



EXECUTIVE SUMMARY

THE COOPERATION BETWEEN SOCIAL UTILITY AND TECHNOLOGY ORGANISATIONS IN EUROPE

ISSUES, IMPACTS, OBSTACLES AND CATALYSTS



European study part 1 - 2019

Commissioned by



Carried out by



OPERATIONAL SUMMARY



While digital and technological innovations are revolutionising the creation and use of goods and services in Europe, the questioning of the impact of these innovations has never been stronger, as shown by the European Union's interest in social innovation from 2011 and the 2015 adoption of the 17 Sustainable Development Goals (SDGs), by the UN in Agenda for 2030.

This study, led by the Agence Phare and co-directed with Pro Bono Lab for the Social Good Accelerator, aims to provide an initial overview of the forms and needs of cooperation and partnership between social and technological innovators. This report surveyed 218 social innovation organisations in Europe between September 2018 and March 2019, 68% who were already aware of the challenges of technological cooperation, and provides lessons on six major points.

Firstly, this study shows that there is strong potential for innovation and cooperation around technology for social innovators since 91% of social utility structures in Europe wish to develop their tech skills internally and 86% of them wish to start, or continue, collaboration with one or more technological innovation structures. This result allows us to draw a preliminary conclusion on the need for cooperation: social utility structures are looking for a form of cooperation that encourages their teams to increase their skills of the technologies in question.

First of all, we wanted to specify, beyond the traditional challenges of digitising associative structures, the other innovation needs of social utility structures. A significant number of these structures already report using democratic participation (53%), e-learning (43%), crowdfunding, crowdsourcing, crowdmapping (35%), and nearly a third of these structures would like to be able to use each of these types of platforms in the near future.

While the innovation needs of platforms are important, social innovators are also interested in new and emerging technologies. Many structures already make extensive use of Cloud/Big Data (59%), and affirm a growing interest in Artificial Intelligence (28%) and the Internet of Things (14%), which are fairly generic technological innovation sectors. Moreover, this study shows that the interest of social innovation

structures in sectors such as Blockchain, Robotics, or Virtual Reality remains more limited for the time being.

Our work also confirms the existence of potential cooperation around Tech in certain collaborative formats, through pre-existing movements. There are some social utility structures that do not feel part of the open data movement (36%) and the free software movement (29%), however, the structures that declare that they do not belong to the Open Data movement or the free software movement feel it needs to be known that they do not know how to position themselves on this subject. However, we did not include the growing importance of the Low Tech movement.

The study shows that cooperation is not only multilateral: it is also carried out bilaterally between a social utility structure and a Tech company. Thus, social utility structures practice forms of cooperation, especially commercial ones, such as the use of co-contracting and subcontracting (68%), rather than financial philanthropy (39%). A significant proportion of them use skills donations (52%) or consider it a need (25%). Only a few believe that the Social Joint-Venture model is needed (12%).

An additional qualitative analysis shows that the structures of social utility and technological innovation gradually change cooperation models as a mutual understanding of needs, skills, more harmonised operating modes and trust-based relationships are developed. Social utility structures tend to benefit initially from philanthropy, particularly financial and skills donations, before possibly building, subcontracting or co-contracting relationships.

Beyond the analysis of the different forms of cooperation, the study shows that a large majority of the social utility structures that have cooperated with a technological innovation structure consider that it has had positive effects on the strengthening of their technical skills (80%), the strengthening of their economic model (60%), and the enhancement of their social impact (78%). It shows that this trend is particularly present in the rest of Europe than in France, where the ecosystems of social and technological innovation may have difficulty interacting and cooperating.

The study also makes it possible to identify trends according to the sectors of intervention of social innovators. Within our sample, among the social utility structures that have cooperated with technology companies, a very large majority indicate that they have developed a social impact when they contribute technological solutions on the themes of employment and poverty reduction (94%) as well as quality education (75%). This positive effect of technological cooperation is less often cited in the areas of health (50%) and the environment and sustainable development (50%).

While some structures manage to build effective cooperation and that technology is considered to be a real developmental catalyst by the majority of our sample, the study highlights the persistence of certain obstacles. Beyond the traditional difficulties that can be compared to those of Small and Medium-sized Enterprises (see Pascale Gruny's report¹), the structures interviewed highlight a lack of knowledge around the potential of technological innovations (76%), the absence of meeting places (60%), and finally, to a lesser extent, the incompatibility of the values of social innovation and technological innovation (26%).

On this last point, the qualitative nature makes it possible to elaborate. If our contacts consider

that social innovators do not know enough about not only the technological but also about the economic and social potential of innova-

tions, they point out that innovation and technological innovators do not sufficiently take into consideration certain human issues (access to technology, decision-making processes, etc.) Tech companies find it easier to cooperate with social innovators who have a technological profile (training, experience).

Overall, this study shows that the involvement of public authorities, particularly at European level, is essential in supporting the access of social utility structures in Europe to existing digital and technological innovations, as well as a cooperation that will develop under good conditions. The intervention of public authorities is an important catalyst in the formation of partnerships, as it encourages stakeholders to devise solutions to bring them together. The need for appropriate legislation (84%), appropriate taxation (90%), financing (94%) or networking mechanisms (84%) are the favoured catalysts by our survey participants.

Finally, the study shows that while there is potential for developing cooperation between social and technological innovators, government support can be an important impetus for amplifying social technological innovation. Our recommendations cover several points: access to additional funding, setting up collaborative consortiums, identifying digital skills useful for social innovation, support for skills transfer, access to research laboratories and the evaluation of the social impact of technological innovation.

THE MAIN TAKEAWAYS

Refer to the infographic on the following pages.

¹ "Supporting the digital transition of SMEs: how can France catch up?" Information report n°635 made on behalf of the Delegation for Businesses of the Senate, France 2019

Cooperation between actors of social utility and Tech players in Europe

An opportunity to accelerate European innovation for the common good ?

A study of the



realized by...



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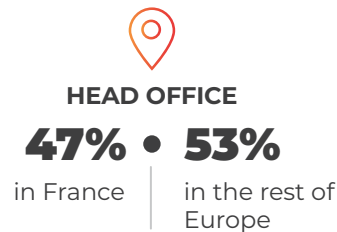
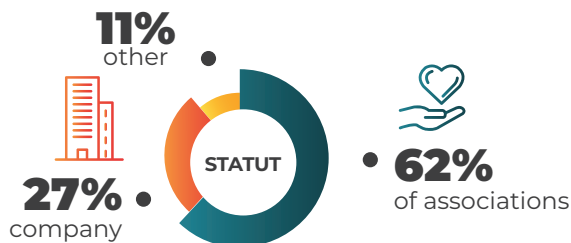


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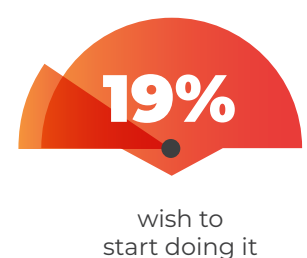
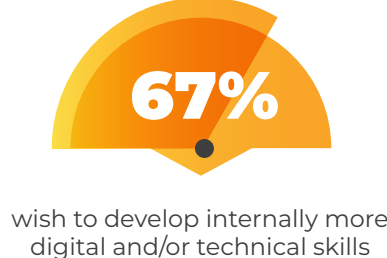
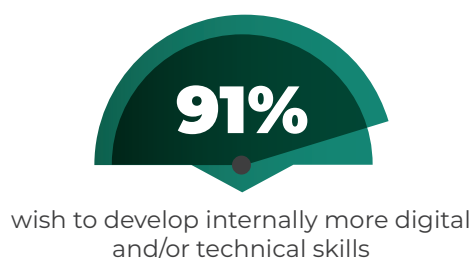


SAMPLE & METHODOLOGY

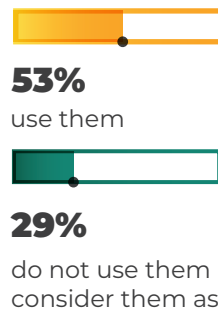
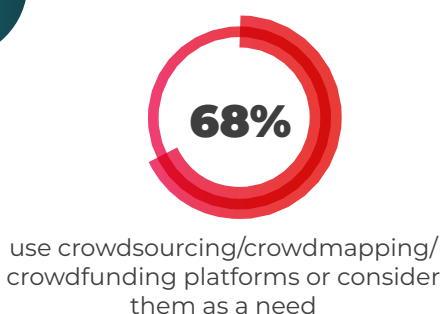
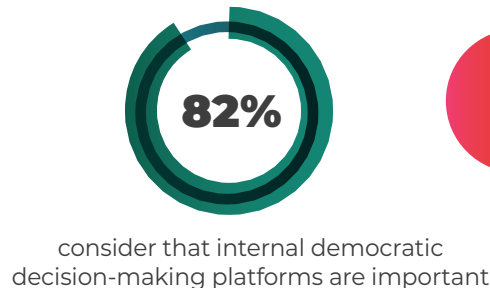
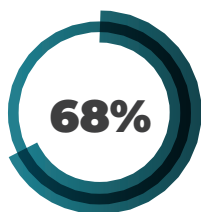
Methodology: a diversified sample of 218 European social utility organisations surveyed, which were the subject of univariate and bivariate analyses, subjected to the chi2 test. All the results presented below are significant at the 0.1% threshold



SIGNIFICANT TECHNOLOGICAL INNOVATION NEEDS



Platforms: a tool that has been acclaimed by the actors of social utility



Processing and analysis of the data

76%

use digital storage and analysis tools data (Cloud and / or Big Data) or feel the need to do so

Other popular technologies

Artificial Intelligence



the Internet of Things



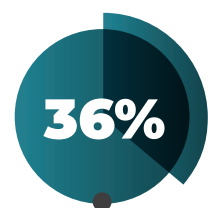
Virtual Reality



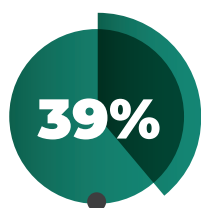
use
think it's a need

■ DIFFERENT FORMS OF COOPERATION ■

Social utility organisations collaborate with Tech organisations via...



...collaborations
Open Data



...collaborations
Open Data



...of patronage
of skills



...through a subcontracting
and/or co-contracting

■ TECHNICAL COOPERATION: VARIOUS IMPACTS ■

Cooperation with Tech actors has enabled the responding social utility structures to



have a positive impact on
their skills to

80%
of them



increase their social impact in order to

78%
of them

69% of French structures
93% structures in the rest of Europe

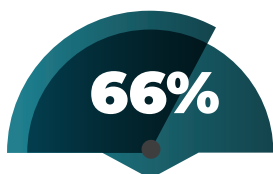


to strengthen their business model
in order to

60%
of them

48% french structures
70% structures in the rest of Europe

■ THE OBSTACLES AND LEVERS OF TECH COOPERATION ■



of respondents consider that there
is a lack of meeting places for Tech
and social utility actors

68%

believe that the values of the actors
of social utility and those of the
Tech actors are not incompatible

BUT 26%

think they are incompatible



of respondents consider that
social utility structures do not
sufficiently know the potential
of technology

81%

of French respondents think that there
is a lack of knowledge of the Tech sector
on the part of social utility structures

AGAINST 77%

of European respondents

The internal barriers of the
structures of social utility to conduct
cooperation with Tech actors
are as follows

Difficulty in identifying
the interlocutors
within Tech companies

Risk of distorting the quality
of social impact through a solution
dematerialized and dehumanized

The digital divide
(need to train volunteers,
employees and beneficiaries)

Access to finance
of their digital transition

The Social Good Accelerator EU thanks all its partners. The first part of this study will result in public restitutions in several European capitals, starting in the 2019 school year. The second component will be launched in 2020 to explore the expectations of Tech players.

Find our proposals in our Manifesto
#MakeItForGood <https://makeitforgood.tech>
Follow us on twitter **@SocialGoodAccel**
www.socialgoodaccelerator.eu



01 RECOMMENDATIONS - TO THE ATTENTION OF EUROPEAN LEADERS

“MOVING TOWARD A THIRD APPROACH: A EUROPEAN DIGITAL ECONOMY WITH A HIGH SOCIAL AND ENVIRONMENTAL IMPACT”:

TO STRENGTHEN AND DEVELOP COOPERATION BETWEEN
SOCIAL UTILITY AND TECHNOLOGY ACTORS IN EUROPE



The social utility sector is historically the primary laboratory for social innovation.

Through its proximity and in-depth knowledge of populations and territories, it is able to detect existing social needs that are inadequately or poorly met and provide answers through experimentation and simulation procedure of the solutions created.

Our study, in its qualitative nature, confirms the lack of recognition of social innovation in innovation ecosystems, mainly oriented towards technological innovation.

How do we explain these findings? We set out here several possible answers, which distinguish actors of social utility from traditional SMEs with which they are still associated by European regulations:

- a) because their business model is non-profit oriented, while direct economic profitability (ROI) remains the main decision-making responsibility of funders;
- b) because they often communicate less, especially using digital tools, as their resources are oriented towards their social mission as a priority and less so towards marketing issues (fundraising and advocacy strategy aside);

c) because they lack collective organisation and networking, which would nevertheless allow them to have a say in lobbying public actors. Indeed, most of these organisations have small teams and few resources to dedicate to these actions.

The first results of this study consolidate a number of proposals presented in our European manifesto #MakeltForGood.

Identifying the priorities make it possible to identify avenues to carry out concrete actions, in terms of advocacy with public and political leaders, but also collective action and cooperation between social utility and technology actors in Europe.

Logically, and because we are already working with a number of European actors, many of our proposals, applied to the digital transition of social utility actors and to their cooperation with Tech actors in Europe, overlap with those of other reports and advocacy work. These include the Lisbon Declaration of the Social Innovation Community, the Digital Social Innovation Manifesto (CAPSSI-NESTA Foundation, 2017) or the recommendations of the Monitoring Report of the Social Business Initiative on cooperation between traditional and social enterprises in Europe (2019).

As the European Commission enters its new five-year term of office with a political agenda focused on environmental urgency and the development of a digital economy that generates employment and social justice, these shared proposals can have a real impact on cooperation with the Directorates-General for Innovation, Employment and the Internal Market.

They can also inspire rapid and responsive policy changes.

> **Priority 1: ensure that social utility actors are recognised as full-fledged actors in European innovation**

What the study shows

European social utility actors wish to have a stronger commitment from public authorities to support social innovation with a technological dimension or vocation, in three areas:

- d) On the financing of cooperation between social and technological structures (94%);
- e) On creating relationships and networking (86%);
- f) On the implementation of an appropriate tax system (83%).

Moreover, if social utility actors and Tech actors lack meeting spaces, the study shows that it is not only a question of multiplying locations, but of creating the conditions for an efficient dialogue between actors who do not pursue the same economic objectives, who do not understand social problems in the same way, and therefore, do not speak the same language. This fuels an innovation in very restricted ways that urgently needs to be decompartmentalised in order to meet major societal challenges.

It is more urgent than ever that many visions converge in order to co-innovate and accelerate ecological and societal transitions.

Our recommendations

- The European Union needs a real European network of innovative social utility actors, supported by technological innovation actors, to build durable collective action and advocacy.

The methodology of this study and that of the European Commission's DG Grow on the follow-up of the Social Business Initiative (see bibliography) have faced the same obstacles: the absence of centralised networks. If this dynamic is to be sustained at European level, it must first come from the actors themselves.

Networking, the expression of issues and the mediation of interests is a first important area of focus that SOGA has been working on since its creation. It is clear that in their innovation strategy, digital transition and influence, social utility actors suffer from a lack of acculturation and connections with the big winners of innovation policies. It is time to create the proper conditions for sharing and translating challenges, at a time when the European Commission is making strong commitments to green, social and digital economic growth and in particular to support innovation in SMEs².

To accelerate European social innovation, further work is needed to create a specific category of SMEs and tools appropriate for social utility actors (see the EESC's April 2019 preopinion²).

With this perspective, the communication of results of a combined sector will be an essential tool in promoting and highlighting the solutions provided by social utility actors for European innovation actors.

This implies that the actors must organise and pool together their means of influence.

It is only through this collective effort that they can emerge in the media, political and economic agendas. This is the principal objective for the Social Good Accelerator EU.

- In order to support this movement, the visibility and federation of social utility actors around digital transition issues should be accompanied by the establi-

² EESC's April 2019 preopinion INT/871 - EESC-2019-00346-00-00-APA-TRA (EN)

shment of high-profile meetings and events, that are supported by the European Union and national public authorities.

The European Commission (DG RTD, DG Grow, DG Employment) should organise a European Social Innovation Week, with events in different European capitals with a high potential for visibility among the various public actors, associations and companies, such as a high-level conference on technological and social innovation. (Relevant inspiration: The high-level conference opening an era for social innovation, organised by DG RTD in Lisbon in November 2017).

Similarly, European institutions and governments associated with major European networks of general interest (European Foundation Center, European Venture Philanthropy Association, Social Economy Europe, European Federation of National Associations Working with the Homeless, Federation of Solidarity Actors, European Association for Information on Local Development...) should create recurring spaces for social innovation in the context of major European technology events, where entrepreneurs, developers and investors

> Priority 2 : encourage skills sharing to accelerate the digital transition of social utility actors in Europe

These proposals are being made among the founding members of SOGA as well as within Pro Bono Lab, a member of the Global Pro Bono Network and co-author of this study.

What the study shows

The study showed that social utility structures in Europe are massively seeking to develop skills internally (91%). Cooperation on technological innovation are important means for many of them, since 86% of these structures wish to continue or begin this type of cooperation.

Nevertheless, the study shows that the effects of cooperation on the strengthening of the

structures' technical skills are varied: while 80% of social utility structures consider that cooperation has enabled them to strengthen their technical skills, only 41% of them say so with certainty and 39% with even less. However, the study also shows that there are several barriers to skills acquisition. The lack of knowledge of the worlds of social innovation and technological innovation is mutual and reciprocal.

Despite the promises of digital transformation, social utility structures are struggling to identify, develop and execute effective digital strategies. Research by NetHope (a global NGO network specialising in improving IT connectivity) shows that only 30% of global NGOs have adopted digital strategies.

There are numerous challenges: organisational structure, staff skills and management support. Faced with this challenge, supporting the development of cooperation between social innovation actors and technology companies necessarily requires the development and referencing of an expert on the subject.

The study pointed out that one of the obstacles to the internalisation of digital skills in social utility organisations is that they are expensive, whether in terms of providing services for development or maintenance, or in terms of internalisation for animation.

At the same time, the needs are often simple, either user-oriented (interfaces) or organisational improvement (Enterprise Resource Planning, data analysis, collaborative tools).

Above all, the study shows, from a qualitative point of view, that existing cooperation models (skills sponsorship, financial sponsorship, co-contracting or subcontracting), while they may have promising effects for social utility structures, are not sufficiently designed and built to encourage exchanges of skills between actors.

Our recommendations

- First, clarify the complementary skills that the two sectors can bring to each other. To do this, it is necessary to conduct a major field survey to identify and reference the technical skills that social utility structures need, in order to

build a clear reference framework on which Tech actors could rely. This referencing work - which could be part of the Digital Skills & Job Coalition led by the European Commission - should enable stakeholders to better understand the complexity of the worlds of social innovation as well as technological innovation. In the long term, this would make it possible to adapt the European e-skills framework to the needs and practical challenges of the European non-profit sector.

- Second, the implementation of a system of support training and digital mediation for European social utility actors. In particular, by offering training dedicated to cooperation with social innovation actors that would promote the development of digital skills. This mediation must be systematised and could be the subject of an ambitious Pro Bono program for Tech actors (next point).
- Third, encourage a culture of skills sharing between employees of social utility organisations and technology companies through regulation and tax incentives (Pro Bono, loan of employees...). This would allow both types of organisations to exchange their expertise, experience, ideas and values, management methods and practices. Some incentive measures could be limited in time, to accelerate the digital transition of social utility actors through the Pro Bono. Since philanthropic taxation is often based solely on profit-related tax deductions, other ways must be found to encourage the use of technical skills. The development of innovation aid or reductions in social security contributions (Young Innovative Company model in France) could also be granted for a “labour loan” linked to a mutual R&D project between a technology company and a social utility organisation.
- The implication would be to value the skills acquired through this sharing of knowledge. Several experiments, particularly in France (see the Volunteer Passport), have begun to promote the skills acquired through volunteering. The Open Badges (a project developed by the Mozilla Foundation) represents a tremendous opportunity, in terms of action

potential and ethical coherence, to develop a “European Pro Bono Tech” model.

All of these proposals plus the announcement of tripling the Erasmus+ budget, in the context of the forthcoming long-term budget announcement in the European Commission new political agenda, represents a real opportunity.

➤ **Priority 3: encourage the augmentation of cooperation between social utility and technology actors in Europe**

The study mainly focused on actors who have already participated in a collaboration (61%).

It shows that among the actors who engage in collaborations, the philanthropy model (skills, financial and nature) as well as co-contracting/subcontracting are the most widely mobilised, unlike the Social Joint-Venture model (13%).

It is often noted that social utility structures do not necessarily know how to identify partners and interlocutors in the Tech universe to start cooperating. Our study highlights other explanations:

- Social utility structures do not necessarily know how to formulate their needs, due to a lack of knowledge on the potential of Tech to meet social needs (75% of respondents);
- The construction of more complex cooperation models such as Social Joint Ventures is often based on an initial experience of cooperation (e. g. skills donation), a progressive understanding of the needs, operating methods and interests of the two structures, and on the construction of a relationship of trust;
- The lack of knowledge on the potential of Tech is not only technical: it is also economic since social utility structures have difficulty understanding how technological innovation can be financed and/or generate income.
- Overall, the study shows on a more qualitative level that social utility structures have difficulty in projecting the potential

of Tech, but also on the economic models related to technology acquisition.

Our recommendations

To support and facilitate these steps to develop partnerships between social utility actors and Tech actors, tools should be developed, preferably in an accessible and open source format. For social utility actors and Tech companies, a certain number of actions can be launched quickly:

- To build a practical guide on the construction of cooperation between social utility and technological actors, as well as a complimentary booklet to guide the cooperation between traditional companies and social enterprises recommended by the follow-up report of the Social Business Initiative. This guide should also include a Glossary. It will identify good practices, obstacles, essential steps for successful cooperation, typologies of different types of cooperation, a grid to measure the impact of the organisation for both parties and for the community. In order to strengthen mutual recognition, a Cooperation Charter, consisting of principles and values, will be included in the guide. Such tools could encourage all actors to turn more towards Tech actors;
- Promote open source “Low code/Low tech” methods to facilitate the co-construction of solutions that are accessible to all organisations while limiting their environmental impact. Among our active members, Simplon.co provides advocacy and action models on this subject. We will develop with several of our members a European “Low code” tour to bring together and cooperate social utility and Tech organisations.
- We also agree with one of the recommendations of the Social Business Initiative’s follow-up report. During its term of office, the European Commission could support the development of these mechanisms so that they can eventually be integrated into a permanent European cooperation platform. The establishment of a platform would aim to disseminate best practices, thus encouraging the development of a code of conduct

for cooperation between social utility organisations and technology companies in order to promote intersectoral dialogue. The practical guide and the “Low Code” open source platform could thus be integrated into it.

> Priority 4: enhance the impact of technology on the accelerating pace of social innovations


What the study shows:

This study points out that social structures perceive a stronger effect of technological cooperation within specific sectors. Among the socially useful structures that have cooperated with technology companies, a very large majority say they have developed a social impact when they integrate technological solutions on the themes of employment and poverty reduction (94%) education (75%). This positive effect of technological cooperation is less often cited in the health sector (50%) and environment and sustainable growth (50%). Finally, 50% of the actors in the health sector say they do not know if Tech cooperation has increased the impact.

Our recommendations

- Develop action-based research programmes on the impact of technology for social utility actors but also for their beneficiaries, their costs and benefits, and ways to improve them. The implementation of an evaluation and impact study approach will be a means of fostering communication and awareness around projects, cooperation between social utility organisations and technology companies. This feedback, supported by all stakeholders, will be used to develop the visibility of Tech For Good and produce strategic learning for the improvement and future development of their activities;
- Strengthen the skills of social utility actors in technical project management and impact measurement: set up programmes to ensure an appropriate

knowledge transfer. A sound evaluation must be based on adequate resources and skill sets, quantitative and qualitative data, which must be collected at the beginning of the project;

-  Encourage institutional donors, impact investors and philanthropists to monitor and finance the progress of the digital transition of socially useful actors. Indeed, these actors must be made aware of this issue. To do this, it is also imperative to review the impact indicators by integrating indicators of progress in the digital transition (productivity gains, improvement of the digital relationship with users, transmission of skills, etc.) and to give priority to measuring the impact of progress rather than fixed performance indicators.




Priority 5: evolve the framework of financing regulations and public procurement to better integrate social utility actors into European innovation policies

What the study shows

The study shows that government support is widely considered to be an important factor in the cooperation between social utility structures and technological innovation structures. For this purpose, various mechanisms can be put in place:

- g) Encouraging the funding of tech projects that can be made available to several social organisations (or even in open source); allow “social” organisations to have tech building blocks at their disposal;
- h) Adapt tax regulations for tech initiatives who adopt social impact projects.

Our recommendations

-  Change the eligibility criteria for public support for innovation by including non-profit organisations and social enterprises in the same funding and incentive possibilities offered to both R&D and start-ups. Any public support for innovation should be accompanied by strict specifications with regard to the social and environmental impact of the technologies chosen. By setting an example and cooperating in the rules of these specifications with Tech actors, the European social economy would have a chance to develop an efficient digital counter-model;
-  In general, public procurement and calls for European projects in the field of innovation should systematically include social and environmental impact criteria in order to promote economic cooperation between all stakeholders. For example, grants for “innovation could help social utility organisations meet suppliers” quality requirements. Of course, these criteria will have to be accompanied by a method of “monitoring” the social and environmental impact, which could be based on reporting with a reference to the logical continuation of the European directive n°2014/95/EU on the publication of non-financial information. This strengthened CSR framework would allow both parties to identify the positive impact of their collaboration;
-  All public authorities - local, national and European - must work with banking stakeholders and investors to extend existing funds to the specificities of socially useful organisations, whose business models do not favour traditional investment criteria.



PRESENTATION OF THE SOCIAL GOOD ACCELERATOR EU



Social Good Accelerator EU, the Think & Do Tank for the digital transition of social innovation actors in Europe.

The Social Good Accelerator is a European Think & Do Tank created in 2018 between Paris, Brussels and Lisbon. Its ambition is to connect a community of social and technological innovators to create the conditions for their cooperation for the Common Good. To date, we have about 50 member organisations in 5 European countries.

We focus our actions on Advocacy and Collective Action in Europe.

This first chapter of our study on cooperation between the social and technological sectors in Europe is one of the foundations of our initiative.

The aim was to validate the observations and testimonies collected in the field using a scientific method. European actors of social utility confirm their need for digital transition and their lack of resources in this respect.

One of the main lessons is that, to ensure their digital transition, social organisations are willing to collaborate with technological actors, but on an equal footing.

They do not want charity but the will to cooperate for the common good and above all to integrate digital skills into their own organisation.

They also believe that technological innovation, which represents the largest public and private investment portfolio in innovation in Europe, is not sufficiently diffused to social utility organisations.

This represents an economic injustice and a real threat to the future of our European social model. And in the long term a real handicap for social and environmental innovation, which should remain the goal of collective efforts in all sectors.

To support this cause and these voices, we are starting to create a European community that will bring together social and technological organisations to create the conditions for them to meet, exchange and finally cooperate.

We plan to start with a “Low Code European Tour” with a consortium of European partners for the benefit of associations that support youth in Europe. We believe that No Code/Low Code methods and training are a good place to meet and improve skills for both social and technological sectors.

We support a collective advocacy campaign we call #MakeltForGood with several proposals to accelerate digital social innovation in Europe. The recommendations of the study you have just reviewed will feed into it.

Finally, we will bring our community together again at the Web Summit in 2020 in Lisbon, for our 2nd Social Innovation Village. Our objective: to bring together as many committed European actors as possible to demonstrate that Tech has the power to accelerate social innovation, and social innovation to give meaning to Tech!

Nos membres actifs, opérateurs de l'étude



Presentation of Pro Bono Lab

Pro Bono Lab is the specialist in engagement through skills sharing (volunteer work/sponsorship of skills). Throughout France, as in 30 other countries around the world via the Global Pro Bono Network, we believe that "all skills are a public good", the same one that motivated the creation of the association by our co-founders in 2011.

We enable major societal causes to develop sustainably by bringing together for each of them the skills that committed women and men are able to offer them free of charge, on a pro bono basis.

Our ambition? That each of these causes has access to the skills it needs to achieve its full potential and generate the greatest social impact.

Through our major programmes of general interest, our experimental work, our foresight club, our consulting and training activities or through our advocacy actions, the Lab team is gradually putting all the stakeholders of our company in #probono mode with optimism and audacity.

ProBonoLab is the organiser of the Global Pro Bono Network Summit which will take place in May 2020 and will bring together in Paris the 52 member organisations in 34 countries as well as their stakeholders.



pro bono lab

Presentation of Agence Phare

As a public and social innovation agency, we aim to multiply the action and positive impact of our clients and partners by transforming the methods of consulting, evaluation and training.

We note that the needs of citizens are not sufficiently taken into account and considered as drivers of political and social innovation, due to the strong disconnection between civil society, business and public authorities.

At a time of algorithms and the multiplication of digital opportunities, we are convinced that the production of knowledge on social needs, quality innovations and the empowerment of stakeholders must contribute to achieving an objective of general interest.

We mobilise the creativity of the social sciences to help field actors and decision-makers to better understand themselves and their environment. Our objective is to build with them their capacity for innovation, cooperation, social impact measurement and scale change model.

We carry out an immersion field of inquiry and conceptualise the issues to better understand the social and economic logics of innovation. We produce qualitative and quantitative content, which we call smart data, in the form of directly operational recommendations.

The Members of Social Good Accelerator EU

Our additional active members

France



Portugal



Belgium



Companies



Partner networks



ACKNOWLEDGEMENT

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without whom we could not have carried out this study.

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