



**SOCIAL
INNOVATION
COMMUNITY**

Framework conditions for Social Innovation

D 6.4 of the SIC project

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Framework conditions for Social Innovation

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). It aims to evolve into a sustainable, inclusive and visible community of social innovation. This future SI Community has its own participatory and open governance structure. It is capable of expanding and sustaining itself, of reflecting upon its impact and practices and its limitations, of identifying the requirements of a lively and sustainable social innovation ecosystem, and of asserting these requirements towards policy on various levels and in various contexts. It thus needs to develop its own structures, provide evidence and knowledge, and to engage in discussions with existing SI networks, policy actors, actual and potential innovators researchers, and other parts of society that may or may not be already convinced of the multiple benefits of social innovations. For terminology, this report uses the acronym SIC for the current project and the term SI Community for the SI "network of networks" or community that SIC is developing.

This report gathers the evidence provided by the project's current documents on its own strategy (governance (D 6.1), enlargement (D 6.6), vision (D 6.2), sustainability (D 6.7, forthcoming) and impact measurement (D 6.8) and the investigation of the policy environment (D 5.1 and 5.3) into an analytical and strategic framework for the community- and policy-building of SIC.

Obviously, this report cannot replace the processes of building a community, strategies and a favourable political environment. It represents a step on the way, combining the current results on both the development of SIC strategy and of policy to provide input into an ongoing discussion and decision-making process among and beyond the consortium in close connection with the project's stakeholders. It thus aims to connect the strategies to develop the SI Community itself and to politically develop SI ecosystems (and the policy system itself) on the "micro-, meso- and macro level" (DoW, p. 34), resulting in a framework of questions and issues that the SI Community and the policy perspective provide for one another.

2. EXECUTIVE SUMMARY

This report integrates the current outcomes of SIC's work packages 5 and 6 on policy and strategy into a framework of analysis into which other outcomes may be integrated. These work packages address the policy environment (WP 5) and the various strategies for governing, envisioning, enlarging and and



sustaining the SI Community and for measuring SIC's impact (WP 6). However, beside policy, other environments are relevant for the the SI Community: research is addressed in work package 2, and the business and market environments of SI are being addressed in particular SI networks (such as corporate social innovation, intermediaries, or the sharing economy) and also in the sustainability strategy. , This report shows that the current results converge on a common vision of the SI community and its priorities and aims, and also reflect some farther-reaching aspirations.

Clearly, SIC is expected to evolve into an **open, collaborative SI Community** that builds and shares knowledge and value, has a bottom-up and networked structure, is open and capable of proactive outreach and making viable offers to newcomers and "unusual suspects", emerging and under-represented actors. Co-creating activities, objectives, events, initiatives and strategies with networks within the SI Community and also other, emerging actors in the field appears critical for the SI Community to ensure its ongoing relevance and adaptability.

With regard to activities and priorities, the provision of **knowledge, learning** and **expertise** appear in all dimensions. Indeed, stakeholders and other observers of the SI landscape in Europe (Brandsen, Ecchia, Eschweiler, Hulgård, & Nogales, 2016; Milotay, 2016) see a distinct need for such knowledge transfer and agree that this requires problem- or challenge-centered and practice-oriented learning.

Evidence and impact assessment are a particular area in which effort is needed and expectations are high. In the survey of partners' views on the emerging SI Community that was part of D 6.1, SIC partners themselves are somewhat sceptical of the future SI Community's need for self-assessment or evaluation apart from open peer review (Holtgrewe & Schwarz-Wölzl, 2016, p. 20). However, D 5.3 (Reynolds, Gabriel, & Heales, 2016) shows that policymakers and - we might add - also SI practitioners both need and want that evidence to support, improve and legitimise their activities.

Practices and locales of **sharing, learning** and **networking** thus form the quasi-natural and self-evident reference of SIC. The community also favours **outreach** to new and underrepresented regions and segments of society, and a general bottom-up mode of governance supported by a lean and smart central coordination (D 6.1, Holtgrewe & Schwarz-Wölzl, 2016).

Beyond these converging views, SIC finds areas of **aspiration in** both the SI Community and the policy field that aim to extend the capabilities and innovativeness of the SI Community and of SI policy itself. They also have a common focus: the **self-application** of SI tools, methods and practices, that means, applying them to both policy and the SI Community itself. The policy analyses of SIC distinguish policy "for" social innovation and policy "as" social innovation (Reynolds et al. 2016), rendering modes of policymaking more collaborative, transdisciplinary and participatory. The strategic analyses aim at outreach, inclusion and sustainability, and converge on increasing co-creation of knowledge bases, events and initiatives with SI actors and networks. In either perspective, social innovation becomes less of a subject or issue but is about socially innovating the processes and procedures through which



societal or policy issues and challenges are addressed.

From comparing the aspirations of policy and strategy documents, a mode of thinking emerges along the metaphors of turning the SI Community "inside out" (co-creation) and the policy field "outside in". Policy (and also other environments of social innovation such as research or business) on multiple levels can be explored along the lines of what SI can (or should) do **for** them and what they can (or should) do **for** SI. Taking the aspirations of "policy **as** social innovation" as a starting point, the SI Community can further ask itself and its stakeholders, what they can do **with** and **as** one another. Figures 1-3 in section 6 provide a framework for first, the evolving relationship of policy and the social innovation community, then, hypothetically, for (social) businesses, markets and the SI Community, and finally, for a generic framework of analysis and collaborative self-reflection of the SI Community and its various stakeholders. This framework first looks at the respective resources and modes of exchange, that is, what the SI Community and its respective environments do **for** one another:

- 01** provide funds, support, contacts and legitimacy required by the SI Community, and
- 02** knowledge, learning, again, contacts and connections and also the provision of visibility provided by the SI Community to other stakeholders.

This exchange then - with increasing degrees of aspiration, can turn into a more generative and co-creative relationship:

- 03** The SI Community and its stakeholders can share resources, co-create resources and processes, and join and interconnect various, emerging and innovative communities.

3. THE SI POLICY ANALYSES

SIC's policy analyses in D 5.1 and 5.3 (Reynolds & Gabriel, 2016; Reynolds et al., 2016), the 2014 BEPA report (Bureau of European Policy Advisers, 2014) and a recent brief for the European Parliament (Milotay, 2016) agree that social innovation has become an important and increasingly influential concept in European policy, reaching across sectors and policy domains and finding its way into research programmes and also into policy and financial tools. Social enterprises and the social economy in particular have been addressed in various policy initiatives and structural funds programmes, although the particularities of these segments, in between for-profit and non-profit activities, still require enabling and supportive "smart regulation" that allows for experimentation.

The most recent SIC policy analysis of D 5.3 (Reynolds et al., 2016) aims to go further, applying the instruments, tools and practices of social innovation to policy itself.

"Social innovation policy, we argue, therefore has two facets:

- 01** Public policy can enhance supply of and demand for social innovation, as well as creating a wider environment in which social innovations can thrive. We call this **'policy**



for social innovation’.

- 02** Policymaking can in itself be socially innovative, when it adopts the principles and processes of social innovation. We call this ‘**policy as social innovation**’” (D 5.3, Reynolds et al. 2016, p.2).

Policy for social innovation is pursued to create or improve the prerequisites for social innovations, often by drawing on the tools and instruments of established policies for innovation and entrepreneurship (p. 9) and accordingly, with particular emphasis on social entrepreneurship and the social economy (cf. Milotay, 2016). Such policies address **funding** and investment, either by mainstreaming SI into existing programmes or by creating distinct funds and schemes. On the demand side, opening public **procurement** for social innovators and entrepreneurs is one of the ways to pursue - by including social value into procurement decisions, or by redefining tenders as challenges for which solutions are sought. They address **skill** and **capacity building**, through training, supporting intermediaries, funding research or supporting capacity building for accessing other programmes. **Regulation** addresses types of social enterprises and non-profits and innovative financing and business models. **Awareness raising** and championing social innovation is also a common area for policy, often achieving legitimacy and visibility through limited expenditure on awards and events. **Sharing of public resources** such as datasets, public or unused spaces is also a possibility.

Policies supporting social innovation thus vary in their ambition or in the degree of changes they make - but a more "mainstream" programme is not necessarily less effective. "Mainstreaming" SI or adding subprogrammes or "social" selection criteria to established procedures is one part of the spectrum, changing entire procedures or the way in which decisions are prepared or demand and supply defined, are in the other end. Such approaches may enter the field where policies themselves are socially innovative.

Policy as social innovation means addressing political and decision making processes themselves or indeed "to innovate democracy itself" (D 5.3, Reynolds et al. 2016, p. 12). The authors present various approaches:

- 01** introducing competitive approaches, presenting challenges and procuring solutions in this way,
- 02** introducing participation of citizens at large in legislation or budgeting,
- 03** involving distinct end-user or target groups, using the methodologies of participatory action research, human-centered design or design thinking to co-create policy solutions
- 04** using experiments and pilots to try out innovations with large or risky impacts, or "agile" methods to continuously tailor or improve interventions,
- 05** creating communities of practice or change across sectors or regions.

These policy innovations vary in their degree and ambition towards distributed expertise, participation and locus of control. Communities of practice may work purely within the domain of conventional technocracy, challenges may be set and solutions selected through conventional politics, end-user



participation may gain real momentum or be restricted to superficial aspects of the issue. However, the different types of policy innovations are not necessarily alternatives but may be combined or combine themselves - for example, solutions to challenges or temporary collaborations may evolve into communities that generate further innovations, challenge selection criteria or procedures, and demand more or deeper participation. The literature on social and political movements, the relationship of reforms and social change (for social change and social innovation see the SI-DRIVE project, Howaldt & Schwarz, 2016), and in particular, on the social dynamics of aspirations (Appadurai, 2004) provides examples. For instance, Appadurai points out the empowering dynamics of and collective action of a slum dwellers' alliance in Mumbai that through housing exhibitions and toilet festivals develops not just local solutions to pressing needs but also marginalised people's "capacity to aspire". On the other hand, the various policy approaches of experimentation and social innovation may be contradictory: a neat experimental design may be "contaminated" as the social innovation is successful and citizens' community building, learning and knowledge circulation changes both the context and the subjects involved. However, policy as social innovation is unlikely to replace the mechanisms of self-interest, power, and conflict (Pel et al., 2015) - but may circumvent some of the more locked-in political configurations by shifting perspectives on issues, challenges and interventions away from established political camps and lines of conflict.

4. POLICY AND ANALYTICAL LEVELS

Social innovation policies and also research or learning on social innovation take place on multiple and interrelated **levels**. Conventionally, we distinguish the micro-, meso-, and macro level.

- 01** The **micro level** addresses interactions, small groups, individual projects and initiatives.
- 02** The **meso level** addresses organisations and inevitably their regional, institutional or political contexts - the domain of case studies of both SIs and particular policies.
- 03** The **macro level** addresses systemic, large scale changes.

These levels are interrelated through bottom-up and top-down connections, providing and demanding resources, rules, mutual expectations and frames of meaning (Howaldt, Butzin, Domanski, & Kaletka, 2014; Howaldt & Schwarz, 2016). SIC addresses the **meso level** in particular through its selection of networks and its research, learning and experimentation efforts: cities and regional development, corporate SI, the public sector or the social economy generally comprise already-institutionalised and networked ecosystems in which actors aim to expand their knowledge bases, networks and ranges of action. In D 5.1 and D 5.3 of SIC's policy work package, the emphasis is more systemic in challenging policy actors to self-apply social innovation methods and mindsets. However, the cited examples of policy as social innovation are in fact implemented on the meso level and ways of upscaling them are mostly at the conceptual stage.

SIC's own policy-related activities comprise practical workshops for policymakers that will provide



learning by experience and reflection on SI principles and approaches with regard to their actual practice and real-life challenges, and the sharing of exemplary initiatives, a repository of tools and methods for policy practice "for" SI, and also new tools and guides supporting more policies as SI, that is, socially innovative policies.

The current SIC recommendations of D 5.3 (Reynolds et al., 2016) are specifically addressed to the European Commission and exhort it to look at social innovation "as a way of achieving public policy objectives" (p.25). Suggestions comprise:

- 01** a cross-cutting SI policy unit to connect between the policies of the various Directorates-General involved that pursues a systemic approach, incorporates SI into existing policy and programme initiatives and builds on the knowledge generated through the range of H2020 and other EU-funded SI projects;
- 02** taking leadership "to support desirable societal futures" (p. 26) ;
- 03** create programmes to embed social innovation in regions that so far are "weaker" in this regard,
- 04** and generally facilitate knowledge sharing between member states - and/or municipalities, regions or collective actors.

With regard to policy as social innovation, European civil servants and policymakers are encouraged to adopt the methods, tools and approaches of public sector innovation in particular that national or regional initiatives are practicing already. The European Economic and Social Committee and the Committee of the Regions should adopt tools and methods of SI and in this way further and more actively involve citizens and regional actors into socially innovative policymaking. The authors summarise - and boldly address the ambiguities involved in policies for and as social innovation:

"The Commission itself should lead by example - providing a clear unified vision for social innovation in Europe, while adopting inclusive, participatory approaches to empower people, civil society, state agencies and others to build their social innovation capacity from the bottom up" (Reynolds et al., 2016).

5. SIC's STRATEGIC OUTLOOK

SIC's strategic outlook has been developed along several dimensions but somewhat separately. However, the current results converge on a common vision of the SI community and its priorities and aims, and also reflect some farther-reaching aspirations. This section provides a summary which will then be used to tease out the areas of convergence and of (further) aspiration. They mirror the aims of the policy work package that directs these aspirations "outside" towards the policy field. Thus a mode of thinking along the metaphors of turning the SI Community "inside out" (co-creation) and the policy field "outside in", matching and comparing the respective aspirations and experiences could provide a common focus.



Vision

A first version of the "vision" for the SI Community and social innovation at large was developed by TUDO, based on a survey of SIC partners and participants in the Launch Event, and a breakout session at the Launch Event. The results show "that the social innovation community sees its future within a broader social innovation ecosystem, which is not fragmented or limited to separate, disconnected areas, but rather builds upon the principles of inclusiveness, integration, co-creation and collaboration. Such a social innovation community is understood as a place for **experimentation and mutual learning**, which can take place at different geographical levels, although cities and regions are considered as especially favourable environments" (p. 7).

Respondents find that the potential for social innovation generally is both large in every societal sector but currently untapped. Barriers consist in conventional mindsets and failing strategies in both companies and the public sector and in lack of resources and empowerment in the case of communities and NGOs. They are, however, confident that barriers can and will be overcome in the near future as concepts and methodologies are already available. Cross-sectoral **collaboration** is fundamental to social innovation and both a requirement and a generative resource, as actors learn to develop trust and openness beyond their domains. Both **public policies** and the **public sector** have important parts to play, by removing obstacles, adopting socially innovative procedures themselves, and increasing both supply and demand. SIC project partners are already aware of the need to collaborate with policy-makers and influence policy orientations.

Stakeholders in the SIC vision expect the SI Community to provide **empirical evidence** on social innovation and especially methodologies and instruments for **impact measurement**. **Education, training** and capacity building are also areas that are considered relatively underdeveloped. All the methodologies, toolkits and techniques, and also training and education in their use emerge as "important **'products' or services** that the social innovation community will increasingly offer in the future" (p. 8).

Governance

The Governance report (D 6.1, Holtgrewe & Schwarz-Wölzl, 2016) gathered views of SIC participants in an internal survey and of SI stakeholders at the Launch Event and covers both expectations and aspirations for the future SI Community at large and of its governance. Both constituencies envision the future SI Community as a **reciprocal knowledge and value-sharing endeavour** with a **bottom-up and networked structure** which is to be open and inclusive, especially towards emerging and under-represented networks. There is a sense of mission. **Outreach** and expansion are favoured aims and both knowledge provision and promotion of SI values should reach the wider environment and society at large. Stakeholders also 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, stakeholders rather than SIC partners brought a "market" angle to the debate. With this, **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. 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. SIC participants combine the normative commitment with pragmatism. Funding of the SI Community is expected to be patchworked from a mix of projects and funding sources, and so are the structures and procedures of governance. 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 of SIC partners that more hierarchical structures may be more practical. Still, among organisational roles and functions, thematic and advisory roles get more support than more centralised management or leadership roles. **Central functions** are favoured in a coordinating rather than leadership capacity, an executive board, an operative secretary or office, or a circle of co-coordinators (D 6.1, Holtgrewe & Schwarz-Wölzl 2016, p. 16).

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 employs 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 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. The governance report thus suggests a transition to a more permeable structure to connect networks and social innovators with the SI Community that amounts to some self-application of SI, co-creation and participatory principles to SIC's activities (Holtgrewe & Schwarz-Wölzl, 2016):

- 01** Increasing co-creation of events, ideas, projects and knowledge bases with other SI stakeholders and networks;
- 02** "listening" to SI actors on their own terms and involving them in the identification of challenges and topics to pursue, providing and linking with suitable expertise, offering opportunities to showcase their activities;
- 03** defining objectives, themes and priorities in collaboration with networks, SI stakeholders and "unusual suspects", and possibly, society at large.
- 04** establishing an Advisory Group of social innovators outside the current SIC consortium with temporary and increasingly diverse membership, resulting in more rotation between steering, advisory, thematic and operative roles as involvement into the SI Community widens;
- 05** a lean coordinating office to run an SI Community platform, keep track of activities and provide an address to direct enquiries, knowledge and contacts.



Sustainability

The sustainability strategy of SIC is currently being developed and this is based on a preliminary analysis and suggestion (Rizzo, 2016). This is critical in addressing the question of the transition of a temporary project into the more durable and still flexible and innovative structure that the SI Community is expected to provide. It benefits from an analysis of previous SI platforms and networking projects. For example, SI Europe, the predecessor platform (of which the content has been transferred to SIC) has been found to provide rich content and a wide coverage of countries to a fair number of followers but so far, offers little interaction and somewhat unstructured information - a common outcome of information platforms in a somewhat volatile field. A benchmarking analysis presented by Rizzo (2016) covers initiatives that address social entrepreneurship in particular, in the dimensions of **support, knowledge, consultancy services and training** - both by companies and civil society. They gather their **revenues** from consultancy and education programme fees, membership fees and sponsorship and donations - in a segment of social innovation that is close to for-profit activities. With this emphasis, and possibly the experience of the more business- and market-oriented networks, SIC can extend the analysis of its relations with the policy field to the business environments of social innovation, both social enterprises and intermediaries and the CSR activities of conventional companies that aim to support social innovation (see Figure 2 in section 6).

Enlargement

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. Network facilitators in SIC's work package 1 have a central role in liaising with these selected networks, gathering information, data, needs and initiatives from them and connecting them with the findings, insights, tools, knowledge bases and contacts that other work packages develop.

The enlargement strategy of SIC, developed by SIX (Nordstokka & Pulford, 2016) addresses the networks and network facilitators in particular and aims at ensuring the openness of the SI Community:

"The purpose of the enlargement strategy is to ensure:

- 01** That the 11 networks do not become static and insular, and that the network facilitators constantly bring in new members.
- 02** That the WPs support the network facilitators to bring in new members through the ongoing identification of up-coming topics and new trends. This will encourage the network facilitators to keep looking beyond the usual boundaries of the topics they are comfortable with.
- 03** That we enhance the combined impact of the networks by facilitating synergies and cross network collaboration" (Nordstokka & Pulford, 2016, p. 4).



The SIC Enlargement Strategy suggests a two-tiered approach to the engagement and enlargement of the networks.

- 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).

The other work packages, in particular WPs 2, 4 and 5 are expected to provide regular input to the networks. WP 2 (Research) is to inform networks continuously on "the most pertinent topics, empirical results and methodologies in **social innovation research**". WP 4 (Learning) gathers network actors' learning needs and offers an online **learning repository** of "case studies, toolkits, digital resources, articles and books " (p. 3). WP 5 (Policy) keeps networks informed about developments in SI-related **policies** and "how you actually make the policies work, what you do when they do not work, and how we can learn from **real life, honest case studies** from across Europe" (p. 4).

6. CONCLUSIONS: THE FRAMEWORK

Comparing and integrating these outputs and perspectives of SIC with regard to its own activities, strategies and structures (work package 6) and its analyses of its policy environment (work package 5) we find considerable convergence or indeed, consensus in the field of activities and governance, and some farther-reaching aspirations This forms a basis for further discussion across SIC's various stakeholders: partners with the shifting perspective of their respective work packages, social innovators and their networks, policymakers, businesses, researchers civil society and those actors who span the boundaries between these fields.

Areas of convergence

There is considerable convergence between policymakers', event participants' and SIC partners' own vision and anticipated governance structure and the activities that are both pursued by SIC and expected from it. Clearly, SIC is expected to evolve into an open, collaborative SI Community that builds and shares knowledge and value, has a bottom-up and networked structure, is open and capable of proactive outreach and making viable offers to newcomers and "unusual suspects", emerging and under-represented actors. Co-creating activities, objectives, events, initiatives and strategies with other actors in the field appears critical for the SI Community to ensure its ongoing relevance and adaptability.

With regard to activities and priorities, the provision of **knowledge, learning** and **expertise** appears in all anticipations of the SI Community's functions both from the strategy and the policy angle. Indeed, SIC offers knowledge repositories, tools, methodologies and examples and fora for exchange and



discussion for social innovators, researchers, policymakers and people in between these roles. It conducts summer schools, policy workshops and "hot topic" sessions to identify future areas of exploration. It also develops tools and methodologies and makes existing and newly created ones available. With regard to methodologies, it is so far undogmatic, in the terms of a participant in the Launch Event, "tools and narratives" are equally important. Indeed, stakeholders and other observers of the SI landscape in Europe (Brandsen et al., 2016; Bureau of European Policy Advisers, 2014; Milotay, 2016) see a distinct need for such knowledge transfer and agree that this requires problem- or challenge-centred and practice-oriented learning.

Evidence and impact assessment are a particular area in which effort is needed and expectations are high. While SIC partners themselves are somewhat sceptical of the Community's need for self-assessment or evaluation apart from open peer review (Holtgrewe & Schwarz-Wölzl, 2016, p. 20), policymakers (Reynolds et al., 2016) and also SI practitioners both need and want that evidence to support, improve and legitimise their activities. They could use methodologies that are both context-sensitive and well-recognised. This subject has been pursued in other projects than SIC, such as SIMPACT (simpact-project.eu), TRANSIT (www.transitsocialinnovation.eu, with a focus on social transformation) and TRANSITION (transitionproject.eu, with a focus on incubation) (cf. Brandsen et al., 2016).

Practices and locales of sharing, learning and networking thus form the quasi-natural and self-evident reference of SIC. The community also favours **outreach** to new and underrepresented regions and segments of society, and a general bottom-up mode of governance supported by a lean and smart central coordination (D 6.1, Holtgrewe & Schwarz-Wölzl 2016).

Areas of aspiration

Areas of aspiration, that is, of extending the capabilities and innovativeness of the SI Community and of SI policy itself, have a common focus: the self-application of SI tools, methods and practices to SI activities, networks and policies.

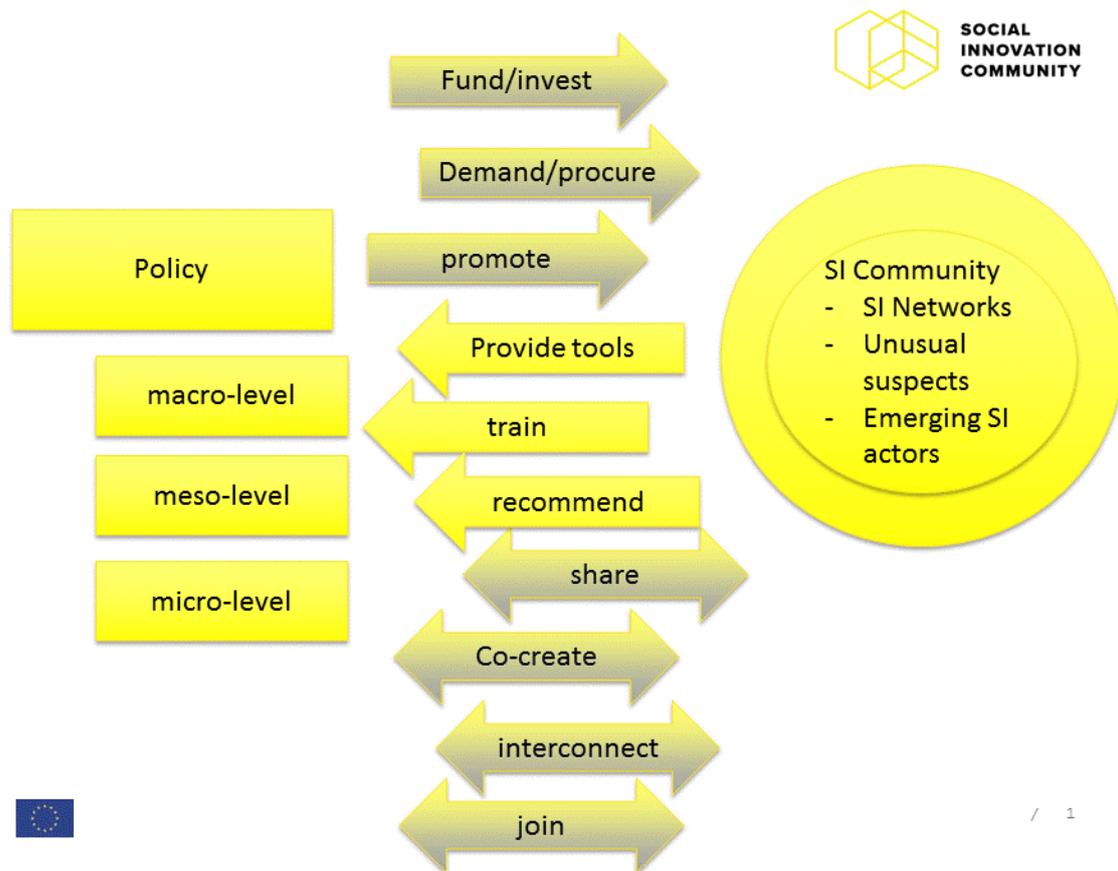
This is not a given: Creating knowledge platforms, trainings and tools, or pursuing supportive policies are not by definition socially innovative activities. Indeed, routines, standard operating procedures or established professional practices have an enabling side, and it is neither possible nor advisable to innovate products, processes and practices simultaneously. Arguably, routines, professions and "traditional" practices of learning are prerequisites of creativity and innovation (Sennett, 2008). For example, the "community of practice" concept (Lave & Wenger, 1991) re-discovers craft-based modes of learning, and sharing economies and community-based social innovations aim to re-invent communal and commons-based practices (often with some digital support) (Benkler, 2006).

Nevertheless, the ambition to render both policies and the SI Community more socially innovative by



applying SI tools, methods and practices to these respective fields is found in both WPs 5 and 6. Figure 1 summarises what policy and the SI Community can and should do "for" one another and "with" one another.

Figure 1: Policy and the SI Community: From functions and activities to co-creation



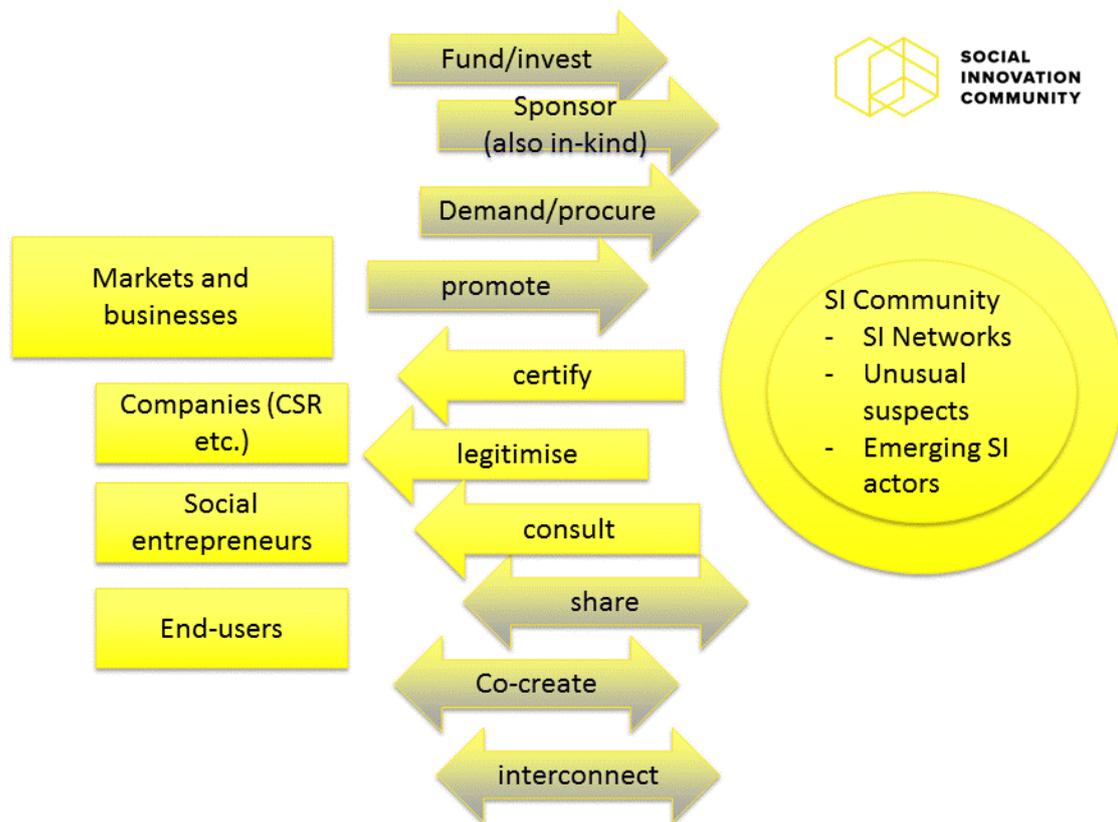
"Policy as social innovation" ranges from cross-departmental collaboration to citizen participation and democratisation, and from small-scale experiments (say, with participatory meeting and conference formats) to pilots with possibly far-reaching societal impacts (such as the current trials of an unconditional basic income in Finland or the Netherlands, Karakas, 2016). For the SI Community itself, increasing receptiveness to and co-creation with networks and SI actors is the subject of the various strategies and fields of activity of its work packages: engagement, research, experimentation, learning, policy and strategy. Generally, as befits a networking project, this occurs on the micro- and meso-levels where most SI takes place. However, connecting these levels and supporting participants in making these connections (also towards the macro- and systemic level) where they are relevant, is one of the missions of SIC. Thus a mode of thinking along the metaphors of turning the SI Community "inside out" (co-creation) and the policy field "outside in", matching and comparing the respective aspirations and



experiences could provide a common focus of the policy and strategy dimensions of SIC.

A distinct and obvious area of aspiration is the sustainability of the SI Community. This will remain dependent on resources that may be provided by old and new partners and members but also externally. So far, discussions on sustainability circle around the experience of social entrepreneurship and various networks and institutions supporting it. Here, business models, products and services are aimed at a market. However hybrid and differentiated this market may be, at some point the value created or added needs to be paid for. Some initiatives cited by Rizzo (2016) are pursued by, for example, consultancies that turn their marketable expertise to the support of social entrepreneurs - putting the externalities of commercial knowledge generation to socially innovative uses. In the process, they add to their stock of experience. Even if this is not regarded directly as investment in future markets, it makes smart use of the particular economies of professional knowledge creation.

Figure 2: Business and the SI Community: From functions and activities to co-creation



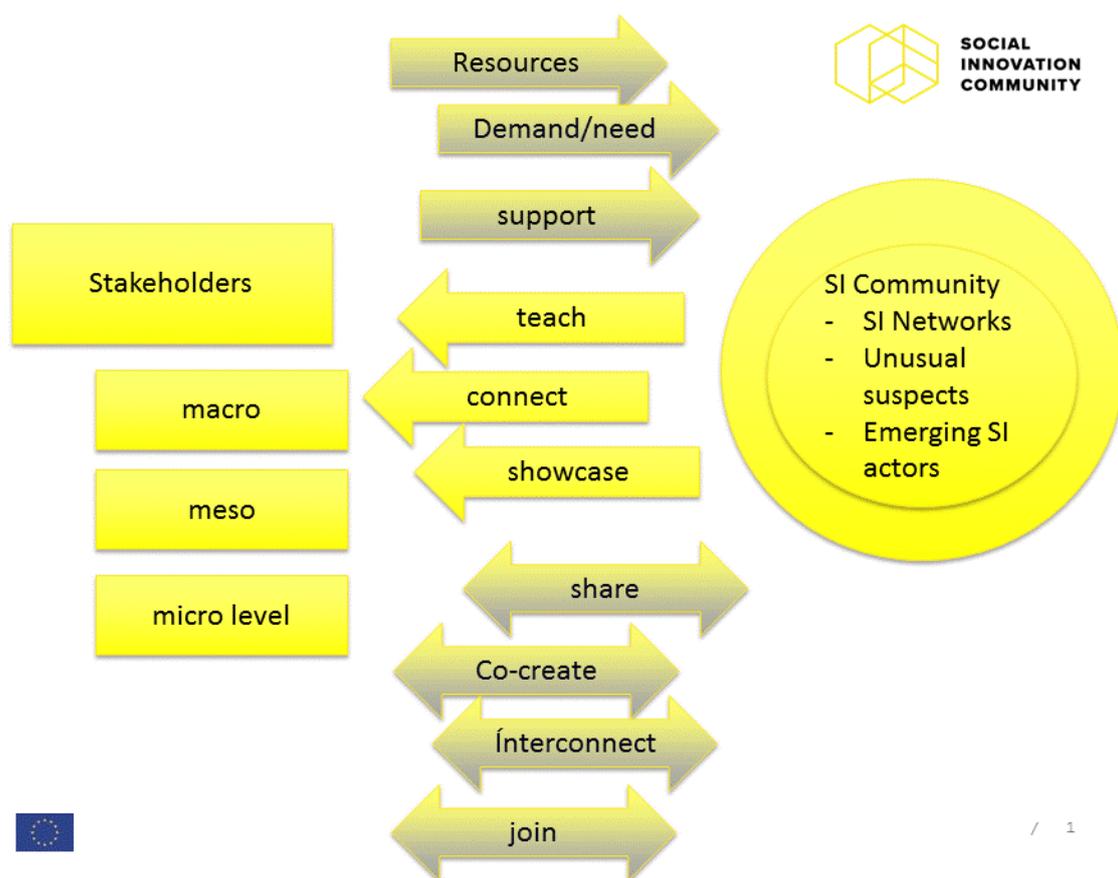
The SI Community with its vision of openness and collaboration approaches sustainability from the other end as shown in D 6.1 (Holtgrewe & Schwarz-Wölzl 2016): generating revenues from the



commons of knowledge it is building. This may require some appropriation of this commons: licencing and branding ideas or tools, certification of institutions, procedures or individuals' skills, marketing networks and opportunities to network, and so on. At first sight, this is at odds with the declared openness and inclusiveness of the SI Community. The question is, again, how both can be achieved, how the SI Community can relate to markets and businesses trading in innovation - firstly putting them to use "for" social innovation, then pursuing business "as" social innovation (possibly, workplace innovation or social entrepreneurship) and/or "with" social innovation". The "market" or "business" version of Figure 1 is represented in Figure 2.

If SIC's joint process of strategy development also aims to include other "environments" of social innovation, such as the spheres of research (work package 2) or learning (work package 4) we can generalise it - to be adapted for the respective spheres - to apply to generic "stakeholders" (Figure 3).

Figure 3: Stakeholders and the SI Community: From functions and activities to co-creation



This framework first looks at the respective resources and modes of exchange, that is, what the SI Community and its respective environments do **for** one another:



- 01** provide funds, support, contacts and legitimacy required by the SI Community, and
- 02** knowledge, learning, again, contacts and connections and also the provision of visibility provided by the SI Community to other stakeholders.

This exchange then - with increasing degrees of aspiration, can turn into a more generative and co-creative relationship:

- 03** The SI Community and its stakeholders can share resources, co-create resources and processes, and join and interconnect various, emerging and innovative communities.

In sum, this paper suggests - from a compilation and comparison of the suggestions, aspirations and strategies of the policy and strategy activities of SIC, using figures 1 and 2 as exemplars of an analytical framework of SIC with regard to its respective environment, looking both "inside out" and "outside in". The question asked in J. F. Kennedy's inauguration speech¹ can be rephrased (in a curious rather than a moralistic way) for the SI Community and its various stakeholders:

"ask ~~not~~ what research/policy/business can do for/with/as social innovation — ask what social innovation can do for/with/as research/policy/business."

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¹ "And so, my fellow Americans: ask not what your country can do for you — ask what you can do for your country. My fellow citizens of the world: ask not what America will do for you, but what together we can do for the freedom of man."



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