Participatory and open governance for the SI Community

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SIC Governance Manual

From a project to a "network of networks"

1.   INTRODUCTION

The SIC project aims to "deepen and strengthen existing networks, forge new connections between networks and create new links to actors and networks which hitherto have not been included in the field of social innovation" (Description of Work, p. 3).In itself, it is a H2020 project with a consortium-based and hence, somewhat hierarchical management structure, dedicated tasks, work packages and accountabilities. Hence, anticipating the governance mode of a "network of networks" is not a trivial task and will be a matter of ongoing exploration, consensus-building and negotiation between the project and the networks of social innovation that it aims to support and enhance. Obviously, this report cannot replace this process. It represents a step on the way, gathering SIC consortium members' views and those of a sympathetic audience of social innovation stakeholders at the Launch Event in September 2016, and drawing some conclusions on the possible development of a governance structure. These conclusions represent the authors' view and analysis based on the data gathered and the reflected experience of working in the SIC project. Thus, the report serves as a starting point for an ongoing discussion and decision-making process among and beyond the consortium in close connection with the project's other strategy documents on enlargement (D 6.6), vision (D 6.2), sustainability (D 6.7) and impact measurement (D 6.8).

The project proposal foresees the steps of identifying and engaging networks, sharing, learning and developing new and improved structures for network activities, co-creating actions, events, programmes, learning materials, products and services, and amplifying and monitoring activities, increasing impact and letting networks become agents of social change. In addition, SIC aims to include "unusual suspects", that is, those actors that do not (yet) identify as social innovation actors or are not yet included in established networks "but who are doing relevant socially-oriented work" (Nordstokka & Pulford, 2016) to increase diversity and geographical reach and thus enhance both impact and innovative potential.

This paper is based on a twofold exploratory investigation of

- SIC partners' views on the governance of the emerging SI Community. This is the wording we choose for the "network of networks" that is to be developed and enhanced by the SIC project. SIC partners contributed to a survey (see Appendix 1) covering their "visions" for the SI Community, their preferred modes of governance and possible elements, roles and procedures,

and their preferred modes of impact assessment. Vision and impact assessment are explored further in deliverables 6.2 and 6.8 of the SIC project.

- and stakeholders' view, which were explored in a breakout session at the SIC Launch Event (26.-27.09.2016, in Brussels) through a structured and visualised discussion on preferred modes of governance and their central an important features (Appendix 2).

2.   EXECUTIVE SUMMARY

The SIC project has the mission to develop itself into a "network of networks" in social innovation, supporting and developing existing networks and increasing connections between them, and drawing in new actors and networks to contribute to a thriving ecosystem of social innovation at large. This report aims to anticipate the governance mode of a "network of networks" by gathering the expectations and wishes of both participants in the consortium and the stakeholders and interested parties that self-recruited through participation in the SIC Launch Event in September 2016, analysing these data, and drawing some conclusions on the transition from SIC's current structure as a tightly managed H2020 project to an open and participatory support network in a dynamic field of open-ended and innovative developments.

Currently, in the view of SIC **participants**, the SI Community is envisioned as more of a reciprocal knowledge and value-sharing endeavour than an entrepreneurial or investment-oriented one or a professional association. Respondents clearly believe in a bottom-up and networked structure which is to be open and inclusive, especially towards emerging and under-represented networks. There is also a sense of mission towards society at large. Outreach and expansion are favoured aims and both knowledge provision and promotion of SI values should reach the wider environment. Respondents would also like to see information and training extended to society at large. This is combined with certain pragmatism. Funding of the SI community is expected to be cobbled together from a mix of projects and funding sources, and so are the structures and procedures of governance. The result is a sense of hybridity similar to that found in other network governance mechanisms, and also observed by the TRANSIT project (Pel et al., 2015). Respondents expect a hybrid resource structure and a mix of organisational, networked and some market mechanisms of governance.

The general commitment to a networked and bottom-up structure combines with the view that, more hierarchical structures may be more practical. Among organisational roles and functions, thematic and advisory roles get more support than the more central management or leadership roles such as a president or even an executive board. Still, a majority of respondents supports central functions, an executive board, an operative secretary or office, or a circle of co-coordinators. However, the general outlook is somewhat sceptical of strong hierarchies, and central or coordinating roles may be more apt than explicit leadership. The representation of stakeholders within the SI Community is not very clearly viewed by SIC consortium members bot located between self-selection and co-optation. Activities and discussions should focus on different SI subjects rather than regions. Respondents also support a

platform as the network-adequate mode of work organisation - but are less attentive to actual governance and decision-making in a network structure.

However, respondents do not generally believe in the power of fashionable web-inspired tools of rating or assigning reputation and rewards for the SI Community or in the merit of "voluntary" and self-reflexive evaluation. Open peer review is the only self-monitoring procedure that finds a majority. On the one hand, this may suggest considerable trust in each other's and social innovators' intrinsic motivation and sense of direction. On the other, we cannot rule out a certain disaffection with institutionally required monitoring and evaluation.

As SIC's respondents emerge as a group of pragmatic and collaborative idealists (or idealist pragmatists), brokering power and influence is more of a minority agenda, as is entrepreneurialism. In this sense, respondents' outlook on the SI Community appears somewhat apolitical: power and influence are not assumed, except over the promotion of SI values, and the large share of non-responses over procedures in particular corresponds with a pragmatic orientation towards work and collaboration but also, possibly, with a certain lack of awareness of strategy, interests, competition and possible conflicts in a networked community that will require some consideration of fair, inclusive and democratic procedures.

SIC stakeholders attending the Launch Event also favour or expect a hybrid organisation mode and agree about the centrality of a commitment to sharing, of goals, needs and contributions as well as values and a common language. This can be achieved through both "sharing stories" and "tools" to anticipate and develop common objectives. Interestingly, in pursuing the "market" angle on the SI Community, end-users' or citizens' needs and demands for social innovation come to the fore and strengthen the idea of co-creating social innovations with them. Stakeholders are also very aware of the need for a critical mass of inputs. Knowledge, methodologies, best practices should be shared. The output of an SI Community could consist in co-created events and solutions, common projects and proposals - and possibly, competitive mechanisms could be used "to refine projects" and increase quality. Stakeholders consider the communication of clear benefits of joining and transparent ways of involving outsiders important - and SIC members would also like possibilities for members to develop their roles.

The model of governance suggested by the collaboration group is expected to be participatory but with varied emphases on leadership or "a lean, even a bit chaotic organisation structure" with some rotation in central roles. Compared to SIC members, stakeholders put more stock in tools and platforms but focus these on contacts and people rather than content: "linking people and expertise together".

In sum, the challenge for SIC and its governance is to make the transition from a tightly managed H2020 project to an open, participatory and inclusive, innovation-enhancing "network of networks". Currently, the project navigates between the requirements of the European research bureaucracy and

the uncertain, contextualised practices of networking in a field by employing a dual structure: on the one hand, tight professional project management, oriented at delivering high-quality output, close monitoring of efforts and activities and rigorous quality assurance, on the other, somewhat unspecified activities generally aimed at the open-ended effort of connecting subject-specific networks of social innovation. These activities concentrate in the project-specific role of "network facilitators" who connect the project and the networks it aims to address and involve. This duality runs a double risk: overburdening the network facilitating role with the uncertainties of the field and the multiple demands by the rest of the project while focusing the overall project on pre-defined output at the expense of co-created activities. This may limit the involvement of networks and new actors, and thus fall short of possible gains in innovative and collaborative potential. Hence, in order not to self-block the transition to a "network of networks" by the governance legacies of a project's reporting and monitoring structure,

This report suggests a transition to a more permeable structure:

01   Creating more opportunities for networks' contact with SIC beyond the role of network facilitators by increasing co-creation of events, ideas, projects and knowledge bases with networks and other SI stakeholders. Network facilitation then remains central but takes more of a transitory, signposting role than that of a "single point of contact".

02   To do this, SIC as a whole should focus its contracted output more on the results of "listening" to networks on their own terms - involving networks and SI stakeholders in the identification of challenges and topics to pursue, providing and linking with suitable expertise, offering opportunities to showcase their activities.

03   The existing and planned reporting and evaluation procedures could be enriched with objectives, themes and priorities defined, again, in collaboration with networks, SI stakeholders and "unusual suspects".

04   This shift in emphasis towards openness and the SI Community could be furthered and rendered more binding by the establishment of an Advisory Group of networr representatives outside the current SIC consortium fairly soon, possibly in 2017 in order to gather and evaluate some experience with the role during the course of the project. Membership could be temporary and should be increasingly diverse. Recruitment could be through some call for application where co-optation is insufficient. As involvement into the SI Community widens, more rotation between steering, advisory, thematic and operative roles could develop.

05   Finally, all data suggest that the SI Community will need and is indeed expected to have a lean coordinating office to run an SI Community platform, keep track of activities and provide an address to direct enquiries, knowledge and contacts. Rendering this role sustainable will be a core of future governance, as will the co-creation of of visible, inclusive and obviously useful activities for the emerging SI ecosystem.


3.   THE SIC PARTNERS' VIEWS ON GOVERNANCE

In order to gather partners' views on elements of SIC governance we conducted a small-scale survey among partners (see appendix 1) which combined questions about the vision (see D 6.2) and future of

the SI Community, its anticipated activities and services provided to various stakeholders and also descriptions and images for such a community. The questionnaire was developed in consultation with WP 6 participants in a first round and administered to all SIC partners. Within the (short) response period during the first two weeks of October 2016, following the Launch Event, 22 members of consortium partners from the SIC project responded - a small but sufficient number to provide a rough overview of preferred futures and organisational provisions. For the future of the SI Community we chose a time range of five years - well after the end of the SIC project but still within view.

The initial overview of respondents' backgrounds shows a relative majority of experienced researers and people working in an organisation that promotes or facilitates social innovation. No SI practitioners are involved and four participants identified themselves as network facilitators, a distinct role in the SIC project (see section 5).
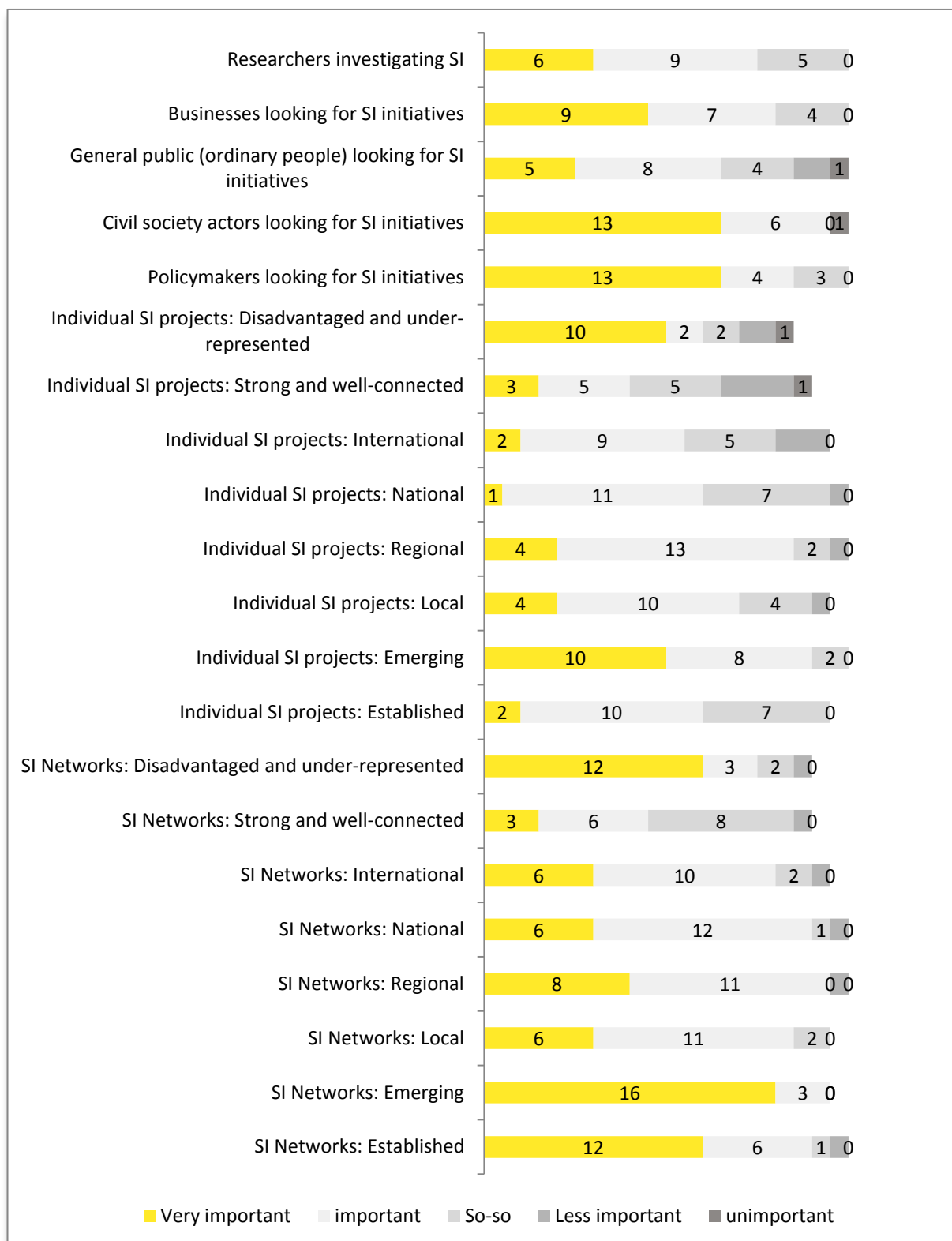
Graphic 1 Who are you? n=22
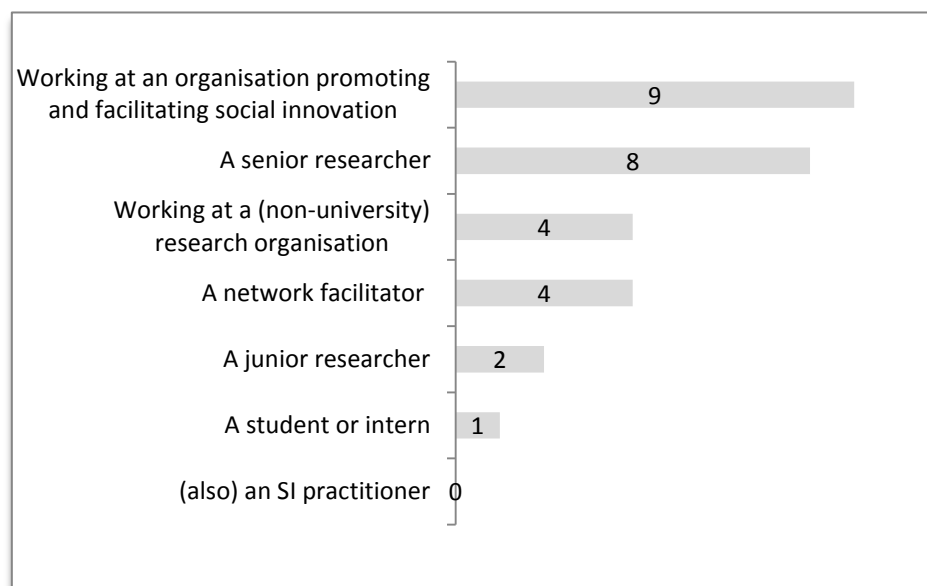
THE FUTURE OF SIC

On an intuitive level, respondents were given a range of **images** to explore a desirable future SI Community. This had a considerable amount of non-responses - apparently not all the images or even the image methodology did not engage all respondents. Clearly, most respondents (16) agreed with the "laboratory" image with no opposition, and the next-ranked concepts, the "family" and "marketplace" had considerably fewer adherents with seven each. They were also more controversial - the marketplace had one more opponent than proponent, and the "family" image was also rejected by five respondents. Conversely, all six supporters of the "gathering of true believers" rated this as their favourite image and thus emerged as true believers indeed. Otherwise, no clear favourites were found.

	Very important	important	So-so	Less important	unimportant
Researchers investigating SI	6	9	5	0	
Businesses looking for SI initiatives	9	7	4	0	
General public (ordinary people) looking for SI initiatives	5	8	4	1	
Civil society actors looking for SI initiatives	13	6	0	1	
Policymakers looking for SI initiatives	13	4	3	0	
Individual SI projects: Disadvantaged and under-represented	10	2	2	1	
Individual SI projects: Strong and well-connected	3	5	5	1	
Individual SI projects: International	2	9	5	0	
Individual SI projects: National	1	11	7	0	
Individual SI projects: Regional	4	13	2	0	
Individual SI projects: Local	4	10	4	0	
Individual SI projects: Emerging	10	8	2	0	
Individual SI projects: Established	2	10	7	0	
SI Networks: Disadvantaged and under-represented	12	3	2	0	
SI Networks: Strong and well-connected	3	6	8	0	
SI Networks: International	6	10	2	0	
SI Networks: National	6	12	1	0	
SI Networks: Regional	8	11	0	0	
SI Networks: Local	6	11	2	0	
SI Networks: Emerging	16	3	0		
SI Networks: Established	12	6	1	0	

Legend: ▮ Very important ▯ important ▯ So-so ▮ Less important ▮ unimportant

The **stakeholders** that the SI Community should support in the future are varied, but partners agree basically that *all* likely stakeholders should benefit from the SI Community. Probably, partners regard the benefits of the network generally as public, non-exclusive goods which do not make it necessary to set clear priorities. Differences thus are mostly found between the "very important" and "important" stakeholders. Support for SI networks is generally deemed more important than support to Individual projects. From the range of projects and networks, local, regional up to International, there is no clear preference. More partners regard support for "emerging" and "disadvantaged and under-represented" networks and projects as "very important" than support for "established and well-connected" SI actors and networks. This may reflect an interest in "making a difference" or in providing support to those who need the network most - possibly not an uncommon tendency among social Innovation researchers. Apart from SI actors themselves, civil society actors and policymakers are most often rated as important stakeholders, followed by businesses. Researchers are slightly less favoured as stakeholders. Respondents add social movements, individual entrepreneurs and freelancers, and (optimistically) funders looking for SI projects as additional recipients of support by the SI Community.

Possible **functions** of the SI Community are differentiated among the view towards SI actors and society at large.

Graphic 3 Which functions should the Future SI Community fulfil in five years' time?
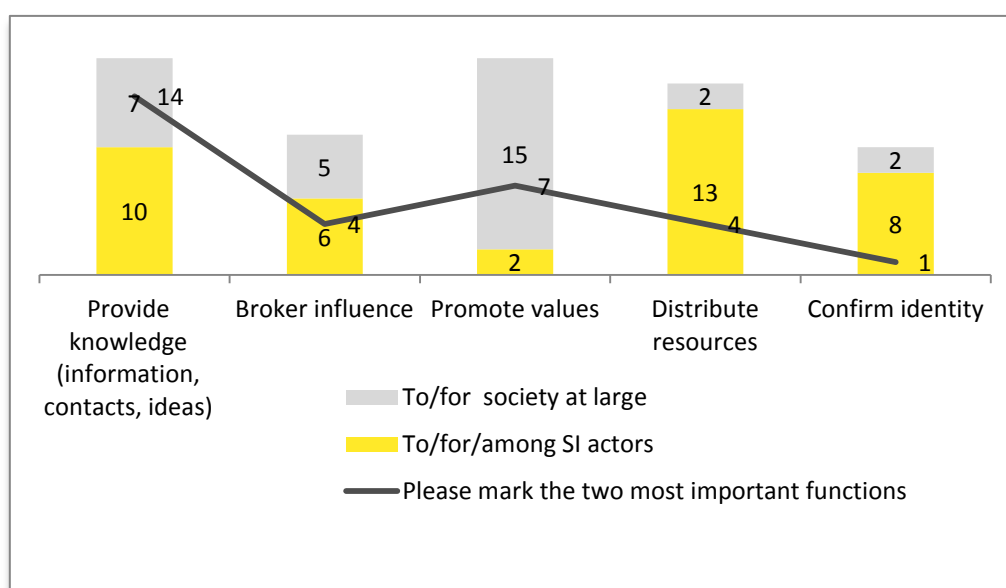

The provision of knowledge is aimed more at SI actors than at society at large but is considered among the most important functions by most respondents. Promoting values is aimed at society - clearly an advocacy function and second among the most important functions. Respondents are less sanguine about the SI Community's role in providing resources. Whereas few regard this as important, most say if resources are distributed they should go to SI actors. The confirmation of identity is also an "internal"

function but not an important one. A "political" function of brokering influence is viewed with some detachment. Here we have the highest share of non-answers, and those in favour are divided as to the direction of that influence. Six say it should Influence SI actors and five would like to see it directed towards society at large. In line with the preference for the newer and more disadvantaged stakeholders, among possible **aims** of an SI Community, most respondents deem inclusivity most Important, followed by adaptation to a changing environment (which we may consider necessary but not sufficient), and expansion and outreach, Focus is only deemed important by half of respondents, and selectivity less so - reiterating SIC's programmatic commitment to openness and outreach.To fulfil these functions and achieve these aims, provision of services or tools and of information are deemed most important by eight respondents, followed by thematic forums or platforms that are seen as more "internal", aimed at SI actors. Information, however, should reach society at large, and more respondents would like training activities and conferences to target society than be aimed at SI actors.

Graphic 4 In five years' time, the Future SI Community should aim at

Among possible **activities**
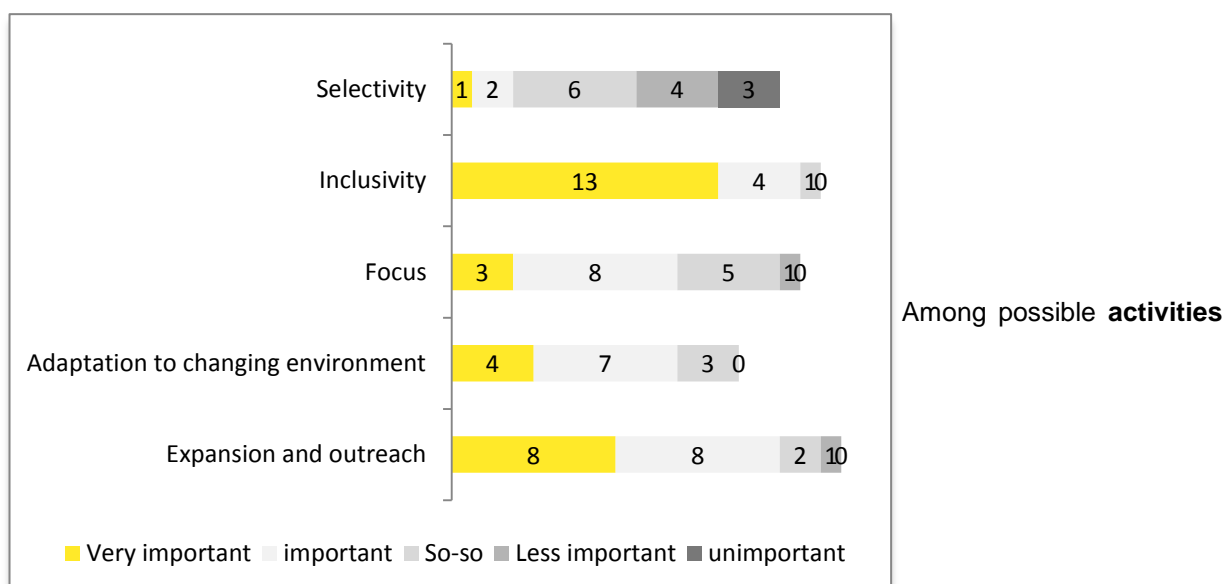
This may again confirm the "outgoing" vision of SIC. Twelve respondents each would like distinct activities aimed at SI actors: standard-setting, monitoring of SI progress or upscaling or accelerating SI projects. However, progress monitoring is only considered among the most important activities by five respondents and standards by two. Interest in a manifesto is the most limited. We may interpret these results as evidence of some limited institutionalisation of SI: For the community as it is, there are conferences, competitions and also trainings already in many fields of SI. Reaching a wider audience is more challenging but still an area where a SI Community could go beyond the current state of the art.
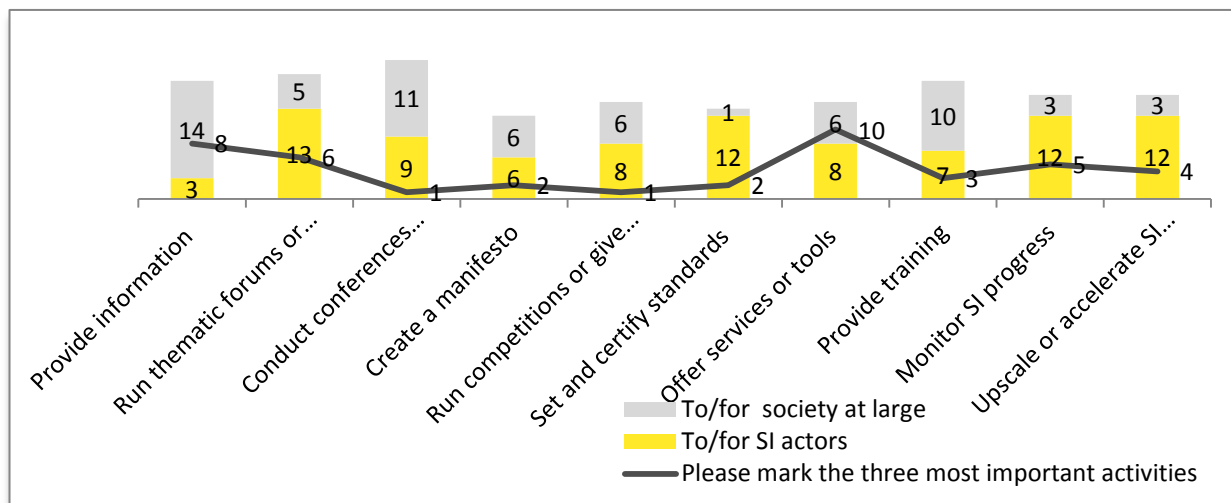
For the SI Community's **funding**, partners clearly anticipate "a mix of projects and sources" in five years' time. This is endorsed by 17 and deemed the most important outcome by eleven respondents. Otherwise, there is little variation in favoured funding sources but more variation in those that are opposed. This is somewhat obvious for a community aware of its resource dependency: who would say no to some extra funds if they materialise? Notably, only nine respondents expect a follow-up project and five are clearly opposed. Membership fees are favoured and opposed by eight respondents respectively. Public subsidies are favoured by ten respondents and opposed by one but nobody considers them most important - they make an unlikely prospect in an age of austerity. Considerable minorities of five respondents are against private sponsorship or fees for services respectively - signalling a certain hesitation over the pursuit of explicit business models.

Graphic 6 How should the Future SI Community be funded in five years' time?
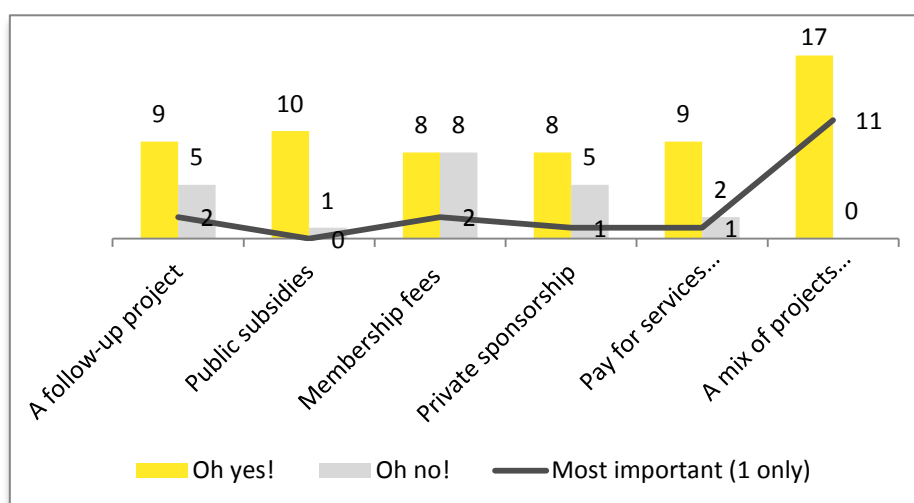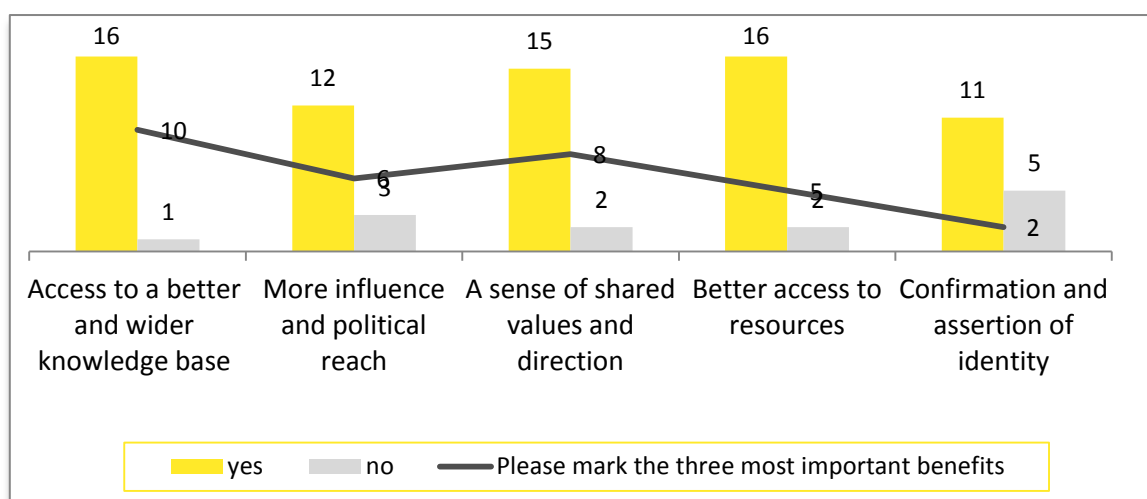
PARTNER ORGANISATIONS' CONTRIBUTIONS TO THE SI COMMUNITY

On behalf of their organisations, respondents' expectations from the SI Community are in line with the anticipated functions of the community. Most (16) expect access to a better and wider knowledge base and improved access to resources, and 15 also expect the Community to provide a sense of shared values and direction. Knowledge and shared values are mostly rated among the most important benefits with ten and eight proponents respectively. Twelve respondents also expect more Influence and eleven expect some confirmation of identity. These two items also have the most decided opponents: no identity confirmation is expected by five and no more influence by three participants.

Graphic 7 On behalf of your organisation or network, in five years' time you expect from the Future SI Community

Possible contributions of the organisation to the SI Community have a similar profile in the view of respondents - but understandably SIC partners hesitate to commit themselves even tentatively. All respondents can provide knowledge, experience and contacts and 14 feel they can add a sense of shared values and direction - these immaterial resources work in both directions and can be said to be generative, that is, increase through sharing. 13 respondents also see their organisation contributing working time to the SI Community whereas three decidedly say no.
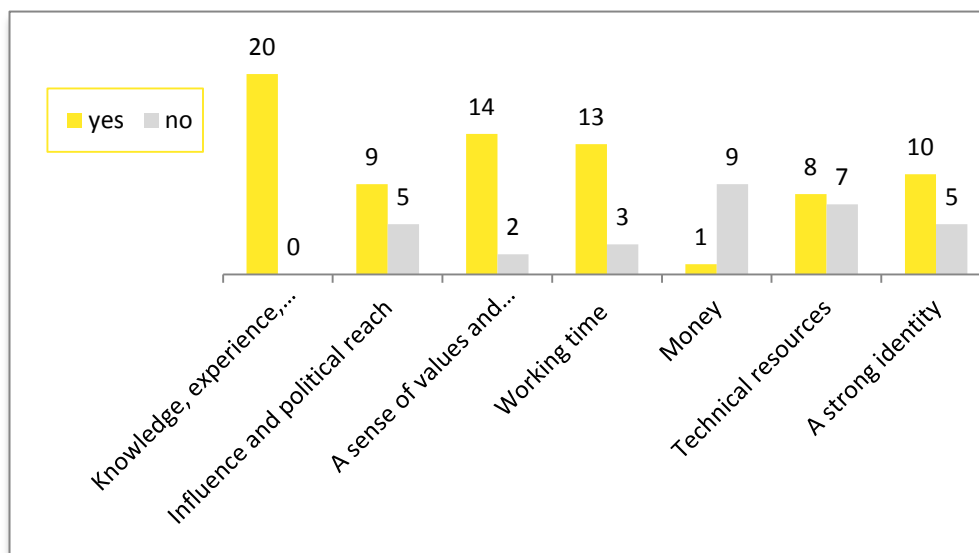
The questionnaire

Ten respondents' organisations could contribute their strong identity - something opposed by five other respondents. Political influence is, again, viewed somewhat sceptically: nine say they could bring it to the SI Community, five object and six provide no answer. Technical resources could be contributed by eight and are rejected by seven respondents. Monetary contributions are rejected by nine respondents but another ten provide no answer here. Only one respondent sees his or her organisation contributing funds.

Table 1 Partners' estimated contributions to the future SI Community

	Please note an amount per year	**Comments**
Paid staff's working time (no. of Person-days per year)	4 - 50 person days, Mean value: 28,5 days	
Volunteers' or interns' working time (no. of Person-days per year)	8 – 100 person days, Mean value: 35,6 days	
Unspecified funds (membership fees etc.)	€ 0 – 500 Mean value: € 233	self-sustained through membership fees and investors
Specified funds (fees for services rendered, events etc.)	€ 0 - 1000	Organization of events where people pay a fee to register for the events, training programs, etc.

With regard to contributions, we also asked for concrete estimates: Five respondents provided actual figures of person-days that could be contributed which then were surprisingly high: One respondent thought 50 paid person-working days were possible, two estimated 30, one 15 and one four. Offers of

voluntary or interns' work amounted to 100 days, twice 30 days, ten and eight days respectively. Two respondents saw their organisation's way to contributing unspecified funds of EUR 200 and 500, and one thought specified fees could be paid up to EUR 1000.

PARTNERS' VIEWS ON GOVERNANCE

Partners were asked about particular elements of the various "classic" governance models before they were asked about their preferred governance model since - in line with other findings on SI networks - we expect the SI Community to evolve as a "hybrid" model with organisational, networked and market-based elements and did not want to bias respondents in favour of one particular model from the outset. Participants' overall **governance preferences** are clear, interesting and not entirely surprising: 18 would prefer a bottom-up governance model and two a market mode of governance. However, the disaffection with hierarchies does not extend to their practicality: Eight respondents still think a bottom-up structure is most practical but five see a top-down structure as handier and the market gets three nominations as the most practical. We cannot be sure whether respondents understand "practical" in the sense of internal effectiveness or external legitimacy, but certainly the normatively grounded preference for bottom-up structures is balanced by a consideration of functional and institutional requirements which may not easily be fulfilled by decentralised non-hierarchical organisations.
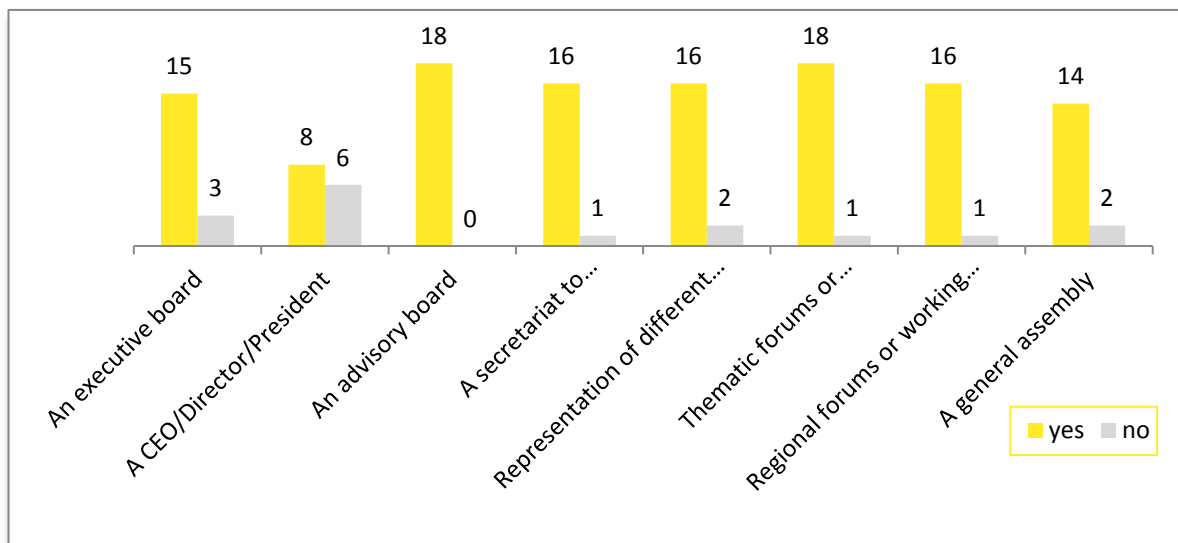
Graphic 9 With regard to the ideal types of governance described in the introduction, which model would you prefer for the Future SI Community?
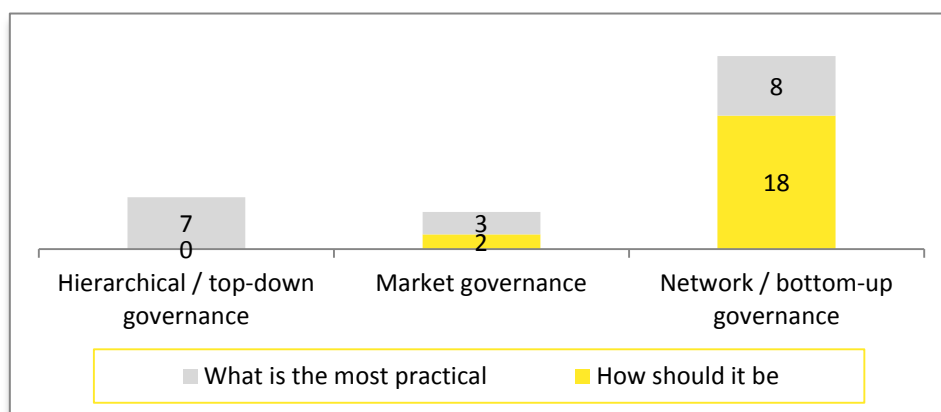
From an **organisation**- or association-based model, thematic forums and an advisory board are the most favoured elements with 18 respondents pro. Eight respondents say an advisory board should be elected whereas five would like to see it appointed in another way. Thematic forums should self-select in the view of eight respondents. 16 respondents would like to have regional forums, a secretary, and stakeholder representation respectively. 15 would like an executive board and eleven respondents would like to see it elected, whereas three respondents are explicitly against it. 14 want a general assembly, a president or CEO is only favoured by eight respondents and explicitly rejected by six.

Graphic 10 From an organizational governance model, should the Future SIC Community network have…

Category	yes	no
An executive board	15	3
A CEO/Director/President	8	6
An advisory board	18	0
A secretariat to…	16	1
Representation of different…	16	2
Thematic forums or …	18	1
Regional forums or working…	16	1
A general assembly	14	2

Graphic 11 And should these positions be …

Position	elected	self-selected	appointed by another explicit procedure	evaluated by a regular explicit procedure
A general assembly	2	6	2	1
Regional forums or working groups		5	4	2
Thematic forums or working groups		8	3	2
Representation of different stakeholder groups		4	4	2
A secretariat to continuously run operations	2	3	6	2
An advisory board	7	1	5	1
A CEO/Director/President	5	1	1	1
An executive board	11		1	2

- And should these positions be: elected
- And should these positions be: self-selected
- And should these positions be: appointed by another explicit procedure
- And should these positions be: evaluated by a regular explicit procedure

As we might expect, there is a preference for elected roles. Self-selection is only favoured for thematic

groups and regional ones to a lesser extent, and the position of a secretary should be formally appointed in the view of six participants. However, there is some ambiguity over the representation of stakeholders: four respondents would like this self-selected, another four favour a formal appointment by another explicit procedure. Regular formal evaluation of all these roles is only favoured by one or two respondents. Although the slight gaps In agreement to different functions should not be overrated, clearly a central figure or front person has only limited support and the need for such organisational staples as an executive board or general assembly is not entirely uncontroversial.Whereas a full-blown **market-based** governance model has few proponents, elements of such a model find support: 15 respondents each would like a crowdfunding platform or prizes given by the SI Community, and 14 support tender mechanisms for projects or subprojects. Since participants live in a project-driven world of applied research and networking already, this may suggest a majority in favour of an extension of that approach within a network - but three respondents oppose the notion and just possibly, the item stands more for an acknowledgement of the status quo than for further subcontracting or modularisation. SI entrepreneurs, rating mechanisms and IP protection have fewer supporters with ten each, and decided opposition by four respondents. One respondent explicates the notion of IP protection and would like a "patent office where SIs could be registered". Here we also have 6-8 non-responses. All of this suggests that market mechanisms, encountered in the environment of participants' working context, are considered more of an add-on or something "nice to have", but not favoured as a distinct coordination mechanism.

Graphic 12 From a market-based governance model, should the Future SI Community have
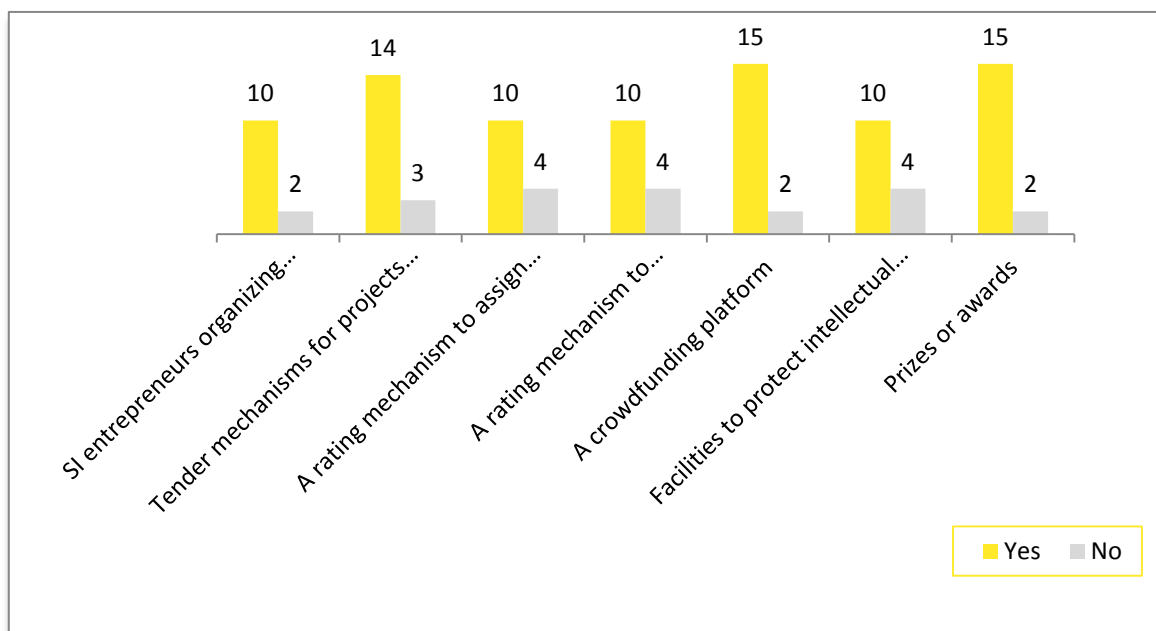

From a **collaborative** or network model of governance, a "platform to distribute tasks, Initiate projects and monitor progress" finds the most support with 18 respondents in favour. 13 respondents favour a

concentric structure of core co-ordinators or inner circles and 12 would like distributed leadership which five would like to have elected. Ten respondents favour a structure of loosely related modules and nine would like rewards or recognition for contributions. While respondents do favour networks as a form of governance, this may suggest a considerable reliance on the technological features of a network which to some extent tends to blur the decision-making mechanisms behind it.
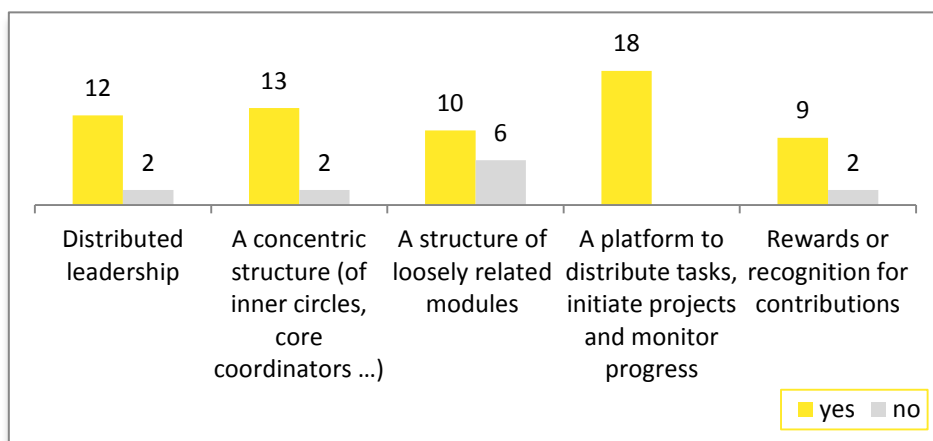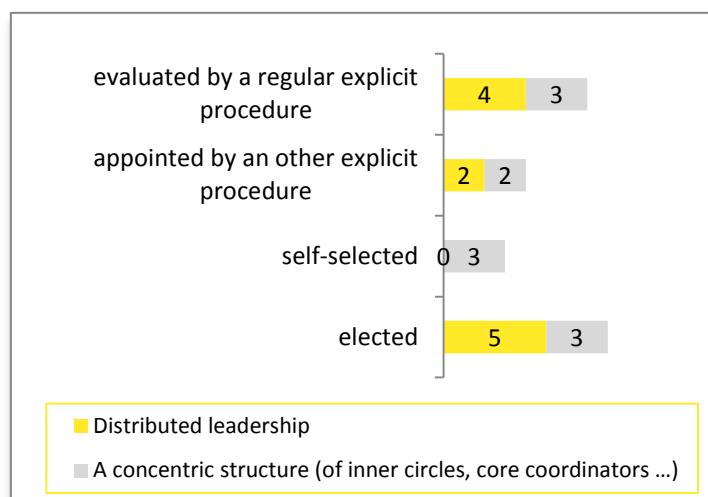
For **membership** in the SI Community most respondents (14) favour simple registration, that is, self-selection of members. Then, 13 would like differentiated statuses with full, associated or active members distinguished. Twelve participants would like members to commit to a manifesto or code of conduct - a re-assertion of the value-based mission of SI towards society at large. Procedures to develop members' roles are favoured by ten respondents although only six would like explicit learning or entry roles, possibly along the lines of "legitimate peripheral participation" whereas eight are

opposed. Possibly, respondents expect learning and role development to occur without dedicated roles for it. Other explicitly meritocratic models of membership, by contribution or by application and approval are opposed by ten or nine respondents respectively and favoured by five. Arguably, this mirrors SIC participants' commitment to inclusivity and openness over selectivity and suggests some trust in self-organised or emergent learning processes. We may conclude that the future SI Community is not likely to model itself on more exclusive professional associations but combines inclusiveness and outreach with an interest in normative commitments and role development.

**Graphic 15 How should membership in the SI Community be organized?**
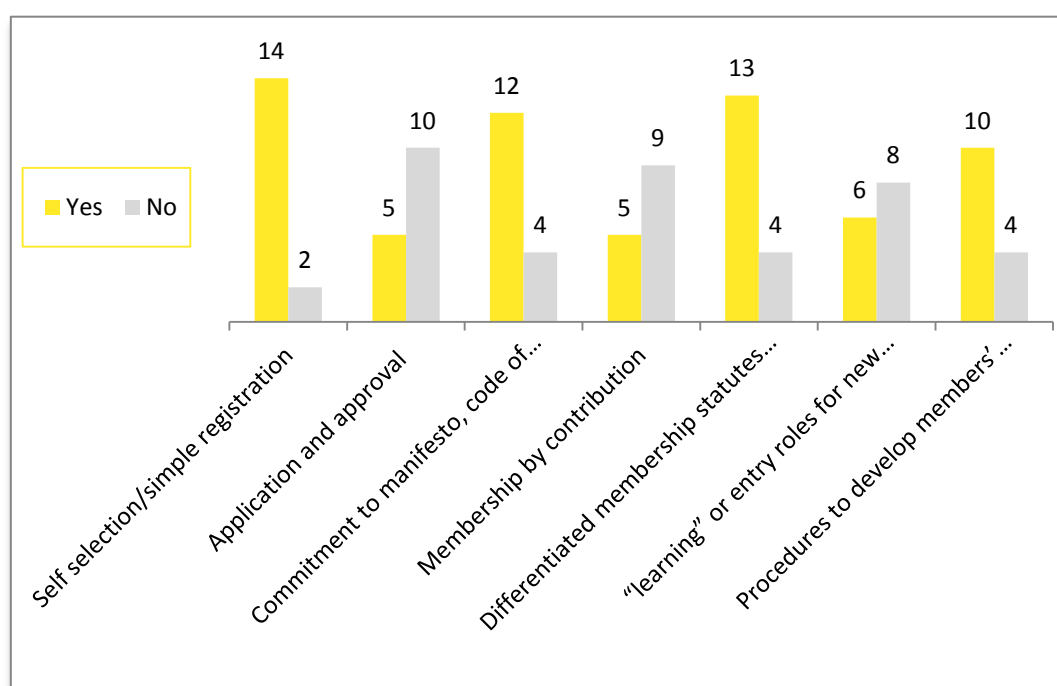
For **communication and discussion** procedures, respondents would like both online (15) and face-to-face (16) meetings and consultations and favour theme-specific gatherings considerably (17) over regional ones (9). Discussion forums are favoured by twelve and objected to by 14 respondents - possibly evidence of a certain fatigue with the many existing platforms and of an awareness of the efforts to keep such forums lively. On **decision-making** procedures and the monitoring of results, there are many non-responses (six to nine). However, "pragmatic consensus" gets the most support, and open-ended discussion, votes and "do-ocracies" each are supported by ten participants. Open-ended discussion also has six opponents, and votes are objected to by four. In **monitoring** achievements, we see a certain polarisation of opinions among those who responded. The exception is open peer review which 13 respondents support with no opposition. Otherwise, eight respondents would like regular evaluation by external experts whereas five respondents object. Online rating has six supporters and six opponents, formalised self-evaluation is opposed by six and favoured by five respondents and eight participants are against traditional peer review with four in favour. Arguably, a regular monitoring of

results is not generally regarded as necessary to the future SI Community and perceived as more of a burden imposed by outside requirements. Open peer review clearly holds the most promise of self-reflexive insight for the survey participants.

Graphic 16 Which procedures should the SI Community use …
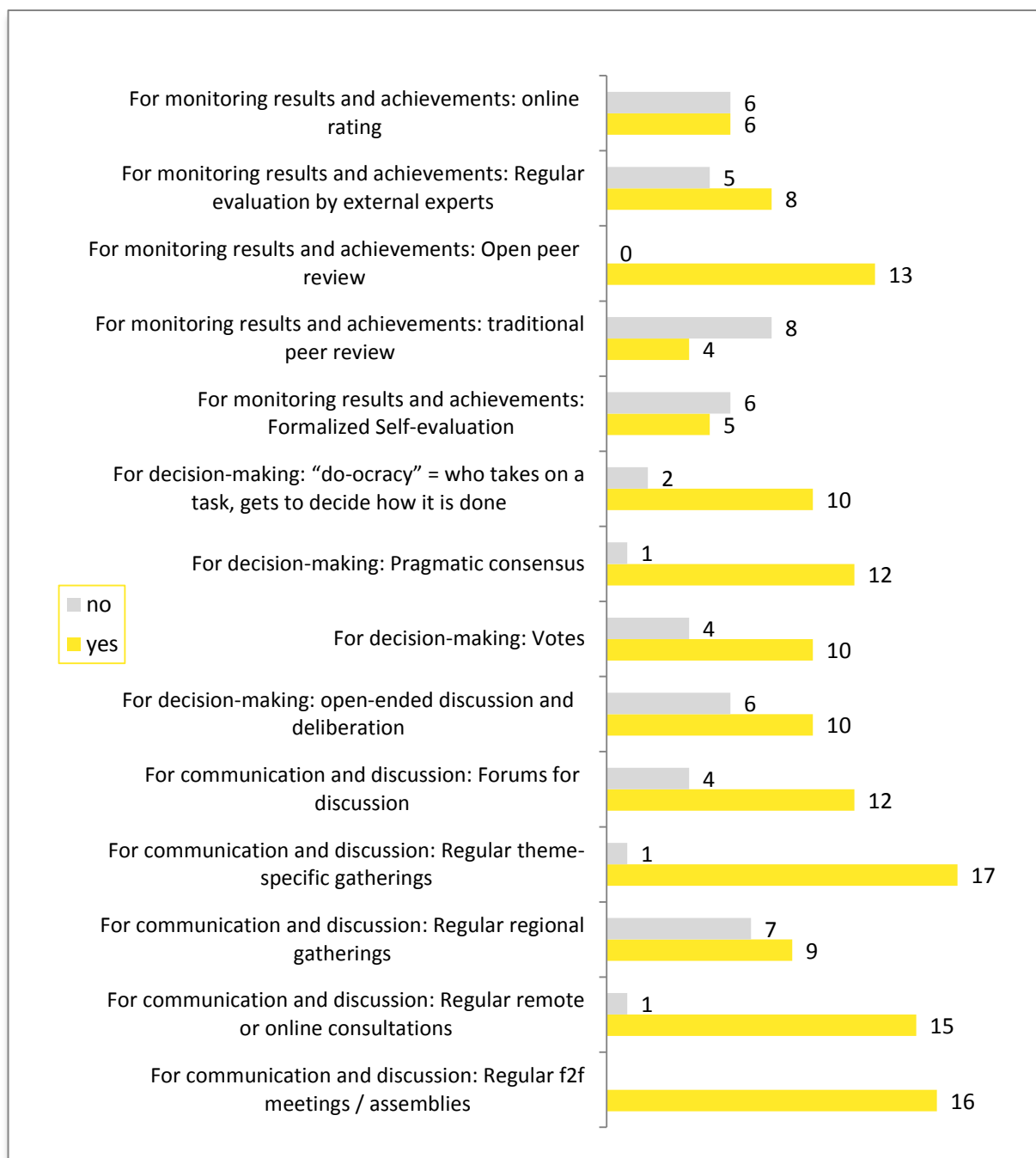
SUMMARY: THE SIC CONSORTIUM'S VIEWS

Currently, in the view of SIC **participants**, the SI Community is envisioned as of a more reciprocal knowledge and value-sharing endeavour than an entrepreneurial or investment-oriented one or a professional association. Respondents clearly believe in a bottom-up and networked structure which is to be open and inclusive, especially towards emerging and under-represented networks. There is also a sense of mission towards society at large. Outreach and expansion are favoured aims and both knowledge provision and promotion of SI values should reach the wider environment. Respondents would also like to see information and training extended to society at large. This is combined with certain pragmatism. Funding of the SI community is expected to be cobbled together and the structures and procedures of governance are expected to combine elements of different modes of governance, adding an advisory board, a secretariat and an executive board to a platform and some competitive mechnisms of crowdfunding or award-giving. The result is a sense of hybridity similar to that found in other network governance mechanisms, and also observed by the TRANSIT project (Pel et al., 2015).

The general commitment to a networked and bottom-up structure combines with the view that, more hierarchical structures may be more practical. However, among organisational roles and functions. thematic and advisory roles get more support than management or leadership roles such as a president. Still, a majority of respondents supports central functions, an executive board, an operative secretary or office, or a circle of co-coordinators. However, the general outlook is somewhat sceptical of strong hierarchies, and centrali or coordinating roles may be more apt than leadership. The representation of stakeholders within the SI Community is favoured but not outlined very clearly: they might be co-opted by the community or the executive board or might self-select. Activities and discussions should focus on different SI subjects rather than regions. Respondents also support a platform as the network-adequate mode of work organisation - but are less attentive to actual governance and decision-making in a network structure. However, respondents do not generally believe in the power of fashionable web-inspired tools of rating or assigning reputation and rewards for the SI Community. Nor is the merit of "voluntary" and self-reflexive evaluation a given. Open peer review is the only self-monitoring procedure that finds a majority. On the one hand, this may suggest considerable trust in each other's and social innovators' intrinsic motivation and sense of direction. On the other, we cannot rule out a certain disaffection with institutionally required monitoring and evaluation.

As SIC's respondents emerge as a group of pragmatic and collaborative idealists (or idealist pragmatists), brokering power and influence is more of a minority agenda, as is entrepreneurialism. In this sense, respondents' outlook on the SI Community appears somewhat apolitical: Power and influence are not assumed, except over the promotion of SI values, and the large share of non-responses over procedures in particular corresponds with a pragmatic focus on work and collaboration but also, possibly, with a certain lack of awareness of strategy, interests, competition and possible conflicts in a networked community.

4.   GATHERING STAKEHOLDERS' VIEWS ON GOVERNANCE

SI stakeholders' views were explored in a breakout session at the Launch Event through a structured and visualised discussion on preferred modes of governance and their central an important features (Appendix 2). Participants grouped themselves around tables with flipcharts on "collaboration", "organisation" and "markets" according first to their own work contexts, then around their preferred governance mode for the SI Community. Then they were asked to put the most important elements of a governance structure on post-it's and collaboratively cluster them on the flipcharts. Facilitators supported the visualisation and discussion at each table. The distinction of markets, hierarchies and networks is well-established in institutional economics and also sociological institutionalism (Granovetter, 1985; Williamson, 1985), but caused some practical confusion among participants, as on the one hand, several viewed "the market" as something external to their work context. On the other, an academic considered his immediate work environment as increasingly marketised. It became clear that participants frequently work in "hybrid", networked or marketised organisations or organised networks, and are very aware of the "social embeddedness" of markets, networks and organisations. In both markets and networks shared values, collaboration and reciprocity feature strongly. Hence, preferred governance modes cannot really be reported. There was a slight majority for networks but notably less than SIC partners' majority in the survey. However, "voting with one's feet" in a group discussion setting by selecting a table for ongoing discussion is influenced by available space, proximity to acquaintances or interesting discussion partners and so on and thus cannot be taken as strong evidence of governance preferences.

We present the results of the breakout session as a sorted collage of items with some comments and interpretation by the authors. Photographical documentation of the results is available in Appendix 2. Its results provide a host of suggestions that reach from the very ambitiously programmatic to some very concrete ideas.

BASIC UNDERSTANDINGS OF NETWORKING SI

For the (networked) **collaboration** mode, comments on its general understanding are for example:

- Identification of shared values and needs
- Shared values, same goals, respect, equity
- Shared vision of what the collaboration is for
- Enable some common languages and understanding.

The "market" group understood the market in a wide sense but saw it oriented towards stakeholders' and citizens' needs in particular:

- The concrete needs of citizens – demand for social innovation

Based on this, social innovations are to be

- Tailored to needs – crafted.

The basic understanding is sharing - not just of language and visions but also of resources and practices:

- Members share what they want and can contribute
- I need a resource – you have this resource – we make a deal on how to share it – do I have something useful for you?

With a slightly different emphasis, the market group discusses reciprocity:

- You have to give to take
- Quid pro quo (mutual benefits)
- Reciprocity
- Values
- Shared collective knowledge.

One note points out the specific mechanism of the market:

- Cooperation without consensus

which means the coordination of actions through a generalised means of exchange. However, that medium is not necessarily money. The market group explicitly considers varied "currencies" and goods that could be traded:

- Reputation
- Money
- Time
- Value exchange – what is the currency?
  - Goods
  - Services
  - Experiences

Two items in the collaboration group are insightful in their juxtaposition:

- We have a common objective – we need a tool to know /anticipate this common objective to work together on it.
- Share language that relates to realities of projects, challenges, and solutions – share real stories.

This suggests a value- and purpose driven collaboration that is aware of its diversity in terms of fields and approaches. One way of rendering this diversity operational is, interestingly, seen in attention to "the realities of projects, challenges and solutions" that are to be accessed through the sharing of stories and experiences. A different view is found in the statement before: " a tool to know /anticipate this common objective to work together on it " could be understood as an almost naïvely technical

approach to the philosophical question of how to anticipate and shape the future, but also as a pragmatist sense of anticipatory creative action (Emirbayer & Mische, 1998). Put together, both angles contain an ambitious programme of historical and situational awareness that covers path-dependencies, identities and opportunities on the one hand, focused and anticipatory agency on the other.

Table 2 Basic understanding of networking SI

	Collaboration	**Market**	**Organisation**
Basic understanding	- Identification of shared values and needs - Shared values, same goals, respect, equity - Shared vision what of the collaboration is for - Enable some common languages and understanding.	- The concrete needs of citizens – demand for social innovation - SI are to be tailored to needs – crafted.	
Sharing	- Members share what they want and can contribute - I need a resource – you have this resource – we make a deal on how to share it – do I have something useful for you? - We have a common objective – we need a tool to know /anticipate this common objective to work together on it. - Share language that relates to realities of projects, challenges, and solutions – share real stories.	- You have to give to take - Quid pro quo (mutual benefits) - Reciprocity - Values - Shared collective knowledge. - Cooperation without consensus - Currencies - Reputation - Money - Time - Value exchange – what is the currency? *Goods* *Services* *Experiences*	

RESULTS, PRODUCTS, ACHIEVEMENTS

The intended results of collaboration are overlapping as well between the groups in favour of different modes of governance.

- Exchange projects and best practices learning tools
- Sharing methodologies
- Transferring knowledge
- Learnings

- Positive practice

are to be shared in the collaboration group. This applies to experience and existing knowledge. A more future-directed mode of sharing is co-creation which is also likely to contribute to the extension of the network:

- Co-creation of events & solutions
- Multi modes of sharing – co-creation solutions – inclusive stakeholders.

In the market context,

- Co-created solutions
- Prosumers

figure as well - but with the slightly different emphasis on the satisfaction of end-users' or citizens' needs (that are not met by existing institutions or even created by their dysfunctionalities) and on the merging of producing and consuming roles in co-creation. Co-creation also suggests a contextual approach that could be at odds with the idea of scaling social innovations, but another comment integrates both views:

- Locally produced – globally shared.

In the view of the collaboration group, outputs should consist in

- Collaborative projects between network partners
- Implementation of common projects after the SIC.

Otherwise, the "collaboration group" suggests a

- Mentoring programme.

The market group approaches outputs in a more varied way, continuing the discussion of what exactly could be "traded":

- Connections – relationships
- Knowledge
- Skills
- Tips and tricks
- Archive of best practices.

There are some question marks on actual outputs:

- Can we create products?

A "product" would suggest some standardisation or "packaging", but there is some doubt over this. The general interpretation appears to be more of a marketplace of ideas in which competition is harnessed to the safeguarding of high quality:

- The advantage of competition to refine projects?

However, another contribution considers a distinct function of

- Quality control, monitoring

- possibly assuming that markets do not necessarily provide this.

- Crowdsourcing

Is suggested as a market mechanism of both showcasing and funding social innovation. Other suggested outputs are equivalent to those of the network group:

- Thematic gatherings
- Proposals: finding partners, contacts.

Table 3 Results, Products, Achievements

	Collaboration	**Market**	**Organisation**
Results	- Exchange projects and best practices learning tools - Sharing methodologies - Transferring knowledge - Learnings - Positive practice - Co-creation of events & solutions - Multi modes of sharing – co-creation solutions – inclusive stakeholders.	- Co-created solutions - Prosumers - Locally produced – globally shared.	
Outputs	- Collaborative projects between network partners - Implementation of common projects after the SIC. - Mentoring programme	- Connections – relationships - Knowledge - Skills - Tips and tricks - Archive of best practices - Quality control, monitoring - Crowdsourcing	

MEMBERSHIP AND INPUT

The collaboration group points out the aspect of input or involvement or, we might say, critical mass in creating a useful and attractive SI Community:

- Collaboration means a specific degree of involvement of each member of the community

Hence, waiting and observing is an option that should not be pursued by too many participants - and we may conclude that this needs SIC to develop a sense of ownership by the larger SI Community sooner rather than later. We shall see (section 5) that this is in some tension with the output- and product orientation of a funded research project and that SIC needs to negotiate that tension.

The group also assumes SIC needs

- Mechanisms for extending and scaling community

Such mechanisms are explored by (Nordstokka & Pulford, 2016). Breakout participants find that for this, the SI Community will need

- Clear and transparent ways for an outsider on how to get involved
- It puts forward the benefits of joining

One suggestion approaches the identification of new partners more strategically:

- New partners are sought to fill missing roles.

GOVERNANCE

The model of governance suggested by the collaboration group is expected to be participatory but with varied emphases:

- Participative model of governance with the contribution of each one
- Members agree key themes and agenda
- Consultation as key issue
- Strong leadership (avoid loss of momentum)
- A lean, even a bit chaotic organisation structure

Some suggestions are borrowed from scientific or professional associations:

- Ethical code
- Peer reviewers.

One suggestion that could be applied to both enlargement and the membership of central and coordinating units is this:

- Mechanisms of changing members, not to become too static

This is picked up by the organisation group. Interestingly, this group did not concern itself much with classical hierarchical features but brought a particular hybrid organisational model to the debate: the British "catapult" centres that, like other technology transfer organisations in, for example, the Netherlands or Germany, aim to bring research results closer to commercial innovation and are funded by 1/3 of public funds, 1/3 private-sector contributions, and 1/3 contract and project research. The translation of a similar model to social innovation would involve citizens as a fourth stakeholder group:

- Public
- Private
- Academic
- Citizens/ civil society.

Table 4 Governance

Collaboration	Market	Organisation
- Participative model of governance with the contribution of each one. - Members agree key themes and agenda - Consultation as key issue - Strong leadership (avoid loss of momentum) - A lean, even a bit chaotic organisation structure - Ethical code - Peer reviewers. - Mechanisms of changing members, not to become too static - Rotational presidency - Different countries - Every xx year - a secretariat for operational tasks		- Public - Private - Academic - Citizens/ civil society - Funding versus governing structure.

An alternative scenario would let SIC transform into an association. Governance of this should be

- Rotational presidency
  - Different countries
  - Every xx year

reminiscent of the Presidency of the Council of the European Union, and

- a secretariat for operational tasks

is also suggested.

The organisation group also points out that there is a likely difference between

- Funding versus governing structure.

Indeed, the governance of the SI Community, like any governance, has two sides: internally maintaining the organisation and achieving its aims (Scott, 1995) , and externally, generating legitimacy, not least to attract funds and assure accountability. This is the dilemma that SIC respondents encounter when responding to the "favoured" and "most practical" mode of governance, and the familiar.

TOOLS

Participants in the collaboration group elaborate on a range of tools to enable this collaboration

- Before anything: knowing precisely who works on which sector, with which type of activities, linked to which type of actors.
- Contact database & an entity managing the networks (e.g. organising meetings, etc.)
- Create directories for various sectors
- A platform by collaborative tools
- Good communication channels and strategy.

One contribution suggests distinct incentives for successful continuations or transitions of the SIC project:

- There is some sort of reward or recognition for mastering a continuation.

The question remains how these efforts could be integrated with the existing proliferation of stocktaking exercises, databases and platforms of social innovation on the one hand, the abundance of social networks and exchange channels on the other. The general purpose of tools is also outlined:

- Linking people and expertise together

This may be read as a warning of an overly instrumental or "solutionist" approach to tools in lieu of actual involvement and activity (Morozov, 2014) - again, harder to achieve than the delivery of platforms and click-rates.

We are also given a catalogue of possible support initiatives by the network. Events feature strongly and should be co-created with other partners, and importantly for an SI Community

- It celebrates occasionally,

and there is also a reference to the quality of the coffee to be served at collaborative events.

SUMMARY: SI STAKEHOLDERS' EXPECTATIONS

SIC stakeholders attending the Launch Event also favour or expect a hybrid organisation mode and agree about the centrality of a commitment to sharing, of goals, needs and contributions as well as values and a common language. This can be achieved through both "sharing stories" and "tools" to anticipate and develop common objectives. Interestingly, in pursuing the "market" angle on the SI Community, end-users' or citizens' needs and demands for social innovation come to the fore and strengthen the idea of co-creating social innovations with them.

Stakeholders are also very aware of the need for a critical mass of inputs. They recommend clear communication of the "benefits of joining" the community and of ways for outsiders or newcomers to get invoved. Knowledge, methodologies, best practices should be shared. The output of an SI Community could consist in co-created events and solutions, common projects and proposals - and possibly, competitive mechanisms could be used "to refine projects" and increase quality. Stakeholders consider clear benefits of joining and transparent ways of involving outsiders important - and we have seen that SIC members would also like possibilities for members to develop their roles.

The model of governance is expected to be participatory but with varied emphases on leadership or "a lean, even a bit chaotic organisation structure" with some rotation in central roles. Compared to SIC members, stakeholders put more stock in leadership and also in tools and platforms. However, they focus these on contacts and people rather than content: "linking people and expertise together".

5. HOW TO ACHIEVE A PARTICIPATORY AND OPEN GOVERNANCE SYSTEM FOR THE SI COMMUNITY

The conclusions we are drawing from this exploration do not amount to a full-blown manual of "how to design a network of networks". Since we are in the initial stages of an open-ended exercise or social innovation network journey, this deliverable serves as starting point of a continuous process for developing the SIC governance structure. However, we do know that there are a couple of dilemmas on the way.

This analysis and the resulting suggestions is based on the small-scale data gathering exercises of sections 3 and 4, experience from participating in the SIC project and its Steering Group, a reading of current SIC outputs and re-reading of the description of work under the question of how to develop SIC governance through a theoretical lens of actor-centered institutionalist organisation and innovation studies. It provides some suggestions of how to broaden the involvement of networks, to lighten the management load and increase the innovative benefits of including and engaging "unusual suspects".

The overall argument is as follows: The challenge for SIC and its governance is to make the transition from a tightly managed H2020 project to an open, participatory and inclusive, innovation-enhancing

"network of networks". Currently, the project navigates between the requirements of the European research bureaucracy and the uncertain, contextualised practices of networking in a field by employing a dual structure: on the one hand, tight professional project management, oriented at delivering high-quality output, close monitoring of efforts and activities and rigorous quality assurance, on the other, somewhat unspecified activities generally aimed at the open-ended effort of connecting subject-specific networks of social innovation. These activities concentrate in the project-specific role of "network facilitators" who connect the project and the networks that it aims to address and involve. This duality risks overburdening the network facilitating role with the uncertainties of the field, while focusing the other parts of SIC on pre-defined output at the expense of co-created activities, limiting the involvement of networks and new actors, and thus falling short of possible gains in innovative and collaborative potential. Hence, in order not to self-block the transition to a "network of networks" by the governance legacies of a project's reporting and monitoring structure, we suggest

01 creating more opportunities for networks' contact with SIC beyond the role of network facilitators through increasing co-creation of events, ideas, projects and knowledge bases with networks and other SI stakeholders

02 focusing SIC output on results of listening to networks on their own terms;

03 complementing reporting and evaluation procedures with collaboratively defined objectives, themes and priorities;

04 an Advisory Group of network representatives outside the current SIC consortium with temporary, increasingly diverse membership - with increasing rotation between steering, advisory, thematic and operative roles as involvement in the SI Community widens;

05 finding resources for a lean coordinating office to run an SI Community platform, keep track of activities and provide an address to direct enquiries, knowledge and contacts.

In order to get a view of what is entailed, Table 5 shows an overview of the networks and network facilitating institutions involved. Even on a first impression it shows that subjects of networks are partly related or potentially related and partly very heterogeneous. However, they are based on previous involvements and projects of the respective partners who already play central parts in the respective networks. This experience is both an asset which only makes this approach possible and a risk to networks' openness and the SIC commitment to the "unusual suspects" of social innovation.

Table 5: SIC Networks and network facilitators

Public sector innovators: a network that seeks to strengthen and systematize social innovation learning and knowledge across the public sector and European regional administrations.	UPV/ EHU	MindLab; Nesta Innovation Lab; 27a Region; OPM Innovation; Social Innovation Network; Government Innovators Networks; Behavioural Insights Team
Digital social innovation: This network brings together the growing movement of entrepreneurs and innovators developing inspiring digital solutions to social challenges with actors working	Nesta	IESI project (EC-JRC); Telecentre Europe; Network; Open Knowledge Foundation; ESADE; Waag Society; digital libraries; organisations on

on digital inclusion and frugal innovation.		digitalsocial.eu
Intermediaries: this network includes organisations that provide support, tools, and resources to help social innovators build skills and overcome the barriers to adoption, as well as facilitate connections between actors to help innovations grow and scale. These include labs, investors, incubators, and accelerators.	Young Foundation	TRANSITION; BENISI; Accelerator Assembly; European Business Network; European Business Angel Network (EBAN); Impact Hub Network
Social economy: this network includes the organisations which apply business methods to achieve social objectives, including voluntary and non-profit organisations, charities, co-operatives and other social enterprises. In many social economy enterprises these stakeholders are (or include) users of social services. They have short feedback loops between service designers and users, and the sector is efficient in identifying emerging needs and pushing the benefits of social innovations to those who need them.	AEIDL	REVES (European Network of Cities and Regions for the Social Economy); CECOP European Confederation of Worker Cooperatives, Social Cooperatives and Social and Participative Enterprises), ENSIE (European Network of Social Integration Enterprises), DIESIS (European R&D Service for the Social Economy)
Cities and regional development: this network includes the diverse range of actors that address territorial and urban challenges by mobilizing creative communities, organisations, and creative citizenship.	UNIBO	Eurocities; REVES; EnoLL; Creative City; UNESCO Creative City Network; Human Smart City Network; ERRIN Network; URBACT
Collaborative and sharing economy: this network includes individuals and organisations who share with others an increasing range of their assets, such as finance, time, skills, competences, tools, buildings, spaces, vehicles, facilities of all types, and organisational capacities, much of which is enabled by ICT developments like crowdsourcing and crowdfunding.	DTI	European Sharing Economy; Collaborative Lab; Nesta; Amsterdam Sharing City Collaborative; OuiShare; Shareable USA, FabLab Barcelona
Corporate social innovation: this network includes corporates and businesses which are increasingly recognised as a direct driver of social innovation and more commonly as a facilitator through their increasing numbers of cross-sector collaborations, often driven by new approaches to corporate philanthropy and social responsibility, process and product innovation, and the concept of shared value models.	DTI	The Enterprise Europe Network; The European Business Network for Corporate Social Responsibi-lity; The European Business Summit (EU); Business Europe, industriAll Europe; EuroChambres; City Women Network
Community-led innovation network focused on grassroots networks and organisations that are deeply embedded within their communities, and who seek to tackle the everyday challenges	Young Foundation	

experienced by individuals and neighbourhoods.		
Inclusive Development: the inclusive innovation movement (also known as frugal innovation) is relatively widespread in developing and some middle income countries, e.g. known as Jugaad innovation in India where it is closely related to the 'bottom of the pyramid' approach. The movement aims to innovate from the bottom to create greater social value for the poorest and most excluded, whilst minimising the use of scarce materials and financial resources.	DTI	

Source: SIC Description of Work updated by www.siceurope.eu

NETWORK FACILITATORS: A BOUNDARYLESS ROLE?

To connect existing SI networks, SIC has established the central boundary-spanning role of "**network facilitators**", that is, particular researchers and teams in those partner organisations who have built or been involved in the respective networks of social innovation - partly through other European SI projects (Table 5). Boundary-spanning roles in organisations (Holtgrewe & Kerst, 2002; Thompson, 1967) generally connect an organisation to the outside world and thus need to render this environment's needs, inputs and resources accessible to the organisation and vice versa - complex and situation-specific activities that by definition require flexibility, situational awareness, responsiveness and considerable "responsible autonomy" and discretion. A knowledge-intensive project and network structure can be said to consist of boundary-spanners by definition, even though the boundaries delineating the inside or outside of an organisation are less clear, and roles, responsibilities and processes more situationally adaptable than in a classic organisation. Still, the role of facilitator in the network retains the features of a "bridging" role in an organisation, for example that of a project manager, a customer service representative, a union secretary or a frontline manager (Marchington, Vincent, & Cooke, 2005). Such roles on different hierarchical levels generally are at risk of being overburdened with expectations, a gap between demands, resources and power, and a tendency of both organisations and boundary-spanners themselves to look towards their individual skills and personal capabilities to solve organisational problems well beyond what is realistic (Holtgrewe & Hohnen, 2015).

Facilitators' activity In SIC is coordinated by SIX, the leader of the "Dissemination and Engagement" work package who have also discussed that role in the SIC "enlargement strategy" (Nordstokka & Pulford, 2016). Coordination occurs chiefly through a range of guidelines, targets for new contacts, events to be co-created or organised, regular interaction and structured but not formalised reporting. Recently, network facilitators have established a regular virtual meeting, a Google Hangout that is structured by updating, presentations of new ideas and identification of needs, challenges and

requirements from other networks or SIC work packages. Facilitators are also encouraged to self-monitor and regularly report a kind of work journals to SIX and the respective work package leaders on new research, social experimentation, and policy in order to feed the networks' insights back into the respective SIC work packages.

All of this amounts to a kind of "boundaryless role" for network facilitators who are encouraged to continuously scan their environment for networking opportunities, contacts, collaborations and information while advertising SIC's activities. Network facilitators are assigned some 6.25 person-months for this task. While certainly, network facilitators and their organisations have a lot to offer to the community, a lot of social capital to draw on, and a lot of professionalism to bring to the task, this may still be a risky construction with a near-"impossible" role at the centre of it. Currently, it relies centrally on individuals' engagement and sense of mission. If network facilitators can draw on synergies with their activities in other projects or networks, this may work well. However, SIC so far provides few other organisational or procedural resources of reliable support. Current experience suggests that other work packages tend to look towards network facilitators for all kinds of input rather than providing resources for them directly. In this configuration, it is another task of facilitators themselves to mobilise these resources and possibly, discover synergies with other tasks or projects. Even for the most committed SI promotors, the expected workload may result in bottlenecks for the SIC project. We may expect, for example, trade-offs between working with well-known and central strategic partners and exploring the "unusual suspects". Just to save time and get things done, under pressure it is easier to work with a familiar partner than clarifying needs and expectations with a new and more remote one. In effect such trade-offs may render the SI Community more exclusive than originally intended.

OUTPUT VS INPUT: FROM THE PROJECT TO THE NETWORK

Whereas the network facilitator role represents the wide-open and context-sensitive aspect of SIC, the management structure and overall organisation of an H2020-funded project represents the closed, standardised and predictable aspect - the collaborative versus the bureaucratic dimension. Of course, knowledge-intensive project management routinely consists in navigating between these two poles and project managers in many fields are well aware of this. However, the SIC project will need internally to tease apart the **project's management structure** and make the transition to a structure that is adequate to a "network of networks". Currently, the management structure and processes are centrally shaped by the requirements of an externally funded European project based on timelines, deliverables, internal quality assessment and anticipated external evaluation. This results in a hierarchical/concentric structure, with the co-ordinator supported by another partner in administration and the work package leaders making up the Steering Group. The somewhat open-ended mandate of connecting and enhancing networks is balanced by a comparatively strong emphasis on quality control of deliverables and finely-grained reporting of activities. The SIC project members' unenthusiastic response to self-monitoring procedures for the SI Community (apart from open peer review) and the notable scepticism about the prospect of funding by a follow-up project may suggest that they envision a lighter

management load for the "network of networks". Stakeholders have more diverse views: "lean, even a bit chaotic" structures are favoured as well as "strong leadership" and wide participation.

Whereas the project structure provides orientation on what to do and implement during the course of the project, the challenge for SIC is to develop a future structure and procedure for intrinsically-motivated, self-organised collaboration. This is somewhat paradoxical: transforming a tightly managed project into an open-ended, self-sustaining and self-driven, adaptable "network of networks". Besides the technicalities of impact measurement, in these authors' view we need to co-develop objectives for the SI community to pursue around key themes, projects (in the comprehensive sense, not the circumscribed one) and activities, and generate momentum through these actions and achievements.

This could entail replacing some management concerns with content-based work and trust in the intrinsic interest and joys of collaboration. To do this, the consultation of networks through an Advisory Group will need to be complemented by communication procedures like the ones outlined in the Enlargement strategy - but this paper suggests a complementary emphasis. By definition, the SIC project, like other projects, focuses on output: the production and provision of manuals, learning repositories, training opportunities etc. to fulfil the needs of networks, and a proliferation of surveys, forums and events aiming to explore these needs. However, there is a danger in this approach to assume and operationalise needs according to the perceived capabilities of SIC rather than the networks and projects "out there". Focusing on outputs first, the attention of networkers, stakeholders and the wider public to these outputs becomes a scarce resource, and conducting events, targeted and achieved participant numbers are viewed with some anxiety. However, a network of networks will need more emphasis on the **reverse channel** of communications**,** that is, on networks talking to SIC/the SI Community on their own terms. This could start with inviting networks and initiatives to present themselves, their achievements and needs, their relevances and objectives and committing SIC partners (well beyond the network facilitators) to listening and commenting within and across thematic domains. The use of the SIC website as a "shop window" for the networks as suggested in the draft "Handbook for Network Facilitators" goes into that direction as does the Handbook's emphasis on co-creation. Individual work packages also aim at exploring SI actors' and networks views further. The Research work package co-creates "hot topic sessions" on emerging and promising research subjects, the Social Experimentation work package aims to identify local challenges, and the 2016 Summer School had municipalities define and present challenges for participants to work on. All of these initiatives suggest a beneficial shift from a production to a service or professional or consultation model on the way to co-creation, in which SIC provides rather than requires attention to collaboratively achieve solutions. This is also in line with SIC survey participants' anticipated contributions of expertise and also working time to the network - and could be considered in the development of societal impact assessment.

REPRESENTING NETWORKS

However, currently, networks are not formally represented in SIC except through the facilitators and their co-ordination by SIX (a distinct work package), whereas both the mandate of SIC and the outlook of partners and stakeholders require the emerging SI Community to be open, inclusive and participatory. Developing a mode of representation of networks "themselves" not just in the task structure but in the governance of SIC is crucial to that aim. The SIC Enlargement Strategy convincingly suggests a two-tiered approach to the engagement and enlargement of the networks - to which this report suggests a third aspect.

01 First, collaboration with longer-term, trusted and strategic partners outside the SIC project should be established to organise events, support unmet needs and identify new actors (Nordstokka & Pulford, 2016).

02 "bringing in new actors or people that you don't usually work or connect with will bring a fresh perspective and enrich the community" (p. 6).

03 This should also involve the underrepresented sectors, regions and possibly, vulnerable groups in society, and is supported by the SIC partners' commitment to social inclusion (see above).

An obvious way of representing networks In SIC on its way to the SI Community is the establishment of an **Advisory Group**, for example first co-opted by the Steering Group in consultation with network facilitators, possibly as SIC enters the second half of its course. This, at first, is likely to favour strategic partners and existing collaborations, but may make it easier to develop events and collaborations that increase critical mass and visibility and extend reach further. However, approaches 02 and 03 will require dedicated efforts to "open up" the SI Community. The Advisory Group might be recruited through more open channels, for example, a call for applications extended to the networks, or through directly approaching somewhat marginal and promising network members. A quota of East European representatives, new members of networks or representatives of small organisations is an option as well. This has its own risks and bottlenecks but may effectively signal a commitment to openness, provided the newcomers are listened to and can realise benefits for their contexts and networks. Membership in the Advisory Group could be temporary and be rotated every two years as the stakeholder group discussion suggested - and Advisory Group Members could be encouraged to consult with networks and their members when wider opportunities arise or decisions need to be taken. This will happen in collaboration with network facilitators at first, but over time these functions can differentiate.

Such a representation of networks would not just widen perspectives and enable participation. It should swiftly develop into actual **direct and varied collaborations** if the perspective of co-creation is to be taken seriously. Apparently, in the SIC project so far, and in the SI scene in general, there is more interest in "doing" and achieving social innovations than in "sitting on committees". Politicking, exerting influence and forming coalitions (outside of those initiatives decidedly committed to social movements

and social change (Pel et al., 2015)) are somewhat underestimated activities that may be happily left to self-selected specialists. Hence, an Advisory Group should explore and develop pathways into active and concrete collaborations, preferably with priority on easy, low-cost and visible initiatives. In this way, the Advisory Group would also broaden networks' and network partners' ways of contacting and accessing SIC's capabilities, expertise and insight and ease the burden on network facilitators. Since SIC does not provide actual products or services (yet) but aims to co-create open-ended social innovations and is expected to do so by its stakeholders, events and infrastructures, a "single point of contact" does not appear necessary in the longer run. Finally, such an arrangement would release some capacities of network facilitators to explore new subjects, partners and "unusual suspects".

DEVOLUTION OF ACTIVITIES AND A CENTRAL OFFICE

A blank in both the breakout session and the survey is the question of "external" governance, that is, the legitimacy and capability of an SI Community and its fit in the emerging larger institutional environment of social innovation. The difference between preferred and practical modes of governance points into this direction. Clearly, in the European context, a more "organised" structure with clearly delineated management functions, responsibilities and accountabilities is more appropriate to the mobilisation of resources, and European programmes demand contributions to politically set objectives. The suggested loosening of the governance structure may appear at odds with this legitimacy, and we are not suggesting SIC to dissolve itself in the immediate future. However, the current members of SIC are all well-renowned organisations in their own right with considerable reputation and experience in conducting European projects. They can afford to "lend" organisational legitimacy and managerial experience to a network of networks - and gain in visibility and reputation through the process. Nevertheless, the SI Community will need a "core": a secretariat and coordinating office to run the required platforms, keep track of ongoing work and provide an "address" to direct Information, knowledge and contacts. Resources for building and sustaining such a unit are not explicitly foreseen in the SIC description of work. If we assume that the SI Community is more likely to become a platform and marketplace of ongoing and new collaborations than an ongoing consortium, one of its priorities (cf. also the forthcoming Sustainability Strategy) then will be to find resources and funds to establish such a platform. This needs added value over the existing ones and, as we have seen, a focus on showcasing, support and discovery of current and emerging socially innovative activities.

6.   RECOMMENDATIONS AND NEXT STEPS

In sum, the challenge for SIC and its governance is to make the transition from a tightly managed H2020 project to an open, participatory and inclusive, innovation-enhancing "network of networks" in line with the expectations and aspirations of the SIC consortium, creating actual added value for its networks, SI stakeholders and society at large. Currently, the project navigates between the requirements of the European research bureaucracy and the uncertain, contextualised practices of

networking in a field by employing a dual structure: on the one hand, tight professional project management, oriented at delivering high-quality output, close monitoring of efforts and activities and rigorous quality assurance, on the other, somewhat unspecified activities generally aimed at the open-ended effort of connecting subject-specific networks of social innovation that concentrate in the project-specific role of "network facilitators". This duality runs a double risk: overburdening the network facilitating role with the uncertainties of the field and the consortium's expectations and demands, while focusing the rest of the project on pre-defined output during the project's course at the expense of co-created activities that may be less predictable. This would create bottlenecks for the involvement of networks and new actors, and thus fall short of possible gains in innovative and collaborative potential. Hence, in order not to self-block the transition to a "network of networks" by the governance legacies of a project's reporting and monitoring structure, this report suggests a transition to a more permeable structure:

01 Creating more opportunities for networks' contact with SIC beyond the role of network facilitators by increasing co-creation of events, ideas, projects and knowledge bases with networks and other SI stakeholders. Network facilitation then remains central but takes more of a transitory, signposting role than that of a "single point of contact".

02 To do this, SIC as a whole should focus its contracted output more on the results of "listening" to networks on their own terms - involving networks and SI stakeholders in the identification of challenges and topics to pursue, providing and linking with suitable expertise, offering opportunities to showcase their activities.

03 The existing and planned reporting and evaluation procedures could be enriched with objectives, themes and priorities defined, again, in collaboration with networks, SI stakeholders and "unusual suspects".

04 This shift in emphasis towards openness and the SI Community could be furthered and rendered more binding by the establishment of an Advisory Group of network representatives outside the current SIC consortium fairly soon, possibly in 2017 in order to gather and evaluate some experience with the role during the course of the project. Membership could be temporary and should be increasingly diverse. Recruitment could be through some call for application where co-optation is insufficient. As involvement into the SI Community widens, more rotation between steering, advisory, thematic and operative roles could develop.

05 Finally, all data suggest that the SI Community will need and is indeed expected to have a lean coordinating office to run an SI Community platform, keep track of activities and provide an address to direct enquiries, knowledge and contacts. Rendering this role sustainable will be a core of future governance, as will the co-creation of of visible, inclusive and obviously useful activities for the emerging SI ecosystem.

7.   APPENDIX 1: THE QUESTIONNAIRE

Visions and governance for the SIC network

SIC is a project aiming at developing a "network of networks" which will engage, strengthen and connect existing social innovation networks.

Within its WP6 'Strategy Development and Impact Measurement', we aim to elaborate a **vision,** a **participatory and open governance system** and an **impact strategy** for the social innovation (SI) networks, groups of actors and individuals identified during the course of the project. Since a governance structure and an impact strategy require an idea of what actors expect and would like the network to do, this questionnaire addresses all three aspects. First, we ask for the "vision" in the sense of the functions, resources and activities that a network of networks should deliver to SI networks and their participants, to policymakers, researchers, practitioners and society at large. Then, we explore suggestions for a governance structure consisting of roles, modes of collaboration, representation mechanisms, participation channels and procedures for participating, communication and decision-making. After that, we gather partners' opinions of elements of SIC impact assessment. Finally, we explore the resources and capabilities that networks and their participants could or would like to contribute to the network.

Based on an analysis of governance systems of the 30 existing SI networks identified in the SIC proposal and on contributions to the brainstorming session conducted at the SIC Launch event, this questionnaire seeks to elicit the **elements** and **practices** that actual and potential members of the SI Community favour in 'an open and participatory governance system'.

It is be targeted at SIC partners and network facilitators first, then at members of the networks that are being included in the SI Community, and participants at SIC events. For clarity, we talk about **SIC** as the project's current partnership, and the **Future SI Community** as the "network of networks" that is to be developed through the project's activities.

Basically, we can distinguish three ideal types of governance systems:

1) the top-down and hierarchical mode found mainly in large **organisations** in the public sector, government and corporates;

2) **market systems** that coordinate action and distribute resources through competition and incentives rather than cooperation;

3) **networked or collaborative systems**, i.e. mainly bottom-up, often more informal as well as cooperative (sometimes practising "coop-etition"!).

Of course, all governance systems will have and develop informal structures that depart more or less

from the official self-descriptions. These may be desirable in being more closely related to actual activities or undesirable in becoming more opaque and hierarchical than intended.

Who you are

We are asking everybody in the SIC consortium to fill in the questionnaire as we think you are involved in the developing community.

	More than 1 X possible.
A senior researcher	
A junior researcher	
A network facilitator	
A student or intern	
(also) an SI practitioner	
Working at a university	
Working at a (non-university) research organisation	
Working at an organisation promoting and facilitating social innovation	

The "Vision"

1. Please imagine the future of the Future SI Community as you would like it to be. What should the Future SI Community look like in five years' time?

	Oh yes! (max. 3)	Oh no! (max.3)	Your favorite image (1 only)

A library			
A fun fair			
A marketplace			
A family			
A laboratory			
A conference			
A gathering of true believers			
A catwalk or showcase			
Other (please note)			

2. Please define at least **three core adjectives** of your SIC vision:

In **2021**, the SI Community will be …

_____   _____   _____

3. Whom should the Future SI Community support? (please put X in cell)

	Very important	important	So-so	Less important	unimportant
SI Networks: Established					
SI Networks: Emerging					
SI Networks: Local					
SI Networks: Regional					
SI Networks: National					
SI Networks: International					
SI Networks: Strong and well-connected					

SI Networks: Disadvantaged and under-represented					
Individual SI projects: Established					
Individual SI projects: Emerging					
Individual SI projects: Local					
Individual SI projects: Regional					
Individual SI projects: National					
Individual SI projects: International					
Individual SI projects: Strong and well-connected					
Individual SI projects: Disadvantaged and under-represented					
Policymakers looking for SI initiatives					
Civil society actors looking for SI initiatives					
General public (ordinary people) looking for SI initiatives					
Businesses looking for SI initiatives					
Researchers investigating SI					
Others (please note)					

Comments:

_____

_____

4. Which functions should the Future SI Community fulfill in five years' time?

	To/for/among SI actors	To/for society at large	Please mark the two most important functions
Provide knowledge			

(information, contacts, ideas)			
Broker influence			
Promote values			
Distribute resources			
Confirm identity			

Comments:

_____

_____

5. In five years' time, the Future SI Community should aim at

	Very important	important	So-so	Less important	unimport ant
Expansion and outreach					
Adaptation to changing environment					
Focus					
Inclusivity					
Selectivity					

6. Which activities should the Future SI Community pursue in five years' time?

	To/for SI actors	To/for society at large	Please mark the three most important activities
Provide information			
Run thematic forums or platforms			
Conduct conferences and events			
Create a manifesto			
Run competitions or give awards			

Set and certify standards			
Offer services or tools			
Provide training			
Monitor SI progress			
Upscale or accelerate SI projects			
Other (please note)			

Comments:

_____

_____

7. How should the Future SI Community be funded in five years' time?

	Oh yes! (max. 3)	Oh no! (max. 3)	Most important (1 only)
A follow-up project			
Public subsidies			
Membership fees			
Private sponsorship			
Pay for services rendered, events, certificates …			
A mix of projects and sources			
Other (please note)			

Comments:

_____

_____

8. Please describe your vision for the Future SI Community in 2021!

_____

_____

_____

_____

Governance

This asks respondents to rate possible and well-known structures, roles and mechanisms of each governance model. Some of these may apply to different models.

9. From an organizational governance model, should the Future SIC Community network have

	yes	no	And should these positions be: elected	And should these positions be: self-selected	And should these positions be: appointed by another explicit procedure	And should these positions be: evaluated by a regular explicit procedure
An executive board						
A CEO/Director/President						
An advisory board						
A secretariat to continuously run operations						
Representation of different stakeholder groups						
Thematic forums or working groups						
Regional forums or working groups						
A general assembly						
Other elements (please specify)						

Comments:

_____

_____

10. From a market-based governance model, should the Future SI Community have

	Yes	no
SI entrepreneurs organizing support/resources for their own projects		
Tender mechanisms for projects or subprojects		
A rating mechanism to assign recognition or reputation		
A rating mechanism to determine which projects are supported/funded		
A crowdfunding platform		
Facilities to protect intellectual property		
Prizes or awards		
Other elements (please specify)		

Comments:

_____

_____

11. From a collaborative/network governance model, should the Future SI Community have

	yes	no	elected	self-selected	appointed by another explicit procedure	evaluated by a regular explicit proced

						ure
Distributed leadership						
A concentric structure (of inner circles, core coordinators …)						
A structure of loosely related modules						
A platform to distribute tasks, initiate projects and monitor progress						
Rewards or recognition for contributions						

Comments:

_____

_____

12. With regard to the ideal types of governance described in the introduction, which model would you prefer for the Future SI Community?

	Hierarchical / top-down governance	Market governance	Network / bottom-up governance
How should it be			
What is the most practical			

13. How should membership in the SI Community be organized?

	Yes	no
Self selection/simple registration		
Application and approval		
Commitment to manifesto, code of conduct … by members		
Membership by contribution		

Differentiated membership statutes (full, associated, active …)		
"learning" or entry roles for new members		
Procedures to develop members' roles		
Other elements (please specify)		

Comments:

_____

_____

14. Which procedures should the SI Community use

	yes	no
For communication and discussion: Regular f2f meetings / assemblies		
For communication and discussion: Regular remote or online consultations		
For communication and discussion: Regular regional gatherings		
For communication and discussion: Regular theme-specific gatherings		
For communication and discussion: Forums for discussion		
For decision-making: open-ended discussion and deliberation		
For decision-making: Votes		
For decision-making: Pragmatic consensus		
For decision-making: "do-ocracy" = who takes on a task, gets to decide how it is done		
For monitoring results and achievements: Formalized Self-evaluation		
For monitoring results and achievements: traditional peer review		
For monitoring results and achievements: Open peer review		
For monitoring results and achievements: Regular evaluation by external experts		

For monitoring results and achievements: online rating		
Anything else (please specify)		

Comments:

_____

_____

The impact of the SIC project

This part is asked SIC partners only and feeds into the impact assessment strategy.

15. How important are the following potential components of the framework for assessing the impact of the S.I.C. project?

Reference is made below to specific parts of the DoW or other specified source	Very import ant	Import ant	No opini on	Less import ant	Unim porta nt
The overall objectives (p. 3)					
The specific objectives (pp. 3-4)					
Expected impacts, direct outcomes (pp. 13-14)					
Expected impacts, indirect outcomes (pp. 13-14)					
Communication measures (pp. 16-17)					
Monitoring key SIC outputs & deliverables (p. 17)					
Assessing impact on SI ecosystems (p. 17)					
Assessing impact on SI actors (p. 17)					
Outcome indicators (p. 17)					
Data management (p. 18)					
Intellectual property management (p. 18)					
Individual WP objectives (Table 31a)					
Individual network activities (p. 45)					

Individual network maps, size and growth (Handbook for network facilitators, p. 7)					
Other					

16. How should the assessment framework be implemented?

	Very import-ant	Impo rt-ant	No opini on	Less impor t-ant	Unim - porta nt
Assessment undertaken by the SIC project itself					
Assessment undertaken by outside experts/peers					
Assessment undertaken by network actors					
Assessment undertaken by project coordinator					
Assessment undertaken by WP leaders					
Assessment undertaken by network facilitators					
Quantitative assessment					
Qualitative assessment					
Quali-quantitative assessment (e.g. Likert scales)					
Questionnaires					
Interviews					
Focus groups					
Observation					
Other					

Your organisation's or network's possible benefits and investments

This part aims to connect visions and plans for the Future SI Community with your current organisation's or network's situation and reality.

17. On behalf of your organisation or network, in five years' time you expect from the Future SI Community :

	yes	no	Please mark the three most important benefits
Access to a better and wider knowledge base			
More influence and political reach			
A sense of shared values and direction			
Better access to resources			
Confirmation and assertion of identity			
Other			

Comments:

_____

_____

18. Vice versa, what do you expect your organisation/network can contribute to the Future SI Community in five years' time?

	yes	no
Knowledge, experience, contacts		
Influence and political reach		
A sense of values and direction		
Working time		
Money		
Technical resources		
A strong identity		
Other (please note)		

Comments:

_____

_____

19. For resources, at a rough estimate for now, your organization/network could contribute to the Future SI Community

	Please note an amount per year	Comments
Paid staff's working time (no. of Person-days per year)		
Volunteers' or interns' working time (no. of Person-days per year)		
Unspecified funds (membership fees etc.)		
Specified funds (fees for services rendered, events etc.)		
Other (please specify)		

THANK YOU FOR YOUR PARTICIPATION!

8. APPENDIX 2: DISCUSSION AT LAUNCH EVENT

SIC and you: governance and engagement in a Future SI Community

SIC Launch Event, Brussels, September 26-27

How should an SIC community govern itself?

An organisation

A collaboration

A market

governance and engagement

14 SEPT 2016 / 3

What do you think is the most important function in that governance mode?

SOCIAL
INNOVATION
COMMUNITY

SOCIAL
INNOVATION
COMMUNITY

Thank you for helping us to shape the future SI community.

Ursula Holtgrewe & Maria Schwarz-Woelzl
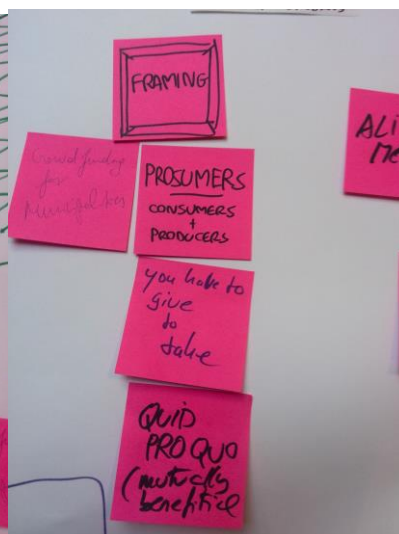Centre for Social Innovation / ZSI
Vienna, Austria

Flipchart Protocols of the three working groups at the Launch Event, September 27, 2016
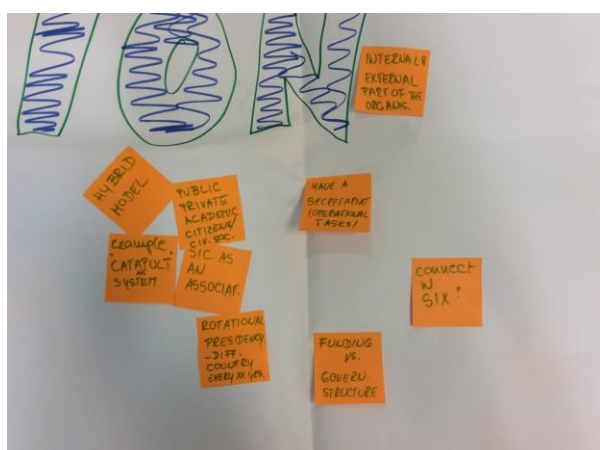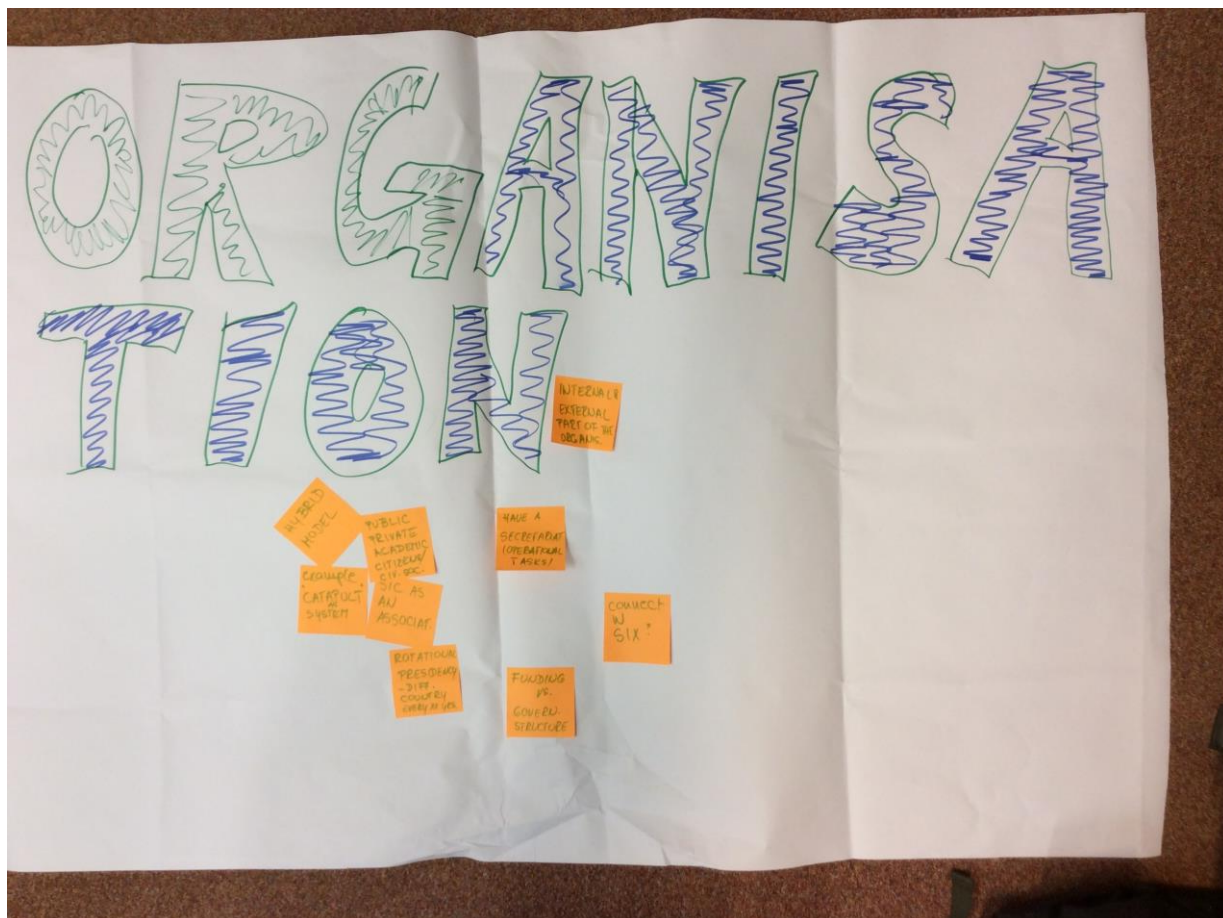
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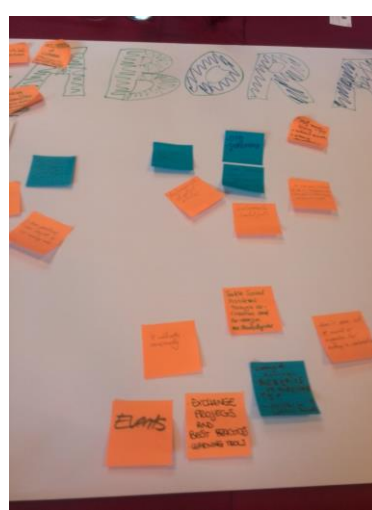
Market
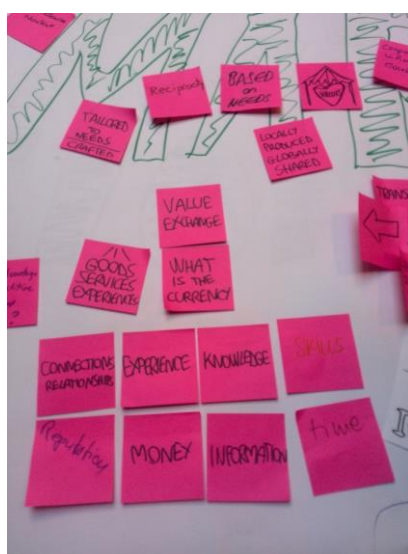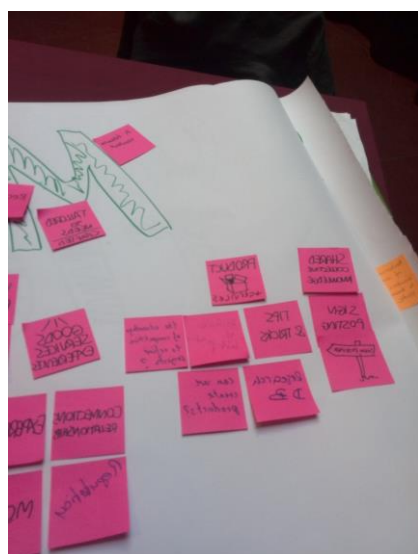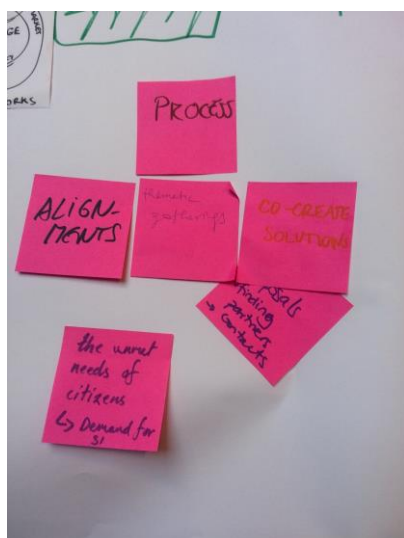
Organisation

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