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SOCIAL INNOVATION IN WORLD REGIONS

The results of the global mapping of the SI-DRIVE project reveal the importance of Social Innovation addressing social, economic, political and environmental challenges of the 21st century on a global scale. Social Innovation has become a ubiquitous concept with high dynamics. However, social innovations arise in specific cultural contexts around the world. Many of the social innovation initiatives are deeply rooted in local settings and embedded in a network of existing social practices and institutions.

In this chapter, insights into the variety of social innovations in different countries and world regions are presented. This broadens the perspective, ranging from nuances to communalities and common topics, driving the global phenomenon of Social Innovation. We follow the tracks of Social Innovation around the world.

SOCIAL INNOVATION IN WESTERN EUROPE: NETWORKS AND PROGRAMMES AS DRIVERS

Networks and cooperation are vital for social innovation (SI). Policy which stimulates the development of SI ecosystems is likely to encourage the sustainability of social innovations. This chapter focuses on Western Europe, detailing how networks, individuals and groups are the main drivers in social innovation and providing examples of such networks.

Peter Oeij / Steven Dhondt / Suzanne Solley / Amanda Hill-Dixon

INTRODUCTION

Many studies of social innovation (SI), such as SI-DRIVE, point to the role of networks and collaboration as drivers of success [1], although we cannot say conclusively that these are necessary conditions for social innovation. In countries like Turkey, China and Russia, for example, the data shows that governmental support for social innovation is indispensable. Secondly, networks and collaboration operate differently in Europe than elsewhere, due to societal differences. In many European countries, people have relatively high trust in the government/democratic system. Moreover, several SI-DRIVE cases represent innovative ways of solving of social issues without public body involvement. The article will explore what the SI-DRIVE data tells us about:

- the importance of networks and collaboration;
- stimulating the dissemination and scaling of SI through networks;
- institutionalising SI and installing SI ecosystems as examples of a structural approach to networks.

SOCIAL INNOVATION AND NETWORKS IN WESTERN EUROPE

Social innovations are not new, but have gained increased recognition in recent years, especially in Western Europe. They do however differ from pre-1990s initiatives, mainly due to the context: in a period of austerity, social innovations are seen as substitutes for public tasks. SI-DRIVE has explored 1005 cases of social innovation globally, of which 256 were based in Western European countries.

The adoption of social innovations, and the development of environments that foster them, differs between countries.

For example, in the 2016 Social Innovation Index, the UK came 2nd after the USA, whereas Spain was ranked 28 of 45 OECD and G20 countries reflecting their respective capacity for developing SI. This suggests the UK has an institutional framework and policy context suited to SI. The extent to which other Western European countries have developed enabling environments for social innovation differs, with some common themes:

- In the past five years, SI has become increasingly popular at a European, regional and national level. The recent financial crisis and austerity policies have driven the demand for more SI.
- There is still great disagreement regarding defining social innovations. Such debate is particularly evident around the extent to which highly commercial initiatives like Airbnb and Uber should be considered as social innovations.
- Cooperation between stakeholders via networks is seen to be crucial to the success of social innovations.
- We will focus on this last observation: how do networks help?

KEY DRIVERS OF SOCIAL INNOVATION

The SI-DRIVE mapping suggests that while an innovative environment, ICT, financial resources, solidarity, and governance and politics are important for the development of social innovations, 'networks, individuals and groups' was particularly significant. Table 1 illustrates that this is more relevant in the EU (63,6 %) than in the rest of the world (51,4 %). Within the EU itself, these drivers are seen to be slightly more relevant in the North (71,6 %) than in the West (66,4 %), and financial resources were much less significant as a driver in these regions. Solidarity, closely connected to 'networks, individuals and groups', was the second most

	EU Regions					
	North	West	East	South	EU	Non-EU
Networks, individuals & groups	71,6%	66,4%	47,6%	57,1%	63,6%	51,4%
Innovative environment	20,3%	22,1%	29,4%	31,8%	24,5%	24,6%
ICT	28,1%	33,3%	38,9%	40,7%	34,3%	44,4%
Solidarity	5,7%	34,3%	27,8%	39,5%	29,4%	22,2%
Governance and politics	36,4%	30,4%	21,1%	6,3%	28,2%	38,0%
Financial resources	13,0%	14,5%	39,3%	23,5%	20,4%	33,8%

Table showing the percentage of initiatives which regarded these drivers as being among the top three most important (% importance; N=1005)

frequently reported key driver of SI in Western Europe (34,2%), reiterating the importance of collaboration for SI in the region.

Qualitative research conducted with 82 of the 1005 case studies (of which more than a third were in Western Europe) concluded that factors which constrain and enable social innovation are relatively similar across different policy fields. The case study analysis illustrates that at the beginning of a project, human capacity and learning are the most relevant factors. Cooperation is subsequently a key mechanism for the latter stages of diffusion, scaling, adaptation and institutionalisation. Although concerning a wider scope than Western Europe, this qualitative research also found that institutions and their cultural environments were particularly vital in the sustainability and scaling-up of social innovations. The research also evidences the crucial role of a complete and well-functioning 'ecosystem' for social innovations to successfully scale.

THE IMPORTANCE OF COOPERATION AND PARTNERSHIPS

Related to networks, individuals and groups, among our 82 in-depth case studies, we found that cooperation is more common in Western Europe and outside Europe, than in the rest of Europe and it is more common for social innovations in Western Europe to act in partnership (75 %) than to operate alone (58 %). Partnerships in the study were built across a number of actors: between the social innovator and either public organisations, private organisations, civil society/NPO/NGO(s), and with research institutions/universities. However,

	Western Europe	Rest of Europe	Non-EU
Operation alone	58%	50%	60%
Co-operating with one or more partners	76%	60%	84%

Percentage of social innovations working alone or working with 1+ partners (number of cases ranked 1, 2, 3 within the policy field; multiple responses)

the number of cases does not allow a deeper indication of the importance of these partnerships.

The SI-DRIVE research suggests that existing cooperation, partnerships, networks, individuals and groups are significant drivers in the development of SI in Western Europe. The next section looks into the impact of EU programmes as drivers for networking and collaboration.

EU PROGRAMMES TO DRIVE COLLABORATION

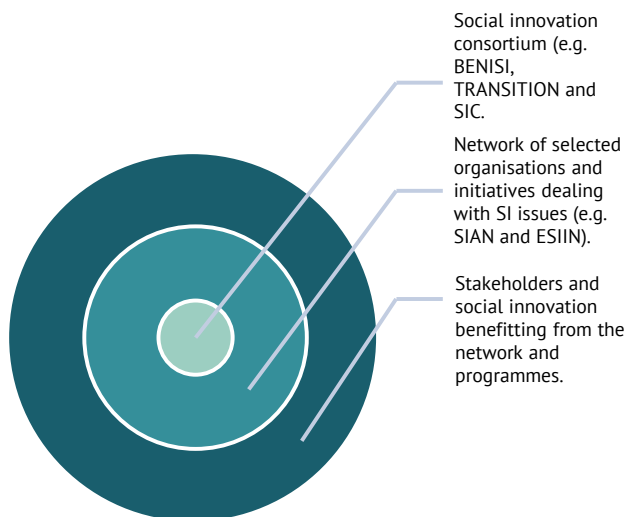
BENISI was a three year project working and connecting with 13 partners, the majority in Western Europe, and 300 social innovations. It supported the scaling-up of social innovations across Europe. Its focus was creating new and meaningful jobs for young people who experienced unemployment and underemployment.

TRANSITION was a 30 month programme built around a consortium of eight organisations from the UK, Italy, France, Ireland, Portugal and Spain, across six scaling centres, supporting a pool of 300 social innovations. TRANSITION involved the scaling-up of social innovations across Europe in order to expand their reach and impact. It also provided learning output on effective scaling methodologies in different regions.

In this section, we briefly explore examples of key EU programmes which have facilitated collaboration and networks of SI in Western Europe.

Evidently, the main commonalities between the programmes are the support provided for scaling-up, creation and development of networks and shared learning for social innovation. From these consortia, networks are developed, which in turn involve and integrate society more broadly. We give two examples of these supporting networks for social innovation. ESIIN and SIAN are networking initiatives developed from TRANSITION and BENISI consortiums. Both of these networks involve the identification, promotion and scaling-up of SI initiatives by joining skills, resources and capabilities of its members.

To understand the impact of these networks, we look at two cases, Make A CUBE3 (Italy) and BEEODIVERSITY (Belgium), that have benefitted from membership of the ESIIN and SIAN networks. The results are from our interviews and observations.



An illustration of social innovation networks and consortiums

Networks like these have played an important part in the development of social innovations, providing experimentation and a link to social innovation labs such as ENOLL. In doing so, the networks have contributed towards building a social innovation community in Western Europe. Social Innovation Community (SIC), a Horizon 2020 project, is one such project.

MAKE A CUBE3 is a social innovation incubator based in Italy. They connect SMEs, non-profit and for-profit organisations with local start-ups to produce innovative organisational cultures, processes, products and services. MAKE A CUBE3 has benefitted from membership of ESIIN as the network allows them to connect with other experts working on related social business projects. They also benefit from the knowledge of markets and local contexts of other organisations.

BEEODIVERSITY is a project designed to boost food diversity and human wellbeing by protecting bees and their natural environments. The organisation conducts numerous non-commercial activities with various actors to bring about global change. BEEODIVERSITY was a member of SIAN and has been able to expand quickly and efficiently through access to local knowledge, contacts, funders and businesses in the network.

CONCLUSION: NETWORK CONTEXTS CAN BE STRATEGICALLY USED

We have seen that networking and collaboration is crucial and has been built upon the sharing of knowledge, experiences and resources of those involved. EU programmes have helped to support community building and disseminate examples of social innovations in Europe.

From BENISI and TRANSITION, a number of recommendations connected to networks and partnerships were made:

1. There is a strong need for a mechanism to foster partnerships and peer-to-peer support. Through partnerships, accelerators can provide better curriculum, connections, and expertise on specific dynamics.
2. Foster collaboration amongst impact enterprises, starting a business to address these issues involves common growth challenges, which all impact enterprises face.
3. The strength of the network lies in sharing, learning and scaling for the benefit of innovators.

Future research should focus on the best strategies to support network contexts. More attention to SI ecosystems may be necessary. The SI-DRIVE study indicates that, whilst such ecosystems are important, universities and knowledge institutes are less often a partner compared to economic-technological ecosystems. The advantage of future SI ecosystems is that networking support can be made more sustainable.

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BRITAIN: WHERE NEXT FOR THE SOCIAL INNOVATION ECO-SYSTEM IN THE UK?

The UK has a well-developed social innovation (SI) eco-system that has helped drive the rapid advancement of SI, particularly through social enterprise. However, whilst the UK continues to lead, there are further opportunities for research and capacity building beyond the field of social enterprise.

Charlotte Heales

THE UK'S SOCIAL INNOVATION LANDSCAPE

In the UK, like many other places in the world, the definition of social innovation (SI) is fluid. It can be as broad as “new ideas that work” or as narrow as “innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly developed and diffused through organisations whose primary purposes are social”[1], but typically definitions fall somewhere between the two [2].

The language of social innovation is well developed in the UK and, whilst its use is often still confined to specific communities, it is understood among a broad range of actors within government, civil society, and research institutions [3]. This indicates a certain degree of institutionalisation of SI and indeed, policies that are supportive of SI have proliferated over successive governments, indicating an enduring level of ‘buy-in’ among policy makers. As a result of this, UK policies have been instrumental in the creation of one of the most developed SI eco-systems in the world, having provided capacity building and funding to both demand and supply side interventions.

LEGAL AND REGULATORY FRAMEWORKS

Measures for supporting SI have included the development of some of the world's first legal structures, built specifically for social enterprise, as for instance the development of frameworks for Community Interest Companies (CICs) and Community Share Offers.

This can be seen as working in conjunction with work around regulation. The UK's Financial Conduct Authority (FCA) became the first regulatory body in the world to create a Regulatory

Sandbox, an initiative which releases innovative business models from the strictures of some regulation in return for conforming to close monitoring and evaluation. Following this, the model has also been trialled by Ofgem, the UK's energy regulator. This represents a progressive approach to regulation which can help to address market failure by reducing barriers to innovative ventures in sectors where consumers have poor levels of choice.

COMMISSIONING AND FUNDING

Commissioning has also been a focus of government action and the Social Value Act (2012), which requires commissioners to consider the broader social benefits of using certain providers, has been an enabler of socially innovative approaches to providing services. In addition, the UK's ‘Buy Social’ campaign, started by Social Enterprise UK, encourages people, as well as private and public sector organisations, to buy from social enterprises.

In the UK, funding mechanisms for SI are many and various, and range from traditional grant funding to more ground-breaking models. Big Society Capital (a wholesaler of social investment capital) and Social Impact Bonds were developed in the UK, representing global firsts, and being clear examples of the pioneering role that the UK has taken. In addition, the UK Government has taken additional action to provide tax relief for social investment funding in order to encourage private investment in social innovations and social enterprises.

SUPPORT AND RESEARCH

The UK remains a hub of research around SI with many institutions (e.g. the Saïd Business School) having dedicated programmes to social innovation. There is also a thriving sector of social innovation intermediaries, including organisations such as The Young Foundation, NESTA, the School for Social Entrepreneurs and the Social Innovation Exchange (SIX), providing cutting edge work supporting SI.

BEYOND THE PROGRAMMATIC

However, if we look at many of the above stated examples we can see that whilst SI in the UK is understood as being distinct from social enterprise, it is also the case that developments in social innovation have been particularly focused on enabling these business models. This must be seen in the context of a lasting programme of state austerity since around 2010, during which social enterprise has been held up as one solution to the challenge of meeting social needs despite the rolling back of the state.

Among many SI actors, it is recognised that social innovation goes beyond the programmatic [4]. The emphasis on social enterprise and design-focused SI has been positive for creating new innovative products and services. However, SI is also about new partnerships between actors, new

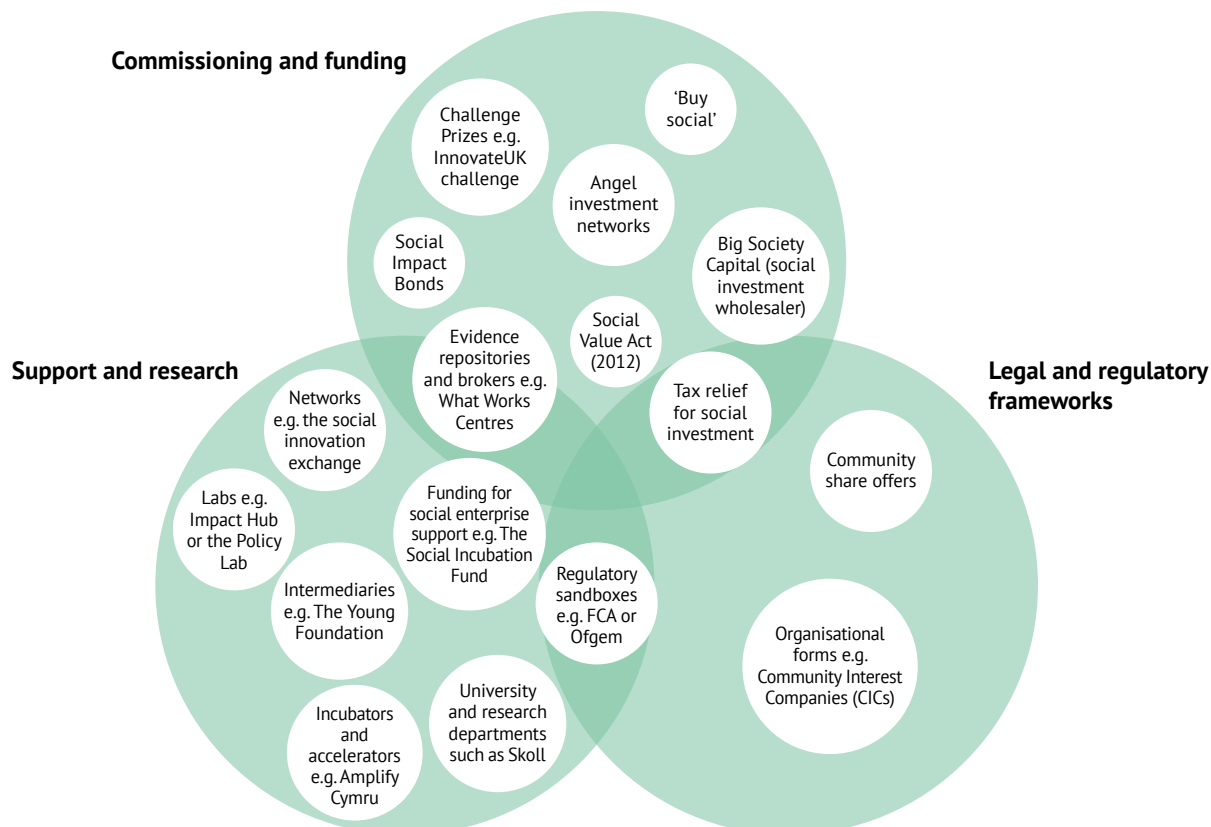
business models, new ways of working etc. Indeed, many of the pioneering examples in financing and regulation can be seen not only as enabling socially innovative enterprises but also as innovations in and of themselves.

The UK is also making inroads in the public sector which appear to be increasingly focusing activity on social innovations, and particularly in ways which move beyond specific programmes of work and focus instead on changing practices. Examples of this include the work of the Behavioural Insights Team (BIT) which has utilised a behavioural science approach in order to change the ways in which government interacts with citizens.

USING THE TOOLS AND METHODS OF SOCIAL INNOVATION

There is increasing focus too, on the use of the tools and methods of SI, again, particularly by the public sector. Beyond user-led design approaches, public bodies have been utilising new approaches in order to engage with actors in new ways and adopt new working practices. The user-led design approach is the idea that user experience and expertise is valuable in identifying need and developing ideas for solutions.

In 2012, for example, Argyll and Bute Council's Children and Families Service Department utilised a co-design methodology



in order to design a new funding mechanism along with local third sector organisations. They found that this process allowed them to remove unnecessary administrative burdens on civil society and provided greater flexibility without sacrificing quality assurance.

In another example, the customer engagement team of Warwickshire County Council decided to improve the commissioning of services for people with learning difficulties by incorporating five people with learning difficulties onto their panel of trained peer reviewers. Whilst such approaches require sensitive and careful management, the process was seen to have had positive results.

STRATEGISING FOR SOCIAL INNOVATION

Indeed there are a number of examples of local authorities and specific government departments utilising the tools and methods of social innovation. However, there is a lack of coordination in the way in which this occurs. Frequently these approaches arise in an ad hoc fashion and learning from them also is informal.

There is more that can be done in order to entrench social innovation more broadly across different sectors and in a more connected way. There is also space for these collaborative social innovations to diffuse into new sectors, beyond public bodies and into areas such as communityled social innovation and corporate social innovation.

The UK's Department for International Development, for example, has looked strategically for opportunities to develop corporate social innovations through initiatives such as their partnership with Vodafone (which resulted in corporate social innovation in the form of mobile money transfer service 'M PESA') and their strategic partnerships window within their Girls Education Challenge work. However, such approaches are, again, sporadically implemented.

CONCLUSIONS

The UK has a claim of having one of the most advanced environments for social innovations in the world. The social enterprise sector is strong and increasingly well supported. However, social enterprise is only one potential model for social innovation. Despite the development of clear field leading practices, the entrenchment of frameworks for SI remains uneven. There is more that can be done to mainstream the concept across societal actors and the use of socially innovative practices.

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SOCIAL INNOVATION IN GERMANY – REVIVAL OF A PROMINENT CONCEPT

From Bismarck's 'National Security System' to today's energy transition, throughout history innovation made in Germany has been far from being purely technological in nature. Yet, public policy has only recently shown interest in the concept of social innovation culminating in the broadened understanding of innovation laid out in the country's national 'High-Tech Strategy'.

Jürgen Howaldt / Judith Terstriepe

SOCIAL INNOVATION: MADE IN GERMANY

Germany is the largest economy in Europe and a leading export-oriented industrial nation. For many years, Germany's national High-Tech Strategy (HTS) mainly targeted technological innovation. More recently, however, substantive advancements towards a comprehensive, interdepartmental innovation strategy have been made. In this sense, the strategy emphasises "an expanded concept of innovation that includes not only technological innovation but also social innovation – and that includes society as a central player." [1, p. 4]

Germany is well known for its art of engineering and industrial production communicated through its quality label 'made in Germany'. Germany also has a long tradition in the field of social innovation as is evident in historic examples such as the 'kindergarten' or Bismarck's 'National Security System' shaping the German welfare system. Krupp's welfare program, for example, provided extensive social benefits for employees (e.g. flats and medical provision) and built a long-term, generation-spanning attachment of the employees – similar to the contemporary social responsibility programs of corporations.

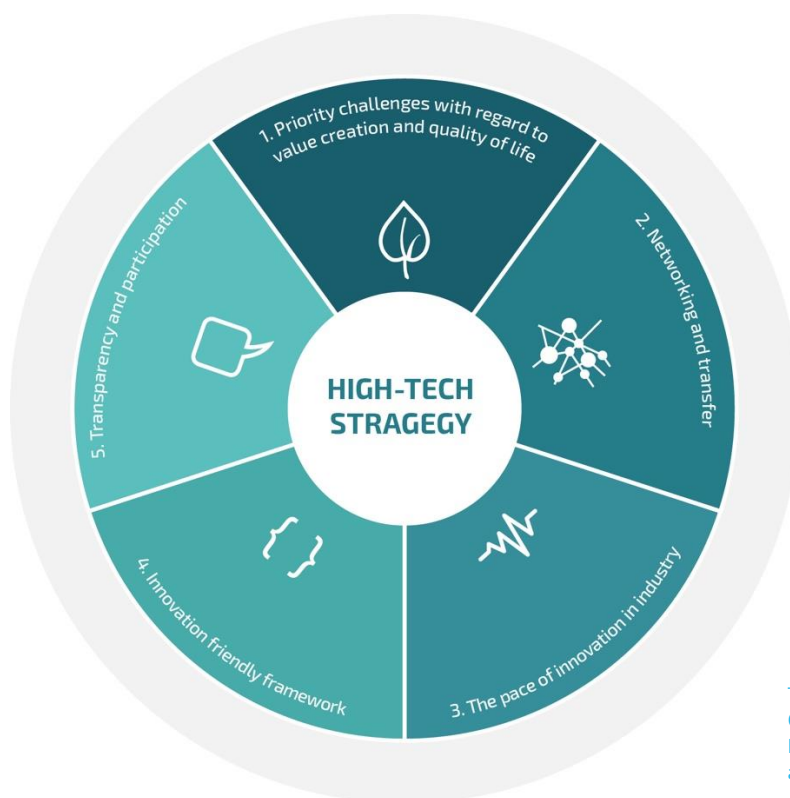
Inventions such as the 'dual system of vocational education' or the 'Energiewende' (energy transition) are well known examples of recent social innovations made in Germany.

THE REDISCOVERY OF A LONG-FORGOTTEN CONCEPT

While Germany has established an astonishing support infrastructure for technological innovation with science parks, university-industry cooperation and start-up development accompanied by extensive research programs, social innovation hardly played a role. Likewise, the academic innovation discourse has long been dominated by a strong focus on technological innovation. Approaches that criticised such narrow understanding of innovation and called for shift in innovation research towards the interplay of social innovations, social conflict and social change appeared only occasionally. In this context, social innovation was understood as the implementation of new social and socio-political ideas and institutions.

Largely forgotten, the term 'social innovation' was revisited by Wolfgang Zapf in 1989. According to Zapf [2], social innovations constitute "new ways to attain goals", especially in regard to new forms of organisation, new regulations, and new lifestyles that would alter the direction of social change and solve problems better than previous solutions, thus worth to become imitated and institutionalized.

Triggered by a rise in the scientific discourse social innovation has begun to receive renewed attention by policy makers and the wider public only since 2010. Still, the elaboration of a common concept of social innovation's role in systemic change and societal transformation is pending. Against this backdrop, Howaldt and Schwarz [3] call for conceptual onward development beyond outdated concepts of socio-technical innovation-research and define social innovation as "an intentional recombination or reconfiguration of social practices (p. 54)". This growing awareness of social innovation



Core Elements of the German High-Tech Strategy (Source: adapted from [1, p.4])

is also reflected in publicly funded studies covering a diversity of topics, such as the variety of initiatives in different fields of action, the design of effective public support mechanisms or impact investment and social entrepreneurship [4].

CIVIL SOCIETY AS DRIVING FORCE

Initially, the renewed public discourse foremost was driven by grassroots movements: Committed individuals or small locally embedded networks functioned as key initiators who over time were supported by private endowments such as Ashoka or the Schwab Foundation.

Gradually, institutionalisation and the formation of support infrastructures as social impact hubs and centres for social entrepreneurship coincide the growing engagement of civil society actors in social innovation activities. Network structures started to evolve and events as the Vision Summit (www.visionsummit.org) – which has taken place since 2007 – attract public attention. In 2014, a network of partners from civil society, economy, policy and academia published the Declaration “Soziale Innovation für Deutschland” (“Social Innovation for Germany”). Although there remains considerable potential for optimisation by integrating social responsibility activities in core business, a recent survey of 600 large German companies (> 250 employees) illustrates that companies as well as civil society actors are overall committed to address emerging and longstanding challenges to society (e.g., demographic change, digitisation, social inequality).

SOCIAL INNOVATION AS PART OF THE HIGH-TECH STRATEGY

While holding leading position in technological innovation, Germany lags behind the European discourse and other European countries in regard to social innovation. Notwithstanding the stronger orientation of the German innovation strategy towards the grand societal challenges, traditionally social innovation has been perceived as being limited in scope and conceptually ‘fuzzy’. Especially the limited understanding of social entrepreneurship along with the normative orientation on solving social problems does not seem to be sufficient for unfolding social innovations’ full potential. Instead, it is necessary to develop a comprehensive concept of social innovation, which accounts for its various manifestations, actors and cultural contexts. Accordingly, the development of a common understanding of social innovation (including a clear differentiation from other concepts such as social entrepreneurship or technology innovation) is precondition for an uptake of the concept in a comprehensive innovation policy.

Strongly backed by political parties and research programmes in some Federal States (e.g. North-Rhine Westphalia and Baden-Wuerttemberg), the approval of Germany’s ‘New High-Tech Strategy’ (HTS) in September 2014 was an important milestone in this direction. The HTS establishes thematic priorities in research and innovation, with priority 1, 2 and 5 explicitly referring to social innovation. [1, p. 5]. Priority 2 centres on expanding universities’ collaboration with industry and society and priority 3 aims at strengthening

dialogue and participation. It is envisaged to strengthen interested citizens' opportunities to shape innovation policy, including formats for dialogues and public participation in research.

This expanded innovation concept has become most apparent at the Second International German Forum held in 2015, where Chancellor Angela Merkel and experts from around the globe discussed innovations and how they can improve wellbeing, prosperity and progress. One important question discussed was how the interplay of policy, business, academia and civil society could be organised to facilitate holistic innovations and devise effective solutions. This question was taken up by the conference 'Innovation for Society – New ways and methods to unfold the potential of social innovation' in September 2016 funded by Germany's Federal Ministry for Education and Research (BMBF). The congress in Berlin offered opportunities for national exchange between academia and practitioners from the field of social innovation. The two-day congress offered a platform for initiatives and communities of social innovation in Germany to meet and connect. It also offered the opportunity to discuss new topics and introduce new instruments for funding innovation.

CONCLUSION

In recent years, the public debate on social innovation has gained momentum. As part of the HTS social innovation is expected to play an important role in shaping the future of the German economy and society. The digital transformation of economy and society will further increase the importance of social innovations. Triggered by the debate surrounding 'Industry 4.0', digitalisation affecting economies and social life as a whole calls for a closer look at the interplay of social and technological innovation. Technological innovations have the potential to positively impact the diffusion of social innovations and vice versa technological innovations frequently develop their full potential only in combination with a social innovation [5].

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SOCIAL INNOVATION IN THE NETHERLANDS

The Netherlands is catching up with social innovation. In the former century combating social problems was a task of public organisations and government, largely carried out top down. Today the responsibility to tackle social issues is partly shifting to public-private partnerships, social enterprises and communities.

Peter Oeij / Steven Dhondt / Merel Ooms

SOCIAL INNOVATION: A DYNAMIC CONCEPT

Social innovation has developed in a particular way in the Netherlands. During the 1980s and 1990s a policy driven approach dominated the combat of social problems in Dutch cities regarding social exclusion, housing, poverty, education and employment which was called 'social renovation' (sociale vernieuwing) [1]. Whilst the social renovation policy in those times was based on a rather elaborated welfare state model and carried out by public organisations, today's social innovation presents another picture. Economic and technological changes propelled more market driven and bottom-up initiatives, limiting the role of public bodies. Social innovation in its current definition actually supports innovation in the economy.

Consequently, social innovation in the period 2001 - 2012 in the Dutch context strongly focussed on how new ways of organising, employment and industrial relations, deploying human talents, and enhancing labour productivity could support organisational performance and the implementation of new technologies. Then labelled social innovation, the (English) term today used for these practices is workplace innovation. Its social element is to take employee engagement and participation as a point of departure and to strive for a good quality of work [2]. A concrete result was the foundation of the Netherlands Centre for Social Innovation (where 'social' must be read as 'workplace') and, more recently, the development of sectoral policies to combine technological innovation with workplace innovation (so called 'top sector policy' [topsectorenbeleid]).

Following what other countries started with earlier, since 2010 social innovation initiatives and policies from the perspective of the broader European definition of social innovation have been developing in the Netherlands. Thus far these initiatives included processes and activities which

were (only) covered by other concepts such as active democracy, citizens' initiatives, social enterprises and social infrastructure. Still to this day (2017), however, social innovation is neither embedded comprehensively in policies on innovation and knowledge, nor in the creation of public value in combination with market failure. One example is that it is not possible for MyWheels – car sharing – to acquire an official registration as 'social innovation' in The Netherlands, opposed to other countries such as the UK. Perhaps some forms of car sharing are just a commercial innovation and not a social innovation.

Social innovation is not embedded comprehensively in policies on innovation and knowledge, nor in the creation of public value in combination with market failure.

Despite the emergence of many examples of activities and initiatives that we today would label as social innovation, the Dutch government is just starting to develop strategies to guide and encourage these initiatives, by creating the infrastructure and funding opportunities needed to further boost social innovation.

MANIFESTATIONS OF SOCIAL INNOVATION

The Dutch advisory council for Science and Technology mapped social innovation in the Netherlands and identified four forms of manifestation of social innovation [3]:

1. Individuals or organisations directed at specific social goals. These are initiatives like self-managing cooperations aiming for goals such as small scale energy production, elderly care, collective disability insurance, local currency



Example of urban gardening in Rotterdam (photo: Peter Oeij)

systems for local trade, and ensuring the public service of a local town centre. Social enterprises sometimes emerge from these initiatives.

2. Innovative virtual networks/platforms directed at (non-specific) social goals. The goals are less specific compared to their form, which is all the more innovative. Examples are guerrilla gardening (in city areas) and transition towns (sustainable and social townships). This form uses online platforms to exchange knowledge and design collective action.
3. Consortia or alliances directed at specific social goals. These are partnerships, often including public organisations and public means to cooperate regarding a social goal. Also ecosystems of private partners can be part of these alliances, such as the Dutch Sustainable Growth Coalition, in which multinationals strive for sustainability; or the Alliance Citizenship, in which schools and scientists develop what the role of citizenship can look like for the educational system. Workplace innovation is regarded as exemplary for this manifestation form as well.
4. Consortia or alliances directed at (non-specific) social goals. These are organisations or networks whose aim is to experiment with social innovation and innovative processes for diverse goals. Examples are social labs, living labs, field labs and impact hubs, which function as incubators. Such

consortia bring designers, scientists and practitioners together to develop prototypes and pilots for various social issues, ranging from ethics, big data, bioscience, to safety. Academic workplaces, for example, are networks of practitioners, researchers, policy makers and educators that carry out research for practice. They gather questions from the public and return the knowledge to them after the research has been carried out.

Unfortunately no quantitative overviews of social innovation in the Netherlands are available that inform on the empirical incidence of social innovation or that present a systematic analysis or evaluation of the field [3].

GOVERNMENTAL ACTIVITIES

Thus far governmental interference seems to have stressed only workplace innovation and the 'do-democracy'. Workplace innovation has been stimulated via the European Social Fund which has been subsidizing projects in relation to human resources, labour relations, labour productivity and social dialogue, all under the banner of workplace innovation. Do-democracy refers to citizen participation in solving social problems and new forms of governance, in which public bodies step back or engage in partnerships with citizens and their representing organisations. The role of the government is to eliminate regulatory obstacles, ensure facilities and room for experiment, and guarantee representativeness and equality.

Inspired by the Obama-administration some municipalities started to experiment with public-private partnerships which fund effective social services through a performance-based contract, so called social impact bonds. This stimulated social entrepreneurship initiatives to build business cases around social issues [4]. Social Impact Factory, for example, is a platform of the City of Utrecht that helps to 'match' entrepreneurs with 'social return' objectives [5]. It was inspired by other actions developed by the Cities of Rotterdam and Amsterdam. A more general policy is that municipalities are requesting from entrepreneurs to spend 5 % of their commission on 'social return' when the amount



Car sharing

Thus far governmental interference seems to have stressed only workplace innovation and the 'do-democracy'.

contracted out by the municipality exceeds € 100.000. Social return can be effectuated by creating jobs or by offering support or knowledge regarding local initiatives or social enterprises. This urged the central government to stimulate social entrepreneurship [4].

Compared to European and non-European frontrunners in social innovation, the Netherlands have just started their strategy of stimulation, namely building up an infrastructure and developing modes of financing [3].

urban gardening, education, social design, sustainable energy production and energy saving, digital social innovation, new governance, active citizenship, innovative workplaces, corporate social responsibility, sustainable living and

housing, and all kinds of 'labs'. These initiatives can address diverse social and economic problems and thus decrease the 'burden' for governments in times where responsibilities seem to shift to civic society, assuming – too easily perhaps – that their members become more 'resilient'. Yet, "A key challenge for social innovation in the Netherlands is how this relatively active but dispersed movement can join forces, gain more influence and broaden the concept of social innovation towards innovation for the social." [2].

MORE COHERENCE IN THE FUTURE?

There are many social initiatives, experiments, websites, innovators, communities, designers and practitioners active in society dealing with social innovative solutions to combat social issues. These activities can be found in health care,

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SOCIAL INNOVATION IN NORDIC COUNTRIES

THE ROLES OF LEADERSHIP AND POLICY

The Nordic countries exhibit a particular welfare model with a notable presence of social innovation that has evolved over time. This article takes stock of its origins and development, and examines whether Nordic social innovation serves to complement or substitute for sound institutions and the lessons thereof for policy.

Thomas Andersson

INTRODUCTION

The Nordic region, which includes Denmark, Finland, Iceland, Norway, and Sweden, is typically viewed as located in the periphery, enduring a harsh climate and a history marked by violence and autocracy. From the late 19th century onwards, however, it developed strongly both in terms of economic growth and social cohesion. Although its “welfare regime” model displays commonalities with market-oriented democracies more broadly, the Nordic model carries its particular features.

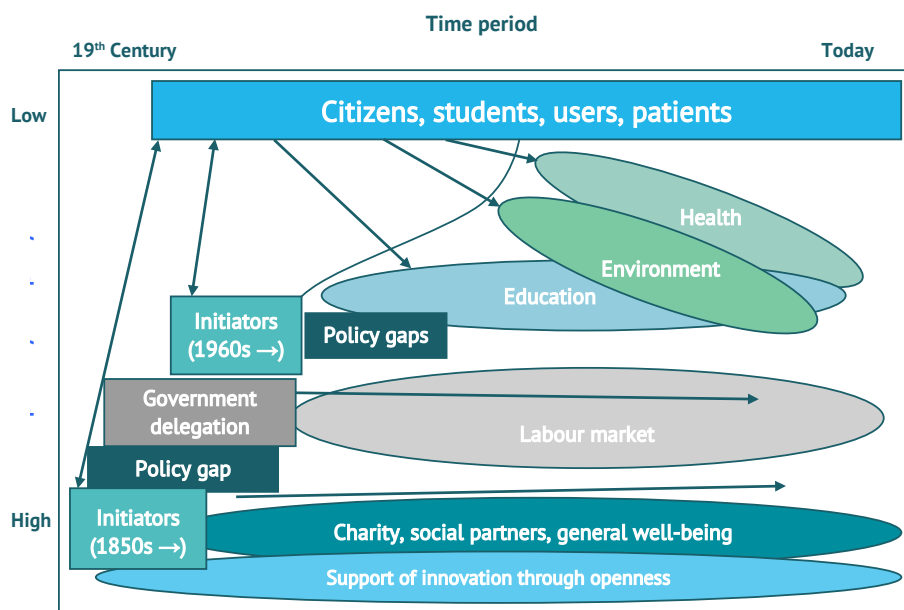
In this article we reflect on the origins and special nature of social innovation in the Nordics, and how its role has changed over time. In particular, we consider whether social innovation can be argued to be the result of institutional strength, or whether its occurrence runs in contradiction to institutions, and what policy lessons this brings. While taking partial note of variation across the individual Nordic countries, an exhaustive coverage in this regard goes beyond the scope of this presentation. The general description comes the closest to the case of Sweden, being the largest of the Nordic countries. The cases of social innovation referred to (marked in *italics*) are listed at the end of this chapter.

THE NORDIC CONTEXT FOR SOCIAL INNOVATION

The original governance model of the Nordic countries was autocratic and over the years these countries have come to rely on “big government”. As the old class society and its rigid separation of social classes – the “four estates” – retreated, however, an independent agricultural class arose, income differences became modest in international comparison, and “constructive” social relations and participatory governance arose [1].

At least in Sweden, principles for the delegation of powers, decentralization, and high accountability for public administration took hold already in the 17th century (see illustration). Later, broad-based educational reforms, encompassing general schooling, were introduced and combined with ambitious investment in basic infrastructure (electricity, railways). In this context, a series of technological and commercial innovations occurred in the late 19th century, coinciding with an entrepreneurial spurt [2]. Social innovation was seen as aligned with charity, responding to gaps in existing policy by diminishing poverty and supporting unprivileged classes, but also to boost general well-being. With the vertical axis in the illustration, indicating the degree to which social innovations are compatible with policy, while the horizontal axis denotes time, this is illustrated by early waves of social innovation starting out in the low-left corner. Examples related to charity and addressing social issues include *Myrorna* in Sweden, and *Maternity Box* in Finland. Meanwhile, techno-commercial breakthroughs drew upon high receptiveness to new ideas, spanning the business sector, government and the general public.

Yet, in its upper part, the illustration shows as well that social innovations in the Nordics display an inherent interplay with categories of individuals and citizens that operate independently of policy. From the 1960s, there was a growing impact of this kind. A revolt against autocracy manifested itself in social innovations such as *Fryshuset* and *Alternative City* in Sweden, or *Christiania* in Copenhagen, which aimed for empowerment of those in need. Later on, as will be returned to below, diverse stakeholders pulled waves of social innovation in education, environment and health, which stood even further apart from mainstream policy. In some of these fields though, social innovations and policymaking have gradually started to converge, as illustrated by their downward sloping movement.



In industrial relations, by contrast, the responsibility for wage negotiation and employment conditions became orderly delegated by government to industrial partners, based on the expectation of constructive collaboration between unions and employers. In Denmark, this situation later contributed to the acceptance of reforms in support of flexible labour markets. In Finland, the government, along with industrial partners, currently collaborate in an experiment with basic citizen salary. In Sweden, major unions such as TCO and Unionen take a lead in finding ways to accommodate the “platform economy” [3].

NEW DEVELOPMENTS AND THE ROLE OF POLICY

The advance of Information and Communications Technology (ICT) now offers citizens, in capacity as professionals, patients or students, new means to respond to neglect or failed services, translating into social innovations based on intensive networking. Various schemes for certifying environmental impacts help underpin the rise of environmentally friendly products or companies. Some aim to invoke adjusted behaviours among large numbers of people, e.g. with regard to energy or transport. A special category of initiatives promotes multiculturalism through bonding across cultural barriers, e.g. *Taman* and *Dilemma Workshops*. Through e-health patients gain better access to information and claim ownership to their medical journals. In education, platforms such as *Mattecentrum* or *Grandfather* link students to sources of assistance, compensating for weak learning support in mainstream institutions. On this basis, social innovation has emerged as a driver of change in everyday life for big parts of society.

In smaller towns, they often support mainstream innovations in private firms, including Small and Medium-Sized

Enterprises (SMEs), which use sophisticated new solutions but perhaps not necessarily high-tech. In larger cities, and around universities, social innovations draw on modern technologies, including interactive ICT tools, as encapsulated in “Smart City” projects. Leading Nordic actors in this regard include Gothenburg and Århus (water management), Copenhagen and Stockholm (port projects), and Oulu (Arctic City). With the development of ICT-based “Ideation platforms” and using open data, Helsinki has positioned itself as a pioneer in improving public services through citizen engagement [4].

The ability of social innovations to take off depends partly on the response of mainstream institutions. In Finland, the *Maternity Box*, the *Karelia Project* and *Storycrafting* enacted powerful, beneficial revamping of conditions in health and education through embracement by the public sector. *Self-dialysis* and *Esther* belong to the many cases bred by Futurum in Jönköping, Sweden, as a means to strengthening patient engagement. With *Biophilia*, the Icelandic government made use of social innovation as a means to stimulate creativity and cultural learning. In many cases, however, social innovations were defied for long periods of time, and eventual success occurred despite rather than thanks to policy. For the Norwegian case of *Olweus*, scaling occurred through commercialisation by private businesses in the United States. *NASF*, the North Atlantic Salmon Fund, acted against all odds on the existing market and policy imperfections that drove the fish stocks towards extinction, overcoming destructive conflict between Net men, land owners and other stakeholders. Eventually achieving international cooperation to halt the over-fishing, this social innovation case eventually became an accepted means for compensating the lack of viable national as well as international policymaking.

CONCLUSIONS

The Nordic framework for social innovation serves to reconcile the standing of a strong state with individuals that take active part in fulfilling their needs, commonly benefitting from initiatives originating outside the realm of mainstream institutions.

To what degree is this high prevalence of social innovation the result of favourable policy? While originating in autocracy and continuously reliant on “big government”, governance embedded principles of decentralisation and social participation from early on. Focusing mostly on poverty and facilitating social mobility, social innovations initially evolved as a complement to mainstream institutions. In social affairs and industrial relations, it followed delegated responsibility by government to the industrial parties. Across a range of domains, however, including education,

environment, new health issues, and in support of multiculturalism, social innovation has arisen as a force to compensate for the lack of functioning institutions. New tools, notably ICT and social networks, are in the process of altering their profile from low-key activity to becoming a potent force for social change where improvement is most needed.

Institutional acceptance and also active assistance for scaling solutions remain greatly important for the ability of social innovations to fulfil their potential. Having said this, policy-making needs to refrain from seeking dominance for its own sake. The lesson rather is that policy should strive to support generally favourable conditions for citizen engagement and step in to support the uptake of social innovation when that is clearly helpful for realizing the benefits. In other cases, policy should let social innovation run its course as a force capable of responding to, and filling, the gaps.

CASES OF SOCIAL INNOVATION REFERRED TO

NAME	WEBSITE	CATEGORY	COUNTRY
Myrorna	www.myrorna.se	Recycling	Sweden
Maternity Box	www.kela.fi	Integrated care	Finland
Fryshuset	www.fryshuset.se	Empowering youth	Sweden
Alternative City	www.alt-stad@algonet.se	Collective living	Sweden
Christiania	www.christiania.org	Sharing economy	Denmark
Taman	www.taman.se	Cultural bridging	Sweden
Dilemma Workshop	http://citiesofmigration.ca/good_idea/the-dilemma-workshop/	Cultural bridging	Sweden
Mattecentrum	www.mattecentrum.se	Learning support	Sweden
Grandfather	www.klassmorfar.se	Learning support	Sweden
Karelia project	www.karelia.fi/en	Lifestyle change	Finland
Storycrafting	www.edu.helsinki.fi	Learning support	Finland
Self-dialysis	www.plus.rjl.se	Integrated care	Sweden
Esther	www.qulturum.se	Integrated care	Sweden
Biophilia	www.biophilia@mrn.is	New learning possibilities	Iceland
Olweus	www.episcenter.psu.edu	Bullying prevention	Norway
NASF	www.nasfworldwide.com	Ecosystem restoration	Iceland

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UNDERSTANDING SOCIAL INNOVATION IN ITALY

The persistence of the economic and social crisis is putting Italy under pressure and eroding its capacity to react. The emergence of bottom up social innovations shows great potential, but a stronger institutional environment and a more systemic approach are needed to mobilise resources and achieve significant social impact.

Elena Como

THE NEED FOR SOCIAL INNOVATION IN ITALY

Despite being the eighth richest economy in the world, Italy presents many challenges and contradictions that make it an important ground for the flourishing of social innovation. While its main challenges are similar to those of other European countries (ageing population, rise in chronic diseases, high unemployment, management of immigration flows, among others), Italy is finding it particularly difficult to react. With over one third of youth aged 20-34 that are neither in employment nor in education or training (NEET), over 4.5 million people in absolute poverty (+140 % since 2005), a dramatic drop in social trust and political participation, Italy is struggling to find the energy to reverse its trend.

Within this scenario, there is a real need for innovative responses and solutions. The ground is set for social innovation to give an important contribution, to mobilise society's best resources and creativity, to build new partnerships and collaborations, and to propose new ways to tackle problems, making the best use of available resources, while combining these with the new opportunities coming from digital technologies.

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calls for projects on smart cities and social innovation, and a third call for the creation of "social innovation clusters". The same year, the Ministry of Labour and Social Policies established a Task Force on Social Enterprise and Social Innovation. In 2015, a dedicated workshop promoted by MIUR in Rome discussed the state of the art and made some practical proposals to better incorporate social innovation in the government agenda.[1] Despite these efforts, however, in the past years concrete actions to

support social innovation remained fragmented, lacking a comprehensive and long term policy framework.

At the same time, in Italy social innovation is increasingly known at the local and micro level, and a number of

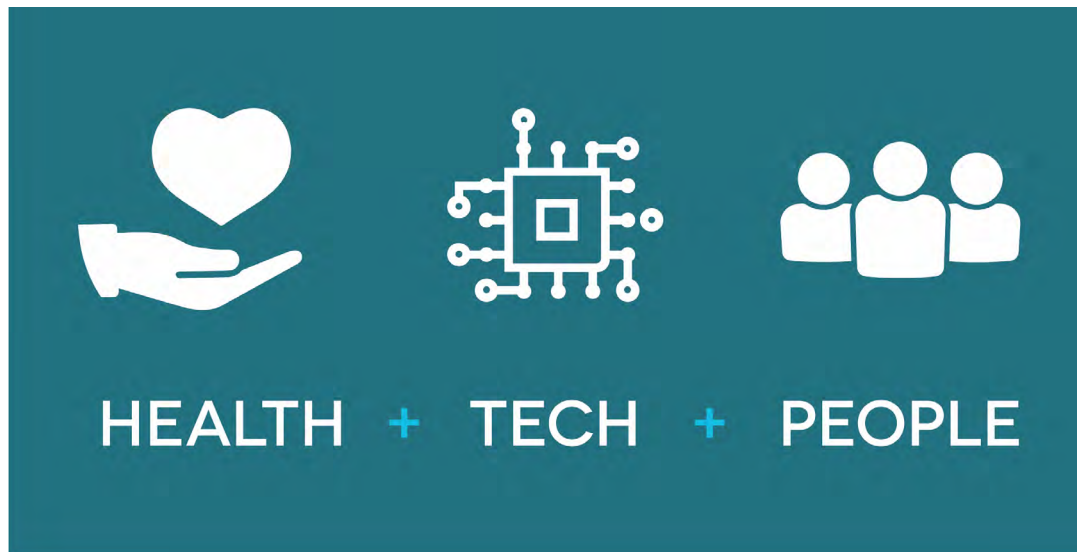
actors and networks have embraced the issue in the past years. A few dedicated incubators and accelerators emerged (9 of which affiliated to global Impact Hub Network), private foundations started supporting social innovation projects, other actors such as the Italia Camp group emerged on the scene, and the British foundation NESTA announced the launch of its Italian branch. Last but not least, a number of research centres and consultancies started working in this field.

A DYNAMIC CIVIC ENVIRONMENT IN A WEAK INSTITUTIONAL CONTEXT

In Italy, social innovation appeared in the national agendas only in 2012, when a dedicated task force was set up under the Ministry of Education, University and Research (MIUR), with the aim to produce a first document towards the Italian Social Innovation Agenda. In 2013, MIUR further issued two

WHERE SOCIAL INNOVATION CAN FLOURISH

Despite the lack of a strong national policy, social innovations are emerging here and there in Italy, from the initiative of public, private and non-profit actors.[2] Often times, they emerge where a favourable context or sectoral policy exists



that opens up a space for innovation in a specific sector, allowing for experimentation, recognition of what works well, and scalability of best practices. The research project SI DRIVE, by looking at selected policy areas, demonstrated the importance of public policy contexts to enable effective and sustainable social innovation. In the healthcare field, for example, it showed that social innovations are being successful in Italy when they promote new services that are consistent with the overall evolution of health policies (e.g. strengthening home care), and when they use technology (e.g. e- or m-health) in ways that reinforces the broader digitalisation efforts of the public health system. Grafting coherently within such policy contexts, social innovations can bring their specific added value, for example by addressing social aspects of the services (e.g. patient empowerment), building cross-sectoral collaborations (with housing, mobility, etc.), or addressing new needs and target groups that were previously neglected.

When it comes to innovating immigration services, to give a different example, one of the most interesting social innovations emerging in Italy is the development of new models to support refugees and connect them with local communities. Thanks to the professional support of specialised

costs, and the much needed health, legal, and work integration services. In the energy sector, the existing policies to incentivise decentralised production from renewable sources have also enabled social innovation, by paving the way to the birth of local energy communities of prosumers.[3]

ACTING AS A SYSTEM, UNLOCKING THE RESOURCES

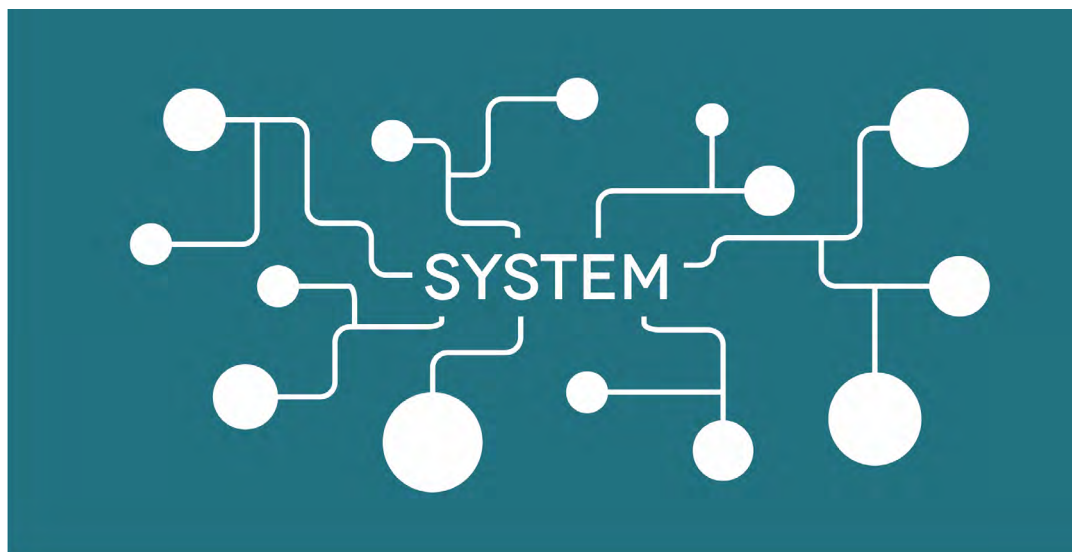
Italy has an incredibly rich third sector, a vibrant entrepreneurial fabric, and a great pool of knowledge and creativity which represent its potential for innovation. One of Italy's acknowledged weaknesses, however, lays in its fragmentation and difficulty to act as a "system", bringing together different actors around a common strategy to pursue shared goals. Attention to this challenges has been growing in the past years [4], and some best practices started to emerge, as demonstrated for example by the efforts of the city of Milan to foster the growth of a "social innovation ecosystem" at local level. [5]

Another challenge concerns the financial resources. The steady reduction of funding, especially in the public sector, can be a driver for social innovation, making new solutions more urgent and pushing the system to exploit existing assets in new creative ways; nonetheless, some form of funding is also needed to develop and scale up social innovations. At present many innovations, especially those in the

public and non-profit sphere, are either self-financed or funded by local, national, and European grants. A law for crowdfunding was adopted in 2013, while other funding models (such as impact investment funds) are slowly emerging but yet not mature in the country.

The growing dynamism of social innovation in Italy is fostering awareness on the need to understand and evaluate the social impact produced by these new solutions.

non-profit organizations, and in collaboration with local authorities and administrations, families can host refugees in their homes and help them integrate in the local community. This happens in full integration with the governmental immigration programme SPRAR, which covers their living



TOWARDS MORE MARKET-ORIENTED SOCIAL INNOVATIONS

Social innovations may also take the form of new products and services that combine social impact with a clear market orientation. The importance of having market-oriented social innovations has become increasingly evident, considered the difficulty that purely non-profit solutions encounter when it comes to ensuring sustainability. However, in the Italian context, where 98 % of companies are small and medium enterprises, the social innovation discourse is explicitly known by a relatively small minority. It is mainly the large companies that engage with this concept, usually in association with their CSR practices. At the same time, in the past years Italy has seen the birth of a relevant number of social start-ups, which tried to create brand new businesses around an original idea to solve a social problem. The start-up movement in Italy has been supported by a number of incubators, networks, and programmes or prizes; however, only a minority of the ideas has become actually sustainable on the market. In most cases, successful market ideas have a strong technological nature, as demonstrated by the e-health field, or the transportation sector.

CONCLUSIONS: UNDERSTANDING THE IMPACT AND FUTURE OF SOCIAL INNOVATION IN ITALY

The growing dynamism of social innovation in Italy is fostering awareness on the need to understand and evaluate the social impact produced by these new solutions. Social impact assessment has never been very widespread in the country, and this has been a weakness for all those organizations that, working for a social objective, are unable to demonstrate their impact. At the same time, the lack of evidence on impact makes it difficult to establish which innovations can really be considered “social”, and how effective they actually are in solving the addressed social challenges. The recent diffusion of impact assessment practices and the interest demonstrated by the public institutions (see for example the mandatory impact assessment required by the recent national grants to fight child educational poverty) can be seen as a positive development that may help the affirmation of social innovations in Italy, foster the adoption and replication of successful solutions, and help continuous learning and improvement.

Lastly, a key role in Italy is played by all those communities, networks, and spaces, such as coworking spaces, living labs, or incubators, that are an essential part of the overall ecosystem, and support social innovation by experimenting and fostering new forms of knowledge sharing, socialization, and cross-sector collaboration and contamination.

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THE SOCIAL INNOVATION IN THE BASQUE COUNTRY

The Basque country is known by many people, among other features, for its landscape, gastronomy and cultural life. But maybe, the real meaning of being an Autonomous Community and the effects on its regional economy, social organization and the international dimension are not so well known. The Basque Country is also a leading region regarding Social Innovation.

Marta Enciso Santocildes / Antonia Caro González / Javier Castro Spila

1. INTRODUCTION

The Basque Country (Euskadi, in Basque language) is an Autonomous Community in Spain, situated in the easternmost part of the Cantabrian coast. It has an area of 7,234 km² and its location serves as the union link of the European Atlantic axis. The official languages are Spanish and Basque. It is organized in three Provinces (Territorios Históricos): Bizkaia, Gipuzkoa and Araba. The main cities are Bilbao, Donostia-San Sebastian and Vitoria-Gasteiz, respectively, the Capital, where the Basque Parliament and the headquarters of the Basque Government are located.

2. THE BASQUE COUNTRY: CONTEXT AND DYNAMICS

2.1. Regional context

Latest social and economic indicators show an improvement in unemployment and poverty data and present the actual features of population and economic activities and sectors.

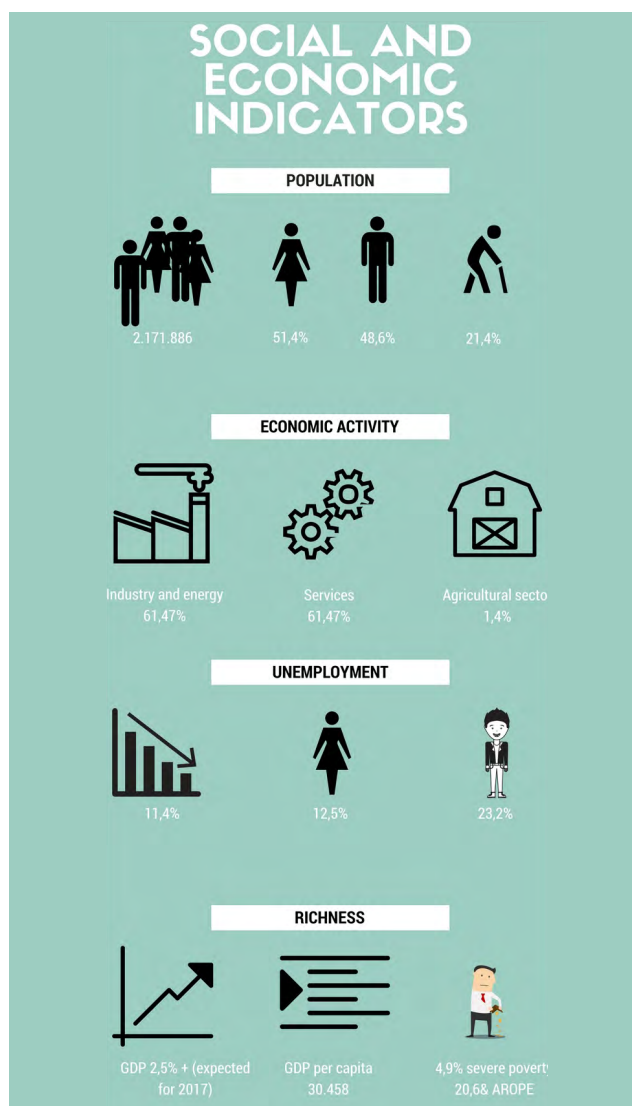
2.2. Institutional dynamics

The political system establishes a distribution of competences. Policy areas like Education, Industry, Culture, Health and Social Services, or Employment, are managed by the Basque Country Government. Taxes are collected by the regional treasuries, and a quota (called Cupo) is paid to the State for the services provided, together with a contribution to the Spanish regional solidarity fund. This tax system meets the requirements established by the European Court of Justice under the Azores tax scheme (2002), confirmed by a specific Judgement about the Basque Country (CJEU, 2008) on institutional and political; procedural; and economic and financial autonomy.

The Basque Country was strongly hit by the 1970s crisis. This period of time coincided with the evolution of Spain from a dictatorship to a democratic system, with the Constitution coming into force in 1978.

Severe measures (taxation, labor relations, legal aspects, financial schemes, etc.) were adopted to overcome the devastating industrial, economic and social effects provoked by the crisis, that lasted over 10 years, affecting the following decades. Nearly 40% of the active population worked in industrial mature and long term sectors, mostly focused on siderurgy and ship building, and their auxiliary services. Nowadays, the main challenges faced by the Basque Country are different in nature and can be summarized in three: a) an ageing population; b) youth and long-term unemployment; and c) education.

From the 1970s to the current challenges, social innovations have been an intrinsic component of the entrepreneurial and inclusive nature of the Basques. Numerous initiatives, measures and policies have generated concrete tailor-made solutions to activate, foster, and utilize innovation potential and overcome unmet social needs. Particular emphasis has been given to educational needs (to overcome labor market mismatches and reduce early school leavers) and lifelong learning to update professional competences. At the same time, the process has also shown a strong commitment with social inclusion of vulnerable persons. Inclusion is one of the main drivers of the Basque Social Innovation. According to Braithwaite [1], a social innovation ecosystem is born out of necessity and depends on the nature and varies depending on the specific contextualized social demand or challenge confronted.



Social and Economic Indicators of the Basque Country

analysis of the progressive inclusion of Social Innovation in the Science, Technology and Innovation Plans (PTCI). The PTCI is one of the Policy Innovation tools used by the Basque Government to foster regional development.

Examining the innovation process, its main strategies and programs, the Social Innovation Agenda in the Basque Country can be understood from a diversity of paradigms that have evolved from the 1980s to the present:

First Phase – the technological paradigm gave preference to the development of technological centers, industrial clusterization and the technological absorptive capacity of companies focused on driving the entrepreneurial Development & Innovation. Social Innovation was not included in the agenda as such, but allusions and concerns on social challenges.

Second Phase – the Techno-scientific paradigm pushed the inclusion of universities in the Basque Innovation System and formulated, for the first time, a specific strategy for Social Innovation based on boosting experimental projects, clusterization and the evaluation strategy.

Third Phase – the current relational paradigm is structured around the Smart Specialization Strategy in which social innovation is no longer a specific axis of the innovation policies but has become a transversal working axis.

Thus, in the last ten years, Social Innovation in the Basque Country has broadened from social economy actions to be included in the regional system of innovation boosted by universities, technological centers, companies, financial institutions, local development agencies as well as local public administrations. This means the creation of numerous connections, **based on cross-sectorial collaborations and networking**. Constellations of actors that have required

3. SOCIAL INNOVATION IN TRANSITION

Social innovations are processes that generate transformative social changes, improve social cohesion, foster inclusion and allow for smart, sustainable and inclusive development and growth.

Although, social innovative initiatives in the Basque Country, are deeply rooted in the social economy (i.e. educational and industrial cooperatives that have stimulated the regional development for more than four decades), these undertakings were not labeled Social Innovation. Being so, Social Innovation is only an emerging phenomenon in the Basque Country. This is deduced from an

TECHNOLOGICAL PARRADIGM	TECNO-SCIENTIF PARADIGM	RELATIONAL PARADIGM
Technological infrastructure: Creation of Technological Centres 1982	Plan of Competitiveness and Social Innovation (2006-2009)	Plan of Science, Technology and Innovation (2015)
Strategic Technological planning (PET - 1990)	Interinstitutional plan of Economic Promotion (2000-2003)	Plan of Science, Technology and Innovation (2020)
Plans of Industrial Policies 1991-1995 / 1996-1999	Plan of Science, Technology and Innovation (2001-2004)	Digital Agenda for Euskadi 2020
Plan of Industrial Technology 1993-1996	Plan of Science, Technology and Society (2010)	Basque strategy of Aging 2015-2020
Plan of Science and Technology 1997-2000	NANOBASQUE, BIOBASQUE Strategy	Regional Smart Specialization RIS3
1980-2000	2001-2010	2011-2020

The emergence of three paradigms

the diversity, at time conflicting, but complementary actors with a shared vision to form constructive and committed partnerships.

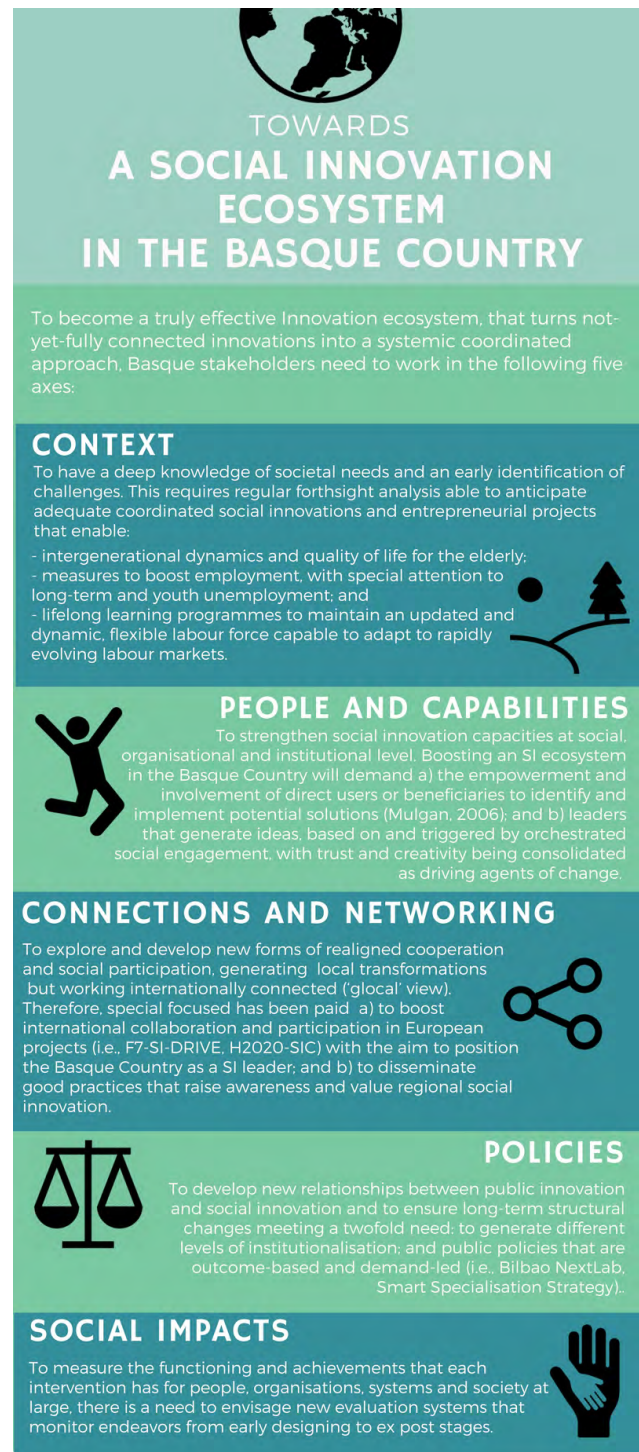
There are examples of vertical interactions, if they are built around the lifecycle of a social innovation from idea to scaling up (i.e., experience of Peñasal Kooperatiba); or horizontal ones, if they become a holistic collaboration around a complex problem, with various actors assuming different roles and levels of responsibility. One example is the Basque Social Innovation (BSI) consortium; the Ageing challenge that has been tackled by the Basque Government, the Biscay and Gipuzkoan provincial councils, the Deusto interdisciplinary Research Platform together with the European Commission and regional and international partners. All these efforts have been awarded with the highest EU recognition as a Reference Site by the European Innovation Partnership on Active and Healthy Ageing. The transformation of the City of Bilbao is another good illustration of public-private partnerships capable of transforming a declining industrial city into a modern post-industrial one.

4. LESSONS LEARNED: TOWARDS A BASQUE SOCIAL INNOVATION ECOSYSTEM

The Basque case shows that only complementary innovations and contextualized enabling conditions can produce systemic change and/or structural transformations in society (e.g. the Transformation of the City of Bilbao). Three lessons are possible to obtain from the social innovation experiences toward a social innovation ecosystem in the Basque Country. The first lesson is linked to the public-private alliances to support social innovations at different levels. The second lesson is related to boost the absorptive capacity at organizational level to the interpretation and transformation of social problems into social innovations. The third lesson is related to the creation of social innovation spaces (networking and consortiums) to promote collective and open innovations in smart strategies to solve social problems.

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**TOWARDS
A SOCIAL INNOVATION
ECOSYSTEM
IN THE BASQUE COUNTRY**

To become a truly effective Innovation ecosystem, that turns not-yet-fully connected innovations into a systemic coordinated approach, Basque stakeholders need to work in the following five axes:

CONTEXT

To have a deep knowledge of societal needs and an early identification of challenges. This requires regular foresight analysis able to anticipate adequate coordinated social innovations and entrepreneurial projects that enable:

- intergenerational dynamics and quality of life for the elderly;
- measures to boost employment, with special attention to long-term and youth unemployment; and
- lifelong learning programmes to maintain an updated and dynamic, flexible labour force capable to adapt to rapidly evolving labour markets.

PEOPLE AND CAPABILITIES

To strengthen social innovation capacities at social, organisational and institutional level. Boosting an SI ecosystem in the Basque Country will demand a) the empowerment and involvement of direct users or beneficiaries to identify and implement potential solutions (Mulgan, 2006); and b) leaders that generate ideas, based on and triggered by orchestrated social engagement, with trust and creativity being consolidated as driving agents of change.

CONNECTIONS AND NETWORKING

To explore and develop new forms of realigned cooperation and social participation, generating local transformations but working internationally connected ('glocal' view). Therefore, special focused has been paid a) to boost international collaboration and participation in European projects (i.e., F7-SI-DRIVE, H2020-SIC) with the aim to position the Basque Country as a SI leader; and b) to disseminate good practices that raise awareness and value regional social innovation.

POLICIES

To develop new relationships between public innovation and social innovation and to ensure long-term structural changes meeting a twofold need: to generate different levels of institutionalisation; and public policies that are outcome-based and demand-led (i.e., Bilbao NextLab, Smart Specialisation Strategy).

SOCIAL IMPACTS

To measure the functioning and achievements that each intervention has for people, organisations, systems and society at large, there is a need to envisage new evaluation systems that monitor endeavors from early designing to ex post stages.

SOCIAL INNOVATION – AN EMERGING CONCEPT IN EASTERN EUROPE

WILL THESE COUNTRIES MANAGE TO OVERCOME THE BARRIERS THAT HINDER THE DEVELOPMENT OF SOCIAL INNOVATION AND TAKE ADVANTAGE OF THE ENABLING FACTORS OR WILL THE CONSTRAINING FACTORS PREVAIL?

The term social innovation is relatively new in the countries in Eastern Europe. However, there have been many initiatives in the region that could be classified as such and that occur in a variety of fields such as education, energy, environment, transport, etc. Although the innovation policies in the region are not specifically focused on the development of social innovations, there are also drivers and successful practices that demonstrate the potential of this type of innovations to achieve positive impacts. [1]

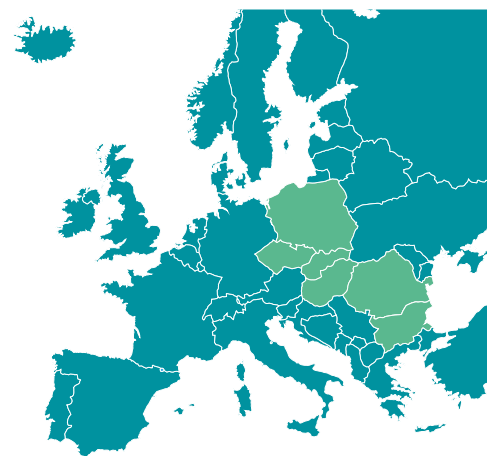
Desislava Asenova / Zoya Damianova

INNOVATION PERFORMANCE IN EASTERN EUROPE

The Eastern European countries covered in this article are: Bulgaria, Romania, Hungary, Slovakia, Poland and the Czech Republic. According to the European Innovation Scoreboard, the innovation performance of these countries stayed below that of the EU average during the last decade. [2] However, the future perspectives for the innovation potential of the Eastern European region seem optimistic. Eastern Europe has the opportunity and capacity to contribute to a better

Social innovations could play a key role in boosting innovation performance of the Eastern European region

future by developing innovations that would address certain challenges, such as reducing poverty, reaching social cohesion, and coping with environmental issues. In this regard, Mr. Martin Kern, the Interim Director of the European Institute of Innovation and Technology, states that *“There is great untapped potential for innovation in the Central and Eastern European Member States! We should use it to further enhance Europe’s competitiveness and our position in the global innovation performance”* [3]. In addition, social innovations could play a key role in boosting innovation performance of the Eastern European region.



Map of Europe, the countries highlighted in the map are addressed in the article.

THE CONCEPT OF SOCIAL INNOVATION IN EASTERN EUROPE

Social innovation is a relatively new concept in the Eastern part of Europe, which only recently started gaining popularity. There are initiatives in the region that comply with the definition of social innovation but these have neither been recognized as such, nor have they been researched or analyzed. Sometimes, even innovators themselves are not aware that what they are doing could be considered social innovation. Desk research results show that instead of social innovation, social enterprise is the term that is more commonly used in the countries under scrutiny. Both terms are linked to

activities of the third sector and the alternative provision of social services by civil society. In Hungary, for instance, social enterprise is much more used than social innovation, while in Poland, Bulgaria and Romania the term is applied in the context of social economy and social entrepreneurship. In Slovakia, social innovation is usually used as a synonym for social affairs [1].

Although social innovation still is not a widely spread concept in Eastern Europe, there are some projects funded by the European Commission that aim at popularizing the concept not only in Eastern Europe but in Europe as a whole, by mapping and analyzing social innovation practices. Examples of such projects are SI-Drive [4] and CASI [5], both funded under the FP7.

EXAMPLES OF SOCIAL INNOVATION INITIATIVES IN EASTERN EUROPE

What social innovations in Eastern European countries have in common is that they are mainly related to activities of civil society organizations, introduced either in response to social needs or in order to address certain challenges. These innovations mainly occur in the field of education, environment, transport, and energy. Examples are:

- **Education** – “Jumpido” in Bulgaria is an educational software for primary school students that offers a new methodology of learning mathematics through a set of educational games and at the same time encourages children to engage in sportive activities.
- **Environment** – “Farmama” in Slovakia is a project concerned with urban farming. It publishes manuals and tips for growing, storing and using herbs, fruits and vegetables and aims at encouraging people in urban areas to farm on their balconies.
- **Energy** – the “Unit for Social Innovation and Research” in Poland is an initiative that aims at facilitating the creation of meaningful social innovations that solve real-life social problems and challenges, one of which is the reduction of energy use.
- **Transport** – a project in South Moravia (the Czech Republic) equips buses with trailers and trains with additional compartments for transporting bicycles, thus making rail and bus services compatible with using a bicycle [1].

More examples of social innovation initiatives are listed in the infographic. All these examples prove that countries in Eastern Europe seem to be fertile ground for social innovation and social entrepreneurship to take root to meet existing social needs. Detailed information on social innovation initiatives in the countries under scrutiny can be found in the case study reports developed as part of the SI-Drive project [4] and in CASIPEDIA which is an online platform with social and sustainable innovation practices that have been mapped within the framework of the CASI project [5].

Social Innovation initiatives:

Examples from Eastern Europe



Environment

- 1) "Let's clean Bulgaria in one day" (BG)
- 2) "Green Sofia" (BG)
- 3) "Urban Community Gardens" (RO)
- 4) "Let's do it, Romania!" (RO)
- 5) "Farmama" (SK)



Education

- 1) "Jumpido" (BG)
- 2) "Digital School" (PL)
- 3) Dynamic Entrepreneurship (PL)
- 4) "Colabs" (HU)



Energy

- 1) "Warmth for the children" (BG)
- 2) "Recycling Map" (RO)
- 3) "Unit For Social Innovation and Research" (PL)



Transport

- 1) "Aha! Car Platform" (BG)
- 2) "Helping cyclists travel on public transport in South Moravia" (CZ)

Overview of social innovation initiatives in environment, education, energy and transport in Eastern Europe (note: The “Canva” online tool was used for creating the infographic).

ENABLING AND CONSTRAINING FACTORS THAT INFLUENCE SOCIAL INNOVATION IN EASTERN EUROPE

Research in the domain of Social Innovation reveals that several factors exist that foster the development of social innovation in Eastern Europe. Among them are the existing financial programs and instruments, the positive reforms in the regulatory environment for social enterprises and the strong individual leadership of innovators, who often are the ones initiating social innovation. However, what is still needed in Eastern European countries, with regard to fostering social innovation, is awareness raising about successful social innovation initiatives and the mobilization of more volunteers. The lack of a volunteering culture, in turn, is among the factors that hinder the development of social innovations in the Eastern part of Europe. Together with the lack of funding on national level, a lack of social and policy support for social innovation initiatives and an underdeveloped entrepreneurial culture, an unfavorable environment for the development and scaling of social innovations is created.

What is still needed in Eastern European countries, with regard to fostering social innovation, is awareness raising about successful social innovation initiatives and the mobilization of more volunteers.

Even though these obstacles are expected to continue hindering the development of the social economy in Eastern Europe in the coming years, social innovations seem to be the best solution to meeting social needs and tackling societal challenges.

CONCLUSION: THE PRESENT AND FUTURE OF SOCIAL INNOVATION IN EASTERN EUROPE

As already mentioned, the term social innovation is still not widely spread in Eastern Europe and remains relatively unknown. It could be claimed that social innovation in this part of the continent nowadays is primarily a result of the efforts of the third sector and social entrepreneurs, mainly occurring as response to pressing societal challenges not addressed by public policies. For that reason, social innovation initiatives in the region are very successful in the field of providing social services (mainly to vulnerable groups and Roma minorities), education and employment opportunities.

Yet, the spread of such initiatives is hampered by the unpopular view on voluntarism in the countries under scrutiny and the conservative attitude of policy-makers and institutions towards social innovations. What brings hope that social innovation in the region could boost are the active, open-minded and amenable to innovations young people [1].

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HOW TO CREATE AN ECOSYSTEM FOR PUBLIC SECTOR INNOVATIONS IN THE WESTERN BALKANS: A FOCUS ON CROATIA

The public sector plays a critical role for the process of developing an ecosystem for social innovation in Croatia, as the lessons learned from Zagreb reveal.

Mirna Karzen

OVERVIEW

In the Western Balkans policies dealing with a number of issues including social care, health, poverty reduction, education and employment are primarily the responsibility of national governments, with less involvements from other actors including public and private sector and/or civil society organizations. However, this also varies depending on the country and the level of public discussions and involvement. While public administration is involved in public service provision (but not necessarily advancing social innovation), civil society is active in looking for innovative approaches to service delivery and cooperation with other sectors. Private sector actors are slowly opening up towards social impact investment through start-up initiatives or accelerator programs supporting entrepreneurs. There are also other non-state actors including a growing sector of social entrepreneurs, social cooperatives, and start-ups.

While public administration is involved in public service provision (but not necessarily advancing social innovation), civil society is active in looking for innovative approaches to service delivery and cooperation with other sectors.

They are involved in the area of social business and/or social impact through initiatives supported and/or launched by donors (e.g. UNDP in Montenegro, Macedonia and Kosovo; OECD etc.) [1].

Public sector innovations in Croatia for example are still very much at their early stage with some attempts to increase knowledge and capacity of public sector administrators about the importance of social innovations. Those initiatives have been organized by civil society organizations like Social Innovation Laboratory (SIL) and some others (NGO for creative development, SLAP and Cluster for Eco and Social Innovations and Development, CEDRA). There was an attempt to increase awareness about social innovation by the Association of Cities that has few years ago established an "Award for Social Innovations". The award was only active for about two years and was transferred into the "Smart Cities Innovation" award focusing on different categories of smart cities: smart communities, smart environment, smart mobility, smart administration etc.

When talking about the development of an eco-system for supporting social innovations in the public sector, one of the most progressive attempts has been an effort for establishing innovative services and engaging citizens in the design and delivery of public services. This challenges the traditional model of public service provision, as it changes the roles of citizens, communities and the government. Co-design, often interchanged with the terms co-creation, co-production and co-developing, can be defined as "a creative approach that supports and facilitates the democratic involvement of people in addressing social challenges" [2].

Co-production, as in the case of the City of Zagreb, was prompted by a set of pressures, including growing citizens' desire to be involved in public affairs, and awareness that new public service delivery models are needed as a response

This process will help transform the city from a passive recipient of information to an active, supporting mechanism that nourishes social innovation and urban development and could stimulate organic growth of social innovation in Zagreb.

to increased expectations among citizens, emerging social challenges and their pressure on public budgets. One way of responding to the growing demand for public services is to consider citizens as partners and collaborators rather than only passive recipients. In this way, co-production represents a model for public service reform [2].

DEVELOPING AN ECOSYSTEM FOR URBAN INNOVATIONS IN THE CITY OF ZAGREB

In January 2017, Social Innovation Laboratory started a social innovation experimentation program with the City of Zagreb officials using the “design-thinking” approach to develop social innovations (as innovative services) on a city district level. Goal of an almost a year-long program was to raise the capacity of city employees and officials about social innovation and a social innovation process through the co-design/co-creation methodology that enables key stakeholders in creating innovative solutions to local challenges. Long-term goal of this experimentation process with the City of Zagreb was to position the city as a relevant actor in facilitating social innovation processes and supporting participative development of an urban social innovation ecosystem.

One of the most important outcomes of this process was also to use the results but also the process itself as a basis for developing (co-creating) new city policies that would support and sustain the creation of urban innovations on a city district level. City policies may include: new or a better use of funding schemes; education for city employees on social innovations; training programs for all stakeholders in the City of Zagreb; subsidies for private owners of abandoned properties in the city center etc.

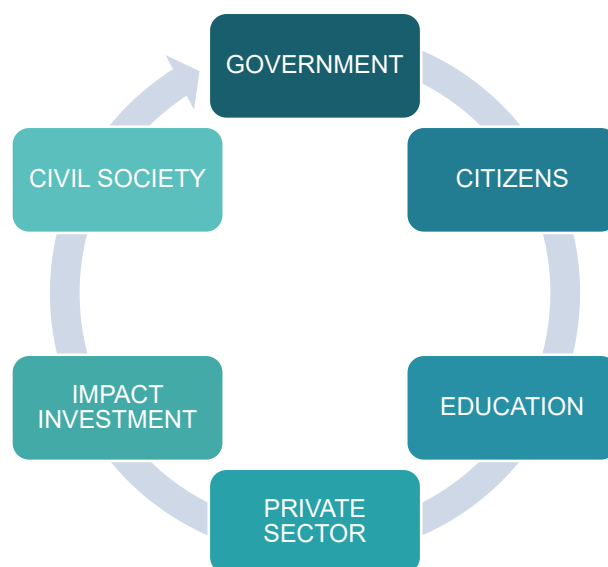
Detected needs and challenges

The City of Zagreb plays an important role in developing a social innovation ecosystem, which has not yet emerged fully in the city despite some sporadic initiatives and activities. Social Innovation Laboratory will continue working with the city on involving decision makers in the process and addressing the benefits of engaging in such an ecosystem. This overview addresses what is presently lacking as well as potentials for establishing a healthy

and sustainable social innovation ecosystem. Detected needs have included:

- 01** A strong political will to be open and transparent, to listen, communicate and engage citizens.
- 02** Creating a critical mass of stakeholders.
- 03** Participation and co-creation, led by key actors (intermediaries; networks).
- 04** An entrepreneurial approach.
- 05** A partnership between researchers and other “unusual” suspects.
- 06** The creation of specific programs focusing on experimenting, educating, mentoring, financing.

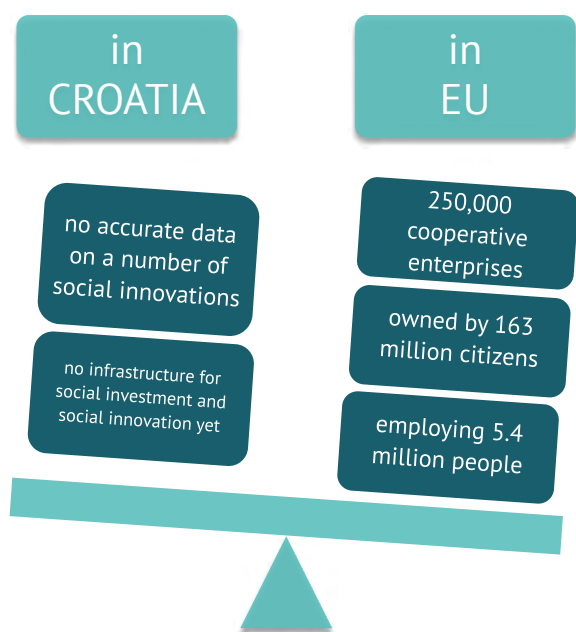
In order to address prerequisites needed for establishing a healthy ecosystem it is of crucial importance to involve decision makers at a city level in the social innovation processes. This process will help transform the city from a passive recipient of information to an active, supporting mechanism that nourishes social innovation and urban development and could stimulate organic growth of social innovation in Zagreb. Only then, sporadic initiatives and organizations working in the social innovation field and any other relevant actors could generate synergies with long-term effect on the society.



Key actors of the social innovation ecosystem in Zagreb [3]

Lessons from the process

Involving city officials to engage and practice social innovation primarily challenged slow and demanding bureaucratic procedures that previously affected collaboration on a horizontal city department level and vertical top down and bottom up stakeholder levels. Through a series of practical workshops and supporting activities, city officials were put in real-life scenarios and developed new services together with citizens, civil society, experts and businessmen.



Comparison of data on social innovation/social enterprises in Croatia vs. Europe

Practicing social innovation methodology therefore has opened the door to building relationships of trust, mutual understanding and realization that a multidisciplinary approach was the only way to address existing and future urban challenges. Changing mindsets was a crucial first step in acknowledging the obstacles cities and decision makers were faced with. It prepared the ground for embracing a more structured social innovation methodology as something that should be formalized, integrated within the city and implemented through every day operations. Experimenting with social innovation through a hands-on approach within the public sector has proved to be an effective method of learning that could organically lead to systemic change and a redesign of transparent and efficient public services that respond to citizen needs.

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SOCIAL INNOVATION IN TURKEY

**CASE STUDIES IN THE POLICY FIELDS OF ENVIRONMENT, POVERTY, AND
EMPLOYMENT ALONG WITH LESSONS DERIVED FROM THEIR STORIES.**

We provide an overview of the current state of social innovation in Turkey: how socially innovative projects develop solutions to challenging social and environmental issues amid financial and organizational barriers. An outlook for the future of social innovation in Turkey is offered.

Sencer Ecer / Deniz Ece Dalgic

MAIN POLICY FIELDS OF SOCIALLY INNOVATIVE PROJECTS IN TURKEY

Socially innovative developments in Turkey are mostly found in the policy fields of environment, poverty, and employment. The case studies that we selected and analyzed are the most salient ones in these policy fields. The areas of energy, health and transportation are not covered due to few social innovation activities and pervasive government involvement in these fields.

Social Innovation is not formally positioned at the policy level in Turkey. Governments of local municipalities may, however, encourage Social Innovation in their areas, financially support and collaborate enthusiastically on an ad hoc basis where they are aware of projects. However, the concept of social entrepreneurship is more commonly used and has some traction at policy circles.

THE BIGGEST CHALLENGE FOR SOCIALLY INNOVATIVE PROJECTS

The biggest challenge for socially innovative projects is that the individuals involved may have difficulties in funding their endeavor on a continuing basis, a problem exacerbated by the muddled legal status of such projects. Therefore, many socially innovative projects will never reach an advanced stage due to the innovators' inability to remain committed to the project in the face of financial insecurity. This problem may prevent the innovation from spreading

beyond the initial stillborn project. Concerns regarding personal finance as well as career risks may also represent a barrier to taking action on socially innovative ideas by social entrepreneurs.

SOCIAL INNOVATION PROJECTS THAT ARE MORE ENDURING AMID FINANCIAL AND ORGANIZATIONAL BARRIERS

Many socially innovative projects will never reach an advanced stage due to the innovators' inability to remain committed to the project in the face of financial insecurity.

As part of our work in the SI-DRIVE project, our team at Istanbul Technical University identified several active and effective social innovation projects in the areas of environment, poverty, and employment. We found that these projects are more resilient in the face of financial and

organizational barriers, and have survived to reach a scale at which tangible benefits could be produced. Our conclusion is that chances for success and significant impact from Social Innovation will be much greater for projects in which actors are more likely to represent local communities. Similarly, success comes when the broader goals of a Social Innovation in the policy field cut across social groups.

In the field of employment, a few large-scale social innovation projects are initiated by government agencies. The case study ISMEK (Istanbul Metropolitan Municipality Lifelong Learning Center) is a good example of the policy fields Education and Employment ISMEK is a mass education organization by the Metropolitan Municipality of Istanbul,

Egalitarianism, fight against poverty, economic prosperity, social rural development, and the empowerment of women are the main issues that many NGOs and associations deal with in Turkey.

which comprises art and vocational courses. The organization aims to increase the personal knowledge of people living in Istanbul, improve their vocational and artistic perceptions, equip them with the urban culture, help them to be actively included in production processes, and contribute to their efforts to have an income and hence increase their chances of employability. Trainings and services are free of charge and are performed in accordance to individual and societal needs, in compliance with the regulations of the Ministry of Education. [1]

International support and local preferences play an important role in the field of environment. Also, fighting poverty has a long tradition rooted in the Turkish society. Mainly for these reasons, Social Innovation made significant inroads in the fields of environment and poverty in Turkey.

Agricultural Marketing (tarimsalpazarlama.com) is an example of a cross-cutting social innovation including the environmental field. It represents the first online platform in Turkey for farmers to sell their products without “middlemen” involvement, to track new information about, e.g. stock market prices etc. and farming as well as to search for new technologies. The initiative aims to mitigate losses from farming that typically cause the farmers to migrate to cities and eventually end up unemployed. The project has been supported by sponsorships from the private sector but

progress was not smooth. The initiators think that rules and regulations sometimes become barriers to growth. [2] [3]

Egalitarianism, fight against poverty, economic prosperity, social rural development, and the empowerment of women are the main issues that many NGOs and associations deal with in Turkey. The Kavar-Basin Rural Development Project came up with concrete solutions to these issues in a socially innovative framework. The project was initiated by the Özyegin Association. The main partner of the association is the Ministry of Food, Agriculture, and Livestock. The project has successfully alleviated poverty in the Kavar region, a part of Bitlis province. [4]

CONCLUDING REMARKS

In general, the biggest challenge for socially innovative initiatives relates to the initiators' difficulties to funding their endeavor on a continuing basis, barring substantial financial support from the government or private sector. We observed that in almost all projects, the leaders are idealistic and determined about their projects; hence charismatic leadership played an important role, and we predict this will continue to be the case. The general economic environment will also be important as we expect individuals to develop interest in Social Innovation only in a gradual fashion, taking part time off from their professional lives before eventually moving to it full time. We further observed that government involvement is advantageous, especially for the policy fields of poverty reduction and employment. We see more potential for Social Innovation in the fields of transportation and mobility, particularly in the metropolitan areas of Turkey; however, do not expect drastic changes in other policy fields in the near future.

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SOCIAL INNOVATION IN RUSSIA: EASIER SAID THAN DONE

Currently, social innovation in Russia is a relatively new phenomenon. Despite a growing demand for innovation in the social sphere on the part of the state and society, innovation is not disseminated on a large-scale basis. So, how is social innovation implemented in Russia?

Vladimir Il'in / Ilia Kuzmin / Andrei Popov / Tatiana Soloveva / Svetlana Terebova

WHAT IS DONE

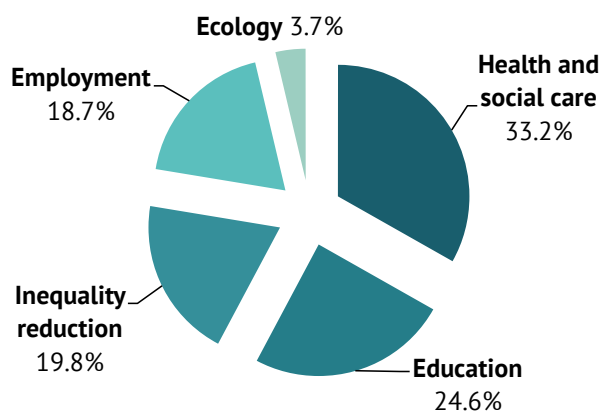
In the modern world, social innovation is used more and more often as an efficient tool to address the most acute social issues and mitigate their negative effects. Social innovation becomes useful when new social challenges emerge and traditional methods and tools cannot always provide a solution thereto.

Social innovation is a relatively new phenomenon for Russia. In contrast to the situation in developed European countries, where civil society plays a major role, in Russia special importance in the dissemination of social innovation initiatives is attached to the authorities who understand the significance of their development and, consequently, promote social activity in areas that the government considers most important. The importance of the

In Russia special importance in the dissemination of social innovation initiatives is attached to the authorities who understand the significance of their development and, consequently, promote social activity in areas that the government considers most important.

authorities is due to several reasons. First, administrative, legislative, financial, and other barriers impede the implementation of social innovation [1]. An example of such barriers can be found in the fact that the innovation policy in Russia is focused on science and technology and there is no legislation that would govern the development of social innovation. Second, Russians have low community commitment, which is the main issue that public organizations have to address [2]. Third, Russian people have mental barriers due to which they tend to treat any innovation or change in their social reality with apprehension.

Nevertheless, the first major initiative to support social innovation and, in particular, social entrepreneurship belongs to private business. In 2007, LUKOIL President Vagit Alekperov founded the Regional Social Programs Fund (RSPF) "Our Future". In 2011, the Government of the Russian Federation established an autonomous non-profit organization, the "Agency for Strategic Initiatives", to provide support to non-profit organizations (NPOs). One of the Agency's goals is to find promising initiatives in social entrepreneurship in Russian regions. Besides, since 2013, centers for innovation in the social sphere (CISS) are being established with the aim to promote social entrepreneurship. In practice, however, these organizations only support small and medium-sized



Social innovation projects implemented in Russia, broken down by policy fields

Source: compiled by authors with the use of the data of the Fund "Our Future" [4]

businesses rather than socially oriented NPOs. Also, if looking at the activities of the “Our Future” fund, a similar tendency to neglect the support for NPOs can be observed. According to experts, these tendencies relate to governmental interests to focus on social business rather than socially oriented NPOs, as well as the overall perception that social entrepreneurship is similar to small and medium business [3].

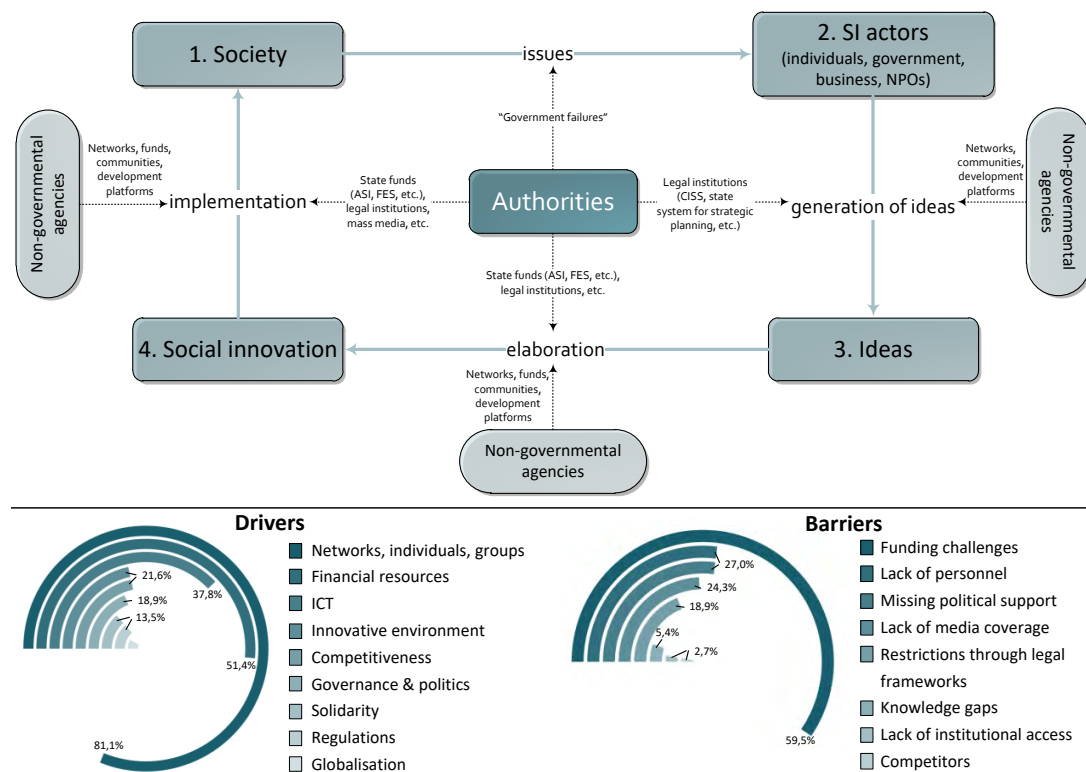
Despite certain difficulties, social innovation in Russia is implemented nationwide. According to RSPF “Our Future”, the fund has promoted 187 innovation projects in Russia from 2007 to 2016 [4]. Social innovation in Russia is implemented mostly in the following areas: health and social care (33 %), education (25 %), inequality reduction (20 %), employment (19 %), and ecology (4 %).

RUSSIAN LANDSCAPE OF SOCIAL INNOVATION

Russia developed its social innovation landscape in conditions where lingering problems were aggravating and new problems emerged. Traditional methods of state influence used to address the issues have not produced the desired effect. In particular, employment of the disadvantaged, provision of health services to the elderly, and access to high-quality education remain quite serious problems.

Alongside the authorities, the main initiators of social innovation are individuals, the business community, and non-profit organizations. An important role in generating ideas and developing projects belongs to non-governmental organizations as these accumulate and implement advanced domestic and foreign experience with the help of information and communication technology. These are mainly legal institutions (centers for social innovation, state strategic planning system, etc.) which form a kind of vector defining priority areas. This aspect is important at the stage of project implementation since support provided by public funds to innovation initiatives depends largely upon the niche occupied, and rather is contextual than system-wide.

According to practitioners, it is not a coincidence that major barriers to the development of social innovation exist in Russia. These include for instance limited financial resources and lack of state support. As a result, social entrepreneurship, which combines both social and economic goals, becomes one of the main promoters of social innovation. At the same time, due to the absence of clear “rules of the game”, it is difficult to engage in social innovation activities since they require a firm legal basis. Besides, under such circumstances, the government often makes subjective choices in favor of those organizations receiving financial, educational, advisory, infrastructural, and informational support.



Nevertheless, the number of social innovation projects increases each year. The society is in great need of change and in a situation where government efforts in addressing critical social issues are not efficient enough, people themselves are encouraged to participate in community activities. A special role in this process belongs to the individual. Many projects were created and now operate on an altruistic basis; their development depends directly on the commitment of their leaders and the cooperation of their teams. However, financial sustainability of the project remains a crucial factor for the survival of social initiatives.

WHAT IS TO BE DONE

At present, Russia makes efforts to develop a friendly environment for social innovation. There are certain achievements related to the establishment of various institutions supporting the implementation of social innovation and relevant infrastructure is being developed. People begin to understand the importance of civic engagement and their participation in addressing social issues – all this promotes the emergence of new social practices. At the same time, there still exist certain barriers to the development of social innovation.

In the future, managing social projects at the national and regional levels will require efforts by public authorities who should clearly define the legal framework and should form a favorable environment for the development of social innovation.

In the future, managing social projects at the national and regional levels will require efforts by public authorities who should clearly define the legal framework and should form a favorable environment for the development of social innovation. As for the scientific community, it should elaborate the theoretical and conceptual foundations for the long-term monitoring of social innovation implementation in Russia's constituent entities. It should further advance forecast indicators and a strategy for governmental policy in this sphere. The implementation of these measures can streamline and promote the diffusion of social innovation and help to solve or mitigate many social problems existent in Russia.

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SOCIAL INNOVATION IN LATIN AMERICA AND THE CARIBBEAN

In Latin America and the Caribbean, a very active civil society has been able to bring about much social innovation at the local level, in order to face challenges related to poverty, inequality and social exclusion. However, challenges remain in scaling up and replicating successful initiatives.

Maria Elisa Bernal / Simone Cecchini

SEEKING TO IMPROVE THE LIVING CONDITIONS OF THE POPULATION

Latin America and the Caribbean are a hotbed of social innovation. This is due, in part, to the fact that the region, one of the most unequal on the planet, has not yet been able to establish genuine welfare states. Different actors, including civil society, local communities and, at times, local governments, have been very creative in devising initiatives to face social and developmental problems which had not been solved, or which had partial solutions that left aside a large share of the population, especially the poorest. Innovative solutions have thus been found to tackle issues like income generation, mother and child mortality, school desertion and low levels of learning, and intra-family violence [1]. However, the main goal of these initiatives was never to be innovative, but rather to improve the living conditions of the population.

LESSONS LEARNED

Several lessons can be drawn by analyzing the characteristics of social innovation in the region [2]. Firstly, it is key that local communities are in the driving seat, a point that unfortunately is not yet understood by some international organizations and development agencies. Solutions have to be built together with the community, even when trying to implement a proven model that has been developed in places with a similar context. The microfinance project “Strengthening Popular Finances” developed since 2004 by the Ecuadorian Populorum Progressio Fund (FEPP) in several provinces of Ecuador is an excellent example of long-term commitment to communities, which led to the active participation and empowerment of local partners. Instead of FEPP offering financial intermediation, communities undertook the management of microfinance institutions, with the understanding that they are subjects of their own local

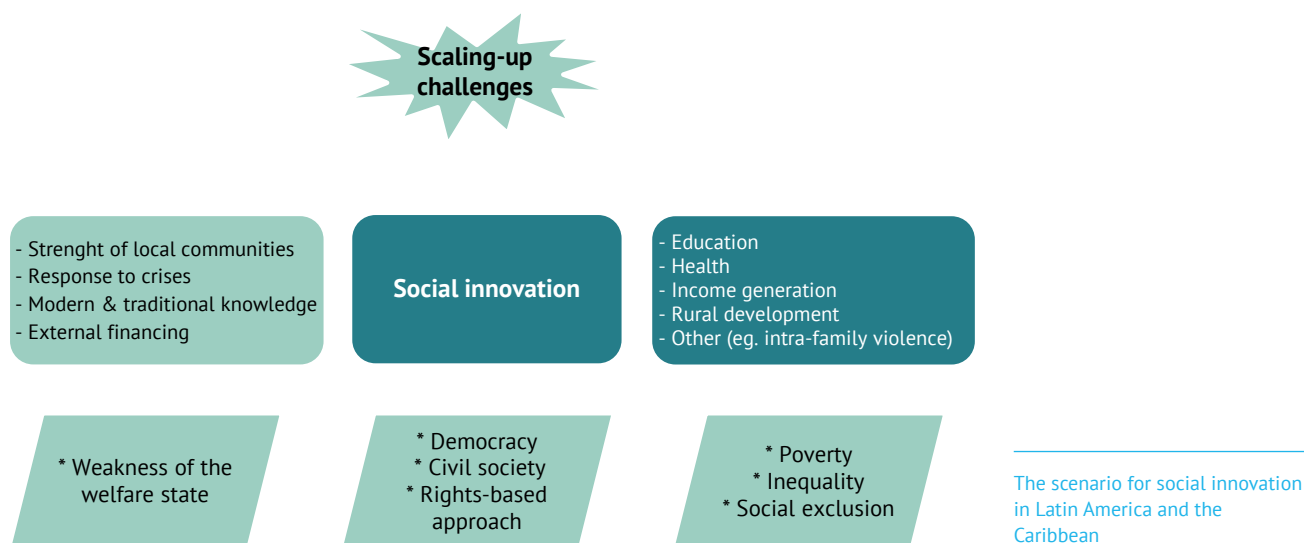
development. Similarly, the “Lèt Agogo” (“Lots of Milk”, in Creole) project in Haiti is another example of active and long-lasting participation by local communities. In 2001, local micro milk producers, with the support of the NGO Veterimed, organized a cooperative system which allows

The main goal of initiatives was never to be innovative, but rather to improve the living conditions of the population.

them to process and sell dairy products, contributing to overcome poverty. Since 2007, Lèt Agogo has been supplying several rural schools in the Limonade an Cap Haitien area.

Secondly, major social innovations have been adopted during crises, such as the one Argentina underwent in the early 2000s. Community leaders are the firsts to actively seek solutions to the social and economic consequences of crises, frequently with the support of local administrations, professionals and civil society organizations. This is the case with the education project “Storytelling Grandmothers”, an initiative in which older volunteers read books to children. This project took place in the Province of Chaco, Argentina, which suffered heavily from the consequences of the 2001-2002 crisis, not only in terms of higher levels of poverty but also of worsening reading habits [3].

Thirdly, success is often achieved thanks to the development of synergies between modern and traditional –even ancestral– knowledge. Indigenous people’s knowledge is particularly valuable, as demonstrated by the fact that they have been able to preserve natural resources better than anybody else. The “Student Lodging with Families” project in Bolivia, which allows children living in remote rural areas to attend school



by providing lodging at host families, was inspired by the Aymara ancestral custom of Utawawa. While in Utawawa families that live far from school send their children to live with a relative or friend and in exchange the child works, this project innovated by eliminating child labor [4].

Fourthly, external financing has proven key in most cases, under the condition that those providing the financing do not require very short-term results and understand that innovations have their own development and consolidation cycle, which in the region is of at least five years.

Lastly, developing income generation activities has proven less difficult than creating formal employment. As a consequence, many public programs have fostered the development of micro and small enterprises as a tool to reduce poverty. However, two points must be kept in mind: i) while production makes sense at the level of individual enterprises, associative practices have proved much more successful – and need to be fostered – in relation to the purchase of inputs (lowering the buying prices of raw materials and machinery), technical assistance and marketing; and ii) it is important to start from the labor capacities already established in the target population, rather than necessarily teaching new professions.

Community leaders are the first to actively seek solutions to the social and economic consequences of crises, frequently with the support of local administrations, professionals and civil society organizations.

has high political costs and additionally it can lead to judicial processes. On the other hand, development and consolidation of an innovation generally requires a time span which is greater than the duration of a government; this creates difficulties in a region where at each government change the direction of public policy also changes.

Furthermore, it is not easy to carry out an innovation that has an impact on large sectors of the population. Pilots have to be made first on a smaller scale, but always considering that it should be an innovation that can be scaled up. Brazil provides two successful examples of innovations developed at small scale which ended up being extended to the whole country: conditional cash transfers and the “Social Mother” health program [5]. With respect to the first case, researchers at the University of Brasília studied the causes of the low levels of school assistance and high desertion, especially in

rural communities and formulated the following question: “If children do not study because their families are poor, why not pay their parents in order to send them to school?” A project implementing this idea

was first carried out in 1995 in the cities of Campinas and Riberão Preto, and in the Federal District. In 2001, it was converted into the “Bolsa Escola” national program run by the Federal Ministry of Education and in 2003 into the “Bolsa Família” program coordinated by the Federal Ministry of Social Development, which today reaches 13.6 million households.

WHY AREN'T MOST INNOVATIONS GENERATED BY GOVERNMENTS?

With the exception of municipalities, most social innovations in Latin America and the Caribbean are not generated at the government level. On the one hand, innovation implies a trial and error process that carries the risk of failure. Failure

The “Social Mother” program, in turn, which provides support to at-risk families by trained women belonging to the community, was launched in 1999. It is the result of efforts made by the local government of Sobral, in the State of Ceará, which set up a committee with health personnel,

academia and community leaders to devise solutions in order to reduce child and maternal mortality. Together, they identified the socio-economic factors that explain child and maternal deaths, which include poverty, lack of family support and lacking knowledge of risk factors. The program succeeded in reducing child and maternal mortality at levels below the national average, and was thus taken up as a model in the entire State of Ceará and later scaled up in the entire North Eastern region of Brazil by the Ministry of Health.

CHALLENGES FOR SOCIAL INNOVATION

Even if Latin America and the Caribbean is a very innovative region, many challenges exist at the implementation level. The greatest is definitely scaling up and replicating successful social innovations in a creative manner. Having an impact on large population groups and extending initiatives to other places is very difficult, within the same country or internationally. Very few governments test and evaluate pilots at the local level in order to convert them into a national-level public policy [1]. Academia, international organizations and development agencies can play an important role at this regard, and successful models can also be replicated creatively by local communities and civil society organizations, although this has happened infrequently so far.

On the one hand, innovation implies a trial and error process that carries the risk of failure. Failure has high political costs and additionally it can lead to judicial processes. On the other hand, development and consolidation of an innovation generally requires a time span which is greater than the duration of a government.

In conclusion, governments should support civil society and local communities seeking new alternatives to solve structural and emerging social problems. In particular, they should promote the evaluation of social innovations by academic institutions, adapting them as public policies, scaling up those initiatives that have succeeded in reducing poverty and improving the living conditions of the population.

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SOCIAL INNOVATIONS IN BRAZIL: HOW DO SOCIAL INNOVATIONS FLOURISH?

The different research activities about social innovation in Brazil indicate that this country has been, for many reasons, a “cradle” of social innovation.

Carla Cipolla / Rita Afonso

BRAZIL (AND RIO DE JANEIRO)

Brazil has many problems related to social inequality, poor public management of resources, and a lack of access to basic public services and rights, such as education, technology and security. In the city of Rio de Janeiro, the situation is no different, despite this being the second-largest city in the country. It has been defined for decades – and still faces the problem – as a “broken city” [1]. This refers to the enormous inequality existing between the slums (where the city’s poorest residents live “in the hills”, usually in informal settlements) and the rest of the city (whose residents live on the “asphalt”). There is a sizeable percentage of residents living in asphalt areas who can be classified as middle class: it is reported that 45 % of Rio de Janeiro’s residents live in residential condominiums, composed of housing units in condominium tenures or buildings containing such units [2]. Among these, only 10 % are in the wealthiest areas of the city (the South), with very few in the poorest areas. Other Brazilian cities may have different characteristics, but the city of Rio de Janeiro is taken as the main reference for our analysis. Historically, Brazil has been an important experimental ground for the development of social innovations in theoretical and practical terms, even if they have never been classified or named as such before. Famous examples include Participatory Budgeting and World Social Forum in Porto Alegre, and experiences such as the Theatre and the Pedagogy of the Oppressed, respectively by Augusto Boal and Paulo Freire.

TYOLOGIES FOR SOCIAL INNOVATION IN BRAZIL

Nowadays, in the Brazilian scenario with a special focus on the city of Rio de Janeiro, it is possible to highlight five types of social innovation by clustering the central themes addressed by the initiatives. There are other examples in each of these typologies, and some cases could be classified

in multiple typologies (the most representative one for each case is presented in the table).

IDENTIFYING ASPECTS OF BRAZILIAN SOCIAL INNOVATIONS

Many of the Brazilian social innovations arise in response to unmet social needs and the lack of access to basic resources. It is common sense in Brazil to affirm that groups in this situation (and all Brazilians in general) are “creative” when it comes to finding ways to face and overcome their own problems. This echoes the social innovation theories [1] which recognize the creative capabilities of ordinary people to be “heroes” of everyday life by creating and developing new solutions, without expert guidance or government support. This proactive attitude is particularly important to groups trying to cope with the lack of resources and education, which may see themselves (and be seen) as passive recipients of help or assistance. One of the main channels used by these groups, to find a way of escaping their restricted environment, is culture (e.g. FLUPP). Actions related to the production and consumption of culture are overcoming visible and invisible barriers in the city, and are reverting the flow of information and people from the centers to the peripheries, where many powerful cultural manifestations are taking place (e.g. Norte Comum).

Creative capabilities can also be observed in other groups, usually (but not exclusively) among young people: members of the urban middle class who have access to knowledge and resources. Such individuals are seeking alternatives to unsustainable patterns of production and consumption (e.g. Movimento Roupas Livres, Caronaê) or want to find meaningful work (e.g. Impact Hub in São Paulo).

Classification	Description	Example	Challenges
1 - Government and SI	Social innovations promoted by governments at different levels, with the aim of changing the way the government makes decisions on behalf of the population	<i>Participatory Budgeting</i> (Porto Alegre, Fortaleza, Belo Horizonte) - Inspired more than 1,500 cities worldwide in deciding how governments (municipal or neighborhood) invest their resources on behalf of the citizen.	<i>Strengthening of democracy and more participation in city hall decisions</i>
		<i>Lab Rio</i> (Rio de Janeiro) - Action of the municipal government of the city of Rio de Janeiro, in which young residents help construct the city's strategic planning.	<i>Promoting youth participation in city hall decisions</i>
2 - Culture and SI	Actions linked to culture, arts and communication	<i>FLUPP</i> (Rio de Janeiro) - A literary festival that occurs in many favelas in Rio, which were covered by a public security policy called "Pacification".	<i>Changing the stigma that favela residents have no interest in reading or writing</i>
		<i>Papo Reto</i> (Rio de Janeiro) - Creation of a real-time security system, through a WhatsApp group that communicates to residents the security conditions in the favelas of Complexo do Alemão.	<i>Overcoming insecurity caused by inter-drug and police conflicts</i>
3 - Networks and SI	Initiatives that are part of or build a national, local or international network	<i>Impact Hub</i> (Rio de Janeiro, São Paulo, Belo Horizonte, Recife, Florianópolis and Curitiba) - Co-working space for entrepreneurial activities, part of the international network Impact Hub.	<i>Creating an environment conducive to the work of young entrepreneurs</i>
		<i>Norte Comum</i> (Rio de Janeiro) - Shifts the cultural production to peripheral areas in the city of Rio de Janeiro. Created a local network that covers more than 10 neighborhoods.	<i>Overcoming the lack of cultural attractions in the poorest areas of the city</i>
4 - New consumption and production patterns, sustainable behaviors	New and conscious forms of production and consumption	<i>Movimento Roupas Livres</i> (Rio de Janeiro, São Paulo, Florianópolis, Recife, Salvador) - Large events to sell used clothes and teach the public to customize them.	<i>Changing unsustainable production and consumption patterns</i>
		<i>Coronaê</i> (Rio de Janeiro) - car-sharing system (app) operating in a public university in Rio de Janeiro.	<i>Improving mobility standards</i>
5 - Universities and SI	New ways to exchange knowledge at university	<i>Universidade das Quebradas</i> (Rio de Janeiro) - Promotes new interactions between academic and popular knowledge.	<i>Promoting interaction between academic and popular knowledge</i>
		<i>DESIS Lab</i> at University of Brazil (Rio de Janeiro, Belo Horizonte, Curitiba, Florianópolis and Porto Alegre) - member of an international network, Design for Social Innovation and Sustainability, composed of more than 40 labs in the universities.	<i>Promoting a sustainable and innovative future</i>

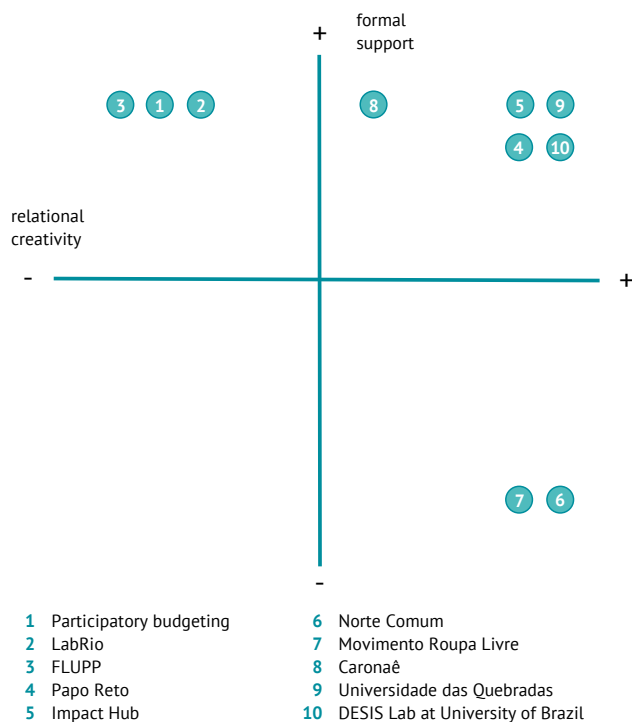
Aspects of social innovation in Brazil

Brazilian social innovation initiatives are not strictly related to income generation for low-income or poor groups, i.e. they go beyond what we know as entrepreneurship, based on the offering of new products or services. This indicates the need to maintain a broad focus when analyzing and supporting the emergence of new social innovations, even in a developing country.

Many social innovation initiatives rely on the use of ICT. These technologies prove to be useful for creating new communicative patterns in the city and promote new connections between slums and the outside areas (e.g. Papo Reto). As a result, not all of them spread in the form of networks, and when they do, this happens on a small scale, for instance connecting different initiatives in the same city (e.g. Norte Comum). In addition, international

networks have been influencing the emergence of social innovations in Brazil (e.g. Impact Hub and DESIS Network). Not all Brazilian innovations are easily replicable; they may be related to a local context and emerge due to a specific set of institutional stimuli (e.g. specific policies) which activate local resources in a unique way (e.g. FLUPP).

Initiatives may be largely based on interpersonal face-to-face relationships and encounters, i.e., the kind that occurs in small groups, on a small, local scale. An important aspect in social innovations in Brazil is the interpersonal relational issue [4], which allows groups to overcome individualism and renew the social fabric in large cities such as Rio de Janeiro.



Matrix placing social innovation initiatives in their relation to institutional support and interpersonal relational characteristics

MATRIX – INSTITUTIONAL SUPPORT X INTERPERSONAL RELATIONAL CHARACTERISTICS

Each social innovation initiative presented before can be classified on a matrix. The vertical axis indicates how far an initiative relies on interpersonal relational qualities and autonomous creativity to operate. The horizontal axis indicates to what degree the initiative relies on formal support, which includes support provided by the government, public policies, universities and international networks.

As suggested by the matrix, formal support encourages the emergence of social innovations, but initiatives are not limited to those that receive such support. Many initiatives rely exclusively on the autonomous creativity of individuals and interpersonal relational qualities, and still manage to emerge.

CONCLUSIONS

The analysis shows different types of social innovation initiatives in Brazil, with a special focus on the city of Rio de Janeiro.

Many initiatives are responses to the day-to-day social problems of people and groups and provide a means of accessing rights, goods and services. Others are organized by middle class representatives looking for new possibilities to improve their everyday lives in urban contexts. Therefore, such initiatives are an important vehicle for promoting social change processes [5] in Brazil, and have enormous potential to rebuild the social fabric, reduce inequality, and promote sustainable consumption and production patterns.

At the moment, Brazil does not have continuous policies requiring government agencies to support social innovation, but despite this, initiatives have always flourished. Universities and international networks are playing a role in these processes, but initiatives also grow based on diffused creativity, interpersonal relationships and the will to strive for a better quality of life.

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SOCIAL INNOVATION IN CHILE

In a country characterized by high economic growth but huge inequality, a diverse social innovation ecosystem has emerged, with the public sector playing a pioneering role in fostering social innovation.

Dmitri Domanski / Nicolás Monge-Iriarte

1. CHILE – A COUNTRY BETWEEN GROWTH AND INEQUALITY

According to the UNDP's Human Development Index, Chile is Latin America's most developed country. Together with Argentina (ranked seven positions below Chile) it is the region's only country with "very high human development" [1]. At the same time, the Chilean case shows that high economic growth and an increased commitment to social policy do not save a country from being socially and economically almost as unequal as decades before. One of the world's most growing economies is characterized by huge income inequality [2] as well as a tremendous quality gap between public and private services in such fundamental areas as education and health care. Furthermore, as a country whose economic growth depends to a significant degree on exploiting natural resources, especially copper, Chile has been facing severe environmental problems. In recent years, this has also led to social conflicts.

While common solutions have not been sufficient to meet the major challenges of the Chilean society, academic knowledge on social innovation in Chile is still very scarce [3]. The role of innovation in the Chilean economy became a subject of research not before the second half of 1990s. Since that time, the main focus has been made on the weakness of the Chilean economy in general and its companies in particular in terms of technological innovation. The central argument expressed by a range of academics has been dealing with the risk of the country's economy relying on natural resources due to a possible decreasing demand (as a consequence of technological progress) and the finite nature of some of them. Indeed, the Chilean path of economic development

has contrasted remarkably from that of most of developed countries. Low public and private investments in R&D as well as a small share of industrial goods on Chilean exports reveal that – although there are examples of successful innovation initiatives – technological innovations have not been the key to the country's economic success.

Hence, the most discussed question in this regard has been how innovations can be better promoted in Chile in order to enhance the economy's competitiveness (especially in the long term considering the dependence on natural resources). However, despite of a number of important contributions made on this topic, it seems that the debate has quite

stagnated. What is needed is a new discourse in the sense of what we call "the new innovation paradigm" [4] that is open towards society. This paradigm provides a comprehensive concept of innovation including the increasing role of social innovation in successfully addressing social, economic, political and environmental challenges.

While common solutions have not been sufficient to meet the major challenges of the Chilean society, academic knowledge on social innovation in Chile is still very scarce.

2. A DIVERSE SOCIAL INNOVATION ECOSYSTEM EMERGING

Like in many countries, the third sector has been the main pillar in development of social innovations in Chile for a long time. Some initiatives, e.g. TECHO or Socialab, have become well-known all over Latin America. There are numerous community-led social innovations and social entrepreneurship, some of them also analysed in SI-DRIVE's global mapping that have successfully introduced new social practices in areas, such as education, health care or

environment. In contrast, the role of the business sector in social innovation in Chile is not very clear. Generally, it is limited to Corporate Social Responsibility (CSR), and while human and financial resources have increased in this area, little is known about business companies' involvement in social innovations. Furthermore, regarding the controversial nature of the CSR concept, the question remains whether the private sector has really assumed its role as one of the players within the Chilean social innovation ecosystem. However, increasing application of the concept of Shared Value (which goes beyond CSR) through development of innovative solutions together with communities and other actors [5] indicates that there is a certain shift towards a more conscious role of business companies regarding social innovation.

In recent years, academia has become an important promoter of social innovation in Chile. Most activities can be found within the third mission, mainly in terms of University Social Responsibility, whereas social innovation activities in teaching and research remain scarce. In 2013, the Network for Social Innovation in Higher Education, NESIS Chile, was founded by universities from different parts of the country. Social innovation initiatives take place in an increasing number of universities. Some universities have already systematically addressed this topic through creation of programmes or even social innovation centres and labs. Their profiles differ a lot: while some focus more on introducing new social practices, such as innovative forms of co-operation, others support introduction of new technological solutions in order to create social value. Altogether, for Chilean universities the concept of social entrepreneurship plays a dominant role in the area of social innovation. Even more, social innovation is often understood as social entrepreneurship. One challenge for Chilean universities is to widen their concept of social

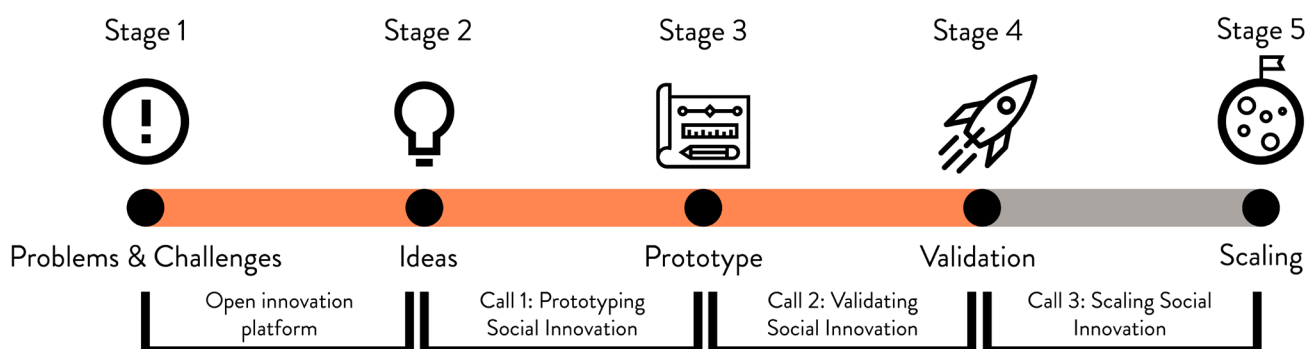
innovation which would go beyond entrepreneurship and technologies. Another challenge has to do with overcoming a top-down approach, which in Latin America is often referred to as *asistencialismo*. Usually, universities' commitment is driven by the ambition to improve the situation of their environment with its communities affected by inequality and other problems. As in many other parts of Latin America, Chilean universities tend to put their problem-solving capacity over the real necessities of the community. They not only deliver instead of co-creating, they also run the risk of missing the demands of the people. Therefore, there is a task of learning to empower communities rather than to make them passive recipients and to facilitate and to moderate processes of social innovation rather than to define and to dominate them.

3. THE PIONEERING ROLE OF THE PUBLIC SECTOR

While all societal sectors have gone through interesting learning processes, recently it has been the public sector probably evolving in the most remarkable way, with the Chilean Government adopting the concept of social innovation in order to face social and environmental problems. Proof of that is the emergence of initiatives, such as the contest Chile de Todos y Todas where non-profit organizations can get funding for their innovative projects (up to \$US 30.000), or the Laboratorio de Gobierno, a lab for public innovation.

In this context, the most important social innovation policy in Chile has been driven by the Chilean Economic Development Agency (CORFO). The Programme for Social Innovation started in 2015 and aims to foster the co-creation of social innovations, through co-financing projects which create new and better social practices. For the Chilean Government, social innovation is

For the Chilean Government, social innovation is not just about social entrepreneurship.



not just about social entrepreneurship; there are different ways to reach social innovation (public policies, academic projects, etc.). The programme includes five stages: (1) Definition of problems and challenges, (2) Ideation, (3) Prototyping, (4) Validation and (5) Scaling (see illustration).

In the first stage, social and/or environmental problems of a specific territory are identified with the participation of different local stakeholders. Then, challenges are defined (for example, increasing access to water). Stage 2 begins with the launch of a web platform, where innovators can upload their ideas to solve challenges and receive mentoring from experts in different fields. Likewise, workshops are conducted to improve the projects, understand if they fit with the programme objectives, and know how to apply to the next step. Stage 3 consists in a special call for organizations to co-create prototypes with local communities (in a period of 15 to 21 months). Each one of the selected initiatives gets a grant up to \$US 61.000, which represents 80 % of the total budget. Stage 4 is a national call to validate prototypes by offering a grant up to \$US 154.000 for each project. The last stage is under construction, but the plan is to support projects to scale up and deliver their solutions to multiple contexts.

CORFO's Programme for Social Innovation is a pioneering policy approach which seeks to shape and foster a new concept of facing societal challenges. The programme itself has been co-created and improved based on different sources of feedback. It has proved its relevance not only through funding and supporting initiatives, but also through creating and propping up social innovation ecosystems in order to develop new social practices.

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COLOMBIA: OVERCOMING A CONFLICTIVE PAST THROUGH COMMUNITY BASED SOCIAL INNOVATION

Colombia has an exciting history of transformation: homicide and poverty rates were reduced dramatically within 15 years. A part of this story is related to urban and social innovations, as well as their official support through policies, government agencies and public projects.

Nicolás Martín Bekier

A NEW COUNTRY

In the last couple of decades, Colombia has made great efforts to leave behind its troubled image from the 1980s and 1990s, when many considered it a near-failed state controlled by violent mafias. Since then, it has increasingly been known for more positive references, including its economic revival, famous singers, athletes, natural landscapes and biodiversity.

Poverty in Colombia has dropped from 53.7% in 2002 to 28% in 2016, and extreme poverty from 19.5% to 8.5% [1]. Most importantly, violence levels have shrunk dramatically from the days of Pablo Escobar and the peak of paramilitary and guerrilla groups' activities. In 1991, Colombia was widely known for its violence, where cities like Medellín had a horrific rate of 433 homicides per 100,000 inhabitants (6,810 homicides). Since the fall of the drug cartels, the paramilitary groups and the peace agreement with the Colombian Revolutionary Armed Forces (FARC) guerrilla, there has been a big reduction of violence levels, where in 2016 Medellín had 18.7 homicides per 100,000 inhabitants (more than a 20 fold reduction from past levels), while there were 15.8 in Bogotá [2]. Although levels are still high compared to Europe, they're lower than for many other main cities in Latin America, or the United States of America.

INNOVATING THE WAY TO PROSPERITY

In addition to economic growth, the path for improving life conditions and reducing poverty and extreme poverty is full of stories and policies fostering social innovation. For a

long time, the reduction of poverty was a national priority and triggered the creation of the "Social Prosperity Department" (DPS) which, without being a ministry, had several times the budget and size of many of them, as well as a seat in the Council of Ministers. Within DPS, a special area named National Agency for the Superation of Extreme Poverty (ANSPE) was created, which among others coordinated "Red Unidos", a national network of more than 10,000 'social co-managers' selected based on local leadership experience. Red Unidos was created with a capacity to directly partner with and monitor 1,5 million families in poverty conditions in order to provide preferential access to social services and conditioned subsidies, focused on overcoming poverty conditions and traps, based on a multi-dimensional poverty approach.

In the last couple of decades, Colombia has made great efforts to leave behind its troubled image from the 1980s and 1990s

Within ANSPE, there used to be a Center for Social Innovation (CIS). The CIS promoted constant activities to share best innovative practices from local communities, while mapping and disseminating social innovations identified to overcome extreme poverty. The CIS mapped several local social innovations, many of which influenced public policy in several ways.

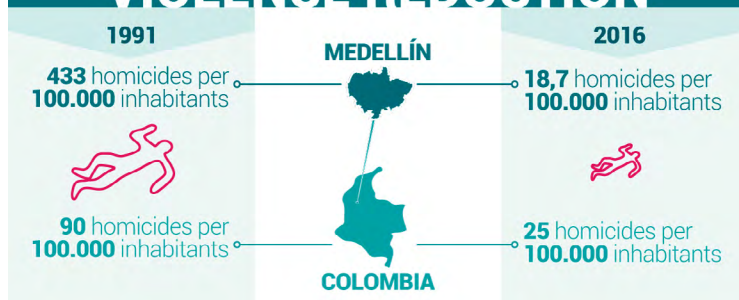
An example is the Agrosolidarity experience, a community based national network of rural agriculture families, that come together both to improve their life conditions and influence public policy for having fair conditions and

POVERTY REDUCTION

In 2002 5 of 10 persons **lived in poverty**,
and 2 of them in **extreme poverty**

In 2016 3 of 10 persons **lived in poverty**,
and 1 of them in **extreme poverty**

VIOLENCE REDUCTION



Reduction of poverty (2002-2016) and violence (1991-2016) in Colombia

sustainable agriculture practices. They do so relying on a decentralized structure with self-management and sustainability principles that integrate direct participation from peasant families in a multi-level aggregation model. This allows them to combine cooperative and circular economies with advocacy and citizen mobilization activities towards structural problems such as land ownership inequalities. In Colombia, land is highly concentrated: the rural Gini coefficient, which measures inequality, was 0.9 for 2016, i.e. 25 % of owners own more than 95 % of the land [3]. These topics are of such importance that within the six sections of the Colombian peace agreement signed on November 2016, the first two concerned land ownership and use, and local political participation and representation.

effect on children. For example, Escuela Nueva's Learning Circles, a case included in SI-DRIVE's global mapping, was created for forcefully displaced children who have trouble integrating in formal schooling systems. Based on student-centered principles that consider students as active participants and teachers as guides, they have used the infrastructure of community spaces for educational activities, while integrating formal education institutions, parents and social leaders. As with many other community based innovations, they have influenced public policy and adapted to respond to wider social challenges. For instance,

INNOVATING THE WAY TO PEACE

As reported by the Norwegian Centre for Conflict Resolution, the Colombian peace process with the FARC integrates multiple innovations that may be helpful for other peacebuilding efforts around the world. Many of the innovations integrated into the Colombian peace process come from previous lessons learnt during multiple unsuccessful negotiations during the 50 years of conflict with the FARC, as well as close cooperation with experienced international leaders who were also part of other peace processes [4].

In parallel, many community based innovations have emerged to respond to the humanitarian crisis prompted by the armed conflict which affected the main population, including an

SOCIAL CHALLENGES AND GOVERNMENT ABSENCE HAVE MOTIVATED THE CREATION OF COMMUNITY BASED SOCIAL INNOVATIONS



The creation of community based social innovations

Learning Circles have expanded beyond children that have been forcefully displaced to also integrate families from various contexts that face problems adapting to the school system.

THREE STEPS FORWARD, ONE STEP BACK

Despite the support of social innovation actions and policies to overcome poverty and violence, including those within the peace agreements, there are big concerns of their sustainability in the long term as well as recent setbacks. In 2016, for the first time in 14 years, poverty and extreme poverty levels grew, going from 27.8 to 28 %, and from 7.9 to 8.5 % respectively. During 2016 DPS had a 25 % budget cut, and ANSPE, including its Center for Social Innovation, closed and merged with the general DPS team. Also, the process for creating a national Social Innovation Policy halted. Furthermore, the social innovation teams in some of the government agencies have shrunk or disappeared.

Regarding the peace process, it lost political support after the plebiscite resulted in more than half of participating citizens rejecting the peace agreement. Although the agreement was adjusted, approved by congress and later formally signed, the implementation and many of its structural proposals have been threatened. Adding upon this, an increasingly polarized political climate, and the presidential elections of 2018 – with some candidates highly critical of the peace process – can affect its stability. Although the FARC has already handed in their weapons, the possibility of overturning some of the agreements by a next government can influence the creation of new violence and the continuation of structural inequalities.

COMMUNITY BASED SOCIAL INNOVATIONS AS A PATH FORWARD

In Colombia there are many territories in rural areas with high poverty levels, where the government has not been present, or has been very weak. In these contexts, people are

used to rely on each other for solving collective challenges, more than on government institutions and regulations. As documented by the Colombian cases reported in SI-DRIVE, many community based social innovations help to address the needs of basic rights, and influence the creation or adjustment of public policies.

At the same time, citizen movements combined with actions based in local communities had a big influence in special historical moments. The 'Septima Papeleta' movement organized by students mobilized more than 7 million persons to cast a symbolic vote that pushed for the creation of a new constitution in 1991. The 'No Mas Farc' street mobilization of 2008 was probably the most relevant political setback for the FARC, where more than 8 million people marched on the streets demanding them to stop armed violence, including kidnappings and other actions affecting citizens.

Community based social innovations will continue having a key role for building and maintaining the path for further prosperity and peaceful coexistence in Colombia's new historical chapter.

Currently, both government officials as well as peace activists of different political ideologies agree that the only hope for a continuation of bringing violence levels down and to avoid new surges of violence, depends on the capacity of citizen mobilization towards the protection of life as the most basic human right. As well as with other moments in history, the impact of these mobilizations depends on the capacity of citizens to organize and innovate through specific actions with enough power and momentum to create new political realities. It is to expect that community based social innovations will continue having a key role for building and maintaining the path for further prosperity and peaceful coexistence in Colombia's new historical chapter.

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SOCIAL INNOVATION IN QUÉBEC AND THE CO-CONSTRUCTION OF KNOWLEDGE

Based on the concept of co-construction of knowledge developed by the Center for Research on Social Innovations (CRISES), this text focuses on the mode of development applied in the Province of Québec (Canada). Part of an epistemological revolution, it asserts that collaborative research is a key for co-constructing social innovation.

Juan-Luis Klein

BACKGROUND: THE UPHEAVAL OF THE 1980S

The place which CRISES gives to the question of the co-construction of knowledge is very much defined by its initial mandate, or vision, of promoting links with and between actors. CRISES was created in 1986. In that year, the province of Quebec, like other industrialized societies, faced a profound economic and social crisis, the crisis of Fordism. This phenomenon consisted of the relocation of manufacturing production to areas that were more profitable. Throughout Quebec, and in particular in Montreal, this crisis resulted in plant closures, job losses, a significant increase in unemployment and poverty.

At the same time, civil society actors in local communities and neighbourhoods began experimenting with solutions to the problems caused by this crisis. Some of these solutions proved to be effective responses to devitalization and have been sustained over time. The experiments took place in organizations, in businesses and in local social milieus. When they were shown to be positive and began to spread, they became major social innovations that have contributed to changing public policy in several areas, among them support for business creation, community services, housing, affordable child care, labor market insertion and territorial development [1]. Organizations associated with social movements were then seen as promoters of collective actions that are oriented towards a more democratic model of development and rooted in civil society.

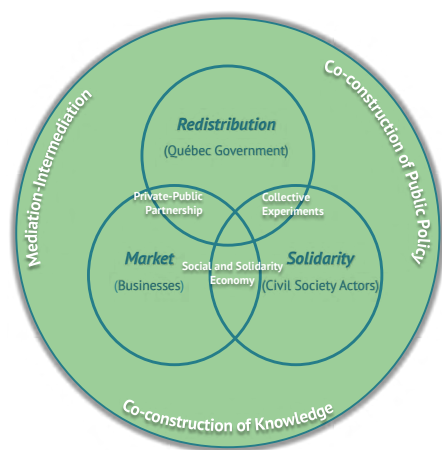
Therefore, research partnerships between innovative organizations and social science researchers were able to evolve in a fairly natural way. In that context, without abandoning the critique of capitalism, or the analysis of what was being destructed, CRISES focused on what was

emerging following the aforementioned social experiments and also was prefiguring a new mode of regulation [2]. This explains the choice of social innovation as an object of research, with regard to social transformation. It also explains why researchers opted to work with those innovative actors and to promote and possibly formalize their experiments.

For the researchers who embraced this line of thinking, this transformation of the role of collective actors meant a change of perspective. Their work preceding the Fordist crisis was focused more on social, economic and spatial inequalities in the context of capitalism. The social innovation approach, however, follows an actionalist perspective that focuses on social action and social movements. This switch responded to the great paradigmatic changes that swept the world at the time. The work carried out by the CRISES researchers together with the social actors formed part of this turning point insofar as they encouraged it, whereby they contributed to the implementation of various types of experiences, in particular regarding community development, financial tools enabling stakeholders to take an active part in the support and creation of jobs, and the structuring of a solid and recognized social economy sector [3].

THE CO-CONSTRUCTION OF KNOWLEDGE AND SOCIAL TRANSFORMATION

Partnership-based research is therefore a part of the genetic makeup of CRISES. For the Center, it is a key to the co-construction of knowledge and calls on research to be reflexive about problems, the solving of which requires a collaboration between the actors as well as autonomy and criticism. Reflexivity refers here to a process wherein researchers and practitioners in practice fields become aware that they are part



Social Innovation Oriented Québec Model Regenerated During the 80s

of the reality they are analyzing and for which they are in part responsible. Researchers are therefore not only observers. They are also actors because, through the knowledge they produce, they contribute to the definition of truth and the legitimacy of knowledge. As for autonomy and criticism, it concerns the ability of researchers and actors to envision new paths and new institutional frameworks for social transformation. It constitutes an epistemological opening that includes the will to question established knowledge, in order to promote social transformation.

The co-construction of knowledge corresponds to an epistemological vision. This vision makes it possible to produce knowledge that can be mobilized for action and that takes into account the normative and ideological foundations on which innovations are built. CRISES, given the experimental capacity provided by its links with innovative actors in the Quebec context, has become a component of a social innovation ecosystem in which various forms of participation, organization, financing and even democracy can take shape and which, when disseminated and institutionalized, constitute a milestone in a hybrid and composite model of governance combining social, public and private spheres. Moreover, it is thanks to this perspective that the interrelations between social actors, facilitated through the partnership-based research, enable CRISES to go beyond specific projects and to characterize the innovation system of the Quebec model.

In fact, a synthesis of the research conducted at CRISES to date, revealed the main characteristics of the social innovation system that was established in Quebec in the 1980s in response to the crisis of Fordism and which shaped the so-called Quebec model. These characteristics

are: 1) participative and shared governance, in terms of mediation and intermediation between political, community and private actors; 2) the co-construction of public policies, particularly in the areas of social services and territorial development; and 3) the implementation of a pluralist economy that is based on the social and solidarity economy and that coordinates the mechanisms and logics of the market, redistribution and solidarity [4].

THE CHALLENGE POSED BY THE END OF A CYCLE

The cycle of innovations that regenerated the Quebec model during the 1980s continued until the beginning of the 2000s. From then on, however, the actors' capacity of experimentation became increasingly constrained given the concomitant institutionalization of this renewal. Moreover, in 2003, and again in 2014, newly elected governments sought to change the governance of the Quebec model to align with the New Public Management approach, thereby calling into question the continued existence of several organizations and programs that had emerged during this process. In fact, as demonstrated by Lévesque [5], the new neoliberal government is fundamentally changing the governance of the Quebec province, a transformation that is less about privatizing public institutions than about imposing the governance methods of private business on them.

Thus, in the face of this new crisis, experimentation and innovation are yet again put onto the agenda, calling on civil society actors to become involved and exposing new problems and aspirations that prompt new experiences in local communities. It also calls for collaboration between researchers and actors as a means to forge new paths to change the existing order while preserving the main achievements [5]. This crisis should be taken as an opportunity by researchers and actors in practice fields to launch a new cycle of innovations oriented to the fight against poverty and exclusion, recognition of experiential knowledge, achieving gender equality, participation and the ecological transition [5].

We are convinced that alternatives exist, and that they must be explored and revealed. CRISES tries to contribute to the construction of a cognitive framework that makes these alternatives visible and viable.

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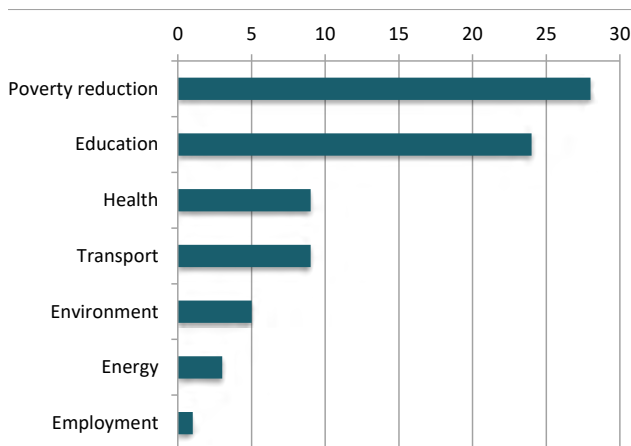
SOCIAL INNOVATION IN AFRICA: HUGE DIVERSITY BUT COMMON THEMES

HOW SOCIAL INNOVATION SUPPORTS AFRICAN COUNTRIES BUT COULD BE BETTER FOCUSED

Social innovation in Africa is making significant contributions to alleviating poverty and supporting sustainable development, but is doing so in a lopsided manner. Although it is a difficult balancing act, there is generally too little focus on the economy and employment as well as on the need to engage with and influence institutional and political structures that are key to long-term success.

Jeremy Millard

The main social innovation focus in Africa is on alleviating poverty, marginalisation and exclusion, whilst also ensuring that progress is sustainable in both environmental and socio-economic terms. All aspects of development are in prime focus except employment and jobs, both of which are essential for medium- to long-term prosperity and thus also for societal stability, tackling migration, and providing resources for welfare.



Policy fields addressed by social innovations in Africa (n=79)

The figure also shows that many social innovations in Africa are supporting education as an important element of a thriving economy, as are health and transport, whilst some environmental and energy issues are also being tackled. Poverty reduction, education and healthcare are very common social innovations in other global regions as well, but employment is equally important elsewhere and the environment similarly receives more support from

social innovators than in Africa. It is clear that tackling the most immediate issues facing Africa is indeed being supported by social innovation, but that longer-term issues are receiving less attention. [1]

CIVIL ACTORS PREDOMINATE BUT FIND IT DIFFICULT TO WORK WITH OTHERS, ESPECIALLY THE PUBLIC SECTOR

As in other global regions, social innovations in Africa see important contributions from actors from across the public, private and civil sectors. However in Africa, the public sector is less active than elsewhere (29 % compared to 33 %), and civil society actors much more (40 % compared to 35 %). In North Africa, this imbalance is more acute with even less involvement of public actors (19 %) and more civil organisations (44 %). In contrast, the involvement of private companies is much greater in North Africa (37 %) than in Sub-Saharan Africa (27 %) as well as in other global regions (32 %).

The qualitative evidence from SI-DRIVE also demonstrates that the key role of civil actors in Africa is even more pronounced than elsewhere, as well as showing that they tend to act more on their own, and especially without strong support and involvement from public actors. This evidence also corroborates the contrasts within the continent, with both civil and private sector actors tending to dominate social innovations in North Africa with relatively weak public involvement. Clearly, the underlying cultural, social and political characteristics of these two large sub-regions within Africa are directly reflected in their approaches to development and, in particular, to social innovation.

The key role of civil actors in Africa is even more pronounced than elsewhere, as well as showing that they tend to act more on their own, and especially without strong support and involvement from public actors.

It can be concluded that most social innovations in Africa are bottom-up and focus on empowering the target group, especially women and disadvantaged groups, as well as developing human resources and knowledge. The evidence also shows that networks and relationships to individuals and groups are by far the most important drivers of social innovation in Africa, and also underlines the generally unsympathetic or unaware public sector, although as noted there are very large variations.

RECENT TRENDS POINT TO IMPROVEMENTS IN CONFIGURING SOCIAL INNOVATION

Although it is difficult to generalise, social innovations in Africa often start informally and some remain so. However, there is an increasing tendency for closer cooperation between civil society and both the private and public sectors through more formalised arrangements. This is shown by international donors and investors who increasingly look to civil society to undertake development work through social innovation, but also typically insist that such partnerships are active. As in many global regions, funding is often the biggest barrier to social innovation in Africa, but also the lack of political support and understanding, as well as the lack of appropriate personnel and knowledge.

Other sources further show that social innovation actors in Africa are starting to look more long term and focus increasingly on the economy, infrastructure, energy and the environment, as challenges that are often even more challenging in Africa than elsewhere. For example, the lack of access to reliable electricity for tackling poverty and economic growth is spurring solutions requiring a multi-pronged approach [2]. This includes the need for Africa, on the one hand, to focus on technological innovation and technology leapfrogging, for example by taking advantage of the rapidly declining price of solar energy, increased battery capacity and the proliferation of mobile phones. On the other hand, it is also imperative to understand that solutions are mainly not

technological but more related to institutional capacity and local politics, especially the control of energy infrastructures.

Thus, it is important to focus not just on technological innovations but also on financial leap-frogging and empowerment at the lowest economic rung of a country. This also implies that the regulatory and political climate must simultaneously constitute an ecosystem of empowerment of opportunity, income and wealth, for example through innovative consumer finance techniques, and creative for-profit business models.

LOOKING EVEN FURTHER FORWARD

The backdrop to the future of social innovation in Africa is rapid population growth that, although is now reducing quite significantly, remains a challenge. Linked to this is the rapid urbanisation as Africans move increasingly from villages to towns and cities where the population is rising even faster due to better medical and other facilities in these areas. Another significant ongoing trend, which social innovation needs to address, is increasing inequality in all African countries, despite the overall significant reduction in absolute poverty over the past twenty years. This is a global phenomenon but is particularly acute in Africa, and although significant development gains have been made that reduce demographic growth, continuing sustainable development is not yet assured and might easily be set back.

It is clear that Africa can benefit more than perhaps any other global region from the purpose, sense of direction and targets specified in the United Nation's Sustainable Development Goals (SDGs) for 2016 to 2030 (see article 'How Social Innovation Underpins Sustainable Development'). The SDGs cover all aspects of development, as well as having the huge advantage, unlike earlier development frameworks, of attracting support from all types of actors, and prioritising mutual support and learning between countries, South-South, North-South as well as North-North. They also have the advantage for the first time of focusing on institutional capacity and development as a key enabler of delivering the targets, as well as recognising that all actors, especially civil society and the private sector, alongside governments and public administrations, have a very important and increasing role to play. Social and inclusive innovations are a critical part of this recognition.

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PATTERNS OF SOCIAL INNOVATIONS IN THE MIDDLE EAST & NORTHERN AFRICA

The financial economic crisis in 2008, followed by the Arab Spring in 2011, proved how deeply rooted the challenges in the region are. No rapid solutions but a steady transformation toward Sustainable Development is needed. Achieving this, better understanding and empowerment of social innovations in Arab States are crucial in order to speed up this transition.

Mohamed A. Wageih / Maha Ashraf Attia / Abdel Hamid Zoheiry

In 2013, the OECD stated that extreme poverty afflicts fragile states. There are three causes of illegal migration: economic (i.e. unemployment), socio-political (i.e. inequity, insecurity), ecologic (i.e. natural disasters). Such factors are correlated to Sustainable Development (SD) and transforming communities to be more resilient.

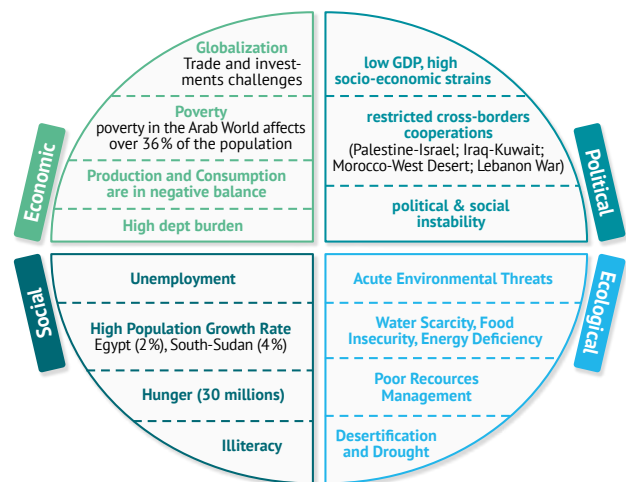
The economic marginalization and socioeconomic disparities in the Middle East and Northern Africa (MENA) were the main reasons for the 2011 uprisings. As a result, illegal immigrants risked the attempt to cross the Mediterranean Sea toward Europe, looking for safety and a better life. In fragile States, improvements could be achieved via engagement of both the national priorities (top-down) and smart social innovation (SI) practices led by the public (bottom-up).

SI GOVERNANCE STRUCTURES IN ARAB STATES (TOP-DOWN):

According to the UN Economic & Social Commission for West Asia [1], MENA states are facing serious challenges affecting transition toward SD.

Currently, the UN-2030 Agenda and its 17 goals represent a reference for Arab States' policies. The League of Arab States assists governments in advancing the cross-board development, whilst the Council of Arab Ministers develops a regional SD framework and monitors SD implementation. While national SD initiatives by ministries dispersedly exist, participation of private sector and civil society has recently increased significantly [2].

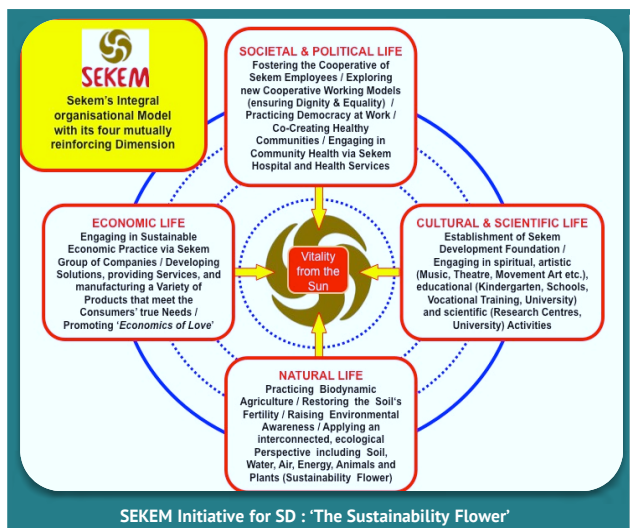
In 2016, many Arab States launched their Vision 2030 for SD. Though there have been significant multiplications in SI initiatives and empowerment of the communities' role after the revolutions, there were no definite national SI-policies facing critical societal challenges. Thus, SI is not explicitly enforced in the ambitious national strategies at the macro level.



Challenges affecting SD implementation in Arab World

SI PRACTICES (BOTTOM-UP)

SI practices for SD can address many of those challenges leading to political stability and related transition towards green economy. In Egypt, for instance, there are various societal challenges (i.e. population growth, extreme poverty, food insecurity) that need innovative solutions [3]. State and non-state SI practices shared common objectives including employing/empowering youth and women, disabled and



Case Study: SEKEM Initiative

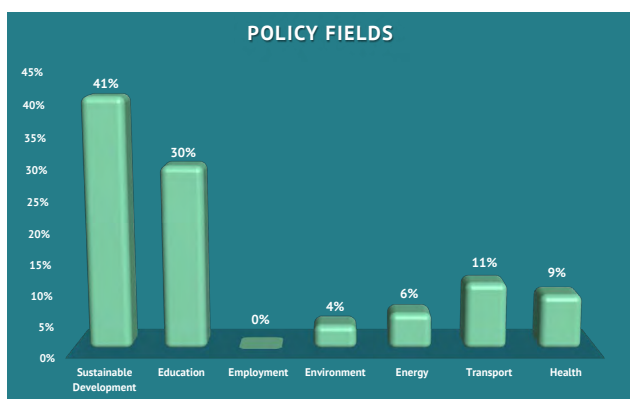
SEKEM was founded in 1977, with the aim of enriching the sustainable human development. Its vision is sustainable development (SD) towards a future where every human being can unfold his or her individual potential; where mankind is living together in social forms reflecting human dignity; and where all economic activity is conducted in accordance with ecological and ethical principles. SEKEM's mission is the development of the individual, society and environment throughout a holistic concept integrating economic, societal life, cultural life and ecology. SEKEM's model for sustainable development integrates different spheres of life to a holistic whole where all parts are at the same time independent and interconnected.

SEKEM Initiative for SD "The Sustainability Flower"

other marginalized groups especially in rural/slum areas, as well as providing them with proper education and services to improve their quality of life. By providing a package of services to beneficiaries, initiatives like SEKEM are built on multi-dimensional practices. [4]

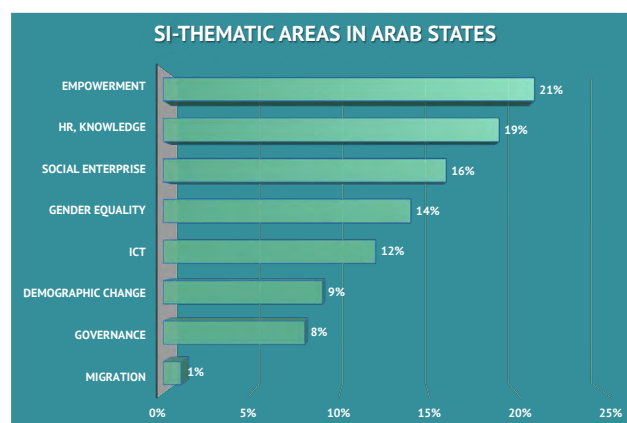
ASSESSING SI PRACTICE FIELDS IN MENA

After two rounds of SI-DRIVE mapping in MENA [5], the results show a predominate interest towards Poverty Reduction and SD as well as Education. Considering unemployment as the main cause of poverty, it can be noticed that it could effectively be solved via SI that provides more jobs. Interestingly, however, employment was not represented. The MENA region is still open for SI practices and promising opportunities are present. After 2011, SI initiatives have emerged tackling unemployment (i.e. with a focus on social entrepreneurship). Consequently, foreign organizations invested millions to fight poverty via employment. Such initiatives are still in the development phase so it is still too early to measure their impacts. While women in MENA are facing many socio-economic



Mapped SI Cases per Policy Field in Arab States

and cultural obstacles (illiteracy, unemployment, cultural restrictions, early marriage, etc.), there is a fairly balanced gender ratio of SI case-founders. Why has this been the case? As SI is a bottom-up approach more often, SI initiatives are, in essence, concerned mainly to tackle immediate needs of the people, whilst tending to ignore the wider societal structures which have caused these social needs. Statistics [5] indicate that MENA women are active and play a significant role in community development. Thus, SI initiatives for gender equity, women empowerment, support of early education for young girls and women's rights in work environments (i.e. wages, sexual harassment, working hours, etc.) are needed to be openly advanced at all levels. Governments and media need to be involved in this process.



Themes of mapped SI practices in MENA

COMMON SI THEMES FOR SD

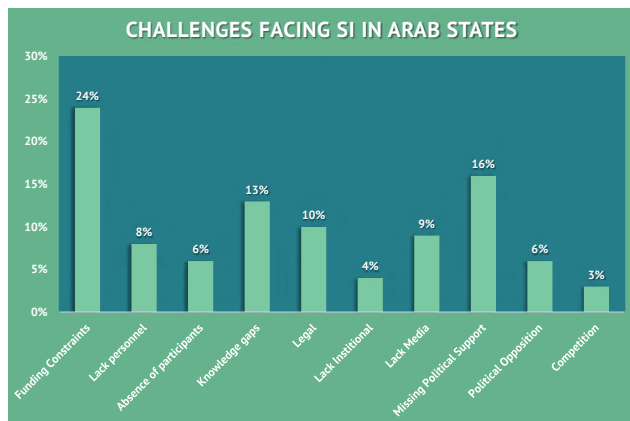
The analysis of data (see figure 'SI-Thematic Areas in Arab States') shows that 'Empowerment', and knowledge development are the most common themes, aligned with a user-centered philosophy of SI directly engaging beneficiaries and with the benefit of income generation.

Conversely, migration received least attention which could be due to the more social nature of these areas. For governance, limited practices can be seen as well. This might be due to the influence of the central state or the federal structure in MENA countries. [5]

BARRIERS TO SI PRACTICES

The overriding barrier [5], as expected, but not to a far extent, was funding challenges. We underline that there is a distinction even among Arab countries where initiatives in the Gulf States might suffer less from 'funding shortages'. On another note, limited political support and political opposition are highly interlinked, each of which are clearly more likely to affect poverty as the implementation of policies and initiatives might not be enforced at a large scale. Combining both makes them the second main challenge. That draws attention to the importance of governmental (top-down) support in the MENA region.

Also, the knowledge gap is another important challenge. Once again, it is interlinked with a lack of educated and trained persons. This indicates the importance of education to achieve inclusive economic growth and prosperity as diminishing technology/knowledge gaps is highly dependent on skilled personnel.



Challenges facing SI practices in MENA

In contrast, competition is not as evident in the Arab region as it might be in developed economies. This is not a surprise as the presence of massive challenges leads to a high need for more SI practices with limited competition, except for external funds and aids.

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ROOTS BEYOND SI PRACTICES IN ARAB WORLD

The analysis of motivations for social innovative solutions [5] shows that most individual cases have more than only one motive. It is clear that local social demands and societal challenges are considered as beneficiary-centered drivers and that they are clearly the most common motive, whilst inventions and new technologies as drivers are still relevant but less likely. This is again in line with the user-centered SI philosophy of directly engaging the beneficiaries, compared to more traditional and technology-driven innovations. As for barriers, policy incentives have limited impact on driving SI. The gap between governments and domestic SI practices can be recognized. Such a crack leads to a limited impact of SI practices in the Arab world and an absence of an effective social movement.

SI for SD is an effective tool
that may solve challenges and
achieve national prosperity.

WALKING TOWARD THE FUTURE IN MENA

Since the 2011 revolutions, Arab people have high expectations and hopes. SI for SD is an effective tool that may solve challenges and achieve national prosperity, but with a clear commitment of all actors. In MENA, such an interlink between SI and SD needs to be realized more with the aim of finding solutions to the root causes, rather than just the symptoms. Cross-border cooperation is essential for sharing resources and transferring good practices, aiming at saving time, effort, and finances. Cooperation along with investments in social, economic or environmental (the SD dimensions) areas would alleviate critical challenges that need immediate interventions and which would then pave the way for solving other issues consequently. Domestic SI initiatives need to start from within the local communities. They need to reflect on policies that would ensure commitment of the people who would realize the importance of the undertaken actions, leading to more ownership of initiatives in these communities. When integrated within an ecosystem, there would be supportive actions to engage in international efforts, overcoming challenges that have a common denominator with other countries.

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HOW TO GROW SOCIAL INNOVATION IN SOUTH AFRICA

“Necessity is the mother of invention, and in Africa it has been the mother of innovation.” [1] With the growth of the sector in South Africa this also holds true for social innovation. As the number of social innovations rise, an ecosystem has grown up around them, placing universities as key role players in their support.

Bev Meldrum / François Bonnici

Sitting at the bottom of the African continent, South Africa has the third largest economy, and is its most developed country. Seen as the favoured destination for investment, and repeatedly receiving the largest amount of start-up funding on the continent, it has been a focus for social innovation in sub-Saharan Africa.

However, it also faces the ‘triple challenge’ of poverty, inequality and unemployment. With one of the highest rates of unemployment (25 %) and as one of the most unequal countries – with the wealthiest four percent of households receiving 32 % of total income, while over half of South Africans is living below national poverty line, and more than 10 % live in extreme poverty. [2]

This tension between a favourable innovation climate and extreme social challenges creates an environment where many of the opportunities for innovation have an implicit social impact.

GROWTH OF SOCIAL INNOVATION IN SOUTH AFRICA

With an increasing recognition of the emergence of social innovation in South Africa in recent years, an ecosystem and support structures have grown. Universities, civil society and private sector foundations have led the way in delivering support to social innovators, with government showing considerable interest in different regions of the country. Incubators and social innovation competitions have been launched which have achieved considerable success. What has yet to happen for a consolidated strategy to be developed is to support the growth of social innovation in the country.

Similar to most countries, social innovation has been happening for decades before a label or directed support was provided. From grassroot movements to technology

start-ups, citizens have been empowering themselves and exploring new methods, tools, models and ways of organizing to accelerate social progress. Much of this work happened without much recognition or understanding of the terms social innovation or social entrepreneurship.

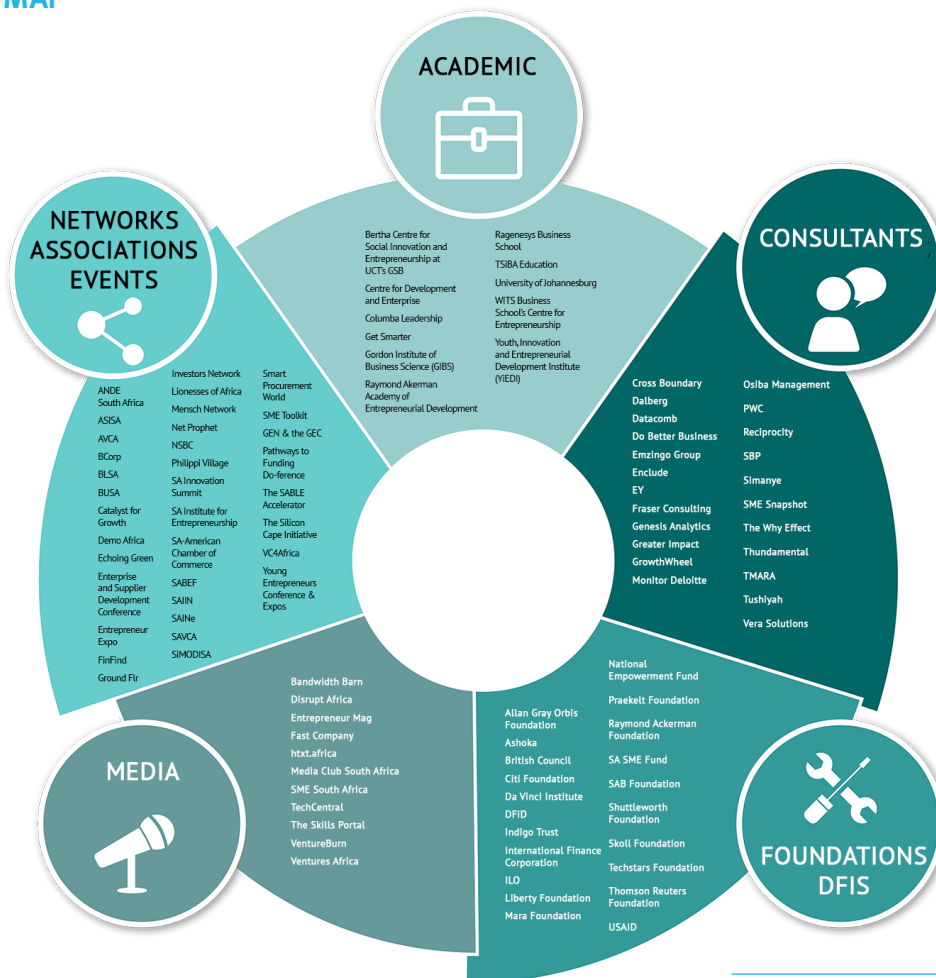
This tension between a favourable innovation climate and extreme social challenges creates an environment where many of the opportunities for innovation have an implicit social impact.

Ashoka pioneered the early recognition and understanding of social entrepreneurship in South Africa. Early networks, such as the African Social Entrepreneurs Network also started to organize events and advocate for social entrepreneurs. Funders such as UnLtd (now LifeCo UnLtd South Africa) launched in South Africa and invested in what are now some of our most successful social enterprises.

Two university centres were pivotal in bringing legitimacy and recognition to the people and the innovations in this emerging field: the Network of Social Entrepreneurs at the University of Pretoria Gordon Institute of Business Science, and the establishment of the Bertha Centre for Social Innovation and Entrepreneurship at the University of Cape Town Graduate School of Business.

The majority of support for social innovation that has grown up is focused on South Africa’s two major cities – Cape Town and Johannesburg. Some activity has begun to expand to other towns across the country. However, expanding the support for social innovators across the country remains a real challenge as the size of South Africa is 1.22 million km².

SOUTH AFRICA'S ENTREPRENEURIAL ECOSYSTEM MAP



Map of South Africa's entrepreneurial ecosystem (Image courtesy of Aspen Network of Development Entrepreneurs (2017))

FOCAL AREAS FOR SOCIAL INNOVATION

There has been a growing interest from impact investors in social innovations. As more investors have entered the space, there has been some frustration as the limited number of social innovations that have reached a mature level and are ready for investment has yet to match the growing number of investors. But impact investing is not the only financial tool being developed for social innovation. Work is being done by the Bertha Centre on developing blended finance options, looking at peer to peer lending and supporting the growth of the crowd-funding sector in the country. In July 2017, South Africa's first social impact bonds were launched with the provincial departments of health and social development. The bonds focus on Early Childhood Development interventions and include funding for home and community based services for young children.

With government health services being underresourced and oversubscribed, the area of social innovation in health remains a real opportunity for development. With the

support of government, innovations in the health sector are beginning to take ground. The last couple of years have seen the introduction of MomConnect, a USSD text service for pregnant women through every stage of their pregnancy, and partnerships with Kheth'Impilo, which introduces innovations around HIV/AIDS and tuberculosis into governmental health services across the country. In 2015, one of the largest government hospitals in South Africa, Groote Schuur, introduced social innovation competitions for its staff in order to raise the profile and increase the impact of innovations that are happening on the ground. Finally, the Bertha Centre led a consortium of partners with the World Health Organization to research social innovation in health, not just in South Africa but also in other emerging economies. [3]

Innovation in the tech sector is well established in South Africa. It has the fourth most developed growing mobile communication market in the world, internet penetration is at 52 % and 37 % of the population have access to smartphones. It is no surprise then that social innovation

in the technology sector is growing. Technology-driven social innovations make up the majority of applicants for incubators and competitions. More to that, some programmes, such as Barclay's accelerator Think Rise, RLabs and Tech Lab Africa, are focusing solely on supporting technology solutions.

Education is a key area of concern in South Africa. Low performing schools, a lack of resources and a high drop-out rate before the end of high school are some of the issues the country is facing. From organizations that provide school principals with corporate mentors, to those which provide learning opportunities outside of school hours, these interventions remain on the periphery of the schools' strategy and significant change in the education system has yet to happen.

FUTURE OF SOCIAL INNOVATION IN SOUTH AFRICA

Addressing the social challenges that South Africa faces depends on the success of social innovation so that it becomes vital that the energy and resources invested in it continue to grow. Mills Soko, the Director of the Graduate School of Business, described it as such:

“When it comes to the development challenges facing this continent, we don’t need bright glares or dazzling innovations – we need slow burning and sustainable fires that bring about systemic change.” [4]

A strategic approach to developing support for social innovation that involves government at national, provincial and local level, as well as companies, NGOs and universities could well be the next step that is needed. Ultimately, social innovation in South Africa needs to be about empowering people to develop their own solutions, whether they are citizens, public servants or professionals in civil society or the private sector. Institutions can support this journey, but need to put the citizens and their needs at the centre.

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ON THE ROLE OF SOCIAL INNOVATION IN THE GULF COOPERATION COUNCIL COUNTRIES

This article examines the role of social innovation in the Gulf Cooperation Council countries. Tracking its evolution from the early stages of Bedouin culture and invention by necessity through the issues of a nature-based economy and eroding traditional knowledge, it underlines its key importance in future reforms.

Ingrid Andersson / Thomas Andersson

INTRODUCTION

Appreciating exchange rates, bloated government and weak incentives for competence development, entrepreneurship and innovation, are typically viewed as mechanisms for natural-resource wealth acting as a curse, rather than a source of benefits [1]. The Gulf Cooperation Council (GCC) countries (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates) to some extent suffer from these problems, but still displayed high economic growth in recent decades. Special conditions, reflecting their harsh natural environment and particular history, are of high relevance to their development path. In this article, we examine the origins and role of social innovation in these countries, including with respect to future reforms and long-term prosperity.

UNIQUE ROOTS FOR SOCIAL INNOVATION

Over the millennia, nomadic Bedouin life became interwoven with the camel and unique capacity for survival in the desert, escaping the influence of invaders along with laws and regulation of civilization as usual. The result was the rise of governance principles and traditions based on reciprocity, which incorporated remarkable loyalty among the kinship but also hospitality to strangers among its salient features.

The provision of “charity”, i.e. support for the less fortunate, further represents a deep-rooted cultural tradition across much of the Middle East. On the other hand, poverty and misfortune is associated with cultural stigma, growing out of an equally deep-rooted belief in the power of fate. This in turn brings “shame” for those affected, while making

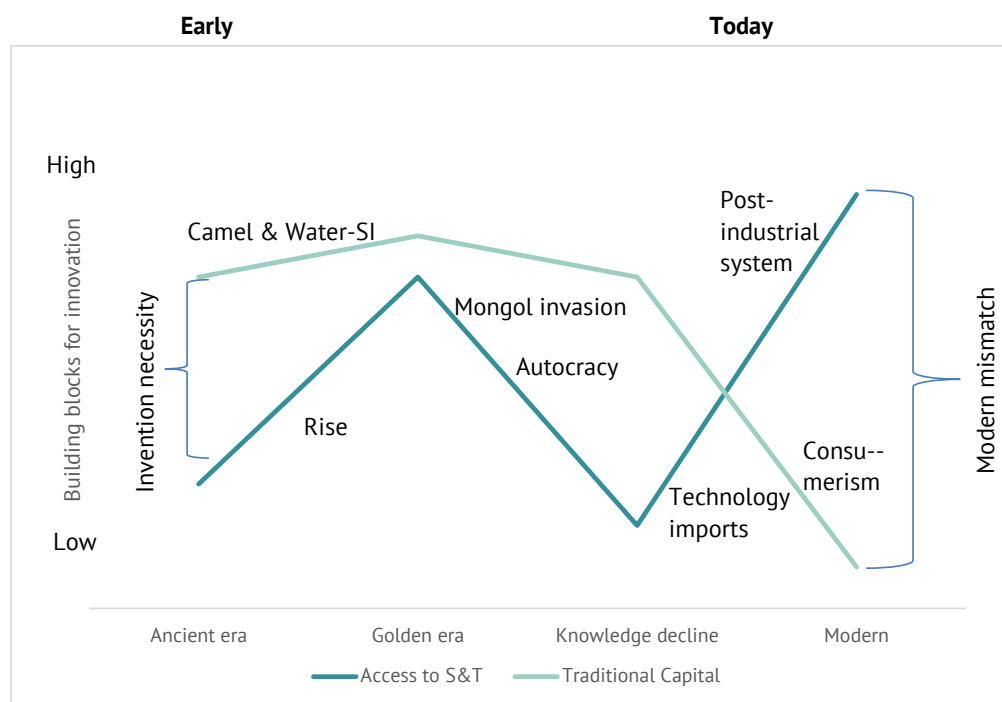
those who are healthy confident their luck is there to stay, until they deserve otherwise.

The need of managing their most pressing environmental issues further spurred invention. Water is a case in point. The qanat (canal) management system, found in Yemen, but present in related forms through large parts of North Africa and South Asia, was key to the organisation and survival of local communities. A special variant, the Omani falaj, developed sophisticated methods for how to divide the rights and usage of water in an equitable and efficient manner during cycles of varying availability [2]. In effect, its widespread diffusion and usage fed the capability of its people and institutions to compromise and achieve consensus.

While 3/4 of the 4000 known falaj were still in use at the start of the millennium, by today most have fallen into disuse. Technical knowledge needed to manage and maintain the falaj resides with the older generation and is gradually disappearing. As traditional water management has given way to irrigation, agriculture's share of Oman's water consumption swelled to approximately 90 percent. Overuse of aquifers blends with loss of biomass, erosion and desertification. With natural water resources disappearing, to secure water supplies, the GCC countries invest massively in costly and energy-intensive desalination facilities.

A HOST OF CONTEMPORARY CHALLENGES

Although being the cradle of science a millennium ago, following the Mongol invasions in the 13th century and the



Phases of relevance for social innovation

subsequent influence of Ottoman Sultans, Indian Mughals and other authoritarian rulers, the Middle East suffered the retreat of critical thought, along with general engineering and innovation capabilities [3]. As technology imports and oil exploitation took off, the GCC countries gradually developed features of post-industrialised societies. Still today, however, their high investment in infrastructure, construction, education and the social sector remains dependent on natural resource rents. Their governance model has each public service leaning towards micro-management and turf-mentality. Citizens are offered land allocations, subsidised utilities and consumerism, based on a vision of the state as a “father”, expected to deliver to its “children”.

Stakeholder influence, including by extended families and tribes, meanwhile, remains strong. The term “wasta” indicates the significance of relations, rather than competence, in deciding who gets a job or is promoted. Girls outperform boys in most lines of education but women meet with special barriers in the work place. The overly young population

The key role taking shape for social innovations is less about attention to misfortune, but rather to instill a mindset that is conducive to behavioural change more broadly, i.e. openness to new solutions in response to outstanding issues.

(average age of 21-24 years) has rapidly gone wired and hooked on to consumerism. In standardized operations, costs are kept low by the arrival of low-wage immigrants, which account for some 90 percent of the population in Qatar and the UAE, while the share is about half in Oman and 30 per cent in Saudi Arabia.

A tension between old and new attained center stage with the Arab spring, from 2011 onward. Aspiring young generations articulated new demands using digital communication tools, for better jobs and a say in their future [4]. Several entrenched governments tumbled in Northern Africa and the Middle East, and in some civil war rages to this day. With the exception of Bahrain, the GCC countries tried to cushion the impact through handing out more favors and/or more press freedom and room for own-initiative by citizens.

EVOLVING ROLE OF SOCIAL INNOVATION

The importance of diversifying the economy is critical to the GCC, even more so following the recent oil price decline. Innovation, entrepreneurship and enterprise start-ups are pushed for to broaden the economic base and to generate new high-value added jobs. This includes the introduction of “Smart city” tools and dynamics, e.g., Masdar in Abu Dhabi and Lusail City in Doha, or the “healthy communities” initiative in Oman.

In the social sphere, several institutional initiatives have set out to counter the fast rise of non-communicable disease (NCDs). Kuwait’s Dasman Institute embraces a comprehensive strategy to counter diabetes. Screening of the Emirati

population by HAAD (Health Authority Abu Dhabi), uses individualised health insurance cards that feed into personalised web portals equipped with interactive services aimed to stimulate prevention and personalised health management.

Still, mainstream policy perpetuates “business-as-usual” consumption, production, education, trade, and investment practices [5]. A combination of traditional values and heavy bureaucracy keeps restraining “bottom-up” initiative, and efforts that aim at “no-profit” and “social good” meet with suspicion by the authorities. Following the Arab spring, however, mechanisms were introduced to register NGOs, which, in addition, became eligible for public support. This opened the door for institutionalisation of previously informal initiatives. The change has been most noticeable in health and social services, to some degree in education, and to a lesser degree with regard to the environment. Examples include movements to spread awareness of health disorders such as diabetes and cancer, or assist those with certain handicaps, such as autism. Some aim to counter drug abuse, or providing special assistance to children with learning difficulties. A network of women entrepreneurs in Saudi Arabia started a movement for organising relevant training.

Some such initiatives meet with slow progress, as in the case of efforts for Saudi women to be entitled to a driving license, or to participate in sports. Attempts in the environmental field, targeting, e.g., tree planting, eco-food or recycling of used products, are stymied by poor awareness among policymakers as well as the general public. As schemes remain absent for recycling, even the collection of hazardous waste such as batteries, all kinds of waste keep going to landfills throughout the GCC. Meanwhile, traditional sustainable practices, and associated forms of social organisation, are on the course of perishing.

CONCLUSIONS

Social innovation in the Middle East is not new, but once made up the gist for managing a harsh climate and complex social relations. After an early “golden era” in science and technology retreated during the realms of autocratic governance, technology imports and oil exploitation have been accompanied by high growth, but also dependency on natural resource rents and an inflated public sector. Policy frameworks are typically “top-down” while also fragmented across government “pipes”.

As a consequence, a mismatch has taken hold between a post-industrial economy marked by high ICT penetration and the retreat of traditional capital reduced by consumerism, as illustrated in Figure 1. The key role taking shape for social innovations is less about attention to misfortune, but rather to instill a mindset that is conducive to behavioural change more broadly, i.e. openness to new solutions in response to outstanding issues. This implies greater effort in education, the work place and the market place, as well as prevention of health disorders and accidents, and more responsible energy, water and transport decisions. Weakening of natural resource earnings must now be met by more comprehensive policy reforms, with focus on accepting and inspiring citizen engagement on matters of key importance for future prosperity.

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SOCIAL INNOVATION IN CHINA: THE IDEAL, MODEL AND POLICIES

Social innovation has been a popular idea in China since 2000. The exploration of “social management innovation” is a powerful driving force of innovation in the public sector, and in the private sphere, activities relating to social entrepreneurship yet generate many innovative initiatives.

Ka Lin

SPREADING THE IDEAL OF SOCIAL INNOVATION

Following the fast-paced economic growth that led to new types of development over the last three decades, China shifted its strategy of industrialization from one focusing on labor-intensive industry and investment-based production in the early days of economic reform, to one focusing on innovation-oriented growth in the late 1990s. As an example of the state’s regulation on technological innovation that took place in 1995, the government publication “Decision on Accelerating the Progress of Science and Technology” placed great emphasis on technological innovation and managerial

China shifted its strategy of industrialization from one focusing on labor-intensive industry and investment-based production in the early days of economic reform, to one focusing on innovation-oriented growth in the late 1990s.

innovation. This policy also highlighted the need for social innovation in both the business and social sectors. In the social sector, innovative actions were generated mainly in two policy areas after the mid-2000s; one was social management at the local and community level, and the other was in the service area. The state also encouraged a strategy of mass entrepreneurship and innovation in the business sector to cope with the challenge of decreased economic growth rates in the so-called “new normal” era, which advocated the adoption of innovation-driven development as a national strategy. It also emphasized the significance of the notion of social innovation as a guideline for national development. Innovative actions in the social

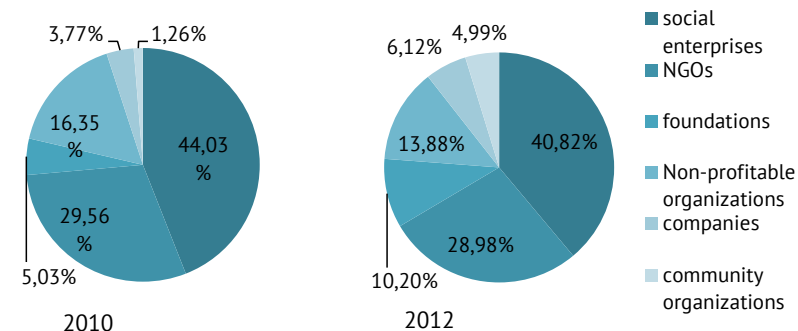
sphere took place mainly in two thematic areas: social management at the local and community level, and in the service area. Established on the ground of these developments, we present an overview of social innovation practices in China.

SOCIAL INNOVATION IN THE PUBLIC SECTOR

In the public sector, the reforms in the state’s administration system led to a reshaping of innovative practices by strengthening the coordination among social actors

and enhancing public participation in social governance. In this process, various forms of collaborative bodies were created as resources for innovation activities through the interaction among the social agents. For instance, in Hangzhou city, which was rated among the top five Chinese cities with regards to living standards, happiness and livability in 2015 and 2016, the interaction between the public and private institutions/organizations were promoted, which not only boosted the morale and encouraged the social harmony but also stimulated innovative practices and provided

new ways of social administration. These collaborative bodies extended new areas of exploration for public goodness and also pioneered different experiments to reform the structure of public administration. These experiments led to different models of social management, such as the Shenyang model, Wuhan model, Nanjing model, Shenzhen model and Shanghai model. The Shenyang model features free elections for community leaders with an increased degree of autonomy. The Nanjing is characterized by empowering the local residential committees. The Yantian model of Shenzhen city focuses on the separation of the residential communities and government agencies on a local level. The Shanghai model supports the roles



Social Innovation Projects [1]

of local offices to expose new frontlines of social administration for the enhancement and the effectiveness of the system. Due to their unique characteristics, each of these models can compete with and boost each other to raise the social and administrative value of these innovations.

SOCIAL INNOVATION IN THE PRIVATE SECTOR

With regard to social innovation in the workplace, the notion of corporate social responsibility (CSR) has been promoted and practiced by many companies. Since the mid 2000s, CSR standards have been adopted by many companies to enhance the efficiency of human resource management. Besides, after the Wenchuan Earthquake in the Sichuan province of China in 2008 the private charity sector grew rapidly. In the last decade, the construction of platforms for charity increased the transparency of private donations, which encouraged private firms to actively engage in charitable activities. Non-governmental organizations (NGOs) are still the innovation agents in the private sector for generating resources of welfare. In order to support this development, the state has relaxed the threshold for their registration in the last three years. Local authorities have also been allocated a large amount of public finance to support NGOs; accordingly they have contracted NGOs for the execution of social programs and delivering of services through reinforcing their financial capacity. The graphs illustrate the strengths NGOs have in generating innovative practices. The survey includes the projects of social innovations implemented by different social agents. Nationwide, 161 projects were included in the champion of social innovation awards, selected from 22 provinces and autonomous regions in 2010. In addition to this, a handsome number of more 249 projects were selected

in 2012 [1]. The data reveals that the major contributors of social innovation activities are social enterprises and NGOs.

SOCIAL INNOVATION IN THE SERVICE SECTOR

The demand for social innovation is intensified in the service area, and in particular in the field of elderly care.

China has an aging society with the population aged over 65 now accounting for 10.8% of the population [2]. Due to this pressure, there is an urgent need to develop elderly care services using modern technology. In this context, smart elderly care has become an emerging area for elderly care services, as it can integrate effectively community care, health care and personal services [3]. Meanwhile, municipal governments conducted experiments on care insurance programs in the 2010 and also explored various ways of care arrangements to integrate community care, health care and personal services for urban and rural residents. Beyond the area of elderly care, social services for disabled people have been extended by setting up various local programs, such as respite homes and convalescent homes. Voluntary services for other dependent groups have also been organized in the many ways which are flourishing well [4]. For instance, the provision of education services which are delivered through nationwide "Hope projects for poor families". These actions are a hallmark of local initiatives and societal mobility, performed with the support of experienced social workers and professional services from welfare administration.

CONCLUSION

Social innovation has been promoted as a national development strategy in China since the mid 2010s.

New ideas, models of organizational behavior, schedules and policy programs have been tested for social innovation. Those developments cultivate a climate that favors social innovation as a general notion. The state recently declared four guiding principles for social innovation, namely "innovation, coordination, ecological, openness and shareness". These ideas support social innovative practices in different ways and thus support their development despite a number of social challenges.

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SEEK, SHARE, AND SPREAD: THE THREE KEY WORDS OF SEOUL CITY'S SOCIAL INNOVATION

The city of Seoul has made social innovation relevant to citizens' daily lives and has brought fundamental changes to how we live and are connected to others. Innovations in public service, the sharing city, and the autonomous districts are the main areas showing the three key concepts of social innovation actively pursued in Seoul.

The HOPE INSTITUTE

INNOVATING PUBLIC SERVICES

Visiting Community Service Center: Chatdong

In 2014, a mother and her two daughters committed suicide due to the hardships of life in Seoul, leaving the last words "We are badly sorry..." and setting aside a small amount of money for rent and utility bills. No welfare services were available for them, even though they were without income due to poor health conditions. The incident shocked Korean society and spurred changes in social support systems, including welfare services.

Responding to this incident, the Seoul Metropolitan Government took the social innovation approach, which changed not only the welfare service system itself but also how to deliver services to the right persons at the right time. By shifting the concept of welfare service delivery from "going for" to "coming to", the **chatdong** program, meaning visiting community service, was launched. Previous welfare services were only available to those who walked into the center, but through the **chatdong**, civil servants (called "our village action officers") come to meet people and offer needed services. Action officers also find available resources in the community and connect people to take care of each other. As visiting welfare planners, they work hard to eliminate welfare blind spots, such as in the tragic incident in 2014, by locating neglected poor households and linking them to the correct support. Unused space in community centers was opened for social support activities and education. Since the **chatdong** project started in 2015 and in 80 villages (dong) of 13 autonomous districts (gu), 12,281 households were newly assessed as being in poverty. The project expanded to 342 villages in 2017[1].

SHARING CITY INNOVATION

Car Sharing, Bicycle Sharing, and Seoul Innovation Park

Another aspect of social innovation in Seoul is sharing. The "sharing city" is not just a symbolic concept but a critical means by which Seoul – as a mega city with ten million residents – tackled chronic urban problems such as traffic, pollution, and parking. Car sharing initiated by the 'Nanum Car' project displays Seoul's innovative public policy. This solution utilizes private car sharing services while the city effectively provides public parking spaces to them. It was

The "sharing city" is not just a symbolic concept but a critical means by which Seoul – as a mega city with ten million residents – tackled chronic urban problems

successfully implemented, and usage and interest among citizens continue to grow. As of 2015, it had 1.9 million registrations and 4,011 users on a daily average [2]. 'Ttareungi' is a public bicycle sharing system. Residents in Seoul who were fed up with traffic jams and air pollution responded enthusiastically to these green wheels [3]. In 2015, the service launched with 2,000 bicycles in 150 places, and in 2017, the scale expanded to 5,600 bicycles in 450 places. Further plans will make the program even more convenient, with up to 20,000 bicycles and a smart phone app.

Sharing in Seoul is economic, eco-friendly, and not limited to things or vehicles. For instance, Seoul Innovation Park shares spaces and more than that – it shares innovation itself. It is the place to display innovation ecosystems as



Social Innovation in Seoul City: Seek, Share, and Spread

fields of activities, not just theoretical links. It provides a park for residents, a research center for innovators, and an incubation space for young entrepreneurs. It is where resources and knowledge are shared, and social values are embraced. Youth Hub, Social Innovation Support Center, Village Community Support Center, and many other social innovation groups are located in this park. Synergic networking and collaboration are also shared. By the end of 2015, about 190 groups had joined.

SPREADING SOCIAL INNOVATION THROUGH SOCIAL ECONOMY

Gangdong Social Economy Support Center

For social innovation cases it is important to scale up and to spread. Many local organizations play an important role in this regard. Gangdong Social Economy Support Center is one of the prominent intermediary organizations initiated in 2012. The Center's goal is to create a sustainable social economy ecosystem, including private, public, and citizen sectors. It aims at building a social economy hub through networking between social economy groups and private partners, while discovering new social economy players such as social enterprise, ventures, and entrepreneurs. Ultimately,

it promotes the social economy of the district of **Gangdong** and enhances the capacity of the community [4]. The district's problems of lacking an industrial infrastructure as well as being a bedroom community for commuters had to be confronted, however, the Center is now leading community-based social economy revitalization. Distrust among inhabitants and social fund starvations have been overcome by the active volunteer work of local people. Residents could develop their capability to express their own voices about local pending issues through a bottom-up process. Especially by focusing on pursuing contributions and development in the community, intermediary organizations like the Center activated existing local community networks and conducted trainings to awaken the value of the social economy and inspire social innovation in the process.

SPREADING SOCIAL INNOVATION THROUGH SUSTAINABLE DEVELOPMENT

Dobong-gu's private-public governance

Traditional development concepts usually concentrated on civil engineering and mega-sized construction, which often resulted in weakened local finance, civil conflicts, and environmental degradation. Tackling these issues, **Dobong**,

When facing various urban issues and social challenges, Seoul listens to citizens' voices by way of collaborative governance and innovation, and thus achieves social innovation together with its citizens.

one of the autonomous districts of Seoul, pushed ahead with a policy reflecting sustainable values of environment, society, and economy by pioneering a shift toward software-centered development. It enacted a Sustainable Development Ordinance in 2015, a first among basic local governments [5]. To provide a basic plan for sustainable development, the district organized a Sustainable Development Committee. One way to understand how the social innovation perspective of **Dobong** is working is to see it in the form of governance. It openly elected members of the Committee to reflect various opinions from residents and experts. In order to stipulate a sustainable development vision and goals, it operated a special committee to confirm the vision of “**Dobong**, where people and nature connect, and where everyone wants to live”, and held a ceremony to declare it with the city's inhabitants. **Dobong** has ongoing discussions between the Sustainable Development Committee members and civil workers to establish related action plans and unit tasks. Escaping from government-centered administration, the district built a new, social innovation-oriented administration paradigm that harmonizes with sustainable development through consensus among local members.

CONCLUSION

When facing various urban issues and social challenges, Seoul listens to citizens' voices by way of collaborative governance and innovation, and thus achieves social innovation together with its citizens. Under the leadership of Mayor Park Won-Soon, Seoul initiated social innovations in various areas. It has brought new changes through public service innovation, sharing city innovations, and innovation dissemination across autonomous districts. By doing so, one-sided public welfare services were switched to more interactive ones in which people can live their everyday lives with a stronger sharing spirit and sustainable city environment, and these innovative policies ultimately can be disseminated into basic administrative units. Seoul is assiduously pushing the wheel of social innovation in order to make bigger changes for the Korean society.

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SOCIAL INNOVATION IN SOUTH ASIA: AN EMERGING ALTERNATE DEVELOPMENT PARADIGM

Can social innovation offer a pathway to guide the future of development strategies in the South Asian region? This paper attempts to unpack this question by exploring the emerging realms and types of social innovations and the potential and challenges of the same towards transforming the marginalities of poor and marginalized communities.

Swati Banerjee

THE REGION

South Asia as a region is increasingly gaining importance in the international geo-political scenario. Some of the commonly included countries in this region are India, Pakistan, Bangladesh, Sri Lanka, Nepal, Bhutan and Maldives. The region is characterized by great diversity and specificities vary within each country in the region.

Within the diversities, multi-dimensional forms of poverty emerge as a crucial characteristic and a key concern in the region. Based on recent data for specific sub regions, the incidence of poverty is seen as highest in South and South-West Asia (at 36 %), followed by South- East Asia (21 %), East and North-East Asia (13 %), and North and Central Asia (8.2 %) [1].

SOCIAL INNOVATION: AN EMERGING PARADIGM

Social Innovation in the region is still an emergent field and the context of poverty and deprivations drives social innovation efforts in the region. The school of thought on 'JUGAAD INNOVATIONS' traces the historicity of social innovations in the region as emerging from immediate and survival needs of people, termed 'Jugaad' in India. In contemporary times, social innovation is slowly emerging as an important paradigm where social value creation becomes the primary objective. However, the term social innovation is variously and interchangeably used with development and development practice and is at the crossroads of various realms including society, economy and technology. Social entrepreneurship and start-ups are also key emerging innovation realms in the region.



South Asian Region

SOCIAL INNOVATION AND SOCIAL CHANGE: STRATEGIES FOR TRANSFORMATION

According to Mulgan et al. [2], social innovation is understood as new ideas and activities that address unmet social needs. Implicit within this understanding is the potential of social innovation as a process of social change especially within the context of poverty, marginalization and multiple forms of deprivation. Different countries in the South Asian region have their own social innovation landscape and have developed their specific social innovation strategies. As evident from SI-DRIVE's global mapping of various

social innovation initiatives in India and other countries in the region, tackling poverty and multiple marginalities has been the primary focus. SI-DRIVE's understanding of the key dimensions of Social Innovation including 'governance, networks, actors and their roles, process dynamics, resources, drivers and barriers' [3] along with the contextual understanding formed the basis of the mapping exercise. The key practice fields as revealed through this study and the author's grassroots engagements include among others – Financial Inclusion and Micro Enterprise Development, Equal access to Resources, Social Mobilization and Livelihoods Promotion, Alternate Education, Social Action with Marginalized Groups, Women's Collective Agency Development and Empowerment, Inclusive Health Practices, Disaster Preparedness, and Improvement of Quality of Life Initiatives. Community organisation and participation of local people in grassroots innovation has been a major process in community led strategies. There has also been a focus on technology and design innovation for improving quality of life and quality of services. From the understanding of social innovation practice fields and projects/organizations, it has also been observed that organizations which are transgressing both social and economic needs is a model that is increasingly emerging, as they are trying to address larger social challenges of poverty; inequality and simultaneously trying to organize the poor and marginalized for their rights.

One of the success stories in social innovation leading to poverty reduction and empowerment of marginalized communities in the region (with a focus on women) over the past 30 years has been the development of micro-finance

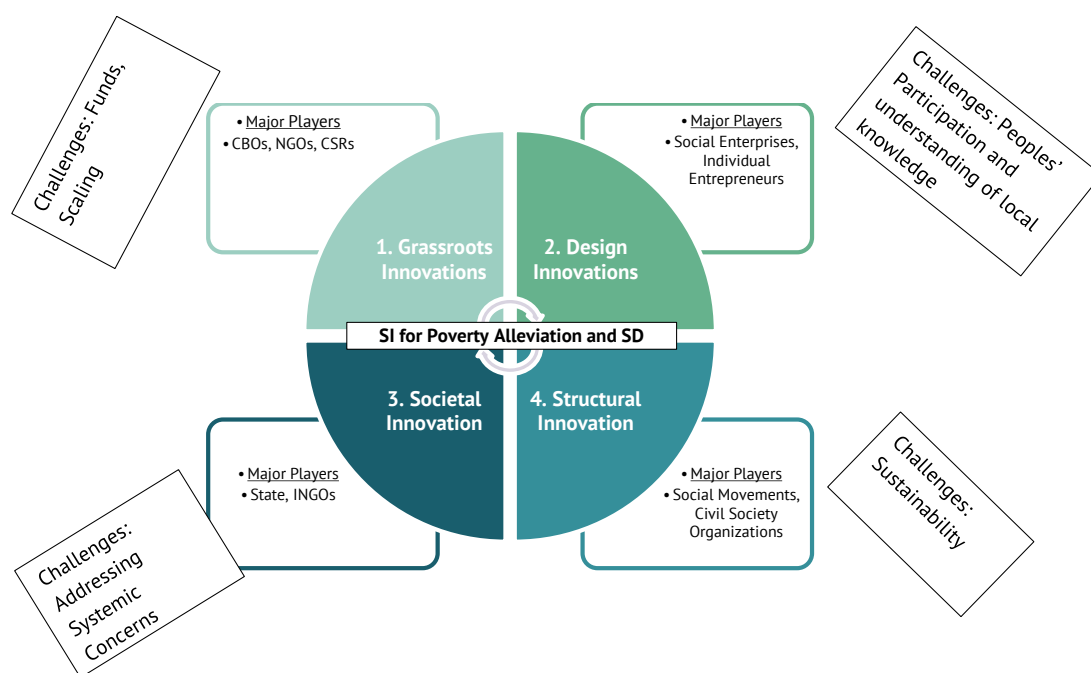
institutions (MFIs) and the formation of self-help groups (SHGs) as institutional forms of poor that facilitate financial inclusion and social empowerment. SEWA in India and Grameen Bank in Bangladesh are some of the examples of the impact from the above-mentioned innovation strategies.

EMERGING TYPES OF SOCIAL INNOVATION

Social innovations in the region can be broadly categorized into four major types:

The emergence and types of social innovation in the region as located within the four broad types is delineated below:

- 1. Grassroots Innovation/Community led Innovation** – primarily focuses on the processes of intervention in addressing socio, economic and political problems at the local level, e.g. water unavailability in rural communities through peoples' participation and community led solutions.
- 2. Design Innovation** – focuses primarily on the outcome of an intervention through improving or designing a new product or service through new or better technology/ design, e.g. internet based solutions for marketing of farm produce. Such innovations also often follow a hybrid model combining social and business objectives.
- 3. Societal Innovations** – primarily focuses on changing both the process and product/service for tackling large and severe societal challenges like poverty, illiteracy etc.
- 4. Structural Innovation** – focuses on changing the overall innovation environment in addressing the larger structural inequities and exclusion, e.g. gender/caste/race atrocities.



Apart from the above, there are many overlapping innovations and increasingly there is a trend towards greater degree of overlapping or hybrid innovations.

CONCLUSION: POTENTIAL AND CHALLENGES OF SOCIAL INNOVATION IN TRANSFORMING MARGINALITIES

Since South Asian countries are highly populated having a large number of people staying below the poverty line, people centricism in innovation offers a vision for impacting lives, especially of the marginalized groups. However, there are many challenges including funding, scaling opportunities, existing societal and structural inequities. Another important roadblock is the lack of concrete South – South co-operation in the region. There is a need to not only tackle the societal problems at the level of each country but also at the regional level with renewed mutual trust and co-operation. There is also a need for greater convergence and building cross sectoral alliances. Within such specific constraints, social innovations still offer a great promise to guide and build the future of change strategies in the region. The future vision for social innovation in the region is, therefore, 'People Centric Social Innovation', which is transformative in its approach and aims to address societal needs by centering on the concerns of marginalized people, their context and strategies to address them. Thus, grassroots innovations that lead bottom-up solutions for sustainable development responding to the local situation and the interests and values of the communities involved is the other key direction for future responses within people centric social innovation.

The future vision for social innovation in the region is, therefore, 'People Centric Social Innovation', which is transformative in its approach and aims to address societal needs by centering the concerns of marginalized people, their context and strategies to address them.

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THE UNFOLDED POTENTIAL OF WASTEWATER IN THAILAND

Water is a common good, but what about wastewater? Is wastewater something that should just be flushed away or is it a stream of opportunities? How social innovation can drive sustainability in wastewater management: a story line from Bangkok, Thailand.

Aneta Slaveykova Nikolova / Sara Libera Zanetti

WASTE WATER: A WELL KEPT SECRET

“Water is the driving force of all nature” wrote Leonardo da Vinci. So, it is natural to wonder: why do we waste it? And why do we pollute it? Water is the main constituent of most, if not all, living organisms, including us! Where there is water, there is life! But is this how you feel when strolling along the banks of Chao Phraya, Thailand’s main river that runs through Bangkok as an artery of a precious stream? No, probably not.

Water contamination is, in fact, one of the biggest environmental challenges that the Thai Capital is facing, where 75 % of all the waste generated at domestic level by households and restaurants along the waterway and its tributary system of canals is discharged into the river untreated [1]. This matches regional estimates by UN ESCAP, whereas, 80 to 90 % of all wastewater in developing countries of the Asia Pacific region is still discharged untreated to fresh water bodies and oceans [2], leading to irreversible damage to water ecosystems and dramatically reducing the availability of fresh water stocks for the needs of the society.

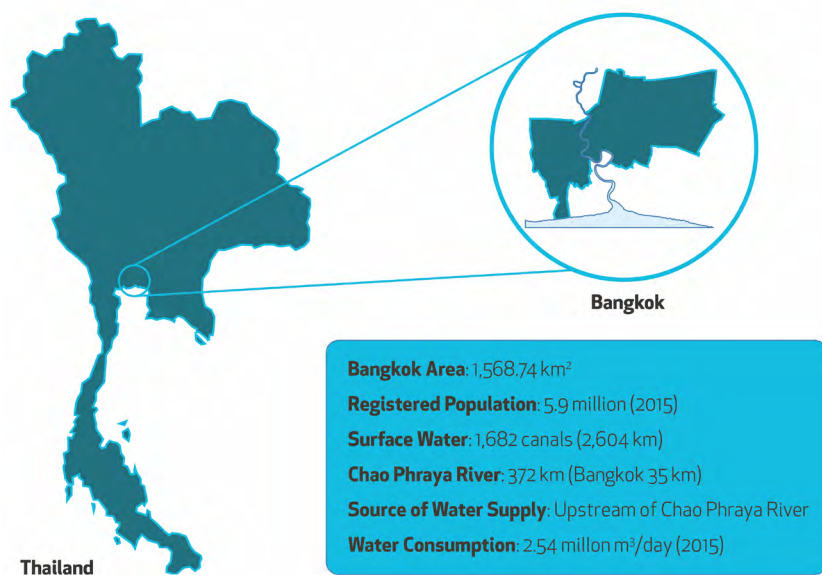
In a middle-income country like Thailand that is facing seasonal water shortages, a sustainable wastewater management needs to encompass planned water reuse (WR) on a large scale and social innovation as a driver for community engagement. In fact, WR is influenced not only by water demand and supply, but also by economic and social factors, and at foremost, by the needs of the most vulnerable and socially marginalized communities, who suffer the most from water shortage [3]. In Thailand, giant steps still need to be made on WR, with only six per cent of the wastewater being presently reused [1], and with improved social awareness and community engagement.



Source: UNESCO (2017), www.unesco.org/new/en/natural-sciences/environment/water/wwap/media-corner/

“Wastewater is an untapped resource” [4]: largely available, but scarcely used. WR has an intrinsic value not merely from an economic angle, but also from an environmental and social perspective. However, one of the major constraints to WR development is public acceptance and general trust in the reliability of the treatment system [3]. So, what can help closing the loop in the water cycle? Social innovation can bridge this gap!

Social innovation, de facto, is the development of new projects and ideas to better address issues related to the most socially vulnerable and marginalized through their inclusion in the social system. Ergo, social innovation with its system thinking and participatory approach can be a powerful driver for investments in wastewater management and WR. Active participation and engagement of local communities is pivotal to upscaling domestic wastewater management and WR, as they embody a steering stakeholder group directly involved in wastewater management. Often community actors and initiatives cannot wait for public authorities’ response to solve their problems and meet



The Bangkok Area (adapted from [2])

their needs, so they are starting to roll their sleeves and take action to clean their neighboring water bodies. And this is exactly what is happening along Bangkok's river.

SOCIAL INNOVATION AND COMMUNITY BASED MANAGEMENT ALONG THE CHAO PHRAYA CANALS

In 2015, upon demand from nine communities living along two canals, solutions to clean up the water ways from the sludge and floating debris were initiated using the bio-grease treatment methodology developed by Best Care International Thailand (BCI), an organization specialized in promoting solid waste and waste water management at the community level. The bio-grease treatment is an innovative technology integrating aspects of biotechnology, such as selected microbial strains, and nanotechnology to eliminate odors and grease from the wastewater. This method helps preventing grease formation, which can obstruct the drainage, and has proven successful not only through the application of septic tanks, but also within rivers and canals [5].

Following this successful approach, the Bangkok Metropolitan Administration (BMA), the local government responsible for providing wastewater treatment, supported replication in additional 150 local groups living along five different canals in eight districts. Through community engagement and thanks to wastewater management activities, such as biotechnology treatments, and environmental education campaigns, considerable improvements in the water quality have been made. Water clarity has increased, while odor and floating sludge have been reduced if not eliminated. In only two years, the communities benefitted from improved

water quality and increased opportunity for reuse in agriculture. In addition to the environmental benefits, wider community participation generated economic activities and additional income from producing soaps, using the water hyacinth as fodder and materials for furniture, and growing from organic agricultural crops irrigated with the improved water from the canals [5].

This strategy was further promoted through educational programs for other communities developed and funded by the BMA and was showcased at the regional project on Decentralized Wastewater Treatment System (DEWATS), which focused on a sustainable solution for rural areas and peri-urban zones with rapid urbanization rates, like the Bangkok metropolitan area [4]. Besides,

DEWATS provides tools for business opportunities and community empowerment. This generated a dramatic change in paradigm. BMA jointly with BCI established educational programs on waste and wastewater management, aiming at instilling a sense of environmental and social responsibility in every citizen, targeting four distinct interest groups: communities; educational institutions; political establishment; religious spaces.



Waste water management along the Chao Phraya Canals (photos: Aida Karazhanova)



The embeddedness of clean water and sanitation (SDG6) within the UN's sustainable development goals [6, p. 14]

“Give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime”, says an English proverb. Education is indeed a powerful tool! UN ESCAP is promoting this approach as well as other regional examples, through the SDG Help Desk, which provides interactive on-line e-learning opportunities.

TAKE HOME MESSAGE

This experience shows that social innovation can steer and advance wastewater management. Clean water is a human right, as well as a common good that requires a joint effort for everyone's well-being. Social innovation is a participatory process that can be initiated at different levels: by community groups, local governments, or bigger organizations, both

private and public. Following this example, private enterprises are currently starting training and environmental awareness activities involving other communities in three different districts in the Bangkok metropolitan area.

The case portrayed also reveals that empowering local communities throughout education can give fruitful results and strengthen partnership with local governments, to encourage community collaboration in managing natural resources, like water. “There is no life without water” and there is no development without social accountability; the interlinkages among the three dimensions of sustainable development, its social, economic and environmental aspects, as depicted in the illustration of the sustainable development goals, show how they are strictly interconnected and can indeed be met simultaneously.

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SOCIAL INNOVATION IN NEW ZEALAND: CULTURAL VALUES MATTER

Cultural values of Māori, New Zealand's indigenous people, are important catalysts of social innovation in New Zealand. Collective Māori social institutions, interactions and connections form a nested ecosystem, embedded in pan-Māori contexts and a colonial history. They inform Whānau Ora, a public policy social innovation, and can underpin community responses to crises.

Anne de Bruin / Christine Read

INTRODUCTION

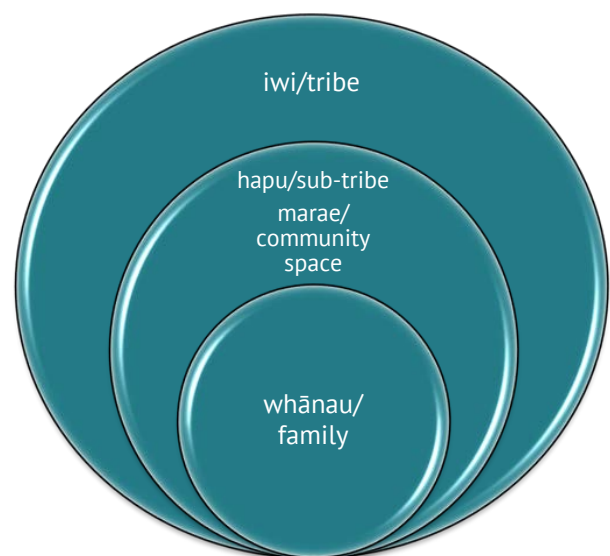
Māori, the indigenous people of New Zealand (NZ), are often framed in deficit discourses of poor health, educational underachievement, high levels of imprisonment and poverty [1]. They comprise a minority population of 15 %, marked by a history of colonisation, primarily by settlers from Britain in the later 19th century, and in contemporary times from diverse sources, contributing to an increasingly multicultural NZ society. Relationships between Māori and settlers are mediated by NZ's foundational document, the Treaty of Waitangi, first signed in 1840, and breached over successive settler generations. Recently, however, Crown (Government) settlements with individual tribes have been a means to redress the economic and social disruptions of Treaty breaches. Growing resources and cultural confidence generated by these settlements form a base for tribal entities to advance wellbeing of their members, economically, socially and culturally, and for the emergence of Māori social innovations. Values embedded in adaptive Māori social institutions, that sustained Māori cultural practices through histories of colonisation, are increasingly providing the basis of social innovation.

We use the Whānau Ora policy, a state response to longstanding, negative outcomes for Māori in economic and social wellbeing, and the response to the Kaikoura Earthquake in the South Island of NZ; to demonstrate that cultural values matter for social innovation.

MĀORI SOCIAL INSTITUTIONS

The Māori social institutions of whānau (extended family), hapu (sub-tribe) and iwi (tribe) represent the nested

hierarchy of collective relationships [1; 2]. Together with the marae (community space), they constitute the ecosystem that provides the scaffolding of Māori social life.



Nested ecosystem of Māori social institutions

Whānau relationships are emotional but also have a spiritual dimension, explicitly acknowledging connections of ancestors as well as the unborn, through the actions and practices of those living everyday life together in the present [2]. Hapu refers to relationships between extended groups of whānau who share not only ties of ancestry, but also economic, social and political interests and responsibilities. The marae is the space for negotiating these shared connections and responsibilities and as such is the site of transmission of culture [2]. It is both a physical entity and a social institution.

It signifies a collective, place-bound connection and cultural identity, which is enacted through cross-generational participation in shared cultural practices. Iwi are the overarching tribal entities that historically have occupied a geographical area, and have responsibility for the sustainable use of its resources. Iwi relationships are based on a shared history and genealogy that inform its economic, political and social responsibilities to the hapu and whānau living within its boundaries.

Traditional Māori values are based on several principles, including manaakitanga (care and hospitality), rangatiratanga (leadership, autonomy, self-determination), whanaungatanga (kinship ties) and kaitiakitanga (guardianship), encapsulated in a Māori worldview – a way of being and acting. This worldview underpins innovative Māori responses to community challenges. Manaakitanga for instance recognises that respect, care, generosity and hospitality, are necessary qualities for the well-lived collective life. Neither based on an expectation of reciprocity, nor contractually based, they serve to provide a sense of security and wellbeing in their everyday enactment.

KAIKOURA EARTHQUAKE

In November 2016, a 7.8 magnitude earthquake hit Kaikoura, a town of around 2080 permanent residents and a popular tourist destination. Damage to transport routes isolated the town. Houses were damaged. Water, electricity and sewerage systems were disrupted. Residents and tourists trapped in Kaikoura were largely dependent on their own resources. The challenge of responding to this crisis was taken up by Kaikoura's marae, Takahanga Marae, with support from its iwi, Ngāi Tahu. The marae promptly opened its doors to those in need, providing food, shelter and comfort to the homeless and stranded. It became a distribution centre for supplies and a liaison centre for emergency services. Local whānau and hapu supported those in need, while the Ngāi Tahu iwi drew on experience from the earlier Christchurch earthquakes to provide additional support. Hapu and iwi acted innovatively in using the resources to hand, drawing on traditional expressions of leadership, hospitality and social connection.

Cultural practices centred on the marae, proved eminently adaptable during crisis. Networks of relationships/connections enabled Takahanga Marae to repurpose in the



Whānau Ora Policy [3]

aftermath of the quake. Facilities and skills in accommodating and feeding large numbers on the marae, were repurposed to support a displaced population. Connections to its local community enabled it to coordinate with local government emergency responses, connect to national government and emergency structures and access skills and resources in the wider Kaikoura community. Connections between the marae and a wider iwi leadership structure, with experience in emergency mobilization of community support in the Christchurch quakes, facilitated a transfer of tribal resources. This ecosystem of Māori social institutions, informed by values of manaakitanga, rangatiratanga and whanaungatanga, supported the marae to confidently and innovatively adapt cultural practices to deal with post-quake crisis circumstances. This process enabled the wider, non-Māori population to perceive traditional Māori practices and values as creating a space of possibility for social innovation.

WHĀNAU ORA

Social innovations based on Māori cultural values, are beginning to address more complex and intransigent problems that have sustained a sense of crisis in Māori economic and social wellbeing. Negative health, education and employment status of many Māori whānau (families) has prompted innovations in social service delivery that encapsulate Māori cultural values. Whānau Ora is one such policy. It focuses on whānau vitality being pivotal for

individual members, collectively and individually, to reach their potential. As the figure on Whānau Ora shows, whānau lies at the core, services are devolved to commissioning agencies who become intermediaries that work with local partners to ensure 'navigators' link with whānau to deliver the customised support and services each whānau needs to achieve wellbeing.

Whānau Ora sits alongside mainstream social services and its navigators assist families find their way through these services when needed. In its focus on whānau as the site of remediation and regeneration, it seeks to impact on the environment in which whānau live. It offers support to build social, cultural, economic and educational resources within the whānau and achieve physical and mental wellbeing. It therefore represents a 'bottom-up' strategy at the whānau level, fostering and supporting better relationships and connections between Māori and state organisations, thereby enhancing the wellbeing and empowerment of Māori in NZ society.

CONCLUSION

Social institutions of Māori life form an adaptive ecosystem of interrelationships, interactions and influence located in both place and history. This ecosystem, underpinned by cultural values, is increasingly an integral facet of social innovation in NZ. Culture matters! It is a source of community resilience in crisis times and has potential to effect transformational social change through policy innovation.

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