STATE OF THE ART REPORT ON SOCIAL INNOVATION

What is its capacity to develop the quality of life in our cities?

From the amalgam of reports, examples and theory towards a practical Pan European model

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Authors note:

The width and profoundness of all the state of the art literature on social innovation is enormous and continues to be an on-going process. For the needs of the Boosting Social Innovation URBACT network the most important elements have been taken into consideration knowing that some fundamentals have probably been left out. However it is the two and a half year collective process of the network, which will allow it to discover what is most important and what counts the most in empowering citizens and local authorities in the area of social innovation. The research and analysis done to write this study has discovered five particularly important documents, which stand out in the theme of cities, citizens and social innovation and which must be taken on board by the partner cities if we are to make sufficient progress in developing sustainable policies. They are:

- **Guide to social innovation** (European Commission, Propeller & Peter Ramsden 2013)
- **Supporting urban youth through social innovation URBACT workstream** (Adams and Arnkil 2013)
- **Social Innovation in Cities**, Urbact II capitalisation (Jégou et al. 2015)
- **Enabling Social Innovation Ecosystems for Community-led Territorial Development** (Sgaragli ed 2014)
- '**Innovation that brings value to everybody**' **freely available but not for free: Position, approach and practice of the Social Innovation Factory Brussels, an example of a successful accelerator for social innovation** (Bosschart & Biemans 2015)

The Boosting Social Innovation network was co-created by several members of the URBACT II My Generation@Work network, which concentrated on the lack of coherence in the job market, between what schools and higher educational establishments "produce" and the needs of the employers. Many experiments were conducted in real life situations called Go For It[1]. The partners decided that it would be worth pursuing this capacity further in the direction of socially useful innovations. Due to the innovative character of the network and the need to work together nearly all the new partners were identified and invited to collaborate from the beginning, participating in both transnational workshops and on the required documents. The examples quoted in the State of the Art document come mainly from the participating cities and demonstrate existing practices that could be developed and transferred further.
Many thanks to all those who contributed in the conception, birth and development of the network.

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[1] Go For It (GFI) acronym coined in the My Generation @ Work network for real life experimentations of ideas, plans and actions, during the project.

1. Social Innovation:

Social innovation is right in the centre of an enormous energy in Europe and on the planet, as perhaps a way to improve quality of life. It is an intrinsic part of efforts to try and resolve the difficulties of our contemporary society, with special emphasis on cities and metropolises. The potential of social innovation is enormous, as long as the right variables can be put together to guarantee success. Many mainstream strategic tools have social innovation within their aims, methods, results and funds to support these efforts.

Social Innovation is based on and its results are felt and often appreciated by **citizens** – the only form of natural resources, which we do not risk to lack of. *It is this "people power" (Adams 2014) which is based on a real collaborative model, but where at the same time social entrepreneurs play a new role, not dominated by profit, but having the ambition to tackle poverty and inequalities, and the new role of local authorities "enabling, supporting and providing the trust that acts as a glue in collaborative settings".*

We should remember, that the role of the public sector is a key in innovations of all sorts. As states Mazzucato (2013), who advises policy makers around the globe on smart and inclusive growth, innovation is a slow process, which requires patient government funding. Examples are the 'I' Phone technology (mainly developed by the NASA and the US Defence Ministry), or the pharmaceutical industry, where the US government finances 75% of all revolutionary new drugs. In all it is the role of government – says Mazzucato – to take the economy in the right direction. She quotes one of her colleagues Professor Andy Stirling: "The more demanding the challenges for innovation (like poverty, ill health or environmental damage) the greater becomes the importance of effective policy…This is about culturing the most fruitfully cross-fertilising conditions across society as a whole…This involves **collaboratively deliberating, negotiating and constructing what "winning' even means, and just how best to achieve it**."
Stirling clearly indicates the pathway to success in boosting social innovation, which is comprised of collaborative meeting places, the will to listen, building common appreciation of values…

In analysing the state of the art about social innovation there are three possible standpoints which can be taken, pessimistic, optimistic or linking the pragmatic to the intuitive:

1.1 A pessimistic approach – processes and tools for participation and creation of innovative solutions have been tried and experimented since the II World War. The ideas of community and empowerment (Taylor 2003) have been formalised and put into practice, as have "new meeting

places" (Wolkowinski 2001), essential elements of local social development (Seguier 1999)[2] or participative budgets, based often on Brazilian examples. The result of all this research and very hard work on the ground has not given the fruits that were expected. The increasing polarisation between the rich and the poor is striking: "As government services have crumbled and more and more ground in the so-called social sectors is left to market forces, there has been an explosion in the numbers and categories of marginalised and excluded people" (Dey & Westendorf 1996). Bauman (1999) laments the loss of the *agora* where "private troubles can be forged into public issues".

Many countries have made enormous efforts to combat this sliding away of part of the society with minimum revenues or regeneration schemes, which have not breached the gap, which is widening. This seems to go hand in hand with the radicalisation of a large part of our societies, where "most measures undertaken under the banner of safety – writes Bauman - are divisive…They sow mutual suspicion, set people apart, prompt them to sniff enemies and conspirators behind every contention or dissent, and in the end make loners yet more lonely than before".

Does the present day extremism of part of our societies not come out of this challenge, terrorists included?

What is more, all these policies find themselves within the tension of the paradigm of the 'included' deciding for the 'excluded', in a situation of stiffening and intransigency of public and quasi-public agencies. This situation is rendered almost impossible by the not so new, but more than insistent paradigm of evidence based decisions and results, imported from the private sphere.

To sum up: *"Communities…are being set up to fail. Involvement in participation, community management and other initiatives diverts the attention of communities away from the issues that contribute to their exclusion and focuses attention away from the inexorable march of global power" (Taylor 2003).*

1.2. An optimistic approach – part of the political elites and part of the business class have realised, that the present situation can only get worse, if they do not address the problem of contemporary societies, which are in some way disintegrating. This causes many decision makers to concentrate more and more on the local situation, taking into account the inhabitants.

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[2] Michel Seguier: 7 key elements for an "ideal " local development project

> **A new model of governance:**
> The Mayor of Gdansk, P. Adamowicz, who has been elected over several mandates has changed his traditional "meetings" with the inhabitants of a given suburb, into a local happening, where listening and taking stock have taken over from shouting out disapproval. He has installed a system whereby at the first stage the vice-presidents and directors of all services concerned meet in a workshop formula with the locally elected members of the suburb councils and representatives of local NGO's. They are all asked at the beginning to identify two successes, which have been achieved. Problems are identified, regulated on the spot or given specific attention later. The conclusions of these meetings in four different rooms are put together and only then the Mayor meets the inhabitants, where the discussion is much more constructive.

Cities collaborate with NGO's, progressively decentralising the services needed by the population, but in a still rather unequal partnership type of relationship. They are slowly also finding allies in "enlightened businesspersons" who, as experience shows, are not only motivated by profit, but are in many cases more than willing to invest their time and money in building up the strengths of the local communities. Social enterprises are also playing a growing and vital role in working, through their professions on the general "quality of life".

1.3. Linking the pragmatic to the intuitive - capitalising on the social innovation potential of the BoostINNO URBACT network cities, requires identifying or building pathways, which will allow the network to progress towards more vibrant social innovation based on the city eco-systems and contributing to the key elements of a Pan European model.

In contrast to traditional methods and thinking (identification of the problem, finding ways to solve it, planning the action, evaluation etc) it would be necessary to work more intuitively, as do many IT start-ups or social innovation labs by starting with a challenge.

> **Lets start an experiment!**
> In the My Generation@Work URBACT network experimentation was found to be a unique way to test ideas and adapt them to the local reality. In the area of social innovation it appears that the same hypothesis holds, especially as the aim is to invent and create something which does not exist. "The beauty of this approach – says the **Social Innovation Factory** - is that we don't have to wait, e.g. for new legislation, or until everybody is ready for this change. Change on a local level is already possible today. Right now. Just by realizing **new connections, sharing knowledge, and creating a good context, or ecosystem**, for the network (by empowerment, reciprocity, value creation, and the creation of partnerships). Since there is no 1 central approach, every new initiative will have the character of an experiment"(Bosschart & Biemans 2015).

For the network cities this could mean, that the first step would imply the creation of a framework for social innovation (processes and procedures), but paradoxically, without an owner. This would mean working and depending on the project network and our local networks. The role of the brokers (persons and institutions participating in different roles in the network) would be to help in the birth of projects (midwife role) and to give sense and content to the process. Success would be guaranteed by evolving progressively towards the identification of the owners of the

process, who must be enlightened, have a sense of the public good and who stimulate the process, in this spirit and not just in their own interests[3].

This understanding of the present situation is corroborated by Reos Partners (Rodrigues 2014) who suggest that the complexity we face can be understood in 3 ways: **dynamic** in that the space between cause and effect become further apart in time and space; **social** in that there are more choices to be made between more people with more perspectives than ever before; **generative** in that the future is unknown and emergent, and we are tasked with creating the future as it emerges in improvisational and adaptive ways.

Another aspect is strongly linked to "people power" (eg. OUIshare[4]). Very often innovations are in very strong relationships with the existing status quo. This means, that many innovations are adaptations to the existing situation, and the creation of jobs and realities disconnected from practice and street level experiences (Bosschart & Biemans 2015). The mission of the recently created network Social Innovation Acceleration in Cities (SIAC) is to bring back creativity and its ownership to communities and civilians, even if it is highly disruptive. This emancipation or empowerment of individuals is underlined as central to the needed growing autonomy of citizens even if some kind of balance with existing powers has to be guaranteed (Mencwel & Wygnański 2014). This implies, *that no one has the monopoly on the truth, everyone has to think and act across borders and silos, people have to share visions and purpose, to know what makes them uncomfortable and have a relationship to power.*

1.4 Constructive EU policy:

Social innovation is identified and worked upon in many Commission documents, programmes and networks. These range from European strategies such as the Joint Programming Initiative (JPI) Urban Europe[5], Horizon 2020[6] which reflects the Europe 2020 strategy taking on board many innovation-related activities, networking actions such as the European Innovation Partnership on Smart Cities and Communities[7], capacity building programmes such as the URBACT programme[8] or the Urban Development Network[9]. A specific document on social innovation was published by the European Commission in 2013 – Guide to social innovation[10] in which there is an important definition of social innovation:

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[3] A co-construction with Maciej Grabski, a property developer, CEO of Olivia Gate in Gdansk, highly concious of the importance of developing a socially responsible territory.

[4] ouishare.net/

[5] http://jpi-urbaneurope.eu/

[6] https://ec.europa.eu/programmes/horizon2020/

[7] ec.europa.eu/eip/smartcities/

[8] urbact.eu/

[9] http://ec.europa.eu/regional_policy/en/conferences/udn/

[10] http://s3platform.jrc.ec.europa.eu/documents/20182/84453/Guide_to_Social_Innovation.pdf

"Social innovation can be defined as the development and implementation of new ideas (products, services and models) to meet social needs and create new social relationships or collaborations. It represents new responses to pressing social demands, which affect the process of social interactions. It is aimed at improving human well-being. Social innovations are innovations that are social in both their ends and their means. They are innovations that are not only good for society but also enhance individuals' capacity to act. They rely on the inventiveness of citizens, civil society organisations, local communities, businesses and public servants and services. They are an opportunity both for the public sector and for the markets, so that the products and services better satisfy individual but also collective aspirations.
Stimulating innovation, entrepreneurship and the knowledge-based society is at the core of the Europe 2020 Strategy"
(European Commission 2013).

Strong policy support has also been developed for social entrepreneurship in the Social Business Initiative[11] or in the recent Council document "The promotion of the social economy as a key driver of economic and social development in Europe"[12]. It shows that social innovation fits ideally into the type of actions done by the social economy actors.

ESF and ERDF resources are in the forefront of policies promoting the social economy as one of the responses to the job crisis, or Integrated Territorial Investments[13], as an integrated policy method of building up the capacities to act of Europe's metropolises. The European Union has gone further with the European Fund for Structural Investment where one of the three aims is to foster investment in multistakeholder partnerships systematically addressing entrenched social issues i.e. systemic social innovation. *The aim is to create collaborative shared value, as it has become perfectly clear that no one structure or institution can effectively address the challenges of our contemporary society* (European Policy Centre & Young Foundation 2015). In this same document the authors insist on the recognition of citizens as a key resource, which needs to be mapped out to understand the interdependencies and allow new organisational partnerships to emerge known as **collective outcomes partnerships"**. These new "town hall models" can allow local authorities to act in new ways, agglomerating all the knowledge in order to produce systemic change, based on putting civic engagement at the centre of local development.

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[11] ec.europa.eu/internal.../sbi-brochure-web_en.pdf
[12] data.consilium.europa.eu/doc/document/ST.../pdf
[13] ec.europa.eu/regional_policy/sources/.../iti_en.pdf

The Gdansk City Department of Social Development is run by new staff, who have put into place a form of management based on processes and close internal and external collaborations, which have to be permanently improved and adapted. They are working around a city mapping tool (to be computerized), which indicates the problems, the areas where they can be found and the actors ready or potentially prone to respond to the challenge.

According to the director, G. Szczuka, nothing is particularly new: but - he adds - the process never finishes. Teamwork, on which the management is based, is vital to a horizontal approach and to building trust. The city administration is now just like a "transistor", a broker, not the ruler and not seeking to develop a dominant role. The role of the Mayor has changed notably in this area, due to constant talking, persuasion, but also what he hears from the outside, where participative citizen type pressure is rising all the time. Naming things and getting them written into strategies is really worthwhile, especially when this is based on a bottom up process of creating the city strategy.

When speaking about a being a broker, it has to be admitted that the city structure accumulates an enormous amount of information, some of which gets lost. The challenge is to find a way to organize this information, adapt its expression to the needs of different groups, limit its quantity when this becomes overbearing, and to know what information needs to be communicated to whom. So a good broker manages the information, identifies the needs, searches for partners who can satisfy the needs, inspires, creates spaces when this is possible, and for this a lot of technology is needed, but the basic tool is animation, which must detheorize multiple level management. This is based on open data and transparency, which are vital. Thus the role of empowered citizens can really be embraced, building an innovative society for the future, where questions as to how to institutionalize and scale innovations constitute a major challenge.

1.5 From the URBACT Social Innovation in cities workstream to Boosting Social Innovation

URBACT has already addressed the theme of Social Innovation in Cities in the URBACT II capitalisation workstream (Jégou 2015), in which many aspects of social innovation have been discussed. F. Jégou underlines, that several key questions emerged from this work, based also on other URBACT networks and the two case studies of social innovation in Amersfoort (NL) and Gdansk (PL):

• What is changing in city administrations to facilitate collaboration with citizens?
• How are citizens helping to build collaborative public services? What are the potential and limits of their involvement?
• How can cities create the right environment for social innovation to develop?
• How can cities create space for experimentation and facilitate the maturation, deployment and scaling up of social innovation?
• How can cities use their purchasing power to facilitate social innovation, orient public procurement and use public money to kick-start new initiatives?

The previous URBACT workstream capitalisation Supporting Urban Youth through Social Innovation (Adams and Arnkil, 2013) indicated that social

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[14] Interview conducted with G. Szczuka, P. Olech, M. Skiba and M. Zawodny-Barabanow of the Gdansk Social Development Department (2016)

innovation platforms and ecosystems depended for a large part on the initiatives of cities, which have to facilitate the entry of ordinary citizens into these co-construction spaces and processes. Cities would thus become brokers of social innovation and would have to adapt their own governance in consequence. The report poses questions such as; what practices and roles are played by cities in promoting social innovation? What are the main obstacles and barriers for cities to promote and make the most of social innovation? What steps have been undertaken to overcome those obstacles and barriers and how can cities replicate and scale up social innovation?

As the policy of URBACT is to develop the sustainability of cities it is worth quoting R. Barbato on how he sees social innovation in sustainable city growth:

1. cities need to develop strategies and action plans that are **integrated horizontally**. This means designing a holistic approach that considers the different dimensions of the same problem (economic, social, environmental, physical) and takes into account all possible (positive or negative) connections and externalities.

2. Second, very often, competencies and resources to develop effective solutions to urban challenges are scattered among different institutional levels. Cities need to focus these competencies and resources on an **integrated local strategy** by establishing new functional (and open) mechanisms to coordinate the different institutional levels.

3. Third, a genuine **integrated approach to sustainable urban development** has to build on a real participatory process at local level, with key local stakeholders involved in the co-design of effective urban policies.

The Strasbourg Eurometropolitan area has developed a very advanced strategy of collaboration with the social and solidarity economy structures. They participate in a permanent consultative body organised by the Eurometropole and have even worked on a grid criteria to help in the choice of those projects which are most likely to be sustainable.

Co-producing local policies in an open and participatory way can significantly increase the capacity of cities to develop better and more innovative solutions, which benefit from the diffuse knowledge and expertise existing in the territory, and it can also reduce the risks of conflicts and resistance to the policies and actions proposed[15].
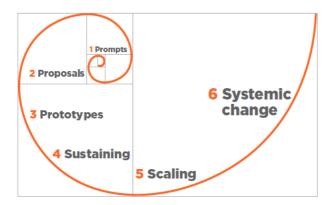
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[15] citation made in (Jégou 2015)

2. From social innovation to systemic change:

Social innovation is a concept, which has become popular in recent years. From the research point of view it could be called a "quasi concept" "… a concept which … is more than simply a slogan or 'buzzword' because it has some reputable intellectual basis, but it may nevertheless be found vulnerable on analytical and empirical grounds. What is special about such an idea is that it is able to operate in both academia and policy domains" (European Commission 2013).
From the practitioner point of view perhaps the most well known model for social innovation as a process is the spiral (Murray 2010).

It clearly shows that innovation comes from somewhere and is prompted, sometimes by unknown people, through their everyday needs, and often in social areas far removed from the public or innovation sectors (Pugliese 2014). A successful prompt will produce proposals, which are composed of new mind-sets, new ideas, new evidence base and very often unusual suspects[16] (Adams & Arnkil 2013). However the real life test comes, when a process, a service or a product has to be tested, meaning that a prototype is built. This stage implies risk taking, experimentation and coproduction, very probably with the help of brokers leading to new delivery models.
The main actors of this change - says Pugliese - are the **citizens, associations, existing businesses, and start-ups** that, alone or collaborating in networks, respond to the needs of the territories by building social cohesion and resilience, protecting the environment, and developing prosperity and employment.

> In Wroclaw a design centre called Krzywy Komin[17] has been developed in a difficult area in 2011, in which professional designers use their capabilities to work with people in various handicraft trades, but also with children, working on their confidence levels through what they can do with their hands, and with the inhabitants, in multiple ways to try to establish trustful relationships and foster them into finding ways to develop.

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[16] "Unusual suspects" a coined phrase meaning someone that you do not expect in a given area, subject or place, and who puts a completely different light on a question or challenge.

[17] *www.krzywykomin.pl/*

> Incubators working on social innovation are still rare, but the network is developing. In the Turin social impact incubator Rinascimenti Sociali[18] insists on choosing the finalists in a stiff competition to get a place and all the support. Similar models are used in certain incubators in Paris, Malmo or Gdansk (Clipster[19]). There are other spaces (Toolbox in Turin), where 'fertilisation' takes place in a more spontaneous way, without any pressure, just through contacts and potential confidence building.

Maybe the most difficult level of the social innovation process comes when a prototype has to get to the sustainability level. This obviously requires adequate "smart" (Arnkil 2015) financial means and efficient communication. The choice of which prototype to support is a very difficult one and has to be made in a situation, where no one is sure about the boundaries between ownership and use, work and inactivity, private and professional space (Pugliese 2014).

2.1 To scale or not to scale?

Scaling implies that the social innovation will match the need, which it tried to address. This cannot mean that for example, the best pupils of a city will participate in a business week, in order to foster an entrepreneurial stance, but that all pupils of the city can have access to a different form of pedagogy[20]. However changes in scale, in the more marketable products can also provoke meaningful change (gardening vegetables and fruit on rooftops[21]) but may also produce conflicts; for example between producers of goods and supporters of sharing, between hotel owners and intermediaries of private rooms, between taxi drivers and brokers of private cars etc. (Pugliese 2014).

So as A. Pugliese from the Rome Impact Hub underlines, the **role of local and regional authorities is vital and should lead to the creation of a systemic acceptance of social innovation within the boundaries of the public good, of which the guardian must be the locally elected authority in partnership with its citizens.**

> In Barcelona the public company Barcelona Activa has developed very large scale activities in the direction of innovation in general – several incubators with different specialisations function in the city, one with the particularity of consisting of four accelerators. Barcelona Activa holds, that acceleration needs very specialised knowledge and experience and wants to develop initiatives and start-ups as strongly and as much as possible. However it realises, that all these tools are not sufficient to build a more fair society.

Scaling is perhaps not an automatic process as it can put the actor of the scaling process into a situation of high risk on the market, or in its main activities. The structure may not be ready to assume the weight of up-

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[18] *www.rinascimentisociali.org*

[19] *clipster.pl/*

[20] Creative Pedagogy in Gdansk is based on this idea. In 2016 600 teachers are learning how to stimulate pupils towards an entrepreneurial stance in life, because they want to. *www.gdansk.pl/kreatywna_pedagogika*

[21] An initiative in Turin Ortialti, where after several experimentations, a plantation will be done on the roof of a supermarket *www.ortialti.com*

scaling (Clarence 2014). So the decision as to whether the scaling should or can be done is not simple.

Dees et al.,(2002) have identified five key elements important for pathways for scaling: these are **readiness** of the innovation and the organisation, **resources**, especially if the organisation has to expand, **receptivity**, meaning the analysis of the demand for the innovation, risk and return. It appears evident that all social innovations comprise a **risk**, not only for the organisation involved, but also for processes and tools, which will have to be withdrawn as a result. The **return** is a particularly sensitive question, as it requires advanced tools of measurement of social impact, which are being developed by many structures at the present time. For example scaling around the product of an organisation can negatively influence its quality (care services), but strategies – says Clarence – around the diffusion and dissemination of the product could be more appropriate

It is interesting to note that knowledge is seen as highly central to social innovation and must be mobilized together with financial capital and human resources (Weber et al. 2015). It is new or newly combined knowledge, which leads to redesigned products or services, both in the commercial and social sectors. The authors distinguish between different forms of knowledge: facts and data (**know-what**), experiential and process knowledge (**know-how**) and contact or access to certain persons (**know-who**). Another success criteria is the emotional link to the sponsor.

Before scaling the authors propose to each social enterprise or other innovator to answer the following questions: *what are the resources needed to scale-up, which ones do we have, which partners could provide the ones we are lacking, what would be their expectations in return, can we supply the innovation and do we really want to?*

2.2 Scaling strategies:

Four stages have been developed by Gabriel (2014) concerning scaling, which must be interlinked, strongly iterative and probably disruptive:

     (i) identifying what will be achieved by scaling,
     (ii) identifying what should be scaled,
     (iii) establishing how scaling can take place,
     (iv) preparing to deliver the scaling strategy.

Scaling of social innovation has also been addressed by a very large all European project Building a European Network of Incubators for Social Innovation (BENISI). It has worked through the experiences of over 300 of the most promising and impacting social innovations, which are often only developed locally, but which involve actors from the private, public, third, social enterprises and cooperative sectors. The project aims to strengthen the capacity to up-scale what social enterprises are doing all over Europe and has defined four main axes which are keys to the scaling up process:

1. New infrastructure for knowledge sharing based around five geographic clusters
2. Reach across different types of social innovations & social innovation actors
3. Flexible framework for different types of scaling
4. Open network structure allowing diverse stakeholders to participate[22]

Scaling, as is seen from the above has many forms. It is not just a linear model (the Young Foundation spiral can be unrolled) and some scaling processes look more like a spreading process (transition cities).

> Paris has decided on policies based on social innovation at the central level (the mayor). The number of deputy mayors has been limited in order for them to develop horizontal skills and perceptions, public procurement has been welded into one single specialized department, where the question of the conditions (social clauses and the like) are standard and aim at developing social entrepreneurship wherever possible. The policy of the city in terms of services rendered to the city administration shows, that the public policies are spreading into the private sector (all deliveries to all city units will have to be made by non-diesel transport).

However the transition cities' movement, created in reaction to the planet's crisis functions on the basis of spreading. From an almost individual initiative of one person, the movement has developed in many Anglo-Saxon countries and is being taken on in Portugal, France. It concerns in part how local communities can help themselves, not only in regard to ecology, clean air and health, but also from an economic point of view, which includes local power stations, farming in towns etc. The mayor of Bristol announced after his election, that he would be taking all his salary in Bristol pounds B£s – a local currency which after an initial exchange of £180,000 has been turned into B£s, estimated to be worth £1.8m in local economic activity.

The development of this type of social innovation depends on the deeper relationship between persons and structures, permitting a much better understanding of the global and local situation. The transition network even states: "An essential aspect of transition in many places, is that the outer work of transition needs to be matched by inner transition[23]. That is in order to move down the energy descent pathways effectively we need to **rebuild our relations with our selves, with each other and with the "natural world"**. That requires focusing on the heart and soul of transition."[24]

2.3 What does systemic action look like?

The theory of systemic action shows what is systemic and what is not (Hassan 2014). For example does intensive farming feed the world or

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[22] For more detailed analysis see the BENISI project report *www.benisi.eu/*

[23] See more on this relationship in Nonaka's analysis of spaces for learning p.19

[24] *https://en.wikipedia.org/wiki/Transition_town, https://www.transitionnetwork.org/*

does it end up definitely impoverishing the land on which it is done? The author indicates that many years of practice in running Social Labs have permitted to establish a series of axioms or rules of thumb that serve as a quite exhaustive guide to future actions.

A systemic action has **multiple owners** and takes place at **multiple levels**. It is obviously on a **contested terrain** and generates and welcomes **friction**, as that permits to get closer to resolving the challenge, and limits outright conflict. The most difficult in these axioms is the power struggle, where – according to Hassan - **power structures and relationships have to be negotiable**, which leads to roles in the systemic change being **fluid**. These situations allow dominant structures and personalities to realize their role and eventually to adapt it to new circumstances, but the aspect of "people power" mentioned above must not be forgotten.

However being efficient in bringing about change implies – according to Hassan – that **participation is self-determined** and cannot be forced. This indicates that the **intention** of persons and institutions participating must be real and clearly motivated.

> The city of Delft has undertaken a medium to long-term participative process in formulating how to induce social innovation into social policy. Eight groups of civil servants and outside partners work on this bouquet, for a period of two years.

Systemic change in social innovation does not require planning, which – as underlines Hassan – suffers from temporal lag. **Emergent rationality** is seen as a response to a situation at a given moment, and corresponds closely to what, in the IT area, is the initial key question or challenge which is posed and which stimulates initial responses. The plan is to find responses and not a plan. It is evident that this requires an **iterative** approach – experimental, with failures on the way and which is certainly not linear.

> The cities of the Boosting Social Innovation network are ready and hopeful about producing strategies that can encourage new ideas and ways of working, but which will include the failure potential as a learning factor of sustainable development to encourage learning. Failure will have to be translated into a loss account in public spending!

The axioms of emergent rationality and iteration depend on another quality, which Habernas coined as the 'ideal speech situation', where equal and open participating rights are a key to success in finding common solutions, let alone going into social innovation.

So to be efficient in achieving systemic change (and therefore social innovation) Hassan indicates 3 requirements to be respected: the constitution of a **diverse team of actors** with a shared intention, having a set of **iterative processes**, suited to situations of high complexity, and the creation of "new meeting places" with a **novel organisational space**.

2.4 Conditions for the emergence of social innovations:

Typically for social innovation, it can be asserted, that no one process will be sufficient. To achieve social innovation it is necessary to formulate and put into practice a complex (but not complicated) eco-system, involving all actors simultaneously (Sgaragli 2014). Social innovation cannot take place without convening all stakeholders around the same table, developing a collective open source mentality, capacity building in a horizontal way (shifting towards one that promotes citizen participation), adopting of new ways of doing policy, stimulating private-public partnerships and all types of hybridisation. It is also necessary to build new relationships and a reconfigured landscape, where supply and demand of social innovation can meet in order to start and scale social impact. *If a shared purpose is not identified and a new set of values established, no change as to the perspective of the future is possible.*

Open innovation is emerging (Paskaleva 2012) and "it links technologies with people, urban territory and other cities and this approach is likely to be increasingly influential over the next period of time. Using open innovation for sharing visions, knowledge, skills, experience and strategies for designing the delivery of services, goods and policies in cities is effective, efficient and sustainable. However, consistent **frameworks**, **principles** and **strategic agendas** are necessary to optimally bind these elements together".

3. Social innovation and cities

The specific character of URBACT networks, which are about improving the quality of life in urban areas/cities/metropolises, obliges the partners to refer very closely to social innovation as an element of city life.

1+1=3 :
Brian Jones and Bertrand Piccard, the pilots of the first ever successful balloon flight around the globe in 1999 indicated, that to survive in the capsule, they had to create a vision of their local society of two persons. Surprisingly to some, they came up with a mathematical formula of 1+1=3, as in that society there was Brian, Bertrand and then both of them together. Together they constituted a different entity and invented a singular vision of their group. Peter Brook, the well known Irish theatre creator claims, that an interaction starts, as soon as a person walks across a stage.
Of what is composed this interaction? How does it work? In other words how do we live together? How do we find the ways to improve our lives and progress in the ways we do this? One of the keys is our relationship to nature and what the earth gives us, and in contemporary usage, this can be understood as the "green economy" as a fundamental element of development (Jégou 2015).
If the Transition Cities movement proposes social innovation based on individual relationships, the OCDE (2011) on a macro level, states that greener behaviour is required from companies and consumers, to "facilitate smooth and just reallocation of jobs, capital and technology towards greener activities and provide adequate incentives and support to green innovation". In that context, food issues … could meet solutions and make food chain more sustainable and base for green economy. Others strongly stress the need to relink rural and urban areas by achieving multilevel governance to reintroduce locally produced food in cities (FAO 2011).

Farm your rooftop – enjoy sharing
In Turin OrtiAlti is an organisation that has experimented with planting vegetables and flowers in unusual spaces. It has observed that not only do neighbours get curious; they start talking to each other and participating. After several prototypes the organisation has signed an agreement with a Carrefour supermarket to grow vegetables on the roof of the building, which will be sold inside. Neighbours will do the work. Apart from added value in heat saving the value of the buildings appears to rise on the market, so owners of buildings could be very interested in such actions.
(Paris is offering to plant around 10 000 sq. metres of rooftops in the city).

Another question is how we live together in cities, which have over the centuries been created by humans in more or less structured ways. A city is in fact a giant meeting place, which through the very intricate pathways of history, decision making, wars, citizens' habits and urbanisation, produces all the conditions for creativity and public good. However the question we must ask ourselves is do the cities still produce the added

value of "new meeting places" (Wolkowinski 2001) that many theories and experiences of urban life have shown to be efficient?

In this aspect cities and metropolises are facing one of the biggest challenges of the XXI century, which is reinventing forms of governance, which will allow them, develop and even share their acquis with other parts of the world (Johar & Addarii 2014). This is dependant on building a movement for social change and new social legitimacy, predictive power, putting into place an ecosystem of systems, contextual knowledge vs. abstract knowledge, open design, which will conclude with a new social contract, allowing cities to function in a different mode.

Governance is thus seen as key to success "innovation must address the social rules and norms for decision-making and its practices…For many projects this issue is at the core of social innovation. *The involvement of diverse actors is itself an innovative and original previously unseen social action in western societies which, in itself, makes governance an innovation*." (European Commission & WILCO 2015)

3.1 Examples of learning situations for local authorities:

The eco-systems, which are needed to guarantee the development of social innovation require competences in social learning, based on trust, commitment and reframing (Sol et al. 2012), which are all interrelated and are a precondition for sustainable development. In fact they are continuously produced and reproduced through the interactions of individual actors.

A clear frame:
The Dutch Brabant region has adopted a particular strategy concerning social innovation, stipulating very clearly what it aims to achieve, defining in this way the frame of future efforts: a region with zero youth unemployment, solutions for dementia, solutions for childhood obesity, sustainability of the built environment, various pilot projects addressing Big Data (security and social safety).

The eco-systems will appear, be it with the participation and brokerage of local authorities or without. As the SIAC network claims: "Looking towards the world with the notion of an ecosystem in mind, makes clear that acceleration of social innovation is not about the social innovation itself, but the interaction between citizen involved in social innovation and their context. So the context is really important"(Bosschart & Biemans 2015). SIAC underlines that local authorities must develop their capacities of receiving and developing social innovation, including change in the approach to employees. On the other side we must also work on preparing citizens to be part of new decision making processes. It starts with engagement and ends with developing new tools for e-democracy and e-governance.

> **Social Innovation Factory:**
> Realising the importance of the human factor in social innovation this structure in Brussels has decided, as its main aim, "**to create a culture of social innovation**" in Flanders. By finding such a key to success this living laboratory for social innovation has developed a specific culture of its own, which encompasses such ideas as: everyone has knowledge in the social innovation sphere, knowledge and connections and not money are the main accelerators of social innovation, accessibility has to be total and it's all about creating a community that will continue to grow,…
> "A Social Innovation – as defined by SIF - is an innovative solution to a societal important challenge, that results in a product, service, organization model or method, with societal impact." "(Bosschart & Biemans 2015)

3.2 Knowledge enabling by creating good opportunities for learning:

In the My Generation@Work URBACT network the lead expert R. Arnkil (2013) presented Nonaka's model of learning as a basis to improve the understanding between the young and the systems which surround them. The same lesson can be taken for social innovation, where we see that the learning processes are vital, especially to institutions (cities), but also to persons. Nonaka's learning concept covers four different stages which all need different "learning spaces" – socialisation (quality of every conversation), externalisation (from the internal to the external expression or 'speak'), connection (taping into the existing knowledge in the world) and internalisation (learning by doing)[25]. The proximity of these concepts to what Tilburg has done is very close.

> **The process analysed:**
> The city of Tilburg (NL) has developed with Tilburg University (de Moor 2014) a very forward reaching system of support for social innovation, where precisions about methods have all their importance, but where the idea of conversations, storytelling and building human relations as a condition for success are underlined (see schema below). The conclusions are that social innovation is all about knowledge sharing, conversations are at the core, a knowledge sharing architecture is required to scale conversations for impact at regional level, pattern languages inform such architectures across regions, a new role for CSR (multiple stakeholder networks, sustainability for collaboration network and sharing development). The challenge is: **what would a regional knowledge sharing living lab look like?**

3.3 Building up the living lab: one pattern at a time[26]

The research done at the Tilburg University (de Moor 2014) has shown that it is possible to organise the processes, which are involved in social innovation. In this case it is the collaborative effort of the whole regional society, which is mobilised. The regional authorities have defined the strategy around social innovation, linking in to the priorities of the local

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[25] See more on Nonaka's 'ba' in My Generation at Work Baseline Study URBACT *urbact.eu/files/my-generation-work-baseline-study*
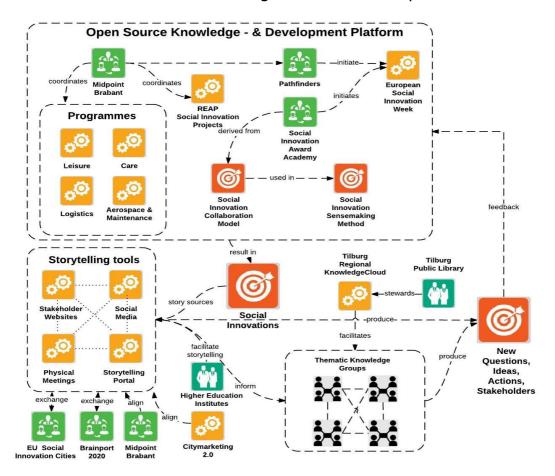
[26] *https://communitysense.wordpress.com/2015/02/02/the-tilburg-story-of-knowledge-sharing-for-social-innovation/*

communities, which turn around health, especially for the elderly, the green economy etc. So the programmes (yellow squares in the Platform area) in fact invite initiatives in their direction, but have also stimulated working methods such as collaborative ways of working (red sq.), or rather meeting and exchanging between different stakeholders or pathfinders, who initiate these exchanges/conversations.

Giving added value to social innovation comes through an awards ceremony held every year (green sq.) but also through highly developed techniques of storytelling (bottom level on left), which are the central element for creating the trust necessary for the development of social innovations. De Moor underlines that storytelling must be face to face and also with social media tools, but that alone is not sufficient. We have to be able to find the appropriate piece of storytelling at the right moment. In other words a story telling architecture is needed and can be constructed by those who already are the guardians of our collective memory – librarians in a new role (turquoise sq. bottom right), where they will be able to access information through knowledge clouds, in which the stories and other information will be appropriately stocked and organised to be easily available.

According to de Moor trust in the Tilburg region is very high, but must even then be increased so that the patterns of language exchange can emancipate communities and create links with others.

This schematic approach may inspire the BoostINNO network and bring it closer to closer to successful organisations in the partner cities.

3.4 Social Innovations for Social Cohesion[27]:

Social cohesion is undoubtedly one of the fundamental motivators for social innovation, as year after year problems persist. The inertia in this area is very widespread, and systems are organised to exist for ever, rather than being results or quality orientated. This question has been studied in the WILCO project on the basis of 77 examples from 20 European cities. Social innovation was found to be **new and disruptive** towards the prevailing routines and structures (Evers et al. 2014) in the local setting. The results of this analysis allowed the authors to identify five fields and dimensions of social innovation in welfare systems: in services and their ways to address users; in regulations and rights; in governance; in modes of working and financing; concerning the entity of (local) welfare systems. *"…social innovations are characterized by the fact that they bring together what is usually separated, be it ideas, concerns or practices".*

> Milan has introduced an incubator FabriQ into a difficult area of the city, in order to try and approach social questions in a different dimension. The Mgneration complex in Braga invites all types of stakeholders, the young especially to different forms of activities, from culture to business in order to foster meetings and the creation of increased trust. Gdansk is basing its successes on public policy intertwined with strong participative consulting and co-construction, hoping to reinforce the social structure in this way in order to better fulfil its aims in social policy.

The conclusions of the authors are very important for the area of welfare: social innovation is a continuum throughout history, but it produces change, which in the welfare systems creates an imbalance between change and the status quo. A new way of communicating between top down national policies and the bottom up changes has to be found. Pilot schemes and evaluation, taking on board failures as positive experiences, are slowly becoming more and more accepted. Lastly the "tension" between welfare practices and up scaling new innovations should and could be turned around to down-building big and basic welfare systems and supporting small-scale innovations in services and local networks.

> **Finding the right global argument:**
> Eindhoven (Nl) has tested the co-creation method called "sustainocracy", based on the Quadruple Helix model. They found, that a healthy environment with air quality as a reference point is central in mobilising all the stakeholders, citizens included in the AiREAS [28] project. "Traditional "customers" or "rulers" learn to act as partners. The purpose driven setting addresses five levels of innovation: city development innovation (governance), applied technological innovation (solutions), social innovation (culture), applied knowledge (educational) and city system's innovation (holistic approach). As the authors of the report admit, the stress of accepting this is related to the desire to get a high level of health in the city.

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[27] WILCO project

[28] www.aireas.com/welcome-to-aireas/

4. Social Innovation and citizens:

As can be seen from the numerous conclusions cited in this text, the role of the citizen, whom we all are, is central. This common wellbeing has been analysed by many. S. Thekaekara, a local developer from India, wonders whether the **common good** cannot be worked through otherwise than on the basis of financial resources. In an analysis of what 167 local communities think about wealth he obtained the following responses: our children, our forests, our culture, our language, our unity and our sharing (Thekaekara 2003). Financial resources are not even mentioned. He goes further to say, that he would like to work in terms of an **economy of justice**, or even an **economy of hope**!

P. Dijkstra claims, that the third sector, which includes social enterprise as the more business-oriented part of the sector, stems from the pattern of values or "**market of values**" of civil society: "this part of the economy seeks social wealth, social riches and prosperity in a "businessified", individualised and socially impoverishing society" (Dijkstra 2004). Another point of view is made linking responsibility and sustainability. Here it is the term **economy of care,** which means an **economy of enough**, enough not only for the rich, but also for the poor...

Our common culture is vital to sustainable development. Progress in developing our societies in a sustainable way means, we have to concentrate on the culture of **dialogue**, the culture of **critical reflexivity**, on the culture of **authenticity and engagement** and most importantly on the culture of **freedom**, which is an absolute condition for **creativity** and taking responsibility (Sauvé 2006).

The place made for us as citizens is thus very clear and vital. Without the co-construction of our societies with and by citizens in all their different roles, it appears that we will not achieve the progress and stable development, which everyone wishes. The citizen, as a group still has to find a way to become a really equal partner, as too often he is relegated to the role of consumer (therefore not too intelligent), a negative opinion maker (a hater too difficult to support) or a tester (will what we propose be accepted). The well known Triple Helix model shows this in a more balanced light, where the public, private and research sectors collaborate in many ways, so that the citizen may have a better quality of life. Many texts try to go above this level of acceptance of the citizen as an equal, but in many cases the citizen is still the object of these collaborations and not the partner.

4.1 Quadruple Helix

The Quadruple Helix model concerning social innovation, brings in the citizen as a fully empowered partner, and not the object of the innovative process:

Action No 6: Quadruple Helix Innovation

Government, Academia, Industry and Citizens collaborating together to drive structural changes far beyond the scope of any one organization could achieve on it's own

Involve all stakeholders in quadruple helix to innovate and experiment in real world settings, in creating frictionless ecosystems

However this is not a simple process and requires explaining, on the basis of work done for the CLIQ project (Arnkil et al. 2010), as it is not simply a question of "adding a partner". The key question for the researchers was whether a learning process can be instored between the different actors of the Quadruple Helix? In other words what does it mean when the citizen/user (formulation coined in this research as the citizen has several roles) joins in the social innovation journey.

The Quadruple Helix is a space for innovation, rather than one type of model and public authorities can develop environments, which both support and utilize citizen centred innovation activities. However such a situation requires a long-term cultural change of all stakeholders. In the analysis of the CLIQ project four types of approaches were identified, which are not models as such, but permit a better understanding of the complexity and may guide those who will be experimenting with different forms of social innovation living labs to achieve an appropriate mix. They are:

1. **Triple Helix + users**. The main goal is to produce commercially successful high tech products and services.

2. **Firm Centred Living Labs (Open Innovation).** The main goal is to produce products and services relevant for firms and their clients, which are commercially exploitable innovations (technological + social), public sector innovations.

3. **Public Sector Centred Living Labs.** The main goal is to produce products and services relevant for public authorities and the users of public services. These are mainly public sector innovations, or commercially exploitable innovations (technological + social)

4. **Citizen Centred Living Labs**. The main goal is to produce products and services relevant for citizens, where the initiators of the process are citizens and not as in the other categories firms, universities and public authorities.

As far as the role of public authorities is concerned, "promoting the Triple Helix + users - model means mainly supporting the development of high-tech firms with the help of firm-industry R&D projects and financing. To promote Firm-Centred Living-Lab – type of activities means first and foremost supporting network-building of LL actors and promoting the

development and diffusion of LL. Promoting Public-Sector Centred Living Lab kinds of activities means supporting the development of public service development.

Promoting **Citizen-centred QH** development means facilitating citizen innovations, informing and promoting participation, developing decision making interfaces and building individual capabilities" (Arnkil 2010).

The new roles of local/regional authorities can be summarized as:
- Enabler (finances, infrastructure)
- Decision maker (steering, policies, incentives..)
- Supporter (development, linking, information, education, empowerment)
- Utilizer (develop own services and organisation)
- Developer (renewing public institutions)
- Marketer (raising awareness)
- Quality controller ("quality checks" in co-creation

Therefore the idea of "people power" and the co-construction with the public authorities appears to fit in ideally with the "conversation" link identified by de Moor, the results of which have to be indexed and organised, so that the internal/external learning (Nonaka and transition cities) can really take place for the common good.

5. A longstanding source of social innovation – the social and solidarity economy:

Not all specialists agree, but the social economy appears as one of the key actors of social innovation. A conference on both topics was held in Paris in 2015 on this apparent closeness/confusion[29]. The Policy Review on Social Innovation (European Commission 2013) states clearly that there is a strong trend towards the mixture of social innovation with social entrepreneurship as the main mover for social innovation and the social enterprise as the main venue. The best way to create innovations, involving people and move towards new forms of governance is to focus the efforts and energies towards alternative forms of enterprise.

The European Commission (Social Business Initiative 2011) has produced the following definition: "A social enterprise is an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities."

In France the government has recognized 18 "solidarity areas" where social and solidarity economy enterprises have a major influence on the economic development of the area, as they are major employers and influence the decision making process historically through the employment of persons in difficulty, but presently through their differing economic activities.

In Romania, European financing has allowed the creation of a network of social enterprises in the Baia Mare region, in the last two years, but some structures have a much longer tradition. One of the more experienced social enterprises Assoc[30] has more recently opened a workshop producing finished packing items for manufactured products. In the northern Polish Pomeranian region two support structures have been developing social economy for the last 3 years. The Gdansk model has largely profited from the experience of older organisations, to put into practice adequate support for persons with ideas, willpower and the will to act. Over one hundred work places have been created in social cooperatives and over 120 associations and foundations have been helped in their efforts to become more economically autonomous. The social and solidarity economy in Paris and Strasbourg is seen as a very serious partner and is supported, by strong policy changes in its favour, leading to important evolutions in the co-construction processes, in public procurement and in the development of appropriate spaces for development.

In all these cases social enterprises are centres of social innovation and attempt to use their innovative competences to overcome difficulties, but also to work on the quality of life in general. This theme of the quality of life encompasses the whole of the given community and is a very strong

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[29] Social Innovation, social and solidarity economy, social entrepreneurship from the international perspective to local actions CNAM

[30] *www.assoc.ro*

motivator towards actions, where social innovation is partly the method and partly the result of the process.

Win-win-win:
LastminuteSottocasa[31] in Turin has developed an application whereby shop owners can inform clients (40 000 registered persons) that the remaining perishable foodstuffs are going to be sold cheaper after a certain hour. This win-win-win company proposes that the food bought is cheaper to the client, the shopkeeper gets rid of more stock and not the least important, the city has to deal with less waste. At the present moment in Turin 1 ton of food is saved in this way per month.
In Braga e-solidar[32] has put into place a sort of ebay market place, where part of the proceeds are milked off to local NGO's, who obtain in this original way more funds for their activities.
On the other hand in Delft[33] a private community social centre with a restaurant - Taste, bought by the local citizens, runs its activities totally voluntarily and upholds an inverted paradigm: having no public financing makes the local community stronger and more mobilized.
In the north of Poland in Rumia a group of persons, who went through different types of crisis in their lives have opened a social cooperative Studio Effect[34] in the printing business. They are doing well on the open market, but their social innovation is to propose work to the next person who is in need and who, very often has a common past.

At the EU level the European Parliament, the Committee of Regions and the GECES[35] are attempting to improve the force and visibility of social entrepreneurship. The GECES is at present working to improve the visibility, the legal framework and the financial resources of social entrepreneurship, by stimulating the mainstream EU policies in this direction.

5.1 Social enterprises and their impact – 3 suggestions:

To many the impact of social enterprises is "an evidence" due to their very mission and the mixing of private, public and voluntary resources. However the need to measure their impact is more and more insistent, as the adequacy of their actions has to be measured with the needs and the problems resolved. To do this undoubtedly **social enterprises must learn to act together**, rather than individually, shifting the impact from an individual to a collective perspective (Huysentruyt 2015). She adds that ***real progress*** *can only be achieved if corporations, civil society, associations, government agencies and hybrid organisations work together on a common agenda to solve a specific social problem.*

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[31] *francesco@lastminutesottocasa.it*

[32] *https://www.esolidar.com/*

[33] *www.tastedelft.nl/*

[34] *www.studioeffect.biz/kontakt*

[35] Groupe d'experts de la Commission sur l'entrepreneuriat social (of which the author is a member)

Disruptive social innovation is a case in point. The Polish "Solidarność" movement, which at its zenith was composed of 10 million citizens, brought about fundamental disruption, being a key to the end of communist rule in Poland and other countries. It changed to some extent – says Grabski[36] – the way in which the world is organised. For him the strongest element was the installed dialogue, which allowed a common search for a way out of a very tense situation. Today he is one of the co-architects, with the Mayor of Gdansk and many other persons of a dialoguing type of experience, be it in relation to other partners, or inside his own investments. He attempts to integrate and involve all sorts of actors, firmly believing that in Poland there are not enough opportunities created for collaborative spaces. In this way his initiatives are an example of what Huysentruyt calls the conditions of real progress in the face of societal challenges.

Huysentruyt shows, that many social enterprises exhibit a "home bias tendency" meaning that they do not want or cannot expand to other cities, or even countries. *"Without deliberate efforts to promote ambitious international growth, we run a real risk that the already unequal distribution of social innovations and ecosystem support will become even more pronounced in the future".*

5.2 Impact measurement:

Social innovations in their development will depend on the capacity social innovators have to measure the results they obtain and compete with others for the financing which is necessary. This is especially the case when the scaling up of the social innovation (the large scale ones) may be very costly, in order to give it the wide dimension it requires to cover the real needs of the population.

The UK based NESTA has formulated and tested an approach to assess the quality of their investments by analysis based on evidence. This is a five level approach, which encourages social enterprises to develop through the following steps:

Level 1: You can describe what you do and why it matters, logically, coherently and convincingly,

Level 2: You capture data that shows positive change, but you cannot confirm you caused this,

Level 3: You can demonstrate causality using a control or comparison group,

Level 4: You have one + independent replication evaluations that confirms these conclusions,

Level 5: You have manuals, systems and procedures to ensure consistent replication and positive impact.

On the basis of these 'standards of evidence' NESTA has experimented with 10 social enterprises in order to see whether such evidence works and is useful. They have come up with conclusions such as the need to have a flexible iterative approach, as each company has its own original way to develop. Secondly, evaluation can help a company not to drift

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[36] Based on an interview with Maciej Grabski, a property developer, CEO of Olivia Gate in Gdansk, highly concious of the importance od developing a socially responsible territory

away from its social objectives. Thirdly an investment into an inside or outside person to follow the impact trail gives very good results. Fourthly, the initial five steps of the standards of evidence are in some cases too general and have to be aligned to what is happening in the social enterprise. Sometimes, the steps taken are much smaller and have to be observed in more detail. Fifthly, the trajectories of financial and impact growth have to be strongly knitted together, so that the company remains in a healthy balance. In all the information about impact should be shared, standardisation has to be at the right level, and a more holistic approach should be developed - starting with understanding the problem being addressed, choosing outcomes to measure, choosing the appropriate tool, collecting data and finally using the data to learn and improve[37].

To conclude, social innovation in the network cities is poised to develop well, because there is already a lot of common culture among the participants, who are very motivated to promote sustainable urban policy making in a new, collaborative and participative way. The commitment is stronger as every city feels the difficulties of the present moment cannot be resolved in the same way as before. Therefore change seems to be with the network in a natural way, which should lead to efficient implementation of the mind set, methods and strategies which will be worked out, impact measurement included.

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[37] *www.nestainvestments.org.uk*

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