



...Katarsis

KATARSIS

D3 DISSEM

WP3 Governance integration exercise

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August 2008

A governance focused reading of socially creative strategies against exclusion

Abstract: *Two concepts have gained relevance in the current urban research agenda: these are governance and social innovation. The concept of governance, although highly contested, has been used as a new analytical tool to describe and analyze a change in processes and ways of governing based on the reshaping of the state and the increased complexity of decision-making processes with new kinds of relationship among state institutions, market agents and civil society actors. The concept of social innovation explores forms of social organization aimed at fighting through social exclusion in cities. Within the framework of the Katarsis project, this paper examines the relationship between these two concepts both theoretically and with the support of empirical research. The main research question is, how can socially innovative experiences change the existing governance processes, fostering democratic practices while, at the same time, working against social exclusion? The first part of the paper links the two concepts from an institutionalist perspective, whereas the second part shows some relevant insights from the empirical research of the Katarsis project. The examples are drawn from the fields of labour market, housing, health and the environment, education and training, and governance itself.*

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Introduction

D.3 analyses the relationship between governance and Socially Creative Strategies, which constitute alternative knowledge and practices aimed at facing social exclusion. The main purpose is to analyse how social innovation emerges in different governance regimes. We adopt an institutional approach incorporating the notion of local governance regime as a crystallisation of the local institutional context in which Socially Creative Strategies take place. We also linked urban regimes to national and European institutional contexts and regulations.

In first place we have done a short revision on governance dynamics stressing the importance of taking into consideration democratic practices in a comprehensive way combining representative and participatory democracy as complementary processes helping to institutionalise social innovation. There is a possible paradox in claiming the important role institutions can play in supporting innovative practices and at the same time questioning institutional intervention that conflicts with the views of actors operating outside institutions. In this sense we underline that “normative governance” discourses take place both within formal institutional structures and within grass roots movements. We have been trying to see in the material analysed the potential dialogue and meeting zones between different societal sectors and interpretations. If innovative practices need time in order to crystallize in cities we may have to come to terms with the fact that these practices would eventually be embedded in a particular institutional context, some may like to call it co-opted. We also include a tentative picture of the comparative contextual analysis.

Governance dynamics and social innovation

The term ‘governance’ is being used to refer to a change in processes and ways of governing. It encompasses the social relations that reproduce or disavow ‘government’ as one (collective) actor, mostly State leadership. One of the main features of that shift is the reshaping of the state with an increasing complexity of decision-making processes that comprises new kinds of relationship between state, market and civil society. In that way governance theoretical approaches are applied to rethink the role of the state and other forms or logics of collective action.

It is well known that since the end of the Second World War the categories to think “the political” have been the state, and the national dimension (Le Galès, 2002; Rhodes, 1997). And also that the structural changes of capitalist societies from fordism to flexible economies in the last third of the 20th century (Harvey, 1990) have demanded new instruments and analytical tools. The emergence of the concept of governance is linked to these socioeconomic dynamics. Recent developments of the concept have been based to a great extent on a historic global perspective (Brenner, 2004; Jessop, 2004). These approaches have described in depth the general trend towards a governance system based on the neo-liberal agenda. Brenner’s approach describes four configurations of urban governance that have crystallized since the era of high fordism, passing from the Keynesian governance in the 1960s to the globally framed metropolitan regionalism of the 1990s¹.

An in-depth analysis of the last stages of this development reveals the growing predominance of certain mechanisms of public-private participation where civil society plays a key role. A first stage of privatisation based on the Washington Consensus took place during the eighties and reinforced the then already growing social exclusion (Brenner, 2004; Mayer, 2003). Thus, in the nineties a new perspective based on the idea of competing, disciplining and caring emerged. That idea appears as a response to growing inequalities in the western societies. It was a strategy based on more inclusion without the refusal of neoliberalism. In that sense, governance can be considered a conceptual reaction reintroducing other agents and organizations than markets after a long period of market self-regulation that led to social exclusion (Leubolt et al., 2007). This process embraced a decentralization of the State, with more autonomy for cities and regions (nevertheless, as shall be seen later, this process was not homogeneous and there were different degrees of decentralization). Following that perspective, Neil Brenner understands governance as “the broad constellation of social, political, and economic forces that mould the process of urban development within the modern capitalism” (Brenner, 2004: 455-56).

¹ Brenner distinguishes the following historical phases in the evolution of the states: Keynesian governance (1960s), crisis of fordism (1970s), entrepreneurial governance and first wave of glocalization (1980s) and metropolitan regionalism with a second wave of glocalization strategies (1990s)

Following Moulaert et al. (2007), social innovation exists in relation with the satisfaction of material and non-material needs, promoting a better redistribution of resources and also changing the power relations related with the production and reproduction of social exclusion dynamics. Taking this into account we have done a field per field analysis of how does innovation affects existing governance mechanisms taking into consideration several issues. In first place we have considered what kind of social exclusion dynamics challenge citizens social inclusion in each existential field. In second place we have tried to identify dynamics of innovation among each existential field making distinctions at the same time between those practices that are producing innovation with a main input from civil society and those practices promoting innovation within governance institutional structures.

Governance and social innovation are connected in different ways. We can distinguish two different dimensions of governance in its relation with Socially Creative Strategies.² Governance, as a framework for innovation, on one hand, and governance as a field for innovation, on the other, represent from the beginning our conceptual framework. In first place, we can consider governance as a transversal institutionalisation of social change among fragmented social exclusion dynamics. This implies to look at governance as a result of historical dialectics in political culture on treating exclusion as well as social cohesion. In this regard governance takes place within each existential field or area of exclusion and redistribution becoming a key point on negotiating institutionalised frameworks about conflicts in how to respond to human needs. But in another way, governance can be considered as a field itself responding to social needs on organizing the market to insure social reproduction, as well as redistribution of goods or social inclusion in the public sphere. In the framework of the Katarsis project four policy fields covering human needs are distinguished: labour market, housing and neighbourhood, education and training and health and environment³. Each policy field has different governance institutions and traditions, which can be relevant to explain the development of SCS. From that point of view, governance is the social and political context in which Socially Creative Strategies take place. Second, we can consider governance as a field

² In the extended version of this paper we have argued on the regulatory character of governance exercised by the state to organize the market and ensure social reproduction.

³ For methodological purposes, in Katarsis the four policy fields are analyzed isolated from the others. Nonetheless, as we shall see, the four policy fields and the exclusionary dynamics linked to them are closely related.

itself in which social innovation can be detected. In that sense the SCS can contain innovative practices aimed at creating more openness and participation. Governance is understood here as the whole participatory practice appearing in the Socially Creative Strategies. That dimension includes both participatory practices inside the collectives and institution and the relations of those collectives with other institutions, governments and private actors. Also in that dimension we can place innovations that oppose existing governance mechanisms.

Case studies:

With the aim at offering a more in-depth analysis of the relationships amongst actors, governance mechanisms and local and national contexts, we have considered different case studies. For this objective the framework of Katarsis project has been extremely useful. We have studied more in depth several examples of socially creative strategies trying to grasp geographical representation, or more properly, trying to grasp examples of SCS located within different institutional governance traditions. The first step in this has been done designing a questionnaire in which we ask to the actors that represent those experiences in the Katarsis project, several things related to what we have reviewed in our theoretical approximation to governance. In first place we have stressed the idea, reproduced in most of the normative analysis of governance, that governance is a way to enhance socially creative strategies. This has been done asking about the character of multi-scalar relations in each SCS, researching at what extent SCS interact between different scales of government, and the ways that this enables or hinders the development of each SCS objective. In second place we have stressed the idea of governance as a transversal field that becomes a formalisation of the institutional body clearly linked with the context in which each SCS works. In this respect we have proceeded into the contextualisation of each initiative according to the governance tradition in which it operates. In third place, we have also tried to get information about the democratic and participative sense of governance that is considered from the views and experiences of each concrete SCS actors. In this we try to stress the significance of governance as democratic and participative innovation taking into account which actors are relevant into the decision-making as well as into the political implementation of each strategy.

Finally, as another relevant information to grasp the particularity of each SCS framed into the Katarsis project, we have tried to define, or at least to get information on, the role of timing in the consecution, preparation and achievement of the particular objectives that each SCS have in relation to social exclusion.

The information provided by the initial questionnaire has been completed with personal interviews when possible. With the interviews to different CSO framed into the KATARIS network, we have collected information about modes of participation, strategic context of financial activation and effectiveness of the practices developed inside each SCS. The analysis of these items has left us to the differentiation of some variables that we can consider in depth.

One first finding refers to the ‘sense of place’ and embeddedness to territory. In fact, that sense of place differs from one experience to another. While some strategies are clearly oriented to produce social change into a concrete neighbourhood, others are more oriented to work in several places looking to a broad area of influence without regarding their concrete locations inside this area. Obviously, this does not mean a lack of effect of these strategies at the local level. Moreover, this difference reveals that there is variability in the sense attributed at micro-local holistic approximations to social exclusion dynamics, mainly rooted in the strategies and objectives that socially creative strategies chose to develop themselves. For instance, initiatives like Promo-Cymru⁴, or Pedestrian⁵, in the UK, or also AFIP⁶ in France, contrast in their weak linkage with one specific place in comparison with other initiatives more neighbourhood based as Olinda⁷, in Milano, or Ateneu Popular de Nou Barris⁸, in Barcelona.

In second place, by the analysis of the case studies, we can also see broad differences between the relevance that each particular experience gives to social networks at different scales as a way for empowerment. To give high relevance in this issue means to have relations, collaboration and networks with several actors and institutional arrangements at different scales. Collaboration with different

⁴ Promo Cymru has been introduced into the framework of KATARSIS by Marco Gil Cervantes. See <http://www.promo-cymru.org/> and http://katarsis.ncl.ac.uk/ws/ws5/Presentations/WP2_CYMRU2.pdf

⁵ Pedestrian has been introduced into the framework of KATARSIS by Jim Willis. See <http://www.pedestrian.info/>

⁶ Sébastien Lailheugue introduced AFIP into the framework of Katarsis. See www.afip-asso.org

⁷ Francesco Roberto and Elisa Cricri introduced Olinda into the framework of Katarsis. See www.olinda.org

⁸ Carmen Fructuoso introduced Ateneu Popular de Nou Barris into the framework of Katarsis. See www.ateneu9b.net

municipalities, regional governments or states, as well as with private and civil society actors is an example of this. Not all the experiences framed in KATARSIS are equally related with all range of scales. In fact, looking at the experiences we have analysed, those SCS rooted in a context in which actors are used to work in a multi-scalar governance framework have accumulated experience in dealing with vertical networks, which means they become actors of path dependent governance processes. This is also related with the aims that each initiative develops. In those cases of initiatives clearly rooted in a concrete local place the relations are broad, mainly with local social actors and organizations, as well as local municipalities, but they do not use to work with other scales in the margin from the local. In those cases of initiatives aiming to work in multiple scales, the multi-scalar featuring of corporative relations with several institutional instances are clearer, despite the fact that in most cases this entails an absence of a strong local sense of their social networks. This distinction can be seen regarding the comparison between the case of AFIP, located in a governance framework deeply related with partnership styles and multi-level linkages, and the case of Ateneu Popular de Nou Barris, in Barcelona, which according to its situation and governance context uses to work with social networks mainly related with the local.

The third variable that we have taken into consideration in the analysis of SCS is the consideration of their impact in the current governance mechanisms. In this regard, more than the existence of relations between each SCS and current governance structures, what is relevant is the consideration of the challenges that SCS inspire in governance institutions. Some initiatives are producing little changes in policy-making neither in policy process. These initiatives restrict their action to the provision of services, mainly related to the provision of services of integration to the labour market. Other analysed SCS are promoting the consolidation of new policies or public agreements. This is the case of those initiatives that aim at strengthening local identities and the promotion of collective empowerment as well as seek public institutions to take sides on specific matters. The most interesting comparison on this are the differences between the cases of Pedestrian and Promo-Cymru, in the UK, that are developing their activities between different governance institutions without trying to change them, and Ateneu Popular de Nou Barris, in Barcelona, which has

become an example of civic empowerment recognized by local public institutions what has generated new governance arrangements.

In the following table we assess the impact of SCS of the case studies selected in our analysis. For each one of the case studies the impact on the different dimensions is assessed as low (+), medium (++) or high (+++). The average impact of the three dimensions represent the degree of impact of that SCS in their governance regime.

Table 1- Assessment of the impact on governance regimes

Dimensions	Case Studies						
	CCG	Pedestrian	Promo Cymru	ARSIS	AFIP	Ateneu Popular Nou Barris	Olinda
Change in policies	+	+	+	+++	+++	+	+
Change in the ways in approaching or conceptualizing the problem	++	+	+	+ ++	+++	++	+++
Change towards more transparent and participatory processes of decision-making	+++	+	++	+	+	++	+
General Impact on governance	++	+	+	+++	+++	++	++

Source: Own elaboration

The most important similarity between all the experiences analysed is the fact that all of them produce empowerment. Despite the differences in the way that empowerment is produced, we can see a common trend in the creation of strategies for inclusion in different ways including new forms of organisation and relation with other social actors.

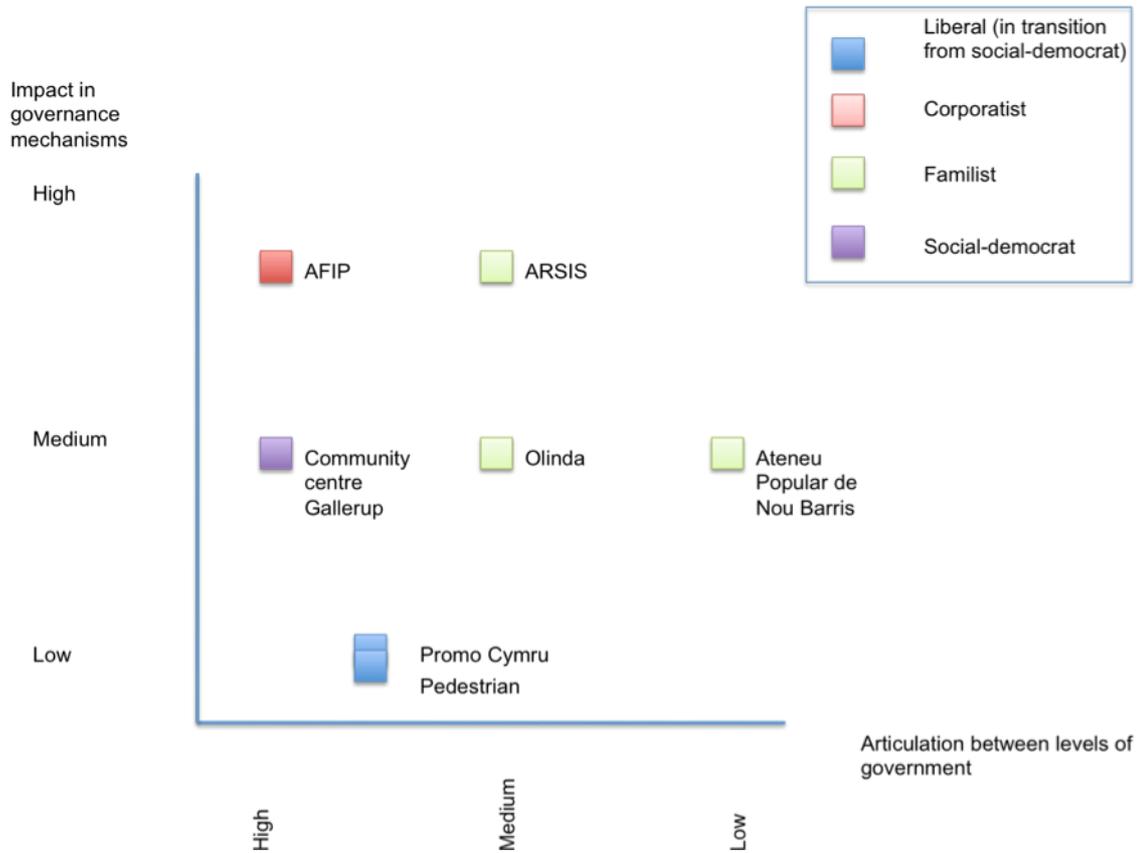
All the initiatives analysed in Table 1 have an interesting relation with culture, arts and creativity. We can see differences between initiatives that have adopted the

strategy to work on arts and culture as a way to improve their objectives, commonly not related to arts and creativity, and initiatives that have been developed since their origin to confront social exclusion from a perspective of empowerment through arts. On the one hand we can see old Civil Society Organisations (CSO) connecting their work to cultural and creative strategies, while in the other hand we can see new forms of CSOs clearly oriented to provide civil society, as well as governance structures, with cultural services. In the first group are placed Olinda, in Milano, or ARSIS⁹, in Greece, both have developed using arts and creativity as a way for empowering their own initiatives and objectives. The second case is the case of Pedestrian and Promo-Cymru, oriented to the promotion of arts and creativity as transversal empowerment dynamics. Therefore there is commonality in seeing arts and culture as a means for empowering in Social Creative Strategies. However, the way each organisation interacts with the local and national institutional contexts varies.

The way in which those organisations reinforce their own practices in the particular policy field in which they interact, are relevant to explain the impact of SCS in current governance structures, as well as their effect in changing power relations. In most cases SCS try to generate counter-hegemonic views of political action incorporating citizens' potentials. In this sense, the provision of empowerment through the provision of resources is what creates a more inclusive sense of citizenship.

⁹ Dimitris Leoudis introduced ARSIS into the framework of Katarsis. See http://katarsis.ncl.ac.uk/ws/ws5/Presentations/WP2_ARISIS.pdf

Table 2 - Impact and context of studied SCS



Concluding remarks

This document is a first step towards the analysis of the relationship between governance and social innovation. The proposed approach contributes to institutional analysis by helping to understand Socially Creative Strategies in their context. This means taking into consideration the role of different local public, private and civil society actors in the consolidation of Socially Creative Strategies and the interaction with other actors and institutions at different scales. We have summarized this local context as *governance regime*, taking into consideration also the multi-scalar dimension in which regulation take place and economic and social resources are distributed. Since the development of SCS is embedded in institutional contexts, we have tried to analyze the logics and internal organization behind Socially Creative Strategies and how CSO need to adapt their action to their respective institutional context. The aim of the report was to answer three main questions: how SCS can have an impact on governance, how these SCS can be sustained in time, and why and how

these practices provide social inclusion. The analysis of the cases studies in our framework brings some answers to these questions.

First, in all case studies analysed, CSOs need to balance between universalistic assumptions and pragmatism to transform governance dynamics and to be sustainable over time. In some cases, such as Olinda, Ateneu Popular de Nou Barris or ARSIS, there is a direct link with social movements and social transformation oriented ideologies leading to activism and self-organisation as a way of transforming the local governance context. In other cases the strategy followed by the leading CSO promotes the engagement with the public administration and provision of services for empowerment of citizenship. In all cases the local governance regime has a clear influence in the strategies followed by CSOs. These local organisations have to put in practice socially innovative strategies in order to influence the governance regime. CSOs need that dynamism in order to sustain their practices and to transform the governance institutions in policy-making, the conceptualisation of problems and the extension of participation.

In fact, there is dialectical tension between innovation and institutionalisation of Socially Creative Strategies. To face this tension it is necessary to analyse how the institutionalisation process is done, taking into consideration the impact in terms of values and practices of the SCS in policy-making. As we have seen, where market oriented organisations are salient, innovative practices have no room for changing policies. In that context CSOs tend to become provider of services substituting public provision. In other contexts, such as corporatist and familistic welfare regimes, CSOs tend to play a more relevant role in the redefinition of policies and values, as we have seen with the example of AFIP in France or ARSIS in Greece. Moreover, the policy field in which CSOs develop is also relevant when assessing their impact in the governance mechanisms. As we have described and concluded in chapter three the constellation of actors and the ways of social exclusion differ from one policy field to another, which has consequences in terms of the participation and impact in the policy agenda.

Nevertheless, institutionalisation and innovation are not necessarily antagonistic. The impact of SCS into the governance regimes in terms of policy-making, transforming values or providing more transparent and democratic processes

needs to be sustained and renewed in a dynamic context. In fact, although embedded in their institutional context, governance regimes are influenced by global logics and changes in the hegemonic discourses on urban management in the context of neo-liberalism. This influence, as well as the socio-political struggles at local level, can influence also the role that political elites give to different actors in the urban regime. In this sense, CSO need to adapt their organizational logic and their actions to develop and sustain their practices and their achievements over time. As the case studies have shown, innovative practices play a key role on the sustainability of CSO providing new social resources and generating opportunities for being relevant in the governance regime. Thus, the study of the role of CSO in governance mechanisms must include a political dimension to understand how different political approaches allow new roles for civil society and market agents.

This brings us to the question of the role of public bodies in SCS. Having considered differences between governance regimes we can understand the role of political actors in the emergence of SCS. As has been seen in the analysis of Community Centre Gellerup, in some cases public bodies lead and promote social innovation looking for the implication of the Civil Society Organizations. In other cases the public administration can adopt initiatives from civil society and transform them in public policies. Thus, there is no direct antagonism between democratic bottom-up Socially Creative Strategies of civil society and representative democracy. Moreover, there are many different kinds of participation and citizenship practices (García, 2006). Depending on the local context and the national framework relationships between these two forms of participation can change. Given these complementarities between representative democracy and participation, the term 'bottom-linked initiatives' becomes more useful for the study of Socially Creative Strategies. In most of the cases Socially Creative Strategies against exclusion depend of the ability of coordination of different actors at different scales. In terms of governance analysis, the concept of bottom-linked initiatives shows the close relationship established between bottom-up initiatives and top-down practices and policies.

The approach presented here is useful to understand how civil society organisations try to have an impact in the governance regimes through Socially

Creative Strategies. In some contexts CSOs seek to have an influence as service provision agents, whereas in other contexts CSOs try to transform the institutional governance framework, changing values and social norms to generate new policies and practices. In the first case CSOs try to put in practice innovations through existing governance mechanisms whereas in the second case they try to transform the existing governance mechanisms. These two attempts are compatible, and in most of the SCS the two objectives can be found at the same time. Moreover, actors involved in SCS usually embrace immediate material purposes and long-term objectives of transformation of governance. As we have seen, organizational strategies of CSOs are path dependent but have also a strategic dimension. Thus, there is dynamism between governance mechanisms and organizational strategies of CSOs. The cases analysed in this report reveal another important element in this relation: the embeddedness of the CSOs in the territory.

This document presents a first step towards the analysis of social innovation and its influence in governance of cities. Further and more comprehensive comparative analysis following this analytical framework would put some light on the effectiveness of Socially Creative Strategies development against social exclusion; the common elements of diverse local contexts that influence a successful outcome and the contributions of SCS to local governance regimes. Also further research should look at the impact these strategies can have to higher scales of governance and at how SCS can construct counter-hegemonic views in national and European public spheres.

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ANNEX: Tables

Table A- Relations between governance and social innovation

Governance as a framework for innovation	Innovation through already existing governance mechanisms	Material objectives in different fields
Governance as a field for innovation	Innovation and shifts in the governance mechanisms	Democracy, openness and participation Fighting autocratic practices

Source: Own elaboration

Table B- Socially creative strategies analysed

	PARTICIPATION (initiative)	CONTEXT/SCALE (constraints/opportunities)	TIMMING (effectiveness)
ARSIS (Greece)	Established in 1992 and nowadays operating in Athens, Thessaloniki, Volos, Larisa, Karditsa, Polygyros and Tirana. Was founded by people usually involved as activists in the left parties more ideological, but when it became more organised participation got wider. There are many volunteers working in how the actions are. There are several modes of decision-making and in most of them there are volunteers. All the actions are organised by the base, with the coordination of professional workers in a counselling relationship.	There is no stable funding for the organisation, but they had build a trust relation with different levels. During the time the concrete budgets of their programs had been involving funding from some Ministries.	The first legal framework in which NGO were recognised by the Greek government was about 2003-04. Arsis has developed programs in prisons to teach Greek to immigrants that had become recognised by the government. Now there is an official language school for prisoners. ARSIS also has changed the municipal governance about Roma minority seeking to more inclusive policies, planning programs in order to how to integrate.
Ateneu Popular de 9 Barris (Catalunya)	Established in 1977 the Ateneu Popular de 9 Barris is located in a neighbourhood with a strong tradition linked with the labour movement and the claiming on neighbourhood renewal. Its double linkage as a reference space for the associationist life and as a reference space for the practice of circus arts is its principal emblematic circumstance.	The financial dynamics of the space are based on own resources generated by the educative and artistic programation and the appropriation of local and regional public administration, both for the dynamisation of civic neighbourhood life and the promotion of the artistic project.	It has increased the self consideration of local associationism and has improved its empowerment with the configuration of civic agreements for the civic management of public spaces. By the time it also has achieved a status as an important actor at national level in decision making around de circus main axis. It's interesting its reflection into how to combine funding oriented to artistic excellence with socio-territorial engagement.

	PARTICIPATION (initiative)	CONTEXT/SCALE (constraints/opportunities)	TIMMING (effectiveness)
AFIP (Ile de France)	non-profit organisation aiming to tackle down racial discriminations by developing personal programs and services for ethnic-minority graduates, developing mentoring programs, settling a policy of equal opportunity involving companies and creating a link between organisations and young graduates	It works between the level of state and the market regional administration. Creating network between organisations, companies and individuals. Receives funding from the European union, from the region, and one program by one. Strong and well connected leader provides bridging.	Local assessment to other non-profit organisations creating networks of attention. Creation of an accreditation for companies “Charte de la diversité”, that promotes social marketing, and new program-project funding.
Promo Cymru (Wales)	Is a Co-operative and Social Enterprise Agency to develop young people to their fullest by providing business support and advice whilst encouraging them to engage in social and cultural entrepreneurship.	Promo Cymru has specific project related funding help and as main own resource it works with a discographical label and a recording studio. Through providing advice and resources to those wishing to work towards developing their potential and skills whilst inputting into the development of their communities Promo Cymru ultimately creates sustainable social economy SMEs and projects.	ProMo-Cymru has developed a reputation of providing innovative development of young people. Promo-Cymru has also developed a reputation for the supply of media and cultural products to a wide range of clients to include the BBC, County Councils, private sector and National Assembly.
Olinda (Milano)	A Social cooperative created with the aim of transforming a large, closed psychiatric hospital in the northern suburbs of Milan into a more open and therapeutic environment for mental health services users, as well as for ordinary citizens of the entire metropolitan area. They promote a cultural programation of reference in the region.	Problems to define the property of the space occupied by the association. Olinda has been obliged to develop themselves without a recognised concession of the space. It works mainly with its own resources and networking alliances to get project-related funding. It has also a statal low-wage income for care workers.	It has created unprecedented links between care and support for the weaker sectors of the population and cultural opportunities open to the whole population of the Milan metropolitan area. Olinda’s social innovation is linked to the ability to combine social and economic objectives, working simultaneously on the empowering of disadvantaged people and on the social enjoyment of the city in an alternative point of view.

	PARTICIPATION (initiative)	CONTEXT/SCALE (constraints/opportunities)	TIMMING (effectiveness)
City Mined (Belgium)	<p>City Mine(d) is a production house for urban interventions, committed to the development of new forms of urban citizenship, the re-appropriation of public space -roads, airwaves, stations, estates, parks, squares, virtual space- and the creation of cutting edge public artwork. The initially Belgian NGO now has agencies in Brussels, Barcelona and London, which are registered offices of the head office in Brussels.</p> <p>City Mine(d) has developed over 70 urban interventions in European cities, focussing on issues of citizenship, democracy and urban regeneration.</p>	<p>City Mine(d) is a publicly funded non-profit organisation, which receives support from regional, national, metropolitan and local authorities. It occasionally works together with private partners and foundations.</p>	<p>The creation of City Mine(D) work brings together partners from the very local to the inter-city. Through its work of creating urban interventions, City Mine(d) aims to alter the way the city is perceived, while at the same time bringing people together across borders of geography, language and culture.</p>
Pedestrian (United Kingdom)	<p>PEDESTRIAN is a wide-ranging arts organisation, delivering education, developing creativity and providing access to urban art forms. PEDESTRIAN promotes community arts and creativity for young people by providing services as workshops, research, products, events, mentoring, resource development, consultation and training.</p>	<p>As a non-profit organization PEDESTRIAN combine awareness about working on social inclusion with the provision of goods and services through market mechanisms. It also works in collaboration with different municipalities and with regional government.</p>	<p>PEDESTRIAN has grown linking its innovative interests with those of the <i>turntablist</i> (techno music) community, giving an especial attention to new urban art forms.</p>
Community Center Gallerup (Denmark)	<p>CCG appears as a project initiated by a local library branch in the disadvantaged neighbourhood of Gellerupparken, the poorest housing estate in Denmark, in the city of Aarhus. The aim of the centre is to foster active citizenship and equality of the citizens of Gallerup with the other Danish citizens. That objective is translated into the provision of services such as health provision, library services, or counselling services for ethnic minorities.</p>	<p>Various public institutions working within a common infrastructure and logic rule the centre. The public institutions collaborating in the community centre Gallerup are the Gallerup Library, The local health centre and the Public Information Centre. These three institutions work closely together with voluntary organisations, citizens associations and individual members.</p>	<p>Innovation in terms of internal organization of public administrations. User driven centre. An example of a quality development of the public sector, promoting the discussion on routes towards democratisation and better mobilisation of resources in a close interplay with the local civil society.</p>

Table C - A transversal reading of SCS

SCS	Embeddedness in the territory: “a sense of place”	Relevance of social networks at different scales	Impact on governance mechanisms (see also table 4.1)	Provision of empowerment through provision of resources
Community Centre Gellerup (Denmark)	High , Neighbourhood public services are the basis of the initiative	Low Relation with other actors at local level	Medium Impact at local level with new management of public services	High Provision of active citizenship and services to neighbours of Gellerup Fosters democratic participation in the management
Pedestrian (United Kingdom)	Low Integration of disadvantaged in labour market through music and arts	High Collaboration with different municipalities and with regional government	Low Little changes in policy-making neither in policy-process. Provision of services of integration to labour market	Medium Provision of empowerment through arts and music as a way for professionalization
Promo Cymru (United Kingdom)	Low Integration of disadvantaged in labour market through music and arts. Operates in the framework of Wales.	High , Collaboration with different municipalities, private actors, social enterprises and regional government.	Low Little changes neither in policy-making nor in policy-process. Provision of services of integration to labour market.	Medium Provision of empowerment through arts and music as a way for professionalization in a context of social enterprise.
ARSIS (Greece)	Low Integration of disadvantaged and marginal collectives in labour market.	High Networks with civil society organisations, social movements and leftist political parties.	High Use of lobbying mechanisms and changing ways of governing.	High Provision of linguistic and knowledge resources to excluded and marginalised groups. Social assistance to children and youth in risk of exclusion Fosters democratic participation in the management
AFIP (France)	Low Integration of ethnic minorities in labour market.	High Wide range of networks with private, civil society and public actors. Well-connected leader provides bridging.	High Changes in the policies for integration of ethnic minorities in the labour market at national level.	Medium Provision of resources and opportunities to ethnic minorities in the labour market.

SCS	Embeddedness in the territory: “a sense of place”	Relevance of social networks at different scales	Impact on governance mechanisms (see also table 4.1)	Provision of empowerment through provision of resources
Ateneu Popular de Nou Barris (Spain)	High Active centre supporting neighbourhood civil society initiatives.	Low Relation with other actors at local level, but horizontal networks with similar initiatives in other cities. Formalised relation with city council.	Medium Impact at local level with the provision of a public service of education on circus arts with an agreement with the city council.	High Formation on artistic performing based on circus, and provision of cultural services to the neighbourhood on a participative basis. Fosters democratic participation in the management
Olinda (Italy)	High Centre delivering services to the neighbourhood and generating employment for mental health service users.	Low Informal relation with municipality and other civil society organisations at local level.	Medium Impact at local level with the provision of services collaboration with the city council.	High Provision of cultural and leisure services to the city and inclusion of mental illness affected into the labour market. Fosters democratic participation in the management

Source: Authors' elaboration