

Special Issue Multi-locality studies:
Recent insights and future pathways

FUORI LUOGO

Journal of Sociology of Territory,
Tourism, Technology

Guest editors

Marco Alberio
Simone Caiello
Tino Schlinzig



Editor in chief: Fabio Corbisiero
Editorial manager: Carmine Urciuoli

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New Organizational Responses, Innovations and Social Impacts of Covid-19 on Third Sector organizations in Campania Region²

Introduction

Based on the results of the Norisc-19 project, this article represents an innovative response to the challenges imposed by COVID-19 on third-sector entities in the Campania Region in the south of Italy. This work presents some of the findings from a broader research project - founded by Prof. Gabriella Punziano and developed by an interdisciplinary group that includes general sociology, business organization, and demo-ethnoanthropology. The objective of Norisc-19 research is to highlight the organizational responses and innovations introduced by Third Sector organizations (TSOs) in response to the exogenous and endogenous factors that impacted the social context of the Campania Region during the pandemic, also due to the implementation of Italian Third Sector Reform begun at national level in 2016 and not completed yet (Campedelli, 2018; Psaroudakis, 2021). The term TSO is used here to refer not only to entities formally registered within the RUNTS (as established by Art. 4 of the Code of the Third Sector), but to all realities that - in this transition phase, in which the Registry was still poorly implemented - recognized themselves as such and could aspire to fall into the category entirely.

The pandemic has influenced the ability of Third Sector organizations to maintain closeness and relationships with their public, modifying their practices and tools and generating new types of needs in the short and medium term, which this research seeks to identify to help the sector through policy directions that are consistent with supporting those new, emerging needs. The Norisc-19 research, indeed, proposes an examination of the social impact and reactive strategies implemented by TSOs during the COVID-19 pandemic, when the health emergency has shown a national (and regional) welfare system in great difficulty (Ascoli & Campedelli, 2021), underlining the centrality of those organizations in supporting national welfare in a phase of great difficulty such as that caused by the pandemic, focusing on the analysis of the needs of those resilient realities.

The analysis focuses on the Campania Region's third-sector organizations, which were influenced by the third-sector reform. The choice to analyze the specific case of this Region is due to its high concentration of Third Sector entities, which worked intensely to address social hardship and support the most vulnerable during the economic and social crisis caused by the COVID-19 pandemic. Norisc-19 analyzes the role of the Third Sector organizations in the Campania Region, where ISTAT recorded a very high growth rate of this kind of organization (+7.2% from 2016 to 2017). These organizations - operating in a context already characterized by socioeconomic and structural weaknesses - have demonstrated significant capacity for innovation and resilience. TSO has shown significant social and economic relevance, contributing to the development of social and general interest services and counteracting the employment effects of the crisis that began in 2008.

The Norisc-19 project also aims to explore organizations' adaptation to digitalization. It recognizes the importance of transforming technological innovation into social innovation by investigating how the pandemic has accelerated the need for new organizational models, including those that favor co-decision and sharing on issues of public relevance.

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The project is based on a Mixed Methods approach (Creswell & Plano Clark, 2017; Amaturò and Punziano, 2016; Tashakkori and Teddlie, 2010; Johnson, Onwuegbuzie and Turner, 2007) that aims to provide an in-depth understanding of the Third Sector's needs and responses to the pandemic, producing helpful knowledge for improving future management and governance systems. Also, this project aims to formulate policy proposals based on local experience, both as best practices and examples of failure, to address the challenges posed by the pandemic and regulatory changes.

Below are returned (in line with Figure 1): the research design (paragraph 1); the theoretical-normative framework (paragraph 2); the mapping of TSOs in the Campania Region (paragraph 3); the web survey submitted to the mapped TSOs (paragraph 4); the in-depth interviews administered to privileged witnesses (paragraph 5), proposing, in the Conclusions, the integrated reflections that emerged through the different lines of investigation conducted.

1. Research design

The project is structured as a meta-disciplinary action research which finds its natural expression in what has been widely defined as the "third approach" in social research, the Mixed Methods approach (Creswell & Plano Clark, 2017; Amaturò and Punziano, 2016; Tashakkori and Teddlie, 2010; Johnson, Onwuegbuzie & Turner, 2007), characterized by a combination of qualitative and quantitative techniques, including statistical-geographical, ethnographic analysis, exploratory interviews, field observation, and documentary analysis. The basic approach is critical realism (Bhaskar, 1978), aiming to direct intervention on the reality investigated by increasing the awareness of the subjects and organizations involved in full compliance with the transformative paradigm (Mertens, 2007).

The mixed approach implemented in the Norisc-19 research aims to provide an in-depth understanding of TSO's needs and responses to the pandemic and to produce useful knowledge for improving future management and governance systems. Furthermore, the project aims to formulate *policy proposals* based on local experience, both as best practices and examples of failure, to address the challenges posed by the pandemic and regulatory changes.

The Norisc-19 project was built on two investigative paths and structured into six distinct phases, each of which required the implementation of targeted strategies for the collection of empirical data (figure 1). Despite its sequential nature, the literature review also required careful planning, involving fields such as sociology, anthropology and organization. A regulatory framework was needed to define the state of the art of studies, considering the regulatory changes in the Third Sector over the last decade, particularly up to the Reformation.

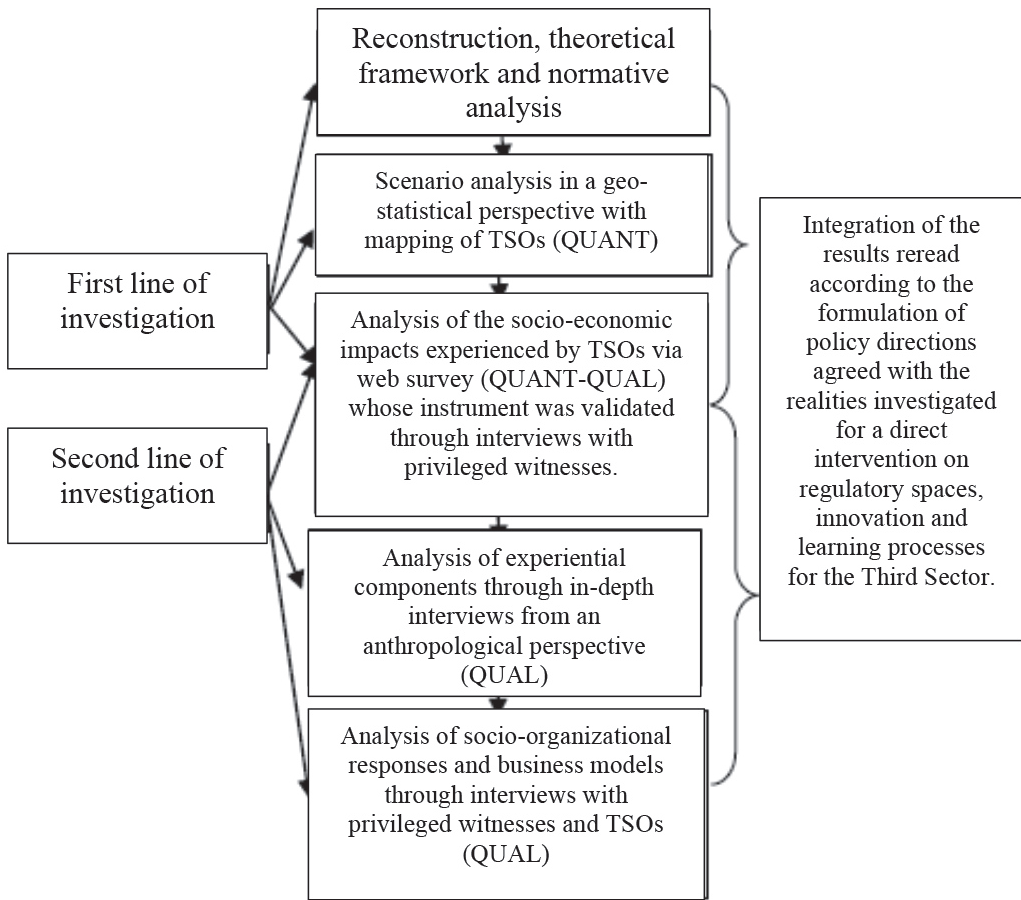


Figure 1: Conceptual map of the two phases that make up the Norisc-19 research.

The project was therefore divided into two main phases: the first is aimed at recovering the knowledge gaps regarding the national and regional TS and focuses on the recognition of the scenario and the social impacts experienced by the TSOs through a socio-anthropological analysis of a jointly statistical-geographical on secondary sources (mapping of the Campania TSO); and an ethnographic analysis, with exploratory and in-depth interviews. Furthermore, an accurate regulatory reconstruction is integrated; however, the second focuses on analyzing the socio-economic and organizational impacts and the organizational and strategic responses developed, also considering the influence of the local and national governance processes designed to deal with the pandemic. To implement this objective, a narrative approach was administered in in-depth interviews with privileged witnesses administered to the entities involved, as well as a careful documentary analysis relating to the dynamics developed during the double regulatory and pandemic transition phase. By these two lines of investigation, six research steps were articulated, briefly illustrated in Figure 1.

The six operational phases, which are transversal to each other, have produced important results in understanding the double transition to which the TSO is subject (Figure 2).

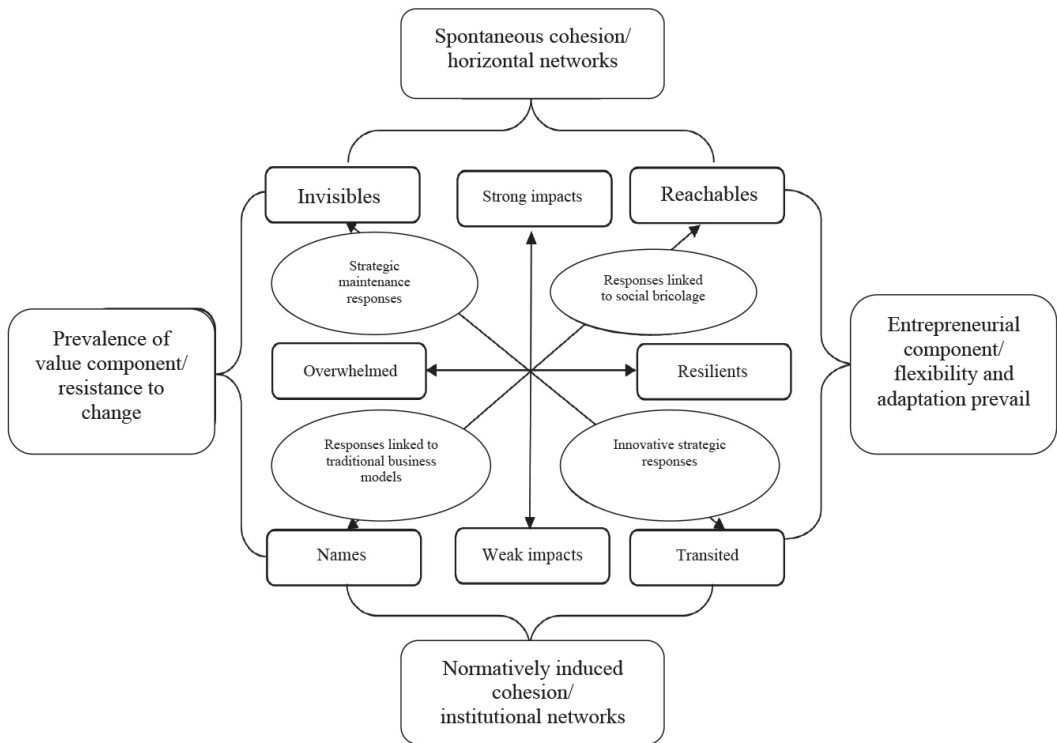


Figure 2: General classification scheme of emerging dimensions.

2. Setting the scene: theoretical and regulatory framework

The first phase carried out in the Norisc-19 project is that of the theoretical framework, provided by the very recent studies and research on the issue that span the different disciplines involved (Collins, Florin and Renn, 2020; Dodds *et al.*, 2020; Huang, 2020; Janssen & van der Voort, 2020; Karaseva, 2020; Moon, 2020; Rajan *et al.*, 2020; Sebastiani, Massa and Riboli, 2020; Taddeo, 2020; Taghrir, 2020) and the reworking of local *governance aspects* starting from the *regulatory analysis* of directives, provisions and measures adopted by the Campania Region by adopting a regulatory approach. In this perspective, particular reference was made to two events of incalculable transformative importance, such as the Pandemic and the Reform of the Third Sector. An endogenous phenomenon such as the Reform of the Third Sector (delegation law 106/2016) - despite its limits and the slowness that is characterizing its implementation - arrives at the moment in which society seems to be ready to recognize the TS all the relevance and weight invested in supporting the public sphere, deploying useful tools to reorganize its actors and discipline; on the other hand, an unexpected and exogenous event such as the Coronavirus pandemic takes over, making the centrality that non-profits play in supporting local welfare even more evident. Reform and pandemic therefore constitute the two phenomena - one endogenous, the other exogenous - which have acted globally on the Italian Third Sector, changing its composition and characteristics and highlighting its fragilities and adaptive capacities, resilience and potential. The Reform - in its attempt at a regulatory, fiscal and management reorganization of the TS - has, in fact, put not only the legislator, but also the associations themselves and the

community face to face with the underlying complexities that animate the solidarity vocation of the private social sector. The multitude of different actors, the diversification of the objectives set and individual characteristics, the peculiarities (and difficulties) deriving from the territorial dimension and the adaptive needs of the subjects are just some of the complexities that accompany the framework of the TS and its needs, at the same time making it problematic to identify the current state of implementation of the Reform and the possible adjustments to be subjected to it. The pandemic, on the other hand, has helped to highlight how the Italian non-profit sector is populated by dynamic and resilient entities, capable of responding promptly to the emerging needs of citizens. But, at the same time, it appears to require significant attention from the institutions, especially in a historical moment like the current one in which, on the one hand, it is necessary to honor the burdens and guidelines established by the Reform for its completion; while on the other, the inputs, innovations and critical issues that emerged following the pandemic are collected and systematized, which contribute to sparking reflections on the "blind spots" of the Reform itself.

3. Scenario analysis

The second step of the project involved the implementation of a scenario analysis through the construction of a *mapping of the TSO* in the Campania Region, aimed at understanding the dimensions of the regional TS, the structural characteristics (type of entities and activities) and socio-economic (also on a territorial basis) related to them, as well as the adaptation to the dictates of the Reform, concerning registration in the RUNTS. This step has been a crucial phase within the project, given mainly the structural invisibility of TSO: in fact, TSO are difficult to identify and localize on the territory due to the absence of unique and updated sources; also, it is difficult to understand what specific activities they perform and the users they involve. The lack of adequate tools to build a global knowledge on the TSO (active in each geographical area) was, therefore, the first obstacle the research faced in exploring and understanding TSO in Campania Region. To overcome the *bias* statistical-geographical knowledge generated by the absence of a pre-existing mapping and the failure to implement - in the research phase - the RUNTS, the mapping of the Campania TSO is conceived as a tool capable of identifying as many organizations as possible operating in the Region, defining the characteristics at the same time. But the mapping also ends up acquiring - from a broader perspective - a much more significant role, bringing to light the complexities that still today - seven years after the beginning of the Third Sector Reform - pervade the complex world of private social.

The work carried out can be summarized in two main steps: a first step, which involved the construction of a list of TSO through the implementation of pre-existing sources (RUNTS, regional and provincial registers, CONI register, sectoral digital platforms); and a second step, which allowed - once the lists had been created - the verification of the latter through the network, a fundamental step to define both the information necessary to frame their identity (for example, in addition to the personal-geographical information, also the area of intervention), than to verify those already present such as names, addresses and contacts. In phase of theoretical reflection, it has been possible to reconstruct the existence of nine main legal forms of TSO, finding evidence of five (APS, Social Enterprises/Cooperatives, Philanthropic Institutions, ODV, ONLUS). In addition - starting from collecting essential information relating to each TSO - it has been possible to identify a few prevailing fields of activity in which these entities operate. Such categorization was built *ex post*, as illustrated in Table 1. The need to create these categorizations stems from the absence - both in literature and through the tools used, such as RUNTS and other registers - of a shared classification criterion, which would allow researchers to understand and record the legal form and the type of activity carried out by each organization.

| SECTOR OF ACTIVITY | AV | BN | CE | NA | SA | TOT |
|--|------------|------------|------------|-------------|------------|-------------|
| ART/MUSIC/CULTURE | 2 | 13 | 19 | 126 | 45 | 205 |
| GENERAL SOCIAL ASSISTENCE | 12 | 112 | 240 | 80 | 316 | 760 |
| (PROFESIONAL O EDUCATIONAL) TRAINING | 3 | 15 | 55 | 58 | 44 | 175 |
| RESEARCH | 1 | 3 | 9 | 22 | 8 | 43 |
| CIVIL PROTECTION | 0 | 4 | 4 | 13 | 15 | 36 |
| SUPPORT FOR YOUNG PEOPLE | 1 | 8 | 26 | 30 | 26 | 91 |
| SUPPORT TO THIRD SECTOR | 0 | 0 | 0 | 3 | 0 | 3 |
| SUPPORT TO WOMEN | 0 | 0 | 3 | 15 | 2 | 20 |
| SUPPORT TO FAMILIES | 1 | 2 | 1 | 13 | 6 | 23 |
| SUPPORT FOR DISADVANTAGED CATEGORIES (women, elderly, migrants, disabled, LGBT, victims) | 3 | 17 | 22 | 37 | 22 | 101 |
| INTERNATIONAL SUPPORT | 2 | 2 | 0 | 13 | 6 | 23 |
| SPORT | 2 | 27 | 37 | 408 | 82 | 556 |
| PROTECTION AND ENHANCEMENT OF THE ENVIRONMENT | 1 | 40 | 8 | 35 | 9 | 93 |
| SUPPORT TO ANIMALS | 4 | 3 | 8 | 12 | 3 | 30 |
| SOCIAL-HEALTH ASSISTANCE | 9 | 35 | 89 | 129 | 122 | 384 |
| SUPPORT FOR DISABLED CITIZENS (drug addicts, ex-prisoners, people in difficulty, prisoners) | 0 | 0 | 9 | 20 | 11 | 40 |
| PROTECTION OF CITIZENS' RIGHTS | 0 | 9 | 12 | 22 | 11 | 54 |
| NOT AVAILABLE | 332 | 63 | 184 | 240 | 145 | 963 |
| TOTAL | 373 | 353 | 726 | 1276 | 873 | 3601 |

Table 1: Prevailing sectors of activity of the mapped entities

Despite the efforts made by the research group to reconstruct the population made up of the TSO active in the Campania Region in the most complete and detailed way possible, it is necessary to point out that the mapping only aims to obtain an exhaustive and all-encompassing census. Instead, the tool was created with the aim of inclusiveness, with the reconstruction and contemporary analysis of a complex and partly invisible reality, with whose peculiarities it was possible - thanks to the mapping process - to compare directly. As it is, in fact, likely to observe from the results of the mapping carried out, the number of entities identified up to March 2022 (the deadline for closing the survey work) constitute only a small percentage of the total number of entities in Campania that were registered with the RUNTS as of March of 2023. Furthermore, if we take into account that not everyone has yet formalized (or otherwise intends to formalize) their registration in the register and that they frequently experience a condition of true invisibility both concerning the institutions, online and on the territory, one can well understand how the creation of a tool like the one presented here does not have the ambition of reconstructing the entire population of the Campania TSO, but instead of reconstructing the statistical dimension as accurately as possible through the available tools - geographical of the phenomenon, attempting - at the very act of reconstruction - a more in-depth understanding.

Considering these reflections, we refer to the complex of realities mapped as the "accessible population", i.e. the total of the realities that it was possible to identify in the Campania region through the illustrated sources. This accessible population amounts to 3,601 entities, divided as follows based on the province they belong to:

- Avellino: 373 institutions;
- Benevento: 353 entities;
- Caserta: 726 institutions;
- Naples: 1276 entities;
- Salerno: 873 institutions.

4. Web survey

The development of a comprehensive *web survey on the entities surveyed to answer the questions: What are the main characteristics of the cases investigated? What are the characterizations regarding the organization, structure, operational people, and recipients of the offer? What is the state of health of Third Sector entities in the aftermath of the first year and a half of the pandemic?*

What were the main changes, reactions, responses, and opinions expressed? What role has digital played, and which tools between internal and sector governance have had decisive influences for better or worse? Through an online survey based on 67 questions divided into ten categories, various aspects of organizations were explored, including structure, identity, economy, communication, networks, impacts of the pandemic, and future visions.

The survey instrument was subjected to an initial validation with comparison through preliminary interviews with privileged witnesses and only after that was it released for detection. 6.24% of the entities contactable via e-mail responded to the survey (183 out of approximately 2,962 entities).

The most received responses reflect the regional demographic distribution: Naples (47%), Salerno (20%), Caserta (13%), Benevento and Avellino (10%). Among the most common activities of the responding institutions are educational (74%), personal assistance (53%), and cultural heritage conservation (48%), followed by awareness campaigns (45%). During the pandemic, 33% of organizations questioned suspended activities, with the most significant impacts on education and training (25%), culture (18%) and recreational activities (13%). New initiatives in personal and business assistance (22%) and social and health assistance (9%) have emerged. 23% of organizations have suffered drops in revenue, with events suspended (67%), projects interrupted (45%) and donations reduced (33%). Institutional and fundraising activities were also affected (in 44% and 41% of cases), while management and administration remained stable (47% and 37%). After the lockdown, maintaining staff (50%) and dealing with fixed costs (47%) and for the continuity of services (48%) was burdensome.

The organizations responded with the reorganization of the production model, diversification of revenue sources (57%), investments in fundraising (53%), expansion of the volunteer base (51%), and increase in commercial activities (24%). A digital redesign was noted with a focus on digital content (49%), video conferencing and distance learning (44%) and online fundraising (20%). Management skills (43%), professional skills (29%) and in managing relations with the public administration (15%) have become crucial in the post-pandemic phase.

A notable aspect in evaluating the Third Sector (TS) is the ability to adapt and transform in the face of recent changes. The factor analysis brought to light two latent dimensions through which to look at the effects of the double transition: "Resilience", as defined by Carrosio (2020) and "Impacts". From the intersection of these two dimensions, four profiles of entities emerge that they stand out in the way they have addressed the pandemic crisis.

The first, "Overwhelmed," which includes 18.2% of institutions, is characterized by its vulnerability and the strong impact of the pandemic, with an inability to react or relaunch their activities. These entities are mainly in the cultural and sports sectors and often do not yet comply with current regulations. Therefore, they continue to operate under a preferential tax regime and in a hidden manner. The second profile, "Persistent," concerns 33.3% of institutions that have suffered a minor impact of the pandemic, sometimes even a positive one, especially in the social and healthcare sectors. The third profile, "Fragile," which includes 18.5% of institutions, has suffered devastating impacts in all areas, from management to financing, leading to a complete interruption of activities during the lockdown. These institutions, mainly in the cultural and training sectors, have suffered significant economic losses and are opting to resort to the PNRR for recovery. Finally, the "Resilient" profile, representing 30% of institutions, showed notable resistance and strong adaptability. These entities have maintained or improved digital communi-

cation and administrative activities, often leveraging digitalization as a crisis response tool. Most of these entities are registered with RUNTS, marking compliance with current regulations, allowing them to establish relationships with the public administration for services of public interest. Thus, digital and association networks have notably impacted TSOs, especially in response to the dual transition. Regarding networks, 85% of the responding institutions participate in association networks, with 59% in informal networks. Following the lockdown, there was an intensification of existing relationships and the creation of new partnerships (43%) to support various institutional aspects (55%), fundraising (23%), and marketing and communication activities (13%). These dynamics were also influenced by the TS reform, which emphasized the need to build networks to access resources, opportunities and incentives. Institutional actors such as Municipalities, Regions, Schools, Universities, Local Health Authorities and Dioceses, and organizations such as Confcooperative, play a key role in this scenario. The centrality of digital marks a real paradigm shift: many entities have had to face the challenge of redesigning their activities and coordinations from a digital perspective, both for the offer of products and services and for fundraising. However, this often rushed and pandemic-related digitalization has highlighted the lack of internal skills, making investing in digital difficult, especially in a period of financial uncertainty for institutions.

As reported in Punziano et al., (2023) this analysis highlights the triple role of digital: as a means of disseminating information, as a mirror of the regulatory transition and as an indicator of the ability of TSO to adapt to changes. The objective is, therefore, not to limit ourselves to responding to the contingency of the pandemic but to develop a systemic strategy supported by national and international actors to promote digitalization as a tool for reducing inequalities and defining positive futures. The Recovery and Resilience Plan (PNRR), with a budget of around 48 billion euros, plays a key role in this process, supporting the sector in digitalisation and innovation to improve the efficiency and effectiveness of institutions.

The growing importance of digital in the Third Sector therefore emerges as a fundamental aspect for the future of the sector. This element was at the center of the qualitative insights conducted through detailed interviews, both from an anthropological and organizational-managerial point of view, highlighting the crucial role that digital has had and will continue to have in shaping the possible future developments of TS.

5. In-depth interviews

Previous research phases helped the identification of particularly emblematic realities on which to carry out a fourth step of research: *qualitative insights with ethnographic field observation and in-depth interviews* (Alon et al., 2020; Beaunoyer, Dupéré and Guitton, 2020; Bowleg, 2020; Patel et al., 2020) analyzed with narrative approach, to delve into the results that emerged from the previous phases and collect qualitative details on the regulatory transition experience established for the regulation of the sector (therefore an expected element of transformation) and on the pandemic experience (as a completely unexpected element to which it was necessary to respond with processes that were not prefigured or established in coins) as well as on the organizational choices made. The administration of *interviews with privileged witnesses* of the sector under investigation aimed at *discussing the emerging socio-organizational responses* and *co-constructing policy directions in a concerted manner* (Zollo et al., 2016; Bartik et al., 2020; Borzaga, 2020; Consiglio and D' Isanto, 2020) calibrated on the contextual specificities functional to redirect not only the problematic regulatory transition and the very contents of the Reform but also to show functional elements in the long term for the recovery of particularly difficult situations to be established as *best practices*.

More specifically about the anthropological perspective of the research, the objective of the interviews was to explore the experience of the pandemic, the lockdown, and the reform of

the private social sector in Campania through the in-depth analysis of twenty-one testimonies of the representatives of the TS, needed to critically highlight (Dubois, 2009, 2014) the themes that are repeated albeit with different nuances and declinations within the various interviews. The division of the interview outline into thematic blocks made it possible to investigate these dimensions more closely and through different points of view.

The testimonies collected can represent a cross-section of the experience of the private social sector, first and foremost in Campania and, consequently, some aspects of the Italian one (Ferrera, 2006; Ascoli, 2011; Ferrera, Fargion and Jessoula, 2012; Ranci & Pavolini, 2015). One of the most relevant elements that emerged in the interviews was the emotional impact of the pandemic transition, often considered more important than the economic one, to counter which maintaining the internal cohesion of the institutions was fundamental. The efforts made for cohesion have sometimes expressed the desire to assist with the risks of the virus, strengthening the narrative of a heroic and altruistic TS. Another central theme that emerged is networks, a fundamental element for the correct functioning of the Italian TS. On the contrary, the relationship with the institutions emerges as marked by numerous bureaucratic inefficiencies, particularly the critical issues inherent to the TS Reform. It started in 2016 and is still ongoing; it has implemented a regulatory transition process to streamline decision-making processes and the distribution of resources in the Italian TS; however, this Reform is affected by various problems that risk creating more obstacles than solutions, such as the slowness of bureaucratic processes, the lack of clear guidelines, the need to request assistance from expensive professional figures, the incompetence of public operators and the lack of greater recognition of the formal role of the TS. Finally, the most relevant aspect among those investigated concerns the adoption and application of digital tools, the so-called "digital transition". It is a process that affected the TS before the pandemic; however, COVID-19 and related containment measures have represented a strong push for the adoption of digital devices themselves. In some cases, digital has represented the perfect solution to the limits of forced social isolation, allowing organizations not to interrupt the performance of their activities. However, by its very nature and vocation, TS is oriented towards human co-presence, so this aspect cannot be resolved entirely digitally. For this reason, institutions have had to find emerging and innovative solutions to combine with digital tools. From this process, the narrative of "reinventing oneself" is born, of changing the promotion methods and activities. Covid-19 has brought the TS's tension towards dynamism and flexibility to its extremes while simultaneously allowing social and organizational innovation processes to emerge. From a more strictly organizational point of view, the analysis of the interviews brings to light the role of TSOs as social innovators: they operate as *bricoleurs*, adopting frugal solutions with limited capital and using their resources (Komatsu *et al.*, 2016). As social innovators, they go beyond the boundaries of existing models, organizations, and networks, mutually reinforcing their value propositions and business models. The results of this research are consistent with the studies of Canestrino *et al.* (2019), Gustafsson and Lazzaro (2021), and Stanojev and Gustafsson (2021) in the contextualization of business model innovation in the Third Sector.

These results lead us to think about an important aspect. If social enterprises lose their bricoleur soul, they risk no longer being able to generate social innovation in the long term because they risk losing sight of the social component, shifting the axis too much towards profit. We find consistency in this statement in other studies in creative and cultural contexts (e.g. Pearse and Peterlin, 2019; Gustafsson & Lazzaro, 2021), in which the innovative business model adopted contextually incorporates elements of sustainability and social innovation. Furthermore, they would suffer negative consequences regarding their connection to their local communities. The empirical study then contributes to the academic debate, offering new elements to the existing literature on social bricolage, innovative business models, and social innovation.

Therefore, the testimonies collected, if it is true that they refer to the territory of the Campania Region with its specificities, can, however, in other more general aspects, be partly more broadly evocative of the complex reality of the Italian TS bodies, although not sufficient to repre-

sent those associations that, for various reasons, decide not to declare themselves. On the other hand, in the absence of similar broad and multidisciplinary studies on Campania, this project represents a first attempt at an in-depth and systematized analysis of such a complex reality.

Conclusions

The analysis of the results that emerged in the different phases of the investigation highlights that, despite the objective of the Reform to redefine and reorganize the Third Sector, recognizing its socio-economic importance, its full implementation and the consequent impact on the actors and the environment are still limited. The complexity encountered during the mapping of Campania's Third Sector Organization (TSO) and the effects of the pandemic, as revealed by the interviews, showed a diversity in the characteristics and structures of the various realities, influencing their ability to adapt to the directives of the Reform. Three key elements are identified for classifying TSOs: first, the opposition between TSOs that adhere to the Reform and those that remain "invisible"; second, the distinction between recognizable and active TSOs versus those that are nominal but not reachable; third, the difference between entities that reflect local socio-cultural problems and those that are oriented towards activities different from the local context. The third phase of the investigation highlights that some TSOs have suffered heavily from the effects of the pandemic, while others have demonstrated resilience and innovation, becoming models of best practice. Strategies adopted include production reorganization and the adoption of digital ways of working. PNNR funds are considered vital resources for expanding activities and improving the territorial presence of institutions. Furthermore, solid institutional ties have often made a difference in managing the pandemic crisis. However, competition for limited resources has created tensions among TSOs. In the fourth phase, the anthropological analysis explored themes such as ideology, the relationship between operators and beneficiaries, and the rigidity of public administrations, highlighting the emotional impact of the pandemic and the centrality of values in the Third Sector. Collaboration networks between entities and institutions have been fundamental despite the bureaucratic inefficiencies. Finally, the fifth phase focused attention on organizations that were well rooted in the territory, highlighting how collaboration and social innovation helped to face the crisis. TSO business model innovation, in response to the post-pandemic context and regulatory transitions, aims to combine social and economic aspects, underlining the importance of a long-term entrepreneurial perspective

Figure 2 effectively represents the synthesis process, where the intersection of the main factors identified through a broad recognition of the salient results emerging from the various analyses allows us to articulate the definitions of specific forms of response. This scheme illustrates four distinct models of reaction, highlighting how the actors of the Campania Third Sector, and not only, position themselves and act in this context.

It is evident that, depending on certain prevailing conditions, TSO reactions to external events vary based on structural and symbolic factors, influencing the performance and future prospects of the institution and the sector. In detail, in the lower left quadrant of Figure 2 are the responses linked to traditional business models, characterized by a strong value component and a resistance to change. These models prevail in less-defined institutions, which adapt based on institutional networks and available opportunities. Even with less intense impacts from the pandemic, these entities expressed a feeling of being overwhelmed.

In the upper left quadrant, we find the maintenance responses, where, despite a value component and resistance to change, the decisive influence comes from being inserted into horizontal networks and from resorting to spontaneous cohesion and mutual help. Despite feeling overwhelmed, these entities respond to the significant impacts of the pandemic by trying to maintain their position, albeit informally, often due to their small size and limited internal capabilities.

Responses linked to social bricolage, positioned in the upper right quadrant, emerge in entities with a marked entrepreneurial orientation, flexible and adaptive, capable of systemic resilience in response to substantial pandemic impacts, supported by internal cohesion and solid links with other local authorities. In the lower right quadrant, we find innovative strategic responses provided by entities with a strong entrepreneurial component, flexibility, available resources, and internal capabilities, which have facilitated a painless regulatory transition supported by remarkable resilience and propensity for change. These institutions have experienced limited pandemic impacts, often thanks partly to their membership and effective use of institutional networks. Despite being complex and not exhaustible in a few lines, these reflections offer clear indications for future policies. The analysis suggests focusing on facilitating the regulatory transition, the institutionalization of networks, the development of an entrepreneurial culture with a social basis, and the principles of regulatory-contextual harmonization, crucial elements for decision-makers and policymakers who intend to influence and guide the processes in this sector. The work concludes with an opening from the closing conference "Open Challenges for the Third Sector: Regulatory and Social Impacts, New Organizational Responses and Social Innovation Between Reform and COVID-19", held in Naples on 30 and 31 March 2023. The event aimed to present the results of the NORISC-19 Project "Nuove risposte organizzative, innovazioni e impatti sociali del Covid-19 sul Terzo Settore in Campania/New Organizational Responses, Innovations and Social impacts of Covid-19 on Third Sector in Campania Region" research project, co-financed by Federico II University of Naples, and to co-construct the results and emerging policy directions. The conference also aimed at developing a debate on a larger scale, involving various actors and disciplines to address central issues such as the value of data for the Third Sector, the methodological challenges in integrating interdisciplinary reflections with policymakers and subjects of inquiry, and regulatory, social, organizational and strategic transformations in the sector. This approach has allowed us to define a future research agenda for studying the Third Sector in light of the exogenous and endogenous transformations experienced.

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