



COST Dissemination GP 2 | Workshop Proceedings

2nd WG 2 Research Workshop
"Social Enterprise in Social and Health Services"
Frankfurt University of Applied Sciences (Germany) | Feb 27 - March 1

In line with the activities mentioned in the official description of the EMPOWER-SE COST Action (see [Memorandum of Understanding](#)), the results emerging from the Action will be shared with relevant stakeholders as a way to expand the knowledge generated.

In this context, [Proceedings](#) aim at contributing to such commitment about dissemination and communication. In the Proceedings, stakeholders can find the different contributions presented during the various COST Research Workshops and Seminars.

The Proceedings documents follow a similar structure. After describing the scope of each event, researchers's abstracts presented during the event are included. Abstracts have been ordered by the thematic lines defined by the workshop scientific committee. A link to the original call of the activity is also included at the beginning of the proceedings.

The 2nd WG 2 Research Workshop "[Social Enterprise in Social and Health Services](#)" organized in Frankfurt (Feb 27 - March 1, 2019) focused on the potential of SE to contribute to important sectors of (public) welfare provision and the fulfillment of social and health needs. It specifically targeted scholars that have been exploring the dynamics of and innovative paths in the provision and organization of social and health services as well as comparisons across Europe.

The thematic lines included in the original [call](#) were:

1. **Theoretical and epistemological perspectives**
2. **The role of SE in national welfare systems and their impact on service delivery**
3. **SE governance and social service system challenges**
4. **Innovative contributions to social and health services**

The workshop programme also included:

5. **Panel and Plenary discussion on the challenges of transferring research into policy making processes**
6. **Stakeholder panel on current developments in the cooperation between welfare landscape and social enterprises**
7. **Stakeholder forum**
 - a. **Stakeholder panel on current developments in the cooperation between welfare landscape and social enterprises**
 - b. **World Cafe on topics for research and transfer**
 - c. **Fish Bowl discussion on closer cooperation between research and policy practice**

The scientific contributions and research-stakeholder-dialogue presented at this conference are listed below according to thematic line.

1. Theoretical and epistemological perspectives

Lisa Ahles (University of Cologne): Competition or cooperation? Social service cooperatives as a future perspective of the German Welfare State

The German welfare state is, beside its strong focus on social insurances, characterised by a largely non-governmental and plural social service sector. Traditionally, social service providers are non-profit associations, unified in and recognised by one of the six central German welfare associations according to their cultural or religious orientation. In recent years, the so-called intermediary sector and the central role of German welfare associations has come under pressure. Key challenges are an increasing competitive and market oriented environment as well as social changes questioning established structures of advocacy and volunteering within the intermediary sector. Cooperatives in the narrow sense as business form as well as in a broader sociological sense as democratic cooperation based on reciprocity provide an entrepreneurial environment that allows aiming at social and cultural objectives and at the same time taking economic and managerial purposes into account. The Article focuses on the relationship between service cooperatives and the German welfare associations, respectively their members, as agents of the German welfare state. Based on statistic data about the form of organisation of social service providers in Germany and 16 qualitative interviews with experts from the six German welfare associations, the study reveals a huge gap between the expected potential of service cooperatives in the social and health sector, the actual relevance within the service provision and the importance attached by representatives of German welfare associations. In order to reap the potential of cooperatives, German welfare associations need to recognise the ambiguous orientation and democratic structure of cooperatives as beneficial characteristics for a social services provision beyond the dichotomy of "politics against markets".

Markus Gmür and Jonas Baumann-Fuchs (University of Fribourg): Entrepreneurial Orientation and Performance of Swiss Social Enterprises in Social and Health Services

Problem: Social enterprises and other "not-only for-profit" organizations in social and health services are subject to increasing legitimacy pressure in Switzerland like in other European countries. These organizations are forced to abandon their traditional orientation in public service contracts and to finance their activities in a more diversified manner. The reorientation results in hybrid business models, and they have consequences for their organizational culture. Management is increasingly oriented towards the conventional business practices and develops to an entrepreneurial leadership and management style. So far, it is unclear whether and in which way this organizational culture shift results in a better goal attainment beyond purely economic goals.

Research questions:

- 1) What distinguishes distinctly entrepreneurial from less entrepreneurial organizations in the field of social and health services?
- 2) Are entrepreneurial organizations in this sector more successful than less entrepreneurial organizations?

Methodology and data: Swiss Social Enterprises in the areas of social services, labour market integration and related education build the field of research. A comprehensive search revealed a total of 1'194 institutions throughout Switzerland with a mean number of 50 clients. Among all the organizations contacted, 257 organizations (21%) were willing to complete the online questionnaire in German or French.

The survey covers questions on characteristics of the organization and its services, the organizational structure and the management culture, in particular with regard to leadership relations and internal cooperation culture. Organizational success is measured on the basis of financial development, employee turnover rate and subjective assessments of competitive position, stakeholder support and attractivity as an employer. According to the given size classes, the sample of the 245 organizations is largely representative. 43% have 10-50 employees and another 35% 50-250 employees; 17% are small organizations with less than 10 employees, and the remaining 5% are larger institutions. Most of the institutions have the legal forms of a foundation (39%) or association (37%), 13% are capital companies (AG/GmbH), 7% public law institutions and 3% co-operatives.

Results and contribution:

Ad 1) Entrepreneurial organizations are characterized by innovativeness (changes in the services offered by the organization), proactiveness (scanning of environmental changes), risk-taking (introducing new services related to considerable investments), interdisciplinary team-building, a strong support for individual initiative from employees, and a feedback culture. Larger organizations are more inclined to entrepreneurial orientation.

Ad 2) The stronger the entrepreneurial orientation of the organizations in the sample is, the better are the subjective assessments, the stronger the self-financing ratio, and the lower the turnover rate among employees.

The results show that the development of an entrepreneurial culture and management style has positive effects for the organisations in the social and health sector, and they provide guidance for improvement for organizations.

Rama Kummitha (Politecnico di Milano): How do we understand 'wellbeing' in the social context of entrepreneurship?

Although we are celebrating the success stories of the entrepreneurs with prosocial motives with a hope that such interventions reduce inequalities and contribute to create a just world, we argue in this paper that such interventions most likely fail to foster individual wellbeing, as long as they are built on opulence or goods based developmental models. By adopting Amartya Sen's capability approach, we show that individuals by engaging in entrepreneurship as part of their agency roles fulfill their own wellbeing, whereas on the other hand, they fail to enhance wellbeing of the target groups as their interventions are surrounded around opulence. We relate this wellbeing mismatch to Duality wellbeing dilemma (DWD) and suggest entrepreneurs to adopt interventions to advance capabilities of individuals and see resources as means to achieve larger ends. Our paper has a number of theoretical and practical contributions in addition to avenues for future research.

Achilleas Kontogeorgos, Antony Avgeris and Panagiota Sergaki (Aristotle University of Thessaloniki): How do we understand 'wellbeing' in the social context of entrepreneurship?

Reciprocity is supposed to be a strong determinant of human behaviour in Social Cooperative Enterprises (SCEs) as it facilitates people to ensure mutual and continuous benefits (Gouldner, 1960; Fehr et al., 2010; Verhees et al., 2015). This study investigates the existence of reciprocity in members of SCEs in Greece. A questionnaire was developed and sent to all registered SCE via email and was answered by 142 SCE members (June-July 2017). The analysis of the questionnaires was done with the help of IBM SPSS Statistics v.23.0 and Microsoft Excel 2016. The first results reveal that participants describe their behavior showing a tendency towards positive reciprocity. Moreover, their behavior is not a reflection of other members' actions. However, they believe that if they behave unfairly to other cooperative members, they will probably receive negative reciprocity. The participants are willing to accept a personal cost or to give an economic or service remuneration in order to assist another member that has already helped them. The results contribute to the investigation of the role of social attributes (reciprocity) for the success of collective actions. Moreover, the research introduces the idea of repetition of this research in several countries (with different development level) that participate in the same COST Action for comparison reasons and policy implications.

Elisabetta Mocca and Yuri Kazepov (University of Vienna): A methodological approach to social innovation in poverty analysis

Social innovation is a crucial notion in social policy, indicating practices located outside mainstream private and public spheres aimed at supporting disadvantaged people. While contributions on the topic is burgeoning, a systematic analytical approach to investigate socially innovative actions is lacking. For this, we propose a transdisciplinary, comparative and multi-method approach for undertaking research on social innovation measures contrasting poverty and social exclusion. The latter, being complex issues, may be better examined through a transdisciplinary approach. Conceptualised as a methodological approach to reflect on and address concrete issues in the life-world, transdisciplinarity enables to overcome the boundaries between academic knowledge and society's perceptions, thus fostering mutual learning. To operationalise transdisciplinarity, we propose the combination of a comparative framework and mixed methods. By coupling breadth with depth of analysis, this approach helps identifying local specificities and recurrent patterns characterising poverty conditions, institutional contexts and governance dynamics. We tested this approach on the findings of the EU-funded project ImPRovE - Poverty reduction in Europe. Thanks to this approach, we analysed and compared innovative experiences, shedding light on the contextual conditions under which social innovation emerges, complements and modifies existing policies aimed at contrasting poverty and social exclusion.

Georg Mildenberger and Gudrun C. Schimpf (University of Heidelberg): New types of actors in social housing or a renaissance of forgotten ideas? The common good disguised as business

From the early days of social housing social enterprises played an important role. In early industrialisation diverse actors as capitalists, philanthropists and others developed different ideas how decent dwellings could be provided for the growing urban population of workers. But the labourers themselves did not wait for the elites or the state; they put their resources together and used the new form of cooperatives to build their own living quarters, supported by architects and engineers, socially motivated funders and social reformers, politicians and political parties. (Schimpf 2017). The idea of social housing was mainstreamed and soon municipalities and other big actors provided most of the housing. Cooperatives stayed but became more or less marginalised. But recently we not only see a new wave of cooperatives being founded. New models emerge to provide housing beside the market. They mix different legal forms with the aim to provide housing at decent prices, controlled by the owners but following social standards. And they devise means to realise an asset lock without becoming common purpose oriented or a foundation. (Houghton Budd und Naastepad 2016)) The paper will describe the concept of the "Mietshäuser Syndikat" and ask, whether this is the dawn of a new type of social enterprise. It builds on case studies collected in the CrESSI project and will expand the work on "Mietshäuser Syndikat". Building on results of ICSEM it will explore, whether the latter may be conceptualized as a social enterprise. The paper builds on results of CrESSI "Creating Economic Space for Social Innovation". (CrESSI) has received funding from the European Union's Seventh Framework

Programme for research, technological development and demonstration under grant agreement no 613261.

2. The role of SE in national welfare systems and their impact on service delivery

Danijel Baturina (University of Zagreb): New dawn for social services? Potential role of social enterprises in Croatian welfare system

The third sector and social enterprises are becoming an increasingly important element of the institutional mix in Europe taking more space as a response to growing challenges and new social risks, becoming a major partner of a welfare state in various capacities. This paper aims to analyse the role of social enterprises in Croatian welfare system, particularly its potential for taking a stronger role as a social services provider. The first part of the paper will introduce path development on Croatian welfare state and some current developments. That path development included a transition from a socialist country to democracy and nowadays to becoming a full EU member. We will elaborate processes of development of social services in the Croatia welfare state, reach of welfare mix and its relevant stakeholders. The main part of the paper will be the analysis of the role of the third sector and social entrepreneurship area in providing social services, developing social innovations, possibly contributing to welfare state re-configuration. The analysis will be based on the results of research carried out in the FP7 project Third Sector Impact (TSI) and the results of the research conducted in the framework of a doctoral dissertation, "The impact of the third sector on the socio-economic development of Croatia". Both types of research were conducted using the qualitative methodology. Above stated we will analyse secondary sources and particularly highlight reach of relevant sector strategies with a focus on the implementation of the Strategy for development of social entrepreneurship in Croatia (2015-2020). Based on the analysis we will conclude on the current role of role of social enterprises in Croatian welfare system and give remarks about potential future places of social enterprises in providing social services.

Enrico Bellazzecca, Dawn Skelton and Olga Biosca (Glasgow Caledonian University): Review to identify generative mechanisms of health impacts of SE-led community arts programmes for older people

Evidence suggests that community-based participatory arts for older people are positive for health outcomes (Clark, 2014). However, evidence is mixed and the array of mechanisms by which outcomes

are achieved and preserved across different contexts has not been mapped yet. A realist scoping review was carried out to explore how and why community-based arts programmes for older people generate health outcomes. This review informed a case-based realist evaluation of the health impacts of social enterprise-led community arts for vulnerable older people in Glasgow. This research was part of an MRC/ESRC funded collaborative research project called CommonHealth. Standards for realist scoping studies (Mukumbang et al., 2017) were followed to generate questions, search strategies and inclusion criteria for studies. Qualitative synthesis of health-related improvements (outcomes) and theories employed by studies to offer potential generative causal explanation (interaction between context and mechanisms) was carried out. Findings suggest that community-based participatory arts still lack detailed generative explanatory models. Explanatory theories identified through the studies (n = 7) fail to capture the generative mechanisms introduced by interventions and triggered by contextual conditions to produce a set of outcomes. This limitation depends on the short-term, outcome-based and method-driven nature of evidence. Future evaluations of community arts should focus more on theory and generative mechanisms identification for sustainable explanatory models. This is important to implement effective community-based interventions in contexts that differ extensively.

Carmen Guzmán Alfonso and Francisco Javier Santos (University of Seville): Social Enterprises in the Elderly Sector: An Analysis of the Senior Centers in the Region of Andalusia

Along last decades, European countries have been experiencing an aging of their populations. This situation constitutes a challenge for economic systems and societies in general because elderly people represents a vulnerable group that increasingly needs support services. The region of Andalusia (Spain), the biggest Spanish region in terms of population, is not an exception. Thus, in last thirty years, its aging index has grown from 40,82% to 98,58% and the proportion of people elder than 64 from 10,9% to 16,9%. In this context, it is not strange that a variety of services and organizations have flourished in both public and private sector in order to covering the needs that the aging process requires, especially after the approval for the central government of the "Ley de Dependencia" (Law of Dependent Population). Among these new initiatives, senior centers highlight, as they offer a place to be in or even to live in accompanied by stimulation activities and health care services. This research tries to analyze these social enterprises focused on senior centers in Andalusia with the aim of identifying different models and typologies among them. This will let us detect the possible differences that it may exist and how it affects to their service provision. Regarding the methodology, we will carry out a survey directed to the Andalusian senior centers collected in the regional government database. We will use a questionnaire based on that developed by ICSEM-Project, including questions referred to the social mission, governance and economic aspects of the social enterprises. Concerning the expected results, a first approach to the target lead us to consider at least three different models: one related to entities belonging to public sector, one composed by private entities from the third sector, and one composed by

private entities with the aim of profit maximization. This panorama implies different ways of developing their activity and, consequently, it affects to the level of social value creation.

Julianna Kiss (Corvinus University): The role of social enterprises in the Hungarian welfare system

The concept of social enterprise has become more and more well-known to experts, practitioners, policy makers and the general public in Hungary in recent years. Currently, a number of public policy programs and measures support the development of the sector, also reflecting the increased interest of the European Union (G. Fekete et al 2017). However, state initiatives are often restrictive in terms of the supported activities focusing primarily on the work integration of disadvantaged people as well as legal forms excluding for-profit entities, and are not organic components of a long-term, comprehensive social policy strategy. The inclusion of third sector organizations and social enterprises in welfare provision has had a substantial history in Hungary, with its regulatory background dating back to 1993. However, though the outsourcing of activities did start and several social enterprises can be regarded as the examples of this trend, the rate of bottom-up civil society organizations providing services has remained low (Bocz 2009). In recent years, major tasks from the local level of governance have been detracted (including maintaining local social or health services), the apparent centralizing tendencies by the state make the inclusion of independent entities in welfare service provision difficult (Kövér 2015). The provision of welfare services thus continues to exist predominantly in the public domain. The paper analyzes the historical evolution and current situation of the ambivalent legal, policy and institutional environment of SE in the Hungarian welfare system, looking at pieces of legislation, policy documents as well as research results regarding the actual involvement of SE in welfare services including the author's own PhD dissertation (Kiss 2018).

Claudia Petrescu (University of Bucharest) and Mihaela Lambru (The Research Institute for Quality of Life): Social enterprises role in Romanian welfare system

Social enterprises are embedded in their socio-political and economic context, as historically constructed institutions placed under a specific welfare regime (Beland, 2005; Sepulveda, 2015, Kerlin, 2017). In order to better understand the inception and evolution of social enterprises in Romania it is important to understand the evolution and specificity of the welfare state. In the past decades, the landscape of the Welfare State has witnessed dramatic changes worldwide, marked by governments' increasing incapacity to cope with multiple social pressures in a difficult socioeconomic context. The bulk of the welfare literature focuses on Western post-industrial societies, but in the 1990's, after the fall of communism, we could see new literature slowly emerge about welfare development in CEE post-communist countries (Aidukaite, 2009; Aidukaite, 2011; Cerami, 2006; Cerami & Vanhuysse, 2009; Deacon, 1992; Fenger, 2007; Inglot, 2008). All these studies indicate that CEE countries hold distinctive

welfare characteristics based on their common historical, institutional and socioeconomic past. Within a socio-economic and political contexts dominated by both the economic crisis and the pressure to find ways to reform and upgrade general interest services and develop sustainable work integration solutions for disadvantaged groups, Romanian decision makers showed interest towards social economy and social enterprise solutions. Starting with 2007 in Romania the key factor that pushed associations and foundations towards the institutionalization as social enterprise has been the progressive need and interest towards the development of income generating activities to enhance their social mission. The social charitable sector is the most developed in the Romanian associative sector, 21% of the associations and foundations acting in this field. Associations and foundations active in social-charitable field have 30% of the employees of the associative sector, 23% of total sector income, 24% of fixed assets of sector and 9% of them develop economic activities (CSDF, 2017, p. 27). In health area are 6% of the total number of associations and foundations which have 6% of the of the employees of the associative sector, 5% of total sector income, 3% of fixed assets of sector and 9% of them develop economic activities (CSDF, 2017, p. 27). Main research objective/question: Our paper aim is to analyze the role of social enterprises in Romanian welfare system. Thus, we propose to identify the challenges and opportunities for SE in the social service system, to analyze legislative and fiscal framework impacting on social enterprises development within the welfare service delivery. Methodological approach: In order to identify and analyze present challenges and opportunities we have used a mix of research methods which includes: qualitative research (in-depth interviews with social enterprises and associations and foundations from social and health areas, in-depth interviews with decision makers), secondary data analysis (surveys on associations and foundations from social and health area, administrative data regarding social enterprises activities and social services providers, administrative data regarding public procurement dedicated to social enterprises that deliver social services, data regarding financing of social enterprises that provide social services), social documents analysis. Results and contribution: Social service marketization occurred in Romania also, but with limited coverage and a much reduced policy toolkit. The Law 34/1998 regarding subsidies for private entities providing social assistance services was followed by other new laws and government ordinances enabling public-private-partnerships and social contracting in various policy areas, but almost 20 years later the toolkit used and the management capacity of public authorities remain limited. The new legislation developed in Romania (Law on social economy 219/2015 and Law on public procurement 98/2016) offers interesting perspectives with regard to the contribution of the social enterprises to the development of services of general interest. Moreover, special provisions in the public procurement framework regarding social clauses and reserved contracts have been introduced, although, the enactment was slow and inconsistent. The present paper will bring structured information regarding the size, dynamic and profile of social enterprises active in the social sector area in Romania, specific challenges and development perspectives.

Simon Ries (Enodo): Human resource development: an instrument for Normalization of career management with mentally handicapped people

Main research question: Within the German social system, organizations and SE target inclusion, social participation and co-ownership of mentally handicapped people. They are legally and financially embedded in the national policy which defines the focus of contribution (see contribution BAG WfBM). Some SE are specialized on creating working opportunities based on a person-job-fit in the range between care, support and assistance to a self-managed life career. Methodology: Four SE, sheltered workshops in Germany realized in 2018 a field study, comparing the career conditions of mentally handicapped people with social twins- people with a similar social profile with the contrasting criteria of not being handicapped. The study aims to distinguish between individual condition and social constructed obstacles to career development. Social norms must address also handicapped people in order to provide equal life opportunities. Expected results: In consequence, SE will innovate their services along the findings of the study and focus on the social norms and factors of the lack of inclusion on one hand and individual conditions and circumstances on the other. Innovation of products and services requires an interdisciplinary approach for any SE of the field. Management arts such as Human Resource Development aim to support the normalization for the service staff as well as for the handicapped workers. SE provide services to normalize life careers of handicapped people and their service providers as a co-creation and learning organization.

Simon Teasdale (Glasgow Centre for Population Health) and Pascal Dey (Grenoble Ecole de Management): Neoliberal governing through social enterprise: Exploring the neglected roles of deviance and ignorance in public value creation

Public administration scholarship is paying increasing attention to role of social enterprises in co-creating what has value for society. However, while the language of collaboration has permeated policy discourse in countries such as the United Kingdom (UK) (the focus of our research), policy must necessarily be performed in the context of existing forms of governance within – and by – a public sector that is resistant to challenges to established ways of working (Osborne and Stokosch 2013), but where direct control over the levers of public policy is no longer feasible. Partnerships between social enterprises and state actors are characterised by power imbalances, and social enterprises may be ideologically opposed to the political objectives of governments that they also rely upon for financial support (Clayton et al. 2016).

This raises questions concerning:

1. How do social enterprises might collaborate (or otherwise) with public officials in order to create what they see as having public value?
2. How can government can ensure that the public value created is consistent with broader political aims?

A Foucauldian governmentality perspective is particularly appropriate to understand issues of power and control in an era where direct control is no longer feasible. Here, government exercises power over social enterprises not only through contracts and service level agreements, but also governs 'at a distance' through normative political philosophies, such as the Big Society (Alcock 2010), that discursively create an ideal to which citizens and organisations should aspire (Foucault, 2008). Research has shown that social enterprise practitioners do not necessarily identify with such political philosophies, but rather, mimic the behaviour expected of them in order to attract public resources, which can then be used to create forms of public value not envisaged by government (Dey and Teasdale 2016, Newman 2012). While these studies have demonstrated social enterprise practitioners' ability to create space for agency within the hidden spaces of power, they have neglected the role of public officials in this process. The implicit assumption is that public policy is ignorant as to the ways in which the power to define what has public value is effectively (re-)appropriated by practitioners. However, in some contexts, public officials may wilfully ignore deviance in order to grant practitioners discretion over how to produce public value (Lipsky 2010). Thus, such ignorance might be either nescient or wilful (Nietzsche 2003). Our research, a five-year qualitative longitudinal study tracking the behaviour of social enterprises over time, highlighted that even when deviating from formal rules, practitioners often sought to create forms of public value that were broadly consistent with the UK government's political objectives. This led us to investigate in this paper whether and how deviance by practitioners, and ignorance thereof, by government officials, might combine to produce public value. Combining our data with academic literature through a process of theory elaboration (Fisher and Aguinis 2017) and ex post plausibilisation, we develop a typology containing different combinations of (ethically intended) deviance and ignorance. Our unique contribution, therefore, is to draw attention to the more arcane dimension of public leadership and demonstrate the ways in which public value might be created outside of the public sphere.

3. SE governance and social service system challenges

Jennifer Eschweiler (Roskilde University): Mental Health and Work Integration Social Enterprise as Transit Zone for Solidarity – Drivers and Barriers in Collaboration with the Public Sector

There are few legally acknowledged social enterprises in Germany. One example are workshops for people with disabilities that provide protected employment, and thus a degree of autonomy for the employees. They use a resource mix of public redistribution and market activity, which requires entrepreneurial innovation, supportive social legislation and a high degree of networking. This paper will present a case study that was carried out as part of EU-financed project SOLIDUS: Solidarity actions in European societies. USE (Union Sozialer Einrichtungen) is a social enterprise registered as a social limited company (gGmbH) that offers professional rehabilitation and education for people with mental illness.

accompanies re- integration into the labour market if possible, and employs people who need more protected work arrangements in 30 different workshops and professions in five locations in Berlin and in the surrounding state of Brandenburg. Using a theoretical framework inspired by co-production and social and solidarity economy the case study explores the organization as a transit zone for successful solidarity actions by way of collaboration with public actors, with a particular focus on drivers and barriers. The success of USE's work depends on sales of their products and services, cooperation with a number of public institutions, and political participation as members of larger umbrella organisations. Challenges in Berlin are a lack of trust between administration and social welfare organisations following a scandal in 2010, the pressure on district administration to reduce public spending, and the future design of a new law fostering inclusion of people with disabilities into regular employment.

Nicole Göler von Ravensburg (Frankfurt University of Applied Sciences) and Julia Zillinger (Evangelisches Werk für Diakonie und Entwicklung e.V): The potential for cooperative social enterprises in the implementation of inclusion of persons with disabilities in Germany

Germany's social legislation, Book IX of the Social Code 'Rehabilitation and Participation of People with Disabilities (SGB IX, 2016)', represents the realisation of the UN Convention on the Rights of Persons with Disabilities. Also referred to as the 'Federal Participation Act', it aims to implement the entitlement to inclusion brought forth by the Convention. In consequence of SGB IX, business models of many traditional providers of disability assistance are on trial. This article examines the possibilities the cooperative legal form presents for service providers and for promoting autonomy of people with disabilities – with special regard to the altered financing modalities and substantial paradigm shift in policies including finance. In addition, explanatory factors for the low founding rate of cooperatives in disability assistance are examined. This exploratory survey contains a literature based analysis of the likely consequences of the changed legal framework and the impending extension of personal budgets as the main financing instrument. The field work consists of three Case studies, chosen on the basis of greatest possible difference in business models. In depth interviews, questionnaire results and document analysis show the expectations and risks as perceived by the management. This will then be related to the theoretical opportunities and limitations cooperative, participative governance structures hold for true inclusion of persons with handicaps in Germany.

Harri Kostilainen (Diaconia University of Applied Sciences): Finding a niche: Social Enterprises and the public service reform in Finland

Finland, as other countries, has during the last century, developed a rather large public sector providing, among other things, social welfare and employment services to its citizens. Only to a small extent were

private for- or nonprofit organizations providing these services. However, there were examples, many times with a specific complementary role to the public sector services. During the last decade we have seen a rather rapid shift towards more services being provided by private for- and nonprofit actors. Still these welfare and employment services are to a large extent financed by public means that are distributed by public procurements and/or through customer's vouchers. This shift means that roles are reconsidered, renegotiated and reconstructed. The Finnish social enterprise landscape is still emerging. The reform of the Finnish welfare states employment and social welfare services has provided some opportunities for social enterprise growth. Government support has been limited mainly to European Social Funds and recognition by launching law for work integration social enterprises and Social Enterprise Mark. Methodological approach: Data collection combined reviews of various policy and European Social Fund programmes and previous research with interviews with staff in social enterprises. Results and contribution: Due to the needs of the Finnish society and the priorities of the funding available, the focus of social enterprise development has been on work-integration and welfare services provision. Simultaneously social entrepreneurial activities are diversifying and finding new grounds. Four main models of social enterprises were found: a) social enterprises providing public welfare services, b) emerging alternative economic initiatives as a part of growing initiatives in the sharing economy labels, c) impact businesses and smart-ups, and d) social impact redistributors to create measurable social and environmental impact alongside financial return.

Noémi Krátki (Corvinus University): The Hungarian methods of social value creation in mental health services

The article will examine how we can determine social value in mental health services and how social value creation is interpreted in Hungary. The main sources will come from two Hungarian social entrepreneurs who operate their social enterprises in healthcare industry and from another representative who works in a central mental health resort. The aim will be to compare the different kinds of practical methods which support those people who have mental diseases and the effectiveness of the contribution of the representatives to social value creation. About the methodological approach, the data will come from 3 approximately 4-5 hours long semi structured qualitative interviews. The qualitative analysis will be based on in-depth interviews with interviewees from 2 popular social entrepreneurs who have fixed customer base and a representative who is responsible for the operation of one of the most popular Hungarian mental health resort. The data from the interviews will be triangulated with direct observation of the activities of the interviewees and the operation process of the organizations. After data collection, all of the information will be coded by NVivo qualitative data analysis software. The expected results of the study will be to explore the different kinds of social intervention of the examined organizations who support those people who have mental diseases and to elaborate on the main differences of the value creation processes in Hungary.

Gorgi Krlev (University of Heidelberg): Living with best friends? A study of social impact in community oriented housing

Social capital' denotes the number and strength of bonds between people. Systems of elderly care try to create environments that are similar to people's original living environment. Community oriented housing is a new model provided by non-profits. It is supposed to create supportive relations between people and encourages individuals to be active, and thereby creating social impact that is higher than that of alternative models. Despite the strong connection between care and social capital, there have been no studies systematically comparing these new forms to for instance standard assisted living. This article compares the social capital and other sorts of capital in a population of people 60+ living in either of the models in Germany. It studies various components of social capital, e.g., the social network, mutual support, participation in activities of the facility etc., but also cultural capital (trust) or engagement in taking over communal tasks (political capital). The analysis finds that community oriented models, with few exceptions, create higher levels in the assessed capitals, with the effects on social network strength to and instrumental support from neighbours being the most prominent effects. This has major implications for the provision of services to the elderly.

4. Innovative contributions to social and health services

Sara Berloto, Giovanni Fosti, Elisabetta Notarnicola and Eleonora Perobelli (Bocconi University): Innovative contributions to social and health services

Main research question: Social innovation is receiving considerable attention in social care services' field. While academia struggles in identifying a common definition of social innovation, new experiences continuously flourish at the local level (Sinclair and Baglioni, 2014). Nevertheless, still much about how innovation happens in social care is unexplored: i.e. which actors are involved in innovative services and with which roles (Van Der Heijden and Schalk, 2016). Notably, both public organisations and social enterprises are involved in the field. Hence, investigating different roles could support the understanding of their contribution in innovative services (Defourny and Nyssens, 2013). Consistently, the aim of this paper is twofold: first, to identify actors involved in the promotion of social innovation and, second, to map their roles in these initiatives. In order to identify a valuable theoretical framework, the literature on social innovation (e.g. Caulier-Grice et al., 2012; Westley et al., 2016) has been explored and merged with welfare mix (e.g. Longo et al., 2015; Powell and Barrientos, 2011) and service innovation (e.g. Djellal and Gallouj, 2011; Djellal and Savona, 2009) literature so to have a broad perspective on actors and roles in (social) innovation experiences. Methodological approach: The two research questions are answered through 13 case studies showing social innovation experiences in social care recently flourished in Lombardy region. Evidences about the case studies have been investigated through in-depth interviews conducted with 13 project coordinators and professionals. Interviews were imported on Atlas.ti and a

deductive content analysis has been performed so to detect actors and roles. Expected results and contribution: Findings show that a variety of different actors are actually involved in social innovation initiatives: Public local authorities, Social Enterprises, Private companies; Civil society bodies. Furthermore, 10 different roles played in the design and implementation phases of each innovative initiative emerged, such as Starter, Co-designer, Provider, Sponsor, Coordinator, Counsellor, Change maker, Donor, Co-producer, Supporter. Within this framework, SEs emerged as playing various roles and participating to specific activities in the innovation services.

Sarah Darley (University of Manchester): Innovative contributions to social and health services

Volunteers are an integral part of third sector organisations such as social enterprises and charities, and have long been involved in the delivery of public health and social services. Volunteers are considered to provide a unique contribution to improving patient experiences, building closer relationships between services and communities, and supporting integrated care (Naylor et al., 2013). Volunteers are positioned differently within an organisation to paid workers, however the unique role of volunteers in delivering health and social services and both the individual and organisational impact is under researched and under theorised. Methodological approach: This paper presents a multiple case study of three UK charity organisations where volunteers are directly involved in delivering health and social services. Each organisation addresses a complex health and social issue, including stroke, sexual violence and HIV, and relies on volunteers to help provide services. Multiple qualitative methods are used to generate data from both staff and volunteers, and data are analysed drawing upon Cultural Historical Activity Theory (CHAT) and specifically from a Transformative Activist Stance (Stetsenko, 2008) to identify moments of transformation for both volunteers and the organisations. Results and contribution: Transformation manifested itself through individual development as volunteers expanded their learning and moved across different roles, and organisational development as volunteers expanded services and provided a distinct role compared to staff through their own personal experiences and histories. Findings aim to be useful to social enterprises in furthering understanding on how to most effectively involve volunteers in delivering health and social services.

Sarah Evans (Glyndŵr University) and Shane O'Sullivan (Limerick Institute of Technology): Innovation as a pressure for the development and evolution of health based social enterprise: a case study analysis

As Public funders and health care providers have been affected by government policies of financial reduction, so their monetary contribution to social and health services has significantly declined. In many locations across Europe this 'gap' has been filled by innovative social enterprises. This research was undertaken as part of an Erasmus+ project; Social Enterprise Development Education and Training Tools

(SEDETT). The project explored capacity assessment in a variety of social enterprises, including health and social care organisations across five European countries; UK, Ireland, Spain, Poland, Romania and Latvia. The methodology adopted a 360° approach of semi structured interviews, with key actors in case study organisations. The interviews were conducted by partner organisations within the Erasmus+ project. Each interviewer had experience of being involved in such projects and received additional basic training, at the first Erasmus + workshop. The interviews were translated into English and the thematic analysis of the data was undertaken by the authors, using NVivo. The preliminary results indicate that there are a variety of pressures which force innovation in social enterprises in the health and social care sector, these being:

- Personal need; small social enterprises, often founded due lack of bespoke health and care services associated with the needs of a family member.
- Community need; where socially deprived communities have developed health and social care initiatives to deal with the shortfall in community provision.
- Commercial opportunity; where social entrepreneurs have taken advantage of 'service gaps', resulting in service provision on a larger scale.

The main paper will draw on the experiences of six exemplar case study organisations to identify the issues the organisations have contended with as they have formed, developed and grown and the role that innovation had played in supporting these challenging phases.

Kelly Hall (University of Birmingham): Innovation in English Care Markets: Can Social Enterprise Respond to the Care Crisis?

English social care is facing a crisis; growing demand from an ageing population combined with significant funding cuts has led to a strain on traditional care provision. Less than 10% of social care is now delivered by the public sector and in 2014, the introduction of the Care Act required English Local Authorities to develop 'care markets' that give care users access to more personalised and flexible support. Social enterprises are arguably well placed to deliver more flexible and innovative care, due to their independence from government, community engagement and reinvestment of profits into social goals (Dickinson et al., 2012; Jones, 2011). However, there is limited empirical evidence to support this claim. This paper focuses on Workshop Stream 4, the innovative contribution of social enterprises in English social care. It focuses on the extent to which social enterprises are delivering the three forms of care innovation suggested by Needham et al. (2016); innovation involving what service is delivered including creative solutions to care; how a service is delivered including more rapid, flexible and responsive care by traditional providers; and who a service is delivered to including its accessibility to 'non-traditional' users. It draws on data from a three year Department of Health funded study involving case studies of eight English Local authorities. This includes over 300 qualitative interviews with national stakeholders, care service providers, service users and carers. The care services in the study include a mixture of social enterprises, charities, private and statutory providers and so the paper will enable comparison of care innovation across sectors and providers.

Andrzej Klimczuk (Warsaw School of Economics): The Ageing Policy and Social Innovations: Challenges to Mainstreaming and Scaling Impact in the New Member States of the European Union

The central thesis of the proposed paper is that the differentiation of social innovations for ageing populations in the European Union (EU) is related to the variety of types of welfare states and governance arrangements. The emerging diversity of social innovations is, in particular, significant in the Central and Eastern European (CEE) countries that are the new member states of the EU. The CEE region is characterised, among others, by the welfare system in transition, ageing populations, depopulation, and the shortcomings of the infrastructure. The novel approaches to social, health, and care services that may be scaled up, that is, better communicated and disseminated are of particular importance. The research methodology will be based on the literature review and case studies. The first part of the paper will discuss the basic theoretical concepts. The second part will focus on the analysis of the hypotheses in the CEE countries about (1) forming social innovations, (2) challenges for the development of social innovations, (3) conclusions from the varieties of capitalism theory related to the silver economy, (4) characteristics of welfare models, and (5) features of governance models. The third part will include the comparisons of social innovations from the CEE countries that may be included (mainstreamed) in the ageing policies. Data (national profiles and best practices) from nearly 30 databases will be used, among others, the Active Ageing Index; the Global AgeWatch Index; Social Innovation in Ageing – the European Award 2014; WHO Global Network for Age-friendly Cities and Communities; AFE INNOVNET; OECD "Sustainable Urban Development Policies in Ageing Societies" project; the European Year 2012 Awards; the database "European Social Innovations for Healthy Life Expectancy;" and the MOPACT social innovations database. The summary will include recommendations for entities of socio-economic policy on the EU and national levels and suggestions for the future-oriented research directions.

Marta Solórzano García and Mercedes Valcárcel Dueñas (UNED): Digitalization, Monitoring and Evaluation of Social Enterprises in Social Service Impact: Analysis of Spanish Third Sector of Social Action

In recent years, numerous studies have been conducted assessing the needs of Third Sector Social Action (TSAS from now on) entities to develop skills that enable them to communicate and demonstrate their results and efficiency. In this process, monitoring, understood as the collection of information on aspects related to its management and the tracking of its progress in a routine and systematic way, and evaluation, understood as the collection of data to make judgments with the consequent assessment, become key activities to make the various stakeholders participate in the impact that they generate. Along with this, society has experienced a digital evolution that has generated profound changes in every area, group and individual. In this paper, we will focus on the changes that affect monitoring and evaluation practices of TSAS entities. An analysis from the institutional theory and the resources

dependence theory is needed not only to build an evidence base about monitoring and evaluation practice and its benefits, if any, but also to place that practice within the context of funders' requirements and evaluation activity. In this sense, to identify new digital tools and working practices that can support evaluation is required as well as making these tools and practices contribute to the mission and objectives of the entities. Juntos por el Empleo, an initiative promoted by Fundación Accenture together with different social, business and public organizations, is analysed as an interesting practice for new digital tools implementation that have improve social service projects monitoring and evaluation collective practices.

Marta Rey-Garcia (University of A Coruña): Managing multi-level tensions in cross-sector collaborations for social services innovation: a dynamic perspective on telecare

Main research objective: Cross-sector collaborations for social innovation are inherently rich in tensions. The overall purpose is to understand how the way those tensions are managed influences the performance of this type of collective social enterprise in terms of socially innovative outcomes. Its goals are: 1) to identify the tensions of interest at both an institutional (social services field) and inter-organizational level (telecare subfield), and to understand how they evolve and interact over time; and 2) to understand the way tensions entailed in the collaborative development of telecare are managed from the perspective of nonprofit organizations participating in the collective social enterprise, and the effects of those strategies on the outcomes of the innovation process. Methodological approach: Based on literature on cross-sector collaboration and organizational tensions and paradoxes, we propose a conceptual framework relating collaborative initiatives across sectors, institutional and inter-organizational tensions, and the process of social innovation. Based on theorization of strategic action fields we identify the tensions of interest at an institutional level. We then shift to an inter-organizational level of analysis and present a qualitative case study of telecare as a relevant social innovation in the field of social services in Spain (1990-2016). We discuss and characterize the main tensions in play and the strategies utilized to manage them, and explore the outcomes of the overall process. (Expected) Results and Contribution: The process of development and diffusion of telecare as a social innovation is rooted in two tensions of interest: collaboration and competition (organizing tension) and needy beneficiaries and empowered citizens (identity tension). This research aims to fill a gap in the existing knowledge on collective social enterprises for social innovation by exploring the dynamic interaction between tensions at the institutional and the interorganizational level across the processes of cross-sector collaboration for social innovation, from the perspective of nonprofit organizations.

Hamdi Tekin (Istanbul Arel University): Investigation of innovative contributions of city hospitals and social enterprises to social and health services, construction sector and economy in Turkey

Social and health services are of great importance that determine the life quality of the citizens. Therefore, governments give considerable importance to these services in order to improve life standards. As a developing country, Turkey has been also investing to these services in order not only to proceed further health development but also to contribute to both construction sector and economy. Recently, the government has implemented the projects of city hospitals. City hospitals are constructed on the allocated treasury lands by private companies. Afterwards, the Ministry of Health hires these hospitals and pays rent and maintenance costs for at least 25 years. In addition, the Ministry guarantees 70% occupancy rate for hospital beds. In this study, the role of city hospitals on both health services and economy has been investigated by analyzing literature and different sources. In addition, there were call interviews held in order to monitor both benefits and drawbacks. Besides, the role of social enterprises in health services has been analyzed. In conclusion; although this issue of city hospitals is debatable in many aspects, these hospitals also offer many advantages. Turkey still lacks of health services. Thus, any new hospital will contribute to better health services. Up to now, 5 city hospitals have been opened and this number will be up to 28 by the end of 2021. This means 41000 more beds for the health services. City hospitals are constructed by using new smart technologies and offer better health services for the citizens. These hospitals also promise more fast processes in many health services. Most of the city hospitals are announced as digital hospitals serving many facilities based on IT technologies and innovations. On the other hand, the activities of social enterprises are very limited and mainly focused on local problems.

5. Panel and Plenary discussion on the challenges of transferring research into policy making processes

Discussion “Challenges for transfer of research into policy making processes” with Jennifer Eschweiler, Taco Brandsen and Simon Teasdale chaired by Nicole Göler von Ravensburg

The panellists shared their experiences in transferring research into policy practice. While Jennifer Eschweiler emphasized the need to network and use social and other digital media in the process, Taco Brandsen pointed out that successful transfer is highly dependent on knowing the right people and hitting the perfect moment. Simon Teasdale was sceptical whether research results were ever absorbed in a satisfactory manner by social policy makers and practitioners. In the ensuing discussion the question of possible dangers in research being misused was deemed less important than the need to bridge various gaps when attempting to convey research results: the language gap, conceptual and epistemological gaps, as well as political will. The audience became quite involved in the further debate pointing out positive and negative examples. The question whether young researchers can still afford

the time to convey their results remained wide open. So the opening panel already led to a frank and lively debate.

6. Stakeholder Panel on Institutional challenges for social enterprises in the German welfare system

Dr. Natascha Sasserath-Alberti (legal adviser and manager of the Centre for Law and Economy, Evangelisches Werk für Diakonie und Entwicklung e.V., Diakonie Deutschland | Brot für die Welt | Diakonie Katastrophenhilfe): Institutional building blocks of the German Welfare state relevant to social enterprise development

In her input Dr. Sasserath-Alberti explained that the high number of SE stem from traditional subsidiarity principle which lies at the base of our welfare system. Welfare associations and their (usually holy owned) subsidiary companies supply the majority of all social and health services, while clients have the free choice of providers. Over the last two and a half decades however, many fields have been opened with new commercial providers entering the resulting quasi markets. The state only supplies where no other providers are available. SE can enter quasi markets but because they are usually small many of them either seek cooperation with established welfare providers or operate only in areas of self-payment by users. She also explained the "public benefit principle" (Gemeinnützigkeit), a specifically German and Austrian understanding of the not-for-profit economy. The organisations registered under this status form a major part of the social economy and aim at offering cheaper products or services to the population, also integrating, for example, social considerations into pricing and receiving tax reductions in turn. The eligibility criteria include asset lock, non-distribution constraint, openness to all potential beneficiaries, intention to produce common good.

More recent changes in the financing system of social services (away from organizational and input-related service subsidies towards contractually agreed service fees (*Leistungsvereinbarungen und -entgelte*), personal budgets and vouchers. This increases the pressure on all providers to behave entrepreneurially, as they compete in procurement terms as well as for clients. She also mentioned that policy making influences of (traditional) welfare providers from the past are decreasing.

Consequently Dr. Sasserath Alberti identified the following challenges of the German Not-for-profit Welfare Sector:

- The impossibility of introducing market structures in some fields such as women's shelters, shelters for the homeless and family support.
- The importance and difficulties for traditional providers to retain their ethical values (e.g. the Diakonia)

- The challenges of transforming ideas into regular operations which relate to the German constitutional aims to supply all regions equally, the client's need for reliable services as well as the maintenance of innovation and quality.

Relating to solutions and necessary developments, she pointed out the need for different and additional sources of financing, transparency standards, governance codices, as well as a flexibility of legal forms, adaptation of the common benefit status, and more entrepreneurial behaviour and professional management structures. In all this she sees great opportunities for more cooperation between welfare sector and start-ups. Her "key take aways":

1. The social sector is an important economic factor.
2. The principle of subsidiarity guarantees stability, competition and equality of the living conditions in Germany.
3. Social innovations in Germany will only be successful, if state, welfare and start-up sector collaborate.

Economic and social politics belong together.

Dr. Klaus Bartl (Management speaker of Mission Leben and initiator of INTRA Lab): Promotion of intrapreneurship in the traditional welfare sector

Dr. Bartl introduced "Mission Leben" by explaining that despite it being 150 years old, this SE has always been guided by what the clients real need is and endeavoured to innovate. He postulated that the danger in standardized public financing within the legally defined triangle between providers, state and client was that some client groups are no longer served by traditional providers and that NPO type providers fall into the trap of a certain degree of isomorphism.

He then explained what "INTRA Lab" is doing. INTRA Lab is Germany's first Innovation Lab for Social Intrapreneurship. It has existed since 2014. Since 2017 there are many supporting partners and it is sponsored by ESF. Its main target groups are employees as prospective intrapreneurs of welfare organisations and social enterprises. An innovation program for potential intrapreneurs is its core service. 8 to 12 participants take part in this course mostly in twin teams from the same organization. They pass 6 successive modules with 8 workshop days in 8 months. These focus on methods of innovation and creativity. Participants are to develop a needs-based focus. At the end they are capable of developing or even have finished a social enterprise plan including marketing and finance plans. This way the awareness towards present and new social needs, the potential for establishing new cooperations and the finding new financial resources are all tackled at once with discovering the need and options for personal development (incl. potential self-employment) and cultural change. Dr. Bartl gave examples of new SE models as well as new Intrapreneurship approaches which arose from the training. In summary he believes that the combination of the huge knowhow in social work and the great coverage of welfare organisations with genuine, needs-based entrepreneurship can have a positive impact on society.

Birgit Heilig (managing director Social Impact Lab FFM and Chairperson of S.E.N.D. e.V. Germany): Cooperation between social start-ups and traditional service provided

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7. Stakeholder Forum

a. Stakeholder panel on current developments in the cooperation between welfare landscape and social enterprises

Dr. Christopher Bangert (head of the Social Economy Department at Deutscher Caritasverband e.V. in Freiburg)

Tilo Liewald (Chairperson EU-Council of the Federal Association of Non-Statutory Welfare Services (BAGFW) and representative of the Paritätische Gesamtverband)

Hannes Jähnert (German Red Cross, general secretariat Federal level, youth- and social services)

Michael Wunsch (Social Impact Lab Frankfurt, S.E.N.D. e.V. Germany, scientific cooperation)

Dr. Simeon Ries (CEO Gemeinnütziger Verein für Behindertenhilfe Wiesbaden und Rheingau-Taunus-Kreis e.V.)

After the stakeholder's inputs, the moderator asked all three presenters to identify the most salient challenges for SE in social and health service delivery in Germany. All three of them pointed to the severe competition for personal. Asked as to the need for organisational change they pointed to rather firm external norms which make it difficult for the traditional delivery system to change. In the second half of this session discussions with the audience presented the opportunity to formulate first questions and comments to the stakeholder panel. The first question related to the use made by at least two stakeholders of the term social business rather than social enterprise. The speakers did not see any difference, were not aware of the international debate around profit distribution attached to these two terms. The EMES concept of assessing SE according to social, economic and governance perspectives was largely welcome by all three speakers. Two speakers heavily supported the idea that for their organisations to cooperate or even promote SE these would need to adhere to the common benefit principle, retaining all surplus and implementing an asset lock. The discussants agreed that in the case of Germany's well established subsidiary Welfare system, the challenges for SE were different to those faced in many other European countries. The question whether there was a need for specific company form for SE was rejected by stakeholders. They rather pointed to the need for an Innovation strategy for the welfare sector.

b. World Café on Topics for Research and Transfer

Jennifer Eschweiler (Roskilde University) introduced all participants into the method of a World Café. The participants are to form four equal size groups, taking care that the Stakeholders are spread among the groups. All groups will spend 15 minutes discussing the following four table topics:

- Table 1: Ecosystem and framework conditions for SE, moderated by Marthe Nyssens (EMES)
- Table 2: Social innovation, moderated by Georg Mildenerberger (csi Heidelberg)
- Table 3: Cooperation between traditional service providers and start-ups, moderated by Birgit Heilig (Impact Lab Frankfurt)
- Table 4: Impact assessment, moderated by Michael Wunsch (S.E.N.D. e.V. Germany, scientific cooperation)

The results of the four table's discussions were documented and presented after the break

c. Fish Bowl discussion on closer cooperation between research and policy practice. Chaired by Georg Mildenerger (University of Heidelberg)

The fish bowl discussion proceeded from the results of the World Café and focussed on the resultant expectations researchers and policy/practioners have of each other in order to achieve better transfer and mutual learning. Some of the most Important points raised related to Impact measurement, the financing of Innovation and the fact that practitioners frequently find research difficult to read and absorb. The debate about impact measurement related mostly to the reasons why the organizational level was the most relevant level. The need for social policy to set goals of its own was not denied. Equally the client's need for positive outcomes was certainly acknowledged. However, it was felt that contemporary (non positivist) methodological means are best suited to this level. More work needs to be done on integrating various stakeholders goal setting and needs for impact assessment and transparency. The discussants agreed that impact measurement has many more aspects than proving to funders that their capital achieves positive social returns. It was repeatedly stated that impact assessment needs to rely on several indicators important to all stakeholders. Although the German social welfare system is fairly well developed and financed, SEs in this country seek alternative financing tools. According to one stakeholder the most likely ones to be developed further are new forms of fundraising, social venture capital, and social impact bonds. The common benefit status of most German providers has such wide acceptance that any thought of SE distributing parts of their surplus to owners is rejected. Also the idea that the traditional welfare sector was not innovative is disputed. The idea was raised that all service contracts should contain three to four percent on top of actual cost in order to serve innovative investments by SE. The ideas generated to make research more attractive to practitioners ranged from one page "trailors" to feed back processes to be installed regularly within (publically financed) research projects, to giving (young) researchers career incentives for writing stakeholder briefs to iterative commenting by selected practitioners on research reports and action research including practitioners from the research design onwards. There was agreement that more transdisciplinary empirical and field research was advisable at the same time as more transnational comparisons.