SI methodologies for SI scale up

Deliverable D9.3

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Abbreviations and acronyms

Acronym	Description
CCC	Climate City Contract
NZC	NetZeroCities
SI	Social Innovation
WP	Work Package
PPP	Public Private Partnership
CTM	Climate Transition Map

Summary

Social innovation is perceived to be one of the building blocks deemed essential for cities in their efforts to work towards reaching climate neutrality. This deliverable describes the activities conducted in NetZeroCities project tasks T9.2 *Methodologies and tools for social innovation design/prototyping and testing*, and T9.3 *Methodologies for scaling bottom-up social innovations*. It describes the *Social Innovation Pathway and Toolkit,* along with primary tools and methods that are associated with the different phases of the pathways as well as the development of the *Social Innovation Actionable Pathway* tool.

This deliverable is to be read in conjunction with Deliverable D9.2.

Keywords

NetZeroCities, climate neutrality, social innovation

1 Scaling Strategies and Case Studies

In the last phase of the SI Pathway, *Evaluate & Scale* (see also D9.2, Section 3.5), social innovators that wish to increase their impact, need to start thinking about how to scale up their activities (when applicable or desired). However, as social innovations are heavily dependent on their local contexts, it can be challenging for innovators and initiatives to envision a way forward to successfully scale up. Since initiatives often cannot achieve this by themselves without a favorable local ecosystem, the city plays an important role in supporting and facilitating the upscaling of initiatives, as it is in the position to construct or support such an ecosystem (See D9.5).

In several co-creation sessions, the project partners have identified and categorized methodologies which discussed (or could be adapted to) scaling-up social innovation on a city level. All of the methodologies have been uploaded to the NZC Knowledge Repository, with the ones that are deemed the most promising discussed in the following sections (4.1-4.6). The outcomes of the co-creation sessions were used as input for the development of the *Social Innovation Actionable Pathways* tool (discussed in Section 2), an interactive service which helps cities to inventorize and scale up social innovations in their locality.

1.1 Framework for setting up a scaling strategy

Organizations will need to develop a scaling strategy if they would like to scale up successfully. NESTA has developed a framework consisting of four routes which can be used for this purpose (Gabriel, 2014):

- The *influence and advise* route is suitable for social innovations that are based on principles or methods that can be used in different contexts and/or can be characterized as disruptive social innovations. As there is no formal connection between innovator and audience, the implementation of the innovation cannot be controlled. However, its benefit is that it can reach a wide audience.
- The *build a delivery network* route utilizes a network of organizations which 'deliver' their innovation or practices. This network can take various forms, including social movements or initiatives that focus on replication. Federations and communities of practice are examples of such networks.
- In the *form strategic partnerships* route, innovators partner up with other organizations. In this way, they gain immediate access to new skills and technologies, without having to develop these for themselves separately. An example of this is when initiatives are taken over by larger organizations, such as governments.
- The *grow an organization to deliver* route is often used by organizations that make use of knowledge of certain individuals or have innovations that are not easy to replicate. Here, the organization itself grows, and maintains control over the spread of its innovation. This route is advisable for larger organizations, as smaller organizations might face difficulties in terms of management, since building up their organization would be more challenging compared to a large organization.

The routes are not mutually exclusive, as they can be followed at the same time or in some cases overlap. Social innovators can follow more than one strategy at once, with some making use of all four routes to scale their organization.

For a more elaborate description of the method, please see the NZC Knowledge Repository: Framework for setting up a scaling strategy.

1.2 Scaling up, out and deep

The process of scaling social innovations that can achieve systemic change can be achieved through three types of scaling (Moore, Riddell & Vocisano, 2015): scaling out, scaling up and scaling deep.

- *Scaling out* refers to organizations that wish to expand to a broader geographic area through replication and/or diffusion. This can be achieved by spreading the innovation via geographic and numeric replication. The innovation's core principles can either be kept *as is* or adapted to fit local contexts.
- *Scaling up* refers to organizations that strive to address an issue's institutional or systemic basis. In this context, this means attempting to change or develop new policies or legal frameworks as well as advocating for change.
- *Scaling deep* refers to organizations that believe that change can only be sustainable when a transformation takes place in people's values, cultural practices and quality of relationships, which can be achieved by exchanging information and experiences. This can be achieved through establishing learning communities or participatory practices.

For a more elaborate description of the method, please see the NZC Knowledge Repository: [Scaling up / out / deep](#).

1.3 Levers of a sustainable city

Levers of a Sustainable City is a model that aims to scale and accelerate proven sustainable practices at a municipal level. It focuses on peer learning and recognizing the value of good practices, consisting of a typology of scaling activities as well as a number of interconnected methods. Through discussions with innovators, three interrelated types of scaling were identified.

- Scaling through *confirmation* means that virtually all practices are aimed to strengthen and increase an innovation's own operations.
- Scaling through *diffusion* involves broadening the scope or reproducing activities to different areas or contexts.
- Scaling through *mainstreaming* pushes the innovation to a higher level, such as legislation, which needs commitment of policy-makers.

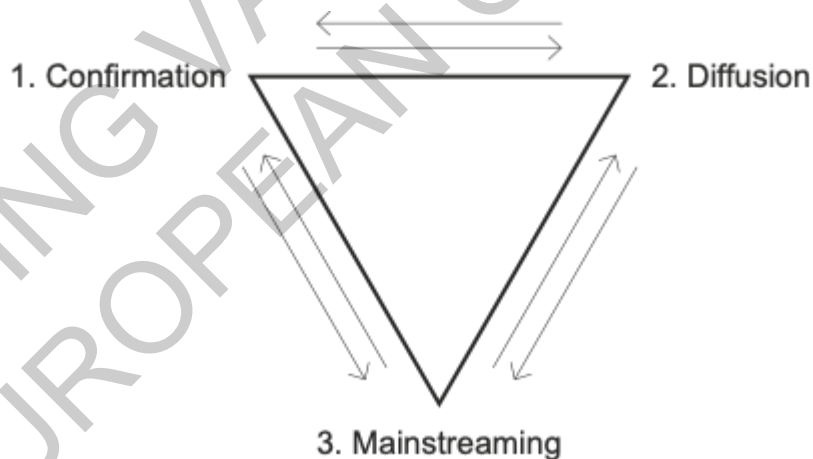The three types and their interrelations are shown the diagram below:

Figure 1-A. The three types of scaling and their interrelations (Schmidt-Thomé et al. 2021)

There are several dynamics visible in the relationships between the types of scaling:

1 -> 2: The good performance of one initiative can lead to its replication by another municipality.

2 -> 1: A municipality can give feedback to the original initiative, who can incorporate this feedback in their approach

2 -> 3: The broader relevance and functionality become apparent if there are a sufficient amount of replication of an initiative.

3 -> 2: There are initiatives that are more in demand by society, which helps their acceleration and dissemination.

1 -> 3: There is a possibility that an initiative that shows much promise can be scaled through mainstreaming, without having proof that it can perform in different contexts.

3 -> 1: Oftentimes, mainstreaming only happens when a certain practice is compulsory to adopt, mostly due to regulation) to adopt.

For a more elaborate description of the method, please see the NZC Knowledge Repository: Levers for a sustainable city.

1.4 Configurations for scaling up social innovation

This approach adopts an academic approach, in the sense that it is based on studies that suggest that there are different configurations possible for social innovations to become institutional, which depend on their initial conditions and the challenges they face when being implemented. This led to the development of five pathways, *Volcano, Beanstalk, Umbrella, LEGO* and *Polishing Gemstones,* which consist of different configurations of key variables (see Table 4.1).

	Approach to change	Strength	Challenge	Pathway for scaling up	Risk
Volcano	Occurs from learning and experimentation	Inclusive and participatory organizational culture	Defining strategic focus	Centralization of the strategy	Lose ability to generate the energy and excitement within the organization
Beanstalk	Initiated by a visionary and implies implementation of their strong vision	Consistency and drive	Scarcity of resources to respond to opportunities	Finding a patron or venture social capital	Leave behind the original design and some of the energy around the movement
Umbrella	The initiating organization stimulates emergence through funding	Introduces system-level goal at an early stage	Lack of ownership, poor integration, absence of a visionary	Challenge the concept of partnership and "think like a movement"	Push partners beyond their comfort level
LEGO	System change starts with community change	The emergence of new local networks and partnerships, building on existing assets	Connecting place-based strategy to broader policy/ economic change	Creation of strategic conversations to consolidate elements at a higher level	Hinder active dissemination of principles and ideas
Polishing gemstones	Refining and selling more of a good product (controlled replication)	Gives credibility, legitimacy, and reputation to the organization	Short-term managerial thinking in a complex problem domain	Potential partnership with a system-focused movement or organization	Lead to a loss of quality control

Table 1-A. Five configurations for scaling up social innovation (Westley et al., 2014)

An organization should first identify in which of the five configurations it falls in order to understand their own strengths.Then it should explore whether there are similar organizations it could collaborate with. The motivations and interests of the employees should then be assessed after which the current market position as well as the benefits of scaling up should be investigated.

For a more elaborate description of the method, please see the NZC Knowledge Repository: Five Configurations for Scaling Up Social Innovation: Case Examples of Nonprofit Organizations From Canada.

1.5 Social innovation observatory

The *social innovation observatory* is an approach to map and analyze social innovation ecosystems. Having an overview of current social innovation initiatives within a city is essential before scaling up. This approach has been implemented in the city of Florianópolis, Brazil through the creation of a collaborative digital platform.

In order to construct the observatory, the current legislation and regulations regarding social innovation should be understood, public issues and the city's social demands, and work that local initiatives perform on different levels. Insight can be gained by conducting interviews with the main actors which support social innovation within a city, gathering information about social initiatives that are publicly available, visiting the initiatives themselves to study their solutions and impact, and identifying relevant actors from other fields, such as government, civil society, academia, and social entrepreneurs.

It is important to invite the main actors to join the platform as well, as this helps to identify more social initiatives that are supported by them. By involving the main actors in the observatory, the project can be legitimized, and the data validated.

Additional steps that could be taken are building a georeferenced map of the support actors, along with their (inter)relations with the social innovation initiatives, and investigate cases that relate to issues that are important for a particular city, such as waste management or women's rights.

For a more elaborate description of the method, please see the Annex: Florianópolis.

1.6 WHO Scaling up Framework

How can social innovations make a bigger impact on climate neutrality and wellbeing? The scale up framework developed by the World Health Organization provides the foundation for the development of a scaling up plan, and it helps structuring a scale-up strategy. The framework is an actionable tool for cities to consider main issues central to scaling up social innovations and other types of people based innovations for climate neutrality. It views scaling up as a system of interrelated elements and strategic decisions that have to be made: the (social) innovation to be scaled up, the institution/organizations that will adopt and implement it on a larger scale, the external conditions and institutions that will affect the prospects for scaling up (environment), the individuals and organizations that will promote and facilitate wider use of the innovation (resource team). Once insights have been gathered on all these elements, the actual plans/actions (strategy) can start to be designed by deciding on the type of scaling up, and considering the necessary resources (costs, capabilities, capacities), the scaling up process (scope, pace, participatory, centralized…), how to disseminate the innovation, monitor and evaluate it. This framework has been used for the planning and assessment of various health system innovations. It was developed in conjunction with the World Health Organization WHO, NGOs and international agencies (2010), for the purpose of providing a tool that gives a structured systemic view of scaling up.

Social innovations and social enterprises often face the issue that the organization remains small, thus providing a small impact for climate neutrality. The WHO scaling up framework is a useful tool to guide organizations in developing scaling strategies.

For successful scale up, cities should plan how their pilot innovations can be implemented on a larger scale and achieve broad impact. When launching a rollout process, there should be a good balance between the desired outcomes and practical realities and constraints. This framework gives innovators a holistic and systematic view on the different elements to consider and helps identify actions to take and decisions to make to successfully design a scaling up strategy.

For a more elaborate description of the method, please see the NZC Knowledge Repository: [WHO Scaling up framework](#).

2 Social Innovation Actionable Pathways Tool

The *Social Innovation Actionable Pathways Tool* has been developed as a service that could help policymakers and relevant stakeholders assess to what extent their city is ready to support and scale up local social innovation initiatives, particularly those dealing with climate neutrality. In addition, the service should be able to point cities towards resources which would help them in their ambitions to further social innovation in their local contexts, which would be beneficial for the development of new municipal policies. The tool enables cities to have a snapshot of their current status on social innovation and gauge whether they have sufficient resources and infrastructure in place to bring local social innovation initiatives to the next level as well as point them to resources which might help them become more prepared.

2.1 Methodology

The development of the tool started with an analysis of the cities' needs and expectations in terms of social innovation and action plans (see also D.2.3 (Waud, Jacobi, Colom & O'Phelan, 2022) and D.13.1 (Liakou et al. 2022)), which were derived from co-creation workshops organized within NZC. These findings were supplemented with a literature review on social innovation and climate neutrality (Bresciani, Rizzo & Deserti, 2022), the theory of change developed within NZC (Chaudary, Hawkins & Alvial Palavicino, 2022), 36 case studies developed within NZC (Romero et al., 2023) as well as relevant information from similar EU-funded projects. These insights were then combined and shared on an online collaborative platform, which formed the basis for three sessions during which the T9.3 project partners (TNO, Polimi, Demos, DML, Polimi, TNO and VTT) co-designed the basic principles on which the tool should be based (see Figure 2-A and Figure 2-B).
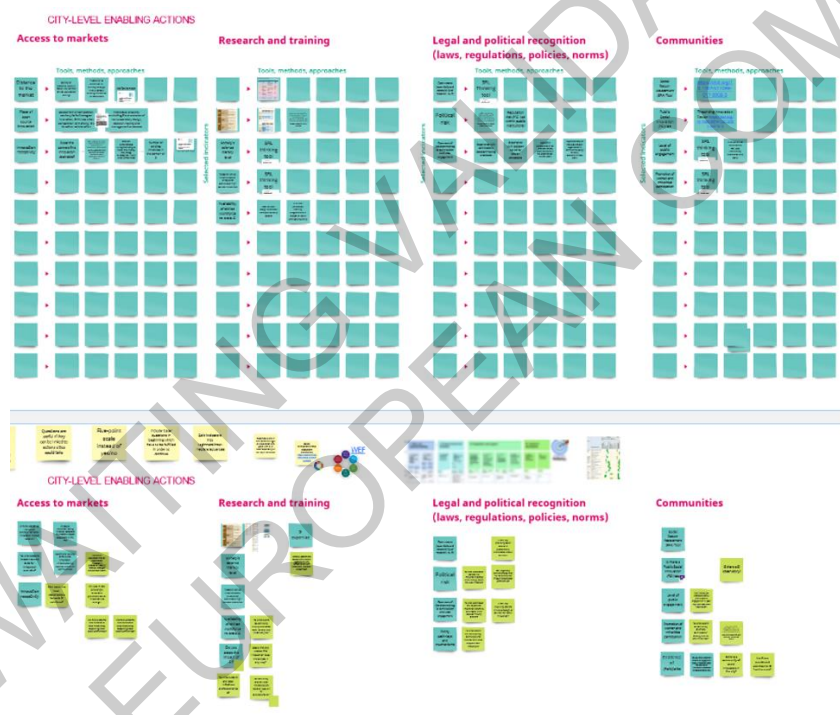

Figure 2-A. Screenshot from co-creation session on collaborative platform Miro on which the partners collaborated to organize and aggregate the collected information, such as which criteria to use for assessing a city's readiness for upscaling (top) and suitable indicators (bottom).
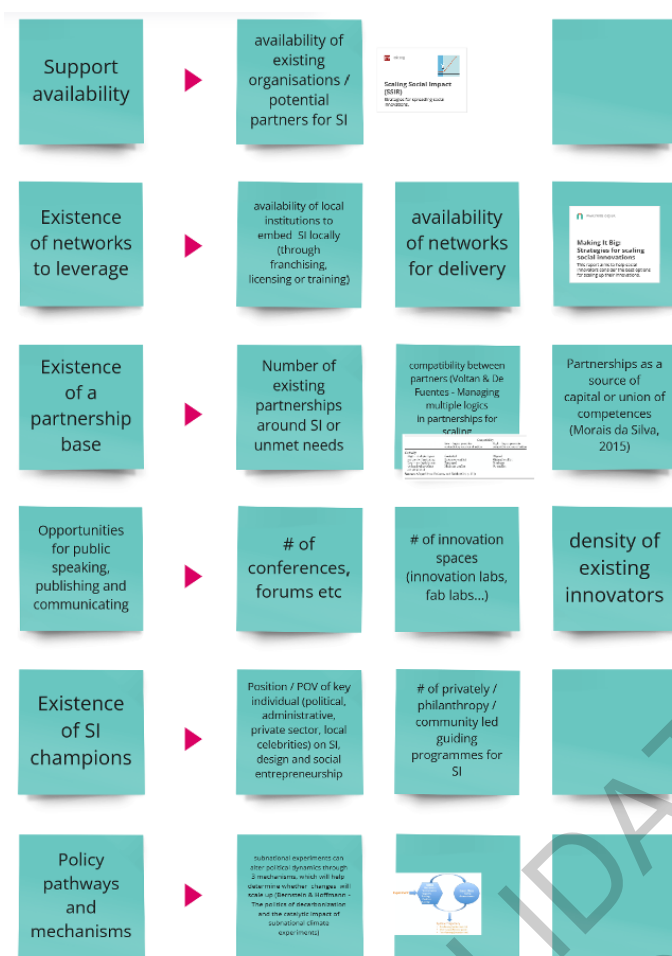
Figure 2-B. Detailed view of the category Formal & Informal networks from Figure 5-A, with proposed indicators on the left and associated tools, methods and approaches on the right

In several stages the collected information was organized using the partners' respective expertises, relevant frameworks from the scientific and gray literature and existing NZC knowledge (such as WP2 categories of indicators and WP10 domains), eventually leading to the development of categories of actions for scaling social innovation at urban level.[1] Several questions were used as guidelines during the process, such as 'what are we going to measure in order to assess a city's readiness to scale up social innovation?', 'what are the most important indicators for cities?', 'how to determine the weightage/importance of the answers?', 'how to collect and present the data?', and 'are there any cases that could be connected to the proposed solutions?'. In addition, the indicator categories which were identified in D2.7 were used as a basis during the co-creation sessions to structure the findings and propose an improvement of the categories. Guiding questions that were asked during this process included: 'do the indicator categories from D2.7 cover the themes that we have found in the sessions in T9.3?' and 'are there any categories missing?'.

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[1]   Frameworks used included *Breaking the binary: Policy guide to Scaling Social Innovation* (Schwab Foundation & World Economic Forum, 2013) and the Social Entrepreneurship Ecosystem Assessment online tool (European Commission and OECD, n.d.)

Based on the findings from desk research and the co-creation sessions with the partners, a interactive digital service to assess and communicate social innovation scaling actions (or social innovation actionable pathways) was deemed the most useful for cities in the NZC context. A first prototype was developed, which was based on the framework by Bischof and Eppler (2011), that states that clear communication should be concise, logically structured, low in ambiguity, ready to use, and have explicit content. The tool is designed with cities' transition teams as the primary targets, in particular for supporting municipalities in the selection of social innovation actions as levers toward climate neutrality. The first iteration consisted of a timeline featuring fourteen categories arranged according to three steps: *prepare*, *act* and *accelerate* (see Figure 2-C).[2]
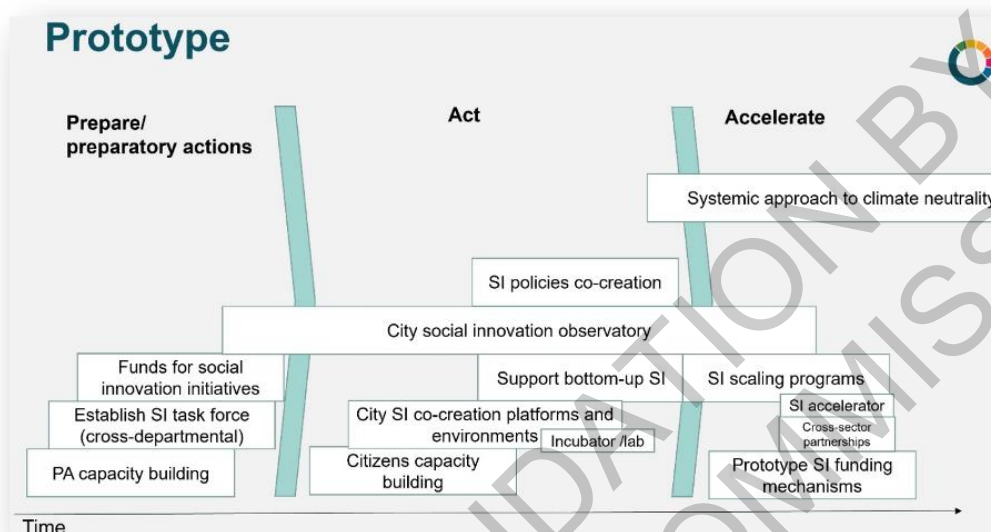

Figure 2-C. The first prototype of the Social innovation Actionable Pathways Tool with the fourteen categories arranged on a timeline.

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[2] The three steps are based on the categories of the ICLEI City Climate Planner Program.

1. Public administration capacity building in social innovation

Intervention: PA skills development with courses and workshops on social innovation for climate sustainability
Cities which did it already: City experiment funds; PentaHelix
https://netzerocities.app/resource-2623
Resources in the NZC platform: T9.6
Suggested indicator(s):
-Social Innovation skills development activities (numeric)
-PA Social Innovation skills development (textual)
Impact: SDG(s): 4, 11, 13
Scientific reference: WEF Develop Government Capacity for Action

Intervention: Develop a list of experts in social innovation for climate neutrality to which the municipality has access
Cities which did it already: City-studio in Spain
https://netzerocities.app/resource-3097
Methods and Resources in the NZC platform: ?
Suggested indicator(s): Social Innovation experts
Impact: SDG(s): 17
Scientific reference:

Figure 2-D. Pop-up for the category Public Administration capacity building, displaying additional information.

By clicking on one of the categories, a pop-up is displayed with more information, such as a short description, suggested indicator(s), associated SDG goals as well as supporting academic references (see Figure 2-D). The prototype was presented to an expert group within the NZC consortium in an online session. Based on the feedback and suggestions that were made during the session, a second prototype was developed.

In the second iteration, some of the categories were combined, reducing bringing back the total number of categories to eleven. In addition, the adjusted prototype featured two different customer journeys for the tool / prototype. In the first variation, the user (this could be a member of a city's transition team or a policy-maker) would be asked a series of 17 questions, after which a visual dashboard would be shown indicating the city's performance in the different categories, with zero stars being the lowest score and three stars being the highest score attainable (see Figure 2-E, Figure 2-F & Figure 2-G). In this way, the user would be able to get an overview of their city's readiness to upscale social innovation at a glance.
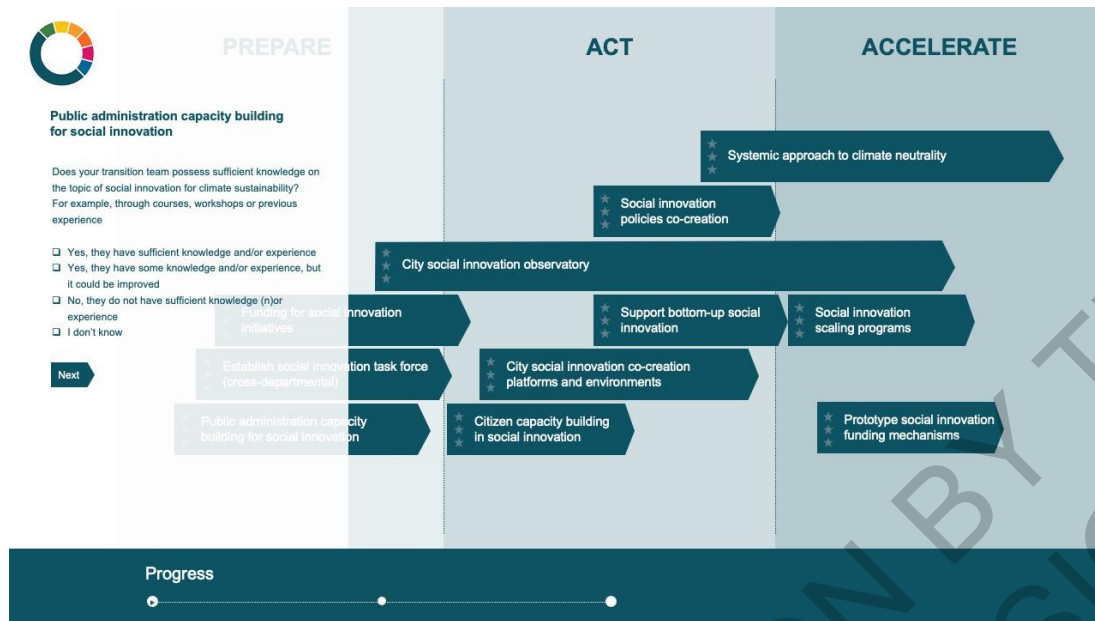
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Figure 2-E. Second prototype (variation 1): users are presented with 17 questions which are related to the 11 categories.
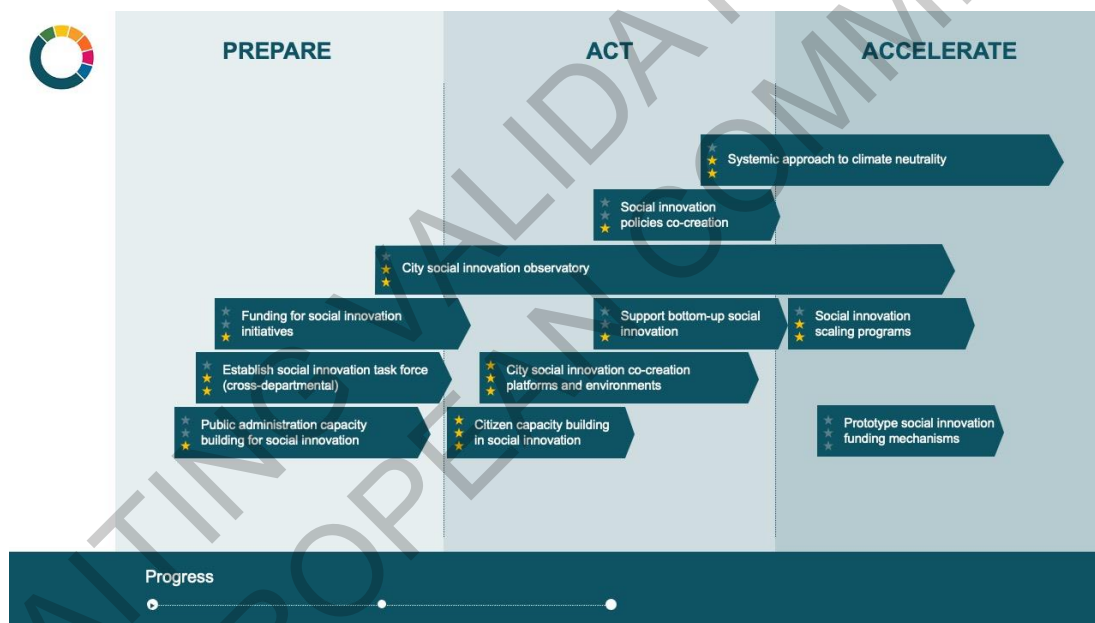

Figure 2-F. Second prototype (variation 1): after answering the 17 questions, the results are shown in the overview.
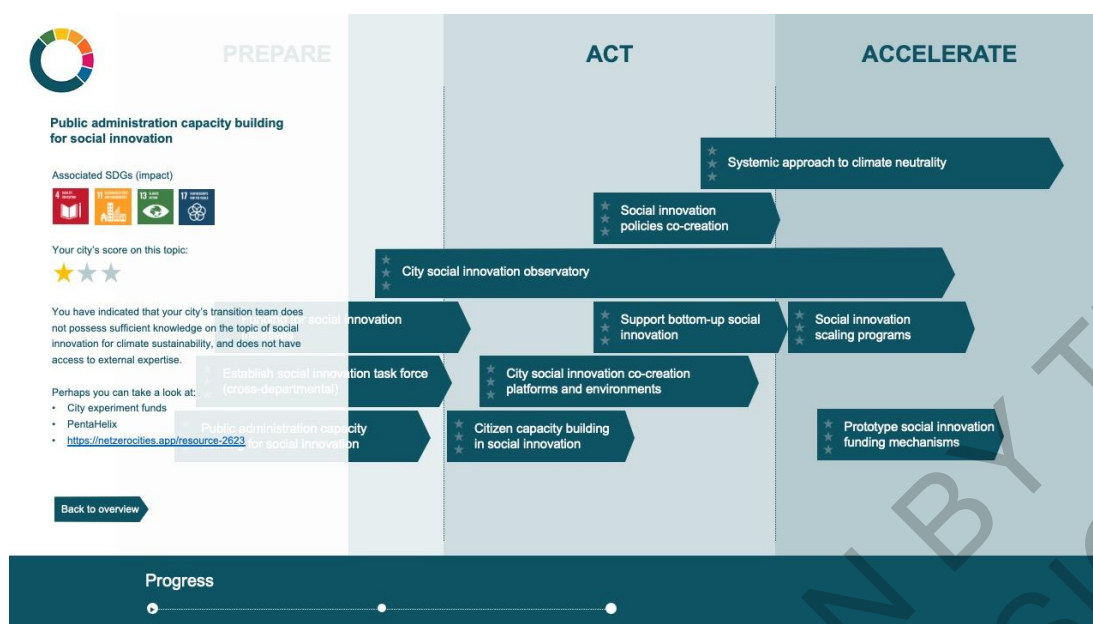
Figure 2-G. Second prototype (variation 1): the user can click on one of the categories, which will then show the associated SDGs, a short explanation of the score and links to relevant resources on the NZC portal.

In the second variation, the user would go through the process the other way around. The overview would be displayed first, with the user clicking on each category to answer the associated questions (usually 1 to 3 questions per category). Here, the user is not bound by the order of which the information is presented and can choose whichever category they wish to address first (see Figure 2-H, Figure 2-I & Figure 2-J).
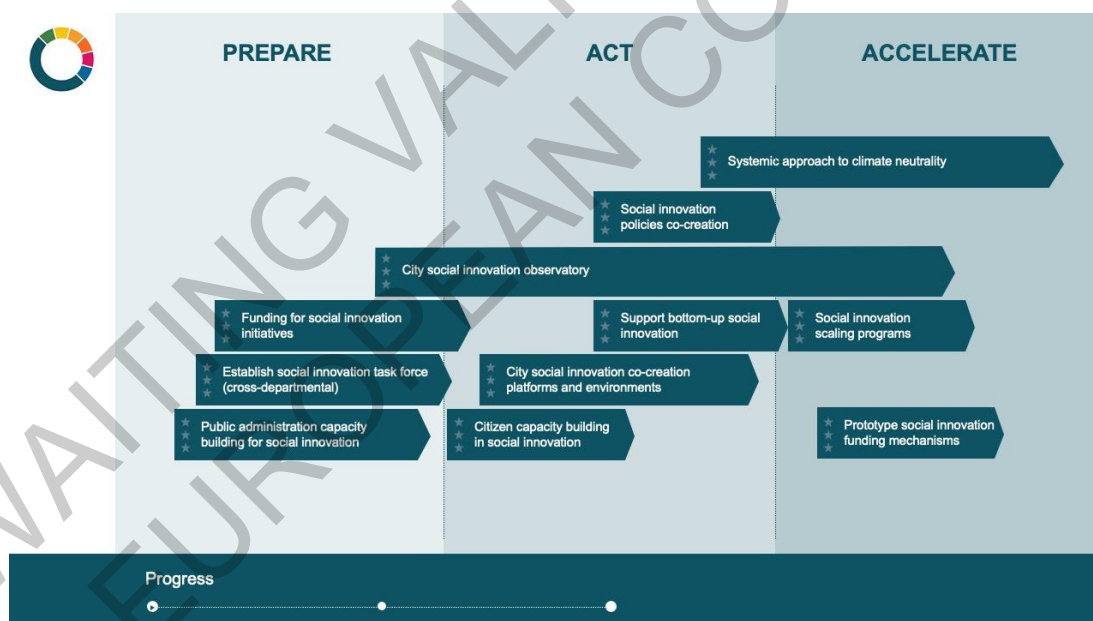

Figure 2-H. Second prototype (variation 2): users are immediately presented with an overview of the 11 categories and have to choose a category first in order to see the questions associated with it.
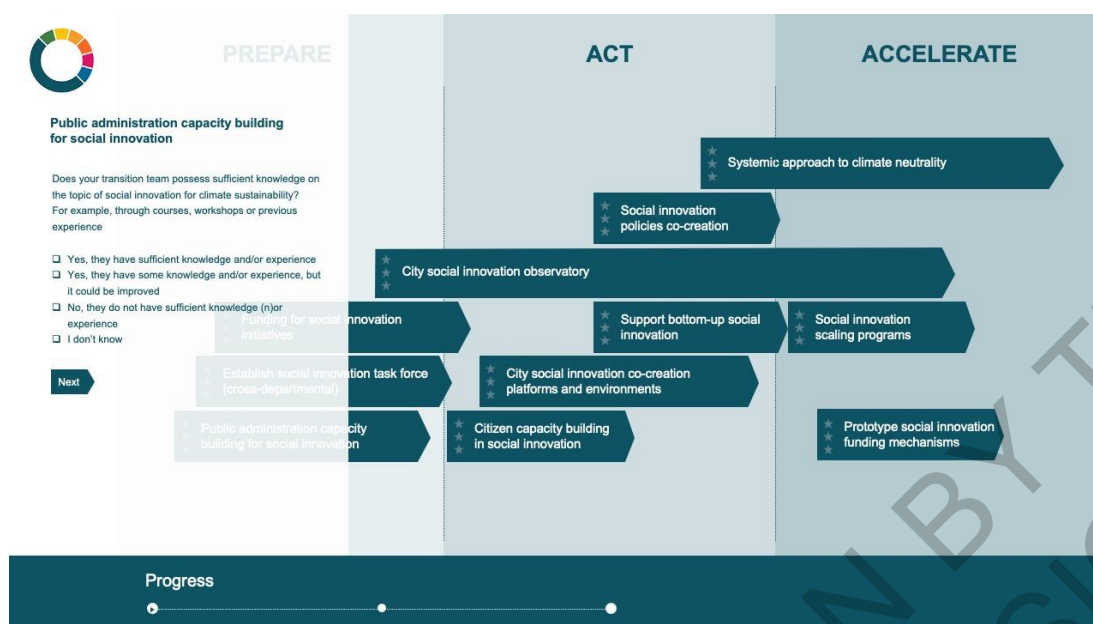
Figure 2-I. Second prototype (variation 2): users are presented with the questions associated with a particular category.
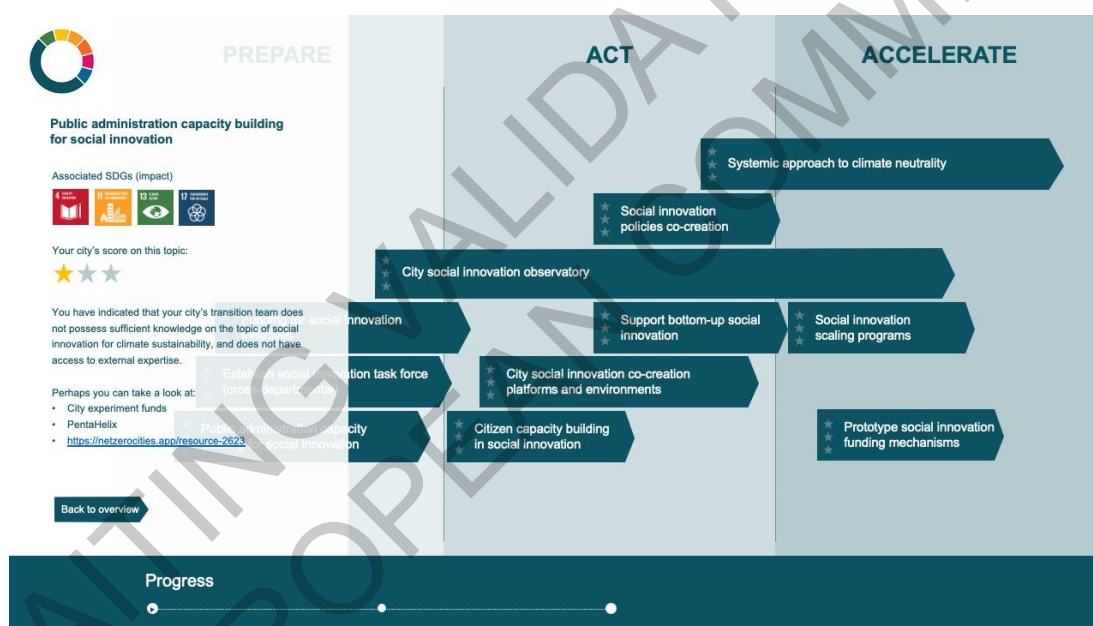

Figure 2-J. Second prototype (variation 2): after answering the questions, the results for that category is shown, along with the associated SDGs, a short explanation of the score and links to relevant resources on the NZC portal.

The questions were designed in such a way that it was not necessary to provide it with 'hard' quantitative data. Instead, the user could make a self-assessment whether they think that their city fulfills certain criteria or possesses a particular resource.

Beyond the self-assessment questionnaire, by clicking on a category, additional content is displayed which shows categories of actions, related cases studies available on the NZC platform or externally, scientific reference, and related indicators (aligned with the MEL developed in WP2 and outlined in D2.7 (Mureddu, F. & Bresciani, S. (2022)).

An extended explanation of the methodology has been presented and published at the EKSIG conference (see: Bresciani, Tjahja, Komatsu, Rizzo, 2023a).

2.2 The city's journey through the service

The second (and final) prototype was tested in two city panel sessions with city advisors, which took place in November 2022 and May 2023, respectively. These sessions provided additional input for the customer journey (see Figure 2-K), which was constructed for the service.
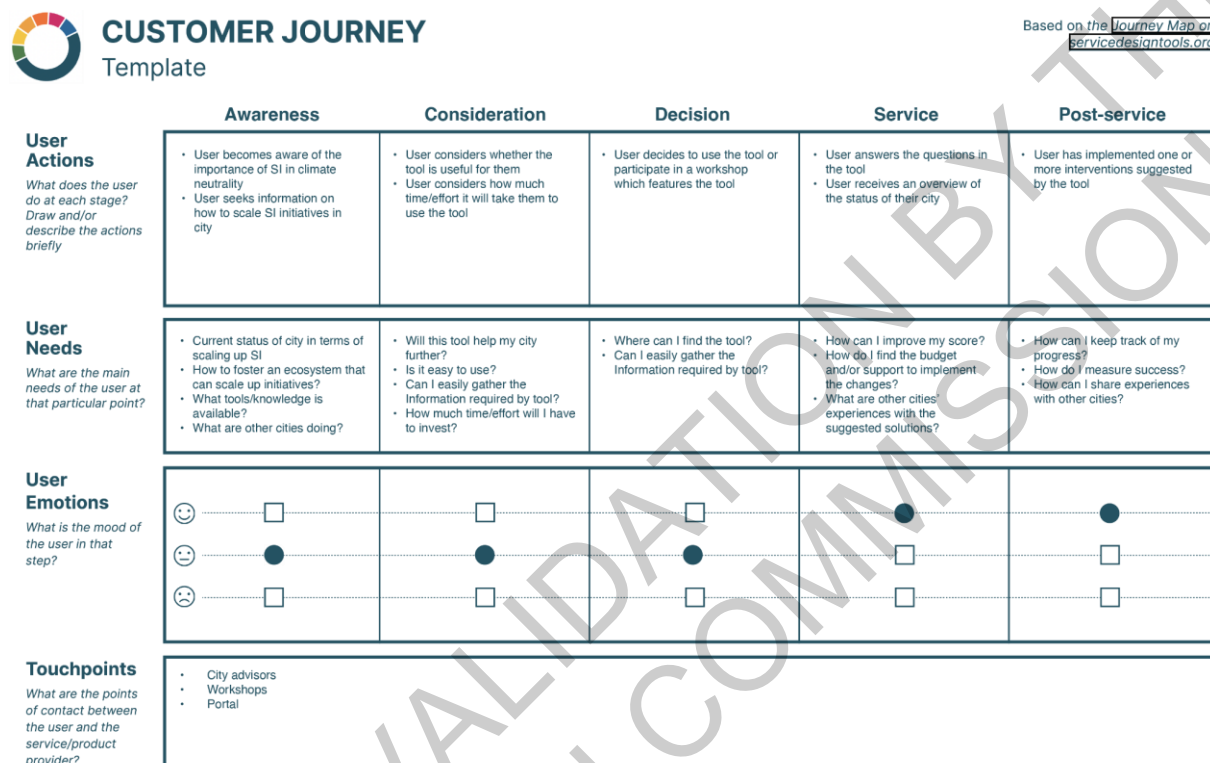
Figure 2-K. The customer journey for the Social Innovation Actionable Pathways tool.

The lack of awareness on social innovation in the cities' administration was mentioned in both sessions, which is an issue of concern. According to the city advisors, most cities are not aware of what social innovation is and/or what its value could be in addressing climate neutrality. Furthermore, social innovation is oftentimes not seen as a priority by the cities, which makes it challenging to convince cities to use the tool. Therefore, it appears that the first step would be to raise awareness among the cities on what social innovation entails and why it could be useful for them. Only when cities have been made aware of the added value of social innovation initiatives in their cities, and are willing to support them, would it make sense for them to use the tool.

An additional concern which was brought up in both sessions, is the perceived threshold for the cities' transition teams to actually use the tool if it is not being promoted actively. This might be partially attributed to the aforementioned lack of awareness on the value of social innovation as well as time constrictions, due to the heavy workload that many transition team members are experiencing in the NZC project. The city advisors therefore suggested to present the information in a more visual way, by converting the case studies (currently visualised as hyperlinks) into visual narratives or presentations. In this way, it is thought that the information would be more easily digestible for the transition team members. However, these adjustments would entail a considerable redesign of the existing prototype, and might therefore only be feasible in the later stages of the project.

Another suggested solution to the perceived threshold in using the service was to convert the tool from an online tool available on the portal to something which could be used in a workshop or training format (either online or physical). The tool would then function more as a way to spark conversation between the participants, rather than an assessment tool. These options are currently still being considered.

The extended explanation of the content for each category and corresponding case studies and indicators, has been accepted for presentation and publication at the IASDR conference proceedings (Bresciani, Tjahja, Komatsu, Rizzo, 2023b). A preliminary overview of the content can be seen in Figure 2-L, which maps the categories and related cases and indicators in a summary poster format.

Figure 2-L. An overview of the content of the Social Innovation Actionable PAthways tool in a poster format

2.3 How NZC delivers the service

The prototype of the tool has been delivered for inclusion on the portal. However, it has not yet been decided where the tool will be placed, as users who are not familiar with social innovation (or are not sufficiently aware of its value), might not be able to find it. It will likely find residence in the SI Learning Club and/or the Activating Ecosystems for Change Module, depending on technical feasibility. Currently, possibilities of converting the tool into a workshop or training format are being explored.

2.4 Next Steps

Further development of the tool into a more visual or narrative format, as discussed in section 5.2, might be an option to consider, if the tool is going to be available on the portal. This could be considered in the later phases of the project, after the tool has been tested in practice, or in the NZC-SGA.

3 Conclusion

In conclusion, Tasks 9.2 and 9.3's shared objective was to support cities in developing, implementing and scaling SI, as well as nourishing and maintaining a robust SI ecosystem for change. This was accomplished by developing the following:

- SI Pathway and Toolkit to guide cities and local, citizen social innovators through a development pathway that supports strategic SI programming or idea generation to maximize collective impact (Section 3);
- Scaling Strategies to support cities in scaling successful, small-scale experiments for bigger impact; and
- SI Actionable Pathways Tool to assess a city's current SI ecosystem and identify 'corrective' actions to strengthen certain areas of concern.

While these resources are meant to support cities, the impact relies on proper knowledge sharing mechanisms between the city and local urban stakeholders and an active and well-represented Transition Team (See Playbook for more information.).

WP09 was designed in such a way that the first three tasks (9.1-9.3) were content producing, while the latter three (T9.4-T9.6) operationalized the content in strategic and meaningful services (see Figure 3-A and Figure 3-B). Overall, WP09 services were designed to support cities to navigate the CTM (see Figure 3-A below), as well as to complement other services and products developed across WP09 tasks. This work was supported by the Work Package lead and also through overlapping partner involvement in different tasks. For this reason, deliverables are highly interrelated.
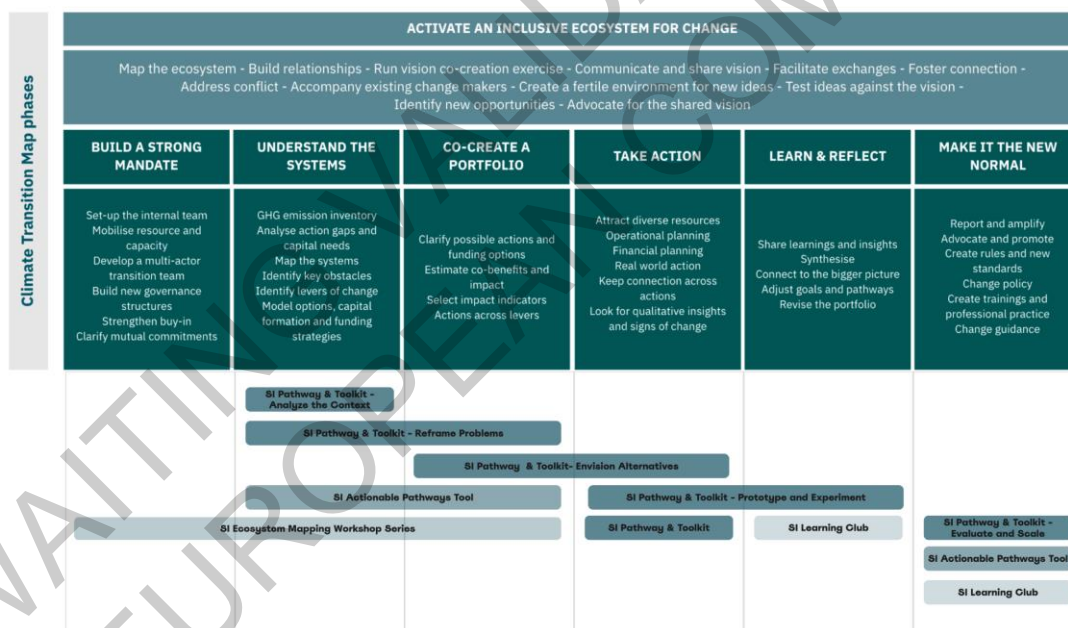

Figure 3-A. WP09 Services across the CTM

As a whole (see Figure 3-B), the services designed in WP09 can be broadly divided into:

- City Support Services that help cities learn about SI, define how to activate SI in their journey to climate-neutrality, implement SI initiatives and develop strategic SI programming; and
- Ecosystem Support Services that assist both: (1) cities in creating the enabling conditions for SI development and in activating local SIs in the city's Action Plan; and (2) local innovators in developing inclusive and responsive solutions for climate-neutrality.

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The services and resources can be accessed from a single starting point in the SI Learning Club (see D9.4) and in the Activating Ecosystems for Change Module of NZC's Capability Building Program (see D9.6).

WP 09 Services

*Services that support cities learn about SI, define how to activate SI in their journey to climate-neutrality, implement SI initiatives and develop strategic SI programming.

**Services that support both: (1) cities to create the enabling conditions for SI development and activate local SIs in the city's Action Plan; and (2) local innovators to develop inclusive and responsive solutions for climate-neutrality.

Figure 3-B. WP09 Services

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5 Annex

5.1 SI Tools and Methods for Scaling SI

5.1.1 Five Configurations for Scaling Up

Overview

Name of Method	Five Configurations for Scaling Up Social Innovation: Case Examples of Nonprofit Organizations From Canada
Type/Level of Method (FF)	☒overall approach ☒method ☐tool
Brief description	Academic studies show that the journey from social to institutional entrepreneurship takes different configurations, depending on the initial conditions of the innovative initiatives and obstacles encountered during implementation. Therefore, five different pathways for scaling up social innovation initiatives were developed, consisting of different configurations of key variables, and informed by qualitative interview data from selected non-profit organizations.
Keywords (FF)	LEAVE BLANK

Barriers and Issues

Relevance to Climate Neutrality (FF)	[was the method developed for or is it known to be suited to dealing with climate neutrality and how] ☐Developed specifically to deal with climate challenges ☐Has been implemented to deal with climate challenges ☒Has potential to deal with climate challenges
Challenges (FF and text)*	[Which challenges can this method help to address, from here, further development needed] ☐Financial limitations *eg. Insufficient resources* ☐Specific climate-related challenges *eg. City industry or location* ☐Resistance to climate action from vested interests *eg. Previous initiatives met with resistance from powerful actors* ☐Resistance to climate action from public *eg. Previous initiatives met with public backlash* ☐Short term thinking *eg. Difficulty in policy planning beyond election cycle* ☐Existing governance structures *eg. Existing setup makes collaboration across departments difficult, siloed governance* ☐Historical legacies and institutional distrust *eg. Low public*

	trust in city govt ☐Inadequate public participation *eg. Low capacity to conduct meaningful citizen engagement* ☐Inadequate representation of affected communities eg. *Those affected by action are not well represented by/connected to existing elected officials* ☐Poor existing services *eg. The current offer does not align with policy directives (limiting its access to government support) or with user demands (in terms of output/delivery/etc.)* ☐Marginalized from innovation ecosystem *eg. Detached from innovation hubs (rural location etc.); limited understanding of system actors and resources; etc.* ☒Scaling challenges *eg. Finding people with a suitable set of skills and competences and dealing with specific local challenges/contexts* Other [text box] TEXT: Understanding the characteristics of your enterprise and relating it one or more of the five configurations to understanding how to perform scaling up.
Thematic Areas (FF)*	[is this method well suited to use in a particular sector OR has this method been used in any of the following sectors or to address the following themes] ☐Urban Governance, Policy Development, CCC ☐Innovation Management and Digitization ☐Stakeholder/ Community engagement and capacity building ☐Financing, Funding and Partnerships ☐Peer to peer learning, and replication, upscaling ☐Built environment *eg. Building renovations* ☐Energy systems *eg. Energy generation* ☐Mobility and transport *eg. Public transport, bikes* ☐Green industry *eg. Environmentally friendly manufacturing or agriculture* ☐Circular economy *eg. Initiatives to eliminate waste or reuse materials* ☐Nature-based solutions *eg. Green roofs, ecological restoration* ☐Digital solutions *eg. Engaging citizens through data platforms* ☐Not applicable ☒Other [Scaling up and why certain social innovations are unable to do so]
Problem, Purpose and	The proposed pathways for scaling up social innovations

Needs (text)	are shaped by, among others, the initial conditions, the opportunities and barriers encountered, and the motivation behind the decision to scale up in the first place, and are informed by case studies of five different organizations. By arguing that there are multiple promising approaches to scaling social innovations, the authors hope to contribute to filling the knowledge gap that has been described by Bloom & Chatterji (2008, p. 25) as a lack of "conceptual clarity" about why some social enterprises are more successful in scaling than the others.
Impact Goals (FF)	[does this method typically aim towards long or short term goals] ☐short term ☐medium term ☒long term ☐Not applicable/other
Issue Complexity (FF)	[what level of complexity can this method handle?] ☐low ☒medium ☐high
Issue Polarisation (FF)	[what level of polarisation is this method capable of dealing with?] ☐low ☐medium ☐high

Governance and Empowerment

Governance Models and Approaches (FF)	[what overall approach to governance or methodology does this method fit into?] ==OPTIONS SUBJECT TO CHANGE== ☐co-creation *eg. Development of new or added value through collaboration with affected stakeholders* ☐co-design *eg. Collaborative and participatory design and development processes with affected stakeholders* ☐co-production *eg. People using the service are involved in design and implementation* ☒systems thinking *eg. Approaches specifically designed to effect systemic change* ☐collaborative governance *eg. Affected stakeholders and communities working together on a problem* ☐deliberative approaches *eg. Structured dialogic processes* ☐partnership approaches *eg. Long term partnerships that challenge traditional boundaries* ☐evaluation, oversight and monitoring *eg. Holding authorities to account* ☐Social innovation approaches *eg. Approaches that aim to fulfil a social need*
Enabling Conditions (FF)	[which enabling conditions does this method or tool support]: ☒Organizational processes

	☒Organizational culture ☐Organizational structure ☐Network Mapping ☐Network Collaboration ☒Context fit (ie. Ability to be embedded in the local/regional/national/etc. level) ☐Access to markets ☐Access to finance ☐Access to training, education and research ☐Knowledge development and transfer ☐Political and administrative awareness ☐Leadership ☒Organizational vision ☐Other [text box]
Essential Considerations for Commissioning Authorities (text)	
Engagement Journey (FF)	[at what stage/s in a city's engagement journey is this method best suited to?] <mark>LEAVE BLANK</mark> ☒Self assess ☐Declare commitment ☐Define problem/s ☐Craft question ☐Select portfolio ☐Action, learning and embedding
Type of NZC Engagement (FF)	[which type of NZC engagement is this method most suitable for?] <mark>LEAVE BLANK</mark> ☐Mission City ☐Climate City Contracts ☐Pilot City ☐Twin City ☒Other [Not applicable]
Democratic Purpose (FF)	[what democratic functions does this method help to serve?] ☐empowering inclusion ☐collective will formation ☐collective decision making ☐implementation, monitoring and accountability
Level of Citizen Empowerment (FF)	[Where does this method typically sit on a spectrum of public participation?] <mark>LEAVE BLANK</mark> Other ideas? [Not applicable]
Communication Channels (FF)	[how are the method and its outcomes usually communicated to broader publics] ☐Public report ☐Mass media ☐Dedicated website ☐Social media ☐Direct engagement with wider public ☒Other [Not applicable]

Participation

Participant Numbers (FF)	[how many people can usually participate] ☐small groups – up to 10/15 ☐up to 50 ☐50-100 ☐100-500 ☐500-1000 ☒no limit [Not applicable]
Actors and Stakeholders (FF)	[what type of actors and stakeholders typically participate throughout the whole process] ☒Policy/decisionmakers ☒Citizens or general public ☒Industry and innovation communities ☒NGOs or civil society organisations ☒Academia ☒Science or technology research communities ☒Organizational staff ☒Social innovators ☐Other [text box]
Actors and Stakeholder Relationships (text)	
Participant Recruitment (FF)	[how are participants typically recruited to take part?] ☐self-selection ☐random selection ☐stratified selection ☐election ☐invitation or appointment ☒other: [Not applicable]
Interaction between participants (FF)	[how do people typically interact with each other during the process?] ☐Express preferences only ☒Deliberate or discuss ☐Observe as spectators ☐No interaction ☐Negotiation and bargaining ☒Ask and answer questions ☐Other [text box]
Format (FF)	[in which formats can this method take place?] ☐online ☒in person ☐asynchronously ☐synchronously

Development Stage

Social Innovation Development Stage	[which phase does the tool/method fit best into] ☐Analyse Context ☐Reframe Problems ☐Envision Alternatives ☐Prototype ☐Experiment ☐Assess social innovation readiness ☒Scale

	☒Evaluate
Scope	[Which objective/activity does the tool/method support] ☐ecosystem analysis ☐environmental scanning ☐negotiation of commitments ☐stakeholder engagement ☐knowledge transfer ☐feasibility plan ☐brainstorming ☐prototyping ☐impact assessment ☐agenda setting ☐problem framing ☐policy legitimization / amplifying ☐policy formulation ☐policy implementation ☐policy evaluation ☐financing plan ☐accountability plan ☒other [Scaling up]

Resources

Resources and Investments (FF and text)	[what kind of resources and investments are needed to use this method] ☒Human Labour ☐Materials ☐Software or other tech ☐Funding ☐Other (please specify eg. Independent recruitment company, venue etc)
In-house (FF)	[can this method be run in-house, or does it require external resources and actors] ☒Can be run internally ☐Requires input from independent or external organisers ☐Both ☐Not Applicable

How does it work: step by step

Time commitment (text)	This can be decided by the organisation.
Typical duration (FF)	☐one-off ☐recurring ☒continuous ☐other [text box]
Step by Step (text)	Five distinct configurations were developed, which suit different organization's contexts: *Volcano, Beanstalk, Umbrella, LEGO and Polishing Gemstones*. Although each configuration is different, they consist of the following elements: *approach to change, strength, challenge, pathway for scaling up* and *risk*. 1) Identify which of the five configurations your organization fits into will help you understand your own strengths.

2) Determine whether there are other similar organizations that you could collaborate with (or not).

3) Assess motivations and interests of employees.

4) Understand your current market position and any benefits that could be gained (or not) from scaling up.

Table 3. Five Configurations for Scaling Up Social Innovation.

	Approach to change	Strength	Challenge	Pathway for scaling up	Risk
Volcano	Occurs from learning and experimentation	Inclusive and participatory organizational culture	Defining strategic focus	Centralization of the strategy	Lose ability to generate the energy and excitement within the organization
Beanstalk	Initiated by a visionary and implies implementation of their strong vision	Consistency and drive	Scarcity of resources to respond to opportunities	Finding a patron or venture social capital	Leave behind the original design and some of the energy around the movement
Umbrella	The initiating organization stimulates emergence through funding	Introduces system-level goal at an early stage	Lack of ownership, poor integration, absence of a visionary	Challenge the concept of partnership and "think like a movement"	Push partners beyond their comfort level
LEGO	System change starts with community change	The emergence of new local networks and partnerships, building on existing assets	Connecting place-based strategy to broader policy/ economic change	Creation of strategic conversations to consolidate elements at a higher level	Hinder active dissemination of principles and ideas
Polishing gemstones	Refining and selling more of a good product (controlled replication)	Gives credibility, legitimacy, and reputation to the organization	Short-term managerial thinking in a complex problem domain	Potential partnership with a system-focused movement or organization	Lead to a loss of quality control

| **Evaluation (text and links)** | |
| **Connecting Methods (links and text)** | |

How does it work: case study (of this method)

Find out more about how this method has been applied in practice (link)	Case studies of how the five configurations have been applied in organizations can be found in the article: Westley et al. (2014). Five Configurations for Scaling Up Social Innovation: Case Examples of Nonprofit Organizations From Canada, *The Journal of Applied Behavioral Science*, 50(3)

Make it Your Own

Flexibility and Adaptability (text)	The cases studies illustrate that prior to moving into the domain of system change, organizations need to build a certain "platform" through successful dissemination of their ideas or products. Without this platform of experience, in-depth knowledge of the field, and established reputation, it would be practically impossible to make a difference on a larger scale. The most important barrier found was the internal one: the organizations realized that pursuing a scaling up pathway might mean having to leave behind something that was very integral to their organization. Scaling up involves reframing the problem, adopting a mind-set of system change, and re-evaluating the organization's role in addressing

the identified social problem. For example, not all configurations might be suitable in a climate neutrality context or for addressing specific issues regarding climate neutrality. In addition, as the skills of social and institutional entrepreneurs are quite different, a leadership transition may be required, even though such a transition could mean the loss of the original momentum grounded in the charisma of a founder.

It is important to always ask what is the need to scale up? What opportunities demand you to scale up and is it worth to scale up? Not all social innovations are meant to expand and have a larger presence. Some do very well on a local scale and in turn, they make the local system more resilient. The same goes for some local energy initiatives, who might function perfectly on a neighbourhood scale, whereas others might only reach their full potential after scaling up to encompass a larger area.

Existing Guidelines and Best Practice (links)	Some ideas to think about before thinking about scaling:
	
	1. Organizations do need to scale up right away. It is important to have in-depth knowledge, experience and reputation regardless of scaling up or not.
	2. New resources could be needed if the organization does decide to scale up.
	3. Understand how the organization fits into the larger system. What is the gap you are trying to fill? Who is your competition?
	4. It could happen that some compromises need to be made if the organization really wants to scale up.
	5. Scaling up requires complex thinking skills related to culture, management, political skills such as networking, lobbying and also needs resource mobilization skills such as political, social and financial capital.
	6. The choice of the scale up pathway is dependent on these factors:
	   - initial starting conditions
	   - existing competencies and resources
	   - obstacles and opportunities that the organization faces.

Available Services from NZC (links)	[for this option, cities will need to select what category they fall into in order to access different levels of services; clicking this should link to relevant places] ==LEAVE BLANK== ☐Mission cities [links to Tailored advisory service, for detailed support] ☐Pilot cities [links to expertise to design and support pilots] ☐Twin cities [links to information, knowledge-smart repository] Other

References and Reading

References and Further Resources (text and links)	Westley et al. (2014). Five Configurations for Scaling Up Social Innovation: Case Examples of Nonprofit Organizations From Canada, *The Journal of Applied Behavioral Science*, 50(3)

5.1.2 Florianopolis

Overview

Name of Method	Florianópolis, Brazil
Type/Level of Method (FF)	☒overall approach ☒method ☐tool
Brief description	The case outlines a new theoretical–methodological approach for the mapping and analysis of the social innovation ecosystems (SIE) in the city of Florianópolis, Brazil. The study was put into practice through the creation and implementation of a collaborative digital platform.
Keywords (FF)	LEAVE BLANK

Barriers and Issues

Relevance to Climate Neutrality (FF)	[was the method developed for or is it known to be suited to dealing with climate neutrality and how] ☐Developed specifically to deal with climate challenges ☐Has been implemented to deal with climate challenges ☒Has potential to deal with climate challenges
Challenges (FF and text)*	[Which challenges can this method help to address, from here, further development needed] ☒Financial limitations *eg. Insufficient resources* ☐Specific climate-related challenges *eg. City industry or location* ☐Resistance to climate action from vested interests *eg. Previous initiatives met with resistance from powerful actors* ☐Resistance to climate action from public *eg. Previous initiatives met with public backlash* ☐Short term thinking *eg. Difficulty in policy planning beyond election cycle* ☒Existing governance structures *eg. Existing setup makes collaboration across departments difficult, siloed governance* ☐Historical legacies and institutional distrust *eg. Low public trust in city govt* ☐Inadequate public participation *eg. Low capacity to conduct meaningful citizen engagement* ☐Inadequate representation of affected communities eg. *Those affected by action are not well represented by/connected to existing elected officials* ☒Poor existing services *eg. The current offer does not align with policy directives (limiting its access to government support) or with user demands (in terms of output/delivery/etc.)* ☐Marginalized from innovation ecosystem *eg. Detached*

	from innovation hubs (rural location etc.); limited understanding of system actors and resources; etc. ☐Scaling challenges *eg. Finding people with a suitable set of skills and competences and dealing with specific local challenges/contexts* Other [text box] TEXT: The approach is geographically mapping and categorizing social innovation initiatives in the city, how current initiatives operate, what categories are the most popular and how can these initiatives sustain themselves.
Thematic Areas (FF)*	[is this method well suited to use in a particular sector OR has this method been used in any of the following sectors or to address the following themes] ☐Urban Governance, Policy Development, CCC ☐Innovation Management and Digitization ☒Stakeholder/ Community engagement and capacity building ☐Financing, Funding and Partnerships ☐Peer to peer learning, and replication, upscaling ☐Built environment *eg. Building renovations* ☐Energy systems *eg. Energy generation* ☐Mobility and transport *eg. Public transport, bikes* ☐Green industry *eg. Environmentally friendly manufacturing or agriculture* ☐Circular economy *eg. Initiatives to eliminate waste or reuse materials* ☐Nature-based solutions *eg. Green roofs, ecological restoration* ☐Digital solutions *eg. Engaging citizens through data platforms* ☐Not applicable ☒Other [text box]
Problem, Purpose and Needs (text)	The approach developed an online platform to map the existing actors and social innovation initiatives in Florianapolis.
Impact Goals (FF)	[does this method typically aim towards long or short term goals] ☐short term ☐medium term ☒long term ☐Not applicable/other
Issue Complexity (FF)	[what level of complexity can this method handle?] ☐low ☒medium

NET ZERO CITIES

	☐high
Issue Polarisation (FF)	[what level of polarisation is this method capable of dealing with?] ☐low ☐medium ☐high

Governance and Empowerment

Governance Models and Approaches (FF)	[what overall approach to governance or methodology does this method fit into?] <mark>OPTIONS SUBJECT TO CHANGE</mark> ☐co-creation *eg. Development of new or added value through collaboration with affected stakeholders* ☐co-design *eg. Collaborative and participatory design and development processes with affected stakeholders* ☐co-production *eg. People using the service are involved in design and implementation* ☒systems thinking *eg. Approaches specifically designed to effect systemic change* ☐collaborative governance *eg. Affected stakeholders and communities working together on a problem* ☐deliberative approaches *eg. Structured dialogic processes* ☒partnership approaches *eg. Long term partnerships that challenge traditional boundaries* ☐evaluation, oversight and monitoring *eg. Holding authorities to account* ☒Social innovation approaches *eg. Approaches that aim to fulfil a social need*
Enabling Conditions (FF)	[which enabling conditions does this method or tool support]: ☒Organizational processes ☒Organizational culture ☐Organizational structure ☒Network Mapping ☒Network Collaboration ☒Context fit (ie. Ability to be embedded in the local/regional/national/etc. level) ☐Access to markets ☐Access to finance ☐Access to training, education and research ☐Knowledge development and transfer ☐Political and administrative awareness ☐Leadership ☒Organizational vision ☐Other [text box]
Essential Considerations for Commissioning Authorities (text)	The existing platform can be used as an inspiration for cities to create their own platform consisting of the mapping initiatives.
Engagement Journey (FF)	[at what stage/s in a city's <u>engagement journey</u> is this method best suited to?] <mark>LEAVE BLANK</mark> ☒Self assess ☐Declare commitment

☐ Define problem/s ☐ Craft question ☐ Select portfolio ☐ Action, learning and embedding
Type of NZC Engagement (FF)	[which type of NZC engagement is this method most suitable for?] <mark>LEAVE BLANK</mark> ☒ Mission City ☒ Climate City Contracts ☒ Pilot City ☒ Twin City ☐ Other
Democratic Purpose (FF)	[what democratic functions does this method help to serve?] ☐ empowering inclusion ☐ collective will formation ☒ collective decision making ☒ implementation, monitoring and accountability
Level of Citizen Empowerment (FF)	[Where does this method typically sit on a spectrum of public participation?] <mark>LEAVE BLANK</mark> Other ideas?
Communication Channels (FF)	[how are the method and its outcomes usually communicated to broader publics] ☐ Public report ☐ Mass media ☒ Dedicated website ☐ Social media ☒ Direct engagement with wider public ☐ Other [text box]

Participation

Participant Numbers (FF)	[how many people can usually participate] ☐ small groups – up to 10/15 ☐ up to 50 ☐ 50-100 ☐ 100-500 ☐ 500-1000 ☒ no limit
Actors and Stakeholders (FF)	[what type of actors and stakeholders typically participate throughout the whole process] ☒ Policy/decisionmakers ☒ Citizens or general public ☒ Industry and innovation communities ☒ NGOs or civil society organisations ☒ Academia ☒ Science or technology research communities ☐ Organizational staff ☒ Social innovators ☐ Other [text box]
Actors and Stakeholder Relationships (text)	The platform maps the actors working with social innovation based on geographical location and also based on the need and sector of operation. With the help of a platform such as this, the cities can extract data for ecosystem analysis. From the majority of support actors mapped in Florianpolis, 116 (53%),

	claim to support non-profit civil society organizations (associations, foundations, cooperatives, and social movements). The other 47% sustained social businesses and/or entrepreneurs. In terms of financing, the same balance is observed among the different sectors. Forty-four support actors affirm acting as funders. Among these, 14% are from the market, 14% are from non-profits, and 16% are from the government. However, the forms of financing are conventional, as most of the funding comes from non-returnable monetary resources; crowdfunding, venture capital, and other forms of funding are rarer.
Participant Recruitment (FF)	[how are participants typically recruited to take part?] ☐self-selection ☐random selection ☐stratified selection ☐election ☒invitation or appointment ☐other: not applicable
Interaction between participants (FF)	[how do people typically interact with each other during the process?] ☐Express preferences only ☒Deliberate or discuss ☐Observe as spectators ☐No interaction ☐Negotiation and bargaining ☐Ask and answer questions ☐Other [text box]
Format (FF)	[in which formats can this method take place?] ☒online ☒in person ☒asynchronously ☒synchronously

Development Stage

Social Innovation Development Stage	[which phase does the tool/method fit best into] ☐Analyse Context ☐Reframe Problems ☐Envision Alternatives ☐Prototype ☐Experiment ☒Assess social innovation readiness ☒Scale ☒Evaluate
Scope	[Which objective/activity does the tool/method support] ☒ecosystem analysis ☐environmental scanning ☐negotiation of commitments ☐stakeholder engagement ☐knowledge transfer ☐feasibility plan ☐brainstorming ☐prototyping ☐impact assessment ☐agenda setting ☐problem framing ☐policy legitimization / amplifying

	☐policy formulation ☐policy implementation ☐policy evaluation ☐financing plan ☐accountability plan ☒other [text box]

Resources

Resources and Investments (FF and text)	[what kind of resources and investments are needed to use this method] ☒Human Labour ☐Materials ☒Software or other tech ☒Funding ☐Other (please specify eg. Independent recruitment company, venue etc)
In-house (FF)	[can this method be run in-house, or does it require external resources and actors] ☒Can be run internally ☐Requires input from independent or external organisers ☐Both ☐Not Applicable

How does it work: step by step

Time commitment (text)	Requires dedicated time to do field visits and interview the funders and other relevant actors.
Typical duration (FF)	☐one-off ☐recurring ☒continuous ☐other [text box]
Step by Step (text)	The very first step would be to create a repository online where data can be captured, and where initiatives and actors can provide their information in order to be mapped. Second, in order to understand the current legislation, regulations, and any legal aspects of social innovation in the city, insight should be gained into the public problems and social demands of the city as well as initiatives' work on micro, meso and macro levels. This was achieved by: 1. Conducting interviews with the main actors supporting social innovation in the city. Their information, such as (1) contact details, (2) scale of operation, (2) function and activities in the SIE, (3) the social initiatives supported, and (4) partnerships with other support actors, were incorporated into the digital platform. Slowly, the number of actors interviewed was expanded to 115, and this was used to implement and initiate the digital platform. 2. Collecting freely accessible information about the social innovation initiatives indicated, with whom the initiatives work with, their key audiences, and contact information for georeferencing purposes. 3. Conducting on-site visits with questionnaires to check the solutions the initiatives proposed, the measured results, whom they engaged with, the methodologies and technologies used, and whether they influenced the public sphere and their partners, supporters, and funders. It is also possible to involve student volunteers to do the fieldwork. 4. Identifying actors, for example, from fields of social entrepreneurship, government, academia (universities), and civil

society.

Next, the main actors were invited to join the digital platform. Inviting actors helped identify additional social innovation initiatives supported by them in the ecosystem, increasing the sample of observed initiatives. The involvement of the main actors in the ecosystem as partners of the digital Observatory was also important to validate the data, legitimise the project, and co-create the platform. Once the Observatory was up and running, the questionnaires could be completed online. Further steps included:

1. Building a georeferenced map of the support actors, the interrelationships between them, and the social innovation initiatives. This information about social innovation initiatives and support actors became part of the map along with its interrelations.
2. Studying specific cases that relate to critical themes relevant for the city. For example, women rights, waste management, urban agriculture or municipal public policy.

Evaluation (text and links)	
Connecting Methods (links and text)	Mapping methods developed in task 9.2

How does it work: case study (of this method)

| **Find out more about how this method has been applied in practice (link)** | The approach followed by Florianópolis sheds light on the interface between the "macro- meso-micro" scales of the social innovation ecosystem, resulting in the joint construction of a collaborative online platform to map the city's social innovation ecosystem.

In the implementation process of the platform the project considered: (1) a multi-scale and multidisciplinary perspective, understanding the ecosystem as a nexus of practices involving multiple sectors and various public policy fields and public arenas; (2) a longitudinal and socio-spatial analysis, through the georeferencing and longitudinal monitoring of different initiatives in the city; (3) a collaborative and experiential learning approach, creating spaces to co-construct knowledge with the actors surveyed.

As highlighted in the above steps, some field visits were organized to study some of the public areas of the city. These public arenas were chosen because of their importance in the ecosystem, related to their number of social innovation initiatives, or because of their strategic significance in terms of the dynamics reinforcing democracy and sustainability. Therefore, along with the platform, a kind of "living lab" was co-constructed to follow and facilitate "public inquiry".

More information about the project: https://observafloripa.com.br/is-home?language=us |
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Make it Your Own

Flexibility and Adaptability (text)	The steps mentioned in the approach are flexible enough that they can be taken and applied into a climate neutrality transition context as they are, provided there is an online dashboard or platform to present and store the data. For example, a city could map local energy initiatives by

	interviewing the main actors who support these initiatives, collect information about these initiatives' activities and solutions. However, it has to be considered that cities vary across the South and North, with regards to local culture, institutional priorities and interest from funders. Therefore, the data collection procedure might have to be adapted to suit (existing) local practices, taking into account local customs and possible sensitivities.
Existing Guidelines and Best Practice (links)	Explanation of methodology & cartography: https://observafloripa.com.br/methodology
Available Services from NZC (links)	[for this option, cities will need to select what category they fall into in order to access different levels of services; clicking this should link to relevant places] **LEAVE BLANK** ☐Mission cities [links to Tailored advisory service, for detailed support] ☐Pilot cities [links to expertise to design and support pilots] ☐Twin cities [links to information, knowledge-smart repository] Other

References and Reading

References and Further Resources (text and links)	Reports and publications on the projects (mostly in Portugese) https://observafloripa.com.br/reports#toppage

NET ZERO CITIES

5.1.3 Framework for setting up a scaling strategy

Overview

Name of Method	Framework for setting up a scaling strategy
Type/Level of Method (FF)	☐overall approach ☐method ☒tool
Brief description	The framework describes four stages in developing a scaling strategy: clarifying aims and goals for scaling, establishing what to scale up, choosing a route to scale, gearing up to deliver a scaling strategy. The writers identify four common routes for scaling-up: influence and advise; build a delivery network; form strategic partnerships and grow an organisation to deliver. Each route has a different focus and activities however, social innovators often pursue more than one strategy; some organisations use all four routes to scale.
Keywords (FF)	LEAVE BLANK

Barriers and Issues

Relevance to Climate Neutrality (FF)	[was the method developed for or is it known to be suited to dealing with climate neutrality and how] ☐Developed specifically to deal with climate challenges ☐Has been implemented to deal with climate challenges ☒Has potential to deal with climate challenges
Challenges (FF and text)*	[Which challenges can this method help to address, from here, further development needed] ☐Financial limitations *eg. Insufficient resources* ☐Specific climate-related challenges *eg. City industry or location* ☐Resistance to climate action from vested interests *eg. Previous initiatives met with resistance from powerful actors* ☐Resistance to climate action from public *eg. Previous initiatives met with public backlash* ☐Short term thinking *eg. Difficulty in policy planning beyond election cycle* ☐Existing governance structures *eg. Existing setup makes collaboration across departments difficult, siloed governance* ☐Historical legacies and institutional distrust *eg. Low public trust in city govt* ☐Inadequate public participation *eg. Low capacity to conduct meaningful citizen engagement* ☐Inadequate representation of affected communities eg. *Those affected by action are not well represented by/connected to existing elected officials* ☐Poor existing services *eg. The current offer does not align*

	with policy directives (limiting its access to government support) or with user demands (in terms of output/delivery/etc.) ☐Marginalized from innovation ecosystem *eg. Detached from innovation hubs (rural location etc.); limited understanding of system actors and resources; etc.* ☒Scaling challenges *eg. Finding people with a suitable set of skills and competences and dealing with specific local challenges/contexts* Other [text box] TEXT: The framework can help social innovators to set up a scaling strategy and identify what activities are best suited for their approach.
Thematic Areas (FF)*	[is this method well suited to use in a particular sector OR has this method been used in any of the following sectors or to address the following themes] ☐Urban Governance, Policy Development, CCC ☒Innovation Management and Digitization ☐Stakeholder/ Community engagement and capacity building ☐Financing, Funding and Partnerships ☒Peer to peer learning, and replication, upscaling ☐Built environment *eg. Building renovations* ☐Energy systems *eg. Energy generation* ☐Mobility and transport *eg. Public transport, bikes* ☐Green industry *eg. Environmentally friendly manufacturing or agriculture* ☐Circular economy *eg. Initiatives to eliminate waste or reuse materials* ☐Nature-based solutions *eg. Green roofs, ecological restoration* ☐Digital solutions *eg. Engaging citizens through data platforms* ☐Not applicable ☐Other [text box]
Problem, Purpose and Needs (text)	The framework is meant to help social innovators to develop a deliberate scaling strategy.
Impact Goals (FF)	[does this method typically aim towards long or short term goals] ☐short term ☐medium term ☒long term ☐Not applicable/other
Issue Complexity (FF)	[what level of complexity can this method handle?] ☐low

	☐medium
	☐high
Issue Polarisation (FF)	[what level of polarisation is this method capable of dealing with?]
	☐low
	☐medium
	☐high

Governance and Empowerment

Governance Models and Approaches (FF)	[what overall approach to governance or methodology does this method fit into?]
	<mark>OPTIONS SUBJECT TO CHANGE</mark>
	☐co-creation *eg. Development of new or added value through collaboration with affected stakeholders*
	☐co-design *eg. Collaborative and participatory design and development processes with affected stakeholders*
	☐co-production *eg. People using the service are involved in design and implementation*
	☐systems thinking *eg. Approaches specifically designed to effect systemic change*
	☐collaborative governance *eg. Affected stakeholders and communities working together on a problem*
	☐deliberative approaches *eg. Structured dialogic processes*
	☐partnership approaches *eg. Long term partnerships that challenge traditional boundaries*
	☐evaluation, oversight and monitoring *eg. Holding authorities to account*
	☒Social innovation approaches *eg. Approaches that aim to fulfil a social need*
Enabling Conditions (FF)	[which enabling conditions does this method or tool support]:
	☒Organizational processes
	☒Organizational culture
	☒Organizational structure
	☐Network Mapping
	☒Network Collaboration
	☒Context fit (ie. Ability to be embedded in the local/regional/national/etc. level)
	☐Access to markets
	☐Access to finance
	☒Access to training, education and research
	☒Knowledge development and transfer
	☐Political and administrative awareness
	☐Leadership
	☐Organizational vision
	☐Other [text box]
Essential Considerations for Commissioning Authorities (text)	
Engagement Journey (FF)	[at what stage/s in a city's engagement journey is this method best suited to?]
	<mark>LEAVE BLANK</mark>
	☐Self assess

	☐Declare commitment ☐Define problem/s ☐Craft question ☐Select portfolio ☐Action, learning and embedding
Type of NZC Engagement (FF)	[which type of NZC engagement is this method most suitable for?] LEAVE BLANK ☐Mission City ☐Climate City Contracts ☐Pilot City ☐Twin City ☐Other
Democratic Purpose (FF)	[what democratic functions does this method help to serve?] ☒empowering inclusion ☐collective will formation ☐collective decision making ☐implementation, monitoring and accountability
Level of Citizen Empowerment (FF)	[Where does this method typically sit on a spectrum of public participation?] LEAVE BLANK IAP2 spectrum Arnold's Ladder Other ideas?
Communication Channels (FF)	[how are the method and its outcomes usually communicated to broader publics] ☒Public report ☐Mass media ☐Dedicated website ☐Social media ☐Direct engagement with wider public ☐Other [text box]

Participation

Participant Numbers (FF)	[how many people can usually participate] ☐small groups – up to 10/15 ☐up to 50 ☐50-100 ☐100-500 ☐500-1000 ☒no limit
Actors and Stakeholders (FF)	[what type of actors and stakeholders typically participate throughout the whole process] ☐Policy/decisionmakers ☐Citizens or general public ☐Industry and innovation communities ☐NGOs or civil society organisations ☐Academia ☐Science or technology research communities ☐Organizational staff ☒Social innovators ☐Other [text box]
Actors and Stakeholder Relationships (text)	Stakeholder participation is not a part of the framework and strategy development. However involving stakeholders is seen as a factor with

	positive influence on the scaling process.
Participant Recruitment (FF)	[how are participants typically recruited to take part?] ☐self-selection ☐random selection ☐stratified selection ☐election ☐invitation or appointment ☒other: not applicable
Interaction between participants (FF)	[how do people typically interact with each other during the process?] ☐Express preferences only ☒Deliberate or discuss ☐Observe as spectators ☐No interaction ☐Negotiation and bargaining ☐Ask and answer questions ☐Other [text box]
Format (FF)	[in which formats can this method take place?] ☒online ☒in person ☒asynchronously ☒synchronously

Development Stage

Social Innovation Development Stage	[which phase does the tool/method fit best into] ☐Analyse Context ☐Reframe Problems ☐Envision Alternatives ☐Prototype ☐Experiment ☒Assess social innovation readiness ☒Scale ☐Evaluate
Scope	[Which objective/activity does the tool/method support] ☐ecosystem analysis ☐environmental scanning ☒negotiation of commitments ☒stakeholder engagement ☒knowledge transfer ☒feasibility plan ☒brainstorming ☐prototyping ☐impact assessment ☒agenda setting ☒problem framing ☐policy legitimization / amplifying ☐policy formulation ☐policy implementation ☐policy evaluation ☐financing plan ☐accountability plan

	☐other [text box]

Resources

	[what kind of resources and investments are needed to use this method] ☒Human Labour ☐Materials ☐Software or other tech ☒Funding ☐Other (please specify eg. Independent recruitment company, venue etc)
Resources and Investments (FF and text)	
In-house (FF)	[can this method be run in-house, or does it require external resources and actors] ☒Can be run internally ☐Requires input from independent or external organisers ☐Both ☐Not Applicable

How does it work: step by step

Time commitment (text)	Scaling is a long-term process. The framework can be used to set up a strategy for scaling and the strategy can be adapted during the scaling process as well. There is no strict beginning and ending to the method.
Typical duration (FF)	☐one-off ☐recurring ☒continuous ☐other [text box]
Step by Step (text)	In order to succesfully scale up, a scaling strategy has to be developed. NESTA has identified four (interrelated) stages in the process, which are presented as questions that an organisation could ask itself (see also figure below): **1. What are your goals for scaling?**

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Scaling often starts with a single project, service or product. Setting clear goals is important here, as there are many opportunities that could arise in the process of scaling. Since these could lead to very different outcomes, decisions will have to be made which to pursue and which not. A good way to focus is developing a *theory of change*, which can specify long-term goals, intermediate outcomes and assumptions how to achieve them. In addition, determining the number of people who might benefit from the innovation and to what extent this is feasible, can also help in setting goals.

Reflecting on personal skills and ambitions can also be useful in this stage, as the development and scaling up of social innovation might require skills that founders of initiatives do not necessarily have. For example, managing people, delegating tasks, long-term thinking or handling the higher complexities in marketing, finance or logistics.

2. What are you going to scale up?
Considering how the innovation is perceived through the lens of supply and demand can help to determine what to scale up. Upscaling will only be successful if the innovation is better than its alternatives on several key points and that people, are willing to spend money on it, whether these are consumers, public organisations or funders. When there is a high demand, then social innovators should focus on 'riding the wave', whereas when demand is little, they should instead prioritise advocacy.

When scaling up, most social innovations need some form of refining. Framing a social innovation for growth or replication is the first step. However, it is not always straightforward, as there are different ways in which this could be achieved. Therefore, it is necessary to understand what are the elements that are fundamental in the innovation in order for it to work in the real world and achieve (social) impact, the so-called 'core' of the innovation. For example, in order to guide a neighbourhood to carbon neutrality, it is essential to identify the local gatekeepers and frontrunners, who can then create support in the rest of the neighbourhood. Identifying the core of the innovation helps innovators to make strategic choices, keep focused and decide which parts of the innovation can be adapted for local contexts. It also makes it easier to transfer knowledge and determine which costs are not essential for scaling.

Contextual factors also can influence scaling. For example, it might be worthwhile exploring to what extent a social innovation improves ways of doing within an existing context (*sustaining*) or invents new ways of doing which can challenge the existing context (*disrupting*). The latter is signifantly more difficult to scale, as it involves changing attitudes, habits, power relations and institutional interests. In contrast, innovations which fit well within the existing context (systems and structures) are much easier to scale.

3. What route to scale are you going to take?
NESTA suggests four routes or common models that can be used to scale up, which can be pursued simultaneously and/or overlap:

1. Influence and advise
This route appears to be most suitable for social innovations which have principles or make use of methods that could be applied in different contexts, particularly when they originate from concepts which could be

further explored. It is characterised by its lack of a formal connection between the innovator and their audience, which makes it impossible to control how the innovation is actually being implemented. However, it can reach a broad audience and can be suitable for disruptive social innovations.

2. Build a delivery network
In order to spread their service or programme, innovators often make use of a delivery network of organisations which can take up their practices. These can resemble social movements or can be more focused on the replication of specific practices. Innovators that follow the social movement route often try to instil a feeling of shared direction and purpose, while at the same time maintaining the spirit of the original concept. Examples of these types of networks are federations and communities of practice.

In contrast, in delivery networks that focus on replication, the central organisation still maintains control on the spreading of the original concept, with the network members having some influence on the eventual implementation. Examples are social franchising and formal collaborations.

3. Form strategic partnerships
Scaling can be accelerated by strategically partnering with another organisation, as it makes it possible to access to new technologies, skills and capabilities which were not present in the original organisation or would have taken long to develop. Examples include partnering with, or being taken over by, public sector organisations (*integration*) or large private corporations. Other types of partnerships include 'bees and trees', where social innovators (the bees) pollinate the larger established organisations (the trees). In this way, the innovators, who have innovations and ideas, supply the organisations, who have the resources and reach.

4. Grow an organisation to deliver
Scaling up a social innovation by growing the organisation that is behind it often seems the most logical approach, allowing the largest amount of control over the spreading of the innovation. It might be the most suitable way to scale for innovations whose core is based on the knowledge of particular individuals or innovations are difficult to replicate, due to the large amount of knowledge transfer that would be required. This route is also used for social innovations that use products sold directly to consumers. If the central organisation is large enough already, the innovation can be scaled through its existing channels and resources. However, for most (small) social innovators, this would pose several challenges in terms of management, as it would mean building their organisation up or diversifying its activities.

4. How will you gear up to scale?
A common challenge for innovators is to manage the transition from a startup to a larger organisation. Many of the issues were related to human resources, such as having to shift from all employees doing everything to having specialised roles within the organisation with clear hierarchies, which called for a change in how to recruit new personnel.

Similarly, there might be changes in terms of accountability, as a larger organisation might have funders or investors, which might exert their

	influence, making strong governance essential. A growing organisation might also mean that not all employees might understand or subscribe to the organisation's goals and activities, which makes it necessary to explicitly communicate the organisational culture and value to all employees. Scaling an organisation also requires different skills for its leaders, such as operational management, the ability to delegate and managing organisational change.
Evaluation (text and links)	The framework can be evaluated by evaluating the scaling processes. Think of questions like: was it clear how to set up the scaling strategies? Did the approaches suit the purpose well? Was there enough flexibility to tailor the scaling strategy?
Connecting Methods (links and text)	[what other methods can this method be used with and how?]

How does it work: case study (of this method)

	The four routes to upscaling, *influence and advise, build a delivery network, form strategic partnerships* and *grow an organisation to deliver*, do not have clear boundaries between them and can be used at the same time, which also can be seen in the two case studies described in this section: Apps for Good and BRAC. The ***Apps for Good*** initiative aims to teach young people (aged 10-18) how to build mobile, web or social apps in order to independently address issues that they are concerned about. The aim of the course is to provide the young people with the means to 'create, launch and market new products that change the world', through the teaching of skills such as problem solving, coding, creativity, and product development. Apps for Good's first pilot was held in 2010 in a community centre, but after encouragement from a local teacher, it was decided to try to run the course at a school as well, which was successful. In September 2011, the Apps for Good programme launched in 38 other schools. However, the original course had to be adapted to be suitable for scaling: it had to be shorted to 30-40 hours, instead of 70 hours, since it had to be taught by people who also had other activities. In April 2014, Apps for Good was taught in over 200 schools across the UK, its rapid spreading partly due to word-of-mouth and personal networks.
Find out more about how this method has been applied in practice (link)	
	The spreading of the initiative's model is centrally coordinated by the App for Good team by fostering relations with three types of stakeholders: education partners, experts and sponsors. As the courses are taught by local education partners and schools, deciding whether these partners are suitable is an important step in the process. For example, since the team has learned that success factors are support from the school's head teacher and that there is an enthusiastic subject lead, they consciously look out for these to be present at prospective schools. The team is exploring possibilities to conduct the selection process online, as this would facilitate scaling despite the fact that this would mean a shift in their way of working. In addition, Apps for Good provides the opportunity for the schools to connect with volunteer experts, sourced from their own or the school's network, to mentor the student teams during the course. The course is

free for participating schools, with the funding provided by foundations, trusts and corporate organisations. For the Apps for Good teams, it is therefore important to investing in building relationships with technology-focused partners in order to ensure that there is a mutual value exchange between them.

Even though some of the elements of the course had to be changed for scaling purposes, some of the core elements were non-negotiable. One example is that it is the students who pick the issue that will be addressed by their app, even though partners and sponsors have suggested themes themselves. Schools are also obliged to deliver the entire course and cannot choose to only teach certain parts of it.

One of the considerations during the process was the speed of scaling, particularly in relation to maintaining a balance between the reach and quality of the course. In order to monitor this, the team has developed metrics to monitor the delivery quality, but they only paint a partial picture, as they can only measure online engagement, whereas the delivery itself is offline. Therefore, other means are used to evaluate the course, such as surveys for (head)teachers and pupils, focus groups and social media. Apps for Good also makes use of 'truth telling partners', which are partners who will give honest feedback on their performance.

Another issue to keep in mind is the managing of risk, which is also related to the speed of scaling. Apps for Good strategy is to take risks only as far as it is still possible to determine what has gone wrong. Therefore, the team has revised their original target for growth in 2014-2015 from 700 to 400 schools, which still is almost doubling the number of current schools, but by reducing the amount it is more manageable.

This example shows how two routes, the *build a delivery network* and *form strategic partnerships,* can be used simultaneously.

BRAC is an NGO founded in Bangladesh 1972 as a response to natural disaster and civil war. Although its initial purpose was to provide disaster relief, BRAC is now focused on sustainable community development, receiving funding from Oxfam and UNICEF to implement rural development programmes.

BRACs shift into providing health programmes allowed it to operate nation-wide, launching their Oral Rehydration Therapy (ORT) programme in 1980. The ORT was developed as to combat the high amount of children dying from diarrhoea (25% died before their fifth birthday) and consists of a cheap and simple mixture of sugar, salt and water. However, the ingredients have to be mixed correctly, with the correct amounts, for it to be effective.

Since BRAC at the time was still quite small, with a staff of only 300 people, it had to rely on community workers to train 20,000 households to correctly prepare the ORT solution. BRAC had some hurdles to overcome, however. During the first evaluation of the programme, they found that only 6% of the people that had been trained mixed the solution correctly. Even after retraining, the number increased only to 18%. BRAC therefore revised how they rewarded the trainers for training people in the correct way. The training was broken down into ten points and trainers would be paid on the amount of points they could remember, which increased the number of households which could mix

the solution correctly to 90%. Their experience with scaling ORT, using the principle of 'pilot, perfect, scale', served as a template for future programmes and made BRAC confident that they could replicate their programmes themselves.

BRAC speciality is vertical integration, which is evident from their work in agriculture. For example, it set up feed mills to support poultry farmers, but also investigated the quality of the feed and decided to import Australian maize seeds and selling it to the farmers. When the demand increased, BRAC partnered with Australian companies to increase its availability in the countryside. In addition, BRAC also addressed high poultry mortality rates by training 40,000 women to become poultry vaccinators and increased productivity by helping farmers breed hens that produce more eggs.

By developing, taking over and owning entire supply chains, BRAC is able to fund their charitable activities. Around 30% of its total revenue comes from these types of enterprises and projects, with another 30% from donations and the rest from microfinance loans service charges.

BRAC now has expanded internationally to South Asia and other parts of the world, such as Africa and Central America, replicating their programmes. One of the key factors of its success is the creation of the supporting infrastructure before upscaling, such as training, logistics, evaluation and audit. In addition, organisations who wish to collaborate with BRAC, must align with their organisational vision and existing programmes and address a particular demand from the market.

BRAC is an example which uses three of the four routes to scale up (except *influence and advise*) and is currently one of the largest NGOs in the world.

Make it Your Own

Flexibility and Adaptability (text)	In a climate neutrality context, all four routes described could be applied, depending on what the particular issue is that is being addressed. *Influence and advise* and *Form strategic partnerships* is currently commonly used by cities and local initiatives (for example: information campaigns and energy consultations). *Building a delivery network* and *Grow and organisation to deliver* are used less frequently, but in some cases, both municipalities and local energy initiatives (sometimes in collaboration with each other) can set this up for specific services.
Existing Guidelines and Best Practice (links)	The framework is based on case studies and interviews with social innovators (Apps for Good, BRAC, Code Club, GoodGym, National Citizen Service, Pratham, Teach First, Timewise Foundation). Case descriptions can be found in the previous section as well as the report.
Available Services from NZC (links)	[for this option, cities will need to select what category they fall into in order to access different levels of services; clicking this should link to relevant places] LEAVE BLANK ☐Mission cities [links to Tailored advisory service, for detailed support] ☐Pilot cities [links to expertise to design and support pilots] ☐Twin cities [links to information, knowledge-smart repository] Other

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References and Reading

References and Further Resources (text and links)	Making It Big: Strategies for scaling social innovations – NESTA Making It Big: Strategies for scaling social innovations | Nesta

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5.1.4 Levers of a Sustainable City

Overview

Name of Method	Levers of a Sustainable City
Type/Level of Method (FF)	☒overall approach ☐method ☐tool
Brief description	Levers of a Sustainable City is a scaling model to accelerate the adoption of good sustainable practices in municipalities. It aims at turning means that have proven to work well into concrete action. The model consists of several interconnected methods and of a typology of scaling activities. The model emphasises the importance of learning from one's peers as well as the need to highlight the added value that adoption of new practices brings about. The approach has been developed for the Ministry of the Environment in Finland but can easily be adapted to other policy contexts.
Keywords (FF)	<mark>LEAVE BLANK</mark>

Barriers and Issues

Relevance to Climate Neutrality (FF)	The model is meant to support scaling of sustainable practices at the local level; it also applies to best practices of climate neutrality. Also, many of the practices that support sustainable cities overlap with cities' climate action. ☐Developed specifically to deal with climate challenges ☐Has been implemented to deal with climate challenges ☒Has potential to deal with climate challenges
Challenges (FF and text)*	[Which challenges can this method help to address, from here, further development needed] ☐Financial limitations *eg. Insufficient resources* ☐Specific climate-related challenges *eg. City industry or location* ☒Resistance to climate action from vested interests *eg. Previous initiatives met with resistance from powerful actors* ☒Resistance to climate action from public *eg. Previous initiatives met with public backlash* ☒Short term thinking *eg. Difficulty in policy planning beyond election cycle* ☒Existing governance structures *eg. Existing setup makes collaboration across departments difficult, siloed governance* ☐Historical legacies and institutional distrust *eg. Low public trust in city govt* ☐Inadequate public participation *eg. Low capacity to conduct meaningful citizen engagement* ☐Inadequate representation of affected communities eg.

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Those affected by action are not well represented by/connected to existing elected officials
☐Poor existing services *eg. The current offer does not align with policy directives (limiting its access to government support) or with user demands (in terms of output/delivery/etc.)*
☐Marginalized from innovation ecosystem *eg. Detached from innovation hubs (rural location etc.); limited understanding of system actors and resources; etc.*
☒Scaling challenges *eg. Finding people with a suitable set of skills and competences and dealing with specific local challenges/contexts*
Other [text box]

The model helps to identify the gatekeepers behind good practices, i.e. their "owners", and to connect with their equivalents in other cities. It gathers together people in thematic groups to discuss the essence and the broader value of the identified good practices, and the prerequisites of transferring the practices elsewhere. Together it is easier to deal with the resistance that the introduction of a novel practice is likely to face. With its emphasis on narrating both the added value and the path to success, the model is well equipped to resist short term thinking.
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<td>**Thematic Areas (FF)***</td>
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[is this method well suited to use in a particular sector OR has this method been used in any of the following sectors or to address the following themes]
☒Urban Governance, Policy Development, CCC
☐Innovation Management and Digitization
☐Stakeholder/ Community engagement and capacity building
☐Financing, Funding and Partnerships
☒Peer to peer learning, and replication, upscaling
☐Built environment *eg. Building renovations*
☐Energy systems *eg. Energy generation*
☐Mobility and transport *eg. Public transport, bikes*
☐Green industry *eg. Environmentally friendly manufacturing or agriculture*
☐Circular economy *eg. Initiatives to eliminate waste or reuse materials*
☐Nature-based solutions *eg. Green roofs, ecological restoration*
☐Digital solutions *eg. Engaging citizens through data platforms*
☐Not applicable
☐Other [text box]
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Problem, Purpose and Needs (text)	The scaling model addresses the slow pace in adopting good sustainable practices. It has identified levers that strengthen the systemic nature and the efficiency of scaling. It helps to identify what is worth scaling in the first place and what the key preconditions of scaling are. It also helps to reflect on the different scaling paths associated with each good practice.
Impact Goals (FF)	[does this method typically aim towards long or short term goals] ☐short term ☐medium term ☒long term ☐Not applicable/other
Issue Complexity (FF)	[what level of complexity can this method handle?] ☐low ☐medium ☒high
Issue Polarisation (FF)	[what level of polarisation is this method capable of dealing with?] ☐low ☒medium ☐high

Governance and Empowerment

Governance Models and Approaches (FF)	[what overall approach to governance or methodology does this method fit into?] OPTIONS SUBJECT TO CHANGE ☒co-creation *eg. Development of new or added value through collaboration with affected stakeholders* ☐co-design *eg. Collaborative and participatory design and development processes with affected stakeholders* ☒co-production *eg. People using the service are involved in design and implementation* ☒systems thinking *eg. Approaches specifically designed to effect systemic change* ☐collaborative governance *eg. Affected stakeholders and communities working together on a problem* ☒deliberative approaches *eg. Structured dialogic processes* ☒partnership approaches *eg. Long term partnerships that challenge traditional boundaries* ☐evaluation, oversight and monitoring *eg. Holding authorities to account* ☒Social innovation approaches *eg. Approaches that aim to fulfil a social need*
Enabling Conditions (FF)	[which enabling conditions does this method or tool support]: ☐Organizational processes ☒Organizational culture ☐Organizational structure

	☐ Network Mapping ☒ Network Collaboration ☐ Context fit (ie. Ability to be embedded in the local/regional/national/etc. level) ☐ Access to markets ☐ Access to finance ☐ Access to training, education and research ☒ Knowledge development and transfer ☒ Political and administrative awareness ☐ Leadership ☐ Organizational vision ☐ Other [text box]
Essential Considerations for Commissioning Authorities (text)	[The approach concentrates on how national level sectoral authorities can support municipalities to scale good practices by learning from each other. However, some of its elements can be part of commissioned work.]
Engagement Journey (FF)	[at what stage/s in a city's engagement journey is this method best suited to?] LEAVE BLANK ☐ Self assess ☐ Declare commitment ☐ Define problem/s ☐ Craft question ☐ Select portfolio ☐ Action, learning and embedding
Type of NZC Engagement (FF)	[which type of NZC engagement is this method most suitable for?] LEAVE BLANK ☐ Mission City ☐ Climate City Contracts ☐ Pilot City ☐ Twin City ☐ Other
Democratic Purpose (FF)	[what democratic functions does this method help to serve?] ☐ empowering inclusion ☐ collective will formation ☐ collective decision making ☐ implementation, monitoring and accountability
Level of Citizen Empowerment (FF)	[Where does this method typically sit on a spectrum of public participation?] LEAVE BLANK IAP2 spectrum Arnold's Ladder Other ideas?
Communication Channels (FF)	[how are the method and its outcomes usually communicated to broader publics] ☒ Public report ☐ Mass media ☒ Dedicated website ☒ Social media ☐ Direct engagement with wider public ☐ Other [text box]

Participation

Participant Numbers (FF)	[how many people can usually participate] ☐ small groups – up to 10/15 ☐ up to 50 ☐ 50-100 ☒ 100-500 ☐ 500-1000 ☐ no limit
Actors and Stakeholders (FF)	[what type of actors and stakeholders typically participate throughout the whole process] ☐ Policy/decisionmakers ☐ Citizens or general public ☐ Industry and innovation communities ☐ NGOs or civil society organisations ☐ Academia ☐ Science or technology research communities ☒ Organizational staff ☒ Social innovators ☐ Other [text box]
Actors and Stakeholder Relationships (text)	The model builds on the central role of good practice "owners" as well as potential adopters. A facilitator gathers these people together for joint sense-making. Some participants may take the role of interested observers that are not yet in the position to adopt a certain new practice. With those that are ready to try out the adoption of a selected good practice, the process can lead to the entire group sparring their scaling work – or to forerunner follower pairs – where the "owner" acts more like a tutor for the adopter.
Participant Recruitment (FF)	[how are participants typically recruited to take part?] ☒ self-selection ☐ random selection ☐ stratified selection ☐ election ☒ invitation or appointment ☐ other [text box]
Interaction between participants (FF)	[how do people typically interact with each other during the process?] ☐ Express preferences only ☒ Deliberate or discuss ☐ Observe as spectators ☐ No interaction ☐ Negotiation and bargaining ☐ Ask and answer questions ☐ Other [text box]
Format (FF)	[in which formats can this method take place?] ☒ online ☒ in person ☒ asynchronously ☒ synchronously

Development Stage

Social Innovation Development Stage	[which phase does the tool/method fit best into] ☐Analyse Context ☐Reframe Problems ☐Envision Alternatives ☐Prototype ☐Experiment ☐Assess social innovation readiness ☒Scale ☐Evaluate
Scope	[Which objective/activity does the tool/method support] ☐ecosystem analysis ☐environmental scanning ☒negotiation of commitments ☐stakeholder engagement ☒knowledge transfer ☐feasibility plan ☐brainstorming ☐prototyping ☐impact assessment ☐agenda setting ☐problem framing ☒policy legitimization / amplifying ☐policy formulation ☒policy implementation ☐policy evaluation ☐financing plan ☐accountability plan ☐other [text box]

Resources

Resources and Investments (FF and text)	[what kind of resources and investments are needed to use this method] ☒Human Labour ☐Materials ☐Software or other tech ☐Funding ☐Other (please specify eg. Independent recruitment company, venue etc)
In-house (FF)	[can this method be run in-house, or does it require external resources and actors] ☐Can be run internally ☐Requires input from independent or external organisers ☒Both ☐Not Applicable

How does it work: step by step

Time commitment (text)	*eg. Some methods require a minimum amount of planning and implementation otherwise they risk being poor quality or little impact. Others can be deployed quickly.* If this approach is adopted as an overall approach steered e.g. by a national level organisation, and the identification of good practices starts

	from scratch, it might typically mean a one-year or at least a six-month process to run through. In contexts where building on existing work is possible, shorter commitments would suffice. Also, hiring an expert facilitator would help to keep on a relatively fast pace.
Typical duration (FF)	☐one-off ☐recurring ☐continuous ☒other Uptake of a practice that "travels well" to new contexts can be fast if potential adopters have also secured the required resources, but some scaling process require broader changes in organisational culture, which can take years.
Step by Step (text)	**1. Concepts** Familiarisation with: a) the key vocabulary and literature on scaling to understand and make explicit the frame conditions. In this way, people can have a realistic idea of both the benefits and limitations of the approach. b) the typology of scaling (sub)categories, which can be used as a starting point for discussion (see, for example, the figure below). It also can anticipate possible scaling pathways and the dynamics between single best practices and their broader adoption. **2. Criteria** Applying the criteria of good practices, selecting the best ones amongst those proposed (e.g. by a call for good practices). The criteria could derived from good practices in general as well as the thematic specificities that stem from the content. The criteria can be used as a whole or partially, choosing the most suitable section from the criteria according to the requirements of the scaling environment. Types of criteria that should be considered are: effectiveness of sustainable development, dimensions of sustainable development, needs-based, performance, portability, feasibility, cost effectiveness, inclusivity. It is important for municipalities to examine beforehand whether a potential useful practice is scalable and effective in their respective contexts. **3. Methods** A series of thematic exchange event was set up. The "owners" of good practice were invited to share their experiences with potential adopters, creating a feeling of 'being in this together'and to learn from and support

one another. These events can be modified to suit other scaling contexts as well, but it works best in a relaxed atmosphere, within a collective of practitioners.

Here, it is equally important to learn from the good practices what has worked but also what has not worked. As practices are people-based, the actors and their enthusiasm are key. In addition, city and municipality networks can be useful to exchange experiences with peers.

4. Narration of benefits
By introducing and empowering creators and developers of good practices to shaire their stories in an interesting way and as openly as possible, the adoption of the good practices is can be stimulated elsewhere. This showcase demonstrates the added value and benefits of the practices, without hiding possible challenges. This could be achied through, for example, thematic group presentations, audio recordings, Youtube videos and newsletters.

In particular, highlighting (financial) benefits and preferably verifying them as well can be useful to convince management actors. When conveying the narratives, the enthusiasm of the owners is best captured if they are able to tell the stories and experiences in their own words. These can then be used as a basis for building new narratives.

Evaluation (text and links)	Each element of the scaling model can be evaluated separately and developed further to match with the respective policy environment.
Connecting Methods (links and text)	To make the chosen good practices compelling for the decision makers, a number of storytelling methods can be utilised, such as hemed group presentations, event recordings, and short Youtube videos.

How does it work: case study (of this method)

Find out more about how this method has been applied in practice (link)	In the project, several criteria have been identified to define what constitute a good practice. First, it should contribute to the SDG goals and to promote more than one dimension (ecological, social/cultural, economic). There should also be a demand for the practice and its solutions should fit the needs of a municipal context. Its benefits should be verifiable, measurable and there should be a possibility to compare and evaluate the results. The policies should be useable and transferrable into another context. Furthermore, the results should be produced within a reasonable time frame and use appropriate resources in terms of knowledge, skills and infrastructure. Last, the practice should be inclusive in the sense that it takes into account different types of stakeholders and communities during the implementation and evaluation phases. Three types of scaling were identified through discussions with the practice owners and adopters: **1. Confirmation.** almost all of the practices are aiming to strengthen and enhance their own operations. **2. Diffusion.** Many of the practices involve the expansion and dissemination of activities by either increasing the scope or or reproducing it to neighbouring areas or contexts. **3. Mainstreaming.** By *mainstreaming* practice, for example, through legislation, brings it to a higher structural level. However, this would involve commitment of new actors (most likely policy makers).

The typology is able to capture the dynamics of good practices at the three levels. For example, in the City of Hyvinkää, there had been an apple tree cycling route for a number of years. However, when a story map tool was used to promote the route, it gained new momentum, thereby enhancing communication and increasing its 'efficiency' (cf. type 1 above).

An example of disseminating activities in other contexts can be seen in *the Nature Stops* project, which provides information on maps, listing natural attractions that can be easily reached by bus. Currently, six bus line maps are available for download and will be further expanded to other bus lines and neighbouring municipalities. It could also easily be applied in further urban regions (cf. type 2 above). For mainstreaming practices (cf. type 3 above), examples would be the energy experts training for housing companies conducted in Tampere as well as the wood construction practices in Jyväskylä. In the latter case, multi-partnership plans and design solutions ensured the quality and feasibility of the constructed wooden areas. These multi-parnerships could be mainstreamed by converting them into national guidelines.

The relationship between the three dimensions can be visualised as follows:

1. Confiration   2. Diffusion

3. Mainstreaming
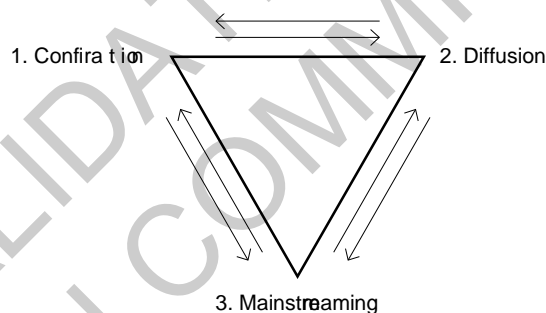
Several dynamics can be observed in the relationships between the dimensions:
1 -> 2: Based on the performance of one initiative, another municipality can try to replicate it
2 -> 1: Feedback can be given to the original initiative, which can then be adjusted, if necessary.
2 -> 3: When enough people replicate an initiative, its broader relevance, functionality and expediency become visible.
3 -> 2: Some initiatives enjoy broad societal demand, which can accelerate their dissemination further.
1 -> 3: A very promising/inspiring initiative could be mainstreamed even without actual evidence of functionality across contexts.
3 -> 1: Mainstreaming may often occur only when there is an obligation (through regulation) to adopt a practice.

Make it Your Own

Flexibility and Adaptability (text)	The approach is open to alternative conceptualisations, selection criteria as well as different peer learning and storytelling approaches and could also be adapted to an energy transition context. However, the core features that shouldn't be compromised include the central role given to the "owners" of good practices and their empowerment and furthermore, their engagement with the possible adopters.

Existing Guidelines and Best Practice (links)	The development process of this approach as well as the final scaling model has been documented, but so far in Finnish only. https://kestavakaupunki.fi/skaalaus
Available Services from NZC (links)	[for this option, cities will need to select what category they fall into in order to access different levels of services; clicking this should link to relevant places] ==LEAVE BLANK== ☐ Mission cities [links to Tailored advisory service, for detailed support] ☐ Pilot cities [links to expertise to design and support pilots] ☐ Twin cities [links to information, knowledge-smart repository] Other

References and Reading

References and Further Resources (text and links)	Ministry of the Environment. (2022). Good solutions put to practice – boost to scaling good practices for sustainable urban development. https://ym.fi/-/hyvat-ratkaisut-kayttoon-vauhtia-kestavan-kaupunkikehityksen-hyvien-kaytantojen-skaalaukseen?languageId=en_US Schmidt-Thomé, K., Päivänen, J., & Tynkkynen, O. (2021). Helpommin sanottu kuin tehty—Kokemuksia skaalauksen toimintamallin rakentamisesta kunnille. Kestävä Kaupunki. https://kestavakaupunki.fi/-/helpommin-sanottu-kuin-tehty-kokemuksia-skaalauksen-toimintamallin-rakentamisesta-kunnille

5.1.5 Scale up out deep

Overview

Name of Method	Scale up/scale out/scale deep
Type/Level of Method (FF)	☒overall approach ☐method ☐tool
Brief description	In this article by Moore, Riddell and Vocisano, it is argued that the process of scaling social innovations to achieve systemic impacts involves three different types of scaling—scaling out, scaling up, and scaling deep—and large systems change (LSC) is likely to require a combination of these types. The findings focus on the phenomenon of scaling, and the strategies by which actors can move social innovation impacts across scales. After broadening their problem frame to pursue large systems change, participants described different strategies depending on whether they attempted to scale out, up, or deep. 'Scaling out' relates to an organisation that attempts to affect more people and cover a larger geographic area through replication and diffusion, and 'scaling up', relates to an organisation that aims to affect everybody who is in need of the social innovation they offer, or aims to address the broader institutional or systemic roots of a problem. Strategies for 'scaling deep' are related to the notion that durable change has been achieved only when people's hearts and minds, their values and cultural practices, and the quality of relationships they have, are transformed.
Keywords (FF)	LEAVE BLANK

Barriers and Issues

Relevance to Climate Neutrality (FF)	[was the method developed for or is it known to be suited to dealing with climate neutrality and how] ☐Developed specifically to deal with climate challenges ☐Has been implemented to deal with climate challenges ☒Has potential to deal with climate challenges
Challenges (FF and text)*	[Which challenges can this method help to address, from here, further development needed] ☐Financial limitations eg. Insufficient resources ☐Specific climate-related challenges eg. City industry or location ☐Resistance to climate action from vested interests eg. Previous initiatives met with resistance from powerful actors ☐Resistance to climate action from public eg. Previous initiatives met with public backlash ☐Short term thinking eg. Difficulty in policy planning beyond election cycle

	☐Existing governance structures *eg. Existing setup makes collaboration across departments difficult, siloed governance* ☐Historical legacies and institutional distrust *eg. Low public trust in city govt* ☐Inadequate public participation *eg. Low capacity to conduct meaningful citizen engagement* ☐Inadequate representation of affected communities eg. *Those affected by action are not well represented by/connected to existing elected officials* ☐Poor existing services *eg. The current offer does not align with policy directives (limiting its access to government support) or with user demands (in terms of output/delivery/etc.)* ☐Marginalized from innovation ecosystem *eg. Detached from innovation hubs (rural location etc.); limited understanding of system actors and resources; etc.* ☒Scaling challenges *eg. Finding people with a suitable set of skills and competences and dealing with specific local challenges/contexts* Other [text box] TEXT: The article can help cities determine their scaling strategy and assist cities with translating the approaches to different contexts.
Thematic Areas (FF)*	[is this method well suited to use in a particular sector OR has this method been used in any of the following sectors or to address the following themes] ☐Urban Governance, Policy Development, CCC ☐Innovation Management and Digitization ☐Stakeholder/ Community engagement and capacity building ☐Financing, Funding and Partnerships ☒Peer to peer learning, and replication, upscaling ☐Built environment *eg. Building renovations* ☐Energy systems *eg. Energy generation* ☐Mobility and transport *eg. Public transport, bikes* ☐Green industry *eg. Environmentally friendly manufacturing or agriculture* ☐Circular economy *eg. Initiatives to eliminate waste or reuse materials* ☐Nature-based solutions *eg. Green roofs, ecological restoration* ☐Digital solutions *eg. Engaging citizens through data platforms* ☐Not applicable

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	☐Other [text box]
Problem, Purpose and Needs (text)	For many initiatives, the route to greater impact lay in changing institutions and laws, or 'scaling up' to affect policies. Context and specifically the variety in contexts matters when determining a scaling strategy. 'You can scale an idea that lives out differently in every context'. The paper describes the patterns across different case studies. This case study involves a group of grantees in Canada, funded by the Montreal-based J.W. McConnell Family Foundation, who sought greater systemic impact through social innovation. They were asked to reflect on the full arc of their own deliberate learning process on scaling.
Impact Goals (FF)	[does this method typically aim towards long or short term goals] ☐short term ☐medium term ☒long term ☐Not applicable/other
Issue Complexity (FF)	[what level of complexity can this method handle?] ☐low ☐medium ☐high
Issue Polarisation (FF)	[what level of polarisation is this method capable of dealing with?] ☐low ☐medium ☐high

Governance and Empowerment

Governance Models and Approaches (FF)	[what overall approach to governance or methodology does this method fit into?] ==OPTIONS SUBJECT TO CHANGE== ☐co-creation *eg. Development of new or added value through collaboration with affected stakeholders* ☐co-design *eg. Collaborative and participatory design and development processes with affected stakeholders* ☐co-production *eg. People using the service are involved in design and implementation* ☐systems thinking *eg. Approaches specifically designed to effect systemic change* ☐collaborative governance *eg. Affected stakeholders and communities working together on a problem* ☐deliberative approaches *eg. Structured dialogic processes* ☐partnership approaches *eg. Long term partnerships that challenge traditional boundaries* ☐evaluation, oversight and monitoring *eg. Holding authorities to account* ☒Social innovation approaches *eg. Approaches that aim to fulfil a social need*
Enabling Conditions (FF)	[which enabling conditions does this method or tool support]: ☒Organizational processes ☒Organizational culture ☒Organizational structure

	☐Network Mapping ☒Network Collaboration ☒Context fit (ie. Ability to be embedded in the local/regional/national/etc. level) ☐Access to markets ☐Access to finance ☐Access to training, education and research ☐Knowledge development and transfer ☐Political and administrative awareness ☐Leadership ☐Organizational vision ☐Other [text box]
Essential Considerations for Commissioning Authorities (text)	
Engagement Journey (FF)	[at what stage/s in a city's engagement journey is this method best suited to?] LEAVE BLANK ☐Self assess ☐Declare commitment ☐Define problem/s ☐Craft question ☐Select portfolio ☐Action, learning and embedding
Type of NZC Engagement (FF)	[which type of NZC engagement is this method most suitable for?] LEAVE BLANK ☐Mission City ☐Climate City Contracts ☐Pilot City ☐Twin City ☐Other
Democratic Purpose (FF)	[what democratic functions does this method help to serve?] ☒empowering inclusion ☐collective will formation ☐collective decision making ☐implementation, monitoring and accountability
Level of Citizen Empowerment (FF)	[Where does this method typically sit on a spectrum of public participation?] LEAVE BLANK IAP2 spectrum Arnold's Ladder Other ideas?
Communication Channels (FF)	[how are the method and its outcomes usually communicated to broader publics] ☐Public report ☐Mass media ☐Dedicated website ☐Social media ☐Direct engagement with wider public ☒Other: papers

Participation

NET ZER○ CITIES

Participant Numbers (FF)	[how many people can usually participate] ☐small groups – up to 10/15 ☐up to 50 ☐50-100 ☐100-500 ☐500-1000 ☒no limit
Actors and Stakeholders (FF)	[what type of actors and stakeholders typically participate throughout the whole process] ☐Policy/decisionmakers ☐Citizens or general public ☐Industry and innovation communities ☐NGOs or civil society organisations ☐Academia ☐Science or technology research communities ☐Organizational staff ☒Social innovators ☐Other [text box]
Actors and Stakeholder Relationships (text)	Social innovators are encouraged to network across sectors for focused collaboration, resource-pooling, extending the organisation's sphere of influence and developing unusual alliances.
Participant Recruitment (FF)	[how are participants typically recruited to take part?] ☐self-selection ☐random selection ☐stratified selection ☐election ☐invitation or appointment ☒other: not applicable
Interaction between participants (FF)	[how do people typically interact with each other during the process?] ☐Express preferences only ☒Deliberate or discuss ☐Observe as spectators ☐No interaction ☐Negotiation and bargaining ☐Ask and answer questions ☐Other [text box]
Format (FF)	[in which formats can this method take place?] ☒online ☒in person ☒asynchronously ☒synchronously

Development Stage

Social Innovation Development Stage	[which phase does the tool/method fit best into] ☐Analyse Context ☐Reframe Problems ☐Envision Alternatives ☐Prototype ☐Experiment ☐Assess social innovation readiness ☒Scale ☐Evaluate

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Scope	[Which objective/activity does the tool/method support] ☐ecosystem analysis ☐environmental scanning ☒negotiation of commitments ☒stakeholder engagement ☒knowledge transfer ☐feasibility plan ☒brainstorming ☐prototyping ☐impact assessment ☒agenda setting ☒problem framing ☐policy legitimization / amplifying ☐policy formulation ☐policy implementation ☐policy evaluation ☐financing plan ☐accountability plan ☐other [text box]

Resources

Resources and Investments (FF and text)	[what kind of resources and investments are needed to use this method] ☒Human Labour ☐Materials ☐Software or other tech ☒Funding ☐Other (please specify eg. Independent recruitment company, venue etc)
In-house (FF)	[can this method be run in-house, or does it require external resources and actors] ☒Can be run internally ☐Requires input from independent or external organisers ☐Both ☐Not Applicable

How does it work: step by step

Time commitment (text)	The scaling strategies are meant to instigate durable change in social innovations, thus the commitment is long-term.
Typical duration (FF)	☐one-off ☐recurring ☒continuous ☐other [text box]
Step by Step (text)	The main strategies for each of the types of scaling can be summarised as follows: **Scaling out** • Deliberate replication: geographic and numeric replication or spreading of the innovation, while maintaining its integrity and core principles. • Spreading principles: dissemination of the main principles of the innovation, while adapting it to new contexts by knowledge co-creation, social media and learning platforms (open scaling)

	Scaling up • Policy or legal change efforts: development of new policies, partnering and advocacy **Scaling deep** • Spreading big cultural ideas: sharing knowledge and practices via learning communities, platforms and participatory means in order to channge narratives, beliefs and norms
Evaluation (text and links)	The approach can be evaluated by evaluating the scaling processes themselves to reflect whether the strategy was suitable for the goals of the social innovation.
Connecting Methods (links and text)	[what other methods can this method be used with and how?]

How does it work: case study (of this method)

Find out more about how this method has been applied in practice (link)	The three strategies of scaling out, scaling deep and scaling up, will be illustrated by cases studies of three energy initiatives based in Belgium. **Scaling out: Ecopower** Ecopower is a cooperative which was established in 1991 by students who sympathised with the environmental movement. In 1999, Ecopower won a public tender for a wind energy project in the city of Eeklo. After the installation of the first wind turbines and a recruitment campagn, its membership increased from 47 members in 1999 to almost 50,000 in 2013. Although from its founding Ecopower had set itself on expanding, there were three opportunites that it used to successfully scale out. First was its (then) pioneering role in realising a large-scale wind project, which attracted a large amount of new members. In addition, by not restricting itself to one geographical area when looking for opportunities, Ecopower managed to compete with other (traditional) providers for the scarce land available for wind projects. Second, by building its own pellet plant, Ecopower integrated a profitable source of revenue, while at the same time enabling its members to buy both renewable heat and energy. Third, when the market was liberalised, Ecopower started providing electiricity directly to its members, thereby repositioning itself in the supply chain. However, when it scaled out, Ecopower had to invest in hiring more personnel and develop new skills, such as information and communication technology skills, to further develop their activities. By investing in mature renewable energy technologies, such as wind farms and solar projects, EcoPower can provide its members with a relatively high dividend, while directly suppliying both electricity and (biomass) heat at production cost. **Scaling deep: Beauvent** BeauVent, another wind energy cooperative, was founded in 2000 and grew from a few dozen members to more than 2,000 in 2013. In its first wind project in 2005, the cooperative built two wind turbines, followed by three additional turbines in 2007. However, due to its lack of human and financial resources, Beauvent did not compete with other developers for the scarce locations. Instead of focusing on expansion or taking on a supplier role, like Ecopower,

BeauVent remains local and has a close relationship with their members. By focusing on staying relatively small and local, BeauVent was able to use some of the profit from their wind projects to give advice to local residents about saving energy and constructing sustainably free of charge or at a reduced cost.

BeauVent does not provide any direct services to its members; it leaves the supply of electricity to Ecopower, whom they collaborate with. Instead, BeauVent prefers to promote environmental behaviour among the population, serving the general interest. Its scaling strategy therefore focuses on innovation, rather than profit, by finding small innovative projects which still leave room for experimentation, in order to share their practices and technologies.

Scaling deep/up: Bronsgroen
Bronsgroen was founded in 2012 and comprises around 275 members. The cooperative has been raising awareness on energy efficiency, in particular lower-income households. The founders have concsciously kept their cooperative on a local scale in order to sustain their close relationship with the beneficiaries (the lower-income households), which sets it apart from larger cooperatives, such as EcoPower.

Bronsgroen's activities are characterised by the creation of social value and awareness, rather than profit. For example, one of their main activities is to help households who are experiencing energy poverty to reduce their energy consumption, which they do in collaboration with volunteers and the local municipalities' social welfare departments. The low-income households whom they serve, do not have to be a member of the cooperative in order to use their services; the members and the beneficiaries in this case are therefore seperate groups of people.

In contrast to the other cooperatives, Bronsgroen consists of volunteers and does not make any profits, with the costs being born by their partners. Similar to BeauVent, they do not see themselves as a supplier and therefore outsource the supply of renewable energy to EcoPower.

Make it Your Own

Flexibility and Adaptability (text)	There is flexibility in adoption of the three strategies. The paper concludes that it is likely that a combination of the three strategies is required. Therefore, social innovators need to adapt their strategy to their needs and goals.
Existing Guidelines and Best Practice (links)	[are there any quality standards, best practice guidelines for using this method?]
Available Services from NZC (links)	[for this option, cities will need to select what category they fall into in order to access different levels of services; clicking this should link to relevant places] LEAVE BLANK ☐Mission cities [links to Tailored advisory service, for detailed support] ☐Pilot cities [links to expertise to design and support pilots] ☐Twin cities [links to information, knowledge-smart repository] Other

References and Reading

References and Further Resources (text and links)	Bauwens, T., Huybrechts, B., & Dufays, F. (2020). Understanding the Diverse Scaling Strategies of Social Enterprises as Hybrid Organizations: The Case of Renewable Energy Cooperatives. *Organization &*

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5.1.6 Social Innovation Canada

Overview

Name of Method	Social Innovation Canada
Type/Level of Method (FF)	☒overall approach ☐method ☐tool
Brief description	Social Innovation Canada is a network that aims to fortify the innovation ecosystem by providing an operational model that offers information, tools, skills, and a network for developing social innovations. By utilizing this model, practitioners can collaborate effectively, build stronger connections, align their efforts, enhance their capacity, and advance their knowledge in the field of social innovation. Social Innovation Canada operates within the framework of the Sustainable Development Goals (SDGs) and focuses on taking action that brings ideas together to effect change at the systemic level. One way that it does this is by focusing on local ecosystem mapping, which helps identify specific resources and tools for a given area. Through these efforts, Social Innovation Canada aims to create meaningful and impactful social innovation that can make a positive difference in communities across the country.
Keywords (FF)	LEAVE BLANK

Barriers and Issues

Relevance to Climate Neutrality (FF)	[was the method developed for or is it known to be suited to dealing with climate neutrality and how] ☐Developed specifically to deal with climate challenges ☒Has been implemented to deal with climate challenges ☒Has potential to deal with climate challenges
Challenges (FF and text)*	[Which challenges can this method help to address, from here, further development needed] ☐Financial limitations *eg. Insufficient resources* ☒Specific climate-related challenges *eg. City industry or location* ☐Resistance to climate action from vested interests *eg. Previous initiatives met with resistance from powerful actors* ☐Resistance to climate action from public *eg. Previous initiatives met with public backlash* ☒Short term thinking *eg. Difficulty in policy planning beyond election cycle* ☒Existing governance structures *eg. Existing setup makes collaboration across departments difficult, siloed governance* ☐Historical legacies and institutional distrust *eg. Low public trust in city govt* ☐Inadequate public participation *eg. Low capacity to conduct meaningful citizen engagement* ☐Inadequate representation of affected communities eg.

	Those affected by action are not well represented by/connected to existing elected officials ☐Poor existing services *eg. The current offer does not align with policy directives (limiting its access to government support) or with user demands (in terms of output/delivery/etc.)* ☒Marginalized from innovation ecosystem *eg. Detached from innovation hubs (rural location etc.); limited understanding of system actors and resources; etc.* ☒Scaling challenges *eg. Finding people with a suitable set of skills and competences and dealing with specific local challenges/contexts* Other [text box] This method provides a set of tools that can help accelerate innovation by scaling it up. By bringing people together and building capacity this approach enables practitioners to make a greater impact with their innovations. Moreover, the method aims to address short-term thinking in policy planning by facilitating knowledge building. This can help ensure that policies are informed by a more comprehensive understanding of the challenges and opportunities that exist in the long-term, thereby fostering more effective solutions. Overall, this approach seeks to empower innovators to create sustainable, scalable solutions that can drive positive change in society.
Thematic Areas (FF)*	[is this method well suited to use in a particular sector OR has this method been used in any of the following sectors or to address the following themes] ☒Urban Governance, Policy Development, CCC ☒Innovation Management and Digitization ☒Stakeholder/ Community engagement and capacity building ☐Financing, Funding and Partnerships ☒Peer to peer learning, and replication, upscaling ☐Built environment *eg. Building renovations* ☐Energy systems *eg. Energy generation* ☐Mobility and transport *eg. Public transport, bikes* ☐Green industry *eg. Environmentally friendly manufacturing or agriculture* ☐Circular economy *eg. Initiatives to eliminate waste or reuse materials* ☐Nature-based solutions *eg. Green roofs, ecological restoration* ☐Digital solutions *eg. Engaging citizens through data platforms*

	☐Not applicable ☐Other [text box]
Problem, Purpose and Needs (text)	Currently, there are good ideas for social innovations, but there needs to be more connection between actors and capacity building to accelerate the innovations. The purpose of SI Canada is therefore to bring together these actors and offer a toolset for knowledge and capabilities.
Impact Goals (FF)	[does this method typically aim towards long or short term goals] ☐short term ☐medium term ☒long term ☐Not applicable/other
Issue Complexity (FF)	[what level of complexity can this method handle?] ☐low ☒medium ☐high
Issue Polarisation (FF)	[what level of polarisation is this method capable of dealing with?] ☐low ☐medium ☒high

Governance and Empowerment

Governance Models and Approaches (FF)	[what overall approach to governance or methodology does this method fit into?] OPTIONS SUBJECT TO CHANGE ☐co-creation *eg. Development of new or added value through collaboration with affected stakeholders* ☐co-design *eg. Collaborative and participatory design and development processes with affected stakeholders* ☐co-production *eg. People using the service are involved in design and implementation* ☐systems thinking *eg. Approaches specifically designed to effect systemic change* ☒collaborative governance *eg. Affected stakeholders and communities working together on a problem* ☐deliberative approaches *eg. Structured dialogic processes* ☒partnership approaches *eg. Long term partnerships that challenge traditional boundaries* ☐evaluation, oversight and monitoring *eg. Holding authorities to account* ☒Social innovation approaches *eg. Approaches that aim to fulfil a social need*
Enabling Conditions (FF)	[which enabling conditions does this method or tool support]: ☒Organizational processes ☐Organizational culture ☐Organizational structure ☒Network Mapping

	☒Network Collaboration ☐Context fit (ie. Ability to be embedded in the local/regional/national/etc. level) ☐Access to markets ☐Access to finance ☒Access to training, education and research ☒Knowledge development and transfer ☒Political and administrative awareness ☐Leadership ☐Organizational vision ☐Other [text box]
Essential Considerations for Commissioning Authorities (text)	
Engagement Journey (FF)	[at what stage/s in a city's engagement journey is this method best suited to?] LEAVE BLANK ☐Self assess ☐Declare commitment ☐Define problem/s ☐Craft question ☐Select portfolio ☐Action, learning and embedding
Type of NZC Engagement (FF)	[which type of NZC engagement is this method most suitable for?] LEAVE BLANK ☐Mission City ☐Climate City Contracts ☐Pilot City ☐Twin City ☐Other
Democratic Purpose (FF)	[what democratic functions does this method help to serve?] ☐empowering inclusion ☐collective will formation ☐collective decision making ☒implementation, monitoring and accountability
Level of Citizen Empowerment (FF)	[Where does this method typically sit on a spectrum of public participation?] LEAVE BLANK
Communication Channels (FF)	[how are the method and its outcomes usually communicated to broader publics] ☐Public report ☒Mass media ☒Dedicated website ☒Social media ☒Direct engagement with wider public ☐Other [text box]

Participation

Participant Numbers (FF)	[how many people can usually participate] ☐small groups – up to 10/15 ☐up to 50 ☐50-100 ☐100-500

	☐500-1000 ☒no limit
Actors and Stakeholders (FF)	[what type of actors and stakeholders typically participate throughout the whole process] ☒Policy/decisionmakers ☐Citizens or general public ☒Industry and innovation communities ☒NGOs or civil society organisations ☒Academia ☒Science or technology research communities ☒Organizational staff ☒Social innovators ☒Other [The practitioners can come from various level and many of them identify as social innovators. What unites them is the desire to bring a systems lens to the work by learning and building connections and capacity.]
Actors and Stakeholder Relationships (text)	Stakeholder participation is defined through the regional nodes. Regional perspective means being more connected to local ecosystems and actors.
Participant Recruitment (FF)	[how are participants typically recruited to take part?] ☐self-selection ☐random selection ☐stratified selection ☐election ☐invitation or appointment ☒other [text box]
Interaction between participants (FF)	[how do people typically interact with each other during the process?] ☐Express preferences only ☒Deliberate or discuss ☐Observe as spectators ☐No interaction ☐Negotiation and bargaining ☒Ask and answer questions ☐Other [text box]
Format (FF)	[in which formats can this method take place?] ☒online ☒in person ☒asynchronously ☒synchronously

Development Stage

Social Innovation Development Stage	[which phase does the tool/method fit best into] ☒Analyse Context ☒Reframe Problems ☒Envision Alternatives ☒Prototype ☒Experiment ☒Assess social innovation readiness ☒Scale ☒Evaluate
Scope	[Which objective/activity does the tool/method support] ☒ecosystem analysis ☐environmental scanning ☐negotiation of commitments

	☒stakeholder engagement ☒knowledge transfer ☐feasibility plan ☐brainstorming ☐prototyping ☒impact assessment ☐agenda setting ☒problem framing ☐policy legitimization / amplifying ☐policy formulation ☐policy implementation ☒policy evaluation ☐financing plan ☐accountability plan ☐other [text box]

Resources

Resources and Investments (FF and text)	[what kind of resources and investments are needed to use this method] ☒Human Labour ☐Materials ☐Software or other tech ☒Funding ☐Other (please specify eg. Independent recruitment company, venue etc)
In-house (FF)	[can this method be run in-house, or does it require external resources and actors] ☐Can be run internally ☐Requires input from independent or external organisers ☐Both ☒Not Applicable

How does it work: step by step

Time commitment (text)	This framework is planned to take a total of 3 years. Year 1 is a foundational year and the building blocks for creating a legitimate and inclusive SI ecosystem for long-term impact.
Typical duration (FF)	☐one-off ☐recurring ☐continuous ☐other [text box]
Step by Step (text)	The main goal of Social Innovation Canada is to create a collaborative infrastructure that supports experiments, prototypes, and learning in the field of social innovation. This is achieved through the implementation of three key bodies: constellation governance, regional nodes, and shared knowledge platforms. **1) Constellation governance** This involves multi-organization collaboration within dynamic and complex systems. This approach empowers regional communities and allows decision-making to happen on regional, national, and global levels. Agile action groups of people and organizations combine their own interests to achieve collective impact. A project secretariat is

responsible for aligning and coordinating efforts, facilitating decision-making, mobilizing fundraising, finding efficiencies, financial management, and coordinating the overall project work plan. A stewardship group ensures institutional operations and decision-making, while a guardians group provides advice, support, and collective intelligence.

2) Regional nodes
These are front-line operators in SI Canada and are important for creating a locally legitimate and inclusive network. There are six regional nodes that explore regional needs and opportunities, take part in regional ecosystem mapping, host convening, and participate in the capacity-building of practitioners.

3) A shared digital knowledge exchange platform
The platform facilitates learning and aggregates data and stories. Members can participate in online groups, peer circles, create and post jobs, news and events, search for knowledge, and find each other. The platform consists of six thematic constellations: *Labs Community of Practice, Developmental evaluation, Corporate Social Innovation Community of Practice, Social R&D, Indigenous Social Innovation*, and *Transformative Leadership*.

There are also three strategic pillars which describe the best way to implement the changes through these bodies described above:

1. Navigation, Wayfinding, Connections

The key purpose for navigation, wayfinding, and connections methods are ecosystem mapping, branding and website. They are for creating pathways into social innovation and make it easier for innovators to find each other. Regional Ecosystem mapping is to establish a baseline and determine where collective energy is for moving forward. Each region will map their local social innovation ecosystem and this way the national picture of social innovations in Canada is presented. Branding and website are ways to create visibility on the network for the wider public.

2. Capacity-Building and Convening

Capacity-building and convening strengthens individuals, organizations and sector capacity by facilitating access to social innovations. Key tactics for this are 101 training engaging the regional constellations, convenings for collaboration and shared learning, adaptation and planning the work. There are regional and national convenings and also a specific governance team dedicated to this.

3. Sharing stories, data and building knowledge

Knowledge building and data sharing is meant for elevating the field and scaling up the impact. This is done via storytelling platforms and impact dashboard. The UN Sustainable Development Goals are the framework for seeing the impact and also evaluating it. The content shared to the outside is done through email, groups and social media. There is cooperation with external media, news agencies and journalists in this case in the Canadian framework for sharing the results.

Evaluation (text and links)	[ways/suggestions of how this method can be evaluated]

Connecting Methods (links and text)	[what other methods can this method be used with and how?]

How does it work: case study (of this method)

Find out more about how this method has been applied in practice (link)	Social Innovation Canada has established six regional nodes, which are organizations and networks that facilitate collaboration. These regional nodes include RADIUS, ABSI, SEC (Social Enterprise Centre), CSI (Centre for Social Innovation), MIS (Maison de l'innovation sociale), and Inspiring Communities.
	CSI, in particular, has been highlighted as a case study for SI Canada due to its creation of an accelerator program for social enterprises aimed at scaling promising products, services, and technologies that contribute to reducing greenhouse gas emissions. The program, called CSI Agents of Change: Climate Solutions, adopts an approach that involves accelerating innovations and entrepreneurial energy to tackle complex challenges. The methodology is referred to as "The Swirl," which is a journey that includes solving, connecting, educating, and accelerating towards results. "Solving" refers to CSI's efforts to assist corporate, government, and community partners in finding solutions to complex challenges. The organization aims to create new models through solutions labs, innovation challenges, and prototyping so that partners can build their capacity. "Connecting" is focused on building relationships and collaborations, while "education" is critical to achieving the ultimate goal of accelerating change.
	In addition to its own accelerator program, CSI has partnered with Foresight Canada to provide the Climate Ventures program, which has accelerated 133 climate start-ups over four years. This program offers various resources, such as programs, community support, and coworking spaces for innovators in Canada.
	For more information, see: https://socialinnovation.org/offering/aoc-17-18-climate-solutions/
	https://socialinnovation.org/make-change/approach/ https://climateventures.org/
	<mark>LEAVE BLANK FOR NOW</mark>

Make it Your Own

Flexibility and Adaptability (text)	In a climate neutrality, the constellation governance could take the form of a local consortium, in which the relevant stakeholders are represented. Here, the regional nodes would most likely need to be established on a neighbourhood level, where local initiatives could take responsibility for ecosystem mapping. The thematic constellations in the knowledge exchange platform could be adjusted to address issues that are relevant to climate neutrality, such as sustainble energy generation. If the platform is set up to address wider sustainability challenges, the climate neutrality itself could be one of the themes, along with other broader themes, such as mobility, greenery, (social) safety.
Existing Guidelines and Best Practice (links)	Social Innovation Canada has set up their own learning platform where social innovators can connect and share knowledge and information: https://sicanada.org/social-rd/

NET ZER⊙ CITIES

Available Services from NZC (links)	[for this option, cities will need to select what category they fall into in order to access different levels of services; clicking this should link to relevant places] ==LEAVE BLANK== ☐Mission cities [links to Tailored advisory service, for detailed support] ☐Pilot cities [links to expertise to design and support pilots] ☐Twin cities [links to information, knowledge-smart repository] Other

References and Reading

References and Further Resources (text and links)	Social Innovation Canada Strategy. https://www.sicanada.org/wp-content/uploads/2018/12/si-canada-strategy_public.pdf Centre for Social Innovation. Agents of change 2017-2018: Climate solutions. https://socialinnovation.org/offering/aoc-17-18-climate-solutions/ Method for SCI https://socialinnovation.org/make-change/approach/ Climate Ventures https://climateventures.org/

5.1.7 TACSI
Overview

Name of Method	TACSI – The Australian Centre for Social Innovation
Type/Level of Method (FF)	☐overall approach ☒method ☐tool
Brief description	TACSI strives to enhance social and economic well-being through their approach to accelerate social innovations. The organization has conducted experiments in the field of human-centered innovation, driven by the belief that individuals are the best experts on their own lives. By collaborating with those affected by the challenges they aim to address, TACSI creates effective innovations. They have been building scaling programs that seek to improve outcomes for people in relevant and dynamic ways. As a case study, Regional innovation capability shows good tools of using the TACSI's approach in social innovations from a regional perspective.
Keywords (FF)	LEAVE BLANK

Barriers and Issues

Relevance to Climate Neutrality (FF)	[was the method developed for or is it known to be suited to dealing with climate neutrality and how] ☐Developed specifically to deal with climate challenges ☒Has been implemented to deal with climate challenges ☒Has potential to deal with climate challenges
Challenges (FF and text)*	[Which challenges can this method help to address, from here, further development needed] ☐Financial limitations *eg. Insufficient resources* ☐Specific climate-related challenges *eg. City industry or location* ☐Resistance to climate action from vested interests *eg. Previous initiatives met with resistance from powerful actors* ☐Resistance to climate action from public *eg. Previous initiatives met with public backlash* ☐Short term thinking *eg. Difficulty in policy planning beyond election cycle* ☐Existing governance structures *eg. Existing setup makes collaboration across departments difficult, siloed governance* ☐Historical legacies and institutional distrust *eg. Low public trust in city govt* ☒ Inadequate public participation *eg. Low capacity to conduct meaningful citizen engagement* ☒ Inadequate representation of affected communities eg. *Those affected by action are not well represented by/connected to existing elected officials*

☐ Poor existing services *eg. The current offer does not align with policy directives (limiting its access to government support) or with user demands (in terms of output/delivery/etc.)*
☒ Marginalized from innovation ecosystem *eg. Detached from innovation hubs (rural location etc.); limited understanding of system actors and resources; etc.*
☒ Scaling challenges *eg. Finding people with a suitable set of skills and competences and dealing with specific local challenges/contexts*
Other [text box]

TACSI's approach of collaborating with those affected by the challenges they aim to address can help to increase public participation and engagement. By involving the community in the development of social innovation initiatives, TACSI is able to create more meaningful and effective solutions that better meet the needs of the community. The approach strengthens the social innovation skills and confidence of community workers, which can help to further increase public participation and engagement.

The approach can also help to improve representation of affected communities. By working with community innovators and innovations and helping them spread their learnings in their own communities and across the region, TACSI is able to develop regionally relevant social innovation resources and a voice for regional stories and examples. This can help to better represent and connect affected communities to existing elected officials and innovation ecosystems.
It can also help to address marginalization from innovation ecosystems. By working with community innovators and innovations in rural areas and other marginalized locations, TACSI is able to create opportunities for capability 'stretches' so that community workers can identify structural and systemic barriers and opportunities, and ways to influence these from a regional perspective. This can help to increase understanding of system actors and resources and create opportunities for bold change in marginalized communities.

TACSI's approach of working closely with networks to spread and adapt innovations to new environments can help to address scaling challenges. They are looking for innovators and innovations and working with them to not only grow their programs of social innovation but help them spread these learnings in their own communities and across the region, TACSI is able to develop regionally relevant social innovation resources and a voice for regional stories and examples. This can help to find people with a suitable set of skills and competences and deal with specific local challenges/contexts.

Thematic Areas (FF)*	[is this method well suited to use in a particular sector OR has this method been used in any of the following sectors or to address the following themes] ☐Urban Governance, Policy Development, CCC ☒Innovation Management and Digitization ☒Stakeholder/ Community engagement and capacity building ☐Financing, Funding and Partnerships ☒Peer to peer learning, and replication, upscaling ☐Built environment *eg. Building renovations*

	☐Energy systems *eg. Energy generation* ☐Mobility and transport *eg. Public transport, bikes* ☐Green industry *eg. Environmentally friendly manufacturing or agriculture* ☐Circular economy *eg. Initiatives to eliminate waste or reuse materials* ☐Nature-based solutions *eg. Green roofs, ecological restoration* ☐Digital solutions *eg. Engaging citizens through data platforms* ☐Not applicable ☐Other [text box]
Problem, Purpose and Needs (text)	The objective of this approach is to empower individuals, teams, and organizations to develop people-centric policies, services, and solutions. Their initiatives bring together various actors in the social innovation ecosystem for long-term experimentation, often taking systemic approaches. TACSI's focus on innovation spans from the idea phase to practical implementation, working closely with their networks to spread and adapt innovations to new environments. Furthermore, the organization strives to enhance understanding of how innovations can be applied in diverse contexts. TACSI has identified six key areas of focus: the Future of Mental Health, Social R&D, People Powered Responses, Future of Home, Regenerative Communities, and Social Innovation Workforce. They have formed strategic partnerships with people, communities, philanthropic organizations, government entities, NGOs, and businesses to serve as capability builders, consultants, connectors, and facilitators.
Impact Goals (FF)	[does this method typically aim towards long or short term goals] ☐short term ☐medium term ☒long term ☐Not applicable/other
Issue Complexity (FF)	[what level of complexity can this method handle?] ☐low ☒medium ☐high
Issue Polarisation (FF)	[what level of polarisation is this method capable of dealing with?] ☐low ☐medium ☐high

Governance and Empowerment

Governance Models and Approaches (FF)	[what overall approach to governance or methodology does this method fit into?] OPTIONS SUBJECT TO CHANGE ☐co-creation *eg. Development of new or added value through*

	collaboration with affected stakeholders ☐co-design *eg. Collaborative and participatory design and development processes with affected stakeholders* ☐co-production *eg. People using the service are involved in design and implementation* ☐systems thinking *eg. Approaches specifically designed to effect systemic change* ☐collaborative governance *eg. Affected stakeholders and communities working together on a problem* ☐deliberative approaches *eg. Structured dialogic processes* ☐partnership approaches *eg. Long term partnerships that challenge traditional boundaries* ☐evaluation, oversight and monitoring *eg. Holding authorities to account* ☐Social innovation approaches *eg. Approaches that aim to fulfil a social need*
Enabling Conditions (FF)	[which enabling conditions does this method or tool support]: ☐Organizational processes ☐Organizational culture ☐Organizational structure ☐Network Mapping ☒Network Collaboration ☐Context fit (ie. Ability to be embedded in the local/regional/national/etc. level) ☐Access to markets ☐Access to finance ☐Access to training, education and research ☒Knowledge development and transfer ☐Political and administrative awareness ☐Leadership ☐Organizational vision ☐Other [text box]
Essential Considerations for Commissioning Authorities (text)	
Engagement Journey (FF)	[at what stage/s in a city's engagement journey is this method best suited to?] LEAVE BLANK ☐Self assess ☐Declare commitment ☐Define problem/s ☐Craft question ☐Select portfolio ☐Action, learning and embedding
Type of NZC Engagement (FF)	[which type of NZC engagement is this method most suitable for?] LEAVE BLANK ☐Mission City ☐Climate City Contracts ☐Pilot City ☐Twin City ☐Other
Democratic Purpose (FF)	[what democratic functions does this method help to serve?] x☐empowering inclusion x☐collective will formation

	☐collective decision making ☐implementation, monitoring and accountability
Level of Citizen Empowerment (FF)	[Where does this method typically sit on a spectrum of public participation?] LEAVE BLANK
Communication Channels (FF)	[how are the method and its outcomes usually communicated to broader publics] ☒Public report ☐Mass media ☒Dedicated website ☐Social media ☒Direct engagement with wider public ☐Other [text box]

Participation

Participant Numbers (FF)	[how many people can usually participate] ☐small groups – up to 10/15 ☐up to 50 ☐50-100 ☐100-500 ☐500-1000 ☒no limit
Actors and Stakeholders (FF)	☐Policy/decisionmakers ☒Citizens or general public ☒Industry and innovation communities ☒NGOs or civil society organisations ☐Academia ☐Science or technology research communities ☐Organizational staff ☒Social innovators ☐Other [text box]
Actors and Stakeholder Relationships (text)	The actors in the TACSI method include individuals, teams, and organizations who are interested in developing people-centric policies, services, and solutions. TACSI works in collaboration with those affected by the challenges they aim to address, including people and communities, organizations, government entities, NGOs, and businesses. They also work with community workers, innovators, and social entrepreneurs to develop regionally relevant social innovation resources and a voice for regional stories and examples. Additionally, they engage in peer-to-peer connections between community workers across regions to strengthen social innovation skills and confidence. In the method, different stakeholders are involved and work together through collaboration and partnerships. TACSI engages in strategic partnerships with individuals, teams, and organizations, including people and communities, philanthropic organizations, government entities, NGOs, and businesses. These partnerships serve as capability builders, consultants, connectors, and facilitators. In the Regional Innovation Capability (RIN) case study, TACSI works with

	innovators and community workers on the ground to identify and grow social innovation programs. They also help these innovators and community workers spread their learnings and examples in their own communities and across the region. Through RIN, TACSI develops regionally relevant social innovation resources and a voice for regional stories and examples. Moreover, TACSI's focus on innovation takes a systemic approach and brings together various actors in the social innovation ecosystem. They work closely with their networks to spread and adapt innovations to new environments. TACSI also strengthens the social innovation skills and confidence of community workers through practice and development of projects, and supports peer-to-peer connections between community workers across regions.
Participant Recruitment (FF)	[how are participants typically recruited to take part?] ☒self-selection ☐random selection ☐stratified selection ☐election ☒invitation or appointment ☐other [text box]
Interaction between participants (FF)	[how do people typically interact with each other during the process?] ☐Express preferences only ☒Deliberate or discuss ☐Observe as spectators ☐No interaction ☐Negotiation and bargaining ☐Ask and answer questions ☐Other [text box]
Format (FF)	[in which formats can this method take place?] ☐online ☐in person ☐asynchronously ☐synchronously

Development Stage

Social Innovation Development Stage	[which phase does the tool/method fit best into] ☐Analyse Context ☐Reframe Problems ☐Envision Alternatives ☐Prototype ☒Experiment ☒Assess social innovation readiness ☒Scale ☐Evaluate
Scope	[Which objective/activity does the tool/method support] ☒ecosystem analysis ☐environmental scanning ☐negotiation of commitments ☒stakeholder engagement ☒knowledge transfer ☐feasibility plan

	☐brainstorming ☐prototyping ☒impact assessment ☐agenda setting ☐problem framing ☒policy legitimization / amplifying ☐policy formulation ☐policy implementation ☐policy evaluation ☐financing plan ☐accountability plan ☐other [text box]

Resources

Resources and Investments (FF and text)	[what kind of resources and investments are needed to use this method] ☒Human Labour ☐Materials ☐Software or other tech ☒Funding ☐Other (please specify eg. Independent recruitment company, venue etc)
In-house (FF)	[can this method be run in-house, or does it require external resources and actors] ☒Can be run internally ☐Requires input from independent or external organisers ☐Both ☐Not Applicable

How does it work: step by step

Time commitment (text)	The time frame for utilizing the TACSI method can vary depending on the specific project or initiative being pursued. The organization's approach to social innovation involves a continuous learning process, which means that it may take some time to develop and implement effective solutions. In general, TACSI's initiatives often take a long-term, systemic approach, which can require ongoing engagement and collaboration with stakeholders. Overall, the time frame for utilizing the TACSI method can be flexible.
Typical duration (FF)	☐one-off ☐recurring ☒continuous ☐other [text box]
Step by Step (text)	1. **Identify the social challenge you want to address**: Think about a specific problem that you want to solve in your community, such as inadequate public participation, inadequate representation of affected communities, marginalization from the innovation ecosystem, or scaling challenges. 2. **Identify affected individuals or communities**: Identify the individuals or communities that are affected by the challenge you want to address. TACSI's approach emphasizes working closely with those who are impacted by the challenge to create effective innovations.

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3. **Collaborate with affected individuals or communities:** Work closely with those affected by the challenge to identify potential solutions. TACSI believes that individuals are the best experts on their own lives and advocates for involving the community in the development of social innovation initiatives.
4. **Develop a people-centric approach:** Develop a people-centric approach to addressing the challenge. TACSI focuses on empowering individuals, teams, and organizations to develop people-centric policies, services, and solutions.
5. **Experiment:** Use TACSI's approach to human-centered innovation to experiment with and iterate on potential solutions. TACSI emphasizes the importance of continuous learning and adaptation to create effective social innovations.
6. **Build partnerships:** Build partnerships with individuals, communities, philanthropic organizations, government entities, NGOs, and businesses to serve as capability builders, consultants, connectors, and facilitators. TACSI emphasizes the importance of working with others to create bold change in communities.
7. **Scale and adapt:** Work closely with networks to spread and adapt innovations to new environments. TACSI emphasizes the importance of working with networks to create regionally relevant social innovation resources and a voice for regional stories and examples.

In the Net Zero mission cities context this method can be really relevant, since city governance has to remember the larger ecosystem in the municipality. Cities have to build partnerships with organisations, individuals, communities and businesses to reach their mission. When pursuing an ambitious transition to climate neutrality, one needs to take account of the social challenges and work closely with the ones who are affected by the change. Cities also need to cooperate with the energy sector when pursuing net zero emissions. Each city can use this step-by-step process in their own context by first identifying their specific challenges and the best way to start tackling them in an experimental and inclusive approach.
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| **Evaluation (text and links)** | The method could be evaluated by following if building the connections and collaborations actually increase the wanted effect. In each specific context this would mean following the scaling and amount of innovations in the area and their implementation as policies. |
| **Connecting Methods (links and text)** | |

How does it work: case study (of this method)

| **Find out more about how this method has been applied in practice (link)** | TACSI has been at the forefront of building and scaling programs that seek to improve outcomes for people in relevant and dynamic ways. One such case study is their action area on regenerative communities. In the essence of this approach is the fact that our current systems aren't fit to meet the scale of challenges in the communities for building more regenerative futures.

The regional innovators network (RIN) is a closer case-approach in the regenerative communities that showcases the effective tools and methodologies of TACSI's approach to social innovation from a regional perspective. Through RIN, TACSI turns learning and innovation in the |

regions on its head by starting with what is happening on the ground already. By looking for innovators and innovations and working with them to not only grow their programs of social innovation but help them spread these learnings in their own communities and across the region, RIN is able to develop regionally relevant social innovation resources and a voice for regional stories and examples.

Additionally, RIN strengthens the social innovation skills and confidence of community workers through practice and development of projects, supports peer to peer connections between community workers across regions, and creates opportunities for capability 'stretches' so that community workers can identify structural and systemic barriers and opportunities, and ways to influence these from a regional perspective. The skill sets cultivated through RIN's place-based work help people turn strong ideas into real and sustainable actions. They represent the fundamental 'know-how' of place-based work and the way RIN develops these skills helps people to immediately translate them into action, wherever they are in the process of change.

RIN focuses on innovation, demonstrating the effective use of tools such as continuous learning, maintaining energy and passion, self-awareness, working with ambiguity, staying grounded in and connected to community and place, doing 'with' others not 'for' others, and working across cultures to create bold change in communities. This approach is to be utilized in the mission cities keeping in mind that the city-level communities are always entities, collectives with different people and different situations that need to be taken into account.

For more TACSI case studies and the application of their method, please see: https://www.tacsi.org.au/our-work

Make it Your Own

Flexibility and Adaptability (text)	All the relevant actors in the region need to be taken into account when pursuing net zero emissions. One part also being the social factors and taking into account the citizen perspective in making drastic changes in for example energy solutions. The TACSI method is contextual and focuses on Australian communities, but this method could also be implemented to a European context and to mission cities, since it is more of a methodological approach or a means to accomplish just transition with always keeping in mind the ecosystem behind the city. Since community-level approach on climate neutrality is needed, in this context the relevant actors in the region, such as municipality, local energy initiatives, energy provides, local businesses and residents, need to be considered.
Existing Guidelines and Best Practice (links)	Although TACSI does not have a published guideline which specifically describes their method, several guides and toolkits are available on their projects and initiatives: https://www.tacsi.org.au/learn/resources
Available Services from NZC (links)	[for this option, cities will need to select what category they fall into in order to access different levels of services; clicking this should link to relevant places] LEAVE BLANK

	☐Mission cities [links to Tailored advisory service, for detailed support] ☐Pilot cities [links to expertise to design and support pilots] ☐Twin cities [links to information, knowledge-smart repository] Other

References and Reading

References and Further Resources (text and links)	The Australian Centre for Social Innovation (TACSI): https://www.tacsi.org.au/what-we-do Regional Innovation Capability (RIN): https://www.tacsi.org.au/our-work/case-study/how-we-are-building-regional-innovation-network

Annex: Actionable pathways

This project has received funding from the H2020 Research and Innovation Programme under the grant agreement n°101036519.

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