KPMG

The Future of Welfare

**Re-orienting European systems:
key drivers for successful innovations
and evaluation-based policies**

Advisory

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In co-operation with

Università Bocconi
CERGAS
Center for Research on Health
and Social Care Management

HUMAN™ FOUNDATION
Do & think tank per l'innovazione sociale

Foreword

KPMG's **Human & Social Services Global Center of Excellence** (COE) brings together subject matter experts and highly experienced professionals from around the World, in order to **share best practices, knowledge and experience** in the HSS sector. The COE mission is to **help governments** to carry out their core responsibilities and to provide for the essential human needs of all citizens, ensuring their social security.

In contribution to the COE activities, **KPMG** reached a high level of specialization in the **Public Sector**, especially in relation to **Welfare and Social Security**. KPMG services, in fact, range from policy analysis and research, reengineering and change management tailored for public pension funds and public insurance entities, to IT Governance (IT architecture, demand and project portfolio management) and legal support services that aimed at harmonizing the public institutions procurement process.

Specifically, KPMG Italy, after the collaboration with the Joint Research Center of Seville in carrying out the 'Study on the role of ICT-enabled Social Innovation promoting social investment in support to the modernization of Social Protection Systems in the EU', and taking into consideration some studies conducted by KPMG International, such as 'Future State 2030' and 'The Integration Imperative', aimed at **discovering**, and eventually pursue, **new forms of innovation** that can lead Welfare policies and drive national investment.

With this objective, KPMG has decided to sponsor the research 'Future of Welfare – Re-orienting European

systems: key drivers for successful innovations and evaluation-based policies' that aims at **exploiting the benefits arising from social innovation** and the key success factors of this innovation to be effective. It is clear that it is necessary, more than ever, to **define new paradigms that can promote social inclusion**, especially for the most vulnerable groups of people, granting the sustainability of the overall Welfare system.

The need to **combine a growing and changing demand for Welfare services** with an economic framework of stable or **declining public resources** is a widely debated matter. In order to identify new policies and government agendas, it is crucial to understand how these challenges can and are faced, in light of the undergoing demographic and social changes and the evolving needs expressed by the population. In order to deal with such issues it becomes fundamental to identify the **priorities to be set in Welfare policies, some good experiences that are filling the gap between demand and supply of Welfare services and the impact evaluation framework** that can enhance effective evidence-based policy making.

In light of the above, the 'Future of Welfare' is giving us a **clear picture of the forthcoming trends** that will affect the demand of Welfare service, the **impact of these trends** perceived by European policy makers, and some **good practices** that show how new services can better satisfy the present and future demand, leveraging on **social innovation and impact evaluation**.

Pier Luigi Verbo
Partner, KPMG Advisory Italy

Head of Infrastructure,
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Contents

The Future of Welfare research

The need of combining a growing and changing demand for Welfare services with an economic framework of stable or declining public resources is a widely debated issue. Demographic and social changes, combined with a macro-economic scenario that globally excludes the possibility of a growth of resources addressed to Welfare, highlight the urgency of re-planning Public Welfare policies. For a long time, the European Union recognized the impact of these changes on the labor market, inequality, integration and social cohesion, and adopted dispositions in order to improve public action strength over certain policy areas. In light of this situation, understanding how European Welfare systems are working in answering to emerging needs and filling in the gap between needs and interventions of services, is crucial. Understanding the width of this gap is essential in evaluating social systems' solidity and it suggests new policies for the future.

The Future of Welfare research has been organized in two research streams:

Section I: The policy agenda in European Welfare system and the innovative practices that could re-orient the public intervention have been investigated by CERGAS Bocconi
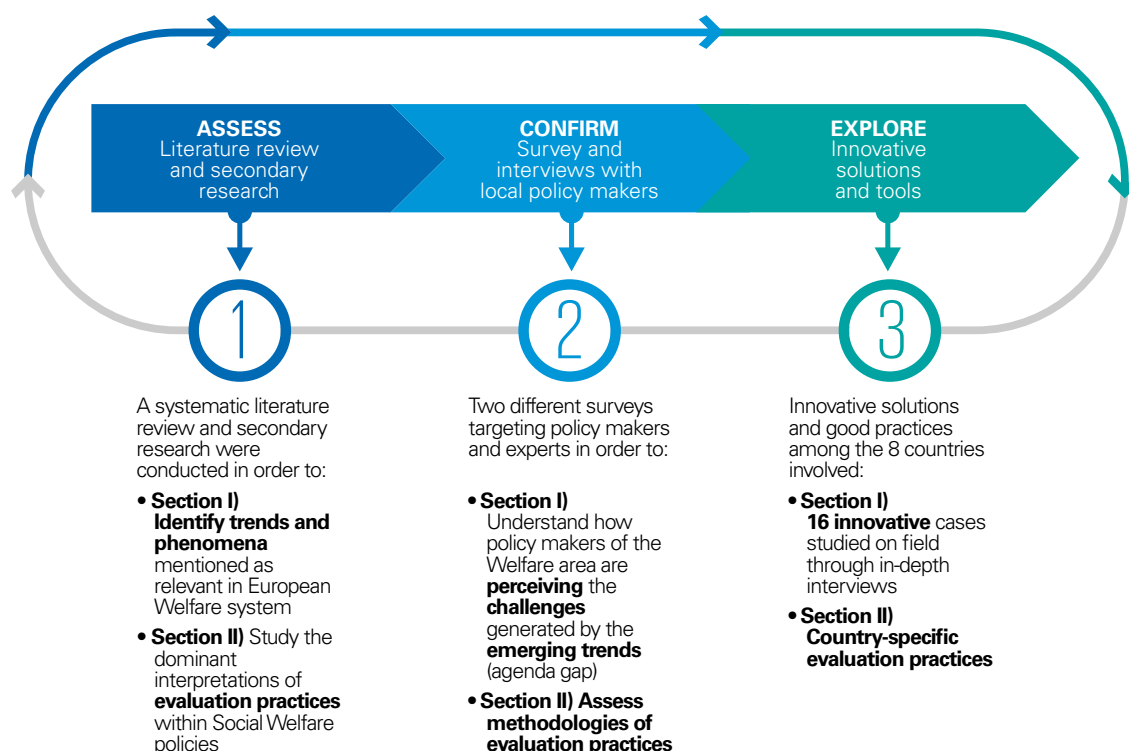
Section II: The state of evaluation-based practices in Europe in order to devise a set of theoretical frameworks and practical tools for the effective management of impact evaluation have been investigated by Human Foundation

The objective of Section I is to provide policy recommendations for the future of Welfare, clearly identifying the key success factors for the improvement of the EU Welfare systems, while the objective of Section II is to provide theoretical and practical tools for a successful impact evaluation.

Section I provides policy recommendations for the future of Welfare, clearly identifying the key success factors for the improvement of the EU Welfare systems

Section II provides theoretical and practical tools for a successful impact evaluation

The research was developed following the 'Assess-confirm-explore' strategy

ASSESS
Literature review and secondary research

CONFIRM
Survey and interviews with local policy makers

EXPLORE
Innovative solutions and tools

1

A systematic literature review and secondary research were conducted in order to:

- **Section I)
  Identify trends and phenomena** mentioned as relevant in European Welfare system

- **Section II)** Study the dominant interpretations of **evaluation practices** within Social Welfare policies

2

Two different surveys targeting policy makers and experts in order to:

- **Section I)** Understand how policy makers of the Welfare area are **perceiving** the **challenges** generated by the **emerging trends** (agenda gap)

- **Section II) Assess methodologies of evaluation practices**

3

Innovative solutions and good practices among the 8 countries involved:

- **Section I)
  16 innovative** cases studied on field through in-depth interviews

- **Section II)
 Country-specific evaluation practices**

Source: KPMG elaboration

Countries involved

The research involved **eight European countries**, covering the variety of Welfare systems existing in Europe: **Denmark, UK, Germany, Italy, Spain, France, Poland and Estonia**.

- Denmark, representing the **Nordic Welfare Model**

- UK, representing the **Anglo-Saxon Welfare Model**

- Germany and France, representing the **Continental Welfare Model**

- Italy and Spain, representing the **Mediterranean Welfare Model**

- Poland and Estonia, representing the **East-European Welfare Model**
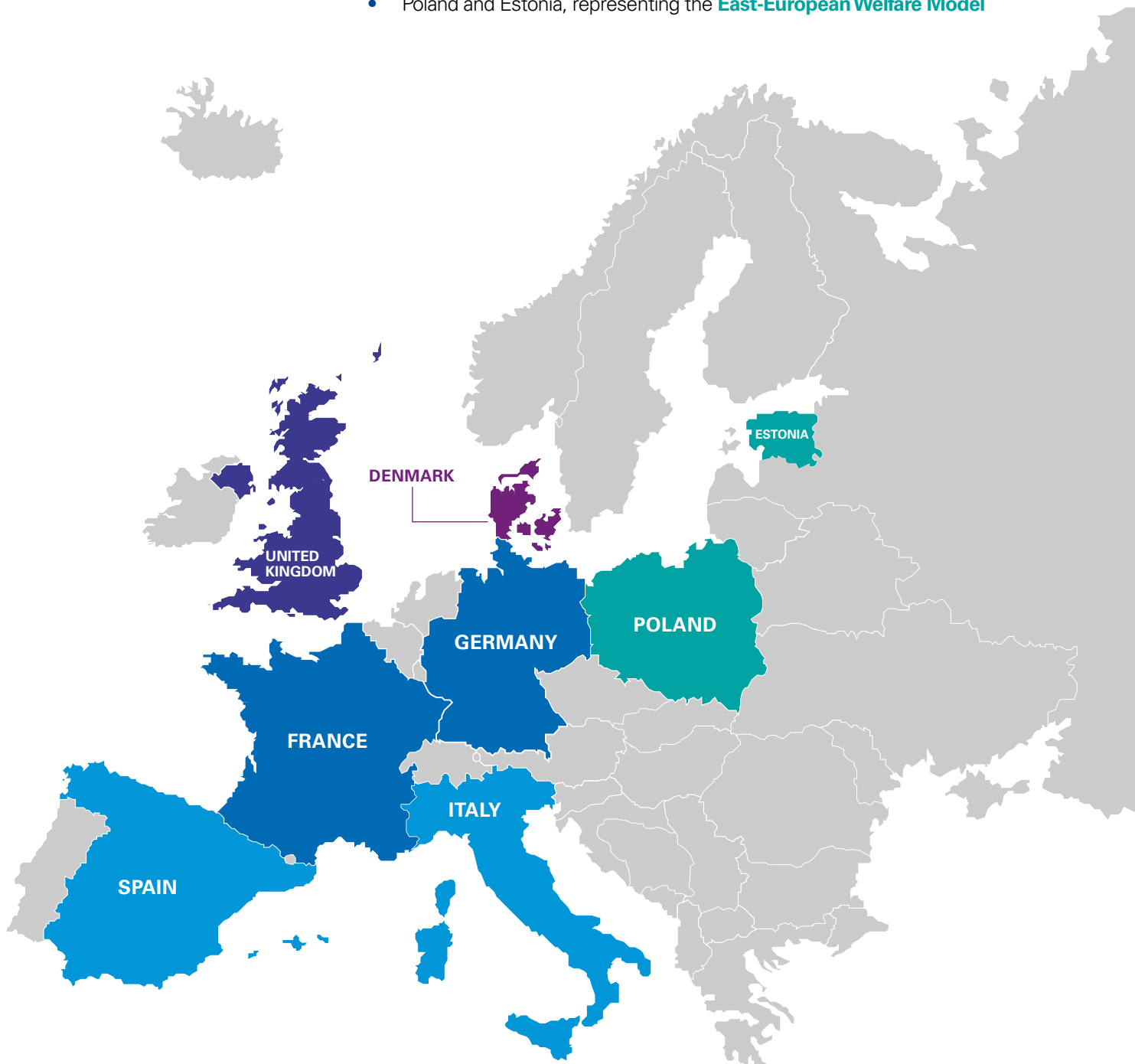
Policy areas

Since Welfare is an extremely wide domain, we defined it by referring to the definition of **Personal Social Services of General Interest (PSSGI)**, introduced by the European Commission: services provided directly to the person, such as social assistance services, employment and training services, childcare, social housing or long-term care (from now on LTC) for elderly and for people with disabilities.

From this definition, we targeted nine policy areas to investigate in the research, since they are the most connected with the dynamics and changes in Welfare.

> *We targeted the nine policy areas that are the most connected with the dynamics and changes in Welfare*

Policy areas
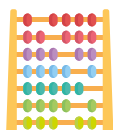
Children under 6

Children in the age range to use Early Childhood Education and Care (ECEC) services in Europe

Neets

Young people aged 15–24 years who are unemployed or inactive, as well as those who are not in any education or training

Long term unemployed

Individuals who are out of work and have been actively seeking employment for at least a year

Adults repositioning seekers

Employed working-age individuals who have to update and/or upgrade their skills

Individuals at risk of poverty or social exclusion

People either at risk of poverty, or severely materially deprived or living in a household with a very low work intensity

Migrants

A broader-term of an immigrant and emigrant that refers to a person who leaves from one country or region to settle in another, often in search of a better life

Elderly with LTC needs/frail elderly

Individuals, over 65 years of age, dependent on others for activities of daily living, and often in institutional care

Active elderly

Individuals, over 65 years of age, living independently at home or in sheltered accommodation

People or families with housing issues

Individuals/households facing housing problems in terms of access, affordability and quality

Source: CERGAS Bocconi

Mixing

Innovation is characterized by mixing public and private partners, different actors, and different targets. It can find its origins in the crisis of the traditional Welfare state, but its experiences are mixed with it, not completely outside. They are funded with different sources, their structures of governance are hybrid, and multi-disciplinary approach is a key enabling factor for success.

Knowledge

Knowledge of new unmet needs is the most relevant factor to give way to social innovation, knowledge of technology provides the basis for new service contents, and knowledge of managerial tools allows the identification of 'good practices' – services and models – that should be replicated.

Key Findings

The ability of European Welfare systems to react to emerging trends and challenges will most likely be based on a **diffuse, wide and heterogeneous bottom-up reaction**, faster than policy making, and maybe unintended and sometimes not suitable to be programmed. Nonetheless, **policy making will be crucial**, as it will be able to support or to obstacle this wide local level reaction, contributing to the design of a more or less favorable environment to social innovation.

Traditional policy making as '*design and implementation*' will be an obstacle, whereas policy making as environmental enabler will be a facilitating factor for innovation: future investments in knowledge transfer and technological development will be crucial, just as it will be vital the way policies will learn to deal with a wide variety of solutions.

Overall, it was possible to trace a clear vision for effective policies to tackle future challenges, based on two key concepts: **mixing** and **knowledge**.

Moreover, in order to tackle future challenges affecting the European Welfare systems, it is fundamental that future **policy solutions** are constructed on three features:

- **An open governance structure**, based on solutions open to networks, public private partnership and involvement of the civil society

- **A cross target vision of the policy,** indeed the innovative cases very often provide answers and solutions that are not directed towards a specific social group

- **New service and technological contents**, designed in terms of what is offered through the services and how these are related to social needs.

The second section of the research focuses on a comparative analysis of the evaluation-based practices[1] across the eight European countries selected. The success of future policies depends on the ability to adopt effective **evidence-based and impact evaluation practices** in order to contribute to a more efficient use of the resources and to maximize the creation of societal value.

The study shows that there are significant differences among European countries with regards to the maturity of their evidence-based policy making and impact evaluation cultures and practices. Generally, **an overall gap appears to exist** between desired and actual practices of evaluation.

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1   For the definitions of the evaluation methods/designs used, please refer to Appendix 3

The **main barriers** to overcome this gap are **the 'Lack of a positive or strong evaluation culture'** followed by **the 'Organizational capacity': lack of technical skills, financial resources and time.** Together, these factors strongly limit the use of evidence in policy-making practices across the countries surveyed.

To reach a mature evaluation culture, it is fundamental:

To benefit from Political Legitimacy, understood as the need to uphold accountability mechanisms

To sustain a high frequency of evaluation production. Countries such as the United Kingdom, in which there is a high frequency of evaluation production, are also those in which evaluation is performed more rigorously

To include the Social Impact Measurement within evaluation practice. Countries such as Denmark and Spain were found to place great importance on Social Impact Measurement, which implies a longer-term perspective of evaluation, as well as a more widespread application of counterfactual approaches.

Source: Human Foundation

As shown by mature evaluation cultures, a virtuous cycle, in which a frequent production of evaluation tends to correspond to the adoption of rigorous methodologies, can be established, by implementing **a strategy based on strenghtening the knowledge and skills of evaluation practitioners and on the provision of support to large multi-stakeholder partnerships**.

> *There are significant differences among European countries with regards to the maturity of their evidence-based policy making and impact evaluation cultures and practices*

> *A virtuous cycle can be established by implementing a strategy based on knowledge and skills of evaluation practitioners and on large partnerships that involve all stakeholders*

Section I

From challenges impacting the European Welfare systems to (social) innovation re-orienting the public intervention

In order to give a contribution in understanding changes and challenges faced by European Welfare States and to provide guidelines and suggestions to policy makers that want to address Welfare challenges in innovative ways, the research was structured in the three following phase:

Phase I
Future trends

Phase II
Public Managers perspective

Phase III
Innovative solutions at the local level

The first phase was oriented through the identification of trends and phenomena that will most likely have an impact on European Welfare systems, both in terms of specific characteristics and of impact on Welfare policies.

The second phase was aimed at understanding if and how policy makers of the Welfare area are perceiving the challenges generated by the emerging trends and their awareness of the gap that exists between evolving social challenges and social policies adopted to face them (agenda gap).

The third phase was about investigating existing solutions that have been developed at the local level in different countries in order to fill the agenda gap. Sixteen innovative solutions have been deeply studied with the specific aim of identifying the conditions and features that promote the existence of such innovations in specific contexts.

Literature review and secondary research*

In order to select future trends from different perspectives, information from multiple sources were gathered.

The scientific method adopted was a systematic literature review, considering three different streams, published between 2014 and 2017 and selected by keywords:

- Review of grey literature about Welfare policies issues

- Review of scientific literature reviews discussing changes and trends impacting on Welfare policy issues in Europe

- Review of the scientific literature discussing future studies.

The systematic review of these three strands led to the identification of 184 papers and reports.

*For further details on the methodology, please refer to Appendix I.

Section I

Section II
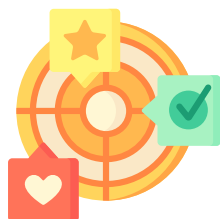
Phase I

Future trends

Future trends - What is changing in the European context

With the expression 'Future trends', we aimed at identifying which trends[2] and phenomena[3] will probably have an impact on European Welfare systems in the upcoming years. **Europe is changing both in terms of social and economic characteristics** and many forces are pushing Welfare systems towards new challenges and services. **Understanding the phenomena that are shaping our society is the first step towards supporting policy makers in identifying critical areas and finding solutions**. To do that, it is necessary to adopt a broad view to capture all the possible relevant trends with a multi-disciplinary perspective, opening new and unexpected answers.

The systematic literature review led to 10 future trends identified as the most relevant for their impact on European Welfare systems.

Most relevant future trends impacting on European Welfare systems

I.	**Public resources erosion**	VI.	**Increasingly interconnected and globalised society**
II.	**Increasing instability of the labour market**	VII.	**Urbanization**
III.	**Ageing societies**	VIII.	**Increasing diversification in family structures**
IV.	**Increasing inflows of migrants, asylum seekers and refugees**	IX.	**Inequalities (between and within countries)**
V.	**Digitalisation**	X.	**Epidemiological changes**

Source: CERGAS Bocconi

I. **Public resources erosion:** as a clear response to the economic downturn that hit the European economy in recent years causing several countries to face sovereign debt crisis, Public Institutions had to set some constraints in their spending. The challenging financial situations they were facing, with pressures on their budgets and funding, was no longer compatible with high public expenditure.

II. **Increasing instability of the labour market:** in recent years, Europe has been facing a critical situation in the labour market, mostly as a result of the economic crisis. In particular, unemployed people are facing increasing difficulties in finding new jobs, staying in this condition for a long period. This has resulted in an increase of long-term unemployment levels in several European countries.

2 General direction in which something is developing or changing (Oxford Dictionary)

3 A fact or situation that is observed to exist or happen, especially one whose cause or explanation is in question (Oxford Dictionary)

III.   Ageing societies: one of the great achievements of the twentieth century is a significant rise in life expectancy. Life expectancy at birth rose rapidly during the last century due to a number of factors, including reductions in infant mortality, rising living standards, improved lifestyles and better education, as well as advances in healthcare and medicine. Over the past 50 years, life expectancy at birth has increased by about 10 years for both men and women in the EU-28 and further gains are expected to be achieved, mostly from the reduction in mortality at older ages.

IV.   Increasing inflows of migrants, asylum seekers and refugees: throughout history, people have migrated from one place to another. Today, people try to reach European shores for different reasons and through different channels. They look for legal pathways, but they also risk their lives to escape from political oppression, war and poverty, as well as to find family reunification, entrepreneurship, knowledge and education.

V.   Digitalisation: digitalisation refers to the adoption or increase in use of digital or computer technology by an organization, industry, country, etc. The rise of new (digital) skills and competencies is driving a digital transformation of Education and Training (E&T) systems through innovative learning processes and practices. The need to keep workers updated with technologic innovations is widening adult participation in learning and training. Care-robotics and tele-care innovations help patients in recovering autonomy and the possibility to receive cures directly at home.

VI.   Increasingly interconnected and globalized society: as a result of the increasing globalization that is going on in the world today, the society we are living in is more interconnected, **people in the world have more in common with each other than any other time in history**. A first result of this interconnected society is the establishment of new models of economy based on sharing and collaborative principles and practices, (i.e co-production and crowdsourcing).

VII.   Urbanization: during the last half century, both OECD and BRIICS countries witnessed an unrestrainable and progressive displacement of the population towards urban areas, counterbalanced by a consequent desertification of rural ones. All these factors taken together made of urbanization a major concern for local governance. As a result, the attempt to foster a higher liveability has been pursued through a series of interventions, aimed at increasing the overall level of security, as well as the quality of infrastructures and services provided to citizens.

Section I

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VIII. Increasing diversification in family structures: several trends show that the family model that prevailed in the twentieth century (the so-called 'nuclear' or 'conjugal' family, with a breadwinning father and a mother taking care of the household and a number of children) is becoming less widespread, under the emergence of different family models. Given the increased diversification in family structures and underlying needs, European Welfare systems are expected to tackle relevant challenges by continuing to strengthen family support measures.

IX. Inequalities (between and within countries): the term refers to the presence of large differences in equity of access and achievable outcomes, both between and within European Member States, thus leading to the recognition of persisting regional asymmetries or territorial inequalities. Simultaneously, the term embraces different dimensions and refers to substantial gaps affecting various sub-groups of the population (i.e. women, youth, low-skilled workers, immigrants, etc.), leading to the identification of: i) income and non-income related inequalities (the latter mainly including outcomes in terms of educational achievements, health conditions, employment prospects, etc.); ii) gender inequality; iii) inequalities determined by ethnicity; iv) inter-generational inequalities.

X. Epidemiological changes: it is reasonable to expect that European Welfare systems will be forced to sharpen their ability to manage and respond to well documented challenges imposed by the above mentioned emerging trends, in particular, in terms of induced epidemiological changes. Notably:

- New technologies can give rise to previously unknown concerns, risks and dysfunctions

- Under the joint pressure of ageing population and of spreading risky behaviours, the increasing prevalence of chronic and non-communicable diseases requires the enhancement of health promotion and prevention of diseases

- There is a strong and bilateral link between mental health disorders and socio-economic vulnerability, with youth being disproportionally affected

- As far as immigration is concerned, a proper management of migration flows not only entails the need for optimizing the capacity of the health sector to satisfy emerging needs, but requires a more comprehensive response of Welfare systems also to deal with eventual hostile reactions of native-born citizens thus preventing social tensions

- The opportunity offered by city living are unequivocally counterbalanced by growing urban stresses, risks and illness that may threaten physical and emotional well-being of city dwellers.

Public Managers perspectives

The purpose of phase II was to investigate the challenges that are perceived as more impactful among policy makers in Europe and to understand the actions that are being undertaken to face them, both at the macro-level of Welfare system and the micro level of social services.

Top 3 most impacting future trends

Policy makers perceive as the most significant and potentially more harmful for European Welfare systems the following three trends:

3 main trends affecting European Welfare systems

I.	Ageing societies
II.	Erosion of public resources
III.	Inequalities (between and within countries)

Source: CERGAS Bocconi

'**Ageing societies**' is the trend that has affected most the European Welfare systems. Indeed, it revealed to be a priority for all countries involved and it is related to many policy areas.

The second is '**Erosion of public resources**', even though it is important to underline that has been perceived in different ways from the respondents of the different countries:

- For some countries (e.g. Italy and Spain), it is a matter of availability of resources to face today's challenges

- For others (e.g. Denmark and Poland), it is an issue of programming, which may arise in the future, and relates to sustainability of Public Welfare systems

'**Inequalities**' is perceived as impacting on Welfare systems with respect to income conditions, differences in rights to access services and differences in the capability/possibility to access services.

Phase II

Public Managers perspectives

Section I

Section II

'Ageing societies' is the trend that affected most the European Welfare systems. Indeed, it revealed to be a priority for all countries involved and it is related to many policy areas

Survey and interviews with public Managers and experts*

In order to have a comprehensive framework on each country, key policy makers responsible of nine different policy targets were identified and surveyed, interviews with key local actors (policy makers, experts) were conducted, discussions with academics and panelists working in the Welfare field were organized. By these perspectives, the overall objectives were to provide an overview about the perceptions of European policy makers and to provide some insights on country specific differences and on different policy realms.

The survey

Public Welfare Institutions and key policy makers were selected according to the Welfare governance structure in each country (according to the allocation of responsibilities, the national, regional and local level for each country and policy area were contacted).

Subsequently, the survey was submitted to 167 public Welfare Institutions at the national, regional and local level in seven European countries through the software Qualtrics and translated into the national languages. 116 answers from key policy makers were collected.

Interviews and discussion with panelists

In the meantime, 30 interviews in eight countries with key local actors, to grasp a broader set of information and details over each country's context were conducted. Eight of these interviews were focused on the identification of trends and on peculiarities of countries' Welfare policies, and were provided by key policy makers and panelists. In addition, the first evidence was discussed in a plenary session with a group of academics who work within the field of Welfare in order to enrich the knowledge on each countries context.

*For further details on the methodology, please refer to Appendix I.

The main effects on Welfare policies

To face the main challenges that are going to affect Welfare systems in the incoming years, three main consequences and needs have been identified:

Main consequences on Welfare policies

I.	**New or different services have to be considered**
II.	**New policies or a complete revision of the existing policies are needed**
III.	**New needs and opportunities have to be considered for existing beneficiaries**

Source: CERGAS Bocconi

> *Interestingly, policy makers believe that the main issues today are related to the lack of adequate services and policies, rather than on the scarcity of resources. Therefore, problems do not lay on funding, but rather on the way money is being spent*
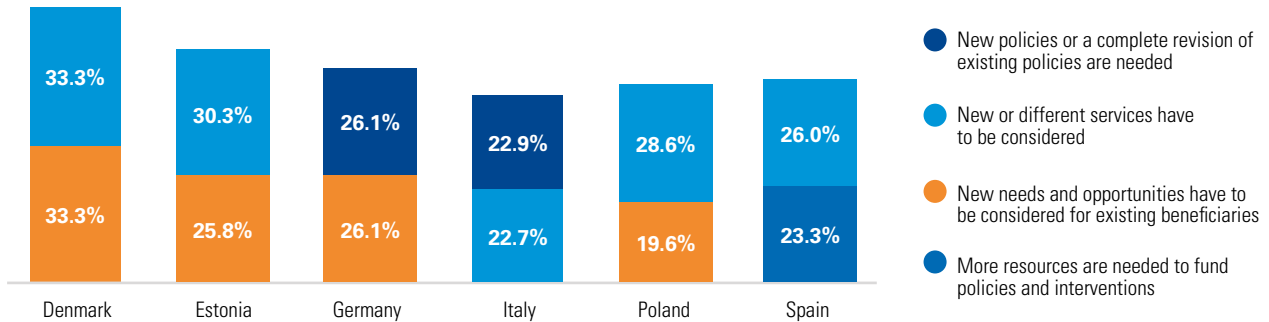
Interestingly, policy makers believe that **the main issues today are related to the lack of adequate services and policies, rather than on the scarcity of resources.**

Therefore, problems do not lay on funding, but rather on the way money is being spent. The following graph shows the two effects that have been selected as the most significant by the practitioners plotted by country.

Effects of trends by country*

Country	Bottom %	Top %
Denmark	33.3%	33.3%
Estonia	25.8%	30.3%
Germany	26.1%	26.1%
Italy	22.7%	22.9%
Poland	19.6%	28.6%
Spain	23.3%	26.0%

Legend:
- New policies or a complete revision of existing policies are needed
- New or different services have to be considered
- New needs and opportunities have to be considered for existing beneficiaries
- More resources are needed to fund policies and interventions

For each country, only the two effects with the highest percentage have been specified
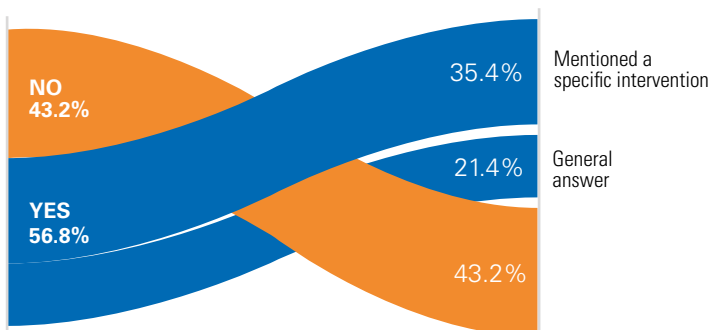
Source: CERGAS Bocconi

The agenda gap

When the existence of policies tackling the main challenges on the Welfare systems was investigated, 43.2% of the policy makers involved in the survey did not identify any policy tackling future challenges, therefore this clearly stated the existence of a gap in their agenda. The remaining 56.8% of the policy makers stated that policies already exist. In detail, 62.3% of them mentioned a specific intervention, while the remaining 37.7% did not provide any detailed information about the interventions implemented.

43.2% of the policy makers involved in the survey did not identify any policy tackling future challenges, therefore this clearly stated the existence of a gap in their agenda

### "Have the effects of the trends already been tackled?"

NO 43.2%
YES 56.8%

35.4% Mentioned a specific intervention
21.4% General answer
43.2%

Source: CERGAS Bocconi

Section I

Section II

In order to understand the quality of interventions already in place, the 'YES' answers quoted by the respondents were classified into three types:

I.   **Funding:** if the respondents mentioned funds or resources

II. **Norms:** if the respondents mentioned rules and regulation

III. **Service and actions:** if the respondents mentioned projects, programs or innovative initiatives.

Types of interventions

In accordance with the effects envisioned, policy makers reported that they try to tackle trends mostly through 'Services and actions' (63.9%) or 'Norms and regulations' (35.1%). As a matter of fact, only 1% of the respondents mentioned funding as the main instrument to tackle the future effects of the trends
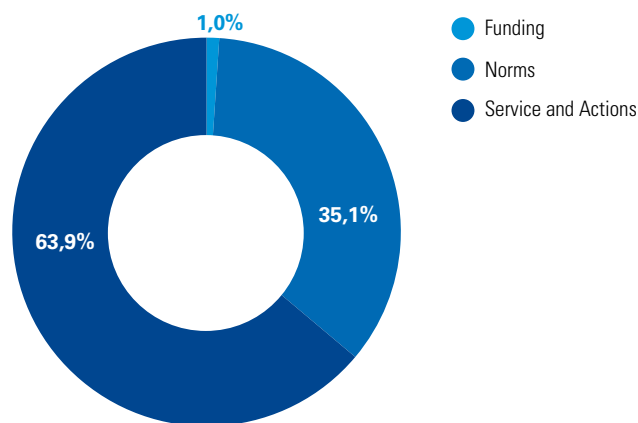
Source: CERGAS Bocconi

YES and NO answers plotted by policy area

Overall, bigger agenda gaps seem to exist for People with housing problems, Migrants, Adult repositioning seekers and Childcare

Policy area	Yes	No
People with housing problems	43%	57%
Elderly in active ageing aeeds	59%	41%
Elderly with LTC needs	62%	38%
Migrants	56%	44%
Adults repositioning seekers	56%	44%
Adults long term unemployed	67%	33%
NEETs	73%	27%
Childcare	56%	44%
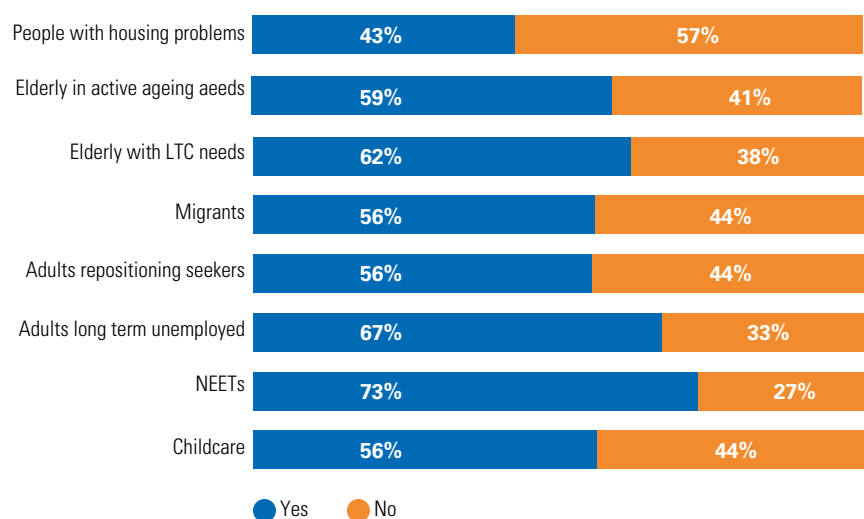
Source: CERGAS Bocconi

On the other hand, considering the cases where the respondents answered NO to the previous question, the table below shows a distribution of the reasons for this response.

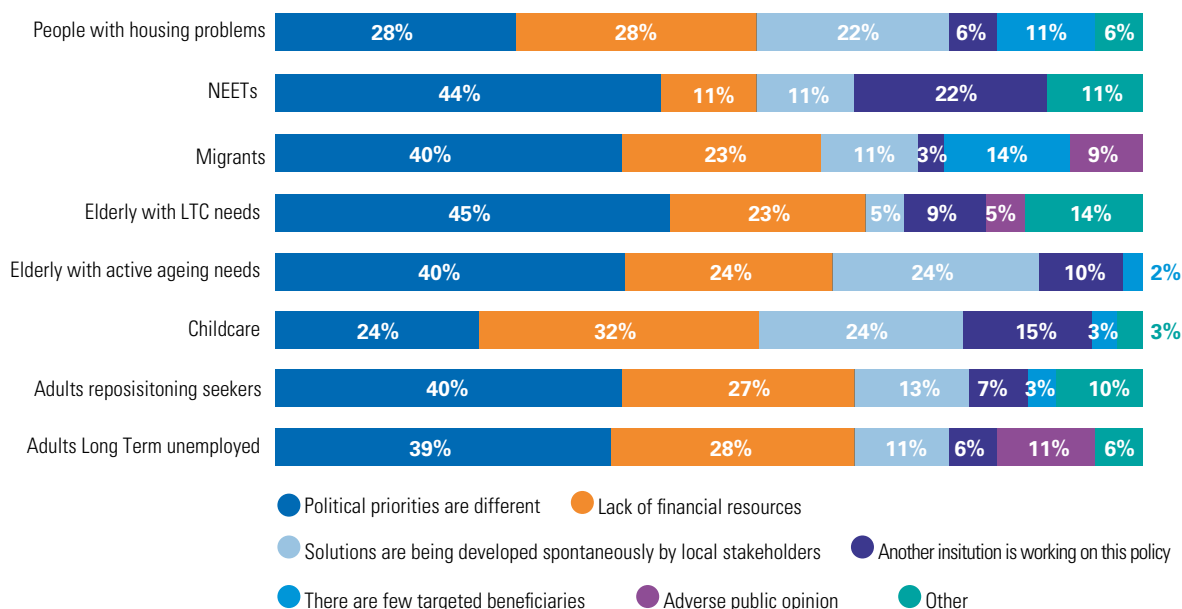**Reasons for the answer NO to the question "Have the effects of the trends already been tackled?"**

	Political priorities are different	Lack of financial resources	Solutions are being developed spontaneously by local stakeholders	Another institution is working on this policy	There are few targeted beneficiaries	Adverse public opinion	Other
People with housing problems	28%	28%	22%	6%	11%		6%
NEETs	44%	11%	11%	22%			11%
Migrants	40%	23%	11%	3%	14%	9%	
Elderly with LTC needs	45%	23%	5%	9%		5%	14%
Elderly with active ageing needs	40%	24%	24%	10%	2%		
Childcare	24%	32%	24%	15%		3%	3%
Adults reposisitoning seekers	40%	27%	13%	7%		3%	10%
Adults Long Term unemployed	39%	28%	11%	6%		11%	6%

● Political priorities are different   ● Lack of financial resources

● Solutions are being developed spontaneously by local stakeholders   ● Another insitution is working on this policy

● There are few targeted beneficiaries   ● Adverse public opinion   ● Other

Source: KPMG elaboration of data provided by CERGAS Bocconi

From these results, it emerges that the gap is mainly due to **political priorities** perceived as divergent from future trends and to the **lack of financial resources**. However, this last factor is not seen as the main reason of the lack of policies and interventions tackling the trends, anyway it seems to be a necessary condition, in order to promote their implementation.

The gap is mainly due to political priorities perceived as divergent from future trends and to the lack of financial resources

A country perspective on trends and agenda gap

From the interviews with policy makers and experts, it was possible to make some country-specific considerations:

- In **Denmark**, 'Ageing societies' is the trend that impacts the most at the municipal level. It will change the societal structure and it will put Public Welfare system under pressure. Therefore, technologies, digitalisation and innovation are strategies to be pursued in order to provide the Welfare system with the possibility of continuing to deliver the same level of care, in face of an increasing demand but a stable amount of resources.

- In **Estonia**, given the strategic industrial positioning in the ICT sector, technology is seen as the way to expand and improve the Welfare system. The underlying vision is to help the sector evolve towards new services oriented toward prevention and personalization, so as to control and reduce the need of public intervention.

Section I

Section II

- In **Germany**, 'Increasing household diversification' is among the most impacting trends: Welfare policies are finally including this issue in the agenda, although it is often the case that new policies are anchored to old social paradigms (e.g. breadwinner model). The incoming massive retirement of the so-called 'baby-boomers' will put pension system under strong pressure and public sector needs to find new ways to face the problem.

- In **Italy**, there are several factors that impact on the nation's future Welfare system. On the one hand, new investments are being made, after years under pressure and retrenchment. On the other hand, it seems clear and urgent that there is a need to reshape Welfare interventions and services that stayed the same for a long period, and now no longer match citizens' needs.

- **Poland** is a country benefiting from a period of growth and increasing employability. The societal structure is changing due to increasing women labour participation and overall employment. Therefore, in Public Welfare systems there is the need to reach more efficiency to provide more and better services.

Phase III

Innovative solutions at the local level

> *Welfare systems need to adapt and react to future trends through both policymaking and service design. If Welfare systems want to be ready and fast in answering to the various challenges, a revision of existing policies and services is needed, to introduce new and different arrangements*

Innovative solutions at the local level

Welfare systems across Europe are thus confronted by challenges and changes deriving from 10 trends that will have an impact starting today and in the near future. Following this, **Welfare systems need to adapt and react to future trends through both policymaking and service design**. If Welfare systems want to be ready and fast in answering to the various challenges, a revision of existing policies and services is needed, to introduce new and different arrangements. The question becomes: is it possible to find some innovative responses in Welfare services that show possible ways to address the challenges posed by trends?

16 cases of innovations were analyzed in order to catch information about:

- The origin of innovative solutions: how do some innovations emerge?

- The features of innovative solutions: what are the key elements that provide an answer to challenges posed by future trends?

- Sustainability of innovative solutions: which funding schemes? Are they sustainable?

- Enabling factors of innova tive solutions: which are the conditions that supported the innovative responses?

These innovative solutions are interesting in relation to the future of Welfare issues in two different directions: firstly, these are cases of social innovation showing interesting services and projects that can be replicated or can inspire other local governments; secondly, the comparative analysis of these experiences provides insights about how innovations emerge, built and supported.

Innovative Solutions

With innovative solutions, the definition of *social innovation* is introduced. The latter definition is based on: New / different forms of governance; New / different services; New / different public-private relation; New / different technologies; Cross target features. A well-known definition of social innovation is: «*Social innovations are 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*» (Caulier-Grice et al., 2012: 18).

*For further details on the methodology, please refer to Appendix I.

The above mentioned 16 case studies, built on collection of existing written materials and direct interviews with Managers in charge of the project, were selected for in-depth analysis in order to cover all the policy areas and countries of the research.

The cases originated from different channels:

- Mapping from European projects
- Scouting from the survey
- Snowballing from experts and academics

The 16 innovative solutions

Target	Innovative solution	Geographical area	Concept
Childcare	Prevention team Family visits	Munster, Germany	Keeping in touch with citizens to prevent social risks, monitor critical cases and inform about Public Welfare
	The House of Good Shepard	Munster, Germany	Offer cross-target services to small target groups of beneficiaries
NEETs	Kibble Education and Care Centre	Glasgow, United Kingdom	A continuum of care aimed at supporting vulnerable young people to stay engaged with education and at easing their transition into independent living and the world of work.
Long-Term Unemployed	Pottery Village, community building experience	Nidzica, Poland	A community center / model to provide skills and knowledge to generate business
Adults repositioning seekers	Pathfinders center	Tallinn, Estonia	Centers to offer 360° listening to young people / adults with schooling /job problems providing career support and Vocational Educational Training (VET)
Households in relative poverty	ProjectQUID	Verona, Italy	An ethical and zero-waste fashion brand to address social exclusion
Migrants	Project Vesta: Refugees at home	Bologna, Italy	Overcome the conventional emergency approach towards migration by fostering a cultural change and work to integrate young asylum seekers and refugees into the Italian society
	The City of Münster's decentralised housing for refugees	Munster, Germany	Integrate refugees and asylum seekers in the local community
Elderly with LTC needs/ Frail Elderly	Helpific platform	Tallinn, Estonia	A platform to connect people in need of care with voluntary careers
	Vilandji integrated care center	Vilandji, Estonia	A strategy to provide integrated services to 60+ through integrated planning
	AgeingWorks	London, United Kingdom	An all-in-one package to ease the burden of working careers with elder care responsibilities
	Fremtidens Plejehjem: HI tech nursing homes	Aalborg, Denmark	Using assisted living technologies to design a nursing home oriented toward active living, social involvement and personalized care
	Welfare Platform City of Milan(WeMi)	Milan, Italy	A platform to help citizens and clients to access care services
Active Ageing	Digital @ Home	Capannori (LU), Italy	Young people supporting elderly in familiarizing with digital tools and online activities / services
People with housing problems	Gdansk housing model	Gdansk, Poland	Re-designing social care services starting from proper housing
	Housing Debt Intermediation Service	Barcelona, Spain	Helping individuals and families who are risking to lose their home through advice and mediation services

Source: CERGAS Bocconi

Origin of social innovation

When analysing and comparing innovative solutions, we tried to answer how some innovations emerge. The existing literature[4] and the cases analysed provide different explanations and drivers that are strong in pushing the emergence of social innovation:

Drivers of social innovation

Recognition of new unmet social needs

Changed paradigms in society create a need for the transformation of services

Established social challenges perceived as stronger

Major demographic changes in European nations putting pressure on the public purse and questioning intergenerational social contracts on which existing social Welfare systems are based

New cities

Need for new urban governance arrangements to counter social exclusion and fragmentation trends arising in European cities

Crisis of traditional Welfare state

Difficulties faced by traditional Welfare systems in meeting growing and diverse needs Widespread understanding that current government policies and market solutions are clearly inadequate to address society's challenges
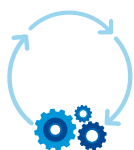
Public sector crisis and opening to new markets

Governments in some European countries are becoming less inclined to intervene to correct market imperfections

Improved capacity

Increased professionalism in Welfare service management

ICT and technologies

The evolution of ICT, which enables innovative practices (electronic data sharing, apps, online communities…)

New concept of sustainability

Emergence of a broader framework that includes sustainability, known as the 'new social economy'

Source: CERGAS Bocconi

The features of innovative solutions

Which are the key elements that provide an answer to challenges posed by future trends?

We can trace a vision, based on two key concepts: **mixing** and **knowledge**.

In the analysed cases, **social innovation is characterized by mixing public and private partners, different actors, and different targets.** It can find its origins in the crisis of the traditional Welfare state: those experiences have mixed elements of traditional systems with new innovative features.

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4   Gerometta et al. (2005); Grimm et al. (2013); Cipolla et al. (2012); Mulgan et al. (2007); Manzini (2014); Datta (2011); Mourer et al. (2014); Crepaldi et al. (2012); Sinclair et al. (2014); Dainiene (2016); Westley et al. (2016); among others

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They are funded with new sources, their structures of governance are hybrid and multi-disciplinary approach is a key enabling factor for success.

Knowledge of new unmet needs is the most relevant factor to give way to social innovation, knowledge of technology provides the basis for new service contents, and almost all of the enabling factors seem to be based on knowledge.

The ability of European Welfare systems to react to emerging trends and challenges will probably be based on a diffuse, wide and heterogeneous bottom-up reaction, faster than policy making, and maybe unintended and sometimes not suitable to be programmed. Nonetheless, policy making will be crucial, as it will be able to support or to obstacle this wide local level reaction, contributing to the design of a more or less favourable to social innovation environment.

Traditional policy making as 'design and implementation' will be an obstacle, whereas policy making as environmental enabler will be a facilitating factor for innovation: future investments in **knowledge transfer** and **technological development** will be crucial and the way policies will learn to deal with a wide variety of solutions is vital. Funding, sustaining and promoting knowledge emerge as key, in building a new Welfare system in Europe.

The 16 innovative solutions show innovative features concerning three features:

1. **Governance structure:** the innovative cases show peculiar and very open governance solutions that include networks, public private partnership and civil society. This also includes new delivery forms in terms of production models (i.e. using specific market solutions, contracting out, open tendering...).

2. **Being cross target:** the innovative cases very often provide answers and solutions that are not directed towards a specific social group (as often happens with traditional social services) but that, on the contrary, are flexible and open to different targets and social groups. As a matter of fact, the majority of cases analysed were not simply referring to a specific target, but offered services towards multiple stakeholders.

3. **Providing new service contents and technological contents:** innovative solutions shows new services designed in terms of what is offered and their relation with social needs. Often this is related to new funding mechanisms, opening to the market, ICT driven innovation.

> *Future investments in knowledge transfer and technological development will be crucial and the way policies will learn to deal with a wide variety of solutions is vital. Funding, sustaining and promoting knowledge emerge as key, in building a new Welfare system in Europe*

Technology as feature of innovation*

Helpific platform

The core functioning of Helpific is strongly affected by the changes induced by ICT in the way services are designed, produced and also delivered. Such kind of platforms usually leverage on scattered untapped resources, which are mobilized within the paradigm of a two-way peer-to-peer instant interaction, where people can directly shape each step of the chain (design-production-delivery) in accordance with individual needs.

AgeingWorks

Focusing on service delivery, AgeingWorks is the first employee benefit available for companies to provide their employees with a person-centered service, which exploits the potential of innovative technological devices to collect anonymous data useful to inform employers about the issues that their workers are most concerned about and what services and support they most value.

Fremtidens Plejehjem the Nursing Home of the Future

It is not technology per se that makes the Nursing Home of the Future so special: indeed, innovation here lays on the way ICT is included in care management. In fact, during the two-year long design process of the structure, the focus of all experts involved was on the one hand, to give concrete answers to the question "how can we use assisted technologies to improve the lives of our citizens?"; but on the other hand, to combine such answers with a care offer that could simultaneously merge: (i) care, (ii) architecture, (iii) interior design.

Welfare Platform City of Milan (WeMi)

The service is based on an online platform that works following the sharing economy principle: citizens can browse the platform to find services, buy them and leave comments as in other online markets.

*For a detailed description of the cases please refer to Appendix II

Section I

Section II

Funding schemes of innovative solutions

How are innovative responses funded? Are they sustainable? The 16 cases show different funding mechanisms and funding strategies. **Many of them confirm the importance of using mixed sources, connecting public and private resources**.

A mix of public and private funding and market is often used to reach sustainability. They are often based on public funding, private funding through angel investors and private equity funds, market based funds and co-payment or prices paid by service users.

In addition to this funding scheme, more traditional ones are still used by innovative solutions:

- Only public (dedicated) funding used to finance the starting and activities of the projects

- Only private (dedicated) funding used to finance the starting and following activities of the projects.

> *A mix of public and private funding and market is often used to reach sustainability. They are often based on public funding, private funding through angel investors and private equity funds, market based funds and co-payment or prices paid by service users*

Conditions favouring innovative solutions

What are the conditions that supported the innovative responses in being successful? The interviews about the 16 innovative solutions highlighted seven categories of enabling factors.

- **The achievement of strong commitment from the Partners involved in the project**, possibly political commitment, public Managers' commitment, providers' commitments

- **A strong vision** about objectives, aims and value to be created for project beneficiaries

- **The promotion of service design based on users 'or needs' analysis,** in terms of market analysis, gap analysis, data analysis, starting from users identification and their needs, co-design with users

- **Investments in communication**, to spread the projects and its aims through campaigns

- **The construction of strong managerial competences** to support the project development and functioning, having an entrepreneurial approach, a Project Manager

- **Unusual and innovative partnerships** that bring new ideas, are deeply rooted in the community and are able to build links with existing organizations and services

- **Being dynamic and open to change**, with a multidisciplinary approach, constructing a dynamic, adapting process to support the development and evolution of the project.

Mixed funding sources: Helpific case[*]

The case study about Helpific, a platform to connect people in need of care with voluntary carers, shows the use of four different sources of funding:

- Private investors, that provided funds to launch the start up

- European Development Fund to export Helpific in other countries and Horizon2020 to support the technological development

- Crowdfunding, raising money through the collection of small monetary contributions coming from a vast plethora of donors

- Percentages gained on connections realized through the platform (in the future).

[*]For a detailed description of the case please refer to Appendix II

Section II

State of evaluation – based practices in Europe

The second section of the research is a comparative analysis of evaluation-based practices across the eight European countries selected, with a focus on *Personal Social Services of General Interest* (PSSGI) area and on the primary stakeholders that conduct, commission or promote evaluation. The success of future policies clearly depends on the ability to adopt effective evidence-based and impact evaluation[5] practices and it is crucial to understand and disseminate knowledge of the characteristics that allow policy makers to identify and maximize societal value.

Specifically, the research objectives were to:

- **Map the existing state of evidence-based policy and impact evaluation practices** through a study approach within the countries under investigation

- **Conduct a semi-structured survey that targets evaluation experts in key PSSGI areas** and investigates the objectives, uses, drivers and barriers of current evaluation practice within the EU

- **Adapt and devise a set of theorethical frameworks and practical tools** for the effective management of evidence and impact for evaluation stakeholders.
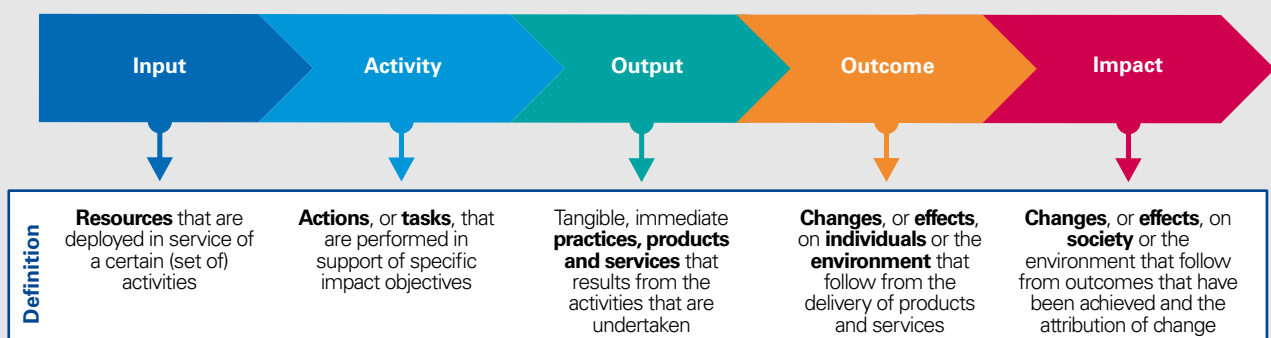
5   Impact evaluation is defined as "The change produced by an aid intervention, whether direct or indirect, intended or unintended, positive or negative" (OECD. 2002. 'Glossary of Key Terms in evaluation and Results Based Management'. Development Assistance Committee (DAC), OECD. https://stats.oecd.org/glossary/detail.asp?ID=7097)

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Impact Value Chain

At the center of the definitions of evaluation and impact is the Impact Value Chain, a logic model that illustrates the progression from the resources invested in an organization, project or policy to the goals and societal challenges that it aims to address. The Impact Value Chain articulates the relationship between project inputs, activities, outputs, outcomes and finally, impact, thus clearly illustrating the process whereby change is generated and becomes measurable through evaluative practice. In the chain, a project, intervention or policy with defined objectives will invest resources (inputs) in order to produce outputs (services and projects) and bring about desired changes (outcomes). When these changes take on a long-term timeframe and occur at the broader societal level, they produce impact.

Input	Activity	Output	Outcome	Impact
Resources that are deployed in service of a certain (set of) activities	**Actions**, or **tasks**, that are performed in support of specific impact objectives	Tangible, immediate **practices, products and services** that results from the activities that are undertaken	**Changes**, or **effects**, on **individuals** or the **environment** that follow from the delivery of products and services	**Changes**, or **effects**, on **society** or the environment that follow from outcomes that have been achieved and the attribution of change

Source: Measuring impact. Subject paper of the Impact Measurement Working Group." Social impact investment taskforce. 2014.

Evaluation-based practices across Europe – Country Focus

Denmark

Research centres or universities, Public Institutions, and philanthropy organizations and donors are indicated as **the stakeholders that most encourage the use of impact evaluation**. Within the Public Sector, the Danish executive branch has public agencies devoted to evidence-based practice and evaluation activities, such as the National Labour Market Authority (NLMA) or the Danish Council for Independent Research[6]. Within the private sector, Sustainable, Responsible Impact (SRI) investment practices are well-established in Denmark[7].

Secondary Findings

Denmark shows a **highly developed evaluation culture** as evident in both the policy formulation phase and in the evaluation phase. Evaluation practice in the country developed significantly between 2001 and 2011, reaching a **high degree of maturity in its institutionalization** in particular, within the Welfare policy areas of health and education. Besides, between 2007 and 2017, a large number of randomized controlled trials and non-experimental impact evaluations were conducted within the Employment policy area[8].

Survey results show:

- Evaluation is conducted primarily in order to '**Understand Impact and Learning for organizational change**', followed by 'Strengthening accountability and transparency'

- Denmark emerges as the country with the **highest production of evaluations** with a mean frequency of production score of 2.75 out of 4

- Evaluation practice tends **to focus on results and outcomes**, rather than on inputs and outputs

- The use of quasi-experimental and experimental methods is thought to be very appropriate, while mixed-methods are most commonly used in practice

- Danish experts identify '**limited organizational capacity**' to be the most significant factor in discouraging the use of evidence in policy-making. Conversely, the 'lack of availability/access to research data and findings' does not emerge as a significant barrier

Survey findings appear to be in line with Danish policies that aim to promote evidence-based policy-making. In particular, the existence of the Danish Knowledge Bank[9] may explain the low score of 'Effective dissemination and wide access to evaluation instruments, data and findings' as a barrier.

An example of Denmark evaluation good practice: the Danish homelessness strategy

The Danish government developed a national strategy for reducing homelessness for the period from 2009 to 2012. Municipalities, while taking part to the strategy, were required to generate knowledge on the most efficient instruments for reducing homelessness in Denmark, in order to strengthen the national documentation on the subject. Methods and approaches applied were monitored and evaluated (in cooperation with Rambøll Management Consulting and the Danish National Research Centre for Social Research), and results revealing the most effective approaches were disseminated.

6   Jacob, Steve, Sandra Speer, and Jan-Eric Furubo. 2015. 'The Institutionalization of evaluation Matters: Updating the International Atlas of evaluation 10 Years Later'. Evaluation 21 (1): 6–31

7   Eurosif. 2016. ' European SRI Study 2016'. Retrieved from: http://www.eurosif.org/wp-content/uploads/2016/11/SRI-study-2016-HR.pdf

8   Jacob, Steve, Sandra Speer, and Jan-Eric Furubo. 2015. 'The Institutionalization of evaluation Matters: Updating the International Atlas of evaluation 10 Years Later'. Evaluation 21 (1): 6–31

9   Kongshøj Madsen, Per. 2011. 'Evidence based labour market policy – The danish experience'. Peer Review on 'Evaluation of labour market policies and programmes: methodology and practice'. Mutual learning programme: peer country comments paper - Denmark. GHK Consulting Ltd and CERGE-EI.

Estonia

Estonian experts believe that impact evaluations tend to be conducted internally by members of the organization itself and that the **main promoters** of the practice are '**Non-profit organizations that deliver social services' and 'philanthropy organizations' and 'donors'**. Within the Public Sector, evaluation activities and quality control are coordinated by the evaluation Management Committee (EMC), as part of the Finance Ministry that manages Cohesion Policy. Labour market policy in Estonia is formulated by the Ministry of Social Affairs (MoSA) and delivered by the National Unemployment Insurance Fund (UIF), both of which are responsible for evaluating labour market policies and programmes. Within the Third and Private Sectors, the Estonian Social Enterprise Network (ESEN) provides support to organizations with a social purpose and sustainable business model by increasing the number, capability and impact of its members. Alongside ESEN, the Good Deed Foundation (Heateo Shitasutus) which was set up in 2003 promotes venture philanthropy and increases the capacity of Third Sector organization that create positive social impact[10].

Secondary Findings

Cohesion policy and the receipt of EU Structural Funds have played a large role in shaping the evaluation culture in the country and a significant proportion of evaluation actors in Estonia exist within this realm[11]. Within the education policy area it is instituted a legal requirement for using evidence in policy-making when policy that will lead to legislative proposals or amendments is being developed[12]. This exists alongside an entrenched culture of regulatory practices, thanks to the Estonian government's commitment to Regulatory Impact Assessment (RIA). Furthermore, among social enterprises and Third Sector organizations, there is a perception that the ability to demonstrate impact can help increase chances of obtaining funding[13].

Survey results show that:

- The primary evaluation objectives within the country are '**Improving the efficiency and efficacy of a policy/project**', followed by 'Developing policies and innovation'

- On average, **the evaluation is considered to be rarely conducted** in Estonia, with a mean frequency score of 1.5 out of 4

An example of evaluation good practice: The Praxis Centre for policy

The Praxis Centre for policy studies is a think tank set up in 2000, playing a leading role in evaluating and advising on public policy in Estonia. In the field of education, Praxis conducted a survey with 3,706 students from different Institutions and with different experiences in applying for a needs-based support system of secondary school students introduced by the Estonian government in 2014. The evaluation sheds light on the reasons for low numbers of applications to the system. Findings were reported back, directly to the Ministry of Education and Research used to improve the system.

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10 Know Your Impact. N.d. 'Social Impact Measurement Tools for Young Entrepreneurs – Needs Analysis'.

11 Applica, Ismeri Europa, and Cambridge Economic Associates. 2016. 'Ex Post evaluation of Cohesion Policy Programmes 2007-2013, Focusing on the European Regional Development Fund (ERDF) and the Cohesion Fund (CF). Task 3 Country Report Estonia'. WP1: Synthesis Report

12 European Commission, Eurydice, and EACEA. 2017. 'Support Mechanisms for Evidence-Based Policy-Making in Education'. Luxembourg: Publication office of the European Union. https://webgate.ec.europa.eu/fpfis/mwikis/eurydice/images/f/f4/206_EN_Evidence_based_policy_making.pdf

13 Mankin, Gina. 2014. 'Social Impact Measurement for Social Enterprises in Estonia'. Estonian Social Enterprise Network.

- Evaluation activities appear to **focus most frequently on outcomes** measurement across policy areas

- In Estonia there is a **significant gap between appropriate and used methods**, both in the case of qualitative and quantitative methods

- The factors that jeopardize the most the use of evidence in the Estonia policy-making are, on average, the '**limited organizational capacity**', the 'lack of technical skills', and the 'lack of funding'

The primary use of evaluation findings in Estonia appears to be in the realm of policy-making, specifically, to identify and produce evidence for policy-making purposes. Estonia has adopted mechanisms to promote a culture of evidence-based policy-making in the Public Administration. However the systematic use of evidence is not yet engrained in the civil service as a whole[14].

France

According to French experts who represent most target policy areas and organization types in the survey, **the stakeholder types** that most promote evaluation practice are **philanthropic organizations and donors**, followed by research centres and universities. Conversely, Public Institutions play a far smaller role.

Foundations, consultancies, and intermediary organizations support the production of evaluations and the dissemination of results, methods and tools in the field of social services provision[15].

With regards to central government, France appears to have a fairly institutionalized evaluation culture. Within the Third sector, evaluation is carried out to inform and improve organizational planning and strategy and being accountable to both public and private funders, is one of the main objectives of impact evaluation studies[16].

Secondary Findings

Between 2001 and 2011, **evaluation practice in France became institutionalized largely within the Public Sector for policy-making purposes and have since focused primarily on planning, budgeting and performance measurement**, rather than outcomes measurement and the evaluation of long-term changes at the societal level (impact). In this context, regulation, as well as the emergence of Social Corporate Responsibility practices led a focus on outputs[17].

An example of an evaluation good practice: SGMAP

In 2016, the French Secretary General for Modernization of Public Action commissioned a SGMAP, a meta-evaluation aimed at assessing the quality of 65 evaluations launched between 2013 and 2016 by the French government. A contribution analysis approach was adopted, which focused on eight cases of these evaluations. The meta-evaluation part was based on a comprehensive documentary analysis, including previously undisclosed administrative decision-making documents related to each of the 65 evaluations.

14   OECD 2015. 'OECD Regulatory Policy Outlook 2015 - Country Profile: Estonia'

15   Cathelineau, François, Emmanuel Rivat, Manon Réguer-Petit, and Martin Audran. 2017. 'L'expérience de l'évaluation d'impact Social. Pratiques et Représentations Dans Les Structures d'utilité Sociale.' Rapport Final. Agence Phare.

16   Cathelineau et al. 2017; 'L'expérience de l'évaluation d'impact Social. Pratiques et Représentations Dans Les Structures d'utilité Sociale.' Rapport Final. Agence Phare. - Mortier, Quentin. 2014. 'Evaluation de l'impact social: de quelques clarifications et craintes'. Saw-B.

17   Mortier, Quentin. 2014. 'Evaluation de l'impact social: de quelques clarifications et craintes'. Saw-B.

Furthermore, within the Third sector, French evaluation players have been found to suffer from a lack of knowledge of the definition of impact evaluation and appropriate methods for measuring impact[18].

Survey results show that:

- Organizations carry out impact evaluations primarily in order to '**understand impact and learning for organizational change**' and to 'maximize the social impact of a policy/project

- France has one of the **lowest levels of production of impact evaluation**, with a mean frequency of production score of 1.6 out of 4

- With regards to policy areas, **Social Inclusion and Education** appear to possess the traits of more mature evaluation practices

- **Mixed-methods** are thought to be most appropriate, although they are overlooked in practice;

- The most prominent drivers of evaluation in the country are 'National or EU-based legal requirements', 'funder requirements' and a 'Culture that promotes evaluation'

- The principal factors that discourage the use of evidence in French policy-making concern the '**lack of general knowledge on evaluation and its methods**', a 'lack of technical skills', 'limited organizational capacity', as well as the 'lack of a positive or strong evaluation culture'

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18   Cathelineau et al. 2017; 'L'expérience de l'évaluation d'impact Social. Pratiques et Représentations Dans Les Structures d'utilité Sociale.' Rapport Final. Agence Phare.
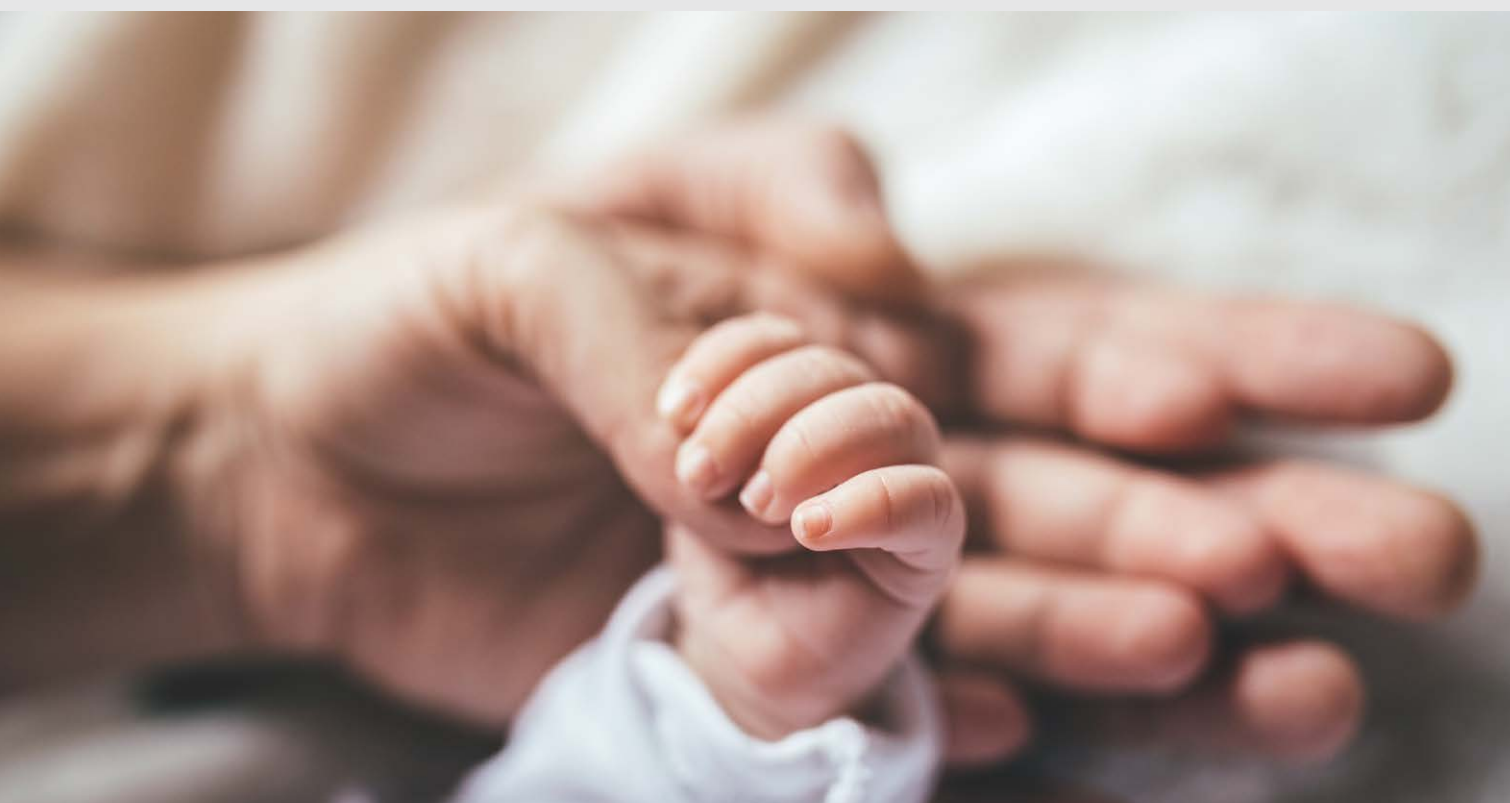
An example of an evaluation good practice: PHINEO

PHINEO is a charitable listed company set up in 2009 that supports civic engagement for the purpose of common Welfare. The rationale for its existence is the clear need for quality-assured orientation for social investment. The accompanying Orientation for Social Investors initiative provides research reports on various fields of philanthropic action to demonstrate where and how giving produces greatest impact.

Germany

In Germany, experts identify **Public Institutions, research centres and universities** to be the **primary promoters of impact evaluation**, closely followed by philanthropy organizations and donors. In 1997, the foundation of the German Evaluation Society represented a crucial moment in the institutionalization of evaluation in the country. As well as the institution of a solid evaluation association (DeGEval), of a set of evaluation standards in 2001 and a weekly evaluation journal, Zeitschrift für evaluation. With regards to Education policy at the federal level, the most significant institution for evaluation practice is the Leibniz Institute for Education Research and Educational Information, and in the employment policy area, the Federal Employment Agency's Institute for Employment Research (IAB) is the main evaluation provider.

Secondary Findings

From 2000 and onwards, **the European Union regional policy funds to former East German territories greatly incentivized the use of evaluation practice in the country by making it mandatory**. Since then, Germany has implemented, strengthened, and routinized the introduction of evaluation clauses into its legal system, paying special attention to impact assessments[19].

German public, private and third sectors consider evaluation to be time-consuming and costly, and Public Administrations do not appear to be very committed to the practice. In particular, they suffer from a mismatch between time-consuming evaluative procedures and political procedures that are driven by the need for fast decision-making[20].

Survey results show that

- '**National or EU-based legal requirements**' are identified as the primary drivers of evaluation by German experts

- A range of barriers to evaluation practice, namely: the '**lack of technical skills**', the 'lack of general knowledge on evaluation and its methods' closely followed by a 'limited organizational capacity' and a 'lack of a positive or strong evaluation culture'

- The provision of primarily **financial incentives** is considered to be **a crucial aspect** that should be addressed in order **to promote impact measurement** and evidence-based policy making, while the generation of a standardized model for evaluation practice is not seen to be particularly important.

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19   Jacob, Steve, Sandra Speer, and Jan-Eric Furubo. 2015. 'The Institutionalization of evaluation Matters: Updating the International Atlas of evaluation 10 Years Later'. Evaluation 21 (1): 6–31

20   Nicaise, Ides. 2008. 'Social Impact Assessment. Synthesis Report Slovak Republic. Peer Review in Social Protection and Social Inclusion 2008'

Italy

According to Italian experts, **research centres, universities and investors** all play a **dominant role in promoting the practice of impact evaluation**. The importance of investors is particularly relevant in Italy when compared to other countries in the study and is likely due to the country's small but growing impact investment sector.

At the national level, governmental ministries and departments are legally required to gather and employ evidence in their policy-making procedures and for this purpose, they delegate monitoring and evaluation activities to external consultants, and/or regional and local technical units, in particular within the policy areas of Education and Training & Employment.

With regards to impact investing, Italy has had an affiliate organization to Social Value International since 2015 which aims to promote the practice, as well as embed social value measurement and analysis into policy-making and decision-making.

Secondary Findings

New Public Management practices, introduced in the early 1990s with the Bassanini law (Law 127/1997), **paved the way for the establishment of clearly demarcated performance evaluation** units and may explain the emergence of a strong culture of output-driven assessment rather than impact evaluation[21]. Furthermore, with regards to the Third Sector, the lack of adequate theoretical and methodological impact measurement frameworks may also explain the focus on outputs and the interest in reporting outcomes, rather than impact itself[22].

Survey results show that:

- Evaluation is conducted primarily in order to '**improve reputation**' and 'strengthen accountability and transparency', both which are closely followed by 'improve the efficiency and efficacy of a project' and 'understand impact and learning for organizational change'

- **Impact evaluations are carried out occasionally**, with the country scoring an average point of 1.6 out of 4

- The largest difference between used and appropriate evaluation designs largest **gap is evident in Theory-Based approaches**, which commonly require an in-depth examination and definition of the underlying assumptions of programme or policy designs and delivery

- The principal factors identified as **drivers** for evidence-based policy-making are '**national or EU legal requirements**', 'funder requirements' and 'political legitimacy'

- A range of barriers identified to evaluation practice, including: the 'Lack of a positive or strong evaluation culture', closely followed by 'limited organizational capacity', the 'lack of technical skills', and the 'resistance or aversion to change'.

An example of an evaluation good practice: the ACHAB project

ACHAB is an EU-funded project from 2010 to the present day that aims to test the effectiveness of a particular type of asset building in facilitating access to post-secondary education. In Italy, it has been piloted to measure the impact of 'Steps' in improving tertiary education take-up among individuals from low-income families.

Section II

21   Varone, Frédéric, and Steve Jacob. 2004. 'Institutionnalisation de l'évaluation et nouvelle gestion publique : un état des lieux comparatif'. Revue internationale de politique comparée 11 (2): 271

22   Fondazione Sodalitas. 2013. 'Misura Dellimpatto Delle Attività Sociali. Documento Di Lavoro.' http://www.fondazionesocial.it/sito/wp-content/uploads/2015/07/Misura_impatto_script-Sodalitas.pdf

An example of an evaluation good practice: the SLAWEK Foundation

The SLAWEK Foundation is a non-profit organization that assists prisoners, ex-offenders and their families. The organization ensures that evaluation is integrated into the planning and delivery of its project, as well as measuring the social impact of project activities, with a view to attracting investment. The organization is part of the Polish Social Startup Program, an initiative funded by Bank Pekao and Delivered by Ashoka, to support and value the work of social entrepreneurs in the country.

Poland

In Poland, **the stakeholders** that most promote the use of impact evaluation are **Public Institutions, research centres and universities**.

Evaluation practices emerged in Poland, in large part due to the establishment of regulatory procedures inside government. The adoption of a Regulatory Impact Analysis (RIA) approach in the early 2000s, paved the way for the birth of Public Policy Analysis (PPA) and the use of 'evidence' in policy-making functions to improve regulatory practices within governance functions.

Outside of the governmental sector in Poland, evaluation practices have developed within the 'social economy', rather than within a sector that can be termed 'Third Sector'. The social economy is seen to encompass social enterprises and operate much like entrepreneurial non-profit organizations, with a clear social mission[23].

Secondary Findings

Evaluative practice advanced further with the beginning of the pre-accession process in 2000 and the Phare programme, as well as with the subsequent pre-accession funds in 2004[24]. Moreover, from 2006 onwards, **Poland's accession to the OECD introduced a mandatory RIA in governmental regulation** and the subsequent Guidelines for Impact Assessment and Public Consultation in the Government Law-making Process issued in 2014[25].

Survey results show that:

- The main objectives to conduct an impact evaluation are: '**strengthening accountability and transparency**', 'improving the efficiency and efficacy of a policy/project' and 'understanding impact and learning for organizational change', while 'increasing fundraising' was not seen to be a primary driver

- On average, **evaluation is conducted fairly frequently in Poland**, with a score of 2.4 out of 4

- The **importance of European Cohesion and Structural Fund** monitoring in Poland are drivers for evaluation practice

- The principal factor discouraging the use of evidence in policy-making is a '**lack of technical skills**', closely followed by 'time constraints' and 'limitations in evaluation methodologies'.

23 Ferry, Martin, and Karol Olejniczak. 2008. 'The Use of evaluation in the Management of EU Programmes in Poland'. Warsaw: Ernst & Young–Program. Sprawne Panstwo.

24 European Commission 2014 Cohesion Policy and Poland.

25 Rogowski, WF & Jonski, K. 2017 Evidence-Based Policy or Policy-Based Evidence? Quality of Polish 'Regulatory Impact Assessments' after 'Better Regulation' Reform.

Spain

Spanish experts clearly identified **Public Institutions, research centres and universities** as the **actors that most encourage the use of impact evaluation in the country**.

At the national level, multi-area evaluation units, such as the State Agency for evaluation of Public Policies and Service Quality (AEVAL), currently hold evaluation functions at the central level and support the government in developing and implementing public policies. At the regional level, the majority of the country's autonomous communities have passed legislation that addresses the topic of evaluation and evidence-based policy-making, albeit to different degrees.

Within the private sector, there has been significant growth in Socially Responsible Investment in Spain in the past 5 years, largely due to the exponential increase in renewables energy[26].

Secondary Findings

Spain shows a remarkable variety of approaches and reveals a **particular attention to the 'fit-for-purpose and context' principle**. Therefore, even though activities are not coordinated and interrelated, practitioners contribute to the development of evaluation use and of their skills by applying learning-by-doing approaches[27].

The primary reasons for the adoption of evaluation practices were largely due to European Union programme and reporting requirements for Structural and Cohesion funds, as well as to improve the efficacy and transparency of public interventions[28].

Survey results show that:

- The primary reasons for conducting evaluation are to '**improve the efficiency and efficacy of a policy/project**' and to 'understand impact and learning for organizational change'

- Impact evaluations are **conducted fairly regularly**, scoring 2.5 out of 4

- The '**Lack of funding**', 'lack of a positive or strong evaluation culture', and 'lack of general knowledge of evaluation and its methods' are identified as main barriers in the use of evidence in policy-making

- There is a little interest in creating standardized models of evaluation. Conversely, '**enhanced technical skills**', 'effective dissemination and wide access to evaluation instruments, data and findings', and 'provision of technical assistance' are considered important factors to be addressed.
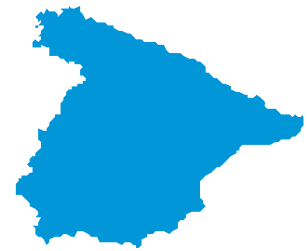
An example of an evaluation good practice: B-MINCOME Project

Combining guaranteed minimum income and active social policies in deprived urban areas in Barcelona. The project is based on an initiative that includes the implementation of a guaranteed minimum income (GMI) to supplement income in the most deprived and poor areas of Barcelona. It is expected that 1,000 households will receive this minimum income on a trial basis. A comparative analysis is underway to evaluate the costs of policies aimed at fighting poverty, with the ultimate goal of developing more efficient Welfare services. The experience will offer an improved understanding of the factors that generate poverty, community involvement in the implementation of the GMI and greater participation of the beneficiaries in community life.

Section II

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26 Eurosif 2016. 'European SRI Study 2016'. Retrieved from: http://www.eurosif.org/wp-content/uploads/2016/11/SRI-study-2016-HR.pdf

27 Feinstein, Osvaldo, and Eduardo Zapico-Goñi. 2010. 'evaluation of Government Performance and Public Policies in Spain'. Evaluation Capacity Development Working Paper, no. 22. http://documents.worldbank.org/curated/en/424771468103143549/pdf/654060NWP0220s0C0disclosed011040110.pdf

28 Làzaro, Blanca. 2015. 'Comparative Study on the Institutionalisation of evaluation in Europe and Latin America'. EUROsociAL Programme.

An example of an evaluation good practice: the Behavioural Insights Team (BIT)

The Behavioural Insights Team (BIT) is a social purpose company and the world's first Government Institution dedicated to the application of behavioural sciences to the sphere of public services and policy-making. Working in partnership with NESTA and the UK Cabinet office, BIT aims to make public service more cost-effective and improves outcomes by introducing a more realistic model of human behaviour to policy, where possible. The company redesigns public services by employing theoretical frameworks from behavioral sciences and empirical evidence.

United Kingdom

The UK is a pioneer country in the use and development of impact evaluation, evidence-based policy approaches and in the development of specific approaches and schools of thought on evaluation in Europe. The expert survey revealed that **philanthropic organizations and donors** are the **most important actors in the promotion of impact evaluation**, followed by Public Institutions and non-profit organizations that deliver social services.

Within central government, there exists both internal evaluation units and bodies, more or less independent, created to conduct evaluation analysis in the country, such as the National Audit Office[29]. Within the private sector, the UK is home to one of the largest impact Investment markets in Europe valued at EUR 4,564 million in 2013[30] and made up of specialized social investment and lending intermediaries into charities and social enterprises.

Secondary Findings

There has generally been **a stable political commitment to evaluation which has led to a series factors that have facilitated the development of evaluation practice**. Firstly, it has ensured that an appropriate amount of resources be allocated to evaluation activities, in terms of staff and budget[31]. Secondly, the accompanying public management reforms led to a large focus on results and outcomes within evaluation practice, as well as the use of outcome indicators[32]. Thirdly, it led to the establishment of systems for the dissemination of evaluation findings, such as the What Works network created in 2011[33].

Survey results show that:

- Impact evaluations are **conducted rather often in the UK**, with a score of 2.5 out of 4

- There is **a moderate focus on outcomes, outputs, social impact, processes and inputs**

- '**Limited organizational capacity**' and other factors tied to organizational capacity, such as 'financial resources', and the 'lack of general knowledge on evaluation and its methods' emerge as the most common factors which inhibit the use of evidence in policy-making practices

- **Evaluation findings are for the most part ignored** or disregarded, although stakeholders can experience change as a result of their participation in an evaluation project

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29   Làzaro, Blanca. 2015. 'Comparative Study on the Institutionalisation of evaluation in Europe and Latin America'. EUROsociAL Programme

30   Eurosif 2016. 'European SRI Study 2016'

31   Athanasopoulou, Anna, Phil Bradburn, Helen Hodgson, Anne Hodgson, Thomas Williams, and Michael Kell. 2013. 'evaluation in Government'. National Audit Office.

32   Jacob, Speer, and Furubo 2015; Làzaro 2015
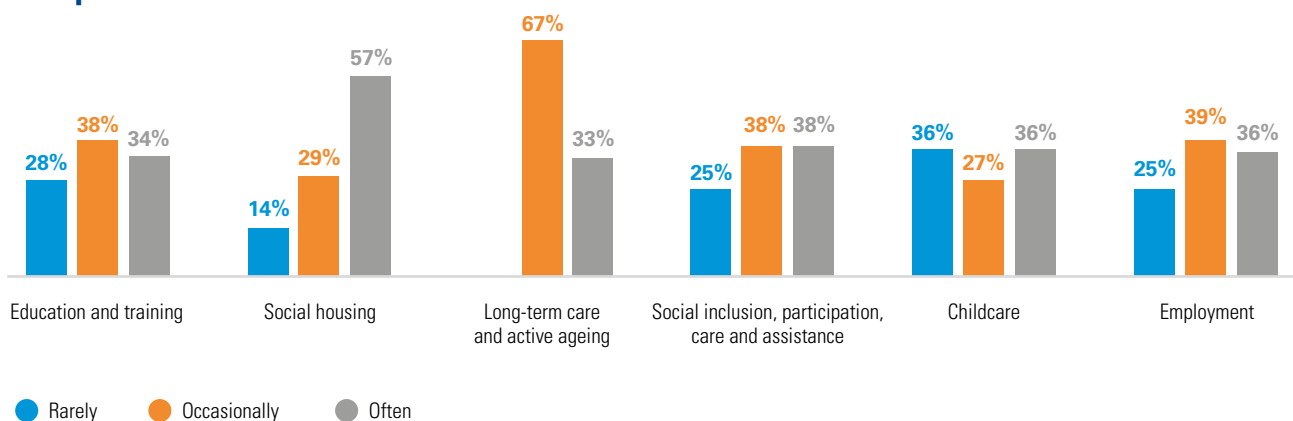
33   Athanasopoulou et al. 2013

Comparative analysis

In general, research centres/universities, philanthropy organizations and donors, and Public Institutions are the stakeholders who encourage the use of impact evaluations through their activities. In particular, findings show that philanthropy organizations and donors are the main promoters of impact evaluation practice for policy areas in which Third Sector organizations provide the most part of services (such as in childcare, education and training, and social inclusion); while policy areas dominated by the Public Sector intervention (such as employment) perceive Public Institutions to be strong promoters of evaluation practice.

There are several objectives that drive the choice to conduct an impact evaluation that span both internal as well as external organizational objectives. 'Understanding impact and learning for organizational change' scored highest in this area, while 'Developing Policies and Innovation' and 'Improving resource allocation with project portfolio' were found to be consistently important for organizations. When survey data are disaggregated by PSSGI, social housing emerges as the area in which evaluation is conducted most often across countries, while in the childcare education & training areas, a significant proportion of the sample claimed that it was rarely conducted.

"How often are impact evaluations carried out in your area of expertise?"

	Education and training	Social housing	Long-term care and active ageing	Social inclusion, participation, care and assistance	Childcare	Employment
Rarely	28%	14%		25%	36%	25%
Occasionally	38%	29%	67%	38%	27%	39%
Often	34%	57%	33%	38%	36%	36%

● Rarely   ● Occasionally   ● Often

Source: Human Foundation

From the survey, a significant gap emerges between experts' expectations and their theoretical knowledge of impact evaluation and its practice. In defining 'impact evaluation' the majority of respondents includes elements such as 'intended and unintended change', 'social impact', and 'causality': key principles we find in definitions proposed by the international literature[34].

> *In general, research centres/universities, philanthropy organizations and donors, and Public Institutions are the stakeholders who encourage the use of impact evaluations through their activities*

> *A significant gap emerges between experts' expectations and their theoretical knowledge of impact evaluation and its practice*

Section II

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34 Gertler, Paul J., Sebastian Martinez, Patrick Premand, Laura B. Rawlings, and Christel M. J. Vermeersch. 2016. Impact evaluation in Practice, Second Edition. The World Bank. https://doi.org/10.1596/978-1-4648-0779-4.

Nevertheless, when it comes to describe evaluation activities 'unexpected effects', 'negative effects', 'indirectly produced effects', 'social impact' and 'causality' turn out to be among the less frequently taken into account and evaluated.

The graph below investigates the relationship between the frequency of evaluation production ("How often are impact evaluations carried out in your area of expertise?") and the methodological rigour[35] of evaluation practices.

The graph suggests that countries in which evaluation is conducted the most are also countries that perform rigorous evaluation more frequently. Specifically, Denmark, Poland, and the United Kingdom score high for methodological rigour; this is likely due to the level of maturity of evaluation practice in Denmark and United Kingdom, while, for Poland, due to the relatively high proportion of Cohesion and Structural funds received since the beginning of 2000[36]. This relationship may be explained by the fact that in more mature countries, there is greater understanding around the importance of using rigorous methodologies for impact evaluation; as well as more resources and capabilities to adopt these.

> *The graph suggests that countries in which evaluation is conducted the most are also countries that perform rigorous evaluation more frequently*

Methodological rigour by frequency of evaluation production, plotted by country
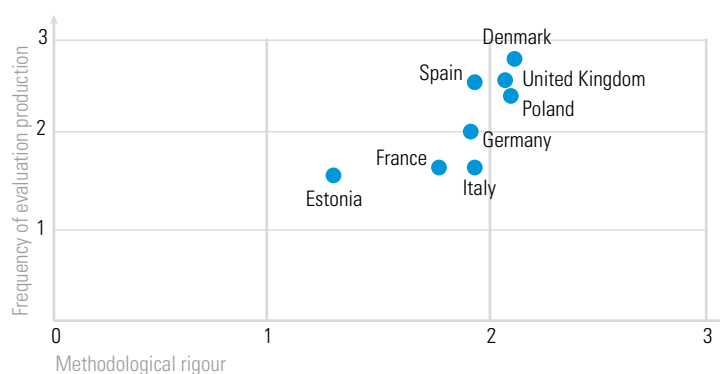
Source: Human Foundation

With regards to the factors that experts feel are most needed to effectively promote evaluation and evidence-based policy-making, the **dissemination of evaluation knowledge** to actors both within and outside of the evaluation community are key. 'Enhancing the «understanding» of evidence for stakeholders', 'effective dissemination and wide access to evaluation instruments, data and findings' and 'improved dialogue between policymakers and the research/evaluation community' are highly considered across targeted countries. This is likely due to strong concerns regarding the quality of evidence that is generated by evaluative activities, as well as the relative failure to disseminate and integrate evaluation findings into actionable recommendations.

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35   Defined on the basis of the ability to critically investigate causality

36   European Commission. 2018. 'Open Data Portal for the European Structural Investment Funds - European Commission | Data | European Structural and Investment Funds'. Open Data Portal for the European Structural Investment Funds. 2018. https://cohesiondata.ec.europa.eu/
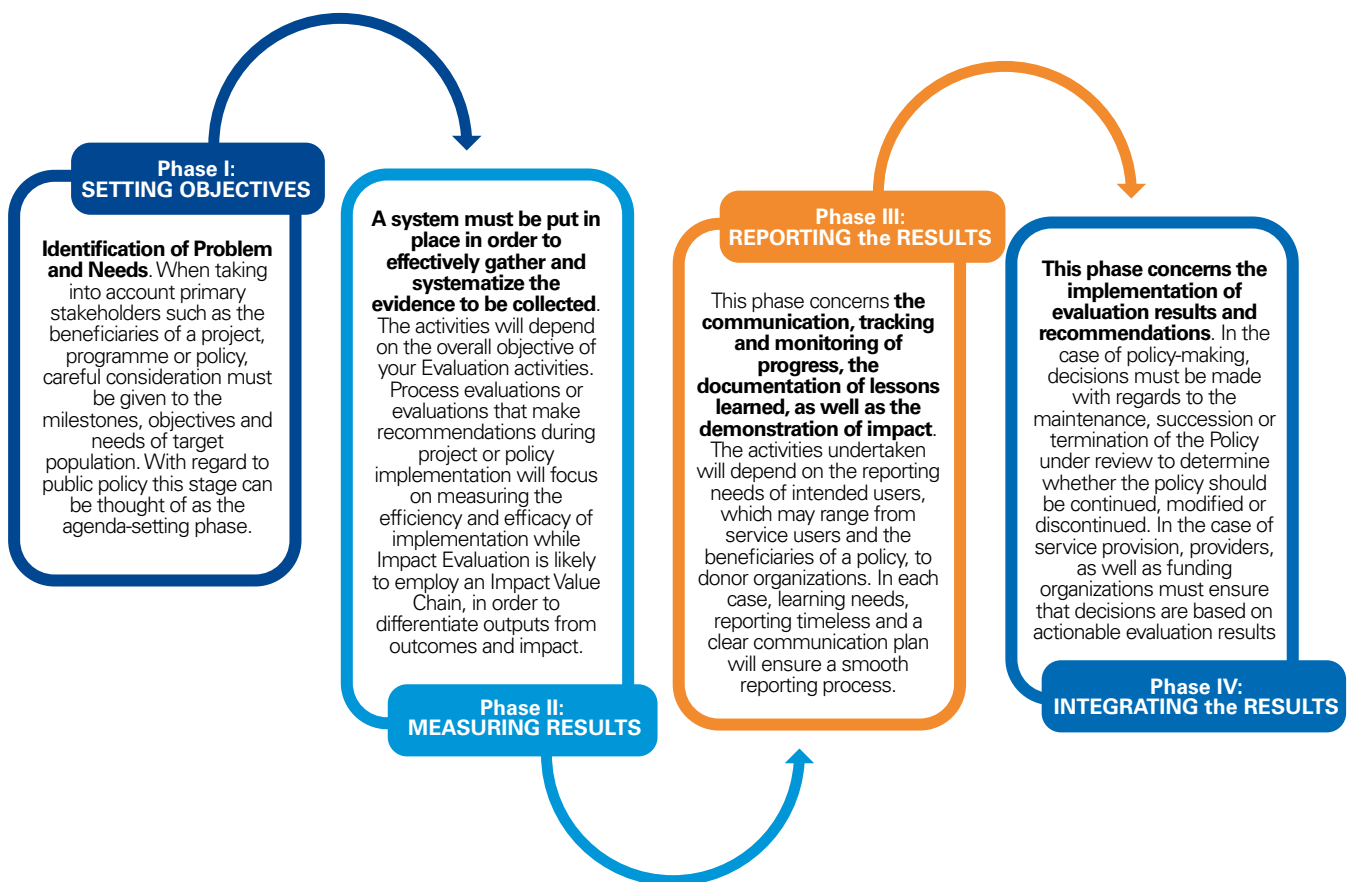
Tools for impact evaluation

This section provides guidance to evaluation stakeholders within PSSGI policy areas. It includes a set of two different theoretical and practical tools that policy-makers, researchers and practitioners can consult, in order to manage impact and outcomes measurement, as well as evidence-gathering processes:

- A set of principles and criteria for effective Monitoring and evaluation and Impact Planning

- A practical guidance on evaluation designs to inform the choice of evaluation methodologies by policy area.

Monitoring and Evaluation cycle

The diagram below presents different phases of the Impact planning and evaluation cycle and can be used for Evaluators at the project, programme, organizational and policy levels for both self and external evaluation purposes.

Phase I:
SETTING OBJECTIVES

Identification of Problem and Needs. When taking into account primary stakeholders such as the beneficiaries of a project, programme or policy, careful consideration must be given to the milestones, objectives and needs of target population. With regard to public policy this stage can be thought of as the agenda-setting phase.

A system must be put in place in order to effectively gather and systematize the evidence to be collected. The activities will depend on the overall objective of your Evaluation activities. Process evaluations or evaluations that make recommendations during project or policy implementation will focus on measuring the efficiency and efficacy of implementation while Impact Evaluation is likely to employ an Impact Value Chain, in order to differentiate outputs from outcomes and impact.

Phase II:
MEASURING RESULTS

Phase III:
REPORTING the RESULTS

This phase concerns **the communication, tracking and monitoring of progress, the documentation of lessons learned, as well as the demonstration of impact**. The activities undertaken will depend on the reporting needs of intended users, which may range from service users and the beneficiaries of a policy, to donor organizations. In each case, learning needs, reporting timeless and a clear communication plan will ensure a smooth reporting process.

This phase concerns the implementation of evaluation results and recommendations. In the case of policy-making, decisions must be made with regards to the maintenance, succession or termination of the Policy under review to determine whether the policy should be continued, modified or discontinued. In the case of service provision, providers, as well as funding organizations must ensure that decisions are based on actionable evaluation results

Phase IV:
INTEGRATING the RESULTS

Source: Human Foundation

The diagram is based on the following cross-cutting principles that apply to all Monitoring&Evaluation and Impact Planning cycles:

- **Accountability:** there must be a clear understanding of accountability across project, programme, organizational or policy stakeholders and a good balance between independence and accountability

- **Transparency:** there must be transparency across all phases of impact planning and evaluation. In particular, stakeholders must be open with regards to performance, processes followed, performance and data collection procedures

- **Contestability:** opportunities must be created to encourage and establish mechanisms that challenge the evidence used to inform policy-making

- **Relevance:** only information that is relevant to the decisions being made is of value

- **Confidentiality:** for all kinds of data collected, the confidentiality and anonymity of respondents and participants must be ensured and it is important to avoid being bias.

Guide to Evaluation Designs

The following guide to evaluation designs is based on secondary literature and findings from the survey. In particular, it can assist stakeholders to assess the feasibility of adopting specific evaluation designs using the following six criteria:

- **Cost of evaluation:** Is the evaluation design costly? i.e. resource -and time- intensive?

- **Evaluation Objectives:** What are the uses most suited to each methodology?

- **Comparability:** Does the evaluation design have features that allow for comparison?

- **Methodology strong point:** Which aspect of the evaluation process is the methodology most suited to measure?

- **Suggested policy area/s:** For which policy area do evaluation experts believe the design is suitable?

Guide to Evaluation Designs

METHODOLOGY AND/OR TOOL	APPLIES TO ALL EVALUATION PLAYERS				APPLIES TO PUBLIC POLICY EVALUATION
	Cost of evaluation	Evaluation objective	Level of comparability	Methodology strong point	Suggested Policy Area for use
Experimental (RCT)	High	Evidence-based Policy-making, Evaluating the social impact of a specific project.	High	Establishing Causality	Social Housing; Employment.
Quasi-experimental	High	Evidence-based Policy-making, Evaluating the social impact of a specific project.	High	Establishing Causality	Childcare; Employment; Long-term care.
Primarily Monetary based (CBA, SROI)	Medium	Evidence-based Policy-making, Increasing fundraising revenues, Evaluating the social impact of a specific project.	Medium	Establishing cost-effectiveness	Social Inclusion; Long-term care.
Mixed-Method	Medium-Low	Evidence-based Policy-making, Increasing fundraising revenues, Understanding impact and learning for organizational change (internal), Evaluating the social impact of a specific project.	Medium	Understanding and calculating value	Long-term Care and Active Ageing; Education and training; Employment.
Primarily Qualitative (Theory-based, including case-based and Participatory)	Low	Increasing fundraising revenues, Understanding impact and learning for organizational change (internal), Evaluating the social impact of a specific project.	Low	Understanding Value	Education and training; Childcare; Employment; Long-term care; Social Inclusion.

Source: Human Foundation

Section II

Conclusions

Section I: results

Some challenges will likely impact European Welfare systems in the next 10 years. The research highlighted 10 macro-trends, three of which were identified by the policy-makers as the most urgent and significant ones:

- **Ageing societies**

- **Erosion of public resources**

- **Inequalities (within and between countries)**

In particular, 'Ageing societies' is the trend most affecting the European Welfare systems. Indeed, it revealed to be a priority for all countries involved and it is related to many policy areas.

To face the main challenges that are going to affect Welfare systems in the next 10 years, three main consequences and needs have been identified:

- **New or different services**

- **New policies or realize a complete revision of the existing ones**

- **New needs and opportunities for existing beneficiaries**

Moreover, when investigated the existence of policies tackling the main challenges on the Welfare systems, 43.2% of the policy makers involved in the survey have not identified any policies tackling the future challenges, therefore clearly stating the existence of a gap in their agenda. **Overall, bigger agenda gaps seem to exist for the area of policies related to target group of 'People with housing problems', 'Migrants' and 'Adult repositioning seekers'**.

Also, it emerged also that **the gap is mainly due to political priorities perceived as divergent from future trends and to the lack of financial resources**. However, this last factor is not seen as the main reason of the lack of policies and interventions tackling the trends and it seems to be a necessary condition, in order to promote their implementation.

Traditional policy making as 'design and implementation' will be an obstacle, whereas policy making as environmental enabler will be a facilitating factor for innovation: future investments in knowledge transfer and technological development will be crucial, just as it will be vital the way policies will learn to deal with a wide variety of solutions.

Overall, it was possible to trace a clear vision for effective policies to tackle future challenges, based on two key concepts: **mixing** and **knowledge**.

- **Mixing:** Innovation is characterized by **mixing public and private actors, governance structure and financing mechanism**. It can find its origins in the crisis of the traditional Welfare state, but its experiences do not completely substitute the traditional schemes, rather integrate them. Their structures of governance are hybrid, multi-disciplinary approach is a key enabling factor for success and they are funded with different sources. A mix of public and private funding and market is often used to reach sustainability. They are often based on public funding, private funding through angel investors and private equity funds, market based funds and co-payment or prices paid by service users

- **Knowledge:** Knowledge of new unmet needs is the most relevant factor to give way to social innovation, knowledge of technology provides the basis for new service contents, and knowledge of managerial tools allows the identification of 'good practices' – services and models – that should be replicated

Moreover, in order to tackle future challenges affecting the European Welfare systems, it is fundamental that future **policy solutions** must be constructed on three features:

- **An open governance structure**, based on solutions open to networks, public private partnership and involvement of the civil society

- **A cross target vision of the policy**, indeed the innovative cases very often provide answers and solutions that are not directed towards a specific social group

- **New services and technological contents**, designed in terms of what is offered through the services and how these are related to social needs

Section II: results

The ability of European Welfare systems to react to emerging trends and challenges will probably be based on a **diffuse, wide and heterogeneous bottom-up reaction**, faster than policy making, and maybe unintended and sometimes not suitable to be programmed. Nonetheless, **policy making and policy evaluation will be crucial**, as it will be able to support or to obstacle this wide local level reaction, contributing to the design of a more or less favorable to social innovation environment.

The second section of the research presented findings from a comparative analysis of evaluation practices across the eight European countries selected, with a focus on PSSGI areas and on the primary stakeholders that conduct, commission or promote evaluation. The study shows that at present in Europe, there are notable differences between the level of maturity of evaluation cultures and impact measurement practices. Nonetheless, there appears to be an **overall gap** between desired production and actual practice across the countries surveyed with as many as 45% of expert respondents claiming that impact evaluations are carried out 'occasionally'. The study shows that nowadays in Europe there are notable differences between evaluation impact countries maturity, although it can be said that an **overall gap exists** between desired production and actual practice. Overall, impact evaluations are carried out 'occasionally' for 45% of engaged experts.

The main barriers that must be addressed in order to bridge this gap are the 'Lack of a positive or strong evaluation culture' as well as 'Organizational capacity': lack of technical skills, financial resources and time, all of which limit the use of evidence in policy-making practices across target countries.

To reach a mature evaluation culture, it is fundamental:

- **To benefit from Political legitimacy**, understood as the need to uphold accountability mechanisms

- **To sustain a high frequency of evaluation production**. Countries such as the United Kingdom, in which there is a high frequency of evaluation production, are also those in which evaluation is performed more rigorously

- **To include the Social Impact Measurement within evaluation practice**. Countries such as Denmark and Spain were found to place great importance on Social Impact Measurement, which implies a longer-term perspective of evaluation, as well as a more widespread application of counterfactual approaches

As shown by mature evaluation cultures, a virtuous cycle tends to be one in which evaluation is produced frequently, rigorous methodologies are adopted and evaluation findings are frequently disseminated and employed. In order to favour the maturity of evaluation practice, a two-fold strategy can be implemented: the latter includes strengthening the knowledge and skills of evaluation practitioners through capacity-building and adequate funding for evaluation activities. If successfully implemented, this strategy is likely to drive innovation in Welfare service delivery and policy. Lastly, as evident in the survey results, evaluation and impact measurement practices are conducted, commissioned and promoted by a wide array of stakeholders which include **research centres and universities, philanthropy organizations and donors, public institutions** and the Third Sector. Multi-stakeholder partnerships should be promoted to enhance more collaborative working, improve the understanding of evidence, and foster dialogue between policy-makers and the evaluation community. The success of future policies will greatly depend on the ability to adopt effective evidence-based and impact evaluation, ensuring that policy makers can identify and maximise societal value.

> *The success of future policies will greatly depend on the ability to adopt effective evidence-based and impact evaluation, ensuring that policy makers can identify and maximise societal value*

Appendix I - Methodological approach

Section I: from challenges impacting the European Welfare system to (social) innovation re-orienting the public intervention
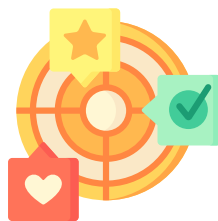
Future trends - what is changing in the European context

In order to select future trends from different perspectives, information from multiple sources were gathered. The overall idea was to scan the most recent documents dealing with Welfare policies in Europe to identify trends and phenomena mentioned as relevant. Therefore, the scientific method adopted was a systematic literature review, considering three different sources published between 2014 and 2017 and selected by keywords:

- Review of grey literature about Welfare policies issues

The review was performed through a web-based search of reports and grey literature published by the main international organizations working on public policies.

- Review of scientific literature reviews discussing changes and trends impacting on Welfare policy issues in Europe

Phase I

Future trends

This part of the review was performed through a scientific databases search of papers discussing the future of Welfare systems in Europe and/or the main trends related to them.

- Review of the scientific literature discussing future studies:

The review was performed by scanning the table of contents of the most relevant journals publishing future studies and the table of contents of books dealing with future trends and future studies.

The three streams of literature review led to the inclusion of **184 papers** and reports in the systematic review. Papers and reports have been read by researchers to summarize analytical contents regarding future trends and Welfare. After the screening of the total number of papers, meetings were held to define a list of categories able to catch contents presented in all the papers.

Public Managers perspective

In order to have a comprehensive framework on each country, key policy makers responsible of nine different policy targets were identified and surveyed, interviews with key local actors (policy makers, experts) were conducted, discussions with academics and panelists working in the Welfare field were organized. Merging these perspectives, the overall objectives were to provide an overview about the perceptions of European policy makers and to provide some insights on country specific differences and on different policy realms.

- The survey

Public Welfare Institutions and key policy makers were selected according to the Welfare governance structure in each country (according to the allocation of responsibilities, the national, regional and local level for each country and policy area were contacted). Subsequently, the survey was submitted to 167 public Welfare Institutions at the national, regional and local level in seven European countries through the software Qualtrics and translated into the national languages. 116 answers from key policy makers were collected

- Interviews and discussion with panelists

In the meantime, 30 interviews in eight countries with key local actors, to grasp a broader set of information and details over each countries framework, were conducted. Eight of these interviews were focused on the identification of trends and on peculiarities of countries' Welfare policies, and were provided by key policy makers and panelists. In addition, the first evidence was discussed in a plenary session with a group of academics working on Welfare field in order to enrich the knowledge on each countries context

Phase II
Public Managers perspectives

Phase III

Innovative solutions at the local level

New services for new social needs

The search for innovative solutions at the local level was guided by the word 'explore'. Coherently with the other objectives of the research, multiple sources of information and methods of analysis were used.

First, innovative solutions have been researched through three different channels:

- Mapping from European projects: the first source of innovative solutions were the European research projects (from 2014 to 2016) dealing with Welfare, social innovation, social policies, care, inclusion: this lead to 80 interesting innovative solutions

- Scouting from the survey: respondents were asked to provide references and information about local cases that they perceived innovative in dealing with the trends. This lead to 42 interesting innovative solutions

- Snowballing from experts and academics: the list of innovative solutions was enriched by the discussion and suggestions provided by the experts and academics that joined the panel of experts of the research

Basing on this, researchers discussed in three sessions, if and how each innovative provided insights about the intersection between future trends and policy area. 16 of them were selected for in-depth case studies, which were built on the collection of the existing written materials and direct interviews with Managers in charge of the services or projects.

Section II: an investigation into the state of evaluation-based practices

Literature review and secondary research

A systematic secondary research into the state of evaluation practices in the eight target EU countries was conducted with the purpose of informing the content and structure of the Expert survey, as well as of being able to critically assess survey findings in conjunction with dominant interpretations of evaluation trends and practices within Social Welfare policy. Firstly, it was conducted a review of available comparative research on evaluation in the fields of Public Policy, Impact Evaluation and Monitoring and Evaluation Systems, using the International Atlas of evaluation (Furubo et al. 2002; Jacob, Speer, and Furubo 2015), existing comparative analyses with a particular focus on Public Policy evaluation within the European Union (Viñas 2009) and the development of state-level evaluation systems (Lázaro 2015).

Specifically, data on three key aspects of evaluative practice were gathered: definitions of evidence-based policy and impact measurement; primary characteristics of evaluation practice, including commonly used methodologies and designs; and primary drivers and barriers to evaluation practice in different national contexts. Research was largely conducted in the English language, using appropriate internet-based databases and search engines (i.e. Google, Google Scholar, and Elsevier) and applying the snowballing approach.

Expert survey

On the basis of secondary research findings, a semi-structured survey was designed. The latter was disseminated to 408 evaluation experts and practitioners in the eight target countries between July and October 2017. Of these, we received 48 complete responses. The survey was distributed electronically and required around 30 minutes for completion. It was composed of 22 closed questions all of which were Likert-scale items with 5-point scales, served to guide respondents in their assessment of evaluation designs and methodologies, as well as incentives, barriers and recommendations. Open-ended questions were used to explore perceptions of successful evidence-based policy-making and impact evaluation practices, definitions of evaluation, as well as to allow for additional final comments.

A purposive sampling technique was employed to target policy and evaluation experts and practitioners who were believed to possess in-depth knowledge of the topics under review, covering eight target countries and six policy areas accordingly. Following the example of the work by Jacob, Speer, and Furubo (2015), experts were selected following desk research on current stakeholders in the field.

Appendix II - The 16 innovative solutions

FAMILY POLICIES IN MUNSTER: Proactive Welfare for families

Country	Germany
Project idea	The project supports parents from pregnancy to adult life of their children, by offering a comprehensive and age-specific set of services that range from pre-partum life to adulthood. It identifies fragile families to intervene, it reduces child abuses and family difficulties and it fosters awareness about Municipal services through the cooperation of public actors, medical professionals and Non-governmental organizations
Innovative features	• **Cooperation and coordination:** the success of the program lays on its ability to connect and integrate multiple actors of the child management chain both between and within the organization • **Network of services:** the City developed a network of inter-related and integrated services delivered by not-for-profit actors, which supports families in raising children • **Prevention:** the City proactively engages citizens in services, so as to identify as soon as possible severe cases and intervene, preventing social problems to emerge • **Universalism:** services are provided to all citizens, regardless their social and economic status • **Proactive Welfare:** users are seen as resources, not as costs for the system. Prevention permits reducing critical social problems and related costs in the medium term. Hence, the City attracts families in the services network through specific measures (e.g. cash transfer during pregnancy)
Results	Every year, the Children, Juvenile and Family Department elaborates a report of the activities and services provided. In 2016, the net number of family visits was approximately 2,400. One social workers does an average of 500 family visits per year. In the two years, there have been no severe cases (and the Municipality believes that this is due to the prevention approach that includes women in the social services network right from pregnancy)

THE HOUSE OF GOOD SHEPARD: Cross-target care

Country	Germany
Project idea	The House provides multi-target and multi-setting care services to three main target groups - children aged 1 to 6, adults with psychiatric diseases and elderly with LTC needs, i.e. it works with small-size users but with different care needs, rather than specializing on one specific area of need
Innovative features	• **Cross target services:** the House combines different targets without focusing on a single pathology. Social integration prevails over professionalization • **Cross financing:** each service is funded by different sources (National, Regional, users' etc.), the House proofs having a great capacity in finding and organizing resources. Nonetheless, the fact that they work with small masses on different services prevents them from being eligible to large scale funding • **Active engagement of users and relatives:** in many occasions, the boundary between voluntary workers/users/relatives becomes blurry. For example, 4 out of 5 days of the week, parents of kids in kindergarten cook for all children • **Community building:** thanks to the 'social rooms', the House and its guests try to re-establish social bonds between people from the neighborhood. • **Multi-constituency:** the House has diverse users and points of reference in the community, which reinforce the social acceptance and protection of the structure
Results	The House of Good Shepard reaches a critical mass of users without over-specializing in a single pathology or service: rather, it creates economies of scale through facility management. Thanks to the fact that it manages small groups of users, it avoids generating stigma in the community, which would instead be more likely to happen in case the facility was hosting a bigger community of e.g. psychiatric diseases

KIBBLE: Empowering your lives

Country	United Kingdom
Project idea	Kibble provides a uniquely integrated array of closely interlinked services (educational, employability support, residential, housing support, etc.) targeted at children and young people at risk. It mainly focuses on the so-called 'Senior Phase Pathways', the set of services aimed at supporting vulnerable young people aged 16-29 to stay engaged with education and at easing their transition into the world of work and, more broadly, independent living. All the employability support services rendered by Kibble form the 'Young Workforce Development' (YWD) program, which typically combine: • Ongoing mentoring, one-to-one coaching and job search advise • Tailored Vocational Educational Training (VET): through which trainees can gain accredited SQA or City and Guilds qualifications, as well as literacy and numeracy skills • Supported employment
Innovative features	• **An integrated approach to service delivery**: the organization provides a continuum of care for young people, accompanying them step by step through the provision of an individually tailored support • **Deinstitutionalization:** a second pillar of the delivery approach intentionally adopted by Kibble consists of a profuse and pervasive attention paid to the creation of a protected and homely environment which is, at the same time, less institutionalized as possible • **The blending of purpose and profit:** this uniquely integrated array of services is delivered through a social enterprise approach
Results	The organization has developed a tailored Outcome Framework to sustain an ongoing process of monitoring and tracking of the steps forward made by its beneficiaries toward the set targets or, conversely, to identify suitable interventions required to help them reaching more satisfying achievements in each area of interest. Moving to the final phases of its process, Kibble is currently laying the foundations of an additional tracking model. This effort will lead, in the next future, to the consolidation of a nurtured bank of data testifying the positive attainments reached by former beneficiaries

POTTERY VILLAGE: Fight poverty and unemployment while keeping people connected with local traditions

Country	**Poland**
Project idea	The Pottery Village, an eight hectares social enterprise founded in 2007 nearby the Kamionka Village (Masurian Region), was established with the specific objective of enhancing and preserving traditional craftworks while exploiting their potential for the pursuit of a job-creating strategy, aimed at fostering local entrepreneurship and ensuring renewed job placement. Currently, the Pottery Village re-engaged in the labour market approximately 15 people, who typically are accompanied by the organization through a period of professional training and placement and additionally supported through the provision of entrepreneurship trainings and small funding
Innovative features	• **Service content:** since the case is an alternative bottom-up approach to tackle long-term unemployment at the local level, integrating the public efforts in this field or even filling a vacuum in the provision of Public Welfare services specifically addressed to this target • **Cross target:** since the case satisfies the needs of a diversified catchment area, where the educational and employability support services offered can be beneficial not only for adult long-term unemployed, but also for youth unemployed, youngsters at risk of becoming NEETs
Results	The local community directly benefited from the increased employment opportunities created by the social enterprise. This not only refers to trainees and beneficiaries directly employed by the Pottery Village, but also–broadly speaking to the entire Kamionka village. Indeed, the very presence of the Pottery Village deeply affected the local environment and economy, making of Kamionka a more flourishing and attractive place, with evident repercussion, in terms of tourism related income and increased living standards for those living in the neighbourhood

PATHFINDERS CENTER: One-stop shop for education and training

Country	**Estonia**
Project idea	The center offers a 360° listening to young people/adults with schooling/job problems providing career support and Vocational Educational Training (VET). Pathfinder centers provide the following career and educational guidance services: career information provision, career counselling, speech therapy, psychological guidance, socio- pedagogical guidance, and special educational guidance. Services are provided for groups and individually. Target groups are children between 1 and a half and 18 years of age, parents, teachers and other specialists in the area of counselling for special educational needs and young people between 7 and 26 years of age, parents, teachers and other specialists in the area of career guidance
Innovative features	• **Integrated services:** integrated services, such as study supporters and career services, are provided. There are about 200 specialists working • **Cross-needs:** the centers targets any kind of special needs • **Different location:** shopping center are a good location as, generally, people are afraid to go to counselling or psychologist offices. Only one of the centers in located in a school
Results	The goal for the year 2017 for the career services was to provide individual services at least to 22,500 young. In 2016 they already overreached the target. For study services instead the goal for one year is 7,500 students

PROJECTQUID: a zero-waste ethical fashion brand to tackle social exclusion

Country	Italy
Project idea	ProjectQUID is a social enterprise founded in Verona in 2013, whose aim is to offer job placement opportunities to disadvantaged individuals (especially women), who are involved in the core business run by QUID. The latter is based on the recycling of textile materials and discarded branded clothes, which are recovered and re-adapted in order to be sold in the fashion market
Innovative features	• **A preventative and privately-run intervention to tackle exclusion to the benefit of individuals affected by several forms of vulnerability:** the activities proposed by the cooperative represent an effective alternative to Public Welfare services and even a preventative action aimed at reducing the need for further public interventions against exacerbated forms of exclusion • **An embodiment of a threefold sustainability:** the successful consolidation of ProjectQUID is due to the ability to assert itself from the beginning as a business characterized by both an ethically-oriented and an entrepreneurial approach. Having been established as a social business, the economic sustainability complements and rewards the ethical and environmental sustainability incorporated in the high-quality fashionable products sold in the market
Results	Since its establishment QUID has grown steadily, reaching a total turnover that in 2017 was around € 2 million, with revenues that double those registered in 2016. Being the economic dimension purely instrumental with respect to the achievement of the intended social goal, it is even more important to note the increased recruitment capacity made possible by the aforementioned economic growth

PROJECT VESTA: Refugees at home

Country	Italy
Project idea	The main purposes of the project is to give citizens the chance to contribute to the development of a new integration model by welcoming refugees in their own house. It contributes to overcome the conventional emergency approach towards migration by fostering a cultural change and it works to integrate young asylum seekers and refugees into the Italian society. Moreover, it helps young migrants to become independent and able to live autonomously in the Bologna area, accelerating people's exiting from social programs.
Innovative features	• **Cooperation:** social workers from the juvenile SPRAR program and professional from the Metropolitan Agency for Social Services participate to the project • **Matching:** professionals perform a case-by-case evaluation to establish the match between beneficiaries and families that have applied to participate to the project • **Voluntariness:** beneficiaries and families meet each other and both of them can decide whether they agree with the proposed matching • **Flexibility:** there are no fixed criteria to evaluate the suitability of families. Evaluations are made case-by-case (hence, it differs from the preliminary procedure for custody) and each family undertakes a training course with the cooperative professionals • **Temporariness:** young adults can participate to the project for maximum 12 months, since the primary aim of the project is to facilitate and speed up the process towards independence
Results	Since October 2016 (starting date), 29 juveniles – and the assigned families – have taken part to the project. 15 young migrants have completed their path. In total, 84 families from the Bolognese metropolitan area submitted an application.

DECENTRALIZED HOUSING PROJECT FOR REFUGEES: Integration all around Münster

Country	Germany
Project idea	The project aims at: • Fostering refugees and asylum seekers integration by empowering them from the very beginning of their staying in Münster • Reaching a paradigm shift: from a welcoming system based on large-scale facilities in localized areas to small houses spread all over the city • Involving a great number of stakeholders to obtain a widely recognized and accepted approach for refugees management
Innovative features	• **Houses localization:** all areas were chosen after political concertation, to obtain large acceptance over the location • **Facilities' characteristics:** a house can host up to 50 people to be divided into 5 apartments • **Community engagement:** inhabitants of the districts where houses are, help refugees with learning the German language and civic education • **Concertation:** all details regarding the project are discussed in two-day meetings out of town • **Empowerment:** the City pays for the rent (unless the person is working) and migrants receive cash to sustain their daily expenses
Results	Today, in Muenster there are 18 decentralized houses that can host up to 855 people. The Municipality is currently building other four houses, which will be ready by 2019. There is also the intention of building other six facilities, but negotiation is still in place. In 2017, the total number of refugees and asylum seekers hosted in Muenster was 2100, which exceeds the maximum capacity of the decentralized houses. As of today, there are 42 temporary accommodations. The intention of the Municipality is to demolish such temporary solutions and build new ones on the model of the 18

HELPIFIC: A 'BlaBlacar' for disabled people

Country	Estonia
Project idea	Helpific is a web based platform whose purpose is to keep people with physical or mental disabilities connected with voluntary or paid aiders. This portal is intended as a digital medium supporting the establishment of peer-to-peer relationships and aid exchanges between help requestors and help providers. The success of this tool lies in its ability to establish and feed a constant and immediate tie within a network of strongly interconnected individuals, who join a lively and responsive community of citizens interested in sharing resources in a beneficial way
Innovative features	• **Targeted but flexible:** Helpific selected a very strong positioning, specifically addressing people with physical or mental disabilities. Nevertheless its utilization can easily be extended to serve any vulnerable and disadvantaged people within the community, which means elderly people, families with uncovered childcare needs and people living in the more isolated areas of the country • **Reliant on citizens in their role of co-producers of Welfare service:** the solution proposed by Helpific in front of an unsatisfactory provision of public services is represented by the inclusion of unemployed or low-paid people in the Welfare system • **Digital:** the core functioning of Helpific is strongly affected by the changes induced by ICT in the way services are designed, produced and delivered • **Sustainable:** Helpific creators intentionally decided to adhere to the philosophy underpinning social entrepreneurship. This means reaching the same level of effectiveness and efficiency pursued by a private business while acting for the public good
Results	Helpific injects additional resources in the Welfare system and makes available cheaper solutions to meet uncovered needs of the population, with evident economic and social benefits for the public system

VILANDJI INTEGRATED CARE CENTER: Joint planning and budgeting for integrated care

Country	**Estonia**
Project idea	The care center provides integrated services to elderly 60+ and potentially to every citizens in need of integrated care (disabled, chronic patients). Integrated care is within the objectives of the Estonian National Ministry for Health. The project was started due to the request of the Ministry to start some pilots to test different solutions in terms of Integrated care. The project is still in its design phase so that it was not possible to gather information about the operative details
Innovative features	• **Back-office:** Integrated care is based on joint planning and joint budgeting between the different public authorities involved in care (health care, intermediate care, social care). The idea is that institutional arrangements will not be changed by the introduction of an integrated model (each Institution will continue to provide and manage its part) but a strong coordination in the planning and allocation of resources will be achieved through joint planning and budgeting. As a result, even if in practical terms care services will not be integrated, they will be coordinated and jointly managed • **Front office:** even if there will still be different providers and Managers of care, elderlies will experience integration of care through the use of one-stop shop, care Managers and integrated care plans
Results	The project is in its design phase, no results are available for now

AGEINGWORKS: a Google for ageing

Country	**United Kingdom**
Project idea	Developed at the beginning of 2000's by Christopher Minett and his partner, AgeingWorks is a comprehensive and highly intuitive digital platform aimed at easing the caregiving burden of working individuals. This digital product can be acquired by employers to be constantly more responsive and aligned with the needs of their workers with eldercare responsibilities, putting at their disposal an all-in-one to find a healthier and beneficial balance between their working life and caring duties. AgeingWorks is intended as an innovative intervention mode with respect to the following trends: Ageing societies, Erosion of public resources, Digitalization and Increasing household diversification
Innovative features	• **Filling a vacuum with a clear positioning in the market:** this product is intended to fill a vacuum in both the public and corporate provision of Welfare services for working careers • **Technology-driven innovation:** it exploits the potential of innovative technological devices to collect anonymous data useful to inform employers about the issues that their workers are most concerned about and what services and support they most value • **Cross target:** the informative contents released through the portal are not tailored on specific social and health care issues, but customized in accordance with the observed needs expressed by its users
Results	After six years from its launch, AgeingWorks can be seen as a successful innovation within the UK Welfare system, with over 100 companies and 10,000's of UK employees benefiting from the use of the portal

FREMTIDENS PLEJEHJEM: the nursing home of the future

Country	Denmark
Project idea	This care structure decided to tackle challenges related to ageing societies by imagining a comprehensive care 'concept' that combines and integrates assisted technologies, care, architecture and interior design. The funding values of this project are: motivation to mobility, social inclusion and stimulation of senses
Innovative features	• **New forms of service integration:** innovation lay on the way ICT is included in care management. In fact, during the two-year long design process of the structure, the focus of all experts involved was to give concrete answers to the question "how can we use assisted technologies to improve the lives of our citizens?" • **Design:** The Nursing Home of the Future does not look like a traditional care facility. In fact, it aims at being a natural part of the community where every citizen can access: "a nursing home is not an island" • **Openness:** the nursing home and most of its daily activities (e.g. video-gaming, board games) and facilities (e.g. the gym, dental clinics, restaurant, IT cafè) are open to the whole population, especially elderly people, who can come by and access to the same services as the residents • **Contracting:** residents are actual tenants who pay a rent proportional to their income, but all care services are for free (paid 100% by the Municipality) • **Garbage management:** the nursing home has implemented a centralized network of garbage pipes that suck the trash to a single, non-smelly location and reduces the spread of germs and infectious diseases
Results	Results have not been tracked yet

WEMI PLATFORM: Rethinking home care services management

Country	Italy
Project idea	The main purposes of the project are to promote the diffusion of services characterized by inclusive service management features, to promote the re-allocation of public and private resources for care services, improving the coordination scheme of the overall offer, to integrate the offer of care services through connective platforms (both virtual and physical)
Innovative features	• **Inclusion:** WeMi includes 'new' target beneficiaries, by trying to expand the spectrum of care service users • **Needs-driven design:** the overall platform design has been guided by people's needs, rather than by current municipal offer of care services • **Public/private relationship:** the public platform hosts both public and private services, which are personalized according to the user profile • **Pricing policy:** providers defines the price of services, not the Public Administration • **Marketing:** strong advertising of the new platform with the explicit intention of attracting demand are used, marking a significant shift in the conventional passive approach of Public Administration • **Access policy:** online platform allows 24/7 access, overcoming the traditional physical front-office approach • **Supply aggregation:** the platform functions as horizontal link between user, demand, supply and providers and vertical link between demand and supply. It creates a system that aggregates different needs and provides an interface to find a solution for problems
Results	Results have not been tracked yet

GDANSK HOUSING MODEL: Re-designing social care services starting from proper housing

Country	Poland
Project idea	The activity concerns social housing for excluded and marginalized people. Through this program, the City of Gdansk seeks to build a bridge to independent living by creating different forms of social housing. In particular, there are two different housing units for people: • Supported housing, where training facilities accommodations establish intensive support for all target groups of the program. People in those housing units do not have their own housing agreement.Those apartments are managed, sometimes owned, by NGOs or municipal social Welfare Institutions • Housing with support: those houses are generally managed by the municipality. Hence, the City has some public companies which, on behalf of the City, are dealing with the housing infrastructures. Sometimes these are construction companies, but some of them make only the administrative work
Innovative features	• **Local law**: the City decided its own local policy which permits to provide different kind of housing units within the local environment • **Social mix:** the City created a recruitment team consisting of workers from the housing department which had a direct contact with people from all over the Social Welfare Insitutions
Results	Results have not been tracked yet

DIGITAL @ HOME: helping elderly people with digital divide

Country	Italy
Project idea	It supports people with 'digital divide' in learning how to use digital services, connecting their needs with the knowledge and the availability of young people as 'teachers'. The project started from the awareness that, besides public services, today more and more services and information can be found on the internet. The Municipality tried to find an answer to the following question: "how can we avoid excluding people suffering from digital divide?". They had in mind especially older people, who represent the target of this initiative. The aim was to find a way to «teach» them how to use digital tools in a democratic way, fostering equity and access to all available possibilities
Innovative features	• **Cross-target:** the service brought together two different targets of the population: 'millennials', already at ease with the use of internet and technology (they acct as 'teachers') and older people in need of digital education • **Mixed management:** the role of the Municipality was to 'steer' and coordinate the project, but it was not directly involved in providing the service. The Municipality activated a third sector association to provide the service and matching elderly people's needs and young people's competencies and availability
Results	The project has been considered as very successful and appreciated by all actors involved. It started as an experimentation in a neighborhood and then it was extended to other areas of the Municipality

SERVEI D'INTERMEDIACIÓ EN DEUTES DE L'HABITAGE (SIDH): Home Debt Intermediation Service

Country	Spain
Project idea	The main idea of the project is to help people at risk of losing their housing properties, finding a solution suitable for both parties involved: citizens in a situation of economic difficulties and banks. The SIDH program offers mortgage intermediation and advisory service for free and the objective is to find out-of-court formulas for the management of conflicts. The first contact is with local professionals (administrative staff) who collect information about the situation of the citizen and gather all the documentation needed in order to open the proceedings. The meeting with the lawyer is the second step of the process. The third step consists on a dialogue with the financial Institution with the aim of finding an agreement between the parties
Innovative features	• SIDH made four different institutional levels (Regional Government, Province of Barcelona, Counties of the Province of Barcelona, Municipalities of the Province of Barcelona) cooperate • The involvement of lawyer associations allowed to include in the project the knowledge and expertise of a party external to the public sector • The SIDH Project also created synergies with local social services, helping them to give new solutions to the needs of their citizens • Working together with different institutional levels created a sense of shared responsibility for the overall goal of the SIDH program • The SIDH program tries to be a preventive service
Results	Results are collected each year. Between 2012 and 2016, 63.4% of intermediation procedures were closed with an agreement. An impact evaluation of the SIDH program has not been done yet

Appendix III –
Evaluation methods

EVALUTION METHODS/ DESIGNS	DEFINITION
Experimental	This is a statistical method **that requires one or more experimental groups of respondents to receive a treatment**. It includes the creation of a control group and its comparison to these treatment groups, in order to produce an unbiased estimate of the net effect of the intervention
Quasi-experimental	This is a statistical method that is similar to the experimental approach and involves the creation of a control group. Quasi-experimental designs are often used when it is not possible to randomize individuals or groups to treatment and control groups. As such, this designs lack random assignment and produces more bias estimates of the net effects of a programme or intervention when compared to experimental designs.
Statistical	This is a design that **includes statistical modelling, longitudinal studies and econometrics to analyse the correlation between cause and effect** or between variables and the influence of (usually) isolatable multiple causes on a single effect
Theory-based	This is an impact evaluation design focused on **understanding the theoretical and causal mechanisms behind a programme or intervention which often uses a Theory of Change** to draw conclusions about whether an intervention contributed to observed results and how
Monetary evaluation	This approach **includes different methods of economic analysis that answer questions about the value of the impacts produced (or likely to be produced) relative to the costs of producing them**. In a public policy environment, costs often include one-off, fixed costs for the design, administration and evaluation of programmes, such as staff time and other overheads
Multi-criteria analysis	This is a systematic process used to **address multiple criteria and perspectives within impact evaluation** aimed at measuring variables such as material costs, time savings and project sustainability as well as the social and environmental impacts that may be quantified but not so easily valued
'Case based' approach	This is an approach that **focuses on the systematic causal analysis of 'cases' which may be policy interventions, Institutions or individuals**. Here, variables are located within the context of the 'case' which is considered to be a complex entity in which multiple 'causes' interact
Participatory	Participatory approaches stem from evaluation practices within the sphere of development and are **aimed at ensuring that project beneficiaries have a voice in the planning of services and that local communities and contexts are taken into account during an evaluation.** This approach is based on the concepts of **'Transparency', 'Empowerment' and 'Accountability'** and includes the integration of stakeholder participation within impact evaluation
Mixed methods	This type of design includes **the combination of both quantitative and qualitative techniques, stemming from the practice of different disciplines** - quantitative from economics, physical sciences, psychology, but also sociology; qualitative from history, anthropology, ethnography, sociology

Source: Human Foundation

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