

### 3.1.2 Timing of the different work packages and their components

	Months																													
Work Package	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
1. Stocktaking and finalising design																														
2. State of the Art																														
3. Cross European Comparative Research																														
4. Case studies																														
5. User Voice																														
6. Foresight																														
7. Impact																														
8. Dissemination																														
9. Project management																														

### 3.1.3 Detailed work description

#### Work package descriptions

Work package number	1		Start Date or Starting Event (Months 1-2)															
Work package title	Stocktaking and finalising design																	
Leadpartner	MMU																	
Participant	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Short name	MMU	HU	TUAS	UPV	DE	KU	UW	WWU	UNIBO	PUSPS	EUCLID	PVM	LOC	AICCON	FORUM	TECNALI	INE GSEE	IPA
Person/ months  Per participant	1.20	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.2	0.25	0.25	0.14	0.14	0.14	0.14	0.14	0.14	0.14

#### WP1 objectives

1. To review the theoretical and substantive starting points of the project (stocktaking)
2. To refine and confirm key objectives of the overall project
3. To review and agree methodologies of each work package
4. To hold a project start-up meeting
5. To establish all management structures, committees and working groups for the project

#### Description of WP1

##### Key tasks

- Inception meeting with the Commission to discuss research objectives and key deliverables.
- The Project Coordinator will establish management structures and working groups (see

WP9) and these will be confirmed at the first Steering Committee meeting.

- Institutional WP leads will feed comments and suggestions on methodology to appropriate WP leaders who will review and agree the methodology for each WP; the methodology will take account of comments arising from the inception meeting with the Commission.
- Representatives of all academic and impact partners will attend the project start-up meeting; the agenda will include revision and confirmation of research objectives, of the revised methodology and the project plan.
- The project start-up meeting will incorporate first meetings of the Steering Committee and the Working Groups (Methods, Impact and Ethics).

### **Management of the WP1**

WP1 will be managed by the lead partner, MMU. All academic and impact partners will contribute.

### **Interdependence with other work packages**

Confirmation of research objectives and review and confirmation of project methodology will inform WP2-8.

		<b>Deliverables</b>
<b>No.</b>	<b>Deliverable</b>	<b>Month</b>
D1.1	Bibliographic resources made available via intranet part of project website	2
D1.2	Inception report delivered to the Commission detailing revised and agreed; research objectives; methodological design; and, project plan	2
D1.3	Establishment of management structures and working groups	2

Work package number	2				Start Date or Starting Event? (Months 3-8)													
Work package title	State of Art																	
Lead partner	UW																	
Participant number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Short name of participant	MMU	HU	TUAS	UPV	DE	KU	UW	WWU	UNIBO	PUSPS	EUCLID	PVM	LOC	AICCON	FORUM	TECNALIA	INE GSEE	IPA
Person/months per participant	1.12	1.12	1.12	1.12	1.12	1.12	7.29	1.12	2.8	1.12	7.29	0	0	0	0	0	0	0
WP2 objectives																		
1. Identify innovative and strategic approaches to social welfare reform through social innovation at various levels including those of the Member State, region and locality																		
2. For each approach that is identified describe the distribution of the policy, the social and managerial roles between public, private and third sectors																		
3. For each approach that is identified describe the legal framework used																		
4. For each approach that is identified examine existing evaluations of social outcomes, social returns and the effectiveness of interventions for various actors, contributors and beneficiaries concerned																		
Description of WP2																		
WP2 will be implemented in 3 stages																		
1. Scientific literature overview: The methods used in this stage of research will consist of a review of available literature, databases and case studies. The review will be used to present activities in different participating countries in field of social investment. This stage will produce a general report on preliminary results of research that will form the early work on impact (WP7).																		
2. Policy instruments analysis: An in-depth examination of financial instruments and legal regulations will be conducted. This will include activities undertaken by European and national agencies in the field of social investment. Methods will include policy analysis and case studies. The results of this stage will be presented and discussed at scientific and open seminars. This stage will serve as a base for the assessment of public policies undertaken in stage three.																		
3. Public policies analysis: We will assess institutional support for social progress through social investment. The effectiveness of public policy support provided will be analysed. The main methods used at this point of the research will be descriptive methods of evaluation. The preliminary product of this stage will include a report that will inform the early work on																		

impact (WP7).

#### Key tasks

1. Extensive review of scientific literature and academic databases.
2. Searching for innovative case studies through key informant interviews in each of the 10 Member States where research takes place. Key informants include policy-makers in national and regional governments.
3. Descriptive evaluation of relevant policy including financial instruments and legal regulations.
4. Preparing materials to inform early work on impact (WP7).
5. Dissemination of research results.

#### Management of WP2

WP2 lead partner UW will be responsible for the effective delivery of high-quality profiled products. It will coordinate all tasks related to the WP2 objective: planning, organisation, implementation and evaluation, risk management (e.g. unexpected scientific findings or technical difficulties, difficulties in cooperation with the organisations selected for the case studies, poor communication or co-operation between the partners, objectives not achievable in terms of budget or feasibility, human operational errors). The lead partner will have to ensure an efficient communication management including the provision of all necessary information and support for decision-making. The communication management plan will take into account the frequent use of different communication tools and will be approved by all WP2 members. All research will participate in WP2. The role of participants is conducting country-specific research according to the framework delivered by the lead partner. Each partner has the responsibility to report immediately to their respective WP leader any risky situation that may arise and may affect the WP2 objectives. Any change in time schedule of deliverables or in the allocated budget must be reported to the WP2 leader. In case of problems or delays, the project management will be consulted and it may install task forces to take the necessary actions.

#### Interdependence with other work packages

WP2 is directly interdependent with WP3 so that some tasks will be implemented in parallel (e.g. review of existing literature and analysis). It delivers the basis for WP4-6. Findings from WP2 provide early material for impact work (WP7).

		Deliverables
No.	Deliverable	Month
D2.1	General report on preliminary results of research relating to scientific literature overview	6
D2.2	Report on approaches to social investment from the scientific perspective	6
D2.3	Report on best practices according to “social investment” from institutional perspective according to policy instruments analysis and public policies analysis	8

Work package number	3				Start Date or Starting Event? (Months 3-8)													
Work package title	Cross-European comparative research																	
Lead partner	BU																	
Participant number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Short name of participant	MMU	HU	TUAS	UPV	DE	KU	UW	WWU	UNIBO	PUSPS	EUCLID	PVM	LOC	AICCON	FORUM	TECNALIA	INE GSEE	IPA
Person/months per participant	0.11	0.11	0.11	0.11	0.11	0.11	0.11	8	12.1	0.11	0.11	0	0	0	0	0	0	0

<p><b>WP3 objectives</b></p> <ol style="list-style-type: none"> <li>1. Building on WP2 data, map out and evaluate the strategic role and effectiveness of innovative social investment approaches in social welfare reform</li> <li>2. Building on previous evaluations identified in WP2 and making use of existing secondary data sets, evaluate the social outcomes, social returns and effectiveness of interventions for the various actors, contributors and beneficiaries concerned</li> <li>3. Identify the major welfare challenges in specific member state</li> </ol> <p><b>Description of WP3</b></p> <p>WP3 provides a quantitative, comparative overview of social investment strategies across the 28 member states at different levels</p> <p>WP3 will be implemented in 3 stages</p> <ol style="list-style-type: none"> <li>1. An overview of macro-level welfare performance indicators will consist of a review of available macro-indicators to assess welfare performance in the light of social investment. During this stage a typology of social investment at nation state level will be developed. This typology will consider and update existing models. Nation state specific welfare challenges will be identified (i.e. demographic make up, social cohesion and inclusion, labour market participation, life-work balance, NEET). Top-level civic and political indicators from the European Social Survey will also be included.</li> <li>2. A review of the building of the social investment market will develop a broader understanding of the role of the third and the private sectors, and social innovation, in delivering social services.</li> <li>3. Expert interviews about local/national ‘social investment readiness’ will explore the integrated links between micro, meso and macro-level in the delivery of social investment.</li> </ol>
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### Key tasks

1. Review and comparison of existing macro indicators for welfare performance on country level. Sources for data/indicators include, but are not be limited to OECD social expenditure database (SOCX), Social protection statistics EUROSTAT, United Nations Social Statistics, International Labour Organisation Social Protection Statistics, European Social Survey.
2. Review and comparison of existing indicators for welfare performance with particular emphasis on the social economy and social innovation.
3. Preparing materials to inform subsequent work packages, particularly the selection of WP4 case studies.
4. Dissemination of research findings.

### Management of WP3

The lead partner BU will be responsible for the effective delivery of the WP3 objectives. The work includes coordination and oversight of tasks related to WP3; the development of project milestones specific to the deliverable of WP3 and consistent with the global project management plan; providing partners with theoretical and conceptual guidance for the collection and analysis of data concerning national welfare performance and the status of social investment markets; producing templates aiding partners to collect comparable welfare performance indicator data and to produce standardised country reports; valuating individual partner reports and producing overview reports as well as a final summary report based on cross national WP3 research findings; ensure an efficient communication management including the provision of all necessary information and support project partners for decision-making and reporting back to the research project steering committee. The WP lead has to report to the Steering Committee in case of unexpected scientific findings or technical difficulties, poor communication or co-operation between the partners, objectives not achievable in terms of budget or feasibility, human operational errors and other unforeseen challenges. In case of the above, the lead partner will suggest appropriate contingency measures. Further action will be coordinated in cooperation with the steering committee. The project management may install task forces to take the necessary actions. All research partners contribute to the delivery of WP3. Partners are required to conduct country-specific research according to the framework (both in terms of academic standards and according to the management milestones) set out by the WP3 lead, in this case the University of Bologna. Partners produce country specific overview reports about social investment in light of top-level indicators of welfare performance, the status of social investment markets and social innovation. Each partner has the responsibility to report immediately to the WP3 leader any risky situation that may arise and may affect the WP3 objectives. Any change in time schedule of deliverables or in the allocated budget must be reported to the WP3 leader.

### Interdependence with other work packages

WP3 is directly interdependent with WP2 so that some tasks will be implemented in parallel. WP2 and 3 deliver the basis for WP4-6. Findings from WP3 provide early material for impact work (WP7).

		Deliverables
No.	Deliverable	Month
D3.1	Overview report on social investment, welfare performance on the level of the nation state – including typology and welfare challenges	6
D3.2	Overview report on the role of the social economy in delivering social investment related to social innovation	8
D3.3	Integrated report on the role of the social economy to deliver social outcomes	8

Work package number	4					Start Date or Starting Event? (Months 9-20)												
Work package title	Case studies																	
Lead partner	MMU/DU																	
Participant number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Short name of participant	MMU	HU	TUAS	UPV	DE	KU	UW	WWU	UNIBO	PUSPS	EUCLID	PVM	LOC	AICCON	FORUM	TECNALIA	JNE GSEE	IPA
Person/months per participant	21.50	11.21	11.21	11.21	16.93	11.21	10.21	12.15	8.7	11.21	10.21	0	0	0	0	0.5	0	0

#### WP4 objectives

1. Identify and evaluate innovative and strategic approaches to social welfare reform at the regional and local level
2. For each approach identified evaluate the distribution of the policy, social and managerial roles between public, private and third sectors
3. For each approach identified evaluate the legal framework used
4. For each approach identified evaluate the interaction and complementarity with broader social welfare policies in the medium to long term
5. For each approach identified evaluate the social outcomes, social returns and effectiveness of interventions for the various actors, contributors and beneficiaries concerned
6. For each approach identified evaluate the social and psychological impact of social welfare reform on individuals and communities, including the ways individuals' sense of identity is shaped by their interactions with welfare policy and its reform (including gender and generational issues)
7. For each approach identified evaluate whether, from the perspective of recipients, policy initiatives strengthen or weaken the public sphere

#### Description of WP4

Through a series of 20 in-depth case studies, drawing on multiple forms of evidence, we will illustrate the variety and feasibility of social investment strategies. This material will provide part of the evidence that the project will adapt to help our societies learn to make such strategies work better. This is essential because, as Charles Sabel (2011) has recently pointed out, despite some successes in Europe we are not always paying attention to what we are learning about social investment. The case studies have been purposively selected by the project teams to maximise learning potential. They will be used to document innovative approaches to social investment, and to assess and compare them with sensitivity to local embeddedness and socio-cultural contexts.

We have encompassed the following dimensions in the selection of case studies: Coverage of the life course, vulnerable groups, the nature and scope of investment, evidence of innovation and national welfare types. Coverage of the life course includes children, young people, adults of working age and older people as well some examples aimed at bringing generations together

Vulnerable groups include immigrants, disabled people, long term unemployed, people disadvantaged by geographic location (remote rural or depleted urban) and multiple disadvantages suffered by stigmatised



groups (e.g. ex-prisoners).

The scope of investment includes

- Direct investment in human capital to bring jobless adults (including young people and vulnerable group) into sustainable employment
- Early intervention for children's education (including the most likely to be excluded)
- Supporting self-employment and entrepreneurship to enable people to better adapt to change
- Increasing livelihood opportunities so that welfare beneficiaries need less social support
- Promoting more active citizenship with greater responsibility for those using services
- Strengthening communities and improving the environment and public space
- Intensive investment in combating the social and economic exclusion of some of the most extremely marginalised sub groups of the population (e.g. refugees, ex-prisoners, substance abusers)

Innovation highlights include

- Third and/or private sector financing
- Supporting social entrepreneurs
- New ways of collaboration across of public, private and civil society
- Aligning labour market and environmental goals
- Reconceptualising welfare in more local, more joined up ways (e.g. through locality/neighbourhood planning)
- Users of welfare services becoming more active participants in shaping their own future
- Fostering new kinds of sustainable behaviours

National welfare types include the Anglo-Irish, Continental, Nordic, Southern and Central and Eastern European welfare regimes. All feature variations on the themes of social entrepreneurship and bringing together public, private and civil society. For example, in one of our examples from an Anglo Irish neo-liberal regime, we find social investment taking the form of mechanisms to leverage private sector finance. In Southern European countries where public policies have had low impact in terms of stabilisation and poverty reduction, the case studies emphasise self-organised and bottom-up movements building upon strengths present within communities. For more detail and all the case studies so far identified see section 1.3.4 (Table 1).

For each case study we will collect and analyse

- a range of policy/programme documentation supplemented by key informant interviews and a range of secondary (administrative) data covering development, implementation and delivery of the policy/programme and its financial and non-financial outcomes
- primary quantitative data (e.g. small scale surveys where data is limited) designed to explore the use of social innovation and the wider social value delivered by the policy/programme
- primary qualitative data (e.g. interviews and/or focus groups) with recipients and potential recipients of the social welfare reform and groups that represent them
- analysis of media coverage of the social welfare reform being evaluated

In 10 case study areas we will recruit Community Reporters who will provide additional, rich qualitative data (WP5).

Analysis of the data allows us to

- describe the innovative elements of the programme/reform
- understand the context (including regional context) of the programme/reform
- describe the implementation process
- identify the impact of policy/reform on key outcomes both financial, non-financial and social value
- explore the social and psychological impact of welfare reform on individuals and communities



## Key tasks

1. Finalising case study selection. We include a provisional list of 20 case studies identified (see section 1.3.4, Table 1). This list will be finalised after completion of WP2 and 3. Both work packages may suggest some alternative case studies.
2. Gather policy and programme documentation.
3. Make contact with organisations involved in delivery of the policy/programme being studied and undertake initial key informant interviews at a regional and national level. These will focus on the development of the policy/programme, funding and issues of legislative and regulatory change required to facilitate the policy/programme.
4. Make contact with a wider range of local and regional organisations involved in administration, delivery and funding of the policy/programme and undertake a second set of key informant interviews with a focus on delivery, innovation and regional context.
5. Review of available secondary (administrative data) including data available in the public domain and data supplied by key informants.
6. Gather and analyse media coverage.
7. For more established policies/programmes review previous research and evaluations.
8. Design and implementation of small scale surveys of recipients and communities effected by the policy/programme. They are likely to include measures of well-being.
9. Design and implementation of qualitative research methods including focus groups and/or semi-structured with recipients and local community members. These data will concentrate on people's experience of the policy/programme and its social and psychological effects.
10. Analysis will be in a number of stages
  - a. Initial description of the development and implementation of the policy/programme describing key innovations including financing, legislative/regulatory and delivery methods.
  - b. An evaluative report looking at the impact of the policy/programme including financial, non-financial and social value impacts.
  - c. An analysis of how recipients and communities have experienced the policy/programme and its social and psychological impact.
  - d. A final write-up of each case study.
  - e. A synthesis of key findings from the 20 case studies.

## Management of WP4

WP4 will be co-lead by MMU and DU. They will develop a framework for case study research recognising that different case studies will require a different mix of methodologies. Each of the 10 research partners will undertake an average of 2 case studies in the Member State that their organisation is based in. Research partners will produce a case study report for each of their case studies. The co-leads will have responsibility for quality assurance of the work, reviewing the case study reports and producing a synthesis of key findings.

## Interdependence with other work packages

The final section of case studies will draw on the findings of WP2 and 3. Findings from the case studies will be fed into WP6 (foresight) and WP7 (impact) and WP8 (dissemination).

Deliverables		
No.	Deliverable	Month
D4.1	Final selection of 20 case studies	9
D4.2	An evaluation report on each case study	18
D4.3	A report on recipient and community experience of the policy/programme	18
D4.4	A final write-up of the case study	18
D4.5	A synthesis of findings from the 20 case studies	20

Work package number	5					Start Date or Starting Event? (Months 6-20)												
Work package title	User Voice																	
Lead partner	PVM																	
Participant number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Short name of participant	MMU	HU	TUAS	UPV	DE	KU	UW	WWU	UNIBO	PUSPS	EUCLID	PVM	LOC	AICCON	FORUM	TECNALIA	INE GSEE	IPA
Person/months per participant	0.5	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.4	0.45	0.45	11.4	0	0	0	0	0	0

### WP5 objectives

1. To better understand how individuals' sense of identity is shaped by their interactions with welfare policy and reform
2. To better understand, from the perspective of recipients, the social and psychological impact of innovative and strategic approaches to social welfare reform with a particular focus on gender and generational issues
3. To explore whether, from the perspective of recipients, policy initiatives strengthen or weaken the public sphere
4. To ensure that a strong user voice informs the policy impact dimension of the project (WP6 and 7)
5. To ensure that user voices are prominent in the dissemination of the project (WP8)

### Description of WP5

The recruitment and training of Community Reporters will ensure that a strong user voice permeates the project; including a strand of user-led research where community reporters act as co-investigators.

A Community Reporter Programme will be established among the recipients of ten WP4 case studies. We will recruit approximately 10 Community Reporters in each case study – a total of 100 across the project.

Community Reporters will report on their own experiences of the programme/policy but also on that of other recipients; thus reaching communities that would be difficult for researchers to reach. Their material will ensure that the research contains a strong user voice and inform the research findings and the development of policy and practice guidance.

#### Key tasks

1. Recruitment and training: Community Reporters will be recruited early in the project. Recruitment will be linked to 10 of the WP4 case studies. The case studies selected will be ones in which delivery service organisations can be identified that would be willing to facilitate a Community Reporter network. People's Voice Media (PVM) will supply recruitment

- material and can run online sessions to promote the idea of becoming a Community Reporter.
2. Training: Training in the Community Reporter Programme will be delivered to the identified service delivery organisations by PVM. This will consist of a face-to-face three-day training programme delivered to lead workers in each delivery organisation in each country and for each case study. Completion of the training will lead to membership of the Institute of Community Reporters and the European Network of Community Reporters, enabling sustainability post project. The purpose of the training is to use a methodology that will support people to be involved in reflective story-telling practices around the experiences and consequences of innovative social investment programme help recipient to better frame and understand issues that impact on them and their peers. These issues will include broad factors affecting all welfare recipients and niche factors particular to their case study grouping.
  3. Ongoing support for Community Reporters: PVM will hold monthly virtual, online support sessions with each service delivery organisation that is hosting a Community Reporter network. This will help to identify any issues arising and for all participating trainers, who will also feedback and share learning, as well as setting the parameters for the next set of activities.
  4. Technology and sustainability: The Community Reporters Programme is based on the use of 'technology in the pocket devices'. This will be low cost equipment and include mobile telephones, flip cameras, low cost audio recorders and PCs that support simple editing software. Many Community Reporters will have access to some or all of the equipment required. However, we have included a modest capital budget for the purchase of essential equipment. This equipment would stay with the groups at the end of the project as part of a legacy building initiative making the Community Reporter Projects sustainable beyond the life of the research project.
  5. Data collection: We will recruit a minimum of ten Community Reporters in each case study area. Once recruited and trained Community Reporters will go out and undertake a variety of tasks. This includes telling their story, recording other peoples' stories, using video, audio, photography or written reports. Community Reporters will report on their own experiences and those of others.
  6. Data presentation: PVM will curate the content developed by Community Reporters, supporting them to produce attractive web pages as part of the overall project website with a range of material including blogs, videos and other audio-visual content.
  7. Data analysis: The data captured by the community reporters will be incorporated into Nvivo databases for analysis as part of WP4 case studies. This will use both transcripts of relevant interviews or commentaries and visuals (still and video). We will use the data in two different ways. First, it will form an additional strand of qualitative data (a form of self-directing ethnography) in the case study analyses. Second, the data from the community reporters will be the object of an inductive thematic analysis over and above that approach. This will involve a separate, open-ended process of drawing out themes from the Community Reporters' material. This will ensure that the analysis does justice to the 'self-directedness' of the data, while still allowing it to be fitted into the broader project.

## **Management of WP5**

PVM will coordinate WP5. They will provide materials for recruiting, training and supporting Community Reporters and will work closely with a service delivery organisation in each case study that will host the Community Reporters. Research partners will provide support the Community Reporter programme and help to curate content.

## **Interdependence with other work packages**

Community Reporters will be recruited from 10 of the case studies (WP4). The outputs will be presented on the project website (WP8). Community Reporters' stories will be used in the impact work (WP7) to help 'bring to life' research findings for policy-makers and stakeholders, thus contributing to the process of 'knowledge mobilisation'. The output will form a distinct strand of qualitative data that will be subject to analysis as part of the case study research (WP4).

Deliverables		
No.	Deliverable	Month
D5.1	Recruitment and training of 100 Community Reporters across ten case studies	9
D5.2	First Community Reporter material placed on the project website	12
D5.3	Analysis of Community Reporter material as a strand of the case study analysis (this deliverable is linked with D4.3)	18

Work package number	6				Start Date or Starting Event? (Months 12-20)													
Work package title	From foresight to welfare practices																	
Lead partner	TUAS																	
Participant number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Short name of participant	MMU	HU	TUAS	UPV	DE	KU	UW	WWU	UNIBO	PUSPS	EUCLID	PVM	LOC	AICCON	FORUM	TECNALIA	INE GSEE	IPA
Person/months per participant	6.6	0.84	7.23	0.84	0.84	0.84	0.84	0.84	6.5	0.84	0.84	0	0	0	0	0	0	0
WP6 objectives																		
1. Model the optimal distribution of costs and benefits, including those that are non-financial																		
2. Identify effective means of public investment, including in public administration and public services																		
3. Identify effective means of complementing public investments through third and private sector contributions (taking into account social rights aspects)																		
4. Provide insight on how future thinking techniques (developed primarily for business) can be applied in forecasting the need and implementing innovative social investments in the 21 <sup>st</sup> century																		
Description of WP6																		
In WP6 we identify the potential for innovative ways of implementing and financing social welfare systems in the future. Drawing on the results of research undertaken in WP2-5 we will explore the future implementation and financing of social welfare systems. WP6 ensures that the project captures a historical perspective to social investment, an insight analysis of social investment, and expert policy feedback on innovative social investment policies. WP6 is grounded in the idea that good foresight always requires knowledge of the bigger context (i.e. historical events, industry actions and societal movements) which has influenced on societies as they have evolved over time.																		
The two elements of WP6 are scenario planning and econometric modelling.																		
Scenario planning																		

Scenario planning looks at how the future can evolve from today to a future time horizon – in our case 10 years from now. In scenario planning, we examine the reasoning that underpins our judgements about the future. Judgements on key uncertainties and key certainties are used to construct a series of scenarios (Wright 2001). Innovative ideas for social investment that have been identified and evaluated under WP2-4 will be assessed against the futures represented in the scenarios. WP6 deploys various future thinking techniques such as Horizon Scanning, Weak Signal Analysis, Wild Card Analysis and Diamond Shaped Trend Model. Within workshops and events we deploy participative methods (e.g. Knowledge Café, Learning Café) and specific foresight tools (e.g. Context Map, Progression Curves, Janus Cones, Future Users, Three Hats).

Scenario planning will be implemented in 7 stages

1. Analysis from WP2-4 will identify ‘driving forces’ that seem to be related to the potential development of social investment. All those identified will be assessed on two dimensions: whether they are more or less predictable and whether they have more or less impact on the delivery of social investment. On this basis they can be arranged into one of four quadrants.
2. Focusing on the driving forces that have high impact but low predictability, we will use thematic analysis to identify a smaller number of underlying driving forces that link these uncertainties/events at a deeper level.
3. For each underlying driving force we will capture the range of outcomes by considering opposing extremes.
4. Develop three or four outline scenarios by experimenting with the extremes of one of the underlying driving forces with the extremes of each of the other underlying driving forces.
5. The driving forces from the other three quadrants will be used to ‘flesh out’ the skeleton scenarios. As a test of plausibility of the scenarios, we will check that those driving forces identified as low impact/high predictability could, in principle, appear in any of the scenarios. If they cannot we will reconsider the coherence of the scenarios.
6. Develop a ‘storyline’ to describe the development of each scenario from the present day to the horizon point (ten years hence).
7. Evaluate innovative ideas for social investment that have been identified in earlier work packages against the futures represented in the scenarios.

Key tasks for scenario planning:

1. Work on stages 1-3 will be supported by a Delphi Survey undertaken across the 10 participating Member States. The Delphi method is based on a structured process for collecting and distilling knowledge from a group of experts by means of a series of questionnaires interspersed with controlled opinion feedback (Adler and Ziglio 1996). Participants in the Delphi study will include national and regional policy-makers, organisations involved in the delivery of social investment, futurologists and experts on social investment. We will invite approximately 150-300 individuals to participate in the study, nominated by academic and impact partners.
2. Two questionnaires will be issued to all participants, regardless of whether they respond to the first questionnaire, unless they ask to be withdrawn from the process. In the first questionnaire a long-list of driving forces will be presented and the views of respondents on their predictability and impact sought. In the second questionnaire areas of agreement and disagreement will be identified and further comments sought. When presenting results from the first questionnaire the relative strength of different views and characteristics of the constituency advocating them will be included to help experts decide whether they wish to modify their own views when responding to the second questionnaire.
3. Stages 4-7 will be supported by a one day Social Innovation Camp in all participating countries. At these events researchers prepare three or four outline scenarios which will be discussed and elaborated within researchers, experts, policy-makers and representatives of citizen groups.

#### *Econometric modelling*

We will use econometric modelling to quantify the economic processes and outputs through which social innovation acts. This will allow the simulation and scenario analysis of innovations before they are



implemented, and facilitate appropriate cost/benefit trade-offs and performance monitoring. A foresight model will allow the estimation of expected returns. This will enable us, in turn to determine by how much, and at what level, theory diverges from practice in application.

Econometric modelling will be implemented in two stages

- I. VAR: We will use a regional VAR analysis of regions into which interventions are made to quantify the likely results of such investment. As it is our expectation data availability may be limited at the regional level, the VAR approach is ideally suited to quantify the impact of social and economic interventions. Predicting out-of-sample the impact of interventions may be accomplished through the use of impulse response functions which trace, over a period of time, the response to a change in one of the variables in the VAR. This allows the analysis of policy changes and counterfactual experiments to be run to determine both long and short-run impact of proposed interventions. The VAR has the added advantage of being, in the first instance, atheoretic to a greater degree than standard econometric modelling. This allows the cross checking of our results with a more formal model. Ultimately, then, we will specify a national VAR and compare its predictions to the predictions we may gain from a structural model.
- II. Structural modelling: As a comparator to the relatively atheoretical VAR approach, a more explicitly structural modelling approach will be undertaken. As well as providing triangulation with VAR results, the structural model will provide additional insight into the processes underlying the impact of social investment. Given the transmissions mentioned above, including social investment in this way would enable investigation of its impacts – via structural macro scenario analysis – on both the demand and supply sides of the macro-economy. As with the VAR modelling, the aim of the econometric specification is to determine likely outcomes (costs, benefits) and confidence levels of social innovation projects.

Key tasks for econometric modelling:

1. Data accumulation and cleaning: The quality of data which is used to specify and determine the model is of fundamental importance. The accumulation of a panel – that is, data referenced by both time and region – of micro-, macro-economic and social data, will build on the output of Stage I of the scenario planning (see above).
2. Preliminary data analysis will allow the assessing of likely effects through, for example, graphical analysis and correlation calculation.
3. VAR specification analysis and estimation: A simple reduced form VAR is an  $n$ -equation,  $n$ -variable linear model in which each variable is in turn explained by its own lagged values, plus current and past values of the remaining  $n - 1$  variables (Stock and Watson 2001 p.101). The model is straightforward to estimate, given appropriate data, using the method of OLS. There is no intention to specify a structural model here, or test for cointegration, though the significance of groups of regressor may be determined.
4. Impulse response function calculation: In the context of the likely effects identified by WP's 1-4, we will model the impacts of changes (impulses) in the social investment data. The response to the system, including the consideration of future equilibria, will be considered.
5. Demand-Side Estimation: data-permitting, error-correction structural estimation of behavioural equations, by country, for private social investment
6. Behavioural forecasts will be generated to complement (exogenous) assumptions about public social investments to give a baseline projection for total social investment.
7. We will go on to test for the inclusion of such social investment as an enabling regressor. An established transmission from (public) social investment to private sector capital accumulation would permit macro policy simulations using the macroeconomic model.
8. Supply-Side Impacts: Depending on the results established thus far, a separate term for the (total) stock of social capital – and accompanying social capital depreciation rate – might be included to improve the specification of the supply-side transmission of social investment.
9. Ultimately we seek to establish evidence that, in addition to enabling higher private capital accumulation in direct, quantitative terms, social investment may also boost the more intangible “social capabilities” (Abramovitz, 1986) of a national economy. These may, in turn facilitate

sustainable macroeconomic growth.

### **Management of WP6**

WP6 is managed by TUAS. They will themselves lead the Scenario Planning including the design of the Delphi Survey and the design of the Social Innovation Camps. Academic partners will support the process including nominating participants for the Delphi Study, supporting analysis of sections of the Delphi Study and facilitating a Social Innovation Camp in their country. The econometric modelling will be undertaken by MMU. Academic partners will be asked to provide some of the data that is used and TUAS will ensure that links between the two strands of work are made at key points.

### **Interdependence with other work packages**

The insights gained from WP2-5 inform and form the foresight model which will allow the determination of what are likely effects of potential social innovation.

### **Deliverables**

<b>No.</b>	<b>Deliverable</b>	<b>Month</b>
D6.1	Reports on 'driving forces' for social investment; summaries of these reports will be written in national languages	20
D6.2	A conference/symposium article which will be written with a view to publishing in academic journal	30
D6.3	One day Social Innovation Camp in all participating countries	17
D6.4	A storyline which describes the development of each scenario from the present day to the horizon point; storylines will be written both in English and in national languages	19
D6.5	A report on the findings of the econometric modelling work; summaries of the report will be written in national languages	20
D6.6	A practical guide for applying future thinking techniques in forecasting welfare issues to be published in the project's website	20



Work package number	7				Start Date or Starting Event? (Months 12- 30)													
Work package title	Pathways to impact																	
Lead partner	EUCLID Network																	
Participant number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Short name of participant	MMU	HU	TUAS	UPV	DE	KU	UW	WWU	UNIBO	PUSPS	EUCLID	PVM	LOC	AICCON	FORUM	TECNALIA	INE GSEE	IPA
Person/months per participant	1.36	0.56	0.56	0.56	0.56	0.56	0.56	0.56	0.4	0.56	2.36	3.86	4.36	3.36	4.36	4.36	4.36	4.36
WP7 objectives																		
1. Establish ‘pathways to impact’ (ie detailed strategies for knowledge mobilisation) for knowledge created during the research phase of the project																		
2. Identify key policy-makers and other stakeholders at regional, national and European levels to whom the results of the project can be expressed in an impactful way and establish means of reaching policy-makers																		
3. Identify effective means of public investment, including in public administration and public services																		
4. Identify effective means of complementing public investments through third and private sector contributions (taking into account social rights aspects)																		
5. Contribute to the effective implementation of the Social Investment Package's priorities through creation of supporting evidence and practical policy examples.																		
Description of WP7																		
In each country where a research partner operates we will establish one impact partner. They will take on the role of ‘knowledge brokers’ ensuring that research findings have policy and practice impact. In addition, there will be European impact partners concerned to generate impact from the project at the European level.																		
The work of impact partners will start early in the project with mapping relevant national and regional policy-makers and other stakeholders such as third and private sector providers who deliver or finance social welfare policies. They will then engage with policy-makers and stakeholders to understand what questions and outputs are relevant to policy-makers and other stakeholders. Engagement will take different forms including interviews, focus groups and online surveys.																		
The needs of policy-makers and stakeholders will be fed into the development of the WP4 case studies to ensure that research findings are relevant to them and that they have ‘ownership’ of the research																		

findings.

Emerging research from WP2-6 will all be used by impact partners during knowledge mobilisation work. WP4 findings are particularly important. Impact partners and the WP7 lead partner will identify research findings with impact potential and, working with the research partners, ‘translate’ findings into materials that are meaningful to policy-makers and other stakeholders.

Impact partners will work closely with research partners to mobilise knowledge and develop pathways to impact. Innovative approaches to knowledge mobilisation will be tailored to local context and include small-scale pilots or experiments; policy simulations; whole-system planning days; educational interventions (requiring the active engagement of practitioners); social influence interventions (the use of role models); reinforcement strategies; and brokering collaborations between researchers and users (enabling the use of research through technical and organisational support).

Impact partners will use their experience of shaping and delivering social welfare policy to take a leadership role in knowledge mobilisation, in forming productive partnerships with public, third and private sector stakeholders and in working closely with social entrepreneurs and early adopters of policy innovation.

Research partners will support the impact partners and will measure impact using appropriate metrics for ‘instrumental impact’, ‘conceptual impact’ and ‘capacity-building’.

#### Key tasks

1. Mapping policy-makers and stakeholders.
2. Early engagement and consultation with policy-makers and stakeholders using a range of methods including interviews, focus groups or online surveys.
3. Synthesising findings from consultation with policy-makers and stakeholders and feeding into the Wp4 design.
4. Translation of research findings into material suitable for policy-makers and other stakeholders. Outputs from this task will be included in the Social Policy Knowledge Bank that is part of the project website (WP8).
5. Knowledge mobilisation activities (as described above)
6. Capturing data to measure impact against agreed metrics.
7. Feeding into dissemination outputs (WP8)

#### Management of WP7

WP7 will be managed by EUCLID who will also generate impact at European level. Most of the activity in WP7 is undertaken by the 10 impact partners – one in each country where there is a research partner. Impact partners and research partners will work closely together. EUCLID will ensure that liaison between impact partners and research partners is an ongoing process during the project. They will also ensure that research findings are shared across countries so that impact partners are able to draw on research from across the project.

#### Interdependence with other work packages

WP7 informs the final design of WP 4. It uses findings from WP2-6. Some outputs from WP7 will feed into dissemination activities (WP8).

Deliverables		
No.	Deliverable	Month
D7.1	Mapping of key policy-makers and other stakeholders in each of the 10 Member States involved in the project and at a European level	14
D7.2	Synthesis of consultation with policy-makers and other stakeholders	15
D7.3	A set of research findings from WP2, WP3, WP4, WP5 and WP6 ‘translated’ into a form that is accessible to policy-makers and	22

	stakeholders and stored in the Social Policy Knowledge Bank	
D7.4	A report on the impact generated based on data collected for the different impact metrics	30

Work package number	8				Start Date or Starting Event? (Months 4-30)													
Work package title	Dissemination																	
Lead ptner	HU UAS/UPV																	
Participan	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Short name of participant	MMU	HU	TUAS	UPV	DE	KU	UW	WWU	UNIBO	PUSPS	EUCLID	PVM	LOC	AICCON	FORUM	TECNALIA	INE GSEE	IPA
Person/ months per participant	0.9	5.39	0.9	5.39	0.9	0.9	0.9	0.9	0.4	0.9	0.9	0.26	0.17	0.17	0.17	0.17	0.17	0.17

#### WP8 objectives

1. To construct a project web-site dedicated to facilitating dissemination activities in the public sphere and providing a secure 'intranet' facility to project partners and collaborators
2. To make the results of the evaluation (WP4) available in a knowledge bank on social policies, either distinct to this project or in cooperation with Eurofound.
3. Involve key actors in seminars and roundtable discussions to bring together often disjointed actors in the community and promote awareness of the conclusions and recommendations from the project, including the Impact Partners
4. Make social investment a 'hot topic' within local communities by linking results and news with ICT technology through social media (and a mobile application if shown to be feasible) through which users can be heard and informed as a means of reaching the widest audience
5. To implement and deliver a media strategy that draws on the multi-media output produced by the Community Reporters (WP5)
6. To contribute to the effective implementation of the Social Investment Package's priorities
7. To provide ongoing dissemination of research findings to the academic community through the project website and individual publications in high quality academic journals
8. To provide training material for higher education institutions to be used promoting social investment activities

#### Description of WP8

WP8 covers the dissemination activities of the project with key strands of work including the development and maintenance of the project website, the contribution of the results of the case study evaluations to a knowledge bank on social policies, the production of academic articles, and the

creation of training materials for higher education institutes.

#### Key tasks

1. An overall dissemination strategy will be drawn up by the WP lead and will include a European dimension and a Member State dimension. Printed media (newspapers, professional and academic journals), social media (blogs, discussion forums), mobile apps, direct personal communication (conference, workshops, lobby talks, presentations) will be used as dissemination channels for reaching the target audience (policy-makers, practitioners) at regional, national and European levels.
2. The European dimension will be implemented by the WP lead and other WP team members. The Member State dimension will be coordinated by the WP lead but implemented by members of the consortium based in participating countries.
3. At a European level dissemination will include the development and maintenance of the project website including a knowledge bank on social policies; preparation and dissemination of English language summaries of the policy-briefings produced by the team in each participating country; the editing of one collected volume (either a special edition of a relevant journal or a book); the production of at least two English written papers for each core partners to be presented at international conferences.
4. At Member State level dissemination will involve developing a national language page for the project website; and the production of at least two high-quality academic publications for each participating country in the national language or English which will set out findings from WP3 and 4. The WP lead and each WP teams will monitor and coordinate these dissemination strategies to make sure that effective practice in dissemination practice is shared between participating countries and that there is sufficient coordination to ensure that messages are both specific to participating countries, but also consistent across the whole project.
5. A project blog will be set up for mainstreaming and multiplication of not only the end results, but also insights and perceptions during the whole life-cycle of the project. At minimum one international blog (in English) and one national (in national languages) blog per month will be provided. The responsibility of the international blog will be rotated within the core partners.
6. Aspects such as the blog and web site content will be made available via mobile applications.
7. A range of educational materials will be produced. A Handbook of Social Investment Policies will be created to be used for educational purposes. The English written handbook includes the case studies of innovative and strategic approaches to social welfare reform at the national and regional level. Ensuring the cost-effectiveness and wide availability, the handbook will be published and delivered in an electronic format only. From the visual material prepared in WP5 an educational material (streamed online) will be prepared for practitioners, such as social worker, community worker, civic activities.
8. Marketing material (handouts, leaflets) will be designed for increasing the visibility of the project. The main idea is to have something at hands at all times, in order to maximise the 'branding' of the project and to easily raise the interest to know more about the project. References to the project website, blogs and social media pages will be used to provide further information.
9. Deliverables unique to WP8 are set out below, together with deliverables from other work packages that would fall within the dissemination remit of WP8.

#### Management of WP8

WP8 will be lead by HU, UAS and UPV. All other consortium partners will contribute to the dissemination activities.

#### Interdependence with other work packages

WP8 is the main channel to disseminate the results of the other work packages and will involve close working with WP 7 (Impact).

<b>Deliverables</b>		
<b>No.</b>	<b>Deliverable</b>	<b>Month</b>
D8.1	Dissemination strategy: A dissemination strategy for the whole project that schedules all expected outputs that will require dissemination and provides a strategy to ensure that the project achieves maximum coverage and reach	3
D8.2	Main project website: This will include an intranet site for the project team that incorporates a data archive and a public website with pages designed for a range of audiences, including marginalised groups	5
D8.3	Blog: A project blog will be established and all team members will have opportunities to contribute to it. Material from the web site and aspects from the blog will be made available via an app	6
D8.4	Website accessibility: National language pages will be placed on the main project website to maximize accessibility	6
D8.5	Academic journal articles: Preparation of one academic journal articles per research partner	24
D8.6	Conference papers: Preparation of at least one conference paper for each research partner	24
D8.7	Professional education aids: 'The Handbook of Social Innovation' for professional educational purposes. This will include material from the project designed for professionals working to promote social innovation, including social workers/development workers	30
D8.8	Seminars and round table discussions: Partners will attempt to involve key actors and stakeholders in discussions that will look to give greater voice to all the actors as well as involving policymakers in the discussion	20

Work package number	9				Start Date or Starting Event? (Months 1-30)													
Work package title	Project management																	
Lead partner	MMU																	
Participant number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Short name of participant	MMU	HU	TUAS	UPV	DE	KU	UW	WWU	UNIBO	PUSPS	EUCLID	PVM	LOC	AICCON	FORUM	TECNALIA	INE GSEE	IPA
Person/months per participant	11	0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.5	0.73	0.73	0.5	0.5	0.5	0.5	0.5	0.5	0.5

## **WP9 objectives**

1. Provide smooth and efficient management of the project
2. Maintain the project plan
3. Establish key management structures and lines of communication
4. Anticipate and manage project risks using proactive risk management strategies where possible

## **Description of WP9**

WP9 covers the overall management of the project with key strands of work including contract management, project planning, organisation of project meetings, organisation of the intranet and project reporting.

### **Key tasks**

- Complete contract documentation.
- Maintain a level one project plan, showing the key phases, deliverables and inter-dependencies of all work packages.
- Maintain and update the level one project plan with particular focus on risk management.
- Support work package leaders to deliver detailed, level two project plans for their work package.
- Monitor all work packages through a mixture of formal reporting and ongoing informal communication.
- Organise 4 project meetings and 4 meetings of the project Steering Group (normally to be held during project meetings).
- Develop and oversee the 'intranet' side of the project website.
- Collate reports on work completed and budget statements and report to the Commission on project status.
- Produce initiation, interim and final project reports.

## **Management of WP9**

WP9 will be managed by MMU. All work package leaders will contribute through the production of level two project plans for their work package.

## **Interdependence with other work packages**

WP9 has inter-dependencies with all other work packages. A key function of WP9 is to assess and manage inter-dependencies between work packages.

## **Deliverables**

<b>No.</b>	<b>Deliverable</b>	<b>Month</b>
D9.1	Contract with all partners	1
D9.2	Level One Project Plan including Risk Management Strategy	3
D9.3	Website / Intranet development	6
D9.4	Data Management Plan	6
D9.5	Regular reports to Commission on project status	30

Table 3.1b: List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month
1	Stocktaking and finalising design	1	MMU	4.63	1	2
2	State of Art	7	UW	26.34	3	8
3	Cross-European comparative research	9	BU	21.09	3	8
4	Case studies	1/5	MMU/DU	136.25	9	20
5	User Voice	12	PVM	16.35	6	20
6	From foresight to welfare practices	3	Turku	27.05	12	20
7	Pathways to impact	11	EUCLID	38.62	12	30
8	Dissemination	2/4	HU UAS/UPV	19.66	4	30
9	Project management	1	MMU	21.57	1	30
				311.56		

Table 3.1c: List of Deliverables

Deliverable (number)	Deliverable name	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date
D1.1	Bibliographic resources	1	MMU	Stocktaking and finalising design (R)	PU	2
D1.2	Inception report	1	MMU	Stocktaking and finalising design (R)	PU	2
D1.3	Management structures	1	MMU	Stocktaking and finalising design (R)	PU	2
D2.1	Report on preliminary results	2	UW	State of Art (R)	PU	6
D2.2	Report on approaches to social investment	2	UW	State of Art (R)	PU	6
D2.3	Report on best practices	2	UW	State of Art (R)	PU	8
D3.1	Report on social investment	3	UB	Comparative research (R)	PU	6
D3.2	Report on social economy	3	UB	Comparative research (R)	PU	8
D3.3	Integrated report on social economy	3	UB	Comparative research (R)	PU	8
D4.1	Selection of case studies	4	MMU/DU	Case studies (R)	PU	9
D4.2	Evaluation	4	MMU/DU	Case studies	PU	18



	report			(R)		
D4.3	Report on recipient and community experience	4	MMU/DU	Case studies (R)	PU	18
D4.4	Final report	4	MMU/DU	Case studies (R)	PU	18
D4.5	A synthesis of findings	4	MMU/DU	Case studies (R)	PU	20
D5.1	Recruitment and training of Community Reporters	5	PVM	User Voice	PU	9
D5.2	Collecting Community Reporter material	5	PVM	User Voice	PU	12
D5.3	Analysis of Community Reporter material	5	PVM	User Voice	PU	18
D6.1	Reports on 'driving forces' for social investment	6	Turku	Foresight modelling (R)	PU	20
D6.2	Academic article	6	All Research Partners	Foresight modelling	PU	30
D6.3	Social Innovation Camp	6	Turku	Foresight modelling	PU	17
D6.4	Storyline	6	Turku	Foresight modelling	PU	19
D6.5	Report on econometric modelling	6	MMU	Foresight modelling (R)	PU	20
D6.6	Practical guide for forecasting welfare issues	6	Turku	Foresight modelling (R)	PU	20
D7.1	Mapping of key policy-makers and other stakeholders	7	EUCLID	Impact (R)	PU	14
D7.2	Synthesis of consultation	7	EUCLID	Impact (R)	PU	15
D7.3	A set of research findings	7	EUCLID	Impact (R)	PU	22
D7.4	A report on the impact generated based on data collected for the different impact	8	MMU	Dissemination (R)	PU	30

	metrics					
D8.2	Main project website	8	HU/UAS/UP V	Dissemination (DEC)	PU	3
D8.3	Blog	8	HU/UAS/UP V	Dissemination (DEC)	PU	5
D8.4	Website accessibility	8	HU/UAS/UP V	Dissemination (DEC)	PU	6
D8.5	Academic journal articles	8	HU/UAS/UP V	Dissemination (R)	PU	24
D8.6	Conference papers	8	HU/UAS/UP V	Dissemination (R)	PU	24
D8.7	Professional education aids	8	HU/UAS/UP V	Dissemination	PU	30
D8.8	Seminars and round table discussions	8	HU/UAS/UP V	Dissemination (R)	PU	20
D9.1	Contract with all partners	9	MMU	Project management (R)	CO	1
D9.2	Level One Project Plan including Risk Management Strategy	9	MMU	Project management (R)	CO	3
D9.3	Website/ Intranet development	9	MMU	Project management (DEC)	CO	6
D9.4	Data Management Plan	6	D9.4	Data Management Plan	PU	6
D9.5	Regular reports to Commission on project status	9	MMU	Project management (R)	CO	30

## 3.2 Management structure and procedures

### 3.2.1 Organisational structure and decision-making

#### Organisation

The scale and complexity of the project require a highly proactive and efficient project management ‘hub’. Of equal importance is the connection between the different project elements to ensure that each element is effective and builds on earlier work packages. To ensure this, all work packages are connected directly to the project management hub, and connections and communication between hub and work packages are two-way. This does not preclude active communication between work packages and this is facilitated through a range of management and decision-making structures and roles: Steering Committee (SC), Work Package Leaders (WPL), Research Methods Working Group (RMWG), Impact Working Group (IWG) and Dissemination Working Group (DWG).

The overall management structure is illustrated in Figure 1 below

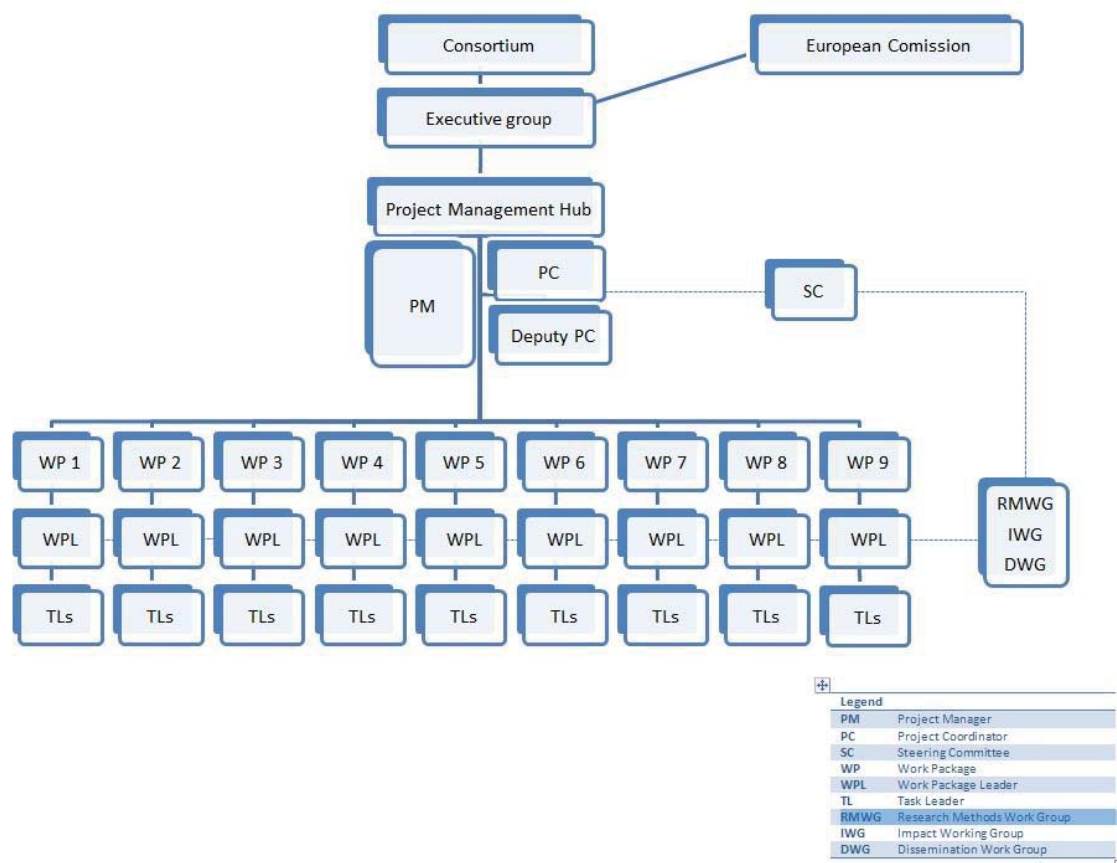


Figure 1

### Project management

The administrative hub of the project is located at Manchester Metropolitan University (MMU) in the Policy Evaluation and Research Unit (PERU) ([www.mmuperu.co.uk](http://www.mmuperu.co.uk)) with the additional support of the MMU Business School and the central Research, Knowledge and Enterprise team. PERU has extensive experience of managing large, complex projects including leading the 1.5 million Euro project Measuring Youth Wellbeing (MYWEB) (Grant agreement no: 613368), as well as in its role as co-initiator and joint co-ordinator of the 7.9 million Euro FP7 project Memory, Youth, Political Legacy And Civic Engagement (MYPLACE) (Grant agreement no: 266831). MMU/PERU will take forward contract negotiations with the funding body, the signing of the consortium agreement and the monitoring of budget and provision of budget statements. PERU will take forward ethical approval through the University Ethics Procedure.

The project will employ a Project Manager (PM) who will be the primary interface between the coordinating institution, the Commission and project partners. The PM will be responsible for issuing and receiving key documents (agreements, reports, budget statements and requests, responses to requests for information) from partners; informing partners of meeting dates and venues; organising Steering Committee meetings; and providing agenda and other documents for meetings. The PM will assist the Project Coordinator (PC) with the preparation of planning and strategy documents and the writing of progress reports. The PM will also be responsible for daily administrative tasks and with financial departments within and between consortium partners.

### Project leadership

Overall responsibility for the intellectual and technical management of the project is held by MMU, specifically the PC and supported by two Deputy PCs. The PC will work closely with other project partners drawing upon their relevant skills and competencies. The formal mechanism for this will be the Steering Committee upon which all delivery partners will be represented.

The PC, **Professor Chris Fox**, is Professor of Evaluation at MMU and director of PERU. He has managed research and applied research projects (worth approximately 4 million Pounds) in the last 10 years, many of which have explored different aspects of social innovation and all of which have involved multiple partners. This project is directly related to his personal area of academic expertise, and he has recently conducted a number of projects on the economic underpinnings of social innovation; including the use of innovative commissioning mechanisms such as Payment by Results, Social Impact Bonds and financing micro-enterprises. Chris Fox has extensive experience of quantitative and qualitative research methods and is a member of the Steering Group for the Consortium of Applied Research and Professional Education (CARPE) that five of the Partners belong to. He is currently co-lead of the MYWEB project where he is working with two of the partners (University of Debrecen and University of Panteion). Chris Fox has also worked with People's Voice Media and Ramboll. He will lead on WP1 (Stocktaking and Design) and WP9 (Project Management).

Deputy PC, **Dr. Sue Baines**, is Reader in Sustainable Business in the Centre for Enterprise (CfE) at MMU where her role includes leading the CfE research team. She has published extensively on social enterprise, social innovation and the reform of public services and has led research and knowledge exchange projects on these topics. Sponsors of her research include UK research councils, charities and central and local government. She contributed to a consortium bid under the European Commission for a FP6 project *Older People's Services at Home* (2007-2010) which aimed to improve the quality of life of older people by providing electronic channels to support health care and social interaction. She is now contributing to its dissemination with European partners. Sue Baines was a co-investigator in the recently completed the Network for Methodological Innovation of the National Centre for Research Methods (NCRM) entitled 'Dancing with new partners: developing novel research methods to establish and monitor impacts of user engagement' (2011-2012).

Deputy PC, **Dr. Robert Grimm**, is Senior Lecturer in the Sociology Department and member of PERU at MMU. His expertise includes urban regeneration, the impact of global, socio-economic volatility on local lives and people's coping strategies, translational migrant networks and interethnic relations. Robert Grimm's responsibilities include leadership of various teaching units, membership of the faculty's strategy group, and advisory membership of the Kirklees support group for the development of the European Reference Framework for Sustainable Cities in 2010. Robert Grimm is currently overseeing the delivery of quantitative and qualitative work packages for the UK and East Germany as part of the FP7 MYPLACE project.

#### *Steering Committee (SC)*

A SC will be formed at the start of the project. It will consist of the PC, deputy PCs and representatives from each of the other 9 academic partners, EUCLID (responsible for coordinating the impact partners) and People's Voice Media (responsible for the Community Reporters). The SC will be serviced by the PM and chaired by the PC. It will meet as required by project goals but no less than twice annually. These meetings will be scheduled as far as possible alongside existing planned meetings. The SC will discuss, reach consensus and make formal decisions on project strategy; approval of ethical procedures; strategy for dissemination and agreement on exploitation of project outcomes; contractual matters; matters referred to it from other project structures; project progress and planning; adjustments to work programme, project timetable, milestones or deliverables; budget status and amendments to the distribution of resources; achievement of milestones; and the coordination of dissemination activities.

#### *Work Package Leaders (WPL)*

Each work package has a nominated a leader who is responsible for the design and implementation of the work and the deliverables set out in the work package description. WP4 is a large work package and therefore co-led by two partners to mitigate risk. In general terms WPLs are responsible for intellectual and technical design and implementation of the work package; communicating the aims, objectives, tasks and timetable of the work package to all partners; monitoring progress with work by each partner on the work package; ensuring timely completion of each stage of work in the work package.

#### *Team leaders (TL)*

Each partner has nominated a leader for their institutional team. TL are likely to be the institutional representative on the SC. The TL is responsible for ensuring the timely submission of contractual documents and adherence to their terms; monitoring the budget and providing budget reports; completing the work as required within in each work package; ensuring a representative of the team is nominated to the SC and other

committees or working groups as appropriate; providing timely progress reports as requested by the PC; ensuring delivery of required outcomes; ensuring the active and constructive engagement of team members in all aspects of project work; and ensuring timely and accurate communication of the agenda and outcomes of SC meetings (if the TL is also the SC representative).

#### *Research Methods Work Group (RMWG)*

The RMWG will be formed at the start of the project and will be chaired by the PC, Chris Fox. It is a technical working group designed to engage actively in detailed questions relating to quantitative and qualitative methods in WP2-6. Detailed design of methods will be taken forward by relevant WPLs. The group will meet regularly as determined by the Chair. Group members will be required to respond to drafts of documents and questions circulated electronically by the Chair.

#### *Impact Work Group (IWG)*

The IWG will be formed at the start of the project and chaired by EUCLID (WP7 leader). It will consist of the PC and a representative from each impact partner. The group will be in regular virtual communication and meet physically at appropriate meetings. The role of the IWG will be to ensure that engagement with regional and national policy-makers is coordinated; relevant learning are presented to European policy-makers; and learning from different policy interactions are fed back into other relevant work packages.

#### *Dissemination Work Group (DWG)*

The DWG will be formed at the start of the project and chaired by the joint WP8 leaders. It will consist of WP8 leads in each partner institution. This group will be in regular virtual communication and meet physically at appropriate meetings. The role of the DWG will be to ensure that dissemination activities at regional, national and European levels are coordinated.

#### *Milestones*

Table 3.2a: List of milestones

<b>Milestone number</b>	<b>Milestone name</b>	<b>Related work package(s)</b>	<b>Estimated date</b>	<b>Means of verification</b>
1	Objectives, design, project plan, ethics and management structures reviewed and confirmed	1,2,3,4,5,6,7,8,9	2	Inception report delivered to the Commission and agreed
2	Main project website goes live	WP8	5	Assessed and approved by the Impact Work Group
3	Completion and dissemination of the 'integrated report' reviewing policy, literature and indicators	WP3, WP2, WP7	8	Approval by the Steering Group
4	Final selection of 20 case studies	WP4	9	Reviewed and approved by the Methods Work Group
5	Availability of first Community Reporter material on the project	WP5	12	Content assessed and approved by the Impact Work Group

	website			
6	Complete mapping of key policy-makers and other stakeholders	WP7	14	Approved by the Impact Work Group
7	Completion of recipient and community experience report	WP4, WP5	18	Approved by the Steering group
8	Practical ‘future thinking’ guides available on the website	WP6	20	Approved by the Steering group after assessment by the Impact Work Group
9	Completion of reports ‘translating’ findings for policy-makers and other stakeholders.	WP7	22	Approved by the Steering group after assessment by the Impact Work Group
10	Completion of End of project Impact Report	WP7 WP4 WP5 WP6	30	Approval by the Steering Group with input from the Impact Work Group

### *Monitoring progress*

The coordinating partner, MMU, will provide progress and financial reports to the Commission as required by the terms of the contract. These requirements will be met through collaboration between the PC, the PM, WPLs and TLs. The reports will be informed by the provision of reports on work completed to date by WPLs; the provision of progress reports by partner institutions to WPLs; and the provision of financial reports to the coordinator by TLs.

Issues regarding progress will be resolved in the first instance between TLs, WPLs and the PC; facilitated, where necessary, by personal meetings or institutional visits. Issues that cannot be resolved in such a way will be escalated to the SC on an exception basis.

### **3.2.2 Critical risks**

Table 3.2b: Critical risks for implementation

<b>Description of risk</b>	<b>Work package(s) involved</b>	<b>Proposed risk-mitigation measures</b>
Delay in contracting & Start Up	9	Start date is not related to any specific month or event and delays can be accommodated – early project management and start up meeting
Impact partners subcontracting	7,9	All impact partners have been identified, MMU will work with partners to ensure timely contracting – Impact Working Group will also monitor
Under recruitment of research participants	2,5,7	Steering Committee and Research Methods Working



		Group & Impact Working Group
Retention of research participants	2,5,7	Steering Committee and Research Methods Working Group & Impact Working Group
Financial and management control	9	Financial monitoring at regular intervals,

### ***3.3 Consortium as a whole***

#### ***3.3.1 A long-standing consortium***

The consortium has evolved from an existing partnership, the ‘Consortium for Applied Research and Professional Education’ (CARPE) which is a consortium of 5 European universities where research is demand driven and contributes to the innovation of professional practice. 4 of the 5 CARPE partners are present in the proposal, MMU, HU UAS, UPV, and TUAS. In addition the University of Debrecen is in the process of becoming an associate member of CARPE having gained a good track record of working closely with us on a range of other activities and proposals. This was the starting point for the development of the full proposal consortium for this call as all partners have specific experience and involvement in social innovation, entrepreneurship, social responsibility, creativity, sustainability and internationalisation. However, there are in total 10 full research partners within the full proposal consortium. The proposal and consortium has been in development for some time and we have ensured that the most appropriate research partners of relevance to the proposal have been included.

As the core of the consortium includes those research organisations which work together frequently (eg some of the partners are currently working together on an FP7 funded proposal MYWEB, the delivery partners can identify a track record of joint working and collaboration and this organisational commitment to joint working and proven track record is also a key element of our risk management strategy for the project. Partners will take the lead where they have specific expertise including: WP1, MMU; WP2, University of Wroclaw; WP3, Bologna University; WP4, MMU & Debrecen University; WP5, People’s Voice Media; WP6, Turku, WP7, EUCLID Network, WP8, Utrecht and Valencia; WP9, MMU

#### ***3.3.2 Excellent pan-European coverage***

We have ensured that the consortium is drawn from and represents the full range of cultural and ideological considerations across Europe in relation to social investment and the partnership is fully representative of the different typology of welfare regimes that exist including: liberal or Anglo-Irish regimes, Conservative or continental regimes, social-democratic or Nordic, Southern European welfare and Central and Eastern European regimes.

#### ***3.3.3 A partnership built around impact***

All partners are well experienced applied researchers with a long track record of focus on impact. Impact is central to the proposal and each academic partner has selected a national or regional impact partner to work with research carried out within the whole consortium. 8 of these impact partners have been identified as full proposal partners. The remaining 4 have been identified, but for ease of local contracting issues and at the request of specific partners, they will be sub contracted by the academic partner. Impact partners are in the main, social enterprises, community or voluntary sector led organisations, of an umbrella nature, representing a large membership of organisations within their specific country. By working so closely and involving each impact partner with the findings of all of the research carried out we anticipate that the impact potential and innovation derived from this approach in terms of testing and

All Impact Partners have been identified in each partner country and identified below: