

A landscape photograph featuring a fence made of vertical wooden posts and horizontal wires, with tall green reeds in the foreground. The sky is a mix of soft pinks, oranges, and blues, suggesting a sunset or sunrise. A semi-transparent orange rectangle is overlaid on the bottom right of the image, containing white text.

Introduccion a Innovacion Social

Lyel Resner
Ministerio de Cultura, Peru
Abril 2021

Como vamos

Intro

3 significados de innovacion social

2 Herramientos

Discussion y Preguntas

ahor
a



antes





INNOVACION SOCIAL: QUE ES?

**Usando estrategias nuevas para
solucionar problemas sociales y
environmental?**

Three meanings of Social Innovation

1. **Accionista contra Stakeholder** (interesada)
2. **Herramientas Nuevas**
3. **El mercado como tu amigo:** Aprovechamiento de los mercados capitales

2 Herramientos Para Empezar

1. Mapa de Ecosistema

2. Teoria del Cambio

Heramineto 1: Mapa de Ecosistema



Mapa de Ecosistema

Pasos

1. **Identificar** ~5 grupos de “stakeholders”
2. **Seleccionar** 5-10 personas ejemplos, o organizaciones notables en cada grupo
3. **Responde la siguientes preguntas para cada uno:** Cuales son sus motivaciones? Sus fuerzas? Cuales son sus necesidades? Sus puntos ciegos ?
4. **Preguntas para responder en general:**
 - a. Con este pictura, que necesita el espacio?
 - b. Cuáles son las brechas estructurales?
 - c. Cuáles son las mayores oportunidades para crear valor? ¿Ya sea como una forma de agregar valor al esfuerzo de otra persona o como un proyecto independiente?
 - d. Como puedes ayudarlos? ¿Cómo te pueden ayudar?

Heramineto 2: Teoria de Cambio




Theory of Change

*“Si no sabes pa
donde vas, vas a
llegar en otro
lugar.” - Yogi
Berra*

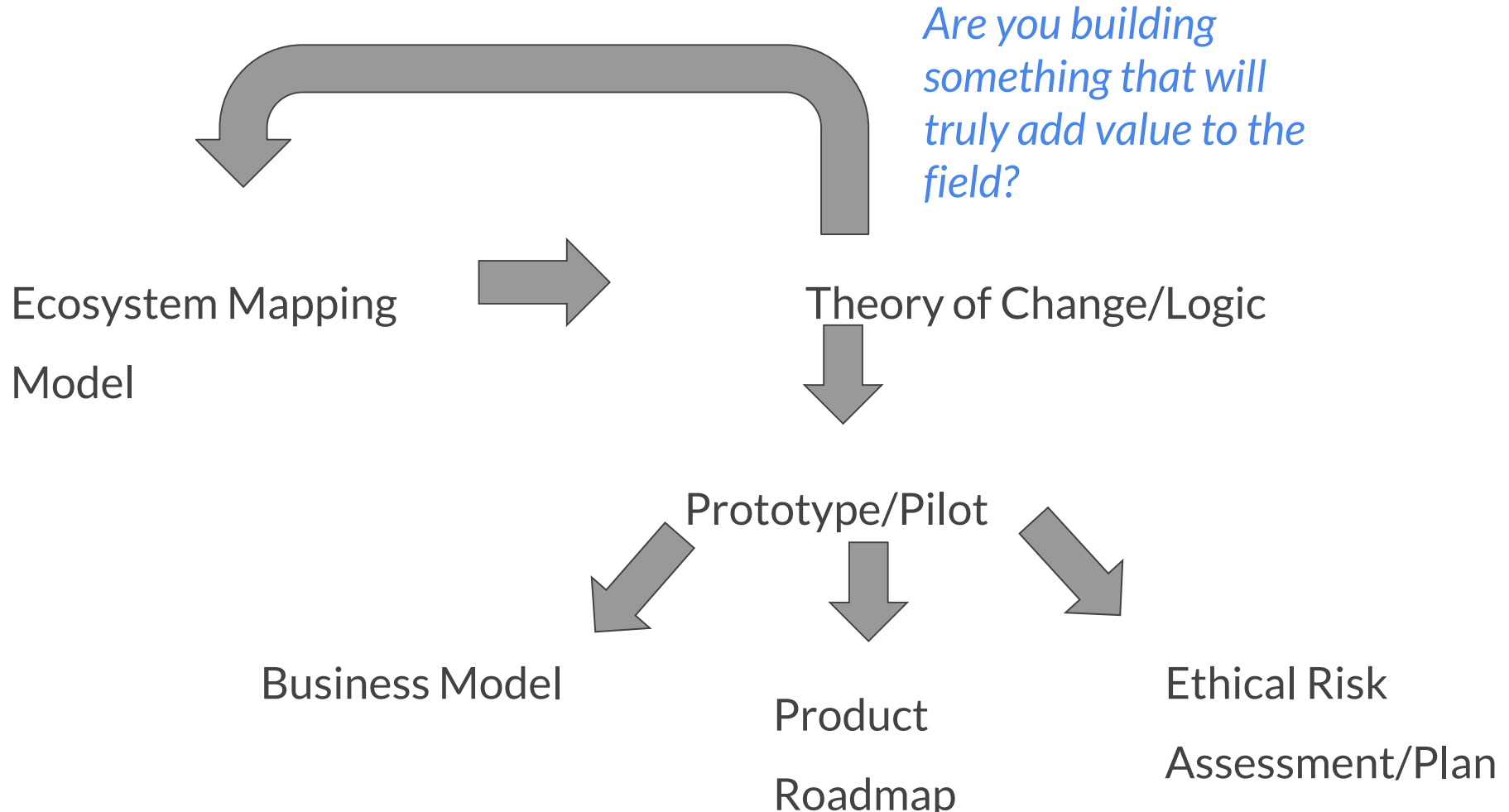


Necesidades	Intervenciones	Productos	Resultados Intermedios	Impacto
<p>Son los problemas que motivan la intervención.</p>	<p>Se refiere al programa en sí mismo.</p>	<p>Son las consecuencias directas esperadas luego de ejecutar las actividades planeadas. Una característica importante de los productos es que son medibles y observables.</p>	<p>Se refiere a los cambios en conocimientos, actitudes, capacidades y comportamientos que resultan de los productos.</p>	<p>Es el objetivo final de la intervención, es decir, lo que quiere cambiar el programa.</p>



Inputs	Activities	Outputs	Outcomes	Impact
Pedagogy and content design for collaborative computer science education	2-week intensive summer program in computer science for diverse groups of students	Serve 2500 Students in 13 cities across the country	Students develop high-level, industry-aligned computational and design skills, as well as collaboration skills	Diverse groups are empowered to use technology to advance issues important to them, while developing friendships, networks and empathy that they take with them for the rest of their lives

Outcome Area	Sample Outcome Statements
Changes in attitudes, e.g. perceptions and beliefs	<p>Increased view among parents that local schools are positive “hubs” for families.</p> <p>Increased desire among neighborhood residents to become engaged in community change efforts</p> <p>Increased feeling of safety among residents.</p> <p>Increased desire of parents to create a personal savings plan.</p> <p>Youth have increased belief that they will have a positive future.</p>
Changes in knowledge	<p>Increased knowledge among neighborhood residents of community resources.</p> <p>Increased knowledge of parents and caregivers about child development milestones.</p>
Changes in awareness	<p>Increased awareness among neighborhood residents of a neighborhood's history.</p> <p>Increased awareness of US laws regarding acceptable child discipline among immigrants and refugees.</p>
Changes in skills	<p>Increased parents' employment skills.</p> <p>Increased parent ability to locate child care.</p>
Changes in behavior	<p>Neighbors more frequently call on one another for assistance.</p> <p>Increased parent involvement in their child's education.</p> <p>Residents vote more frequently.</p>
Changes in health	<p>Decreased blood pressure.</p> <p>Families have access to a “medical home”.</p>
Changes in family stability	<p>Families' children attend the same school for all of their elementary grades.</p> <p>Families maintain a stable residence.</p>
Changes in financial status	<p>Increased family income.</p> <p>Increased family savings.</p>



Beyond CSR: Creating stakeholder value

Shareholder vs. Stakeholder

Beyond CSR: Creating stakeholder value

**Shareholder vs. Customers |
Community | Environment | Employees
| Shareholders**

Social Enterprise Law Tracker

Status

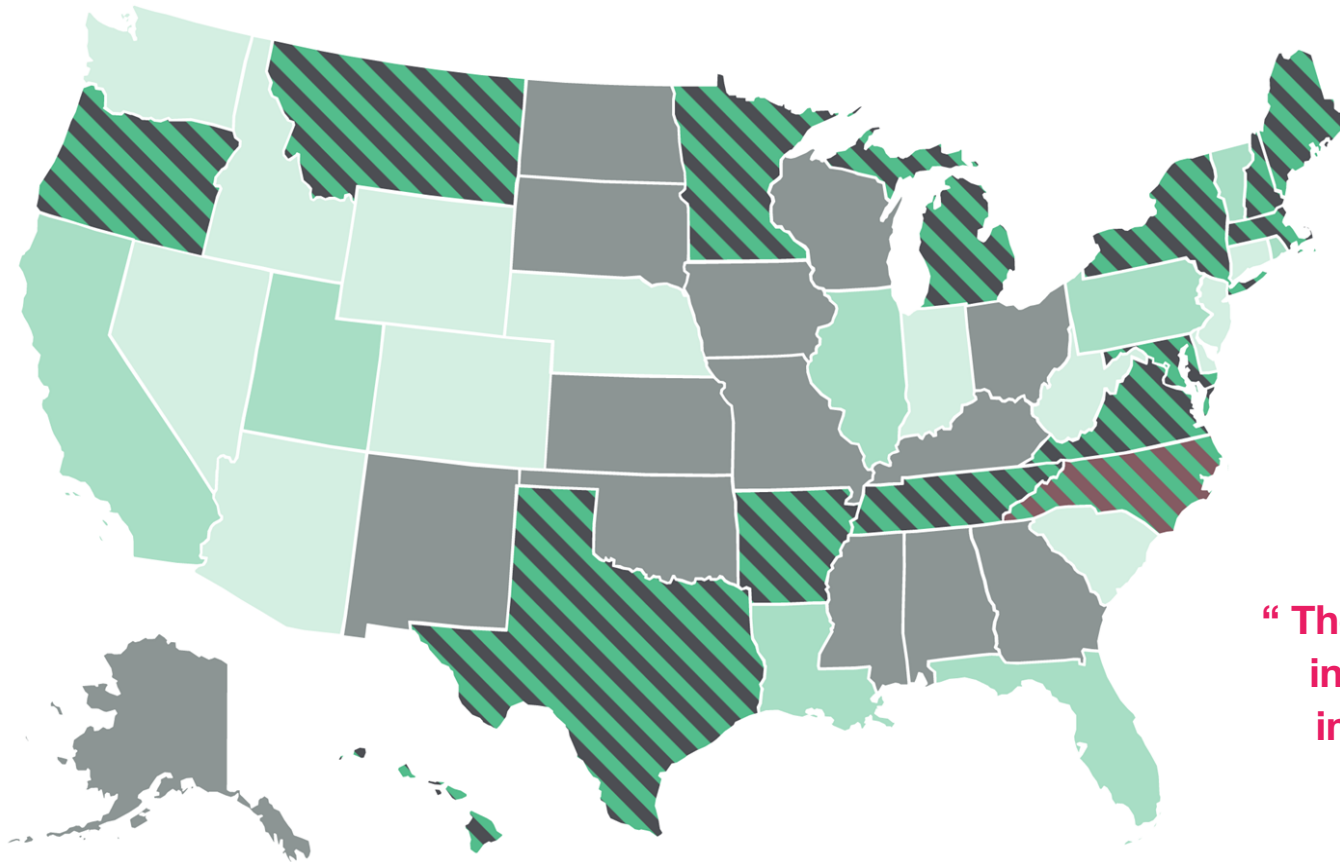
Activity

Resources

About

Contact Us

Connect



**“ The biggest change
in corporate law
in 200 years... ”**

Best Practice: Social Sector 2.0

- Human-centered design
- Scalable, user-friendly technology
- Sustainable business models
- Risk-capital + incubation
- public-private partnerships



Ejemplos de ONGs y Fundaciones que usan metodos innovantes para crear valor social



Kiva is a technology platform that enables widespread access to credit and empowers anyone w a new type of charitable giving

Existe tambien en el gobierno

USDS, Higher Ground Labs, Ushahidi, Elucd, Sidewalk Labs, Code4America, Venture

In NYC: NYC Opportunity, CS4All, Tech Talent Pipeline

SOCIAL FINANCE

Can the tools and scale of the capital markets be used to address social and environmental issues?

SOCIAL FINANCE

\$400B v. \$18.5T

Traditional
Investing

Responsible
Impact Investing

Sustainable
Impact Investing

Thematic
Impact Investing

Impact First
Investing

Philanthropy

Competitive
Returns

ESG Risk
Management

ESG
Opportunities

Maximum-Impact Solutions

Seeks financial
returns regardless
of Environmental,
Social or Governance
(ESG) factors

Investments are
screened out based
on ESG risk

Sustainability
factors and
financial returns
drive investment
selection

Targeted themes
and financial
returns drive
investment
selection

Social and
environmental
considerations take
precedence over
financial returns

Financial returns
disregarded in
favor of social and
environmental
solutions

Negative Screens:

Tobacco
Alcohol
Weapons
Gambling
Pornography
Nuclear Energy

Factors Considered:

Carbon footprint
Resource use
Waste reduction
Compensation
Product safety
Gender equality

Solutions For:

Climate change
Population growth
Urbanization
Water scarcity
Food systems

Support For:

Innovation & Risk Taking
Proof of Concept/Pilots
Enabling Environments
Commercial Capital Leverage

Social Innovation

■ Thought leaders:

- Bill Drayton, David Bornstein, Jeffrey Hollander, Susan Davis, Greg Dees, Jeff Skoll, Majora Carter, Paul Farmer, Matt Klein, Reshma Saujani, Jim Shelton

■ How To get involved:

- Ashoka, Echoing Green, Social Innovation Fund, Skoll Foundation (and conference), BLab, 7th Generation, Endeavor, The Blue Ridge Foundation, NYU Program in Social Entrepreneurship, Business School SE Conferences (Harvard, NYU, Columbia),

Hey you! A challenge!

As designers, technologists, entrepreneurs, creators:

- How can we create a world where people can more easily express their values through their participation in the economy (as consumers, producers, or otherwise)?
- How can we create a world where private sector actors are more transparent about their social and environmental accounting?
- Can you think of product, program, or service that leverages their core economic activity to make a positive social or environmental impact.
- Identify an existing non-profit. Craft a product, program, or services that can contribute to their sustainability.

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Appendix

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- *How can we create a world where people can more easily express their values through their participation in the economy (as consumers, producers, or otherwise)?*

Week 3: Venture Philanthropy and Evolution of NGO Sector

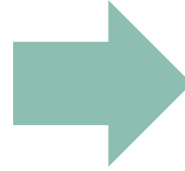
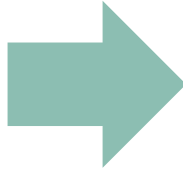
Week 4: Social Finance + Impact Investing: Harnessing the Capital Markets

Week 5: Tech + Social Good

Week 6: Public Private Partnerships

Week 6: Public Private Partnerships

INTERCONNECTED

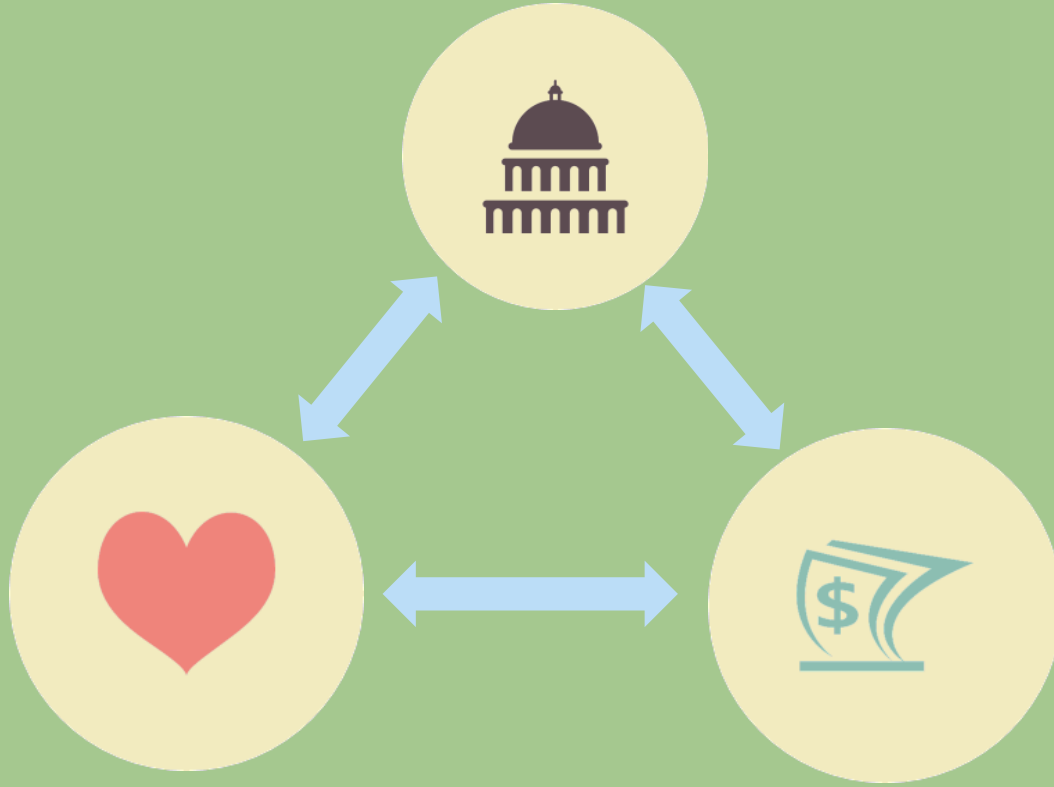


**SOCIAL
INNOVATION**

INTERDEPENDENT



shared values
&
challenges



EDUCATION REFORM

■ Applications:

- Teacher recruitment organizations, Charter Schools, CBOs, Open-learning Initiatives, District-wide reform.

■ Thought leaders:

- Geoffrey Canada, Arne Duncan, Randi Weingarten, Wendy Kopp, Sal Kahn, Michelle Rhee, Diane Ravitch, Dennis Walcott, Dean Kamen, Mike Johnson.

■ Opportunities to get involved:

- TFA, Teaching Fellows, City Year, Big Brother/Big Sister, various CMOs, TNTP, Broad Institute, Education Pioneers, Khan Academy, MITx, StudentsFirst, DOE, Dreamyard, HCZ, Makerbot, New Schools Venture Fund, Wireless Generation, Citizen Schools, FIRST Robotics, Enstitute, The Future Project

Beyond CSR: Creating stakeholder value

■ Thought leaders:

- B Lab, Unilever, Patagonia, WeWork, Sweetgreen

■ How to get involved:

v.

- Grameen, Kiva, Accion, Social Finance, Non Profit Finance Fund, Calvert, Rockefeller, GIIN, Acumen Fund, SoCap, some Ibanks (DB, Goldman)

AND HUMAN RIGHTS



Implementing
the United Nations
"Protect, Respect and
Remedy" Framework

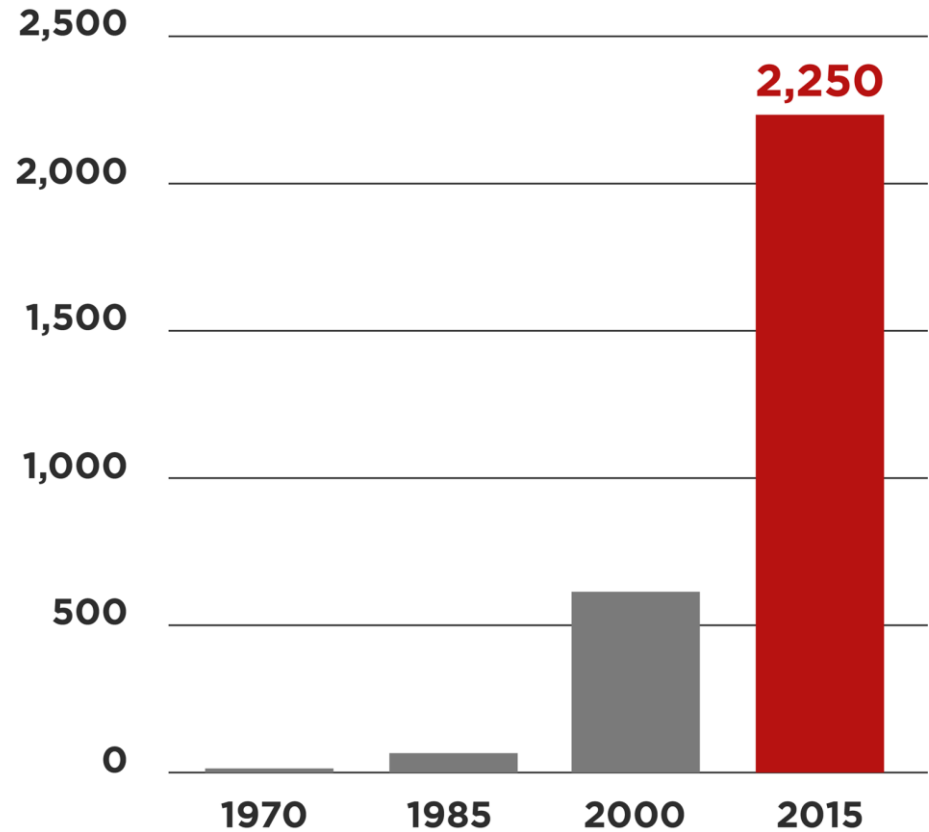


"We are at the end of the beginning..."



Research Results

Tracking financial performance
vs. environmental, social, and
governance

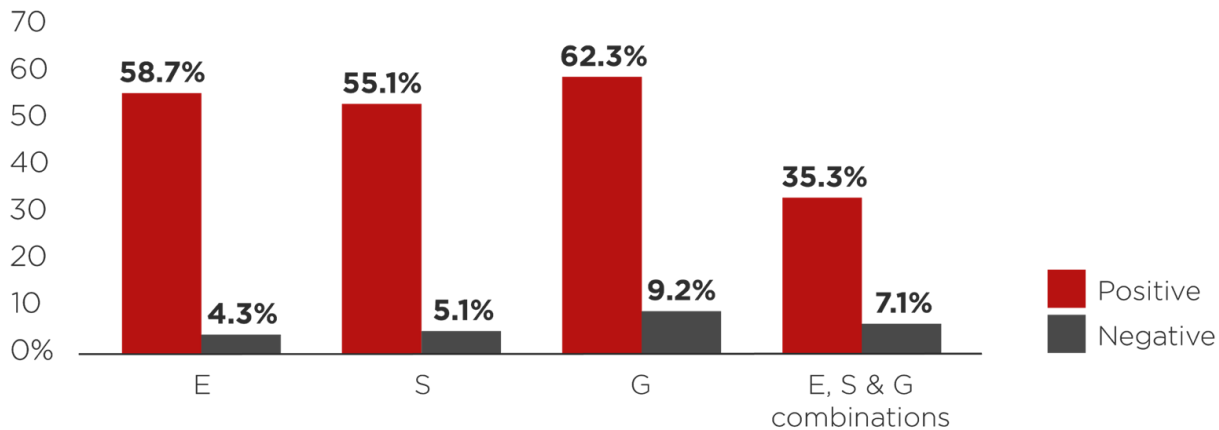


Business and Society Program

Research Results

Most studies are finding positive impact

Environmental, social & governance categories and their relationship to corporate financial performance



Source: Friede, Busch, Bassen (December 2015)

Traditional
Investing

Responsible
Impact Investing

Sustainable
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Thematic
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Impact First
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Philanthropy

Competitive
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Sustainability
factors and
financial returns
drive investment
selection

Targeted themes
and financial
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Social and
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solutions

Negative Screens:

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Alcohol
Weapons
Gambling
Pornography
Nuclear Energy

Factors Considered:

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Resource use
Waste reduction
Compensation
Product safety
Gender equality

Solutions For:

Climate change
Population growth
Urbanization
Water scarcity
Food systems

Support For:

Innovation & Risk Taking
Proof of Concept/Pilots
Enabling Environments
Commercial Capital Leverage

Social Innovation

— — —

- *How can we create a world where people can more easily express their values through their participation in the economy (as consumers, producers, or otherwise)?*

Healthcare

Education

Criminal justice reform

Civics + politics

Human Rights

HOW SHARED VALUE DIFFERS FROM CORPORATE SOCIAL RESPONSIBILITY

Creating shared value (CSV) should supersede corporate social responsibility (CSR) in guiding the investments of companies in their communities. CSR programs focus mostly on reputation and have only a limited connection to the business, making them hard to justify and maintain over the long run. In contrast, CSV is integral to a company's profitability and competitive position. It leverages the unique resources and expertise of the company to create economic value by creating social value.

CSR → CSV

- | | |
|---|--|
| › Value: doing good | › Value: economic and societal benefits relative to cost |
| › Citizenship, philanthropy, sustainability | › Joint company and community value creation |
| › Discretionary or in response to external pressure | › Integral to competing |
| › Separate from profit maximization | › Integral to profit maximization |
| › Agenda is determined by external reporting and personal preferences | › Agenda is company specific and internally generated |
| › Impact limited by corporate footprint and CSR budget | › Realigns the entire company budget |

Example: Fair trade purchasing

Example: Transforming procurement to increase quality and yield

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Figure 1: The Social Impact Creation Cycle

Beyond CSR: Creating stakeholder value



V

— Impact Stack —

Team Makeup
Product Development
Supply Chain + Production
Marketing
Distribution
Charitable Giving

Beyond CSR: Creating stakeholder value

— Impact Stack —

Team Makeup
Product Development
Supply Chain + Production
Marketing
Distribution
Charitable Giving

Does your team represent diverse communities?

Do you aim to design products that bring real value to the lives of your customers? Better yet, support UN Development Goals? (eg access to health, education, financial services, etc.) goal?

Are your modes of production use sustainability best practice? Employee fair labor standards?

Do you use non-predatory messaging? Do you uplift and tell important stories?

Distribution make your products accessible? Options for low-income folks or tiered pricing for non-profits?

Insert yourself anywhere in this stack!

■ Impact stack audit:

	Audit Questions	Responses
Hiring		
Product Development		