able to have durability. Second, the initiative promoter was able to ensure the required budget to keep it functioning between 2016 and 2018, however it was not enough to surpass the constraints that led to its end, not achieving time scale. Third, it was also not capable of scale out or up within its short period of functioning.

As for creating transformative impact, *Pago em Lixo* may have had some impact in the way the promoter made it a parish “flag” where it may have raised awareness about behaviours related to waste disposal and local commerce. Nonetheless, to be able to observe such change it would be necessary to future monitor indicators as, for example, amount of waste produced and recycled or amount of shopping done in the local commerce.

6.6. Bela Flor Respira

6.6.1. Brief description of the case

Bela Flor Respira is a community agroforest, within the neighbourhood of the *Bela Flor* in *Campolide* (Lisbon), aiming to promote the agroecological transition of its neighbourhood. It is a recent initiative (implemented in 2018)

that arose in some sort of spontaneous way when *Cátia Godinho* (one of the promoters and faces of the initiative) met *Joaquim* (another face of the initiative) and he shared a little bit of his know-how on syntropic agriculture³³ - a specific technique for planting and regenerating ecosystems. The enthusiasm of acquiring this new knowledge led *Cátia* to want to share it with the world, believing others could also benefit from learning about this type of agriculture. Thus, attempting to transform this actionable knowledge into an educational project they gathered a group people and entities (*Circular Economy Portugal*³⁴, *Biovilla*³⁵, *Associação Viver Campolide*³⁶, *JFC*³⁷, *Reflorestar Portugal*³⁸ and *Cooperativa da Bela Flor*) to make it happen and created the *Bela Flor Respira*.

The initiative is implemented in a vacant land on a hill (being unattractive for other uses as housing or gardening) and seeks to transform it into a productive and regenerative area, contributing to the improvement of its fragile community where residents have been facing some social and economic deprivations over the years. This way, the *Bela Flor Respira* intends to spread the message that there are other ways of doing agriculture (being possible, for example, to produce big amounts of food in proximity without needing monocultures) and institutionalise that the agroforest may be a solution to act against soil desertification while producing enough food to feed the population.

Based on the principles of an open community space (no fences or delimitation), in the *Bela Flor Respira* anyone can go in and participate in their activities or events as well as can cultivate or harvest the planted products. The initiative activities (Annex 6E) include the “Thursdays meetings” (every Thursday part of the *Bela Flor Respira* promoters is on site to welcome the volunteers and newcomers as well as to coordinate and participate in the works), training (as workshops on syntropic agriculture and on non-violent communication), cooperation (as volunteering and “*ajudadas*” – planned gatherings to cultivate) and fairs (as sharing fairs or participating in festivals).

6.6.2. Context

To gather the residents’ perspective on the collective problems of Lisbon territory, the municipal executive has been, since 2007, arranging systematic monthly meetings in its parishes to stimulate public participation, attempt to decentralize governance and to enable the city parishes to contribute with their insights. Between 2011 and 2014, there were 48 meetings organized and a total of 1 795 registered participants (Câmara Municipal de Lisboa,

³³ Syntropic Agriculture can be understood as a combination of a theoretical and practical settings in which the natural processes are translated into farming interventions in their form, function, and dynamics. So, it is possible to address syntropic agriculture talking about regeneration by use, once “the establishment of highly productive agricultural areas, which tend to be independent of inputs and irrigation, results in the provision of ecosystem services, with special emphasis on soil formation, regulation of microclimate and the favouring of water cycles. That way, agriculture is synced with the regeneration of ecosystems” (Andrade, 2019).

³⁴ More information about Circular Economy Portugal available at <https://www.circulareconomy.pt>

³⁵ More information about *Biovilla* available at <https://biovilla.org>

³⁶ More information about *Associação Viver Campolide* available at their Facebook page: <https://pt.facebook.com/AssociacaoViverCampolide/>

³⁷ More information about *Campolide* parish available at <https://www.jf-campolide.pt>

³⁸ More information about *Reflorestar Portugal* available at <https://reflorestar-portugal.com>

2015). Considering the average resident population of 526 844 inhabitants, between 2011 and 2014, it appears that there was not much adherence by the population to these meetings.

Even with low participation, the meetings allowed to address a set of important themes for the territory improvement. The dominant theme between 2013 and 2014, in most of the parishes, was related to public space (Figure 6.11). In *Campolide* parish, for that time period, a total of 13 themes were discussed in these decentralized meetings, being 8 of these related to public space (61.5%). This might suggest that public space is key for the *Campolide* residents.

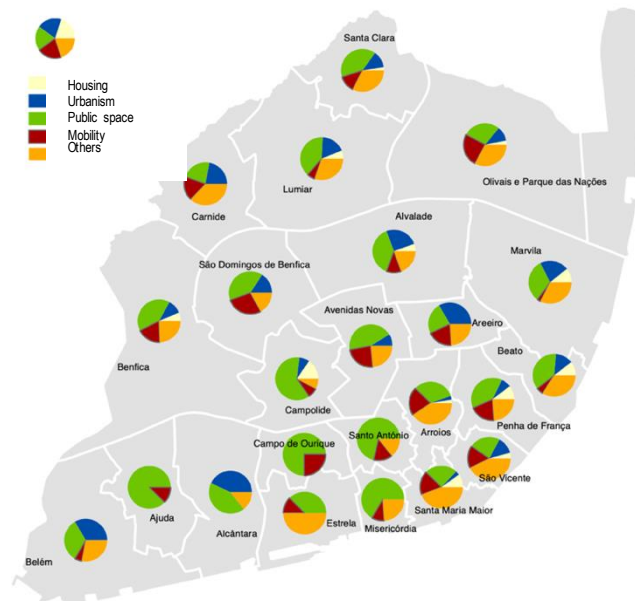


Figure 6.11: Topics addressed in the decentralized meetings in each of Lisbon parishes between 2013 and 2014. Source: (Câmara Municipal de Lisboa, 2015).

The land use and cover map provide data about the several uses that a territory has for example agriculture, pastures, empty spaces, bush areas and surface water bodies (Direção-Geral do Território, 2019). The analysis of the surfaces covered with empty spaces (unoccupied urban areas without buildings) and bush areas (natural areas of spontaneous vegetation, little or very dense, where the bush cover is greater than or equal to 25%) may draw some pointers into potential areas for requalification. The characteristics of such areas make them suitable to be requalified into valuable public spaces that can stimulate people's sense of belonging as well as connect community members, increase people's well-being and contribute to an improvement of the territory.

The municipality of Lisbon had, in 2018, an area of 1,07 km² classified as empty space and 5,06 km² as bush area (Table 6.8) which make a total of 6,13 km² (6,13% of the municipal territory) of potential area for requalification. As for the parish of Campolide, 7,58% of its territory appears to be suited for potential requalification. However, it is important to highlight that, in 2018, when the land use and cover map was developed the *Bela Flor Respira* initiative was at the beginning, which makes it probable that the area now being the neighbourhood agroforest has been classified as either an empty space or a bush area.

Table 6.8: Lisbon municipality and *Campolide* parish empty spaces and bush areas in 2018. Source: (Direção-Geral do Território, 2019).

	Total area	Empty spaces		Bush areas	
	km ²	km ²	%	km ²	%
Lisbon	100,00	1,07	1,07	5,06	5,06
Campolide	2,77	0,02	0,72	0,19	6,86

Bela Flor Respira initiative is implemented in the *Bela Flor* neighbourhood which is shared by a social housing complex and a social cooperative. The last social diagnosis of Lisbon shows that, in 2014, there were 3 284 social housing buildings with a total of 80 976 people living in them (14,6% of the municipality population) (Rede Social Lisboa, 2016). The parish of *Campolide* had, in 2015, 54 social housing buildings with a resident population of 999 people which is equivalent to 6.5% of *Campolide*'s population (Rede Social Lisboa, 2016).

Most of Lisbon parishes accommodate social housing neighbourhoods. The municipal executive managed, in 2015, 66 of these neighbourhoods and although 49% has been constructed in the last 15 years some of the buildings have already been assessed as being in bad condition (Câmara Municipal de Lisboa, 2015). Additionally, such type of neighbourhoods was usually designed to accommodate a more vulnerable population facing (minor or major) economic or social challenges.

Attempting to look into the population facing economic deprivation, it is possible to observe that, in 2014, there were 22 209 Lisbon residents benefiting from the social insertion income (RSI) which is assigned to people facing extreme poverty or needing support to a better social and professional integration (Segurança Social, 2019).

Marvila, *Santa Clara* and *Olivais* are the parishes with the highest number of residents benefiting from the RSI, as presented in Figure 6.12. *Campolide* parish had, in 2014, a total of 451 RSI beneficiaries, representing about 3% of the municipal beneficiaries from this type of income.

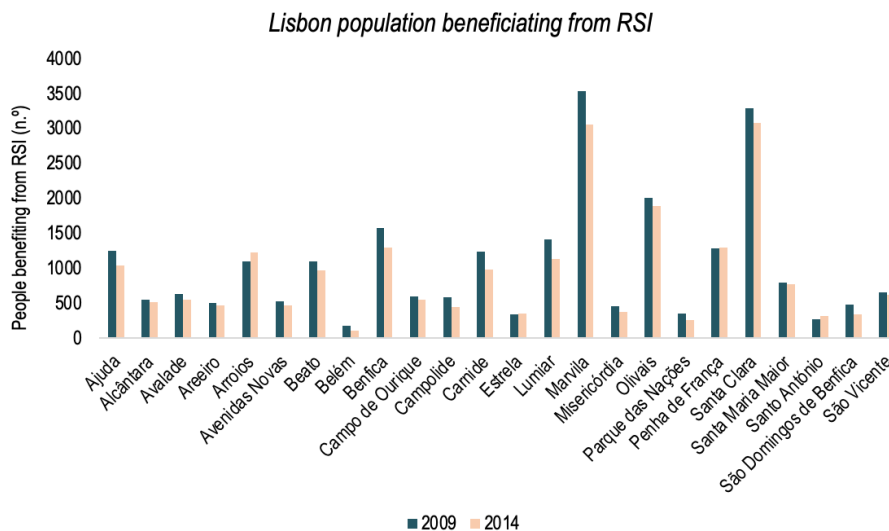


Figure 6.12: Evolution of the Lisbon population benefiting from the RSI per parish between 2014 and 2019. Source: own elaboration using data from (Rede Social Lisboa, 2016).

Although the number of RSI beneficiaries, in Lisbon, has decreased about 10% between 2009 and 2014, the number of people benefitting from the community program of food aid to the most in need (PCAAC) significantly increased. This program ensures the supply and distribution of food to population in need of assistance.

Once again, the parishes of *Marvila*, *Santa Clara* and *Olivais* represent the ones with the highest number of residents benefitting from the program (Figure 6.13). *Campolide* had, in 2014, 450 residents benefitting from the PCAAC, an increase of 923% when compared to 2009.

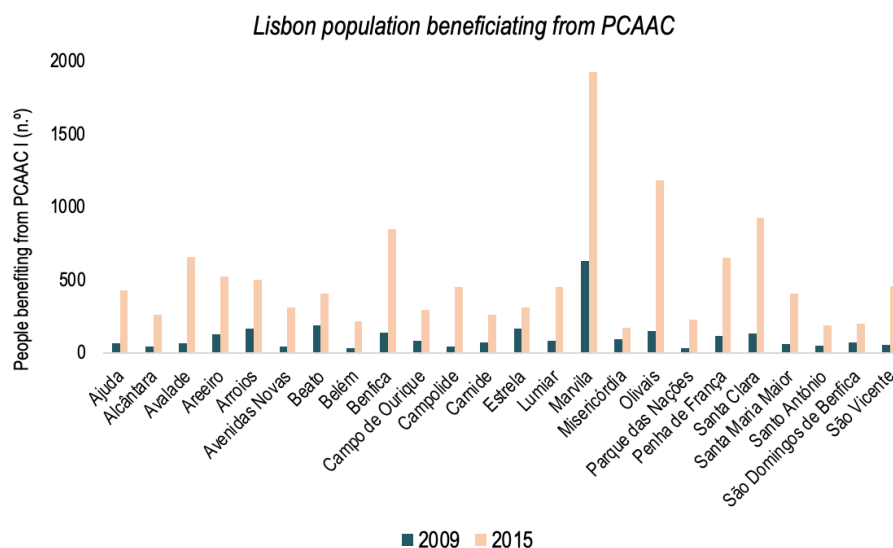


Figure 6.13: Evolution of the Lisbon population benefiting from the PCAAC per parish between 2009 and 2015. Source: own elaboration using data from (Rede Social Lisboa, 2016).

Moreover, according to data from the *Campolide* parish, between 2012 and 2016, a total of 211 826 meals, 243 349 kg of fruit/vegetables and 422 214 units of food supplements (bread, milk, yogurt among others) were provided and distributed to the most in need population of *Campolide* through the program "*Celeiro Solidário*" (Junta de Freguesia de Campolide, 2020b).

All this data appears to indicate an increasing need of help from the *Campolide* residents, either in terms of social or economic needs, existing an increasing vulnerable population as well as an increase response to those needs.

In sum up, this contextual analysis related to the *Bela Flor Respira* initiative shows: (i) an increasing importance of the public spaces in the collective concerns and/or problems in the Lisbon parishes; (ii) the existence of unused areas, in Lisbon and *Campolide*, with potential for requalification of public spaces; (iii) large number of Lisbon social neighbourhoods with housings in bad condition; (iv) substantial increase of people benefiting from food aid programs, in Lisbon and *Campolide*.

6.6.3. SI drivers

The *Bela Flor Respira* has been driven by a set of triggers, key actors, learning, ability to be disruptive and other SI initiatives implemented in that territory, as described in T able 6.9.

Table 6.9: Summary of the *Bela Flor Respira* drivers.

BELA FLOR RESPIRA DRIVERS	
Triggers	Social cohesion and food security. Funding. Space for implementation.
Actors	Promoters. Network.
Learning	Generating and sharing knowledge on syntropic agriculture.
Ability to be disruptive	Promoters ambition to change. Volunteers ambition to make part of the change. Residents more resistant to new practices.
SI initiatives	<i>Pago em Lixo.</i>

The initiative of *Bela Flor Respira* born from the promoters' ambition to share the knowledge on syntropic agriculture as a potential benefit for others to improving food access, availability and security. The challenge of finding a space for implementation turned out to be a driver of the initiative once the implementation site being located in the *Bela Flor* neighbourhood pushed for an additional motivation to promote social cohesion in that neighbourhood, where residents have been facing social and economic deprivations as well as some conflict between its two parts (the social housing complex and the social cooperative). The third and last trigger of the initiative was the funding which appeared twice as a window of opportunity: (i) 2 years BIP/ZIP funding program and (ii) current funding from the MEDTOWN international program.

The promoters of the initiative have been playing the roles of (i) catalysts, accelerating and supporting the initial developments and (ii) change agents, implementing innovative ideas and keep promoting change and the initiative running through time. The promoters (*Joaquim, Cátia*, and more recently the other members of the JFC team) have been driving the initiative, since its idealisation to its implementation and maintenance, assisted by the expanding network where, through time, new social relations are being created and old ones are being strengthened. Currently, the network of *Bela Flor Respira* includes the promoters, volunteers, institutional partners, participants that attend their events and the residents of the *Bela Flor* neighbourhood. Except for the promoters, these actors assume the role of supporters and/or intermediaries of the initiative.

Another feature driving the *Bela Flor Respira* through time is the possibility to generate and share knowledge on syntropic agriculture (the initiative actionable knowledge) allowing others to learn about it, to spread it further and to use it to improve their and their community well-being.

The ability to be disruptive appears to be present within the initiative specially through the (i) promoters' ambition to change the current situation of the neighbourhood social and environmental conditions and (ii) volunteers ambition to make part of that change. The residents, however, have shown to be more resistant to adhere to the initiative and to the new agriculture practices, diminishing the initiative action capacity to be disruptive.

As for the existence other SI in the same territory, the *Pago em Lixo* seems to have stimulated the promoters and other institutional partners to continue to be socially innovative and to contribute to drive their community well-being.

6.6.4. SI transformative capacity

The *Bela Flor Respira* creation of TC can be summarized in the features presented in Table 6.10.

Table 6.10: Summary of the *Bela Flor Respira* TC.

BELA FLOR RESPIRA TC	
Willingness to change	Collective awareness. Promoters motivated, committed and available. Residents and volunteers involved are committed and available. Growing acceptance of the initiative.
Collaborative learning	Space for experimentation. Space for interaction. Development of new skills.
Functional networks	Open organisational structure. Trust being built. Innovation and creativity.
Agency	Promoters' actionable knowledge. Empowered actors. Promoters' leadership.

There is a collective awareness on the *Bela Flor Respira* community about the existing social and environmental conditions of their territory that have been transformed into needs and problems related to food security and social cohesion. Most of the actors involved in the initiative are willing to be more transformative, showing individual and collective action towards change. The promoters have been motivated and highly committed and available, since the beginning, to keep pushing the initiative forward and to ensure the overcome of possible challenges, being willing to change and keeping promoting change of lifestyles and of the way agriculture can be done. The volunteers have a kind of participatory routine, which make them available and committed as they want to participate, while the residents already enrolled in it are very committed and available to their agroforest growth and maintenance. The remaining actors involved, institutional partners, usually get involved only when called to it, engaging with the initiative less frequently and being less committed to the transformation being implemented. As for the acceptance of the initiative, it appears to be growing, not existing yet a full adherence from the residents of the *Bela Flor* neighbourhood due to internal conflicts and to people questioning the initiative "different" practices in face of the traditional agriculture.

The *Bela Flor Respira* can be understood as a space for both experimentation and interaction where a set of activities (Annex 6E) is promoted within its open community space and where anyone can go in and participate,

plant or pick up planted products, experiment new ways of using public space and of doing agriculture and acquire and develop new individually and collectively skills. This way, there is a potential to create TC in those involved while contributing to inspire them and stimulating a wider share of that actionable knowledge for other communities to improve their well-being.

The initiative organisational structure is open and under construction. The promoters have been attempting to develop a horizontal governance structure that includes the community, so that in the future it can be management by them, becoming a grassroots initiative. However, what has been observed, so far, is that most of the *Bela Flor* residents (those not enrolled in it) can help the initiative with what is necessary but don't show availability to assume it as their responsibility. In any case, trust has been a work in progress and promoters believe that they can, with time, turn *Bela Flor Respira* into a community-led initiative once they were also able to gain (in these two years) the trust of some community members that now look at the agroforest space as their own, creating some sense of belonging to it. The innovation and creativity on the way of doing agroforestry completes the functionality of the *Bela Flor Respira* network that is still being built with potential to create opportunities for TC development.

"We want to implement a governance system where people may really decide and have a vote on the matter. (...) We are trying to understand how it can be self-managed through the creation of a local currency that can help dynamize the initiative."

Cátia Godinho

The promoters' actionable knowledge on syntropic agriculture, which is being transferred, has been empowering the actors involved in the initiative and attempting to lead the community transformation towards sustainability. It has empowered volunteers and residents in the way motivations and values towards their community public space has been transformed into more action-driven and sustainable-driven practices, providing them with individual and collective tools to keep promoting change. It has also empowered the promoters as they are the change agents with leadership capacity to lead that community towards transformation.

"We have to continue to capacitate people, showing them that this can be managed by the community, and that even without funding they can keep doing it with motivation and the resources they already have."

Cátia Godinho

6.6.5. SI success factors

The *Bela Flor Respira* success as a socially innovative initiative is dependent on its durability, scalability and capacity to have transformative impact, as summarized in Table 6.11.

Table 6.11: Summary of the *Bela Flor Respira* success factors.

BELA FLOR RESPIRA SUCCESS FACTORS
Durability
Scale
Transformative impact

Implemented since 2018, the initiative has a short duration not been able yet to achieve a broader time scale of lifetime and not being sufficient to achieve its success. Additionally, it is financially dependent from funding programs not being able to be intended from others to ensure its maintenance. Thus, the initiative has not been able to be durable although the promoters have been working on how to ensure, in the next years, that they have created a stable and structured environment which allows the initiative to grow and, in the future, run without depending on them.

In terms of scalability, the *Bela Flor Respira* has scaled out, being widely disseminated, having an expanding network, an increase in the amount of food production and existing an attempt from a former volunteer to replicate the initiative idea to a different context (a school in *Alentejo*). However, it is a recent initiative and has not been able to scale up and transform the broader system that generated that community social needs in the first place. To do so, it would be necessary for the initiative to become, first, the grassroots initiative that the promoters aspire, and consequently have the community manage the agroforest, its challenges and potentials. Second, it would require growth and efficient production so that the community social needs could be tackled and further (third) the broader system be changed.

The initiative appears to have been creating impact on the residents' lives, especially with the covid-19 pandemic when the food produced by the *Bela Flor Respira* ensured access and safety food to several people facing a decrease in their monthly family income. Additionally, the initiative has been changing the way people connect with their neighbourhood public space. Due to its recent implementation, it potentially may create long lasting impact on how the public in general may see farming in urban context and even on how a community can create something great without needing a hierarchy of command, but always needing a leader that does not let them fall.

So, the *Bela Flor Respira* has not achieved the SI success and may have the potential to do so, if able to gain financial autonomy, to scale up and to transform the broader system.

6.7. Chapter conclusion

The development of this chapter allowed the presentation of results on the empirical study of this research following the same structure proposed for the conceptual framework. This analysis was conducted aiming at validating the

framework and looking for meaningful evidences regarding not only its main key dimensions, but essentially significant interrelations among them.

The next chapter will present the discussion of the results obtained throughout this investigation, namely in terms of its theoretical and practical implications. It will also attempt to answer to the research criteria, while identifying the limitations and critics to the research and recommendations for future research.

7. DISCUSSION AND CONCLUSION

7.1. Chapter introduction

Based on the work developed and described previously, this chapter intends to discuss and conclude on this investigation main findings. To do so, the following sections (7.2 and 7.3) provide the discussion of the theoretical and practical implications of the research, while section 7.4 attempts to answer the research questions, section 7.5 recognises the investigation critics and limitations and section 7.6 explores the possible future research to be developed. The chapter ends with the final considerations and conclusions that wrap up this PhD investigation.

7.2. Theoretical implications

The review of the SI theory uncovered an unsettled evolution of the SI concept, existing many different perspectives, understandings and approaches around it. The massive use of the expression SI in a broad range of activities, with a proliferation of SI definitions, appears to be leading to a random or convenient way of using it.

The SI concept is also being used interchangeably with other concepts that are not the same (such as social entrepreneurship) and usually focus more on the individual rather than encompassing the wider dimension of SI focused on social system changes and driven by unmet human and social needs.

Some academics claim for the need to have a common SI concept to be widely adopted which is however ambitious and difficult to achieve due to the intrinsic complexity associated to SI and due to the (still) growing dispersion of its uses and concepts.

Although the multiple and varied understandings of SI, it is argued in this investigation that there is a common rationale for SI that can be expressed as the promotion of social inclusion to respond to social needs and societal challenges, while creating changes in the system where the innovation occurs.

As stated before, this investigation does not intend to add one more definition of SI to the scientific debate, but instead to draw on its state of the art and dominant philosophical paradigms. Thus, it was conducted a systematic analysis that can contribute to further the knowledge on SI by theoretically elaborating within the existing concepts and definitions while attempting to reduce the conceptualization dispersion and contribute to a more focused way of looking at and using the existing SI literature.

The revision of the SI literature inspired the proposition of two main different conceptualizations of SI that represent the fundamental theoretical (SI) implications of this investigation. These two different conceptualizations can be understood as two ways of using SI in the literature, which were called (i) cartesian approach and (ii) disruptive approach.

Although the cartesian approach is more in line with the conventional analytical approaches and the disruptive approach is based on more systemic lines of thought and conceptualization, there are not only differences but also

some complementarities between them (some already pointed out previously), which are discussed in the following paragraphs.

The cartesian approach seems to look at SI as something more tangible, that is possible to measure and/or observe, following a more mechanistic rational and emphasizing SI materialisation to enable analysis. Due to that, it is perceived in this research as the analytical approach to SI. It can be argued that this approach follows a “divide and conquer” principle to be able to simplify the SI complex systems and better understand them, however apparently missing the interconnected dynamics underlying or associated to such systems. Within this approach are adopted categories of SI, that can be either typologies or dimensions, which enable a structured and straightforward understanding of SI, in spite of its complexity. Nevertheless, these SI categories appear to have the tendency to crystallise the established norms and to narrow related actions, having implication in the potential for innovation to happen.

The disruptive approach appears to look at SI with a different perspective, considering the transformation that the SI inner and outer system(s) generate, as well as recognizing the need to promote change in the systems that originated the social problems being addressed. Due to that, this approach is understood as the systemic view of SI where there is an acknowledgment of the dynamics of the system(s) where SI occurs. It is argued that this approach integrates innovation at multiple system levels, which triggers cross system dynamics and leads to the discovery of novel forms to create social value. This approach appears to be driven by the SI capacity to create change and transform the inner and outer system(s), not avoiding the complexity associated to SI but instead attempting to take advantage of it with SI changing beliefs, routines and resources, and ultimately contributing to the system(s) dynamics.

As for the complementarities between the two approaches, it is possible to emphasize, for example, the setting of boundaries, typologies and dimensions, which seems to be an important contributor to understand SI substantive and structural aspects. This may also be useful in more disruptive approaches, enabling information about involved systems and the creation of knowledge. Additionally, SI has been presented as being both a process, as a means to achieve desired ends (as in the systemic view) and as an outcome, as the result or the product of an intended action, stream of actions or process (as in the analytic view).

These complementarities represent shared commonalities between the two SI approaches proposed in this research, even though, it can be argued that the philosophies underneath them are quite antagonistic, as discussed in the paragraphs above. Additionally, although both approaches are relevant and mutually contributive, the disruptive one offers greater TC, expanding the SI potential to create innovation and allowing it to be transformative to the extent needed.

In relation to the revision of the SI published case studies, it considered 17 examples of socially innovative initiatives studied by other groups of scholars. Although it can be argued that there are more possible examples to analyse and that consequently the analysis could have been expanded, it is considered that those 17 cases provided a

sufficiently good representation of differentiated and diverse initiatives (as for example, from short-term to long-term cases).

This set of SI initiatives analysed appear to evidence that they depend on the individual actors that are inspired and motivated to make a change. These actors changed their practices and triggered the development of a sense of agency in local networks, as well as they seemed to be dependent of the community commitment, ownership and capacity-building towards a systemic change. Thus, it can be argued that these SI initiatives depend on change agents, which may be individual or collective. With a transformative ambition, these change agents may assume one or more roles in the system transformative process, being driven by their visions, expectations, values, beliefs, rules, norms, past experiences, etc.

Another important issue that emerged from the published case studies analysis was the creation of knowledge and the empowerment of the population, which appear to contribute to the development of self-governance and lead individuals and communities to become autonomous agents and, consequently, drivers of SI.

The analysis of this set of SI published case studies along with the revision of the SI theory allowed to draw on the key elements for three of the four proposed dimensions of this investigation conceptual framework: (i) SI context, (ii) SI drivers and (iii) SI success factors. It could be argued that the elements composing each of these dimensions (as for example, addressing social needs or demands, creation of networks or empowerment of people) are not new to the field of SI *per se*, once they were grounded on the literature review. However, such elements have not been addressed with the same purpose or interconnectivity as proposed in this investigation, but instead they have been dealt with separately.

Nevertheless, a novel and different way of thinking about SI appears to be rising, where the need for transformative SI is recognised and demanded to deal with social problems that are considered to be intractable, as for example poverty, homeless or violence.

Moreover, as evidenced by both SI theory and published case studies, the SI internal and surrounding systems have multiple dynamics, which include actors, networks, cultural, environmental, territorial, political and institutional dynamics. The creation of TC appears to also rely on the existence of multiple dynamics, considering the interactions between them and the changes they promote, as evidenced by the TC theory revision. Thus, it can be argued that the transformative capacity of a SI is a function of its own context.

The revision of the TC theory, along with the SI published case studies systematisation, allowed to depict the key enabling or hampering conditions for TC: (i) willingness to change, (ii) collaborative learning, (iii) functional networks and (iv) agency. Although these conditions, and respective analytical components, could be analysed and applied separately, it is their inter-relation in a socially innovative context that allows the creation of capacities (individual and/or collective) to achieve transformation.

The revision of the literature on community conceptualisation revealed its importance to set the boundaries for this investigation analysis and application. It could be argued that without the adoption of a unique definition of

community this task would become difficult to achieve, however it was embraced the fact that communities may be variable in size and may be formed due to various motivations. This way, it is considered in this investigation that a community can be established by any of the definitions revised in the literature or by a combination of them.

7.3. Practical implications

The evidence collected about what has been done in Portugal concerning SI revealed a growing investigation and concern on this field. Associated to that, in the last years, there seems to be an increasing support and importance of SI real-life application possibilities. However, this is still very recent and unexplored in the national context, which could be argued to be both an opportunity or a risk. An opportunity because SI may be relatively new to the Portuguese context but is not unknown (once it is being implemented for longer in other countries), which provides the chance for the national entities to (i) learn with the mistakes and achievements of others that have been doing SI for longer time, (ii) improve what has been already developed elsewhere and (iii) explore the unknown and innovate. On the other hand, it can also be a risk if there is no learning process leading to the repetition of others mistakes and if there is a lack of acceptance for how this type of work has been developed.

The national governmental entities have been increasingly supporting and recognising SI as a powerful tool with potential to make change. Although this might appear to be a positive aspect in the adoption of SI thinking processes in Portugal (either of theoretical or practical application), it has been mainly based on the creation of funding instruments and programs. This has led to a boom of SI labelled initiatives in Portugal, but at the same time it has created a high dependency for this type of funding, which does not appear to ensure their durability and consequently capacity to create a desirable transformative impact.

The application of the survey to national initiatives considered to be socially innovative appears to indicate that not all of those analysed seem to fulfil, for example, the SI screening conditions, confirming the overuse of the SI label. This also contributes to an increasing difficulty in the identification of socially innovative initiatives to study.

As for the works being developed by those initiatives, they seem to be aligned with what are usually social needs and/or problems addressed by SI. However, it is important that the actors promoting and driving this type of initiatives ensure that they are aware and addressing the real social needs of the community(ies) where their initiatives are implemented, attempting to avoid misdirected initiatives. Thus, it can be argued that there is no transformative change if an initiative is developed to solve a social need or problem that does not exist or that is consequence of a deeper one.

In addition, the promoters perception of the SI concept appears to be slightly different from their understanding of their own initiative as being socially innovative. For example, the promotion of social inclusion, the need of human needs and the agents capacitation become more crucial when looking at what makes their initiative as a SI. This may raise the question of the existence of some mismatch between the theoretical thinking and the practical application.

As for the application of the conceptual framework to the three case studies, the following paragraphs discuss the main issues related to it. First, the communities associated to each case study vary, for example, in size, members or objectives. In *A Avó veio trabalhar*, the community concerns all the actors involved in the initiative (promoters, beneficiaries, volunteers, respective families, institutional partners and clients). This community was created and grew up along with the initiative implementation and development, sharing the initiative values and goals, and being delimited by the initiative boundaries.

The *Pago em Lixo* community was bigger, than the one from *A Avó veio trabalhar*, and already existed, corresponding to the local government, residents and business owners of the *Campolide* parish. This community already shared a set of values and objectives related to that territory. Differently, the *Bela Flor Respira* community is being built along with the initiative and includes promoters, volunteers, residents, institutional partners and their relationships with the neighbourhood. Although this initiative has been implemented within the established community of the *Bela Flor* neighbourhood, and therefore share the same territory, there are only a few members of this community that are also part of the initiative community.

Regarding the *A Avó veio trabalhar*, one key issue that can be highlighted for reflection is that facilities and location matter. It was evidenced in the case analysis that while the initiative was operating in a more rigid space, with specific rules and an apparent classic institutional hierarchy, there was less beneficiaries adherence, hindering the initiative to grow. Thus, in the cases where the initiatives do not appear to have a formal hierarchical structure of governance, it seems to exist more openmindedness to those involved contribute freely, give their opinions and ideas of what do next and how.

It could be argued that the *A Avó veio trabalhar* idea could be implemented within existing facilities for the elderly population, as convivial or day centres. However, this type of national social response is considered to be more conventional and less personalised, which would create a substantial obstacle. In addition, with a different way of working, the *A Avó veio trabalhar* attempts to be dynamic and close to their beneficiaries by focusing on their know-how and recognizing the elderly as still active individuals, which could represent a challenge when implementing in more traditional facilities. In fact, it appears that the need to differentiate from the usual way of doing things in a day centre is what kept the *A Avó veio trabalhar* promoters more alert to ensure that they were building different activities and ways of doing things.

In relation to *Pago em Lixo*, it seems that the regulatory and financial constraints that put the initiative on hold since 2018 have been more definitive than what the promoters would expect. However, this initiative also appears to have created awareness and ambition to change on the *Campolide* parish, leading the local government to embrace other social initiatives, as the *Bela Flor Respira*. It could be argued that this is a demonstration of the mutual dependency between SI and transformation. This is, although *Pago em Lixo* has not been a successful SI in terms of durability and scale, it seems to have had some transformative impact in the promoters values and norms. This drove them to be more available to make a difference and be part of the transformation of their community while opening the possibility for innovation to happen (as in the *Bela Flor Respira*).

As for the initiative of *Bela Flor Respira*, a key issue that can be emphasized for reflection is that knowledge matters. It was the sharing of the knowledge about the syntropic agriculture that led to its development and implementation. Not less important, the creation of a space for interaction and for collective learning seems to be essential for the initiative development and continuity.

When looking at the three case studies, it is possible to globally analyse them and withdraw some conclusions, namely about the SI context, drivers, TC and success factors. In relation to the first one, the social patterns and the context of the initiatives seem to be dependent of one another. On the one hand, the context makes the possible social patterns to emerge in that way, while on the other hand, the context where initiatives are idealized, created and implemented is shaped by those patterns. In addition, initiatives being developed in similar or in the same territories may have different contexts, which can dictate the potential for initiatives to grow and succeed. The social and economic patterns seem to have conducted to the creation of awareness and further to the identification of the social needs and/or problems that the initiatives would come to address.

As for the SI drivers, when existing a window of opportunity it appears to have some part in the achievement of the initiative implementation (for example the *A Avó veio trabalhar*). Taking advantage of certain moments can be crucial to guarantee going from the idea to the practice or to ensure durability.

The initiatives have been driven by agents of change (their promoters), which could lead to the argument that they are individually driven and consequently getting closer to social entrepreneurship. However, their strong (individual) leadership does not imply an individual focus. The evidence shows that there is a collective mission towards the improvement and change of their ecosystem social needs and problems.

In relation to the SI transformative capacity, it is possible to highlight that the willingness to change appears to have, in a first moment, an individual nature, but, with time, seems to evolve towards a collective characteristic. The motivation to be involved, for example, can appear through different forms (desire to learn, need, wanting to help others), however without availability and commitment to be part of the initiative, the involvement is punctual and does not create relationships and sense of community. Thus, it seems to be necessary to give time and care about it, so that trust can be built, and people can feel like they belong to the community.

As for learning, it allows the initiatives to promote transformative change. It can be argued that sharing knowledge and exchanging experiences raises the possibility to provoke some type of change on what people know, ultimately transforming (individually or collectively) what they believe in and how they see the world and themselves (creating TC). The existence and/or creation of spaces for learning appear to be essential when developing this type of initiatives, and in the end, it might be what distinguish initiatives that made a difference from others that were not able to make a change.

Doing things differently and the ambition to promote change and to be transformative is a common feature to all the case studies initiatives (which is aligned with the screening conditions for an initiative to be socially innovative). The innovation and creativity that the actors continue to promote seems to have been essential for the initiatives

development and for their networks functionality. Without it, these initiatives would probably not exist as they are and would not have the opportunity to promote transformation of both their individuals as their collective (community).

It is possible to argue that the transformation towards a trust-based relationship contributes to the functionality of the initiatives community network. The process of earning trust takes time and can be variable, especially if it concerns a group of people that usually presents some misgivings about people they do not know. Thus, it seems that some ways to overcome this include (i) to show up, (ii) to be willing to talk to people, (iii) to treat everyone with the respect and the dignity they deserve, (iv) to allow people to participate in the way they can and with what they can give. However, it could be argued that trust can be either an enabler or a blocker of the network functionality and consequently of the creation of TC. Trust might become a blocker when the community is not capable to create a trusting relationship or when it turns into a blind type of trust, which may ultimately be, unconsciously, disguising a hierarchical governance structure, compromising the functioning of the initiative and the relations involved in it.

The agency capacity to be transformative is highly dependent of the community empowerment, which contributes to the actors involved self-esteem, well-being and life-quality, building confidence and raising awareness about their potential to keep going and overcome their personal and societal barriers.

In relation to the SI success factors, it can be argued that achieving financial autonomy is a notable accomplishment, once it (i) seems to be a struggle faced by most initiatives and (ii) ensures the initiatives continuity. The inability to achieve such independency may indicate that initiative actors were not capable of creating TC to overcome such challenge.

The BIP/ZIP programs can be highlighted for reflection once it could be argued that they promote (i) the initiatives dependency from funding programs and (ii) SI in the city of Lisbon. It seems that the BIP/ZIP not only funds a wide variety of initiatives to address municipal social needs and problems (socially innovative or not) but also has been ensuring, through time, the development of SI initiatives. However, as the other funding programs it has not been able to ensure the initiatives continuity due to limited funding time.

As for the generation of change and creation of impacts, it may not be consensual. The changes people believe the SI initiatives to be provoking in the community may not always correspond to what can be observable. Transformation takes time, especially in the outer systems where there seems to exist limited involvement and commitment. Although the analysed initiatives seem to have been able to change community values and beliefs, they still have a short durability making it difficult to create long lasting impacts. However, they have the potential to do so if capable of continuing to grow and to transform the outer system.

Lastly, the Covid-19 pandemic came to question convictions and beliefs as well as it created opportunities for SI initiatives to innovate and to be transformative. On the one hand, financial autonomy (previously guaranteed) was questioned and new challenges around this issue emerged, leading to the reflection that there is always uncertainty and that a disruptive event may shake even what was thought to be a robust foundation. On the other hand, it

contributed to raise awareness to the essential needs of other (as access to food that is safe to consume), providing an opportunity to test limits and systems resilience, turning uncertainty into strength and SI in a community vehicle to tackle emerging and extreme social needs.

7.4. Answer to the research questions

The key outcome of this PhD investigation is the development of a framework that conceptualises the transformative potential of SI. This attempts to contribute to fill in the gap of the scientific literature about the way individuals and society may create TC through SI, and about the mutual dependency between SI and social transformation. It is believed that this is a contribution (mainly) to the field of SI, being the proposed conceptual framework considered to be original and innovative, combining different concepts and perspectives within one integrative framework.

Considering the aim of this research, respective research questions being addressed and the methodological approach followed (Figure 7.1), it is considered that this investigation and respective PhD thesis provide an adequate and satisfactory answer to them.

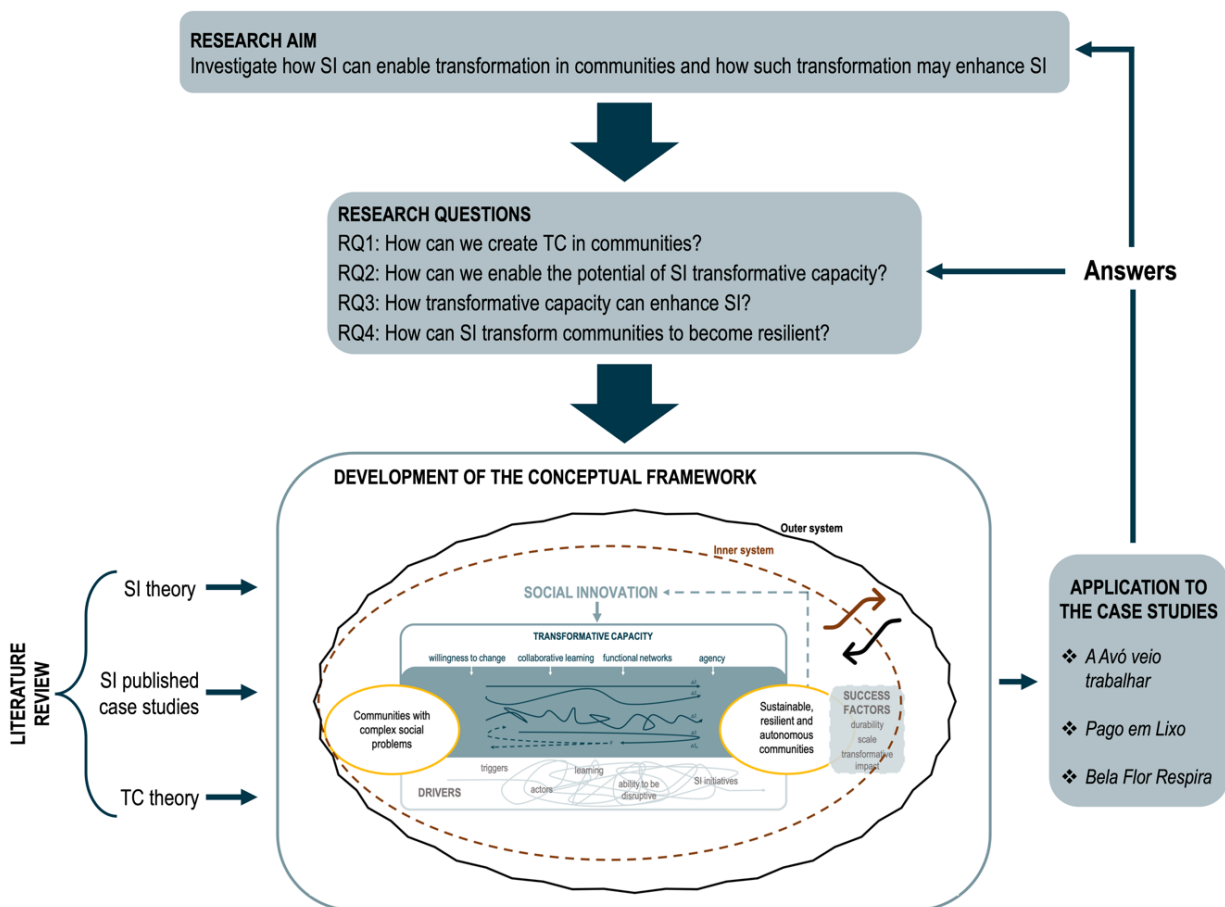


Figure 7.1: Answer to the research aim and questions of this investigation.

Thus, this research has been investigating how SI can enable transformation in communities and how such transformation may enhance SI by following four research questions:

RQ1 - How can we create TC in communities?

As mentioned, communities, using socially innovative forms, can create TC by (i) having (individual and collective) willingness to change, (ii) having or creating spaces for collaborative learning, (iii) having or developing functional networks and (iv) having a transformative agency.

The creation of TC in communities depends on the SI initiatives and respective communities to be able to fulfil the four inter-related enabling conditions for TC. However, these conditions may also function as hampers, so when not complying with them communities are facing the risk of maintaining or even increasing their vulnerability.

RQ 2 - How can we enable the potential of SI transformative capacity?

The potential of SI transformative capacity can be enabled by its context and drivers. The context influences (and is influenced by) the need for and the development of SI, providing the background that leads to the SI emergence and being illustrated by the possible SI inner and outer systems dynamics. This way, a transformative-driven context will most probably enable the potential of SI to create TC.

The drivers play their role in driving SI in different time and space momentums, and include (i) triggers that motivate and/or trigger the SI to be idealised in the first place, (ii) actors that make the socially innovative initiatives to happen and to be implemented, (iii) learning that concerns the generated and shared knowledge spread through the development of the SI initiatives, (iv) ability to be disruptive that implies the existence of individual or collective ambition to change and commitment to transformative scenarios and (v) SI initiatives that may stimulate new ideas and drive others to attempt to tackle still existing social problems and needs in the same community or territory of implementation. This way, the drivers are possible moving features that disclosure and enable the SI potential to create TC.

To be transformative, SI must focus on learning, on creating knowledge, on promoting transformation and empowering the people involved (either individual or collective), while addressing multiple dynamics and dealing with uncertainty and complexity inherent to SI systems.

RQ3 - How transformative capacity can enhance SI?

The transformation, led by SI in communities, will develop a new and transformed context where the present circumstances are modified and where new ones will probably develop, as for example, new ways of doing things, new values to act upon or new networks to be supported on. This seems to leverage the idealisation and implementation of new socially innovative initiatives.

The transformation of systems (as SI communities) may happen through either horizontal or vertical governance processes, that is, when SI is either scaled-out across communities or scaled-up to upper levels. SI can have a spill over effect that reaches, replicates and generates change in other, and wider, systems when being successfully implemented.

To achieve such level of transformation, individual and collective TC has been created, within which awareness towards social needs and problems has been raised. In addition, after transformation SI is expected to be embedded within the community values, leading the actors involved more aware and willing to embrace other SI-driven initiatives.

RQ4 - How can SI transform communities to become resilient?

There is a strong potential for SI to lead systemic change, however it only creates transformation when it is successful and scales-up or out, and when it has durability and transformative impact. Successful socially innovative communities (where SI is implemented and embedded) have the capability to create TC and therefore the ability to overcome disturbances by themselves, being able to adapt and/or create transformation in their systems towards more desirable states.

The transformative desirable outcome is to achieve a sustainable, resilient and autonomous state where communities are able to develop strategies for engaging actors and institutions in community activities, that take action and are able to adapt, readjust and change when facing (social) disturbances, reducing their vulnerability to such disturbances. However, transformation may not always be desirable or even expected, being possible that some SI-driven changes may be undesirable or less positive. This means that it is crucial to consider, in the process of change, the perception and voices of those who are (at first) vulnerable and involved in the community and its initiatives, attempting to avoid such possible adverse outcome.

7.5. Limitations and critics to the investigation

In a demanding context it is important to foster conditions and capacities to recognize the added value as well as the limitations of investigations and respective results. It is considered that the added value of this PhD research has been previously described. Thus, this section explores the critics to the present investigation, recognising its key limitations as:

Thematic dispersion

The interdisciplinary approach that this research attempts to achieve while interconnecting different and complex concepts (SI, TC and communities) represents a risk of thematic dispersion, which is recognised as a first limitation of this PhD investigation. Still, during the development of this research it was tried to deal with the complexity issues while attempting to not lose the investigation focus.

SI in Portugal

The lack of literature available in Portugal on the research themes represents another limitation to this research. This also influenced the development of the survey to attempt to characterise the national SI initiatives in practice, but it is still worth to continue to explore.

Time period

The short time period of this investigation implementation (comparing to the time required for TC to be created and for transformation to happen) did not allow a deeper analysis, limiting the analysis performed. However, it

was also this research intention to see evidence of transformation happening and not just looking at the final result.

Qualitative character

The framework developed for conceptualizing the transformative potential of SI has a qualitative character that was evidenced in the case studies application, not existing a search for quantification or measurement of SI or of its transformative capacity. Although it may be perceived as a limitation to the development of the present investigation, it is aligned with the research aim.

Case studies sample

The application of the conceptual framework to a small sample can be considered a research critic once it limits the generalisability of the findings, however it is considered that enough data was generated to construct this thesis content.

Bias

The bias from the researcher can be subjected to criticism, and although the PhD Program of Engineering and Management has a multidisciplinary program it still represents an engineering school of thought, slightly different from the scope of this investigation.

The participants that contributed to this research (as for example those that answered to the survey, or the promoters and beneficiaries that were interviewed) can also be considered to be biased once the data they provided reflected their perception and understanding.

Covid-19 pandemic

The covid-19 pandemic limited this research in the way that it did not allow to collect some data in-site as well as it limited the observation moments that had to be restricted.

7.6. Future research

Throughout this thesis it was attempted to combine theoretical and scientific with more practical and applicable dimensions. Thus, this investigation findings reveal the need for future research on:

- The mutual dependency between SI and social transformation. Deeper research on the relation between SI and transformation would allow to better understand the components involved in and promoting this mutual dependency;
- The outcome of transformations being desirable or not. The transformation of systems may not always bring a desirable change, so finding whether and when SI may be good or bad could be further explored;
- The success factors as scale, durability and impact (promoted by WISIR and DRIFT and adopted in this research) would benefit from more evidence, understanding and application;
- The application of the proposed conceptual framework to more and varied SI initiatives could also be useful for future research.

- The continuation of studying what and how SI is being done and promoted in Portugal is also worth exploring.

7.7. Final considerations and conclusions

This PhD thesis is concluded during the year of 2021, in a period of time where uncertainty and change happen on a daily basis and became the new normal.

It is concluded that there is a common rationale for SI that can be expressed as the promotion of social inclusion to respond to social needs and societal challenges, while creating changes in the system where the innovation occurs. However, the growing discussion on SI has not led yet to a common understanding of this concept, existing multiple meanings and shapes across the world and leading to a mixed and disperse understanding of the SI concept. This may be encouraging its elusive and pervasive use, risking to undermine the SI potential for change.

There is a growing investigation and concern around SI in Portugal as well as an increasing support and importance of SI real-life application possibilities. However, this is still very recent and unexplored in the national context which could be translated into an opportunity for local government to take advantage of or into a risk if not taken the chance.

The motivation of people to be involved, the awareness of the existing problems and the commitment to act provides the willingness of the actors for change, and therefore a means for transformation to occur. The creation of spaces of collaboration, where knowledge is shared, and people may interact provides the means for innovation to happen. The building of trust and the creation of a functional network may be what it takes for an innovation to be maintained or dropped. Finally, empowerment of the actors and leadership may be the means for an agency to be transformative or not.

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ANNEXES

ANNEX 2A – SI DEFINITIONS

SI DEFINITIONS	
Cloutier (2003)	New responses to pressing social demands, which affect the process of social interactions (Cloutier, 2003).
André and Abreu (2006)	<i>“Uma resposta nova e socialmente reconhecida que visa e gera mudança social, ligando simultaneamente três atributos: (i) satisfação de necessidades humanas não satisfeitas por via do mercado; (ii) promoção da inclusão social; e (iii) capacitação de agentes ou atores sujeitos, potencial ou efetivamente, a processos de exclusão/marginalização social, desencadeando, por essa via, uma mudança, mais ou menos intensa, das relações de poder”</i> (André and Abreu 2006, pg. 124).
Mulgan (2006) Mulgan et al. (2007b)	"Innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly developed and diffused through organisations whose primary purposes are social" (Mulgan 2006, pg. 146). In a simpler way, "new ideas that work to meet pressing unmet needs and improve peoples' lives", in an attempt to solving societies' problems, improving their capacities, and considering that social innovation results are everywhere (Mulgan et al. 2007b, pg. 8).
Nussbaumer and Moulaert (2007)	"Can be macro or micro, structural or local, they are introduced by an entrepreneurial spirit and through solidarity, either to improve the functioning of the organisation or to transform the organisation into a social enterprise, an enterprise with social objectives, an organisation pursuing social objectives or to empower it with a more participatory governance system."
Hämäläinen and Heiskala (2007)	Required in "organisations, policies, rules and regulations as well as in collective norms, values and cognitive frames to complement the more traditional technology and economic innovations, in order to reach systematic synergies, productivity growth, increasing returns and steadily growing incomes" (Hämäläinen and Heiskala (2007) in Hubert et al. (2010, pg. 24).
Phills et al. (2008)	"A novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals", and as the greatest assembly to the comprehension and generation of lasting social change (Phills et al. 2008, pg. 36).
Pol and Ville (2009)	"An innovation is termed a social innovation if the implied new idea has the potential to improve either the quality or the quantity of life" (Pol and Ville 2009, pg. 881).

SI DEFINITIONS

Hubert et al. (2010)	"Innovations that are social in both their ends and their means. New ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations. In other words, are innovations that are not only good for society but also enhance society's to act" (Hubert et al. 2010, pg. 33).
Moulaert et al. (2010)	"Refer to a broad and interdisciplinary field of research concerned with the transformation of existing social relationships of the forging of new ones on order to allow people, especially disadvantaged social groups, to better satisfy their basic needs" (Moulaert et al. 2010, pg. 10).
Murray et al. (2010)	"Is distinctive both in its outcomes and in its relationships, in the new forms of cooperation and collaboration that it brings. As a result, the processes, metrics, models and methods used in innovation in the commercial or technological fields, for example, are not always directly transferable to the social economy" (Murray et al. 2010, pg. 6).
OECD (2011)	"Implies changes in concept, process or product, in organisation and in financing, and can deal with new stakeholder and territorial relationships" (OECD 2011, pg. 20).
The Young Foundation (2012)	"New solutions (products, services, models, markets, processes etc.) that simultaneously meet a social need (more effectively than existing solutions) and lead to new or improved capabilities and relationships and better use of assets and resources. In other words, social innovations are both good for society and enhance society's capacity to act" (The Young Foundation 2012, pg. 18).
Souza & Silva Filho (2014)	<i>"Um processo iniciado por atores no sentido de responder a uma aspiração social, atender a uma necessidade, oferecer uma solução ou beneficiar-se de uma oportunidade para mudar as relações sociais, transformando um cenário ou propondo novas orientações culturais para a melhoria da qualidade e das condições de vida da comunidade"</i> (Souza & Silva Filho 2014, pg. 4).
Westley et al. (2017)	"New program, policy, procedure, product, process and/or design that seeks to address a social problem and to ultimately shift resource and authority flows, social routines and cultural values of the social system that created the problem in first place" (Westley et al. 2017, pg. 4).
Haxeltine et al. (2017b)	"A change in social relations, involving new ways of doing, organising, framing and/or knowing which challenges alter and/or replace dominant institutions/structures in a specific social context" (Haxeltine et al. 2017b, pg. 14).

ANNEX 2B – SOME SI EXAMPLES ILLUSTRATED IN THE LITERATURE

Example of SI - Brazilians “against” HIV/AIDS

“In 1997, the World Bank reported that an estimated thirty million people had contracted HIV/AIDS and 90 percent of them were in developing countries. Statistics from the UN show this number had climbed to forty million by 2004 and is predicted to climb by another twenty million in the next two decades. Among those countries hardest hit is South Africa, which has the highest number of infected people of any country.

By any number of measures, Brazil should be at the top of the list with South Africa. In 1990, Brazil had almost twice as many cases of HIV/AIDS as South Africa, and a World Bank study predicted that Brazil would have off-the-chart infection rates for HIV/AIDS by the turn of the millennium. The World Bank researchers told Brazil to focus on prevention – and in effect to be prepared to lose all those infected before the epidemic was under control.

At the start of the new millennium, as predicted, one in four people in South Africa were infected with HIV. However, in Brazil, a miracle occurred: the country’s infection rate had dropped to 0.6 percent (1 in 160). Today, Brazil is touted as a model for developing countries fighting HIV/AIDS. How did this miracle happen?

If you look for a charismatic leader who inspired the people, you quickly realize there wasn’t one. Instead, Brazilians at all levels, from government bureaucrats to local community leaders, joined forces in the service of a key guiding principle: no person no matter how poor, insignificant or illiterate, could be written off as beyond cure. Liberation theology, a version of Catholicism that infuses Brazilian culture, proclaims the importance of empowering the poor and creating liberty for all. Health care workers looked for ways to ensure treatment would be available to all citizens regardless of their ability to pay and found resources that were hidden from external observers and HIV/AIDS experts. Volunteers from churches and other non-health charities worked alongside the clinical experts, and become invaluable in both helping people follow complicated drug regimens and learning ways to prevent infection. At the government level, a clause in an international trade agreement was used to wage a successful legal battle for the right to make generic drugs in cases of national emergency, which reduced the price of HIV/AIDS drugs.

To spread the prevention message, Brazilians decided to use humour rather than fear. Clowns wearing costumes made of condoms handed out condom lollipops to drive home the safe-sex message in a fun and memorable way. One playful billboard depicted three beautiful women sitting around a condom-shape table. The though bubbles above their heads also said “Si.” The message was that women will say yes, yes to men who use condoms! These campaigns were in stark contrast to those in most other countries, which stressed “Use condoms or you could die.” Clearly Brazilians did not want anyone to die of AIDS. But they reasoned that youth, who were the most susceptible to contracting HIV, often feel invulnerable and rarely are thinking about death, especially when they are contemplating sex.”

(Westley et al. 2006)

Example of SI - Linda Lundström reversing racism

“She knew intuitively that she needed to start somewhere. Lundstrom decided to reverse racism the only way she could: by starting a new line of clothing.

Lundstrom called John Kim Bell not only to offer a donation to his Native Arts Foundation (now the National Aboriginal Achievement Foundation), but to share her inspiration. They decided to have an ongoing art competition sponsored by Lundstrom. The winning artist’s work would be used to embellish a line of coats fashioned after the traditional Inuit parka. Each coat sold with a Native motif would carry a card printed with the name of the artist along with his or her story about the meaning of the design.

Lundstrom also travelled back to Red Lake to meet the First Nations people in her hometown. She admired the beautiful beadwork of the women and asked if they would like to make beaded jewelry to complement her clothing lines. The women who met regularly to create beadwork for Lundstrom began to call themselves the Niichiikwewak (the beadworkers). Although Lundstrom’s goal was to provide them with an opportunity to earn income and establish a business, she was surprised at the significance of the social aspects of the Niichiikwewak beaders. The women in the beading business became a support group for each other, become more confident and developed a stronger collective voice.

As her own fashion business grew and thrived, Lundstrom found that people were interested in what she had to say. She was invited to give more speeches to community and business groups. She used these opportunities to share her story of growing up in Red Lake and of her sense of calling to address racism and segregation. The more open and honest she was in her talks, the more she was invited to speak. Even when she was speaking to bankers on her latest business approach, she managed to find a way to raise the issue of racism in Canada.

With the honoraria for her speeches, she established the Kiishik Fund, a foundation whose aim is to educate children about First Nations heritage by bringing them into classrooms to share their language, art and traditions. The foundation also sends First Nations students into the bush with the elders and teachers to learn the ways of their ancestors.

Lundstrom is neither a reader nor an intellectual, but she is a graduate of the school of life. Despite the fact that the accolades for her community work continue to pile up, including two honorary doctorates and many local and national awards for her contributions to building community, she would be the first to acknowledge that twenty years of activism have made the smallest dent in the problem of racism.

The First Nations craftswomen worked with her; the leaders supported her ideas; the ideas flowed. This is how social transformation happens.”

(Westley et al. 2006)

Example of SI - Rusty Pritchard and his wife, Joanna, being part of a community

“When Rusty Pritchard and his wife, Joanna, had their first child, they made an unusual decision. Instead of fleeing to the suburbs of Atlanta, Georgia, where the streets are safe and the lawns are green, they bought a house in a slum in the inner city, renowned for its crack houses and prostitutes.

(...) The Pritchards saw this process of transformations as one of great complexity, but one where even a small group of individuals working together could tip the dynamics of the system. They believed, for example that if a certain percentage of middle-class people moved to a neighbourhood, the violence and drug use in that neighbourhood would abate. This wouldn't be gradual. If X percentage bought houses and moved in, nothing would happen; if X + 1 percent of the houses were owned by the middle class, there would be a sudden shift. Rusty and his wife were willing to be a drop in the bucket because they believed that when that bucket was full enough, it would tip, and the neighbourhood would be better not only for them but for many.

Rusty recalls: “There were families that moved there before us, or to nearby neighbourhoods. Four families in one place, three in another, two in another, a few more sprinkled around nearby. We were part of the second wave. Now there are eleven households – not all are families, some are single people who live together – in four neighbourhoods all in the southern part of Atlanta who meet together in a more organized way as a ‘church’ in a senior citizens’ centre, who think very strategically about rebuilding community. There were, of course, a latent disconnected body of long-term residents, homeowners, who weathered the bad years, persisting but staying behind burglar bars, who begin to re-emerge and provide the baseline fuel load for re-ignition of strong community”. Rusty, Joanna and the other like-minded souls wanted to be the additional fuel and (importantly) the intentional spark to re-ignite the good social capital.

(...) In communities where fewer than 5 percent were professionals, the number of teenage pregnancies and high school dropouts was high. But if the proportion of professionals passed the 5 percent threshold, the number of teen pregnancies and high school dropouts was dramatically lower. (...) The 5 percent level was a “phase of transition threshold”: a point at which a system transformation seems to occur. Adding more role models above the 5 percent level had very little impact on the results. But even a slight drop below the 5 percent level was enough to double the incident of dropouts and teen pregnancies. This is what is referred to as the “tipping point”.

(...) What Rusty and Joanna did required a leap of faith. This was, after all, not a research experiment, it was their lives. They believed engagement to be keys – if this kind of sea change was to occur it would be through the ripple effects of changing neighbourhood interactions. After they moved in, Rusty looked around for a way to get involved. He noticed the kids in the neighbourhood had bicycles, but many were broken. He opened a bicycle repair clinic on Saturday morning in his own driveway. Soon the kids were flocking to learn about bicycle repair. And this began to show results.

Some of the bike-repair club are now in high school and training as junior counsellors for a summer day camp Rusty's group started that reaches out to other neighbourhood children. Rusty says, “These young men and

Example of SI - Rusty Pritchard and his wife, Joanna, being part of a community

women are real leaders in caring for others! The bike-repair group became a miracle of sharing, as spare parts, tires, tubes and tube patches are accumulated and left behind for others.”

This is a story in progress, a transformation underway. But that is one of the important things about social innovation; it is not a fixed address. By the time we arrive the destination has changed. So it takes perseverance as well as patience. (...) by doing their bit, they will be part of a transformation. He and his wife followed their conscience, but they were thinking like a movement. “What convinced us to give a try?” Rusty says. “Quite simply...we couldn’t do anything else. We’d been involved in social justice ministries in ‘client/provider’ relationships and found it very unsatisfying. We wanted to be part of a community and learn from people who were trying to live out the gospel of Christ with their whole lives, even if it didn’t make a difference on the ground. Nobody in our group thinks we’ve arrived at answers, just that we’ve joined a community that keeps us asking the right questions.”

(Westley et al. 2006)

Example of SI - Four ministers fighting against youth violence

“Between 1990 and 1997, the number of youth homicides in the city of Boston fell from a high of ninety-seven to an all-time low of fifteen, a drop of some 60 percent.

In 1987, the Reverend Jeff Brown became the pastor of the Union Baptist Church, in Cambridge, Massachusetts. He got the nice house in the suburbs and the car, but his dream was far from realized. His congregation was in Boston’s inner city, where youth homicide and violence were at their peak, and crack cocaine and gang warfare were everyday realities. Brown was appalled by this, and his first response was to improve the eloquence of his sermons.

Brown, like others who lived or worked in the community, was deeply frustrated with the Boston police, who denied the existence of drug and gang problems. By 1990, parents in Brown’s parish, and other inner-city neighbourhoods, would not let their children play outside. Things kept getting worse. The streets were owned by gangs, drugs and guns. And still the police did not appear to be responding.

The force predominantly comprised white Irish Catholic men, and the distrust between the black community and the police was significant. The distrust was heightened by the police department’s “stop and search” or “stop and frisk” policy, introduced in May 1989 in an attempt to slow the escalation of violence. The community felt that the policy was implemented discriminately; if you were black you were always suspect. But the police themselves felt helpless in the face of the ever-increasing violence. No probation officers dared to roam the streets to see whether or not their charges were respecting their parole conditions, so gang youths were left to their own devices.

Brown’s sermons were clearly not working, but he wasn’t certain what to try instead. His own circumstances were getting to him. The “trigger”, he recalls, “was the woman who argued we needed to write off this generation

Example of SI - Four ministers fighting against youth violence

and focus on the next one. And I realized that by ignoring this generation we are dooming the next one. The next generation will have children from the generation we are willing to sacrifice. Who will take care of the next generation?"

Shortly after that lecture, a boy Brown knew well was murdered because another kid wanted his jacket. At the moment Brown reached his own personal tipping point. It was time to stop hesitating and time to stop sermonizing. It was time to act.

The conviction seemed to reach out and grab him, and it didn't feel like a choice. (...) he knew the youths wouldn't come into him. He had to go out to them. It was a terrifying idea.

As he was gathering courage, another attack pushed him into the fray. A funeral was held in the Morning Star Baptist Church for a young gang member gunned down in a drive-by shooting. As one of his friends, Jerome Brunson, entered the church to pay his respects, rival gang members followed Brunson inside, and beat him and stabbed him several times at the altar in front of scared and stunned mourners. This became known as the Morning Star incident. The religious community was encouraged, and suddenly Brown found he wasn't alone.

The religious leaders of the various congregations of different faiths in the Boston area called a press conference and denounced the Morning Star incident, gang violence and youth homicide. Then they called for all religious groups to meet and find a way to deal with the problem of violence. About three hundred clergy responded and, among these, Brown found companions. A group of clergy including Brown, Ray Hammond, Eugene Rivers and about nine others formed a "street committee." Their goal was to be on the street and connect with gang members – to meet the violence face to face.

They decided that every Friday, from midnight to 4 a.m., the members of the street committee would go out in the neighbourhood and just walk around. Brown described this intrusion on gang territory as a collision of two worlds: the world of the people who had abandoned the streets for their safe world in the suburbs, and the world of the youth who lived and died on them.

The initial street walks were frightened excursions into a world of darkness and potential violence, a world Brown and the other ministers had studiously avoided in the past. The first few times nothing happened except long hours of being scared. The kids did not approach the group of ministers; they just watched. Then, about six weeks into the effort, the committee started seeing subtle changes. Brown is not sure what triggered the softening. "Perhaps we passed some test," he says. "Perhaps the gang members realized that we did not want anything from them, we just wanted to learn about them."

The gangs watched the ministers; the ministers watched the gangs. And slowly their perceptions began to shift. Brown and the others saw the network of connections within the gangs. Each gang was like family; they stuck together and protected each other like family. The individual members of the street committee started to reassess some of their biases concerning the gang members. All of the gang members came from poor families or drug-addicted parents. Perhaps the gang was the new-found family. Gradually, as the ministers' perceptions

Example of SI - Four ministers fighting against youth violence

shifted, they began to see the gang members as kids creating and defending their own families. Not so different, come to think of it, from the ministers themselves.

Then one night, as they walked on the street, one of the kids took Ray Hammond to one side. As the committee members stood there, not listening but trying to ensure nothing happened to Hammond, this kid told him that with the things he had been doing, he seemed to have lost his soul. He asked Hammond if he could help him find it again. This was a pivotal moment.

The ministers walked every Friday night with the gang kids. During the weekends the ministers discussed their feelings among themselves. The process became nearly obsessive; they found themselves calling each other at all hours to hash over the events of the previous day, to make sense of what they were seeing. They reached out to include other groups in the community, like the police, lawyers, the juvenile court system. They explored and found commonalities. Ultimately, they began to see a way through: they called it the TenPoint Coalition.

"We changed ... I changed..." Brown's words reflect a pattern that seems to characterize social innovation, revealing the paradox that wanting to change others means accepting a profound change in oneself. There is a sense of co-evolution, of being "of the system" and never truly outside it. Self-reflection and self-revelation are necessary. For Brown this meant that he had to recognize his kinship to the gang members if he expected them to be open to a relationship with him. He could influence others but not control them. He needed to be part of the process, be a full participant in the changes. He learned to be part of the process, be a full participant in the changes. He learned that he had to resist the seduction of believing he was in control of the interactions, of the changes both in himself and in others."

(Westley et al. 2006)

ANNEX 2C – OVERVIEW OF THE SI PUBLISHED CASE STUDIES

SI published case study #1 – Association Ciclonauti

Table 2C.1: Overview of the SI published case study #1 – Association Ciclonauti. Source: Filka (2016).

ASSOCIATION CICLONAUTI (Filka 2016)	
DESCRIPTION	<p><i>Community bike repair to promote sustainable mobility through the promotion of cycling culture in an urban context.</i></p> <p><i>The initiative has its origin in Rome, at a local level, and several other places now exist that are replicating Ciclonauti operative framework. Some offspring were directly founded by Ciclonauti members who left and opened a sister organization in a different neighbourhood, showing that their model is effective and yielding substantial results.</i></p>
AIMS AND OBJECTIVES	<p><i>Association Ciclonauti is a community bike repair shop working to promote sustainable mobility through the promotion of a cycling culture in an urban context.</i></p>
MOTIVATIONS AND/OR TRIGGERS	<p><i>This initiative is particularly relevant in Rome, which suffers from a series of mobility issues: heavy traffic and congestion from high individual car and scooter use, a weak and underserved public transportation system, and a lack of cycling infrastructure such as bike lanes, paths, and traffic lights.</i></p> <p><i>It is a spin-off of the Critical Mass movement, initiated by bicycle activists gathering once a month to reclaim “the right to be the traffic”. Over time groups realized they needed physical spaces for meetings, bicycle maintenance and creating sustainable mobility actions. Having its roots in squatted social centres for bicycle repair and activism, over time Ciclonauti obtained a rented space from the Municipality of Rome.</i></p>
ACTIVITIES	<p><i>Ciclonauti emerged after the eviction of a squatted social centre with a bicycle repair workshop, which divided into two groups. One remained loyal to the radical political scene having a strong critique of public authorities and founded a bicycle workshop in a different squatted location. The other one, Ciclonauti, decided to opt for some level of dialogue with public institutions and to adopt a legal statute as an association. It rents a space from the Municipality of Roma and actively collaborates with the public body responsible for the collection of bulky objects (such as abandoned bicycles) on the streets.</i></p> <p><i>Apart from the bicycle reparation and maintenance services for free, they also organize social events, courses for schools and produce T-shirts and various promotional materials.</i></p>
ACTORS' NETWORKS	<p><i>The Association has a formal structure, consisting of a board of directors with a president, treasurer, secretary, as well as around 500 associates or regular users, by 2016.</i></p> <p><i>When it comes to group cohesion and decision-making, there is an element of reliance on key members to help attract people and be inclusive towards a diverse membership. Yet the decision-making process and the negotiation of any proposals is carried out in a democratic manner with each of the volunteers having an equal say. Meetings are open to any member and all those who are present have the right to voice their objection to or support for a particular issue.</i></p>

ASSOCIATION CICLONAUTI (Filka 2016)

SI RELATION	<p><i>Sustainability - The promotion of cycling as a means of transport is seen as part of creating more environmentally aware and ecologically sustainable lifestyles.</i></p> <p><i>Inclusivity - This is done by providing a bicycle for anyone who needs one (especially those who for social, economic or other reasons may not otherwise be able to have a bike); and through the creation of an open-access place where people with an interest in cycling can meet, regardless of their background or political leanings. Inclusivity is achieved through the alternative organizational form and socio-economic exchanges that lie outside standard profit driven business undertakings.</i></p> <p><i>A sense of community - Creating the supportive environment for a community of people with an interest in cycling has been one of the means to achieve this goal. Building social capital by word-of-mouth and informal recruiting has been one important way that the CO has gained more members. The social interaction and conviviality that exists within the CO has proven crucial to their success. The CO organizes and hosts many social events, like fundraising parties and dinners. According to some of the members, bicycles are particularly effective in stimulating social interaction, reconnecting people and building a sense of community.</i></p>
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SI published case study #2 – BIEN

Table 2C.2: Overview of the SI published case study #2 – BIEN. Source: Backhaus and Pel (2017).

BIEN (Backhaus and Pel 2017)	
DESCRIPTION	<p><i>Connects people committed to basic income and fosters informed discussion.</i></p> <p><i>The initiative started in 1986, being part of a wider network – Basic Income and being a local to translocal initiative.</i></p>
AIMS AND OBJECTIVES	<p><i>To serve as a link between all individuals and groups interested in basic income (i.e. a periodic cash payment unconditionally delivered to all on an individual basis, without means test or work requirement) and to foster informed discussion on this topic throughout the world.</i></p> <p><i>Mission: to offer education to the wider public about alternative arguments about, proposals for, and problems concerning, basic income as idea, institution, and public policy practice.</i></p>
MOTIVATIONS AND/OR TRIGGERS	<p><i>To remain neutral among competing arguments for and against basic income and the relation of basic income with other ideas and policies.</i></p> <p><i>Philippe Van Parijs, without whom BIEN probably neither would have never come to life nor would not have stayed alive throughout the decades, had his epiphany in December 1982 while he was doing the dishes or some other household chore in the kitchen. He realised then that an unconditional basic income (a term he did not know at the time) could solve two major problems of the time: (i) unemployment and (ii) how can you imagine a desirable future for our capitalist societies with the Soviet societies we saw at the time would not be desirable futures for our societies.</i></p>

BIEN (Backhaus and Pel 2017)

ACTIVITIES	<p><i>From 1986 on, in addition to smaller events, BIEN has been organising one major international congress every second year, in an increasingly structured and professional way. In each case, a major academic or international organisation has accepted to host it, and financial support has been forthcoming from many sources, both public and private, both national and international. BIEN's first two congresses were small enough to lend themselves to the publication of proceedings, but subsequent congresses had far too many contributions for them to fit into a volume of proceedings. Many of the papers presented were independently published and several found their ways into three books largely inspired by BIEN's congresses.</i></p> <p><i>Since 1988 BIEN published a Newsletter three times per year since 1988 (33 issues, some in collaboration with the London-based Citizen's Income Study Center). Publication of the Newsletter has been discontinued, but instead since January 2000 BIEN has started publishing a regular NewsFlash. BIEN's NewsFlash appears every second month and is dispatched electronically to over 1500 subscribers. Since 1996 BIEN maintains a very substantial website. All issues of the newsletter and the newsflash can be downloaded from BIEN's website. Finally, BIEN keeps an archive in Louvain-la-Neuve (Belgium) which includes, among other items, a great number of books and reports on BI. The titles currently stored in the archive are listed here (updated November 2010).</i></p>
ACTORS' NETWORKS	<p><i>BIEN's network includes: the visionaires (Paul-Marie Boulanger, Philippe Defeyt and Philippe Van Parijs), Executive Committee, volunteers, members, non-members, International Advisory Board, General Assembly.</i></p> <p><i>BIEN's Executive Committee is elected by the General Assembly. It usually meets once a month via the internet. Within the limits set by the decisions of the General Assembly and BIEN's constitution as a charitable organization, it takes any action it judges useful to the pursuit of BIEN's purposes.</i></p>
SI RELATION	<p><i>The social innovation that the BIEN network promotes has remained unchanged, but the particular financial model and amount are subject to heated debate. While some local networks are defining the amount of Basic Income they favour, others keep this open. In general, more academically oriented networks appear to work with less stringent definitions of Basic Income while more politically oriented initiatives are more likely to pursue particular implementation strategies based on specific definitions and models of financing. BIEN as a platform remains neutral.</i></p>

SI published case study #3 – Eindhoven Living Lab

Table 2C.3: Overview of the SI published case study #3 – Eindhoven Living Lab. Source: Ruijsink and Smith (2016).

EINDHOVEN LIVING LAB (Ruijsink and Smith 2016)

DESCRIPTION	<p><i>Collection of initiatives and approach to facilitate learning and collaboration in the development of the city of Eindhoven.</i></p> <p><i>The initiative started in 2010 and became part of a bigger network (The living lab approach was anchored in formal policy (coalition agreement) in 2014 and at the 5th of September 2014, Eindhoven was formally accepted as a member of the European Network of Living Labs.).</i></p>
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EINDHOVEN LIVING LAB (Ruijsink and Smith 2016)

AIMS AND OBJECTIVES	<p><i>The living lab initiatives in Eindhoven are a direct response to the new challenges and new opportunities that are being experienced in the context. The type of challenges it relates to include health, aging society, security and safety, sustainability, climate change, migration, etc.</i></p> <p><i>The living lab in Eindhoven is an example of a city wide and city-based approach: it is not a laboratory project, but takes place in the real and actual city and that respond to actual challenges in the city.</i></p>
MOTIVATIONS AND/OR TRIGGERS	<p><i>The Eindhoven living lab is strongly connected to narratives and discourse around doing things together as is expressed by many words that are used in documentation and conversation concerning the living lab starting with 'co': co-creation, co-design, co-development, collaborate, co-operate etc. But is also about experimentation and words like laboratory, testing and prototyping (in the context of design) are commonly used. Living labs are also part of a trend and discourse focusing on ICT and the use of data and often associated with smart cities, internet of things and open-source developments.</i></p>
ACTIVITIES	<p><i>Key words that characterize the initiatives are experimentation, learning, cooperation and partnerships and in many cases using smart technologies.</i></p>
ACTORS' NETWORKS	<p><i>All initiatives that are together identified as the Eindhoven Living Lab are initiatives in which a variety of Stakeholders are engaged. Both technical staff (civil servants: policy makers, project managers) and the political administration of the city are strong supporters of experimental activities in Eindhoven. But the municipality never acts alone and draws on the innovative power of the city that is present in its citizens, knowledge, research and education institutions and small, medium and large scale private sector actors.</i></p> <p><i>The first Living Lab initiative in Eindhoven (in 'Doornakkers') was a joint initiative of the municipality of Eindhoven, the provincial government 'Noord Brabant' and Brainport Health Innovation. Brainport is a very important partner in the living lab.</i></p> <p><i>Eindhoven is well connected to strategic actors in the field of data and technology and active in networks and well connected to them.</i></p>
SI RELATION	<p><i>The living lab is a place for experimentation and doing things in an experimental manner, where things can go wrong, is one of its main characteristics.</i></p> <p><i>The lab aims to link citizens, the public and the private sector and research and education institutions and that is new way of organizing with the purpose of bringing about new knowledge, but also, with the purpose of addressing pressing issues in society. The living labs is also a label that in itself is part of process of new framing. It uses the idea of experimentation that used to be done in a laboratory, but no applies to this to a real-life setting. A deeper understanding of the new ways of doing, knowing, and framing is mainly expressed in the chapter on the social context and particularly in the section on values and characteristics.</i></p> <p><i>The focus on cooperation, connection and technology is complemented with a dimension of developing new ideas and of being solution driven. The words design, creativity, innovation, but also experiment are used on the city website news items, in the coalition agreement and in the Brainport policy to characterize the processes that take place in the city of Eindhoven, including the living lab.</i></p>

Table 2C.4: Overview of the SI published case study #4 – FIARE. Source: Dumitru et al. (2015).

FIARE (Dumitru et al. 2015)	
DESCRIPTION	<p><i>Social investment for financial products, services and projects related to social cooperation, international cooperation, environmental protection and sustainability, as well as cultural activities and civil society building activities.</i></p> <p><i>The initiative started in 2003, having a local to transnational scope.</i></p>
AIMS AND OBJECTIVES	<p><i>The initiative claims “the right to credit”, in opposition to the structural discrimination that inhibits the development capability of certain sectors of population. FIARE aims to (i) finance economic activities targeting a positive and transformative social impact and to provide responsible instruments for saving and investment in order to achieve societal transformation and social inclusion through the credit and (ii) manage savings raised from private citizens and public and private organizations and invests them in initiatives pursuing both social and economic objectives, operating in full respect of human dignity and the environment.</i></p>
MOTIVATIONS AND/OR TRIGGERS	<p><i>FIARE was founded in 2003 by 52 non-governmental organizations engaged in development cooperation, social inclusiveness and joined by religious institutions. The intention of all these organizations was to create a real ethical alternative for the financial sector and put banks to the service of citizenship. Pioneers were social activists, volunteers and representatives of social-based initiatives (NGO’s) who shared a cultural niche and were people highly committed. These persons shared a common preoccupation for the use that traditional banks do with people’s savings. Joining FIARE they asked for control and decision-making capacity regarding their money.</i></p>
ACTIVITIES	<p><i>Social investment - Financial products and services.</i></p> <p><i>Projects funded by the initiative are mostly related to social cooperation, international cooperation, environmental protection and sustainability, as well as cultural activities and civil society building activities.</i></p>
ACTORS’ NETWORKS	<p><i>The initiative network includes: founders – 52 no-governmental organizations representative of the Third Sector in the Basque Country; owned (currently) – 4000 individuals and entities which represent the entire social and solidarity economy sector in Spain; other members.</i></p> <p><i>Almost 80% of FIARE members are linked to social movements or associations.</i></p>
SI RELATION	<p><i>FIARE is considered “an innovation in the financial system, considering its origin, principles, practices and instruments that Fiare proposes”. The following innovative aspects have been pointed out by interviewees:</i></p> <ul style="list-style-type: none"> • <i>FIARE is a social innovation in the Spanish context because the project has not precedents in Spain: “There were no ethical credit cooperatives in Spain, so we did something new”;</i> • <i>FIARE means also “a new way of performing economic and banking activities”. Compared to mainstream banks, ethical banks are oriented towards creating and sustaining social value by limiting their product markets and providing transparent services to a selected customer base. Besides, ethical banks claim to correct “some distortions in the market”, through inclusive strategies;</i>

FIARE (Dumitru et al. 2015)

- *Innovative collective response to new social needs, able to provide “answers to new needs, developing new activities and financial tools, as microfinance, crowdfunding and proximity loans, in order to guarantee the right to credit in certain circumstances”. Concretely, ethical finances are presented by speakers as an innovative solution to the problem of the exclusion of the poorer segments of society from the financial system and access to credit;*
- *The initiative strongly emphasizes that ethical banks promote new ways of relating - within the economic system-. Social engagement leads to more democratic economic and societal systems. FIARE’s decentralized structure facilitates autonomy and encourages the participation of all its members introducing innovative rules and procedures in decision- making processes;*
- *Innovation in banking activity and social impact assessment: FIARE’s loan activity involves the evaluation of social, environmental and economic impact of loans in the community;*
- *Innovation in the system of guarantees: FIARE supports the development of alternative guarantee systems (not based on owned property) to facilitate the placement of assets in social projects (alternative to mortgages, personal and bank guarantees).*

SI published case study #5 – Foodsharing

Table 2C.5: Overview of the SI published case study #6 – Foodsharing. Source: TESS (2016).

FOODSHARING (TESS 2016)

DESCRIPTION	<i>Network of individuals and retail shops working to reduce food waste. It operates in Germany, Austria and Switzerland, at a national scale each, and was replicated to Switzerland and Austria and it is likely to be replicated to other countries.</i>
AIMS AND OBJECTIVES	<i>The projects' goal is to fight everyday food waste and to raise awareness about this problem in society.</i>
MOTIVATIONS AND/OR TRIGGERS	<i>It originally started with a group of active citizens doing “dumpster diving” who intended to legalize the act of saving food which had been thrown away by supermarkets.</i>
ACTIVITIES	<i>Through the online platforms, members can offer (edible) food that would otherwise be wasted. Unwanted food can also be brought to openly accessible shelves or refrigerators called “fairteiler”. These are openly accessible shelves or refrigerators.</i>

FOODSHARING (TESS 2016)

ACTORS' NETWORKS	<p><i>It is organized through online platforms, where members can offer (edible) food that would otherwise be wasted.</i></p> <p><i>The online food-sharing platform is also available to retailers, such as bakeries and supermarkets that are willing to donate the (edible) food they would otherwise throw away.</i></p> <p><i>Foodsharing grew quickly, through the help of tools and changed its organizational structure over time. An important step in its history has been the establishment of a legal arrangement for engaging different stakeholders such as supermarkets and shops. Lawyers have been especially useful there in ensuring the reliability of the waste-food donations by supermarkets.</i></p> <p><i>The support of third parties has also been central in the evolution of the initiative. Cooperation with the media and various institutions and companies providing electricity for their free fridges, which can be filled-in and emptied by anyone, has been crucial.</i></p>
SI RELATION	<p><i>Foodsharing is a case of social innovation once they created new social practices, new social relations and new services.</i></p> <p><i>Most of their members do not call for a radical transformation of the society, but for a change within the boundaries of the current system. They try to raise awareness on a smaller scale and believe to have influenced society to some extent through the promotion of certain behavioural changes.</i></p>

SI published case study #6 – Health & Family Association

Table 2C.6: Overview of the SI published case study #6 – Health & Family Association. Source: Weaver et al. (2016).

HEALTH & FAMILY ASSOCIATION (Weaver et al. 2016)

DESCRIPTION	<p><i>Reciprocity-based work trading system in which hours are the currency - a person with one skill set can bank and trade hours of work for equal hours of work in another skill set instead of paying or being paid for services.</i></p> <p><i>The initiative started in 1998, being the copy of an existing similar movement in Italy and being a local to transnational initiative.</i></p>
AIMS AND OBJECTIVES	<p><i>To promote equal opportunities, and secondly, to foster the values of mutual and community aid through the exchange of time between people. According to the initiative, these priorities are based on the empowerment of the neighbourhood, the acceptance of and receptivity to social and cultural diversity, the possibility of adaptation and transfer in gender equality and social inclusion.</i></p> <p><i>The value of these activities is always the same: the time of the exchange, regardless of the service exchanged. Each member of the Time Bank offers to carry out activities or services that they enjoy in exchange for others that they would like or need. Altruism, commitment and personal responsibility as well as equality are some of the aims and values mentioned by practitioners and volunteers interviewed. Regarding the aims of Time Banks, enhancing reciprocity and solidarity, boosting personal empowerment, developing social learning tools and community building are the most common aims mentioned by practitioners.</i></p>

HEALTH & FAMILY ASSOCIATION (Weaver et al. 2016)

MOTIVATIONS AND/OR TRIGGERS	<p><i>Its mission is to assist people in accordance with the principle of impartiality, namely, regardless of their origin, ethnicity, gender, nationality, social status or religion”.</i></p> <p><i>Develop programs and services oriented to ensure the equity of access to public goods such as health, education, housing and justice for families and people who are vulnerable or at risk of social exclusion.</i></p>
ACTIVITIES	<p><i>Develop programs and services oriented to ensure the equity of access to public goods such as health, education, housing and justice for families and people who are vulnerable or at risk of social exclusion. Promote the creation of a networks of Time Banks in Catalonia for exchanging free services among people who live or work in the same neighbourhood, town or city. Provide information and support to associations and institutions for the implementation and sustainability of Time Banks. Specific training for persons responsible for the management of banks Time (coordinators, secretaries). Supervise and assist in timebanking development and evaluate the results, outputs and necessities of the network in an annual report. Programs currently driven by the initiative, supported by public funds.</i></p>
ACTORS' NETWORKS	<p><i>The initiative network includes: Méndez – CEO; European Union – funding institution; members/users/citizens/individuals; members/volunteers; members/coordination management responsibilities; other institutions/entities.</i></p> <p><i>Time Banks are initiatives that aim to foster cooperation and solidarity services among people on a community-wide level, with the purpose of improving their standard of living. Although each local initiative has its own idiosyncrasy, many of them share a common structure; all secretaries have common operating standards that partners actively subscribe. The initiatives enrolled to the “Catalonian Network of Time Banks” have been assisted by Health and Family. They were the pioneers and they have public support (funds from Barcelona municipality) to coordinate the network and to organize social/cultural activities within the time-banks users (cine-forum, visits to expositions, journeys...). These secretaries are usually formed by volunteers, members of the initiative with skills and natural leadership, but in occasions, time-banks are coordinated by a public servant who provides of continuity and stability to the project “the secret is the abilities and skills of the secretary.</i></p>
SI RELATION	<p><i>The general idea of “Time-Bank”, which implies a conception of work beyond the monetary value and provides a reflection about time, is understood by the pioneers as a social innovation. The director of Health and Family explained the idea of social innovation from the following perspective:</i></p> <p><i>“Time banks are, undoubtedly, innovative tools of social policies. They are rooted in the territory. They are close to the people and allow the emergence of a more flexible concept of necessity (...) Time banks revalue the time for relationship, for caring, permit an in-depth experience of time, of time recovered. Time banks promote that “time for doing” and “time for being” occurs simultaneously. When skills, knowledge or care are being exchanged, the most pragmatically part is inseparable from the expressive or relational dimension of exchanging”.</i></p>

SI published case study #7 – Indische Buurt Participatory Budgeting

Table 2C.7: Overview of the SI published case study #7 – Indische Buurt Participatory Budgeting. Source: Wittmayer and Rach (2016).

INDISCHE BUURT PARTICIPATORY BUDGETING (Wittmayer and Rach 2016)	
DESCRIPTION	<p><i>Neighbourhood budget instrument in the initiative is happening in Indische Buurt, which is a neighbourhood in the Amsterdam district.</i></p> <p><i>In 2011, budget monitoring in the Indische Buurt was introduced by the Institute of Socioeconomic Studies (INESC), a Brazilian NGO aiming to deepen democracy and promoting human rights, via a reversed development programme of Oxfam Novib, called E-Motive (CBB and INESC 2012). In Brazil, budget monitoring is strongly framed in a human rights discourse, and focuses on governmental transparency, social justice, fighting corruption and gaining political influence.</i></p>
AIMS AND OBJECTIVES	<p><i>In the Indische Buurt, there are two coinciding streams with regard to a more transparent public budget. On the one hand, there is a community-initiated stream that puts budget monitoring on the agenda, and on the other hand a municipality-initiated stream focusing on the neighbourhood budget instrument. While the former focuses on increasing citizen participation in municipal budgeting and to establish concrete relations between public budget, guarantee of rights and confrontation of social inequalities.</i></p> <p><i>Aims of the neighbourhood budget instrument are to increase understanding and the transparency of government budgets. It also helps the municipality to transparently account for its activities to the public. It can also lead to new dynamics between citizens and municipality in that it eases efforts by citizens, entrepreneurs and other stakeholders to critically assess the municipality and more easily exert their influence.</i></p> <p><i>Taken together, they make for more budget transparency and accountability on the local level and strengthen participatory democracy by increasing the awareness, knowledge and influence of citizens regarding the budget for their neighbourhood. These two streams can be said to have emerged independently but co-evolved and proved to be synergetic as an alternative local democratic practice.</i></p>
MOTIVATIONS AND/OR TRIGGERS	<p><i>As of 2010, there was both political will as well as administrative initiative. An Alderman argued for transparency of public budgets and two civil servants (one from the financial department and one from neighbourhood management) looked into the possibility of breaking down the municipal budget, which is organized according to policy areas to the neighbourhood level. The motive behind this was that activities and plans focused on the neighbourhood level but no corresponding budget breakdown was available.</i></p> <p><i>In 2011, budget monitoring in the Indische Buurt was introduced by the Institute of Socioeconomic Studies (INESC), a Brazilian NGO aiming to deepen democracy and promoting human rights. In the Indische Buurt, the Centre for Budget Monitoring and Citizen Participation (CBB) was formed by active citizens and social workers to translate budget monitoring to the Dutch context. In the Netherlands, the main emphasis is on social justice and civic participation.</i></p>
ACTIVITIES	<p><i>Activities in the Indische Buurt include asking for a transparent budget on neighbourhood level, actively working with civil servants to detail the budget for the neighbourhood according to specific areas, prioritizing specific areas and drawing up a citizen budget and presenting this budget as an alternative to the citizenry and representative body.</i></p>

INDISCHE BUURT PARTICIPATORY BUDGETING (Wittmayer and Rach 2016)

ACTORS' NETWORKS	<p>Both initiatives, budget monitoring and the neighbourhood budget instrument can be said to have developed first in parallel and then in close collaboration. Both started round 2010, when developments leading up to the neighbourhood budget instrument started within the district, on political initiative by an Alderman and administrative initiative of two civil servants, and when engaged citizens of the neighbourhood learned about budget monitoring and its practice in Brazil. While for budget monitoring, citizens and community members (CBB) are the driving force, the neighbourhood budget instrument is initiated by the Amsterdam district.</p> <p>Generally, it can be said that the initiative is not one coherent set of actors. While specific organizational actors have been involved in all three iterations, such as the CBB and the district administration, individual actors have been changing and also taking ideas further in other contexts.</p>
SI RELATION	<p>Participatory budgeting is socially innovative as they have the potential for renewing social relations between citizens and civil servants and/or policymakers as well as between citizens and elected municipal representatives. Participatory budgeting constitutes a new process of decision making for municipal budget allocation (doing), it includes hitherto neglected actors (i.e. citizens) in this process (organizing) and thereby relies on different kinds of knowledge and competences to draw up the budget (knowing).</p>

SI published case study #8 – InterMEDIU

Table 2C.8: Overview of the SI published case study #8 – InterMEDIU. Source: Dorland and Jørgensen (2016).

InterMEDIU (Dorland and Jørgensen 2016)

DESCRIPTION	<p>Network of science shops and community-based research entities.</p> <p>The initiative started in 1998 and can be seen at three different levels, the local science shops (InterMEDIU centres), the national network (INRO), and international projects and cooperation like PERARES and Living Knowledge. It is a copy of other similar and existence initiatives.</p>
AIMS AND OBJECTIVES	<p>To organise educational events for students and kids.</p>
MOTIVATIONS AND/OR TRIGGERS	<p>The Romanian network was motivated mostly by the need for environmental protection research.</p>
ACTIVITIES	<p>Analysis of water samples for local authorities and organisations for free if it is just a single analysis, as they see it as part of their responsibility to society. A weekend course in environmental management and sustainability running over one month for NGO's and small companies. There are nine PhDs in the centre, of which 4-5 are doing participatory research as part of their thesis.</p>

InterMEDIU (Dorland and Jørgensen 2016)	
	Especially the focus on participatory research is how the centre differentiates science shop activities. In addition, when talking of the impact the science shop has had, the informant relates how she has carried the participatory approach into her own work in the form of courses and research.
ACTORS' NETWORKS	<p>The initiative network includes: members of the science shops; universities, schools; students; Environmental Protection Agency representatives.</p> <p><i>All Romanian InterMEDIU centres are organized inside universities, and are not legal entities on their own. Their collaboration in national or international projects is carried out through the university administration. As individual entities, InterMEDIU Science Shops can for instance not apply for CSOs' grants, but the national network is an organisation with a legal status giving their members the opportunity to apply for grants as a CSO.</i></p>
SI RELATION	<p><i>The InterMEDIU is involved in several instances of social innovation. First and foremost InterMEDIU itself can be seen as a social innovation, just as Science Shop DTU was. InterMEDIU creates new relations between society and university, and educates actors within both parties in new ways of doing projects, creating new research areas, raising awareness of issues, helping civil society and university to renew and develop. INRO was also an innovation in Romania as there never had been a national organisation of academics spanning several universities.</i></p> <p><i>The local science shops were all innovations in their context, opening the door to their respective universities. The local initiative in Denmark further innovated on the model, and succeeded in establishing Science Shop DTU/Interdisciplinary Centre as a research organization in itself able to act as incubator for new research (and teaching) areas based on societal challenges. This form of grounded research, starting research based on initiatives from society, was an innovation at the time. The core here is opening up for seeing civil society as partners in doing research and thus co-producing knowledge.</i></p> <p><i>Aspects of social innovation is present as well, as new social relations and practices are part of the system change, as students and supervisors work more closely with "real life" challenges, and the organisational capabilities of an CSO may be enhanced with new services, products etc.</i></p>

SI published case study #9 – Isle of Eigg

Table 2C.9: Overview of the SI published case study #9 – Isle of Eigg. Source: Forrest and Wiek (2015).

ISLE OF EIGG (Forrest and Wiek 2015)	
DESCRIPTION	<i>Community self-organised group to reduce carbon emissions and increase island sustainability.</i>
AIMS AND OBJECTIVES	<i>Community group and governance led, aiming to reduce carbon emissions and increase sustainability. Action areas include: community gardening; energy use; transport.</i>
MOTIVATIONS AND/OR TRIGGERS	<i>The community has undergone a radical transformation over the last 20 years from an underdeveloped and declining state after a long and contentious buy out from oppressive external land lords in 1997. Since then a process of continuous, community-driven development has made major quality of life, economic, and ecological improvements.</i>

ISLE OF EIGG (Forrest and Wiek 2015)

The focus begins in 2007 with a turn toward smaller scale, grassroots development when the community undertook a review process and began to more explicitly expose its underlying sustainability values through the “Green Island” concept. The ambitious transition initiative of the Isle of the Eigg has received media attention around the world.

ACTIVITIES

Four interventions were implemented: road Improvements to increase walkability and cyclability; a gardening club to increase food production; mobility options to increase transport alternatives; and household energy use to reduce energy use and carbon emissions. In this case analysis only the gardening club and household energy use interventions are considered.

ACTORS' NETWORKS

Eigg’s General transition approach consists of a core group of volunteers (the “Green Team”) operating within the established governance structure of the Trust. This arrangement affords administrative support, formal institutional status, accountability, and legitimacy to the Green Team while ensuring integration of transition activities with other community activities. Any community member can volunteer for the Green Team, but it has mostly been driven by a few individuals, some of whom have backgrounds in community development and environmental action.

SI RELATION

In the Household Energy Use Intervention the Green Team was supported by the University Of East Anglia’s CRed Project to monitor and analyse the community’s carbon footprint. Islanders were offered small grants for energy efficient appliance upgrades, subsidies for building improvements and energy generation, practical advice and training. There was continuous mobilization of the community through intense interaction on multiple levels. Learning occurred through feedback of results and sharing each other’s experiences in formal groups and informal interaction. The Community Gardening intervention consisted of establishing a gardening “club” to “share information, advice, seeds and equipment”; providing compost bins and expert training to every house; providing grants to purchase polytunnels; and holding an annual local food community event.

SI published case study #10 – Land Exchange

Table 2C.10: Overview of the SI published case study #10 – Land Exchange. Source: Bittencourt and Ronconi (2016).

LAND EXCHANGE (Bittencourt and Ronconi 2016)

DESCRIPTION

Innovative strategy aimed at tackling the problem of unemployment in the territory. It was an experiment of social innovation was launched in Sever do Vouga, in April 2013.

AIMS AND OBJECTIVES

The concept of the Land Exchange is based on putting abandoned land to good use, with the purpose of giving opportunity to those with interest in farming to undertake a business. The Land Exchange intends to: i) serve the young population facing unemployment; ii) encourage entrepreneurship in rural areas; iii) create jobs and generate income; iv) bring young people to live in the rural territory; v) promote the socioeconomic development of the territory.

LAND EXCHANGE (Bittencourt and Ronconi 2016)

MOTIVATIONS AND/OR TRIGGERS	<i>The discussion aimed to generate actions that implement lasting solutions for three pressing situations present in the reality of the territory. First, the need to bring young people to live in the territory. Second, the lack of job opportunities for young graduates and/or the unemployed due to the current scenario of socio-economic and financial crisis. Third, the need to stem the rural exodus and desertification of the interior and the abandonment of land.</i>
ACTIVITIES	<i>Note that the Land Exchange, after being released in 2013, had immediate demand. In the launch of the program, 70% of the plots available were designated. The project candidates for the Land Exchange program were a majority of young farmers in order to start with blueberry crop farming.</i>
ACTORS' NETWORKS	<i>The first Land Exchange experimentation was supported by a network formed by: Agim, City Hall, Bernardo Barbosa de Quadros Foundation (organization of social economy) and a private company. As a space for cooperation, carries out the role of policy network. It forms an effective cooperation to establish links with the political actor (City Council, State and European Union), social actor (associated people, civil society) and collective actor (business associations, cooperatives, educational and research institutions) in order to foster and/or support ideas that can meet the needs of the territory.</i>
SI RELATION	<i>According to some actors, innovation is based on professional qualification and training of farmers for the cultivation of small fruits. The Land Exchange for Blueberry Cultivation provides a series of training and research development in the cultivation of blueberries. This activity is led by Agim in partnership with universities, institutions of technical training, and technical cooperation agreements with several research units at the national and international level. When it became implemented, the research shows that a networked social innovation system supported the environment in which the social innovation was generated.</i>

SI published case study #11 – Polimi DESIS Lab

Table 2C.11: Overview of the SI published case study #11 – Polimi DESIS Lab. Source: Cipolla et al. (2015).

POLIMI DESIS LAB (Cipolla et al. 2015)

DESCRIPTION	<i>Design activities to support and trigger social innovation, combining creativity and visioning with the capability of engaging in co-design processes. The initiative started in 2011, being part of a wider network – DESIS and being a local to transnational initiative.</i>
AIMS AND OBJECTIVES	<i>It presents as a key objective to explore “how design can enable people, communities, enterprises and social actors to activate and manage innovation processes, aimed at experimenting with sustainable, convivial and collaborative ways of living and doing”. DESIS intends to identify and empower diffused creativity in the society.</i>

POLIMI DESIS LAB (Cipolla et al. 2015)

Its objective is exploring how design can enable people, communities, enterprises and social actors to activate and manage innovation processes, aimed at experimenting with sustainable, convivial and collaborative ways of living and doing. Over the last decade, the group has been contributing to lay the foundations for the disciplines of strategic and service design.

MOTIVATIONS AND/OR TRIGGERS

The Lab operates in multicultural and multidisciplinary contexts, integrating various competences in systemic projects, which require contributions from service design, strategic design, user centered design, interaction design, product design, interior/spatial design, design for territory and local development, communication, economics, architecture, planning and sociology.

Involved in several local and international research projects, the group runs post-graduate courses and design studios in service design, product-service-system design, design for sustainability, spatial design and local development. The concept of community-cantered design is explored as a way to work with local groups of stakeholders and to make things happen in the society.

ACTIVITIES

Projects, teaching activities and tools.

ACTORS' NETWORKS

The initiative network includes: coordinator of the initiative; projects actors-related; students; external actors; community.

It was acknowledged by a senior member that there is no hierarchy inside the group: people get together in meetings to exchange information about the projects and take decisions in a horizontal way. However, the Polimi DESIS Lab coordinator is a PhD advisor and is in charge of the projects developed in the Lab, and this generates hierarchical relations with PhD students and contract researchers. One of the junior members stated that they feel empowered by their participation in the Polimi DESIS Lab.

SI RELATION

POLIMI Desis Lab develops tools and methodologies to social innovation. External actors stated that POLIMI DESIS Lab has introduced a great deal of design thinking in the way they work with social innovations.

Projects developed in 2007 (just after the end of the EMUDE research) about cohousing led to exploration of how design knowledge and tools would be useful in promoting the diffusion of social innovation ideas in the city of Milan. In fact, Politecnico di Milano (DIS research unit) was involved in the development of the process, tools and methods for the co- design of the shared services for the cohousing condominiums, and this initiative is still active. Housing is still part of the Polimi DESIS Lab activities, particularly in collaboration with the Fondazione Housing Sociale. Many others projects followed this one, and other experiments were undertaken, mainly in the issue of production and consumption of food.

Now, Polimi DESIS Lab is involved as a partner in the EU funded project, TRANSITION. This is focused on defining a set of tools and in incubating social innovations, and thus, is stimulating Polimi DESIS Lab to develop and organize its tools and methods in this direction.

SI published case study #12 – Progetto QUID

Table 2C.12: Overview of the SI published case study #12 – Progetto QUID. Source: Social Innovation Community (2016).

PROGETTO QUID (Social Innovation Community 2016)	
DESCRIPTION	<i>Social cooperative that trains and employs marginalized women to make clothes from discarded material coming from top fashion companies. It was officially founded as a social cooperative in 2013, being located in Verona, in the Veneto Region in northeast Italy.</i>
AIMS AND OBJECTIVES	<i>The two founders', Anna Fiscale and Ludovico Mantoan, primary objective was to provide employment and help to women coming from difficult backgrounds. After studying the market, the local economy and existing solutions, Anna and Ludovico decided to focus on the fashion industry. The initial idea was to re-style unsold items and sell them. To start off, they decided to commission the work to disadvantaged women working in two local social cooperatives, Santa Maddalena di Cannossa and Coop Vita.</i>
MOTIVATIONS AND/OR TRIGGERS	<i>Progetto QUID was founded to address the problem of social exclusion through work reintegration, particularly for women coming from adverse backgrounds including: domestic violence, prisons, prostitution, and drug abuse or work exploitation. The SI also responds to youth unemployment, via its core team, which is made up of young professionals under 30. In addition to the social mission, the SI has an environmental mission to reduce CO2 emissions through the re-use of discarded textile.</i>
ACTIVITIES	<i>Recycling – clothing lines with discarded material.</i>
ACTORS' NETWORKS	<i>This initiative network includes the two founders, two social cooperatives – Santa Maddalena di Cannossa and Coop Vita – from where they recruited women to enrol in the initiative, Fondazione San Zeno who firstly financially supported the initiative, Calzedonia which was their first partner and Fondazione Cattolica – an important partnership who helped Progetto QUID transforming from association to cooperative by financially supporting them.</i>
SI RELATION	<i>Address the problem of social exclusion through work reintegration, particularly for women coming from adverse backgrounds including: domestic violence, prisons, prostitution, and drug abuse or work exploitation. Also responds to youth unemployment, via its core team, which is made up of young professionals under 30.</i>

SI published case study #13 – Seedy Sunday

Table 2C.13: Overview of the SI published case study #13 – Seedy Sunday. Source: Balázs et al. (2016).

SEEDY SUNDAY (Balázs et al. 2016)	
DESCRIPTION	<p><i>Protects biodiversity by defending seed freedom for integrity, self-organization and diversity.</i></p> <p><i>Seedy Sunday started after two members of Brighton and Hove Organic Gardening Group went on holiday to Vancouver, Canada. There they happened upon a seed swap, organised by Sharon Rempel of Saltspring Seeds. The Brighton gardeners were so impressed that when they got back to England they persuaded a group of fellow growers to help organize a similar event. The initiative started in 2002 and since then volunteers have organised and held seedy Sundays in Brighton on the first Sunday each February (the first was on a Saturday).</i></p> <p><i>Initiative occurs at local scale – scale of the event – but grows into national and transnational scale in the way that involves organizations at those levels and people from everywhere go there to swap seeds.</i></p>
AIMS AND OBJECTIVES	<p><i>Seedy Sunday aims to change social relations surrounding agriculture by preserving, recreating, and relearning knowledge about seeds and diversity, creating new practices and ways of organizing social networks surrounding seed exchange, and framing them as a different way of thinking about agricultural systems, namely seed-swapping activity and education, awareness and community-building.</i></p>
MOTIVATIONS AND/OR TRIGGERS	<p><i>Promote biodiversity by increasing it in the garden and on into the local food chain; save heritage crops from extinction; connect with local community food projects and allotments; increase local food security by involving more people in growing their own food; take control of food production from the hands of the few in agribusiness and into the hands of the many; facilitation of exchange of seeds and knowledge among farmers; promotion of legislation.</i></p>
ACTIVITIES	<p><i>Activities developed by Seedy Sunday: swapping of seeds; donation of seeds / Interesting stalls and talks by expert speakers / A Market Place with all things seedy for sale / Seed Saving demonstrations / Children and parent activities / Community groups and charities / Infinity Food café.</i></p>
ACTORS' NETWORKS	<p><i>The initiative network includes: two volunteers – ‘innovators’/entrepreneurs; committee volunteers – administration/management of the event; other volunteers and exhibitors – “members”; National Heritage Seed Library – support/partner; Garden Organic; The Seed Co-operative; Brighton and Hove Organic Gardening Group; Brighton and Hove Food Partnership; Big Yellow Storage – partners; Infinite Foods (local wholefoods cooperative) – main sponsorship; citizens.</i></p> <p><i>Community networks enabled the initiative to flourish, and it was through building community that the initiative has sustained.</i></p>
SI RELATION	<p><i>Seed swapping has always existed: practiced by growers globally. Seed saving and exchange as locally-grounded customs for the maintenance of genetic diversity and social networks pre-date the foundation of any official new seed networks or organizations in many parts of the world.</i></p> <p><i>Seedy Sunday provides a new network to do so. Seedy Sunday presents a chance to reflect on those growing practices, discuss their social meaning, try something different, feel part of a community of growers, feel connected to food culture, and doing something positive towards improving food systems. And even in a dense urban setting like Brighton, there are opportunities for people to have a go at growing. Seedy Sunday builds on a positive vision of society which creates alternative values for doing, organizing, framing and knowing</i></p>

SI published case study #14 – Sharing City Nijmegen

Table 2C.14: Overview of the SI published case study #14 – Sharing City Nijmegen. Source: De Majo et al. (2016).

SHARING CITY NIJMEGEN (De Majo et al. 2016)	
DESCRIPTION	<i>Connecting and empowering urban sharing initiatives aiming for a sharing transformation. Sharing City Nijmegen is a network which provides some shared policies and a loose coupling to a number of initiatives in Nijmegen, which are of very different scale. Some only exist in Nijmegen (Deelwinkel) whereas most are national (Thuisafgehaald, Ikbenhopper, Gavedingendoen) and even transnational (Repair Café). Nevertheless, it is linked to a transnational network of sharing cities.</i>
AIMS AND OBJECTIVES	<i>The vision is a society driven not by market economy, but by giving. Acting outside the monetary economy is faster than being dependent on formal projects financed by governmental or private funds. As a network of networks, the different initiatives under the umbrella of Sharing City Nijmegen also have their own specialized visions, referring to their specific area of interest.</i>
MOTIVATIONS AND/OR TRIGGERS	<i>To share in a way that could lead to a society driven not by market economy, but the need of giving. The core group of Sharing City Nijmegen consist of a few volunteers, Sharing City Nijmegen initiator Nils Roemen, Juul Martin and Mieke Miltenburg, with Nils and Juul as the original initiators and Mieke as contact person for new initiatives.</i>
ACTIVITIES	<i>Activities developed by Seedy Sunday: Swapping of seeds; donation of seeds / Interesting stalls and talks by expert speakers / A Market Place with all things seedy for sale / Seed Saving demonstrations / Children and parent activities / Community groups and charities / Infinity Food café.</i>
ACTORS' NETWORKS	<i>The initiative network includes: Sharing City Nijmegen initiators Nils Roemen and Juul Martin; entrepreneurs, volunteers; other local initiatives connected closely with Sharing City Nijmegen; Municipality of Nijmegen; other initiatives that, sometimes, are involved with Sharing City Nijmegen; citizens. The Sharing City Nijmegen initiative is ran with a very flat and informal organisational structure. There is a small core group which develop strategies, and there have been no conflicts that have not been settled in peaceful dialogue in this group. A group of people (volunteers) that organize the event and manage everything else that involves it.</i>
SI RELATION	<i>The official Sharing City Nijmegen is very new, but it also incorporates the combination, networking and further development of activities that have already existed – some (Repair Cafés) dating almost 10 years back. Sharing City Nijmegen is inspiring the initiatives already existing, is inspiring the creation of new sharing activities and is creating a platform for interaction between the different networks. The sharing society is seen as a new important platform for a value-based society where the importance of helping others is better recognised. Sharing City Nijmegen is socially innovative by working on practical testing and development of content of the sharing society. This initiative provides real experiences and insights into the implications of sharing economy as a society, where the outset is that there is plenty and the driver is the pleasure of helping others by giving them something they need. The Sharing City Nijmegen initiative is only quite new, but as a network of networks it can be seen as a further development of similar activities dating almost 10 years back. Sharing City Nijmegen is inspiring the initiatives already existing, is inspiring the creation of new sharing activities and is creating a platform for interaction between the different networks.</i>

Table 2C.15: Overview of the SI published case study #15 – SuScit. Source: Eames and Egmore (2011).

SuScit (Eames and Egmore 2011)	
DESCRIPTION	<p><i>'Bottom-up' public engagement and foresight process to empower lay citizens in dialogues with scientists, policy makers and professional stakeholders, to articulate the environmental and sustainability research needs of marginalized and excluded urban communities.</i></p> <p><i>Took place in the Mildmay area of Islington in North London between January and July 2008. This project includes several urban activity domains. The experiments are intended to demonstrate how to yield sustainable outcomes.</i></p>
AIMS AND OBJECTIVES	<p><i>To establish strong working relationships with key local stakeholders and locating the initial phases of the field work in the Mayville Community Centre the project aimed to promote both on-going local ownership of the process and maximize the benefits to the local community.</i></p>
MOTIVATIONS AND/OR TRIGGERS	<p><i>The Citizens Science for Sustainability (SuScit) Project was a unique attempt to provide local communities with a voice in the future of urban sustainability research. It was funded under the Engineering and Physical Sciences Research Council's (EPSRC) Sustainable Urban Environment's Programme.</i></p> <p><i>Throughout the research, the project team worked closely with Islington Council and a local not-for-profit organization, the Mildmay Community Partnership (MPC). In addition to managing a range of local community development projects and the Mayville Community Centre, the MPC is the lead agency for Neighbourhood Management for the ward.</i></p>
ACTIVITIES	<p><i>The SuScit project's six month programme of engagement and workshop activities.</i></p>
ACTORS' NETWORKS	<p><i>The initiative network includes: three different groups of participants took part in the SuScit dialogue process: an interdisciplinary panel of sustainability researchers; a practitioners' panel; and three local residents' panels; the Researchers' Panel comprised twelve senior academics with expertise across a broad spectrum of urban sustainability issues (urban planning and design; transport; energy; water; waste; engineering; and geography; etc.); the Practitioners' Panel comprised thirteen professionals from local, regional and national stakeholder organizations (including the Mayville Community Partnership, Islington Council, Transport for London, the Environment Agency, Forestry Commission and several London-based Environmental NGOs) with expertise across a broad range of sustainability issues; the Residents' Panels were recruited from the local area, in collaboration with the Mayville Community Centre, and were paid a small honorarium in recognition of the significant time commitment required by the project.</i></p>
SI RELATION	<p><i>At an individual level the use of participatory film making not only provided a powerful and creative means of articulating residents' views and concerns, it also provided participants with an opportunity to gain a new set of skills. Following the research phase of the SuScit project, one of the project partners Capacity Global also continued to work closely with some of the Milday residents arranging access to an environmental justice training course and organising workshops on fund raising to support future community initiatives.</i></p> <p><i>At a wider community level, the project was principally able to benefit the local community through providing: access to wider networks of knowledge and expertise and resources; an additional channel of communication, feeding back community issues and concerns to the local authority and other relevant agencies; and, through informal support to facilitate the development of future community initiatives</i></p>

SI published case study #16 – Transition Town Totnes

Table 2C.16: Overview of the SI published case study #16 – Transition Town Totnes. Source: Longhurst (2015).

Transition Town Totnes (Longhurst 2015)	
DESCRIPTION	<p><i>Community-led and run local charity that exists to strengthen the local economy, reduce our environmental impact, and build our resilience for a future with less cheap energy and a changing climate.</i></p> <p><i>The initiative started in September 2006, being part of a wider network – Transition Movement.</i></p>
AIMS AND OBJECTIVES	<p><i>Strengthen the local economy, reduce our environmental impact, and build our resilience for a future with less cheap energy and a changing climate.</i></p>
MOTIVATIONS AND/OR TRIGGERS	<p><i>To get to a low-carbon, socially-just, healthier and happier future, which is more enriching and more gentle on the earth than the way most of us live.</i></p> <p><i>Vision: people work together to find ways to live with a lot less reliance on fossil fuels and on over-exploitation of other planetary resources, much reduced carbon emissions, improved wellbeing for all and stronger local economies.</i></p>
ACTIVITIES	<p><i>The initiative is involved in a number of collaborative activities which are not specifically badged as Transition projects but which benefit from its support.</i></p>
ACTORS' NETWORKS	<p><i>The initiative network includes: core group – volunteers, participants, organisation management (community); staff; themes group; Board of Trustees; projects actors; partnerships.</i></p> <p><i>At a local level Transition Initiatives have a fairly well defined ideas around internal models of governance although there can be a certain degree of complexity. They are first established by a group of local activists who undertake the first few steps of establishing an initiative. However, once established, this group is supposed to dissolve itself and be replaced by a core group that consists of representatives of the various different thematic groups that have emerged.</i></p>
SI RELATION	<p><i>The innovation is in the combination of different elements. Tthe organisational practices were seen as being particularly innovative.</i></p> <p><i>A second dimension of its perceived 'innovativeness' is that way in which it creates space for experiments and projects. Many of the original projects emerged from open spaces or workshops that were explicitly designed to stimulate new ideas.</i></p> <p><i>The third aspect of innovativeness that emerges from the data is the innovativeness of some of the projects that have been established locally. There is the perception locally that some of these have been particularly ground-breaking. So innovation also takes place at the level of local projects.</i></p>

SI published case study #17 – VE - INFORSE

Table 2C.17: Overview of the SI published case study #17 – VE - INFORSE. Source: Elle et al. (2015).

VE – INFORSE (Elle et al. 2015)	
DESCRIPTION	<i>International network of sustainable energy NGOs. The initiative started in 2010 (VE), being an organisation has a lot of activities in developing countries and it is consequence of joining of other two energy initiatives.</i>
AIMS AND OBJECTIVES	<i>VE vision: 100% renewable energy in a sustainable world. Promote sustainable energy.</i>
MOTIVATIONS AND/OR TRIGGERS	<i>Public ownership – local democratic decisions. Independence – of party politics and commercial interests. Holistic approach: environmental concerns, social justice and economic responsibility.</i>
ACTIVITIES	<i>Renewable energy related activities and activities in developing countries.</i>
ACTORS' NETWORKS	<i>The initiative network includes: INFORSE; OVE e SEK – founder organisations; Danish Wind Turbine Owners Association and the Risø Test Centre for (Small) Wind Turbines; residents, Young people and others – users; members. VE is an organisation with approximately 1500 members, most of these personal members, having a board consisting of members and employees. Many members are members of VE because they automatically have become members of VE when they become members of a local environment and energy office. Members are empowered by being shown different ways in which they can contribute to a change in the energy system – investing in renewable energy, investing in energy savings in their home and/or changing their energy practices.</i>
SI RELATION	<i>OVE and SEK were part of creating a network, which was a platform for social innovation. Social innovation has developed in different ways in relation to different types of renewable energy, energy efficiency and energy savings. In the beginning there were no large industries or public financial support, and the grass-root researchers and entrepreneurs organised themselves in groups both discussing societal alternatives and experimenting with new technologies. The way of developing technology was a social innovation, mixing different types of experiments and experiences with basic scientific knowledge. An alliance between the NGOs and researchers has been essential for the development of organisations, technologies and plans, for instance the development of alternative energy plans.</i>

ANNEX 4A – EMAIL TEMPLATE USED TO CONTACT THE INITIATIVES AND DISSEMINATE THE SURVEY

PORTUGUESE VERSION (sent to the initiatives contact)

Boa tarde,

No âmbito da investigação de Doutoramento que me encontro a desenvolver, identifiquei o *NOME DA INICIATIVA* como uma iniciativa a explorar na área da Inovação Social.

Assim, gostaria de o(s) convidar a responder ao inquérito que desenvolvi para analisar como iniciativas socialmente inovadoras podem contribuir para criar capacidade transformativa nas comunidades onde se encontram implementadas.

O inquérito pode ser acedido através do seguinte link: <https://forms.gle/FSMsw4YqccUJ6TbA7>

A sua(vossa) resposta é crucial para o desenvolvimento desta temática e sem dúvida enriquecerá a minha investigação sobre a mesma.

Para qualquer esclarecimento ou contributos adicionais relacionados com a investigação não hesite(m) em contactar-me.

Muito obrigada!

Cumprimentos,
Joana Dias.

Strategic Approaches to Environment and Sustainability Research Group (SENSU)
Centre for Management Studies of Instituto Superior Técnico (CEG-IST)
Instituto Superior Técnico (IST), Universidade de Lisboa

CONTACTOS:
E-mail: joanafmdias@tecnico.ulisboa.pt
Tel.: 912900117

Good afternoon,

Within the scope of the PhD research that I am developing, I identified *THE NAME OF THE INITIATIVE* as an initiative to explore in the area of Social Innovation.

Thus, I would like to invite you to answer the questionnaire developed to analyse how socially innovative initiatives may contribute to create transformative capacity in the communities where they are implemented.

The questionnaire may be access through the following link: <https://forms.gle/FSMsw4YqccUJ6TbA7>

Your answer is crucial to the development of this thematic and will undoubtedly enrich my research.

For any other clarification or additional contributions related to the investigation, do not hesitate to contact me.

Thank you!

Regards,
Joana Dias.

Strategic Approaches to Environment and Sustainability Research Group (SENSU)
Centre for Management Studies of Instituto Superior Técnico (CEG-IST)
Instituto Superior Técnico (IST), Universidade de Lisboa

CONTACTS:

E-mail: joanafmdias@tecnico.ulisboa.pt
Tel.: 912900117

ANNEX 4B – LIST OF INITIATIVES CONTACTED AND RESPECTIVE INFORMATION

Table 4C.1: List of the initiatives contacted and respective contact information.

INITIATIVE	CONTACT INFORMATION
#1 Apps for Good	<u>Website:</u> http://cdi.org.pt/apps-good/ <u>Email:</u> geral@cdi.org.pt <u>Telephone:</u> (+351) 963 459 395
#2 Fruta Feia	<u>Website:</u> https://frutafeia.pt
#3 A Avó veio trabalhar	<u>Website:</u> http://www.fermenta.org <u>Email:</u> info@fermenta.org <u>Telephone:</u> (+351) 936 243 762
#4 EKUI	<u>Website:</u> https://ekui.pt <u>Email:</u> info@ekui.pt <u>Telephone:</u> (+351) 964 100 935
#5 Academia Ubuntu	<u>Email:</u> geral@academialideresubuntu.org <u>Telephone:</u> (+351) 967 884 722
#6 Fundação Aga Khan Portugal	<u>Website:</u> http://www.akdn.org/where-we-work/europe/portugal <u>Email:</u> akfportugal@akdn.org
#7 ColorADD	<u>Website:</u> http://www.coloradd.net <u>Email:</u> coloradd@gmail.com / info@coloradd.net <u>Telephone:</u> (+351) 917 526 446
#8 ReFood Portugal	<u>Website:</u> https://www.re-food.org/pt <u>Email:</u> comunicacao@re-food.org <u>Telephone:</u> (+351) 218 077 615
#9 Associação Corações com Coroa	<u>Website:</u> http://www.coracoescomcoroa.org/ <u>Email:</u> coracoescomcoroa@gmail.com <u>Telephone:</u> (+351) 935 038 798
#10 Cozinha com Alma	<u>Website:</u> http://www.cozinhacomalma.pt <u>Email:</u> geral@cozinhacomalma.pt <u>Telephone:</u> (+351) 218 755 946
#11 Autismo Rocks! Vencer Autismo	<u>Website:</u> http://vencerautismo.org/ <u>Email:</u> info@vencerautismo.org <u>Telephone:</u> (+351) 220 931 390
#12 Patient Innovation	<u>Website:</u> https://patient-innovation.com/?language=pt-pt <u>Email:</u> info@patient-innovation.com <u>Telephone:</u> (+351) 217 214 273
#13 Academia de Código	<u>Website:</u> http://www.academiadecodigo.org/#
#14 Speak	<u>Website:</u> https://www.speak.social/pt/

INITIATIVE	CONTACT INFORMATION
#15 Mundo a Sorrir	<p><u>Website</u>: http://www.mundoasorrir.org/ <u>Email</u>: geral@mundoasorrir.org <u>Telephone</u>: (+351) 931 653 608</p>
#16 AidHound	<p><u>Website</u>: https://www.aidhound.com/</p>
#17 Topame	<p><u>Website</u>: https://www.sanjotec.com/pt <u>Email</u>: geral@sanjotec.com <u>Telephone</u>: (+351) 962 948 168</p>
#18 Projeto Família	<p><u>Website</u>: http://www.mdvida.pt/projecto-familia/ <u>Email</u>: gestao.lx@mdvida.pt</p>
#19 Faz-te Forward	<p><u>Website</u>: https://fazteforward.org/ <u>Email</u>: info@fazteforward.org <u>Telephone</u>: (+351) 93 491 87 49</p>
#20 Aldeias Pedagógicas	<p><u>Website</u>: http://www.azimute.net/pt/aldeia.php <u>Email</u>: geral@azimute.net <u>Telephone</u>: (+351) 273 999 393</p>
#21 Associação Animais de rua	<p><u>Website</u>: http://www.animaisderua.org/pt/ <u>Email</u>: geral@animaisderua.org <u>Telephone</u>: (+351) 760300161</p>
#22 Associação Paredes pela Inclusão Social	<p><u>Email</u>: appisparedes@gmail.com <u>Telephone</u>: (+351) 255 788 941</p>
#23 Associação do Porto de Paralisia Cerebral	<p><u>Website</u>: https://www.appc.pt <u>Email</u>: direcaoporto@appc.pt <u>Telephone</u>: (+351) 225 573 790</p>
#24 Atletismo para Crianças em Risco	<p><u>Website</u>: http://www.cm-sjm.pt <u>Email</u>: geral@cm-sjm.pt <u>Telephone</u>: (+351) 256 200 200</p>
#25 CAIS Recicla	<p><u>Email</u>: caisrecicla@cais.pt</p>
#26 Chave de Afetos	<p><u>Website</u>: https://www.scmp.pt/pt-pt/acao-social/programa-chave-de-afetos_9 <u>Email</u>: chavedeafetos@scmp.pt</p>
#27 CLDS 3G Peso da Régua	<p><u>Website</u>: http://cldspesoregua.wixsite.com/cldspesoregua <u>Email</u>: clds3gpesoregua@gmail.com <u>Telephone</u>: (+351) 254 320 230</p>
#28 Criar Laços	<p><u>Website</u>: https://www.centrosocial-vilafior.pt/ <u>Email</u>: geral@centrosocial-vilafior.pt <u>Telephone</u>: (+351) 278 512 595</p>
#29 Cuidar de Quem Cuida	<p><u>Website</u>: http://www.cuidardequemcuida.com <u>Email</u>: cuidardequemcuida@castiis.pt <u>Telephone</u>: (+351) 938 343 804</p>

INITIATIVE	CONTACT INFORMATION
#30 Projeto Dar Sentido à vida	<p><u>Website:</u> http://www.saom.pt <u>Email:</u> geral@saom.pt <u>Telephone:</u> (+351) 222 002 424</p>
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#172 Projeto A Par e Passo	<u>Website:</u> http://www.inducar.pt <u>Email:</u> info@inducar.pt
#173 Projeto Escola Oficina	<u>Website:</u> https://escola-oficina.pt <u>Email:</u> geral@escolaoficina.pt
#174 VOGUI: Águeda Tomorrowland	<u>Website:</u> http://psientifica.org/juventude/projetos/ <u>Email:</u> geral@psientifica.org
#175 Nós e (A)vós	<u>Email:</u> sico@etpsico.pt
#176 O Prato Certo	<u>Website:</u> https://www.pratocerto.pt <u>Email:</u> pratocerto@in-loco.pt
#177 Academia MyPolis	<u>Email:</u> academia@mypolis.eu
#178 Habitação Solidária VIDA	<u>Website:</u> https://fundacaomaoamiga.pt/causes/habitacao-solidaria/ <u>Email:</u> info@fundacaomaoamiga.pt
#179 Brincar de Rua	<u>Website:</u> https://brincarderua.ludotempo.pt <u>Email:</u> brincarderua.ludotempo@gmail.com
#180 Rugas de Esperança	<u>Email:</u> geral@scmansiao.pt
#181 Deliciosas Diferenças	<u>Website:</u> http://www.projectforyou.pt/deliciosas-diferencas/ <u>Email:</u> deliciosasdiferencas@gmail.com
#182 ValorIN	<u>Website:</u> http://madi.pt/valorin/ <u>Email:</u> isabelqueridosa@gmail.com
#183 Cantinho do Estudo	<u>Website:</u> http://www.fmam.pt <u>Email:</u> geral@fmam.pt
#184 JN Todos	<u>Website:</u> https://www.jn.pt/nacional/dossiers/jn-solidario/jn-todos-precisa-de-voluntarios-para-ajudar-idosos-11742165.html <u>Email:</u> jnsolidario@jn.pt
#185 VOHR Municípios	<u>Website:</u> https://www.pista-magica.pt/pt-pt/voahr-municipios/ <u>Email:</u> projetos@pista-magica.pt
#186 Plataforma + Emprego	<u>Website:</u> http://www.plataformamaisemprego.pt <u>Email:</u> plataformamaisempregoporto@gmail.com
#187 Sustentabilidade Ambiental, a Alavanca da Inclusão Social	<u>Website:</u> http://www.cercipenela.org.pt <u>Email:</u> cercipenela@cercipenela.org.pt
#188 Mentres Brilhantes	<u>Website:</u> https://www.adfp.pt/areas-de-intervencao/miranda-do-corvo/mentres-brilhantes

INITIATIVE	CONTACT INFORMATION
	<u>Email:</u> geral@adfp.pt
#189 Mais Alternativas Sénior	<u>Website:</u> https://abesra.pt/mais-alternativas-senior/ <u>Email:</u> abesralpedriz@sapo.pt
#190 CRIA Algarve	<u>Email:</u> info@apexa.org
#191 Cuidar em Movimento	<u>Email:</u> geral@fundacaosarahbeirao.com
#192 Re9Ares	<u>Email:</u> geral@aresdopinhal.pt
#193 Projeto SEARCH	<u>Website:</u> http://www.cooperativafocus.pt/pt/formacao/Project-SEARCH%25C2%25AE <u>Email:</u> focuscri2012@gmail.com
#194 Capacitar para Partilhar	<u>Email:</u> ssocial.lar@scmalvaizere.pt
#195 Dar Mais Memória à Memória	<u>Website:</u> http://maismemoria.cpabrunheira.org
#196 100 Idade	<u>Email:</u> assdz.geral@gmail.com
#197 Com_Vida	<u>Email:</u> com.vida.csmsg@gmail.com
#198 VirtuALL	<u>Email:</u> projetovirtuall@gmail.com
#199 Horta Social Urbana – Horta N’isso	<u>Website:</u> https://casulouloule.com/projetos/horta-nisso/ <u>Email:</u> info@casulouloule.com
#200 Nova Escola do Mundo Rural	<u>Website:</u> http://www.cmcd.pt/inovacao-social/nova-escola-do-mundo-rural/ <u>Email:</u> idanhacreches@gmail.com
#201 Andakatu	<u>Email:</u> itm.macao@gmail.com
#202 Programa abem	<u>Website:</u> https://abem.dignitude.org/como-funciona/ <u>Email:</u> geral@dignitude.org
#203 CUI(DAR)+	<u>Website:</u> https://www.taipa-desenvolvimento.pt/projetos/desenvolvimento-comunitario/cui-dar/ <u>Email:</u> cuidarmais@taipa-desenvolvimento.pt

ANNEX 4C – THE SURVEY

ORIGINAL VERSION (PT)	TRANSLATED VERSION (EN)
<p>Questionário a Inovações Sociais identificadas em Portugal</p> <p>Caro(a) Sr(a) Promotor(a),</p> <p>O presente questionário surge no contexto da investigação de Doutoramento sobre o Potencial da Inovação Social para criar Capacidade Transformativa em Comunidades. Esta investigação está a ser desenvolvida por Joana Dias, no Programa Doutoral de Engenharia e Gestão no Instituto Superior Técnico, Universidade de Lisboa (IST/UL), e sob a orientação da Professora Maria do Rosário Partidário.</p> <p>O objetivo deste estudo é perceber qual(uais) o(s) estímulo(s) de desenvolvimento de uma inovação social, qual a perceção do promotor da iniciativa de inovação social relativamente ao que constitui uma inovação social e quais as mudanças individuais e coletivas que a inovação social proporciona na comunidade onde se encontra implementada.</p> <p>Este questionário é dirigido aos promotores que têm desenvolvido e implementado iniciativas vistas como inovações sociais em Portugal.</p> <p>O presente questionário é anónimo e confidencial e as respostas serão utilizadas exclusivamente para os fins desta investigação de Doutoramento.</p> <p>O seu preenchimento total terá uma duração não superior a 20 minutos e estará disponível para resposta até 30 de setembro de 2020.</p> <p>Para qualquer esclarecimento ou contributos adicionais relacionados com a investigação não hesite em contactar-me através de e-mail ou telefone:</p> <p style="text-align: right;">e-mail: joanafmdias@tecnico.ulisboa.pt telefone: 912900117</p> <p>Agradeço desde já a sua disponibilidade para responder a este questionário.</p> <p>Com os meus melhores cumprimentos,</p> <p>Joana Dias.</p> <p>*Obrigatório</p>	<p>Survey to Social Innovations identified in Portugal</p> <p>Dear promoter,</p> <p>The present survey emerges in the context of the PhD research about the Potential of Social Innovation to create Transformative Capacity in Communities. This investigation is being developed by Joana Dias, within the PhD Program of Engineering and Management at Instituto Superior Técnico, University of Lisbon (IST/UL), and under the supervision of Professor Maria do Rosário Partidário.</p> <p>The goal of this study is to understand which is(are) the stimulus to develop a social innovation, which is the perception of the socially innovative initiative promoter about what constitutes a social innovation and which are the individual and collective changes that the SI made in the community where is implemented.</p> <p>This survey is directed to the promoters that have been developing and implementing initiatives seen as social innovations in Portugal.</p> <p>The present survey is anonymous and confidential and the answers will be exclusively used to the ends of this PhD research.</p> <p>Filling the survey will not take more than 20 minutes and it can be done until 30 of September of 2020.</p> <p>For additional clarifications or contributions related to the investigation, please contact me through email or telephone:</p> <p style="text-align: right;">email: joanafmdias@tecnico.ulisboa.pt telephone: 912900117</p> <p>Thank you in advance for your availability to answer this survey.</p> <p>Best regards.</p> <p>Joana Dias.</p> <p>*Mandatory</p>

ORIGINAL VERSION (PT)

TRANSLATED VERSION (EN)

Identificação da iniciativa

1. Identificação da iniciativa* _____

Identification of the initiative

1. Identify of the initiative* _____

Perceção do conceito de Inovação Social

2. Enquanto promotor social, identifique os principais aspetos que associe a uma inovação social*

Selecione as três opções que mais se aproximam do que se associa a uma inovação social

- Criação de impacto positivo em problemas da sociedade
- Provocação de mudança social
- Satisfação das necessidades humanas
- Promoção de inclusão social
- Capacitação de agentes
- Criação de soluções de negócio sustentáveis
- Outra: _____

Perception of the SI concept

2. As a social promoter, identify the key aspects you associate to a social innovation*

Select the three options that are closer to what you associate to a social innovation

- Creation of positive impact in societal problems
- Provoke social change
- Satisfaction of human needs
- Promotion of social inclusion
- Agents capacitation
- Creation of sustainable business solutions
- Other: _____

Caracterização da iniciativa

3. Qual foi o estímulo que provocou o desenvolvimento da iniciativa?*

Selecione apenas uma opção

- Adversidade (que a iniciativa pretendeu ultrapassar)
- Risco (que a iniciativa pretendeu mitigar)
- Desafio (que a iniciativa pretendeu responder)
- Oportunidade (que a iniciativa pretendeu agarrar)
- Outra: _____

Characterisation of the initiative

3. What was the stimulus that led to the development of the initiative?*

Select only one option

- Adversity (that the initiative intended to overcome)
- Risk (that the initiative intended to mitigate)
- Challenge (that the initiative intended to answer)
- Opportunity (that the initiative intended to seize)
- Other: _____

4. Explique a opção anterior* _____

5. Há quanto tempo a iniciativa se encontra implementada?*

4. Explain the previous option?* _____

ORIGINAL VERSION (PT)

TRANSLATED VERSION (EN)

Selecione apenas uma opção

- Há menos de 1 ano
- Há mais de 1 ano e menos de 5 anos
- Há mais de 5 anos
- Outra: _____

6. Qual(uais) o(s) objetivo(s) da iniciativa*

Selecione os 3 principais objetivos

- Promover a inclusão social / Combater a exclusão social
- Promover o emprego / Combater o desemprego
- Promover o acesso à saúde
- Promover a justiça
- Promover o acesso a habitação
- Promover o acesso a alimentação
- Outra: _____

7. A iniciativa é desenvolvida em apenas uma ou em várias comunidades?*

Selecione apenas uma opção

- Uma comunidade (Avançar para a pergunta 8)
- Várias comunidades (Avançar para a pergunta 9)

8. Qual a comunidade e onde se localiza?* _____
 _____ (Avançar para a pergunta 15)

9. Quais as comunidades e onde se localizam?* _____

5. How long is the initiative implemented?*

Select only one option

- Less than 1 year
- More than 1 years and less than 5 years
- More than 5 years
- Other: _____

6. What is(are) the key objective(s) of the initiative?*

Select the 3 key objectives

- Promote social inclusion / Fight social exclusion
- Promote employment / Fight unemployment
- Promote access to health
- Promote justice
- Promote access to housing
- Promote access to food
- Other: _____

7. Is the initiative developed in only one or more communities?*

Select only one option

- One community (Go to question 8)
- More than one community (Go to question 9)

8. Which is the community and where it is located?* _____
 _____ (Go to question 15)

ORIGINAL VERSION (PT)

TRANSLATED VERSION (EN)

10. De que forma se implementou a iniciativa nestas comunidades?*

Selecione apenas uma opção

- Expansão/replicação através de uma comunidade inicial
(Avançar para a pergunta 11)
- Implementação da iniciativa ao mesmo tempo em todas as comunidades
(Avançar para a pergunta 14)

11. Qual a primeira comunidade onde se implementou?* _____

12. Como se expandiu/replicou?*

Selecione apenas uma opção

- O promotor replicou a iniciativa numa comunidade diferente
- Outro ator replicou a iniciativa numa comunidade diferente
- O promotor replicou a iniciativa numa comunidade com necessidades/problemas semelhantes
- Outra: _____

13. Porquê essas comunidades e não outras?*

Selecione todas as opções que se aplicam

- Semelhança de problemática
- Semelhança de atores principais
- Geografia
- Oportunidade
- Outra: _____

14. A equipa da iniciativa é a mesma nas várias comunidades?*

Selecione apenas uma opção

9. Which are the communities and where are they located?*

10. How was the initiative implemented in these communities?*

Select only one option

- Replication through an initial community (Go to question 11)
- Implementation at the same time in all communities
(Go to question 14)

11. What was the first community where it was implemented?* _____

12. How it was expanded/replicated?*

Select only one option

- The promoter (social innovator) replicated the initiative in a different community
- Other actor replicated the initiative in a different community
- The promoter (social innovator) replicated the initiative in a community with similar needs/problems
- Other: _____

13. Why these communities and not others?*

Select all the options that apply

- Similar social needs/problems
- Similar key actors
- Geography
- Opportunity
- Other: _____

ORIGINAL VERSION (PT)

TRANSLATED VERSION (EN)

- Sim (Avançar para a pergunta 19)
- Não (Avançar para a pergunta 15)

15. Quem constitui a equipa da iniciativa?* _____

Por exemplo: equipa técnica (empreendedor, técnicos), equipa contratada (outsourcing), comunidade, etc. Identifique a equipa para cada uma das comunidades onde a iniciativa é desenvolvida.

16. No total, quantas pessoas fazem parte da equipa em cada comunidade?* _____

17. Quais os tipos de grupos vulneráveis apoiados pela iniciativa?*

Selecione todas as opções que se aplicam

- | | |
|---|--|
| <input type="checkbox"/> Crianças | <input type="checkbox"/> Vítimas de doença |
| <input type="checkbox"/> Adolescentes/jovens | <input type="checkbox"/> Migrantes e refugiados |
| <input type="checkbox"/> Idosos | <input type="checkbox"/> População sem-abrigo |
| <input type="checkbox"/> População desempregada | <input type="checkbox"/> Dependentes (álcool, droga) |
| <input type="checkbox"/> Famílias carenciadas | <input type="checkbox"/> Reclusos |
| <input type="checkbox"/> Vítimas de discriminação | <input type="checkbox"/> Outra: _____ |
| <input type="checkbox"/> Vítimas de violência | |

18. Quantas pessoas são apoiadas pela iniciativa em cada comunidade?* _____
(Avançar para a pergunta 23)

19. Quem constitui a equipa da iniciativa?*

Selecione todas as opções que se aplicam

14. Is the initiative working team the same in all communities?*

Select only one option

- Yes (Go to question 19)
- No (Go to question 15)

15. Who constitutes the initiative working team?* _____

For example: technical team (promoter, technicians), hired team (outsourcing), community, etc. Identify the working team for each of the communities where the initiative is developed.

16. In total, how many people are part of the working team in each community?* _____

17. What type of vulnerable groups are benefited by the initiative?*

Select all the options that apply

- | | |
|--|---|
| <input type="checkbox"/> Children | <input type="checkbox"/> Illness victims |
| <input type="checkbox"/> Teenagers/young people | <input type="checkbox"/> Migrants and refugees |
| <input type="checkbox"/> Elderly | <input type="checkbox"/> Homeless population |
| <input type="checkbox"/> Unemployment population | <input type="checkbox"/> Addicts (alcohol, drugs) |
| <input type="checkbox"/> Needing families | <input type="checkbox"/> Prisoners |
| <input type="checkbox"/> Discrimination victims | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Violence victims | |

18. How many people does the initiative beneficiates in each community?* _____
(Go to question 23)

ORIGINAL VERSION (PT)

TRANSLATED VERSION (EN)

- Equipa interna (promotor, técnicos)
- Equipa contratada (outsourcing)
- Comunidade
- Outra: _____

20. No total, quantas pessoas fazem parte da equipa?* _____

21. Quais os tipos de grupos vulneráveis apoiados pela iniciativa?*

Selecione todas as opções que se aplicam

- | | |
|---|--|
| <input type="checkbox"/> Crianças | <input type="checkbox"/> Vítimas de doença |
| <input type="checkbox"/> Adolescentes/jovens | <input type="checkbox"/> Migrantes e refugiados |
| <input type="checkbox"/> Idosos | <input type="checkbox"/> População sem-abrigo |
| <input type="checkbox"/> População desempregada | <input type="checkbox"/> Dependentes (álcool, droga) |
| <input type="checkbox"/> Famílias carenciadas | <input type="checkbox"/> Reclusos |
| <input type="checkbox"/> Vítimas de discriminação | <input type="checkbox"/> Outra: _____ |
| <input type="checkbox"/> Vítimas de violência | |

22. Quantas pessoas são apoiadas pela iniciativa?* _____

23. A iniciativa é financeiramente autónoma?*

Selecione apenas uma opção

- Sim (nunca beneficiou de nenhuma fonte de financiamento)
(Avançar para a pergunta 27)
- Sim (mas já beneficiou anteriormente de alguma fonte de financiamento)
(Avançar para a pergunta 25)

19. Who constitutes the initiative working team?*

Select all the options that apply

- Internal team (promoter, technicians)
- Hired team (outsourcing)
- Community
- Other: _____

20. In total, how many people are part of the initiative working team?* _____

21. What type of vulnerable groups are benefited by the initiative?*

Select all the options that apply

- | | |
|--|---|
| <input type="checkbox"/> Children | <input type="checkbox"/> Illness victims |
| <input type="checkbox"/> Teenagers/young people | <input type="checkbox"/> Migrants and refugees |
| <input type="checkbox"/> Elderly | <input type="checkbox"/> Homeless population |
| <input type="checkbox"/> Unemployment population | <input type="checkbox"/> Addicts (alcohol, drugs) |
| <input type="checkbox"/> Needing families | <input type="checkbox"/> Prisoners |
| <input type="checkbox"/> Discrimination victims | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Violence victims | |

22. How many people does the initiative beneficiate?* _____

23. Is the initiative financially autonomous?*

Select only one option

- Yes (never had funding)
(Go to question 27)

ORIGINAL VERSION (PT)

TRANSLATED VERSION (EN)

Não (beneficia de alguma fonte de financiamento)
(Avançar para a pergunta 24)

24. De que fonte de financiamento beneficia?* (Avançar para a pergunta 27)

Selecione todas as opções que se aplicam

- Capacitação para o Investimento Social (Programa Portugal Inovação Social)
- Parcerias para o Impacto (Programa Portugal Inovação Social)
- Títulos de Impacto Social (Programa Portugal Inovação Social)
- Fundo para a Inovação Social (Programa Portugal Inovação Social)
- Santa Casa da Misericórdia de Lisboa
- Fundação Calouste Gulbenkian
- European Investment Bank Institute*
- Laboratório de Investimento Social/MAZE
- Caixa Económica Montepio Geral
- Prémio Fidelidade Comunidade
- Outra: _____

25. De que fonte de financiamento já beneficiou?*

Selecione todas as opções que se aplicam

- Capacitação para o Investimento Social (Programa Portugal Inovação Social)
- Parcerias para o Impacto (Programa Portugal Inovação Social)
- Títulos de Impacto Social (Programa Portugal Inovação Social)
- Fundo para a Inovação Social (Programa Portugal Inovação Social)

Yes (had funding before)
(Go to question 25)

No (being funded)
(Go to question 24)

24. What type of funding does the initiative benefit from?* (Go to question 27)

Select all the options that apply

- Capacity building for social investment (Portugal Social Innovation funding program)
- Partnerships for impact (Portugal Social Innovation funding program)
- Social impact bonds (Portugal Social Innovation funding program)
- Social Innovation fund (Portugal Social Innovation funding program)
- Santa Casa da Misericórdia de Lisboa*
- Foundation Calouste Gulbenkian
- European Investment Bank Institute
- Social Investmnet Laboratory/MAZE
- Caixa Económica Montepio Geral*
- Prémio Fidelidade Comunidade*
- Other: _____

25. What type of funding has the initiative benefited from?*

Select all the options that apply

- Capacity building for social investment (Portugal Social Innovation funding program)
- Partnerships for impact (Portugal Social Innovation funding program)

ORIGINAL VERSION (PT)

TRANSLATED VERSION (EN)

<input type="checkbox"/>	Santa Casa da Misericórdia de Lisboa
<input type="checkbox"/>	Fundação Calouste Gulbenkian
<input type="checkbox"/>	<i>European Investment Bank Institute</i>
<input type="checkbox"/>	Laboratório de Investimento Social/MAZE
<input type="checkbox"/>	Caixa Económica Montepio Geral
<input type="checkbox"/>	Prémio Fidelidade Comunidade
<input type="checkbox"/>	Outra: _____

26. Qual a atual fonte de financiamento?* _____

27. O que estão a planear para o futuro e quais os próximos desafios?*

Selecione todas as opções que se adequem

<input type="checkbox"/>	Replicar a iniciativa noutra(s) comunidades
<input type="checkbox"/>	Aumentar o número de pessoas apoiadas pela iniciativa
<input type="checkbox"/>	Divulgar a iniciativa fora do país
<input type="checkbox"/>	Outra: _____

Perceção que o promotor tem sobre a sua iniciativa como inovação social

28. Quais as características da sua iniciativa que a tornam, na sua perspetiva, uma inovação social?*

Selecione as três opções que mais se adequem

<input type="checkbox"/>	Promove inclusão social
<input type="checkbox"/>	Satisfaz necessidades humanas

<input type="checkbox"/>	Social impact bonds (Portugal Social Innovation funding program)
<input type="checkbox"/>	Social Innovation fund (Portugal Social Innovation funding program)
<input type="checkbox"/>	<i>Santa Casa da Misericórdia de Lisboa</i>
<input type="checkbox"/>	Foundation Calouste Gulbenkian
<input type="checkbox"/>	European Investment Bank Institute
<input type="checkbox"/>	Social Investmnet Laboratory/MAZE
<input type="checkbox"/>	<i>Caixa Económica Montepio Geral</i>
<input type="checkbox"/>	<i>Prémio Fidelidade Comunidade</i>
<input type="checkbox"/>	Other: _____

26. What is the initiative current type of funding?* _____

27. What are you planning for the future and what are the future challenges?*

Select all the options that apply

<input type="checkbox"/>	Replicate the initiative in other(s) community
<input type="checkbox"/>	Increase the number of beneficiaries
<input type="checkbox"/>	Disseminate the initiative outsider the country
<input type="checkbox"/>	Other: _____

Perception the initiative promoter has about its initiative as a social innovation

28. What are the key characteristics that turn your initiative, in your perspective, into a social innovation?*

Select the three options that most apply

<input type="checkbox"/>	Promotes social inclusion
<input type="checkbox"/>	Meets human needs

ORIGINAL VERSION (PT)

TRANSLATED VERSION (EN)

- Capacita agentes
- Tem impacto positivo em problemas da sociedade
- É uma solução de negócio sustentável
- Provoca uma mudança na sociedade
- Outra: _____

- Capacitates agents
- Has positive impact in societal problems
- Is a sustainable business solution
- Provokes a change in society
- Other: _____

29. Dê um exemplo para uma das opções selecionadas na questão anterior* _____

29. Provide an example for one of the options selected in the previous question* _____

30. Qual tem sido o maior desafio enfrentado no desenvolvimento e implementação da iniciativa?*

30. What has been the biggest challenge faced by the development and implementation of the initiative?*

Selecione todas as opções que mais se adequem

Select all the options that apply

- Financiamento
- Aceitação da comunidade
- Envolvimento da comunidade
- Obtenção de lucro
- Outra: _____

- Funding
- Community acceptance
- Community engagement
- Profit
- Other: _____

Identificação das mudanças provocadas pela iniciativa na comunidade

Identification of community changes provoked by the initiatives

31. A iniciativa tem promovido o envolvimento da população da comunidade?*

31. The initiative has been promoting the community engagement?*

Selecione apenas uma opção

Select only one option

- Sim (Avançar para a pergunta 33)
- Não (Avançar para a pergunta 32)

- Yes (Go to question 33)
- No (Go to question 32)

32. Porque não?* _____

32. Why not?* _____

ORIGINAL VERSION (PT)

TRANSLATED VERSION (EN)

33. O que mudou na comunidade com a implementação da iniciativa?*

Selecione as opções que mais se adequem

- Comportamento da população
- Desenvolvimento de novas capacidades
- Hábitos/rotinas
- Crenças
- Relações entre as pessoas
- Outra: _____

34. Dê um exemplo para cada um dos tópicos assinalados anteriormente* _____

35. Que tipo de capacitação ainda necessita ser desenvolvida?*

Selecione todas as opções que se adequem

- Tecnológica
- Técnica
- Profissional
- Comportamental
- Outra: _____

Muito obrigada pela sua participação!

(por favor não se esqueça de submeter as suas respostas)

Joana Dias

33. What changed in the community with the initiative implementation?*

Select all the options that apply

- Population behaviours
- Development of new capacities
- Habits/routines
- Beliefs
- Relationships between people
- Other: _____

34. Provide an example for each option selected in the previous question* _____

35. What type of capacitation does the initiative still need to be developed?*

Select all the options that apply

- Technological
- Technical
- Professional
- Behavioural
- Other: _____

Thank you very much for your participation!

(please do not forget to submit your answers)

Joana Dias

ANNEX 4D – SURVEY DATA RESULTS

Key aspects that the initiative promoters associate to the SI concept

Table 4D.1: The key aspects that the initiative promoters associate to the SI concept.

As a social promoter, identify the key aspects you associate to a SI		
	N.º of answers	%
Creation of positive impact in societal problems	61	93,8
Provoke social change	46	70,8
Satisfaction of human needs	14	21,5
Promotion of social inclusion	32	49,2
Agents capacitation	16	24,6
Creation of sustainable business solutions	17	25,6

Promoters perception of what makes their initiative a SI

Table 4D.2: The promoters perception of what makes their initiative a SI.

What are the key characteristics that turn your initiative, in your perspective, into a social innovation?		
	N.º of answers	%
Promotes social inclusion	42	64,6
Meets human needs	27	41,5
Capacitates agents	26	40,0
Has positive impact in societal problems	54	83,1
Is a sustainable business solution	16	24,6
Provokes a change in society	38	58,5

Stimulus that led to the development of the initiatives

Table 4D.3: The initiatives stimulus to be developed.

What was the stimulus that led to the development of the initiative?		
	N.º of answers	%
Adversity (that the initiative intended to overcome)	17	26,2
Risk (that the initiative intended to mitigate)	6	9,2
Challenge (that the initiative intended to answer)	22	33,8
Opportunity (that the initiative intended to seize)	17	26,2
Other	3	4,6

Initiatives objectives

Table 4D.4: The initiatives objectives.

What is(are) the key objective(s) of the initiative?		
	N.º of answers	%
Promote social inclusion / Fight social exclusion	43	66,7
Promote employment / Fight unemployment	17	26,2
Promote access to health	11	16,9

What is(are) the key objective(s) of the initiative?		
Promote justice	4	6,2
Promote access to housing	2	3,1
Promote access to food	3	4,6

Vulnerable groups being benefited by the initiatives

Table 4D.5: The vulnerable groups being benefited by the initiatives.

What type of vulnerable groups are benefited by the initiative?		
	N.º of answers	%
Children	26	40,0
Teenagers/young people	33	50,8
Elderly	24	36,9
Unemployment population	17	26,2
Needing families	15	23,1
Discrimination victims	6	9,2
Violence victims	7	10,8
Illness victims	7	10,8
Migrants and refugees	8	12,3
Homeless population	2	3,1
Addicts (alcohol, drugs)	7	10,8
Prisoners	6	9,2

Initiatives duration

Table 4D.6: The initiatives duration.

How long is the initiative implemented?		
	N.º of answers	%
Less than 1 year	4	6,2
More than 1 years and less than 5 years	19	29,2
More than 5 years	41	63,1
Ended	1	1,5

Initiatives financial autonomy

Table 4D.7: The initiatives financial autonomy.

Is the initiative financially autonomous?		
	N.º of answers	%
Yes (never had funding)	10	16,9
Yes (had funding before)	15	21,5
No (being funded)	40	61,5

Table 4D.8: The initiatives benefiting from a funding instrument.

What type of funding does the initiative benefit from?	N.º of answers %	
	N.º of answers	%
Capacity building for social investment (Portugal Social Innovation funding program)	6	15,0
Partnerships for impact (Portugal Social Innovation funding program)	21	52,5
Social impact bonds (Portugal Social Innovation funding program)	2	5,0
Social Innovation fund (Portugal Social Innovation funding program)	1	2,5
Santa Casa da Misericórdia de Lisboa	1	2,5
Foundation Calouste Gulbenkian	4	10,0
European Investment Bank Institute	1	2,5
Social Investment Laboratory/MAZE	0	0,0
Caixa Económica Montepio Geral	0	0,0
Prémio Fidelidade Comunidade	1	2,5

Table 4D.9: The initiatives that have benefited from a funding instrument.

What type of funding has the initiative benefited from?	N.º of answers %	
	N.º of answers	%
Capacity building for social investment (Portugal Social Innovation funding program)	3	20,0
Partnerships for impact (Portugal Social Innovation funding program)	4	26,7
Social impact bonds (Portugal Social Innovation funding program)	1	6,7
Social Innovation fund (Portugal Social Innovation funding program)	0	0,0
Santa Casa da Misericórdia de Lisboa	0	0,0
Foundation Calouste Gulbenkian	3	20,0
European Investment Bank Institute	1	6,7
Social Investment Laboratory/MAZE	0	0,0
Caixa Económica Montepio Geral	1	6,7
Prémio Fidelidade Comunidade	2	13,3

Initiatives biggest challenge faced

Table 4D.10: The initiatives biggest challenge faced.

What has been the biggest challenge faced by the development and implementation of the initiative?	N.º of answers %	
	N.º of answers	%
Funding	35	53,8
Community acceptance	5	7,7
Community engagement	22	33,8
Profit	9	13,8

Initiatives community development

Table 4D.11: The initiatives implementation in the community.

Is the initiative developed in only one or more communities?		
	N.º of answers	%
One community	24	36,9
More than one community	41	63,1
How was the initiative implemented in these communities?		
	N.º of answers	%
Replication though an initial community	31	75,6
Implementation at the same time in all communities	10	24,4
How it was expanded/replicated?		
	N.º of answers	%
The promoter (social innovator) replicated the initiative in a different community	6	19,4
Other actor replicated the initiative in a different community	4	16,1
The promoter (social innovator) replicated the initiative in a community with similar needs/problems	19	61,3
Why these communities and not others?		
	N.º of answers	%
Similar social needs/problems	19	61,9
Similar key actors	7	22,6
Geography	8	25,8
Opportunity	15	48,4

Initiatives promotion of change

Table 4D.12: The initiatives promotion of change in their communities.

The initiative has been promoting the community engagement?		
	N.º of answers	%
Yes	63	96,9
No	2	3,1
What changed in the community with the initiative implementation?		
	N.º of answers	%
Population behaviours	16	25,4
Development of new capacities	25	39,7
Habits/routines	7	11,1
Beliefs	1	1,6
Relationships between people	8	12,7
Other	6	9,5

Type of capacitation to be developed

Table 4D.13: The type of capacitation that still need be developed.

What type of capacitation does the initiative still need to be developed?		
	N.º of answers	%
Technological	25	38,5
Technical	15	23,2
Professional	14	21,5
Behavioural	27	41,5

Initiatives future being planned

Table 4D.14: The initiatives future being planned.

What are you planning for the future and what are the future challenges?		
	N.º of answers	%
Replicate the initiative in other(s) community	23	35,8
Increase the number of beneficiaries	41	63,1
Disseminate the initiative outsider the country	17	25,5

ANNEX 5A – SUMMARY OF THE BIBLIOGRAPHIC REFERENCES SUPPORTING THE CONCEPTUAL FRAMEWORK DIMENSIONS

Table 5A.1: Bibliographic references used to build up this investigation conceptual framework listed by dimension.

<u>SI CONTEXT</u>	<u>SI DRIVERS</u>	<u>SI TRANSFORMATIVE CAPACITY</u>	<u>SI SUCCESS FACTORS</u>
Howaldt et al. (2018)	Howaldt et al. (2018)	Borrás and Edler (2020)	Haxeltine et al. (2017)
Haxeltine et al. (2017)	Krüger et al. (2018)	Avelino et al. (2019)	Haxeltine et al. (2017b)
Haxeltine et al. (2016)	Moulaert and Van den Broeck (2018)	Hölscher et al. (2019)	Pel et al. (2017)
Tracey and Stott (2016)	Avelino et al. (2017)	Wolfram (2016)	Weaver and Marks (2017)
Wigboldus (2016)	Backhaus and Pel (2017)	Wolfram et al. (2019)	Westley et al. (2017)
Haxeltine et al. (2015)	Haxeltine et al. (2017b)	de Haan and Rotmans (2018)	Haxeltine et al. (2015)
Souza and Silva Filho (2014)	Marks et al. (2017)	Kivimaa et al. (2018)	Social Innovation
Moulaert et al. (2010)	Westley et al. (2017)	Hölscher et al. (2018)	Generation (2015)
Westley and Antadze (2010)	Balázs et al. (2016)	Moore et al. (2018)	Avelino et al. (2014)
André and Abreu (2006)	Bittencourt and Ronconi (2016)	Backhaus and Pel (2017)	Westley (2013)
	De Majo et al. (2016)	Balázs et al. (2016)	Westley et al. (2013)
	Dorland and Jørgensen (2016)	Bittencourt and Ronconi (2016)	Westley and Antadze (2013)
	Filka (2016)	De Majo et al. (2016)	Westley and Antadze (2013)
	Ruijsink and Smith (2016)	Dorland and Jørgensen (2016)	McCarthy et al. (2014)
	Social Innovation Community (2016)	Filka (2016)	Antadze and Westley (2012)
	Terstriep et al. (2016)	Ruijsink and Smith (2016)	Westley and Antadze (2010)
	TESS (2016)	Social Innovation Community (2016)	Westley (2008)
	van der Have and Rubalcaba (2016)	TESS (2016)	Westley et al. (2006)
	Weaver et al. (2016)	Ziervogel et al. (2016)	
	Wittmayer and Rach (2016)	Weaver et al. (2016)	
	Boelman et al (2015)		
	Cipolla et al. (2015)		
	Dumitru et al. (2015)		
	Elle et al. (2015)		
	Forrest and Wiek (2015)		
	Haxeltine et al. (2015)		
	Longhurst (2015)		
	Voorberg et al. (2015)		
	Souza and Silva Filho (2014)		
	Cloutier (2003)		
	Westley and Antadze (2013)		
	Westley et al. (2013)		
	Nicholls and Murdock (2012)		
	The Young Foundation (2012)		
	Eames and Egmore (2011)		
	Hubert et al. (2010)		
	Moulaert et al. (2010a)		
	Moulaert et al. (2010b)		
	Pol and Ville (2009)		
	Murray et al. 2010		
	Murray et al. 2008		
	Phills et al. (2008)		
	Mulgan et al. (2007)		
	André and Abreu (2006)		
	Mulgan (2006)		
	Westley et al. (2006)		
	Moulaert et al. (2005)		

ANNEX 6A – GUIDELINES FOR THE SEMI-STRUCTURED INTERVIEWS

Table 6A.1: Guidelines for the promoters case studies semi-structured interviews.

PROMOTERS
Start of the initiative (when, where, why, and how – aims and goals, values)
Main responsibility for the idea of the initiative, main responsibility for the implementation, and decision-making structure
Triggers and motivations for starting the initiative
Innovation of the initiative
Relationship with social needs
Idea: new or based on other solutions that already exist, how did this come about
Whether the initiative being replicated elsewhere (If yes, where and how)
Definition of success in the beginning and now; key factors that determined success / key barriers from idea to growth
Financial autonomy
Members / volunteers / beneficiaries: who is active, who 'stands alone', socio-economic background
Most important actors who played significant roles (as enablers and blockers) and why
Description of relationships and interactions between the actors of the initiative: agreements, disagreements, conflicts that occurred
Strategies promoted by the initiative to enroll actors and to hold them
Seemingly motivations for actors to join the initiatives and/or the activities promoted
Learning points from the initiative's activities and events and who benefits most from it
Channels of communication within the initiative: to disseminate news and events, to disseminate learning outputs
Relationship with local / regional / national governments and with local communities
Monitoring and evaluation procedures in place, and its purpose
Training activities: Is needed / For what purposes / By whom
Changes over time in aims and goals, strategies and efforts
Things that could have been done differently
Impact of the initiative until now
Scaling up of the initiative
Anything to add

Table 6A.2: Guidelines for the beneficiaries case studies semi-structured interviews.

BENEFICIAIRES

Description of the initiative: beneficiaries personal view
When and how did they come across with this initiative
Motivation to join the initiative and to maintain / expectations at the start
Role played in the initiative
Benefits from participating in the initiative / significance of the initiative
How the initiative responds to social needs
Changes in the activities and events of the initiative: what changes over time, why such changes
Relationships with other actors of the initiatives: harmony and conflicts, trust
Changes in the actor's networks: what changes over time, why such changes
Most important actors who played significant roles (as enablers and blockers) and why
Communication channels with the initiative and other actors
Initiative internal processes of regulating and decision-making
Learning points: how do they learn from activities and events, do they reflect on new information / use of the information in personal life, and how
Relationship with local / regional / national governments
Main enablers and constraints for the initiative
Things that could have been done differently
Impact and scaling up of the initiative
Anything to add

ANNEX 6B – CASE STUDIES (PORTRAYED) IN THE MEDIA

Table 6B.1: Systematization of the media news on *A Avó veio trabalhar*.

A AVÓ VEIO TRABALHAR



Conversa de Vó
 Natalia Dornellas é jornalista, podcaster e ativista da longevidade. Procura por avós e avãs para prosseguir e histórias de #avosidade para contar. É criadora do podcast Conversa de Vó e cofundadora da plataforma 40+ AsPerennials

A Avó Veio Trabalhar: conheça o hub criativo para pessoas 60+ em Portugal

Tente não se apressar por estes avós portugueses! Cívicos, felizes e prontos para ajudar a projeto que impactado pela pandemia de Covid-19

Por Natalia Dornellas Atualizado em 22 jan 2021, 16:52 - Publicado em 22 jan 2021, 17:30

"A Avó Veio Trabalhar"/Divulgado

Source: (Dornellas, 2021).



Episódio #6 Temporada 6: A Avó Veio Trabalhar

FEVEREIRO 18, 2021

Source: (Anita no trabalho, 2021).



25 MARKETEER CADERNOS ESPECIAIS

A Avó Veio Trabalhar junta-se a Milka para criar Lenços dos Namorados

Por Marketeer - em 11:30, 5 Feb, 2021

Source: (Marketeer, 2021).



NOTÍCIAS BOAS

Ask Why – A avó veio trabalhar

Abriu 10, 2021 / No Comments

Source: (Coisas boas e malta, 2021).



MARKETING

A Avó Veio Trabalhar com a Milka

A Milka e A Avó Veio Trabalhar, hub criativo de aprendizagem, partilha e empowerment dos seniores na sociedade, assinalam o Dia Mundial dos Avós, que se celebra a 26 de julho. As marcas vão oferecer uma tablete de chocolate a quem encomendar, até dia 19 de julho, uma fotografia bordada à mão.

quinta-feira, 15 julho 2021 12:50

Source: (Briefing, 2021).



'A AVÓ VEIO TRABALHAR'

SANTA MARIA Chuva / Alto

VIDEOS

► 'A avó veio trabalhar': um projeto que mostra que a criatividade não tem idade

Source: (SIC, 2021).

A AVÓ VEIO TRABALHAR

P P2 EPSILON IMPAR FUGAS P3 CINECARTAZ CLUBE P

Todos ficamos a ganhar se soubermos aproveitar o tempo e a experiência dos mais velhos

Source: (Público, 2021).

"AVÓ VEIO TRABALHAR" ACABOU DE TRICOTAR A BANDEIRA DE PORTUGAL!



Source: (TVI, 2021)

A "Avó Veio Trabalhar" abre as portas para um workshop de costura



Source: (International hub, 2020).

MAGICTHINK | ARTIGOS

abracadabra

CONEXÃO FOR-LIS COM ÂNGELO E SUSANA, DO A AVÓ VEIO TRABALHAR



O nome do projeto já aquece o coração e desperta a curiosidade: A Avó Veio Trabalhar (@[avoveiostrabalhar](#)). Nos bastidores, o psicólogo Ângelo Campota e a designer Susana António comandam a Fermenta, organização a qual A Avó faz parte. A ideia nasceu há seis anos, quando a dupla trabalhava em outra iniciativa na capital portuguesa, e teve como ponto de partida o desejo de criar algo deles, pensado do início ao fim. "A fermenta nasceu e depois veio A Avó, para estimular mais os velhos e fazê-los acreditar neles mesmos", conta Susana. Hoje, o projeto conta com 70 avós participantes.

Source: (Magickthink, 2020).

A AVÓ VEIO TRABALHAR E MILKA JUNTAS POR UM NATAL COM MAIS TERNURA

culturadeborla 09.12.20



Source: (Cultura de borla, 2020).

"A avó veio trabalhar"

Publicado em: 16 Dezembro 2020



"A Avó veio trabalhar" é um projeto criado pela designer Susana António e o psicólogo Ângelo Campota, cuja ideia surgiu mais do que de um propósito, de uma inevitabilidade: desconstruir o estigma de que a função dos maiores de 65 anos é irrelevante do ponto de vista criativo.

Source: (AMI, 2020).

A AVÓ VEIO TRABALHAR



A Avó Veio Trabalhar

NOVIDADES
CABELO
MAQUILHAGEM
PELE
TRENDS
#REALFLUENCERS
OUTRAS COISAS
ESPECIAIS
Q PESQUISAR

Novidades
'A Avó Veio Trabalhar' e Benamôr provam que Beleza e sustentabilidade não têm idade
Partilham os mesmos valores: autenticidade, aproximação e preocupação com os outros. Desta relação amorosa nasceu uma parceria.

Source: (Miranda by Sapo, 2020).

LISBOA PT

TimeOut



A Avó Veio Trabalhar precisa de ajuda para manter a sua casa

A iniciativa pretende aguentar as avós pelo menos por mais um ano na sua casa e ponto de encontro na Penha de França.

Por [Francisca Dias Real](#) Publicado Terça-Feira 15 Dezembro 2020, 15:38

Source: (Time Out, 2020).

Benamôr vai oferecer bolsas personalizadas pel'A Avó Veio Trabalhar



Em compras a partir dos 100 euros a Benamôr oferece uma bolsa personalizada pel'A Avó Veio Trabalhar. (Fotografia: DIO)

Ana Costa
25/12/2020

Source: (Evasões, 2020).

A Avó Veio Trabalhar aos Açores




A Avó chegou aos Açores e inspirou-se na natureza para crocheter peças únicas intemporais.

A Avó não está à venda, mas os produtos que faz, sim. Apoie-nos.

Em 2019, a Vice-Presidência do Governo, através do Centro Regional de Apoio ao Artesanato (CRAA) implementou o projeto **A Avó Veio Trabalhar nos Açores**, com a parceria da Avó Vem Trabalhar de Lisboa e com o apoio da Câmara Municipal de Lagos. A Avó Veio Trabalhar é um projeto que pretende explorar a dinâmica intergeracional, o design e o empoderamento sénior através do artesanato. Nesse âmbito, A Avó veio trabalhar nos Açores, com um grupo de 15 avós, lançou a sua primeira coleção de trabalhos para venda na loja Azores in a box, realizaram-se workshops de bordado sobre fotografia e participaram em eventos.

Source: (Centro Regional de Apoio ao Artesanato, 2020).

A Avó Veio Trabalhar



A Avó Veio Trabalhar é uma hub criativa para 60+. Uma iniciativa sem fins lucrativos de impacto local.

Um espaço de produção artesanal e criativa, que produz uma rede de comunidade de afectos onde o centro são eles, os mais velhos e as suas mestrias artesanais. A idade é entendida como um poder. Cada Avó tem um talento único, aspirações e paixões que são celebradas individualmente.

Source: (Mykubo, 2020).

ORGANII MAIS SPA BLOG OUTLET BEBÉ GREEN SAVINGS A MINHA CONTA AS LOJAS CARRINHO

ORGANII | BIO BLOG | ENTREVISTA COM A AVÓ VEIO TRABALHAR

ALIMENTAÇÃO
BELEZA
COMUNIDADE
SAÚDE

Entrevista com A Avó Veio Trabalhar

Trazemos mais uma linda inspiração para a Organii. Queremos dar-vos a conhecer um projeto maravilhoso chamado "A Avó Veio Trabalhar" criado por Susana António e Ângelo Campota.



Source: (Organii, 2020).

A AVÓ VEIO TRABALHAR



“A Avó veio trabalhar”

Source: (RTP, 2020a).

Milka apoia projeto A Avó Veio Trabalhar com a oferta de chocolates

Por Filipa Almeida — em 17:24, 9 Dez 2020



Até ao dia 25 de dezembro, comprar uma peça produzida pelas artesãs do projeto A Avó Veio Trabalhar é sinónimo de receber chocolates como recompensa. A Milka junta-se ao hub criativo dedicado ao empoderamento de seniores para incentivar a escolha de produtos locais para colocar junto à árvore de Natal.

Source: (Multinews, 2020).

NOVEMBRO 20, 2020 | IN NOTÍCIAS



Para comemorar o GREEN FRIDAY
A Avó Veio Trabalhar... com a Benamôr

Já conhece a Avó Veio Trabalhar? É um Hub criativo para 60+, um projeto de aprendizagem, partilha e empoderamento, que usa os labores tradicionais e o design para aumentar o poder de intervenção dos nossos seniores na sociedade. É um projeto único, com inúmeros valores em comum com a Benamôr, como a autenticidade, proximidade, simplicidade, preocupação com os outros e... um toque de irreverência!

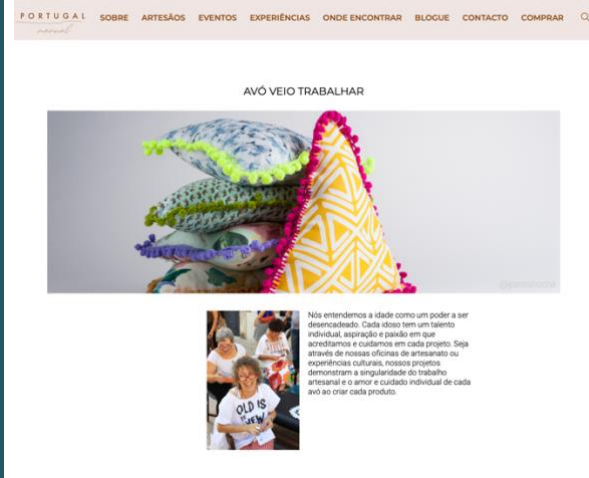
Havendo também uma ligação emocional muito forte da Benamôr e dos seus consumidores às suas Avós, é com muito orgulho que a marca ajuda as Avós a pôr em prática a sua arte, labor e talento e que dá a conhecer o trabalho incrível que desenvolvem. É porque achamos que a beleza não tem idade... cuidado com as Avós!

Encontre aqui @aavoiotrabalhar

Source: (Benamôr, 2020).



Source: (Impulso Positivo, 2019).



Source: (Portugal manual, 2019).



Source: (Mistaker maker, 2019).

A AVÓ VEIO TRABALHAR



INSTITUIÇÕES MERCADO

“A AVÓ VEIO TRABALHAR” E KAFFA CELEBRAM PARCERIA

No próximo dia 9 de julho as avós do projeto “A Avó veio Trabalhar” vão tomar café na Kaffa.

Por Revista Dignus / 03/07/2019

Source: (Revista Dignus, 2019).

LISBOA, OUTRAS VIAGENS

A AVÓ VEIO TRABALHAR



Source: (Aqui me quedo, 2019).

“A Avó Veio Trabalhar”... de trotinete elétrica



Source: (Imagens de marca, 2019).

Sessão de partilha com “A Avó veio trabalhar”

A Fundação Eugénio de Almeida promove no próximo dia 3 de Junho, das 14.30h às 16.30h, no Centro de Inovação Social (CIS-FEA), uma partilha de boas práticas de projetos sobre envelhecimento positivo e inovação social, com a presença dos promotores da iniciativa “A Avó veio trabalhar”.

Esta partilha de boas práticas insere-se nas atividades regulares do CIS-FEA tendo como objetivo inspirar o desenvolvimento de iniciativas inovadoras que promovam o bem-estar das pessoas idosas através de exemplos de práticas bem-sucedidas em outros contextos. Enquadra-se também na Unidade de Rede de Envelhecimento Positivo (LIREP) do Conselho Local de Ação Social de Évora (CLASE), do qual a Fundação Eugénio de Almeida é entidade parceira.

A iniciativa “A Avó veio trabalhar”, reúne mulheres acima dos 65 anos para produzir objetos de design, promovendo a aprendizagem, a partilha e a capacitação de pessoas idosas através do artesanato, aumentando o poder de intervenção dos idosos na sociedade. O Projeto “A Avó veio trabalhar” recebeu em 2015 o Prémio “Melhor Ideia do Ano – 2015” da revista Time Out Lisboa.

Participe nesta sessão de partilha e inspire-se, devendo formalizar a sua inscrição [AQUI](#)



Investidores Sociais:



Partilhar conteúdo:



Source: (Almeida, 2019).



“A Avó Veio Trabalhar”: um projeto desenhado para valorizar a terceira idade

Por Susana Pedro, 14 de Maio de 2019 Idosos

«Vivemos numa sociedade em que as pessoas mais velhas deixam de ter valor só porque param de trabalhar e de contribuir para a comunidade. E essa ideia funciona como espelho na população mais envelhecida, que por o exterior não lhe atribui importância deixa de se sentir útil e importante», refere a designer Susana António, cofundadora do projeto “A Avó Veio Trabalhar”, que visa o empoderamento da população mais idosa através do uso de ferramentas artísticas.

Source: (Lares Online, 2019).

LISBOA CONVIDA A Avó Veio Trabalhar



Source: (Lisboa Convida, 2019).

A AVÓ VEIO TRABALHAR

A avó vai trabalhar para a Morais Soares para continuar a crescer

O projecto de intervenção social "A avó veio trabalhar" não pára de crescer e, em Maio, muda-se para uma casa nova onde vai poder acolher mais avós, visitantes e até estudantes de outros países que queiram explorar as artes manuais, cruzando sempre o design contemporâneo com a mestria da comunidade sénior. Os avós também estão convidados.

Joana Filipe
21 de Abril de 2019, 19:27



Source: (Público, 2019).

COMPARE
31.07.2019 às 08:40



SUSANA LOPES FAUSTINO



Sejam bem-vindos à casa nova d'A Avó Veio Trabalhar, em Lisboa



O projeto de inovação social A Avó Veio Trabalhar mudou-se do Poço dos Negros para a Penha de França, para continuar a crescer. Na nova loja-atelier, vão poder receber mais avós – e os avós também estão convidados

Source: (Visão, 2019).



Sobre Nós Destinos Artigos Na Mídia Dúvidas Contato

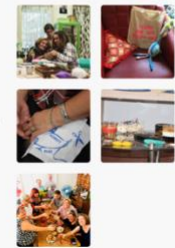
A capital europeia mais querida dos brasileiros tem lugares maravilhosos para você conhecer e pessoas incríveis para você ajudar. Descubra como ladeiras, azulejos e pastéis de nata combinam deliciosamente com o amor e a alegria de vovós cheias de vida.

Visão Geral Destaques Roteiro O Voluntário Acomodação e Reserções Itens Incluídos

Datas e Valores

Se você viaja para viver novas experiências e crescer, sua participação no projeto A Avó Veio Trabalhar vai garantir as férias da sua vida.

Esta ideia – que de tão linda não tem um adjetivo à altura para ser definida – coloca você em contato diário com vovós magníficas e cheias de energia, que recebem o seu apoio nas tarefas do dia a dia e, em troca, dão suas histórias e muita inspiração para o seu futuro. E você ainda tem bastante tempo livre para buscar mais inspiração nas ruas da cidade europeia do momento, repleta de cantinhos que encantam tanto quanto suas novas melhores amigas. Ah, já vá se acostumando: elas sempre vão recomendar que você leve um casquinho quando sair para explorar Lisboa.



Source: (Passion & Purpose Experience, 2019).

ambiente



KAFFA APRESENTA PRIMEIROS PRODUTOS RECICLADOS PRODUZIDOS PELA A AVÓ VEIO TRABALHAR

10 Julho 2019

Source: (Ambiente magazine, 2019b).



OLD IS THE NEW YOUNG: conheça o projeto A avó veio trabalhar

Se tem uma coisa que podemos afirmar hoje em dia essa coisa é que a idade nada mais é do que um número. Para comprovar essa frase basta você passar pelas ruas de Lisboa, mais especificamente na Rua do Poço dos Negros, onde fica a sede do projeto "A Avó veio trabalhar".

Idealizado pela designer Susana António e pelo psicólogo Ângelo Campota, o projeto tem exatamente o que ambos procuravam após suas formações: o design português e a ocupação na terceira idade. No começo, haviam poucas participantes, e eram propostas atividades criativas com características diferentes das que as avós já estavam acostumadas, como bordados de caveiras mexicanas e cores fluorescentes. Segundo Ângelo, elas contestavam esses materiais por não estarem habituadas com eles, o que foi passando com o tempo.



Source: (Design culture, 2018).

VITRINES A AVÓ VEIO TRABALHAR



Source: (Priballarin, 2018).

A AVÓ VEIO TRABALHAR

CULTURA

A Avó Veio Trabalhar: um atelier criativo para quem tem mais de 55 anos

Projeto foge aos programas comuns oferecidos para os idosos em Portugal.

BY BRUNA CASTRO - ABRIL 13, 2018



By Carlos Teixeira

O envelhecimento da população em Portugal não é uma novidade, por isso, garantir o envelhecimento ativo é uma preocupação do Governo e de diversas Associações Sociais. E a **criatividade** mostrou ser uma ótima saída para este problema.

Source: (Lisboa Secreta, 2018).

Conheça o projeto "A Avó Veio Trabalhar"

Gabriel Patrocínio 02/04/2018



A **Avó Veio Trabalhar** é uma iniciativa criativa e colaborativa, que mostra a integração de senhoras artistas e artesãs ao mercado criativo e social. O projeto reúne mulheres acima dos 65 anos para criar e produzir objetos de design, no qual a principal moeda é a troca de conhecimento através de workshops e cursos ministrado pelas Avós, com objetivo de reintegrá-las à vida ativa, trabalho e produção comercial, diferente dos tradicionais programas sociais para idosos.

Source: (Patrocínio, 2018).

Empreendedorismo

A Avó Veio Trabalhar

A **Avó veio trabalhar** é um projeto de aprendizagem, partilha e empowerment, que através dos labores tradicionais e do design, aumenta o poder de intervenção dos seniores na sociedade, inserindo-se numa premissa de reinserção socioprofissional dos idosos.

Com o objetivo de estimular o impulso empreendedor e criativo da comunidade sénior, **A Avó veio trabalhar** é uma iniciativa da Fermenta - Associação, em parceria com a Casa Pia de Lisboa, I.P., a Associação Para o Planeamento da Família (APF), a Oficina do Cego - Artes Gráficas, a Fundação Portuguesa das Comunicações, o Instituto de Artes e Ofícios (IAO), a Fundação Ricardo Espírito Santo, a Junta de Freguesia da Misericórdia, apoiada pelo Programa BIPZIP - Câmara Municipal de Lisboa e pela Fundação Calouste Gulbenkian.



Source: (NOS, 2017).

HOME ENTREVISTA SOCIEDADE PERFIL More

A avó veio trabalhar

Um projecto social premiado, útil e comunitário.

António Castelo | antonio.castelo@qinews.pt | 30 Outubro 2017

Share Tweet



Uma fotografia de uma "avó" no espaço do Poço dos Negros.

Source: (Qi news, 2017).

06/05/2017

A AVÓ VEIO TRABALHAR



Source: (Aldeia de gralhas, 2017).

A Minha Avó é mais Bonita do que a Tua

Filipa Penteado

O namoro entre a **Umbigo** (ou pelo menos o meu umbigo) e **A Avó Veio Trabalhar** já se arrasta há algum tempo, mas até aqui tem sido platónico. A apresentação da coleção **Seven** foi o pretexto ideal para finalmente nos conhecermos.

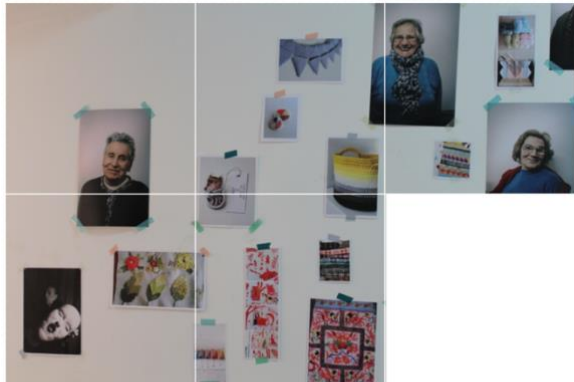
We are family

O carácter familiar d'A Avó Veio Trabalhar é imediatamente visível e sentido quando se chega ao nr 124 da Rua do Poço dos Negros. Júlia, a cadela de três meses de Ângelo Compota - fundador do projeto com Susana António - anda constantemente de colo em colo e ouvem-se cumprimentos nos quais se percebe um dia-a-dia partilhado: toda a gente se trata por tu e há referências a ontem e amanhã. Esta dinâmica não é exclusiva das avós que fazem parte do projeto. Estende-se também a todos os "netos", amigos, voluntários e estagiários que por ali passam. "As pessoas vêm aprender um labor, mas ao fim de três horas saem com uma avó", diz Ângelo em relação aos workshops.



Source: (Umbigo magazine, 2017).

A AVÓ VEIO TRABALHAR



A agulha de tricô como uma importante ferramenta de transformação

por Cristina Hentschke

Source: (Bora, 2016).

A Avó Veio Trabalhar e o Armazém juntam-se... para um Workshop

ABRIL 28, 2016



Source: (Armazém de ideias limitadas, 2016).

LIFESTYLE OUTUBRO 24, 2016

Uma tarde com as Avós

Toque à campainha d'O Apartamento para descobrir o que é que as avós prepararam para si... Aceita o convite!



RITA ALEIXO



Com as mãos marcadas pela idade, mas dotadas de uma energia inimitável, as avós do projeto 'A Avó Veio Trabalhar' ditam o ritmo à obra. Já no dia 27 de outubro, têm open day em Lisboa, para lançar a sua nova coleção de peças artesanais a Collection Fivc.

Source: (Lux Woman, 2016).

A Avó Veio Trabalhar

SEGUNDA-FEIRA, 6 DE JUNHO DE 2016 IN ARTS & CRAFTS · POST A COMMENT



Source: (Homes in colour, 2016).

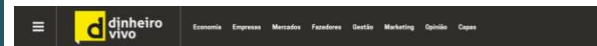
A avó veio trabalhar. E já não quer outra coisa.

Trabalho fora de casa para maiores de 60



Muita gente poderia achar que design e psicologia têm pouco em comum, mas quando se conhece Susana António e Angelo Campota, essa ideia cai por terra. De profissão, ela é designer gráfica e ele é psicólogo. De coração, ambos são pessoas que acreditam no poder da partilha enquanto forma de inovação social.

Source: (FvF Productions, 2016).



FAZEDORES

A Avó veio trabalhar. Os 60 são os novos 30?

Uma designer e um psicólogo juntaram-se para transformar o design numa ferramenta de ocupação dos tempos livres e de integração social.

Lula Brufal

28 Agosto 2016 • 13:00

PARTILHAR

Facebook

Twitter

WhatsApp

Email

+



Source: (Dinheiro vivo, 2016).

A AVÓ VEIO TRABALHAR



Source: (NGEurope, 2016).

A Avó veio trabalhar

A Avó Veio Trabalhar é um conceito que nasceu nas cabeças de Ângelo e Susana e está a ser posto em prática no terreno desde outubro do ano passado.

Numa sociedade cada vez mais envelhecida, em que na maioria dos casos, os seniores são negligenciados e postos de parte, como população inútil, a Avó Veio Trabalhar surgiu como uma realidade urgente para a mudança deste paradigma. Aqui os avós ensinam, aprendem, criam, e ainda se acompanham. Aqui os avós trabalham, respiram, vivem e emanam vida.

Craim coleções com os avós e vendem produtos, sendo que apenas vender os produtos muitas vezes não potencia a auto-sustentabilidade de um projeto, oferecem também serviços, como workshop na comunidade. Desenvolvem outros serviços, como brindes ou desafios que empresas nos propõem. Assim têm vários canais que possam auto-sustentar e financiar o projeto para continuar.



Source: (RTP, 2016).

Sobre Nós Clientes Comunicação e RP Direção Criativa Travel With Us Contactos ENG

A Avó vai Trabalhar e O Apartamento

le pôr um bôlo no forno!

Open Day

27 Outubro (das 12h às 20h)

São criativas, irrequietas e têm uma energia inesgotável, não se intimidam quando é preciso dedicar milos à obra. São maratonistas por muitas décadas de vida, mas que prezam que este tempo não seja em vão: "Old is the New Young" tem presença de 27 avós no âmbito do projeto de intervenção social "A Avó Veio Trabalhar" vão fazer um "open day" e O Apartamento para apresentar a sua coleção COLLECTION FIVE entre outras coisas.



Source: (O Apartamento, 2016).

Jornal 18/7/21 PORTUGAL DINHEIRO MUNDO DESPORTO MAIS OPINIÃO

A avó veio trabalhar. Proibida a costura a menores de 60 anos



MARTA CERQUEIRA 28/10/2015 15:25

© Manuel Vicente

Source: (Jornal i, 2015).

PT EN

TRIEINAL DE ARQUITECTURA DE LISBOA

A Avó Veio Trabalhar

Exposição

Tendo como premissa a reinserção sócio-profissional dos residentes da Freguesia da Misericórdia, A Avó Veio Trabalhar é um projeto de aprendizagem, partilha e "empowerment", que através da utilização dos trabalhos tradicionais e do design, destina-se a aumentar o poder de intervenção dos seniores na nossa sociedade. Depois do sucesso da primeira coleção do projeto de luvas que surpreendeu os próprios organizadores, A Avó veio trabalhar apresentou no Palácio Sinel de Cordes, no dia 19 de Maio de 2015, em formato expositivo, a nova coleção de almofadas, criadas pelos 42 seniores.

Source: (Trienal de Lisboa, 2015).

"A Avó Veio Trabalhar"

por Filipa Marques Henriques, Jaime Guilherme, Guilherme Brito



Source: (RTP, 2015).

Table 6B.2: Systematization of the media news on *Pago em Lixo*.

PAGO EM LIXO

PAÍS | REPORTAGEM

Pago em lixo. A Junta de Campolide "faz negócio" para premiar a reciclagem e a compostagem



Source: (RTP, 2020b).

"Pago em Lixo" uma ideia sedutora – Junta de Freguesia de Campolide

17/08/2018



Um Projeto ímpar da Junta de Freguesia de Campolide

Source: (Hucilluc, 2018).

Pago Em Lixo



Source: (Porto, 2018).

ambiente



CADA PRODUTO RECICLADO EM CAMPOLIDE É "PAGO EM LIXO"

Source: (Ambiente magazine, 2017).

SIC NOTÍCIAS - OPINIÃO PROGRAMAS GUIA TV ESPECIAIS

PAÍS

Em Campolide, Lisboa, separar o lixo vai dar dinheiro



© REUTERS

Source: (Sic Notícias, 2016).

Table 6B.3: Systematization of the media news on *Bela Flor Respira*.

BELA FLOR RESPIRA		
<div style="display: flex; justify-content: space-between; align-items: center;"> f @ t in  </div> <p>O bairro lisboeta onde nasceu uma Agrofloresta</p>  <p style="text-align: right;">Source: (Greensavers, 2021).</p>	<div style="display: flex; justify-content: space-around; align-items: center;">    </div> <p style="text-align: center;">Programa Erasmus+ da UNIÓN EUROPEA REGIONE AUTONOMA DELLA SARDEGNA</p> <div style="background-color: #4CAF50; color: white; padding: 10px; text-align: center;"> <p>Lançamento em Portugal</p> <p>WEBINÁRIO 02 30 JUN 19-20h</p> <p>DIÁ EUROPEU DAS COMUNIDADES SUSTENTÁVEIS</p> <p>EUROPEAN DAY OF SUSTAINABLE COMMUNITIES 5th 18 2021</p> <div style="display: flex; justify-content: space-around; margin-top: 10px;">     </div> </div> <p style="text-align: center;">Source: (ENICBCMED, 2021).</p>	<h2 style="text-align: center;">Bela Flor, a floresta que alimenta Campolide com uma horta e solidariedade entre vizinhos</h2>  <p style="text-align: right;">Source: (Mensagem, 2021).</p>
<div style="text-align: center;">  </div> <p>Campolide: campo, horta e floresta em plena cidade</p> <p>Rui Loureiro 8 Fev 21</p>  <p style="text-align: right;">Source: (7 Margens, 2021).</p>	<div style="background-color: #ccc; padding: 5px; border: 1px solid #ccc;">  </div> <h3 style="text-align: center;">Mais algumas boas práticas</h3> <p style="text-align: center;">Jun 21, 2021 Boas práticas, Destaques</p> <p>Se os bons exemplos se tornarem contagiosos, quem dera que provoquem uma epidemia.</p> <p>Campo, horta e floresta na cidade</p> <p>Bela Flor Respira é o nome de um projecto desenvolvido em Campolide, Lisboa, e é uma história que dá gosto conhecer. Foi em 2018 que «Cátia Godinho, especialista em economia circular, propôs à Junta de Freguesia de Campolide, um projecto de agrofloresta comunitária seguindo os princípios da agricultura regenerativa, para revalorizar baldios no bairro municipal da Bela Flor». A Junta gostou da ideia e conseguiram um financiamento da Câmara Municipal de Lisboa.</p> <div style="text-align: center; margin-top: 10px;">  <p>GerdAltmann</p> </div> <p style="text-align: right;">Source: (Casa Comum, 2021).</p>	<div style="background-color: #ccc; padding: 5px; border: 1px solid #ccc;">  </div> <p style="text-align: center;">Púb. Sociedade</p> <h3 style="text-align: center;">Lisboa: PEGADAS BIP ZIP celebra 10 anos</h3> <p>Programa de Parcerias Locais da Câmara Municipal de Lisboa celebra, com a participação das comunidades locais, 10 anos.</p>  <p style="text-align: right;">Source: (TV Europa, 2021).</p>

BELA FLOR RESPIRA



LISBOA ABRE AS PORTAS DOS SEUS JARDINS



Source: (Flores e Frutos, 2020).

Jardins Abertos

Agrofloresta da Bela Flor

Plantar uma agrofloresta na cidade

Aberto no(s) dia(s):

VIRTUAL

● YouTube



Source: (Jardins Abertos, 2020).



Growing friendships and healing land

In a slopy hill in Campolide in Lisbon, an unusual sight can be spotted every week. The agroforestry project in Bela Flor brings together a group of knowledge thirsty plant enthusiasts to learn and grow. And if they're lucky, eat freshly baked cookies and enjoy live music from the neighbours.



Source: (The Circular trip, 2020).

AGROFLORESTA DE CAMPOLIDE



Source: (Hortas de Lisboa, 2020).

RTP

REPORTAGEM



Reportagem

Source: (RTP, 2020c).

LISBOA CIDADE ATUALIDADE AGENDA MUNICÍPIO

ATUALIDADE / NOTÍCIAS / DETALHE

Quir

AMBIENTE

Partilhar

UMA HORTA QUE É UMA FLORESTA

03.10.2020

O projeto Bela Flor Respira - Agrofloresta, em Campolide, recebeu a equipa dos Jardins Abertos para um dia pré-evento de lançamento da edição de outono. O festival, com edição presencial e online, decorre nos dias 3, 10, 17, 24, 31 de outubro.



Source: (Câmara Municipal de Lisboa, 2020).

BELA FLOR RESPIRA

vimeo



BELA FLOR RESPIRA

Source: (Vimeo, 2019).



DIRECTÓRIO NOTÍCIAS E EVENTOS MAPA

27/7/2019 a 31/7/2019 Feira de trocas e visita guiada a agrofloresta urbana em Campolide

O bairro Bela Flor, em Campolide, recebe este sábado, 27 de julho, o evento "Troca-te! na agrofloresta", com o objetivo de alertar para um consumo consciente e sustentável e reforçar o sentido de comunidade, numa iniciativa que decorre a partir das 15h00.

TROCA-TE!

Troca-te! na agrofloresta

27 JULHO | 15H

BAIRRO BELA FLOR | CAMPOLIDE
FEIRA DE TROCAS + VISITA À AGROFLORESTA



Source: (Cardápio, 2019).

LISBOA PT

TimeOut

Couves de caldo verde comunitário vêm da agrofloresta de Campolide

Escrito por Renata Lima Lobg sábado 7 dezembro 2019

O projecto Bela Flor Respira nasceu para criar uma agrofloresta urbana no Bairro da Bela Flor, em Campolide, a primeira na cidade com cariz pedagógico. Agora comemora um ano de vida com um grande convívio.

Foi com a ajuda do programa BIP/ZIP que o ano passado ganhou vida esta floresta, uma iniciativa criada por várias associações que se juntaram para replicar em Lisboa um modelo que tem tido sucesso no Brasil onde nasceu esta técnica de agroflorestamento.

Source: (Time Out, 2019).

ambiente



CAMPOLIDE PROMOVE INICIATIVA COM VISTA AO CONSUMO CONSCIENTE E SUSTENTÁVEL

Source: (Ambiente magazine, 2019a).

NIT

na cidade

Sem planos para sábado? Vá plantar uma árvore (e almoçar) a Campolide

Este sábado, o Bela Flor Respira realiza um evento na Agrofloresta, com uma refeição comunitária onde todos partilham comida.

f t p in e

22/03/2019 às 07:24



Entrar na primavera com o pé direito.

Source: (NiT, 2019).

BELA FLOR RESPIRA FORMAÇÃO SOBRE AGROFLORESTA

Fonte: Câmara Municipal de Lisboa 05-12-2018



Dias 8 e 9 de Dezembro vai decorrer entre as 9h00 e as 17h00 uma acção de formação "Bela Flor Respira", com duas componentes. Uma, mais prática, decorre no Talude da Rua da Pedreira do Fernandinho. Depois, uma faceta mais teórica, que terá lugar na Capela da Cooperativa, a 50 metros do talude. Este curso, centrado na Agrofloresta, inclui diferentes tópicos. Pedido de mais informações e inscrições pode ser feito através do mail. Este endereço de email está protegido contra piratas. Necessita ativar o JavaScript para o visualizar.

Source: (PNMF, 2018).

ANNEX 6C – DATA SUPPORTING THE CASE STUDIES CONTEXT

LMA ageing population index

Table 6C.1: Change in the LMA municipalities ageing population index between 2009 and 2019. Source: (Pordata, 2021b).

	AGEING POPULATION INDEX (%)										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Alcochete	75,7	76,1	77,3	78,8	81,1	84,0	87,6	91,5	94,3	97,0	100,4
Almada	122,0	126,4	130,6	133,8	138,0	141,9	145,5	148,5	151,1	153,6	155,1
Amadora	126,3	130,0	132,7	135,6	139,0	142,3	145,3	147,6	149,0	149,8	149,7
Barreiro	140,8	146,9	151,6	154,3	158,5	164,5	170,2	175,4	180,8	185,4	189,8
Cascais	96,3	99,5	103,4	106,5	110,2	114,2	117,8	121,0	123,9	126,9	129,5
Lisboa	199,4	200,2	200,8	199,0	194,5	190,3	188,2	184,5	179,8	175,4	171,5
Loures	103,8	108,6	112,2	115,0	120,3	126,3	129,8	132,4	134,6	136,5	137,9
Mafra	76,0	75,6	76,2	77,6	79,8	82,2	84,8	87,6	90,6	93,6	96,4
Moita	93,3	98,1	103,1	106,7	111,0	115,6	120,1	124,6	128,9	132,8	136,4
Montijo	96,8	96,7	96,5	96,0	96,3	97,2	98,2	99,1	100,0	100,9	101,2
Odivelas	103,4	108,1	111,7	113,5	116,2	119,4	121,9	123,7	124,7	125,7	126,5
Oeiras	116,2	120,5	125,6	129,7	134,4	139,3	144,0	148,3	152,0	155,8	159,5
Palmela	92,0	94,7	98,3	101,4	104,9	108,9	112,9	116,8	120,6	124,6	127,7
Seixal	81,9	86,9	91,8	96,0	101,0	106,1	110,9	115,7	120,1	124,3	128,6
Sesimbra	81,4	82,9	85,1	87,7	91,3	94,4	96,8	99,2	101,1	103,3	105,8
Setúbal	99,9	102,9	106,9	111,3	116,4	121,8	127,1	132,0	136,1	140,2	144,5
Sintra	70,4	74,0	77,8	81,1	85,1	89,6	93,8	97,8	101,6	104,9	107,9
Vila Franca de Xira	75,6	77,6	80,0	82,8	86,4	90,6	95,1	99,9	104,5	109,4	114,5

Lisbon resident population

Table 6C.2: Change in the Lisbon resident population by age groups between 2009 and 2019. Source: (Pordata, 2021i).

	RESIDENT POPULATION (N.º)										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
0 to 14 years old	70 450	70 988	71 277	71 722	73 048	74 478	75 578	77 521	79 835	81 841	83 783
15 to 64 years old	339 542	336 114	328 536	316 382	305 456	296 852	289 091	284 170	282 146	281 243	280 861
65 or more years old	140 475	142 109	143 105	142 744	142 046	141 734	142 224	143 027	143 546	143 571	143 725
TOTAL	550 466	549 210	542 917	530 847	520 549	513 064	506 892	504 718	505 526	506 654	508 368

Single person with 65 or more years household

Table 6C.3: Change in the Portuguese single person with 65 or more years household between 2009 and 2019. Source: (Pordata, 2021j).

	SINGLE PERSON WITH 65 OR MORE YEARS HOUSEHOLD (N.º)										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
North Region	113300	110200	108100	104500	103800	114600	127400	130400	130900	142700	141400
Centre Region	104100	106400	111900	111300	109700	111500	119100	120100	127700	128100	124200
Lisbon Metropolitan Area	110900	118400	121700	120400	126600	133800	135800	144100	147500	150600	159500
Alentejo Region	45000	46300	46600	46600	46900	47900	46300	47000	50200	49000	50300
Algarve Region	20400	22100	21100	21400	21000	21000	21900	21800	21500	22500	23300
TOTAL	318600	331600	393700	403400	409400	404200	408000	428800	450500	463400	477800

Carris neighbourhood routes

Table 6C.4: Carris neighbourhood routes detailed information (Carris, 2021a).

CARRIS NEIGHBOURHOOD ROUTES								
	Parish	N.º of stops	Duration (min)	Connection to				
				Carris (bus or tram)	Metro	Boat	Train	Interurban bus
13B	S. Vicente (circ.)	18	27	✓	✓	X	✓	X
19B	C. M. Pátria (circ.)	19	25	✓	✓	X	X	X
22B	Cais do Sodré (circ.)	15	22	✓	✓	✓	✓	X
26B	Parque das Nações Norte - Sul	Parque das Nações	24	30	✓	✓	X	✓
29B	C.C. Olivais (circ.)	Olivais	33	35	✓	✓	X	X
31B	Vale Formoso - Bº Alfinetes	Marvila	20	16	✓	✓	X	✓
32B	Amendoeiras (circ.)	Marvila	21	19	✓	✓	X	X
34B	Olaias (circ.)	Beato	43	57	✓	✓	X	X
37B	Cruz da Pedra (circ.)	Penha de França	24	31	✓	✓	X	X
40B	Alto Chapaleiro - Lumiar	Santa Clara	29	30	✓	✓	X	X
41B	Galinheiras - Qta Lavadeiras	Santa Clara e Lumiar	22	25	✓	✓	X	X
43B	Paço Lumiar (circ.)	Lumiar	26	37	✓	✓	X	X
44B	Paço do Lumiar (circ.)	Lumiar	23	30	✓	✓	X	X
46B	Entrecampos (circ.)	Alvalade	25	43	✓	✓	X	X
52B	Av. Novas (circ.)	Avenidas Novas	21	37	✓	✓	X	✓
55B	Carnide (circ.)	Carnide	19	27	✓	✓	X	X
58B	Sete Rios (circ.)	São Domingos de Benfica	21	32	✓	✓	X	X
61B	Bela Flor - Serafina	Campolide	18	29	✓	✓	X	✓
64B	Campo de Ourique (circ.)	Campo de Ourique	15	28	✓	X	X	X
70B	Col. Militar (circ.)	Benfica	31	45	✓	✓	X	✓
73B	C. Congressos (circ.)	Alcântara	37	58	✓	X	X	✓
76B	Boa-Hora (circ.)	Ajuda	29	27	✓	X	X	X
79B	Algés (circ.)	Belém	38	49	✓	X	X	✓

Lisbon urban waste collection

Table 6C.5: Change in the Lisbon urban waste by type of collection between 2009 and 2019. Source: (Pordata, 2021e).

	URBAN WASTE COLLECTED (TON)										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Undifferentiated collection	296003	280289	274547	252639	241720	240426	231100	232328	234943	245210	243717
Selective collection	61030	56269	56734	52328	50526	57679	71648	80959	86214	91077	94884
TOTAL	357033	336558	331281	304967	292246	298105	302748	313287	321157	336287	338601

Lisbon urban waste destiny

Table 6C.6: Change in the Lisbon urban waste by type of destiny between 2009 and 2019. Source: (Pordata, 2021f).

	URBAN WASTE (TON)										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Landfill	41 213	34 245	18 557	43 907	17 628	36 365	22 862	18 085	19 637	40 209	22 092
Energetic valorisation	254 790	245 038	250 812	202 805	224 092	203 903	165 055	183 869	168 768	163 533	184 340
Organic valorisation	10 293	16 899	23 189	24 692	12 720	18 198	22 895	28 860	26 082	26 772	33 550
Recycling	50 736	40 377	38 723	33 564	37 806	39 639	43 208	52 325	54 881	48 487	49 109
TOTAL	357 032	336 559	331 281	304 968	292 246	298 105	254 020	283 139	269 368	279 001	289 091

Lisbon municipal expenses on environmental protection

Table 6C.7: Change in the Lisbon municipal expenses on environmental protection by type of management between 2009 and 2019. Source: (Pordata, 2021d).

	MUNICIPAL EXPENSES (M€)										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Waste management	50 003	51 311	54 425	48 076	45 815	38 796	30 345	28 900	37 210	32 708	47 023
Landscape and biodiversity protection	26 967	34 285	31 344	24 877	25 397	25 645	25 378	26 405	24 344	29 921	31 292
Other	916	1 088	1 089	593	590	534	473	484	484	1 006	1 652
TOTAL	77 886	86 684	86 858	73 546	71 802	64 975	56 196	55 789	62 038	63 635	79 967

Campolide parish % of budget to urban requalification

Table 6C.8: Change in the *Campolide's* parish budget for urban requalification between 2017 and 2020. Source: (Junta de Freguesia de Campolide, 2017, 2018, 2019, 2020a).

% OF BUDGET TO URBAN REQUALIFICATION				
	2017	2018	2019	2020
Urban Hygiene	18,34	15,11	20,59	19,37
Environment and green spaces	7,89	6,15	11,17	8,81
Public space	23,06	35,03	3,84	29,42
TOTAL	49,29	56,29	35,6	57,6

Lisbon population benefiting from RSI and PCAAC support

Table 6C.9: Change in the Lisbon population benefiting from RSI (between 2009 and 2014) and from PCAAC (between 2009 and 2015). Source: (Rede Social Lisboa, 2016).

PEOPLE BENEFITING FROM RSI AND PCAAC SUPPORT (N.º)				
	RSI		PCAAC	
	2009	2014	2009	2015
Ajuda	1256	1047	65	430
Alcântara	555	516	44	260
Avalade	638	554	65	659
Areeiro	505	470	131	524
Arroios	1097	1232	169	501
Avenidas Novas	533	477	46	314
Beato	1105	978	189	410
Belém	175	105	33	217
Benfica	1583	1304	141	849
Campo de Ourique	598	554	86	295
Campolide	584	451	44	450
Carnide	1239	980	71	264
Estrela	343	360	167	311
Lumiar	1420	1133	82	454
Marvila	3543	3065	632	1926
Misericórdia	455	373	97	172
Olivais	2010	1893	148	1183
Parque das Nações	353	267	32	231
Penha de França	1290	1301	116	652
Santa Clara	3292	3087	136	927
Santa Maria Maior	798	780	61	410
Santo António	271	324	51	187
São Domingos de Benfica	487	340	70	201
São Vicente	653	618	57	458
Ajuda	1256	1047	65	430

ANNEX 6D – THE A AVÓ VEIO TRABALHAR ACTORS SUMMARY AND RESPECTIVE INFORMATION

A AVÓ VEIO TRABALHAR ACTORS

ACTORS	ID	WEBSITE	EMAIL	TELEPHONE
Promoters	Ângelo Campota Susana António			
Grandmas	70 grandmas from the LMA	https://www.fermenta.org/pt/	hello@fermenta.org	+351 936243762
Volunteers and participants	Varied group of volunteers and participants			
Clients and institutional partners	Agência para a promoção da Baixa de Coimbra	https://apapbcoimbra.wixsite.com/website	-	+351 239842164
	Benamôr	https://benamor1925.com	-	+351 211516164
	Câmara Municipal de Lisboa	https://www.lisboa.pt	-	+351 218170552
	Casa Pia de Lisboa	http://www.casapia.pt	sec.servicoscentrais@casapia.pt	+351 2136140 00
	Copianço	https://copianco.com.pt	geral@copianco.com.pt	+351 213951172
	Corega	https://www.mydenturecare.com/	apoio.consumidor@gsk.com	+351 800784695
	Delta Q	https://pt.mydeltaq.com/pt/pt/	info@mydeltaq.com	+351 219169246
	Diese	https://www.diese.pt	diese@flima.eu	+351 210121800
	Fox Life	https://www.foxtv.pt	-	-
	Free Now	https://free-now.com/pt/	-	-
	Fundação Altice Arena	https://fundacao.telecom.pt/	fundacao@telecom.pt	+351 215 003500
	Fundação Ricardo do Espírito Santo Silva	https://www.fress.pt/en/	geral@fress.pt	+351 2188146 00
	Galp	https://galp.com/pt/	my.galp.pt	+351 210418287
	ILGA Portugal	https://www.ilga-portugal.pt	ilga@ilga-portugal.pt	+351 218873918

A AVÓ VEIO TRABALHAR ACTORS

ACTORS	ID	WEBSITE	EMAIL	TELEPHONE
	Instituto de Artes e Ofícios	https://iao.autonoma.pt/	iao@autonoma.pt	+351 211379593
	Junta de Freguesia da Misericórdia	https://www.jf-misericordia.pt	geral@jf-misericordia.pt	+351 213929800
	MO	https://mo-online.com	-	-
	Milka	https://www.milka.com	consumidor@mdlz.com	+351 800100951
	Museu das Comunicações	https://www.fpc.pt/pt/museu/	info@fpc.pt	+351 213935000
	MYKUB	https://mykubo.com/en/	info@mykubo.com	+351 215941786
	Nestlé	https://empresa.nestle.pt	-	-
	Nonna Goes Crazy	-	-	-
	Oficina do Cego	www.oficinadocego.pt	geral@oficinadocego.pt	-
	Swarovski	https://www.swarovski.com	-	-
	Zomato	https://www.zomato.com/pt/	-	-
	Zoomin	https://zoomin.tv/	-	-

ANNEX 6E – OVERVIEW OF THE ACTIVITIES AND WORKS DEVELOPED IN THE CASE STUDIES

Table 6D.1: Overview of the *A Avó veio trabalhar* activities. Source: *A Avó veio trabalhar* website¹.

A AVÓ VEIO TRABALHAR	
<p style="text-align: center;"><u>Designed products</u></p>  <ul style="list-style-type: none"> Cushions Rugs Cloth toys Bags Blankets Handkerchiefs Embroidered photographs Napperons Ornaments Oven mitts Masks 	<p style="text-align: center;"><u>Participation in experiences/events</u></p>  <ul style="list-style-type: none"> Art installations Campaigns for social awareness Art and music festivals Fashion shows Neighbourhood walks Food critics
<p style="text-align: center;"><u>Crafts workshops</u></p>  <ul style="list-style-type: none"> Tie-dye Knitting Brunch arts Creative embroidery Paper flower Serigraphy 	<p style="text-align: center;"><u>Brands promotion</u></p>  <ul style="list-style-type: none"> Corporate gifts Merchandise for festivals Decoration products Personalised kits Wedding invitations Shopping bags
<p style="text-align: center;"><u>Team building activities</u> (requested by companies)</p> 	<p style="text-align: center;"><u>Do it yourself kits</u></p>  <ul style="list-style-type: none"> Embroidery Knitting Decorative pom poms Masks

¹ <https://www.fermenta.org/pt/>

Table 6D.2: Overview of the *Bela Flor Respira* activities. Source: *Bela Flor Respira* website².

BELA FLOR RESPIRA	
<p style="text-align: center;"><u>Thursday meetings</u></p> 	<p style="text-align: center;"><u>Training and workshops</u></p>  <ul style="list-style-type: none"> Syntropic agriculture Community and eco-social co-production Composting Wood construction Spoon carving Non-violent communication Guided meditation
<p style="text-align: center;"><u>Cooperation</u> (Volunteering and “ajudadas”)</p> 	<p style="text-align: center;"><u>Fairs</u> (Sharing fairs and participation in festivals)</p> 

² <https://belaflorespira.wixsite.com/agrofloresta>