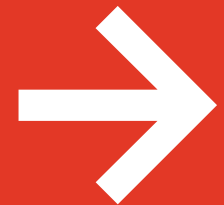


**2011-2015**

**5 years  
promoting  
social innovation**



# 5 years promoting social innovation

This year we are celebrating five years of activity and the first thing that comes to mind is to say thank you. Therefore the most important page of this document is the last: the list of acknowledgments.

And we think the best way to thank those of you who have helped us, tolerating our mistakes, believing in us, and often being the protagonists of the successes that we report, is to share the learning from our results and our failures. Mistakes are the best teachers for those of us who experiment in our work and the knowledge accumulated during these years is very valuable. We hope this document as useful to readers as it has been to us in writing it.

The good thing about these five years is also discovering that we have a long way to go, the need for innovation is ever-increasing and we therefore have to keep experimenting with more efficient, more sustainable, more scalable and more just answers to the main social challenges.

**Miquel de Paladella**  
CEO

**What do we propose?**



**What have we achieved?**



**Challenges and social innovations**



**What have we learned?**



**Who we are?**



**Contact**  
**Aknowledgments**

What do we propose?

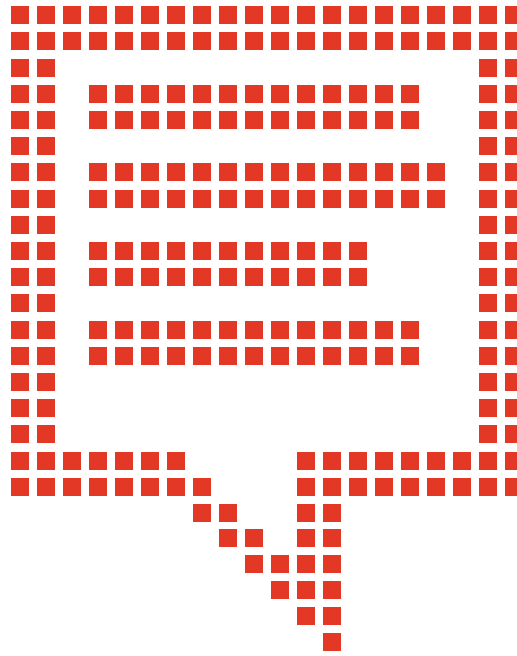
What have we achieved?

Challenges and social innovations

What have we learned?

Who are we?

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**What do we propose?**

What do we propose?

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## Inertia is not sustainable, social innovation is imperative.

### What change do we need?

Faced with the sharp rise in social demands and diminishing resources to fund them, it is essential to find new ways of responding to social challenges. Therefore, we need innovative solutions that can be scaled to reach vulnerable groups and the most excluded people.

### What do we propose?

Just as a plaster is of little use for stopping a haemorrhage, the answers to the challenges of unemployment, school failure and social exclusion must be scalable to be able to successfully provide a solution.

At UpSocial, we seek to facilitate and accelerate the implementation of innovative proposals that significantly improve the lives of people and that provide sufficient scope for the dimension of the problems.

### How do we do it?

#### Demand as starting point

Inertia drags many institutions and organisations into trying to *do more* of the same. Our approach is to generate the demand to *achieve more*. We seek to awaken the need to find more effective, efficient, fair and sustainable answers to solve social problems in a specific field and territory, aligning key stakeholders towards the common goal of effectively implementing innovative solutions answers.

#### Proven innovaciones as key to success

Around the world there are sustainable and scalable models that provide solutions to social challenges. Many of these proven innovations can be adapted to new contexts, allowing us to optimise time and resources to provide an appropriate answer to the problem we want to address.

What do we propose?

**What have we achieved?**

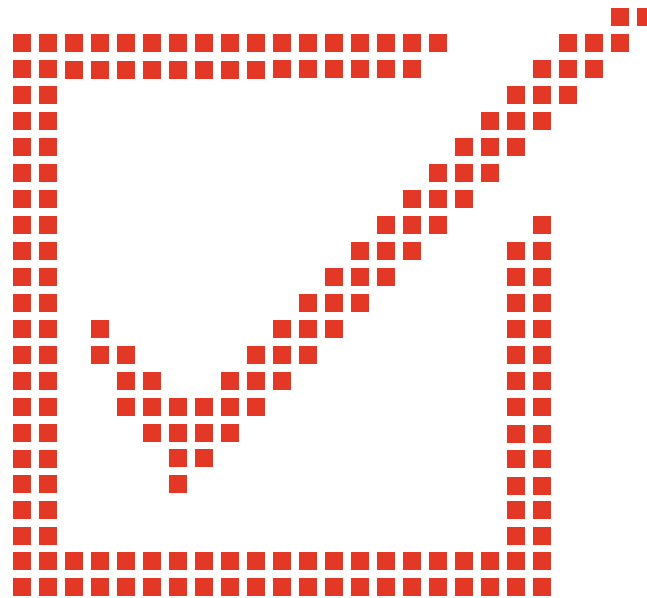
- Address challenges / Provide solutions
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- Promote ecosystem / Share knowledge

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# What have we achieved?

## UpSocial

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## Address social challenges

**12**  
Challenges completed

**+ 1,500**  
Innovations  
from around the world  
analysed

Challenges underway  
in Athens, Barcelona,  
Birmingham,  
Stocolm, Madrid,  
Rotterdam...

**We identify innovative solutions capable of  
responding to critical social problems.**

*UpSocial not only has a great capacity to identify innovations from around the world, capturing the essence of each one and the potential impact it could have in Spain, but also in the process of engaging key stakeholders that can replicate and scale these innovations.*

**Pablo Gonzalo**  
Area of Strategy of Fundación Telefónica

# UpSocial

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## We work together with public entities and private organisations.



donostia sustapena  
fomento sansebastián



Generalitat de Catalunya  
Departament de Territori  
i Sostenibilitat



Telefonica  
FUNDACIÓN

## And local partners:



fundación xul  
para la comunicación social y el desarrollo

sinnple:



What do we propose?

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## We bring together experts to select the best innovations from around the world and facilitate their implementation.

**Origin of the finalist innovations assessed by expert juries.**



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*The way UpSocial contributes to bringing innovations from all over the world is unique, and a great experience for everyone. Bringing together intelligent people with simple ideas, but that are proven and very effective, is something that no one has seen before and is what is happening today in Barcelona.*

**Andrew Azzopardi**  
Founder of My Life



What do we propose?

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- Adress challenges / **Provide solutions**
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## We facilitate the local implementation process of selected innovations.

---

**Provide innovative solutions to social challenges**

**23** Innovations presented to local stakeholders

**10** Innovations being implemented or accelerated

**5** innovations currently being adapted or negotiated with local counterparts

**2/3** Innovations currently under negotiation or already implemented

**5** Innovations selected by social entrepreneurship support and acceleration programmes:



Specialisterne (2013)  
My Life (2014)  
L'estoc (2015)

JUMP Math (2014)  
Regionalwert AG -  
EcoRegió (2015)

What do we propose?

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## We develop an innovative work methodology that contributes to scaling up the social innovation.



Drivers of Social Innovation event, CaixaForum Barcelona.

### **"Impulsors de la Innovació Social" (2014)**

Barcelona City Council

In 2014, the Barcelona City Council presented the award "Impulsors de la Innovació Social" (Drivers of Social Innovation) to seven innovations implemented in the city, and to UpSocial as facilitator of the process.

### **The most innovative social initiatives (2013)**

Compromiso Empresarial

The magazine of the Fundación Compromiso y Transparencia selected UpSocial among the 10 most innovative social initiatives in 2013 and three innovations for which we facilitated their implementation in Spain: Open Green Map, Specialisterne and the School Accompaniment Programme for Educational Success of the Fundació Catalunya-La Pedrera.

## Up Social

What do we propose?

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Address challenges / Provide solutions  
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## Design innovative scalable projects

Inspired by successful innovations from around the world, we design powerful, realistic and scalable projects to resolve social challenges.



The most emblematic example is the work with the Barcelona City Council in the design and drafting of the Vincles project, with which the city won the Bloomberg Mayors Challenge competition: open to mayors of European cities of over 100,000 inhabitants.

We have also worked with the Fundación Telefónica on the design of an exhibition of art created with children, based on the successful experiences of museums and cultural institutions around the world. The aim is to make art and culture more attractive and accessible for everyone.

### **Barcelona winner of Bloomberg Mayors Challenge Grand Prize for Innovation 2014 for the Vincles project**

The Vincles project was the winner of the competition with a prize of 5 million euros to carry out innovative ideas to solve the major challenges of each city and with potential to be replicated in other similar cities. Vincles is a proposal to reduce the isolation of older people through the creation of a trust community, the management of which is facilitated through the use of technology.

What do we propose?

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- Address challenges / Provide solutions
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## Scale up models that respond to social challenges

## We lead the adaptation, implementation and scalability of proven innovations with great capacity for social impact.

### We are leading the implementation of JUMP Math in Spain

From a pilot test in Barcelona, and with the support of the Fundación Telefónica and Porticus Iberia, we have initiated the implementation of this programme for teaching maths in Spain.

To do so, we have created a spin-off of UpSocial whose goal is the implementation of proven educational innovations.

#### Implementation of JUMP Math in Spain

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*I am very excited about the fact that JUMP Math is being scaled up in Spain and possibilities in other countries are opening up. It is a great opportunity for the programme and I am sure that UpSocial is the right team to make it happen.*

**John Mighton**  
Founder of JUMP Math

### We explore the implementation of Social Impact Bonds in Spain (SIB)

This innovative mechanism for financing social services manages to generate more funding for prevention services and for testing innovative interventions. It is a promising payment model for success that is being implemented in over 14 countries around the world (including the United Kingdom, the Netherlands and Portugal). There are at least 27 SIBs underway around the world that are proving to have the potential to improve the results of interventions, overcome the barriers to social innovation and encourage investment in prevention services that generate savings.

In 2014, in collaboration with the Intress Association and the Barcelona City Council, we organised a meeting in Barcelona with Toby Eccles, founder of Social Finance UK and creator of the model, with the aim of getting to know this global trend and exploring the possibilities of launching the first Social Impact Bond in Spain.

What do we propose?

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## Promote the support ecosystem for social entrepreneurship and innovation



Entrepreneurs, whether within their organisations or creating new social initiatives, are the people who are experimenting with new solutions and implementing disruptive innovations that are able to break the inertia and give more effective responses to social problems.

That is why we join forces with other players in the sector to encourage the government to facilitate the recognition and understanding of social innovation and entrepreneurship, and provide a framework of quality support and funding for their development

### Proposal to create the Sociedad Limitada de Interés General (SLIG)

In 2011, we launched an initiative to create the new legal entity SLIG (community interest company) to enable social enterprises operate with greater access to funding and tax benefits.

A working group has been set up with key players from the sector to develop the proposal, which has been joined by more than 130 organisations and professionals. The initiative was presented at the Spanish parliament in September 2014 and a group of members of the Congress of Deputies are working on it.

What do we propose?

**What have we achieved?**

- Adress challenges / Provide solutions
- Design projects / Scale up models
- Promote ecosystem / **Share knowledge**

Challenges and social innovations

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## Share the knowledge generated

## We systematically share our learning through publications and activities that can inspire other stakeholders to promote social innovation.



**"Innovacions socials exitoses implantades a tot el món, i replicables en Catalunya" (2012)**  
(Successful social innovations implemented around the world and replicable in Catalonia)

Generalitat de Catalunya  
Programa  
@EmprenSocial  
**+ 6,800 views**



**"Top 100 Innovaciones Educativas" (2014)**  
(Top 100 educational innovations)  
  
Fundación Telefónica  
**+ 74,400 downloads in Spanish, Portuguese and English**



**"L'economia social i cooperativa a escala global" (2014)**  
(The social and cooperative economy on a global scale)  
  
Generalitat de Catalonia  
Programa aracoop  
**+ 2,100 views of its publications**



**"20 innovaciones para ampliar las oportunidades de la infancia tutelada" (2015)**  
(20 innovations to expand opportunities for children in care)  
  
Intress and UpSocial  
**+ 1,000 views at the launch**

[www.upsocial.org](http://www.upsocial.org) + 100 shared innovative solutions

What do we propose?

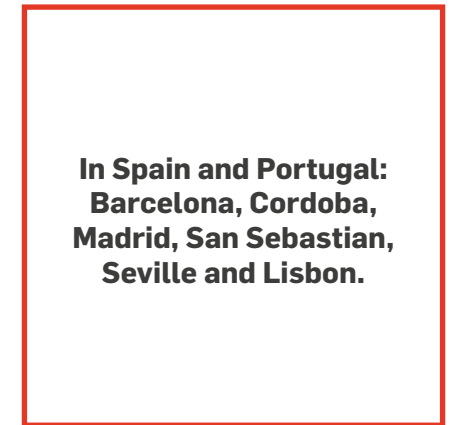
What have we achieved?

Address challenges / Provide solutions  
Design projects / Scale up models  
Promote ecosystem / *Share knowledge*

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## We organise and participate in different activities

The **Annual Conference of the Institute for Social Innovation of Esade** brings together professionals from the sector around a topical issue, with the participation of international speakers. In 2014, we were invited to organise a workshop on "sustainable models for generating social value." In the 2015 edition, dedicated to the collaborative economy, we organised the Elevator Pitch session featuring five innovative cases.

**"Juntos por el empleo"** (Together for employment) it is an initiative promoted by the Accenture Foundation, Seres and the Fundación Compromiso y Transparencia to generate employment opportunities for vulnerable groups. In 2014, we contributed to this group, providing worldwide proven innovations.

**Impact Hub Scaling** is a European programme coordinated by eight spaces of the Impact Hub network, whose aim is to support entrepreneurs to scale up their businesses. UpSocial participated in the launch of the process in Madrid in 2015.

We participate as **teachers in various educational institutions** such as the Open University of Catalonia (UOC), Esade's Institute for Social Innovation and IDEP.

## International Visitors Leadership Program

The State Department of the United States has an International Visitors Leadership Program (IVLP) that seeks professional exchange through visits carefully designed for emerging foreign leaders.

In February 2015, part of the UpSocial team visited Pittsburgh, San Francisco and Miami, invited by the IVLP programme, with the aim of promoting mutual understanding with US organisations.

What do we propose?

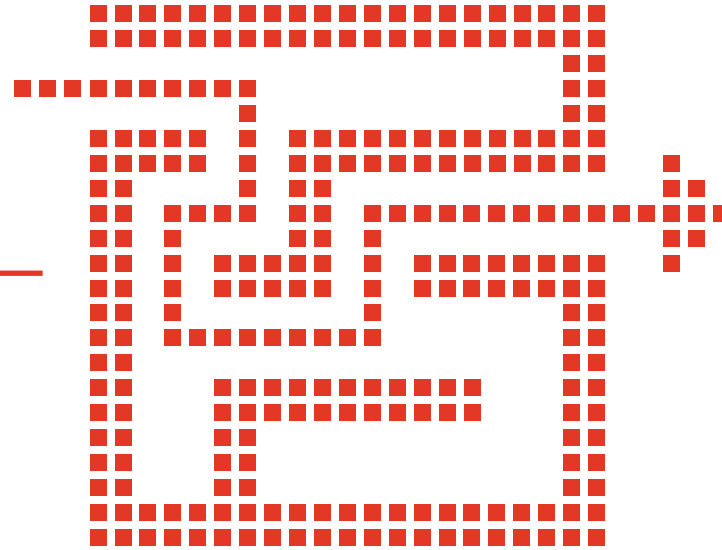
What have we achieved?

Challenges and social innovations

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# Challenges and social innovations



What do we propose?

What have we achieved?

Challenges and social innovations

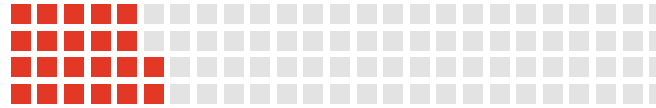
What have we learned?

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## Specific social challenges

### Education



21.9% of school failure in young people between 18 and 24 years old in Spain. This percentage is double the EU average. *Eurostat (2015)*.

With the acceleration of the aging population in Spain, every child is a treasure for society. We cannot afford not to have them complete the compulsory secondary education (Educación Secundaria Obligatoria, or ESO).



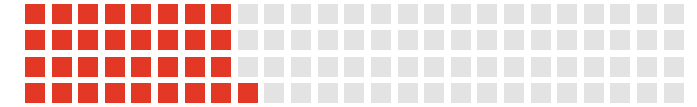
Only 13 out of 1,000 people complete STEM studies (Science, Technology, Engineering and Mathematics), the most demanded by the market. *Eurostat (2014)*.

[Innovative solutions](#)

### Employment for young people and vulnerable groups



46.6% of youth unemployment (under 25 years old). *Encuesta de Población Activa, EPA (September 2015)*.



33% increase of poverty rates among the working age population (between 16 and 64 years old). *Evolution of poverty risk rate of the National Institute of Statistics*.

The employability of people with disabilities is often affected by a perception focused on what a person cannot do, rather than on the special abilities that they can contribute.

The high rates of unemployment and underemployment suggest a lack in the connection between labour supply and demand that turns education into quality employment opportunities.

[Innovative solutions](#)

What do we propose?

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**Challenges and social innovations**

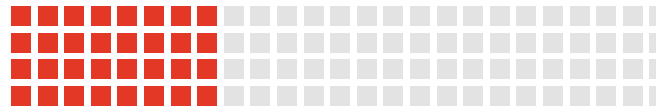
What have we learned?

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## Specific social challenges

### Social inclusion



At age 15, only 32% of tutored students are studying the course that corresponds to them, whereas this adequacy rate rises to 73% in the general population. In addition, 52% do not finish ESO (compulsory secondary education); that rate drops to 15% among the general population. Both factors increase their chances of social exclusion in adult life. *Figures for Catalonia, (Inequality of educational opportunities among adolescents in residential and foster care) Infancia y Aprendizaje. Journal for the Study of Education and Development (2013).*

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Economic insecurity, family reconciliation and access to housing are the main challenges of single parenthood. Many households are composed of single parents with dependent children, mostly led by women, who are unable to cover their basic needs.

[Innovative solutions](#)

### The environment and the green economy



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For every job created in the traditional economy in Europe, three jobs are created in the green economy. *Eurostat (2011).*

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44% increase in tourism in cities like Barcelona, with the consequent environmental impact and possible deterioration in the quality of life for residents and of the visitor experience. *Pla Estratègic de Turisme de la Ciutat de Barcelona 2010-2015 (Barcelona tourism strategic plan 2010-2015) (2010).*

---

37 Spanish cities exceed the recommended levels of pollution, and air quality remains a pending issue that requires the efforts of citizens, companies and institutions. *Plan AIRE 2013-2016 (2013).*

[Innovative solutions](#)

### Collaborative economy

This new economic paradigm presents an annual growth rate of 25% and Spain is one of the five European Union countries with the greatest potential for growth in this area. *Forbes Magazine (2013).*

[Innovative solutions](#)

## UpSocial

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To guarantee the right to a quality education that avoids the risk of social exclusion, we need pedagogical models that enable the education of a citizenry with a capacity for entrepreneurship and continuous learning, and with the personal and social values necessary for the full development of their potential and their ability to positively transform their environment.

Therefore, the innovations that we promote the implementation of in this area respond to models that contribute to educational success, the development of STEM (science, technology, engineering and mathematics) skills and vocations, or those that are key to promoting a competitive economy; one that responds to the challenges of a knowledge-based society that is respectful of the environment and socially inclusive.

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## Education



Maths class at the Frederic Mistral school where JUMP Math is being applied

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*The most immediate impact of JUMP Math has been the dramatic increase in student motivation, especially positive in cases of children who perceived maths as difficult. It is also common for students who had not shown difficulties in applying certain concepts to say that with JUMP Math they understand the why of the operations they are doing.*

**Maite Bosch**

Director of Studies of Fundació Collserola

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## Apps for Good

Technology training programme that promotes entrepreneurship with a social focus. Young people identify problems in their environment and propose a solution through the development of a mobile app.



### Country

Brazil and United Kingdom

### Entrepreneur

Rodrigo Baggio

### Success indicators

Exponential growth of the project. In 2015, there were 22,987 students (over 45,000 since 2010), 809 educational partners and 1,253 volunteer experts from the ICT sector participating from 40 countries.

### Implementation in Spain

The organisation Mobile World Capital Barcelona, with the participation of GSMA, the Generalitat of Catalonia and the Barcelona City Council, was inspired by this model to launch the mSchools programme and the optional subject "Movilicemos la informática" (mobilising IT) in schools in Catalonia in 2013.

Moreover, after the experience of the "Desafío Educación" (Education Challenge), the Fundación Telefónica supported a pilot project to implement the original Apps for Good model in schools in the regions of Madrid and Murcia during the 2014-2015 academic year.

### Impact and next steps

2014-2015 academic year:

Successful participation in the optional subject "Movilicemos la informática":

- 302 participating schools in Catalonia
- 11,150 participating students of 4th year of ESO
- launch of a pilot project with 524 students of Ciclo Formativo de Grado Medio (intermediate level vocational training)

In the Community of Madrid and in Murcia, participating in the pilot project were:

- 23 schools (15 in Madrid and 8 in Murcia)
- 41 teachers
- 787 students between children and young people



'Impulsor de la innovació social'  
by Barcelona City Council



'Top 100 Educational Innovations'  
by Fundación Telefónica

What do we propose?

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## JUMP Math

A maths teaching programme that manages to get maximum performance both out of students – as it shows that all students can succeed and master the concepts – and their teachers as instructors of the subject. The programme, developed for the six years of primary school and first two years of ESO (lower secondary), is based on participatory dynamics, continuous assessment and the division of lessons into small units easily understood by all students in the class.

### Country

Canada

### Entrepreneur

John Mighton

### Success indicators

This programme ensures that students lose their fear of mathematics, improve their self-esteem, and that over 90% of the class improve their academic performance by 50%.

The results are rigorously evaluated. In 2010, the University of Toronto conducted a randomised controlled trial that showed that students who follow this programme learn at a pace twice as fast as those following other programmes.

During the 2014-2015 academic year, 140,000 students from the first year of primary school to the second year of secondary school in Canada and the United States used JUMP Math: a number that is growing by 30% each year.

### Implementation in Spain

During the 2013-2014 academic year, the programme was tested in 9 state schools in Barcelona and, in just one year, the results obtained started to replicate those of the original model. The project had the support of Porticus Iberia and the Barcelona Education Consortium in coordinating the teacher training, support and evaluation.

During the 2014-2015 school year, the Fundació Collserola collaborated by translating the materials into Catalan for the 1st, 3rd and 5th primary school grades and started to implement the programme.

Following on from its "Desafío Educación" project, the Fundación Telefónica now supports the use of JUMP Math in schools in other autonomous regions.

At UpSocial we are leading the implementation of JUMP Math in Spain. In 2014, we participated in the first edition of the B-Ready acceleration programme of the Fundación Ship2B.

### Impact and next steps

2014-2015 academic year:

- 95 schools
- more than 4,000 students
- 5 autonomous regions



'Impulsor de la innovació social'  
by Barcelona City Council



"Top 100 Innovaciones Educativas"  
de Fundación Telefónica

What do we propose?

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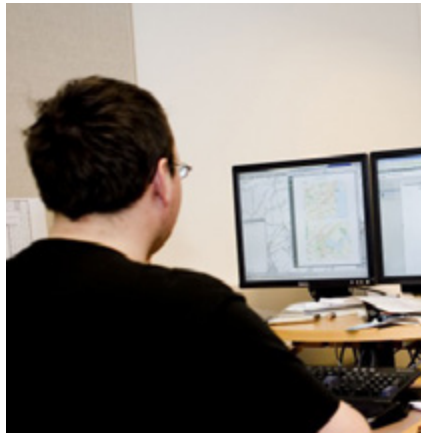
Who are we?

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## Employment for young people and vulnerable groups

Such a complex issue as unemployment requires answers covering both preventive solutions, with results in the medium and long term, and more immediate actions for the most vulnerable groups.

For this reason, we have worked on identifying educational innovations that improve employment opportunities for the future, while at the same time facilitating the creation of opportunities focused on the capabilities of people and the value they can bring to society.



Consultants  
of Specialisterne

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*People with autism are very capable, and can work in jobs with high added value that they love. For example, a company hired us for our consultants to identify all the beaches in the world, geolocate them and find descriptions of them, photos, comments... The result is iBeach, the app with the most information of this type in the world, with 18,000 beaches to date. The client himself said it was unimaginable to think of gathering all that data without the involvement of very special professionals.*

Ramon Bernat  
CEO of Specialisterne Spain

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# Ikamva Youth

After-school tutorial support, mentoring and career guidance for young people from the peripheries of large cities. It provides students with the necessary tools for their own learning which, together with a model of peer support, has an empowering effect and creates a sense of autonomy that extends throughout the entire group.



### Country

South Africa

### Entrepreneurs

Joy Olivier and Makhosi Gogwana

### Success indicators

Since 2005, 77% of young people participating have been incorporated into the educational system, professional training or a job, within two months and a half after joining the programme.

In 2012, 94% of students in the programme were eligible for university studies.

In 2013, students doubled their chances of passing physics and mathematics.

The model has been replicated and is successfully operating in 9 cities of 5 provinces in South Africa.

### Implementation in Spain and Portugal

This model of peer to peer mentoring provides an innovative solution to challenges in the areas of both education and social inclusion.

It has therefore been presented to potential local partners in Spain and Portugal, who are currently exploring the possibilities for its implementation.

### Impact and next steps

Ikamva Youth is preparing an intensive 3-day training course to share its model and adapt it to Spain and Portugal.

Participating in these training sessions will be organisations such as Fundación Exit, Intress, Fundación Tomillo, Punt de Referència and Suara Cooperativa (Spain); and Oeiras City Council, Fundação Montepio Geral and Ubuntu Academy (Portugal).



'Top 100 Educational Innovations'  
by Fundación Telefónica

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# Specialisterne

A company that specialises in employing people with autism or Asperger's syndrome for their ability to effectively perform repetitive tasks that require a lot of concentration, such as data entry or software testing. In addition, it is changing the perception of society, turning these special abilities into competitive advantages in the labour market.

### Country

Denmark

### Entrepreneur

Thorkil Sonne

### Success indicators

A social company, present in 14 countries, with clients such as SAP, HP and Avnet Solutions.

It has created hundreds of jobs for people with autism or Asperger's syndrome with the ultimate goal of creating one million jobs worldwide.

### Implementation in Spain

In 2013, the company began its activities in Spain and the Specialisterne team participated in the Momentum Project programme of ESADE and BBVA.

In 2014, it opened its headquarters in Madrid.

From Spain, Specialisterne has worked on expanding into Brazil, has conducted preliminary feasibility studies in Mexico and Andorra, and is currently doing one in Portugal.

### Impact and next steps

In 2014, it had 10 consultants on staff. In 2015, it now employs 20 consultants and has 36 candidates are in training.

It works for large IT consultancy firms (including Sogeti, Everis, Avnet), as well as financial institutions and large companies (eg Agbar), computer security companies (Safelayer) and others specialising in big data (Innoquant).

It holds 4 training courses a year in both Barcelona and Madrid. In 2015, it has held its first training course in Sao Paulo, with 8 candidates.



'Impulsor de la innovació social'  
by Barcelona City Council



## Up↑Social

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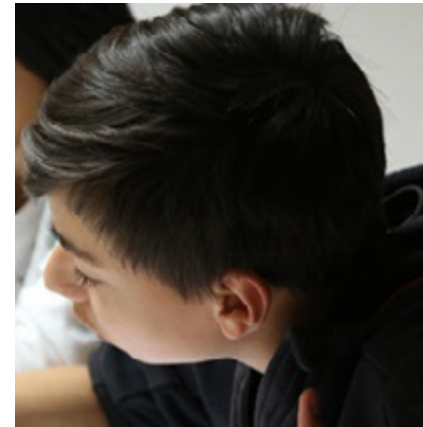
Who are we?

In the area of social inclusion, we have directed the search for innovations to find initiatives that can solve the precariousness of single parent families (increasing their access to basic services such as housing) and that help to achieve a good work-life balance, so that they can provide a good start in life for their children.

Moreover, we promote the implementation of innovations related to the development of skills, attitudes and knowledge that enable people with disabilities to access jobs or employment support mechanisms to help them get and keep a job.

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## Social inclusion



Workshop of the “Acompañamiento para el Éxito Educativo” programme (Accompaniment Programme for Educational Success) of the Fundació Catalunya-La Pedrera

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*We wanted to work on an educational proposal for our centres and saw that we could learn a lot from the Môm'Artre model. That is how the programme for doing homework with the support of a team of educators took shape, and in which we also incorporate recreational and festive activities. And at an affordable price to make it possible for all children to access.*

**Teresa Hernández**  
Fundació Catalunya-La Pedrera.

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# Môm'Artre

It mobilises latent resources of communities and neighbourhoods – from unused spaces to unemployed artists and elderly people who participate as volunteers – to offer quality solutions for childcare outside school hours that are very affordable for low-income or single parent families. In this way, it combines art education with academic support and social integration.



**Country**  
France

**Entrepreneur**  
Chantal Mainguène

**Success indicators**

- 18 employees and 22 volunteers
- 300 children participating (2011)
- 8 centres in France (2013)

**Implementation in Catalonia**

In 2013, the Fundació Catalunya-La Pedrera launched the "Acompañamiento para el Éxito Educativo" programme inspired by this model, in order to redirect the use of its EspaiSocials (social spaces).

The programme is aimed at primary school children (6-12 years) and lower secondary students (12-16 years) who need educational support outside school hours. It also offers activities encouraging creativity and personal initiative, providing personalised supervision and involving families, at an affordable price.

**Impact and next steps**  
2014-2015 academic year:

- 19 EspaiSocials in 13 municipalities of Catalonia implemented the programme
- 850 primary school children
- 327 secondary school students
- 43 teachers hired
- 169 volunteer educators
- 63 students gaining work experience in Teaching, Social Education, Educational Psychology, Vocational Training, Recreation

Implementation in 3 more municipalities is foreseen in the 2015-2016 academic year.



**'Impulsor de la innovació social'**  
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## Housing First

A model that prioritises stable housing to support people and families at risk of social exclusion. This allows greater efficiency in other interventions related to the education of their children, employment, physical and mental health and, in general, a greater stability that favours the wellbeing of these individuals and families. It also generates savings for the government, since the use of taxpayers' money is optimised.

### Country

United States

### Entrepreneurs

The two major references of the model are the entrepreneurs Tanya Tull (from the organisation Partnering for Change) and Sam Tsemberis (from the organisation Pathways to Housing).

### Success indicators

The model has been replicated and implemented in all states of the US and in the UK. Tanya Tull began working on the initiative to provide a solution to the housing needs of single mothers, but its development has proven to be particularly relevant for people with severe and complex needs (addictions, mental illness, disability, etc.) for which traditional methodologies have not been successful.

### Implementation in Barcelona

The Barcelona City Council designed a new strategy to support the homeless based on this model.

After an initial pilot project with the Fundació Rais, in 2015 it awarded to the San Joan de Deu hospital (Social Services) and to the San Pere Claver-Suara-Garbet joint venture the "Primer la Llar" (Housing First) service to manage 50 homes for the homeless.

### Impact and next steps

The service was launched with two batches of 25 homes from the private sector, with socio-educational support and coverage of basic needs when necessary.

From June to December 2015, a progressive increase in the number of users is expected.

Also, for the first time, a new figure has been introduced – someone who has lived through a similar situation to that of the users and has managed to get out – who serves as an example and counsellor in the process of improving autonomy.



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## My Life

A training programme teaching the skills needed for independent living aimed at people with intellectual disabilities or mental health problems, along a journey of three stages: ready, steady, go.



### Country

United Kingdom

### Entrepreneur

Andrew Azzopardi

### Success indicators

It enables people with intellectual disabilities or mental health problems to live in a much more autonomous and independent way in less than two years, also facilitating their labour insertion. In four years it has served more than 50 users, of which 90% have improved their autonomy and 15% now live completely independently and fully integrated in the community.

### Implementation in Catalonia

Fundació Sant Pere Claver – Fundació Serveis Socials is leading the implementation of the model.

The project participated in the 2014 edition of Momentum Project of ESADE and BBVA, and a team of employees of the foundation conducted on-site training to adapt and adopt the model.

In October 2015, the first Centro de Capacitación My Life (training centre) was opened in Catalonia.

### Impact and next steps

The service is designed for people with mental disabilities and/or mental health problems, who are between 16 and 45 years of age, are living in the family home or in a residence, and who want to increase their level of independence.

It offers a maximum of 9 hours per week per user for two years, during which they work on subjects like time and stress management, communication, conflict management, money management, trust building, personal hygiene, and even finding work and housing.

This intervention helps prevent the long-term or lifetime institutionalisation of people, and can generate up to 80% savings for families or the public administration in the medium and long term.



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Environmental sustainability not only requires measures that can reduce our ecological footprint, generated for example by the impact of tourism or polluting emissions, but also requires reorienting the activities of our society towards the green economy, one of the most strategic sectors for the future with a proven ability to generate sustainable employment.

The innovations whose implementation we promote in this area integrate a social dimension, providing a decent life for all: environmental, respecting the limits of life support of the planet; and economic, ensuring livelihoods for future generations.

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## The environment and the green economy



Market meeting among producers from the ¡La Colmena que dice Sí!

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*We are proud that with this project we reward the work of the producers in the area and make possible another kind of consumption by city dwellers; seeing their happy faces when they know what they are buying and who they are buying from is priceless.*

Victoria and Irene

Managers of the Colmena at the Impact Hub Madrid.

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# La Ruche qui dit Oui!

A system of direct exchange between local consumers and food producers that empowers their relationship. It gets a fairer price for both parties and generates a space for meeting and exchange among the participants, called a Colmena (Assembly). It has removed barriers to local organic consumption.



### Country

France

### Entrepreneurs

Guilhem Chéron and Marc-David Choukroun

### Success indicators

In 2011, the project was launched in France and the first Assemblies were opened.

Since its beginnings it has grown exponentially, becoming a European movement:

- 600,000 consumers
- 4,000 producers
- 800 Assemblies
- present in France, Spain, Belgium, Italy, Germany and the UK

### Implementation in Spain

The initiative, implemented in Spain under the name ¡La Colmena que dice Sí! (The Beehive that says Yes!), opened the first two Assemblies in 2014.

The possibility of expanding this European movement from Spain to Portugal is being explored.

### Impact and next steps

A team of 5 people supports the creation and consolidation of new Assemblies.

The network is present in Andalusia, Catalonia, León, Madrid and Valencia, and new Assemblies are in the process of being opened in the Basque Country:

- 24 Assemblies in operation and another 14 in construction
- over 150 producers
- over 900,000 consumers

In terms of purchases, in one year orders have multiplied by 5.

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# Regionalwert AG

A company of private shareholders in which citizens invest in the sustainable development of their region. It engages in the marketing of local organic products as well as providing financing, technical support, materials and agricultural land to a network of small businesses, organic producers and traders.



**Country**  
Germany

**Entrepreneur**  
Christian Hiss

**Success indicators**

- 600 private investors
- 3 million euros of capital
- supports 20 companies involved in organic farming in the region of Freiburg
- achieves 64 qualitative and quantitative indicators of economic and social value generated for the region

**Implementation in Catalonia**  
Dynamislab is promoting EcoRegió, a project to replicate the Regionalwert AG model, with Catalonia as its first target region.

In June 2015, the EcoRegió promoter group was established, defined as a micro-cap community of citizens for regional organic farming. Its promoters are Joan Antoni Melé, promoter of ethical banking in Spain and former director of Triodos Bank; Eduard Alié, multi-talented entrepreneur; and Oriol Costa, director of Dynamislab.

The project is one of those chosen for the second edition of the B-Ready acceleration programme of Ship2B, as well voted best project at the Investment Forum of EcoSí Keiretsu Forum and is one of the case studies conducted by the Seforis European programme of innovative social entrepreneurship.

**Impact and next steps**  
The project is being presented to expand the promoter group and get the initial capital injection to create the Management Company and the first Collective Investment Fund in Catalonia.

EcoRegió is also looking to raise between 0.5 million and 1 million euros, in participations of 500 to 50,000 euros, to invest in 4-8 business projects related to agriculture and organic food in Catalonia in 2016.

## Up Social

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## Terre de Liens

A model with an enormous capacity to mobilise financial and human resources to facilitate access to land for new farmers through leasing relationships of estates acquired by the organisation.



### Country

France

### Entrepreneur

Jérôme Deconinck

### Success indicators

- 1 association, 1 foundation, 1 social investment company and 19 territorial associations
- 147 farmers making use of 108 estates acquired
- 2,485 hectares saved from speculation and devoted to family and organic farming
- 10,200 social shareholders
- 41 million euros of capital and 1.8 million euros of the foundation's own funds

### Implementation in Catalonia

Terre de Liens together with Terra Franca and the Escola de Pastors de Catalunya have developed a cooperative project.

### Impact and next steps

The project focuses on actions related to the transfer of estates (generational handover and transfer of operations), training and support for new farmers and the development of specific tools like farm incubators.

It also establishes cross-border actions to create networks with France and promote a new model of farming community.

The project is in the process of seeking funding from the organisations involved.



## UpSocial

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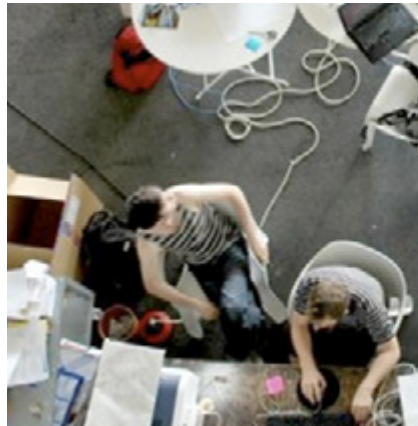
Who are we?

In the new paradigm based on models of collaboration and shared resources, disruptive initiatives coexist with others that do not necessarily improve current solutions nor generate social value. However, the collaborative economy aiming for the common good has tremendous potential to generate employment and improve people's quality of life.

Our work in this area has focused on identifying models that can illustrate the transformative potential of the collaborative economy and allow reflection on the diversity of stakeholders who can play an active role in this change.

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## Collaborative economy



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*The collaboration with UpSocial has allowed us to work with an innovative and practical methodology to gain access to proven innovations, which is essential so they can be implemented in the territory in which we move. Moreover, their honesty, commitment and desire to generate impact have allowed for their total integration into the local team, thus facilitating the process.*

**Iranzu Sáinz de Murieta**  
Partner of Sinnple

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## Puddle

### Country

United States

### Entrepreneurs

Jean Claude Rodriguez-Ferreira, Mark Flannery and Skyler Woodward

### Description

A web platform that facilitates peer to peer financing. A new credit model that supports the elimination of intermediaries by creating trusted environments that allow for lending small amounts of money between people.

 puddle

## Afables

### Country

Spain

### Entrepreneur

Elisabet Olivé

### Description

A web platform that groups together the offer of home care services (companies and professionals). User opinions and ratings make it easier to search for this kind of help as the general view about the care sector is that it is very dehumanised.

 afables

## 5Bogota

### Country

Colombia

### Entrepreneur

5Bogota

### Description

A web platform that connects visitors who want a unique and different sensory experience in a city with local entrepreneurs who can provide these experiences, contributing directly to the development of the social fabric of the city. Instead of the options of mass tourism, it offers a creative kind of tourism in the hands of local people.

 5Bogota  
hogar para todos

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# What we have learned?

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## 10 key aspects of successful innovations

**We learn a lot from the models that we analyse and we reflect on our mistakes and successes so as to convert them into catalysts for more and better innovation.**

In our work to identify and analyse innovations we've come to recognise common elements in all those that meet their goal successfully and that can therefore be taken as a model or reference point.

We have also reflected on the mistakes we have made, the criticism received or the assumptions that proved wrong. We know that mistakes are the best teacher, and are intrinsic to our work based on experimentation.

But mistakes are only useful if we are willing discuss them, among ourselves and openly with our clients, partners and colleagues. Only in this way can we learn from them and make them catalysts for more and better innovation.

For this reason we share these 10 key elements that we have identified in the innovations that work, thanks to our mistakes and successes.

## Up↑Social

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### 1. Focus on creating value

All the successfully tested solutions focus on maximising the value they generate, experimenting with new ways to respond to the needs and demands of the individuals and groups to which they are directed. Therefore they have turned users and beneficiaries into co-creators of services and actions focused on them.

### 2. Revenue model adapted to the creation of value

Thanks to this approach, many innovations manage to consolidate their revenue model around their beneficiaries. That is, solutions are emerging that manage to be sustainable because those most interested pay for them. This makes them more sustainable and, above all, more resilient to change. This payment is made directly (users pay for goods or services received because they see great value in them) or indirectly (users get a third party - eg a public administration, supportive citizens or a company that makes a profit from the resolution of this social problem - to pay for the service).

### 3. Hybrid models

There are also models based on exchanges that have nothing to do with the financial aspect, which are more effective and efficient answers to solve social problems. Many innovations have emerged at the intersection of sectors that traditionally work separately on their own. From the public-private-citizen partnerships there have emerged unex-

pected solutions, scalable and able to respond to problems in all their dimensions. Citizen participation is, in many cases, the disruptive element that allows a massive response to a problem. We are rediscovering latent resources in communities that have a great capacity for social transformation.

### 4. Agility

To be able to experiment, innovators have needed agility to be able to test hypotheses quickly and change if something doesn't work. In the XXI century, it is not the big fish that survives by eating the small fish. It is the agile fish that best adapts and gets better results. And to do so, you must be flexible, try new things and be able to recognise mistakes as part of the process to generate results. Large structures or mergers between organisations are not needed. Sometimes, you don't even need organisations to get organised.

### 5. Open innovation

The complexity of social problems requires a greater capacity for experimentation and if everyone works in isolation they can't find complete solutions. Therefore, many innovations have originated from the collaboration and the creation of communities of practice. The sectors which have made most progress are those that have innovated openly, where everyone learns from their own mistakes and from others, and they experiment openly to find the best answers.

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### **6. Solid and credible evidence of results**

All the initiatives have invested time and resources in measuring as scientifically possible what results they obtain with each intervention. They have designed their solution on the basis of the error test and experimentation, constantly measuring the results in order to tailor the intervention and maximise its impact. Often, the difficulty in this area is not the lack of indicators and methodologies, but how to find a good balance between the cost of implementation and measurement: we can't spend more resources on measuring than trying things out, but we can't try new things without measuring the results in a credible way.

### **7. Procedures and resources to facilitate the transfer**

Transferring the innovation requires an effort in documentation, illustration, technological development and design, which allows other local organisations to adapt and adopt the model. This also requires a major effort to design a replica model in which all parties win (the one who has originally innovated and also those who implement the innovation elsewhere), to package the knowledge so it is useful, and to ensure constant monitoring. It also requires the original innovators to lose some control of "their" project. We have found that this is often the most difficult thing to achieve.

### **8. Sustained and effective partnerships with other key players**

The expansion of a model often involves developing strategic partnerships with very different institutions and organisations. The keys to success

in these partnerships appear to be in the capacity of innovators to align the interests of all parties, making the agreements incentivise an efficient collaboration that is directed towards achieving the common goal, and also in making clear the value that each partner brings to the project, the risks involved and the plan to mitigate them.

### **9. Communication skills**

The development of a communication strategy is an essential element for conveying the message of an initiative to its users and key public. We have found innovations with great potential for transformation but very poorly communicated, which limits their potential for growth and impact. One of the most effective ways to scale an innovation is to increase its potential for influence and visibility. And that requires resources and attention.

### **10. Ability to influence systemic change**

The purpose of a social innovation should not be just to serve more and more people through the organisation itself, but to influence many other key players to adopt a new model that allows the fullest possible resolution of the social problem. Thus, the idea does not depend on an organisation or an entrepreneur, but can grow to become a norm in society. Certainly, we have found innovations that want to scale up the organisation more than the innovation itself. However, we have decided to focus on looking for the way to increase the impact of the solution. Finally, we have found innovations that are very suitable to their local context, and it makes no sense to scale them up.

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# Scalability requires preparation and a replica model

In our experience accompanying the implementation of innovations, we have seen that strategies to scale them up are preferable to simply waiting for others to take the idea and copy the good practice. Hence the importance of having a deliberate and disciplined approach to convert successful small projects into innovations with a large-scale impact.

But it is also essential to work from the demand side of innovation. Often the demand is latent, but it has not been made explicit. Inertia drags many institutions and organisations to try to do more of the same, but with less. Social innovation should also focus on generating a demand to achieve more with the same, or with even less.

### How to know if an innovation is ready to be scaled up?

- **Solid and credible evidence.** Without evidence of impact, there is no reason for scaling up an innovation.
- **Specificity.** If the innovation can benefit many more people trying, the problem it tries to solve is important in many countries, and the social, economic and cultural conditions necessary for its success are also present in other latitudes, it is worth exploring the scaling-up process.
- **Objective.** If the goal of the innovator is to maximise its social impact, or help the innovation to have the maximum social impact.
- **Demand.** If there is an explicit demand for new solutions to the social challenge, the imple-

mentation of this innovation is far more likely to succeed.

- **Sistemization.** If the innovation can be documented and packaged well to make it transferable.
- **Cost.** If we can design the intervention to be as efficient as possible.
- **Sustainability model.** If we have a locally consolidated revenue model, we can invest in studying revenue models to scale up the innovation, and try to experiment with them.

### Main barriers to implementation

- Prejudices that can occur because they are innovations of southern countries, because they are small, because it's hard to give credence to everything they do, because it is already being done and offers nothing...
- Lack of interest of the original innovators to scale up.
- Failure to adapt innovations: copy and paste does not work.
- Thinking that good intentions are enough: it is important to involve the innovator in the replica.
- Forgetting that the revenue model is also part of the adaptation process: even if it is the best reference, the same business model does not necessarily have to be replicated.

What do we propose?

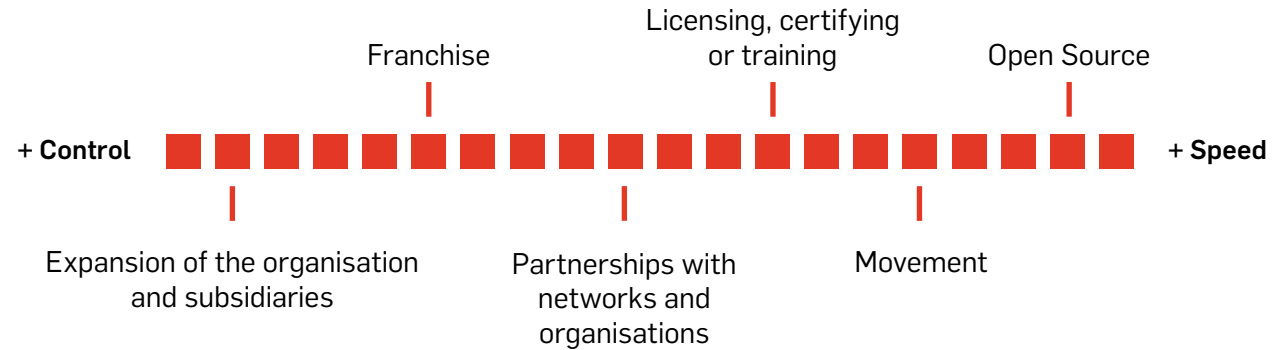
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## What models exist to bring innovations to scale?

There are many ways to bring social innovations to scale. Knowing how to choose the right one is one of the critical factors for the success of our work.

During these years, we have seen that most replicas depend on three factors:

- The degree of control of the project that is wanted.
- The desired growth rate to be achieved (which is inversely proportional to the control).
- The model for monetising value that is created with the expansion.

Hence the models we have identified are:

**1. Expansion of the organisation and subsidiaries.** Grow an organisation in order to scale up an innovation in a fully controlled manner.

**2. Franchise.** Create a network of organisations to promote the adoption of innovative practices or to expand the provision of a service or innovative programme.

**3. Partnerships with networks and organisations.** Join value chains that, combined, enable an innovation to be scaled up.

**4. Licensing, certifying or training.** Transfer part of the rights or knowledge of an innovation to other organisations so that they can bring it to scale.

**5. Movement.** Encourage other organisations to adopt the innovation in order to bring it to scale and improve it.

**6. Open Source.** Share the innovation openly, without exercising control over its replicas.



What do we propose?

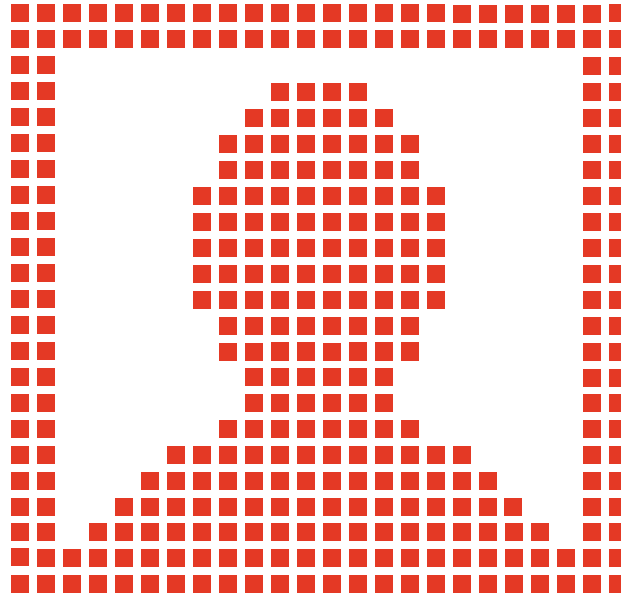
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**We are a team of entrepreneurs with expertise in different areas who work with a network of collaborators**



**Miquel de Paladella**  
CEO

Economist and social entrepreneur. He has worked in social innovation with Ashoka, in advocacy with UNICEF, in human rights with Plan International and Global Movement for Children, and in development with the International Society for Development. Besides UpSocial, he has founded several organisations in the areas of microfinance and education.



**Jorge Rovira**  
COO

Social entrepreneur and expert in economic development. He has combined consulting and business advice with company management. Since 2008, he has launched four business projects, including Bee Honey, focused on social enterprise.



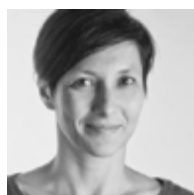
**Mamen Salcedo**  
Director of Research and Educational Projects

Doctor of Anthropology. She works in the design and development of educational and social projects focusing on the inclusion of vulnerable groups, methodological innovation and cultural promotion. She has been director of Fundació Itinerarium projects and has experience working in Spain and 13 Latin American countries.



**Marta Nomen**  
Project Coordinator

Social educator with training in the leadership and management of non-profit organisations. She has extensive experience in educational intervention in prisons and in the treatment of drug and other addictions. She coordinates the citizen platform Plataforma Ciudadana Grup 33.



**Viviana Urani**  
Director of Communications

Communications expert specialised in working with organisations and social entrepreneurs in the development of strategies that give value to their social mission and enable them to achieve a greater impact in their area of activity. She leads the communications consultancy CLIC-CLAC and is a member of the advisory council of Creas.

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Contact

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**December 2015**

## **We promote social innovation to solve critical problems. Our work is organised around five lines of action:**

### **Innovation**

We facilitate the implementation of proven innovations to meet the demand for solutions to social challenges.

### **Consulting**

Inspired by successful innovations from around the world, we generate ambitious, realistic and scalable projects to provide solutions to social challenges.

### **Scaling**

We promote the adaptation, replication and scaling up of proven innovations, with a direct involvement in the project.

### **Policies**

We influence public policy to promote a legal, economic and educational framework that facilitates social entrepreneurship and promotes social innovation.

### **Learnings**

We share learnings and organise activities to inspire key players in social innovation.



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**Aknowledgements**

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Conchita Herms  
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Consejería de Educción, Juventud y Deportes de Castilla-La Mancha  
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Ewart Newton  
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Francesc Sistach  
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Francisco Soler  
Frank de Freitas  
Frank Hoffmann  
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Fundació Colserolla  
Fundació Comtal  
Fundació la Caixa  
Fundación Biodiversidad  
Fundación CajaSur  
Fundación Profesor Uria  
Fundación Telefónica  
Fundación Xul  
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Germán Castejón  
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Gloria Ferrer  
Glòria Figuerola  
Grup Ecos  
Guadalupe García  
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Ignasi Carreras  
Ignasi de Juan  
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Innova Partners  
Instituto de Innovación Social de Esade  
Intress  
Iñaki López de Vinaspre  
Iñigo Benedicto  
Irada Eichter  
Iranzu Sáinz de Murieta  
Irene Borràs  
Irene Morcillo  
Irene Salgado  
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What do we propose?

What have we achieved?

Challenges and social innovations

What have we learned?

Who are we?

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