Shared framework and analytical grid for a blueprint of a National Competence Centre for Social Innovation (CCSI)

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Contents

1. Introduction

1.1. Background

This report is developed within the project Building Capacity for a Sustainable Society (BuiCaSuS)[1], one of six European Union (further – EU) consortia cooperating to strengthen competence centres and ecosystems for social innovation in EU member states, in relation to the new target group financing period of the European Social Fund.[2]

The objective of the report, which is a part of the Work Package 5 of the project – Competence Centres for Social Innovation (further – CCSI) policy options, is to generate a blueprint for a strategy and action plan for the National Competence Centres for Social Innovation (further – NCCSI) that can support social innovation in each of the participating Member States. Action 5.1. *The Shared Framework and Analytical Grid for NCCSI Blueprint* foresees the development of a common analytical grid to assess the design criteria of a Competence Centre for Social Innovation (CCSI) and a roadmap for its development. The sub-actions include identification of the mandate, governance, structure, role, composition, and actors, tasks, mission, and working method, as well as options for a future work plan that shall be implemented for CCSIs in the partner countries.

The creation and development of NCCSIs depends on several factors, such as the state of the national social innovation ecosystem, the vision of the European Commission on NCCSI's role and development, and the ability to use the experience of CCSIs already developed in other countries.

The following questions are the background of this report: what are the options for governments and project partners in developing the NCCSI strategy and action plan? What are the advantages and disadvantages of different strategic combinations of options observed in the activities of CCSIs in other countries? What are the common guidelines, considering specific circumstances in each partner country?

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[1] https://buicasus.eu/

[2] The European Commission funds competence centres for social innovation in its member states to strengthen their social innovation ecosystems. BuiCaSuS is one of six funded and its partners are Spain, Latvia, France, and Sweden. https://ec.europa.eu/european-social-fund-plus/en/competence-centres-social-innovation

1.2. Analytical framework and main concepts

The analytical framework is based on predefined aspects of NCCSIs creation or development - mandate, governance, structure, role, composition and actors, task, mission, services, working methods and financial aspects.

Understanding and interpretation of these aspects vary among different organisations and sources and are closely interlinked. In this research, interpretations are adjusted to fit the needs of the NCCSI strategy; they are prepared in a homogenous manner.

Governance: leadership and steering of the NCCSI. This includes the mandate – by whom and to whom to realise the mission through relation of different roles (whether support social innovation (further – SI) and its supporters, the whole SI ecosystem, national policy, or implementation of EU policy and target group financing programmes). The term "mandate" has two meanings in the analysis below. One is the "permission act," and another is the "contents" of what is permitted and entrusted. Governance also includes the organisational structure and legal form of the NCCSI.

Operations - functions, services, working methods, and tools: roles are realised through defined NCCSI's functions – what is to be done by the NCCSI that differs from other SI ecosystem organisations? Functions are split into a portfolio of services. Working methods are used to describe the character or the service provision – is it reactive or proactive, is it focused on competence access or competence generation? Tools represent specific technical solutions to provide the service – like databases, learning modules, evaluation tools, etc. Closely related to functions and services is a clear identification of specific target groups to whom services shall be provided and their needs. This includes a broad range of involvement – from community to policymakers, as well as processes of mutual learning at national and international levels.

Structure: structure is understood as the operative organisations' structure that can be described by an organisational chart including functional, regional, and international units. The structure is also characterised by a pattern of cooperation – is it a "centre" or a "network"?

Staff: the term "staff" is used to characterise the number of employees and their professional profiles. It also includes additional staff capacity provision – attraction of experts, volunteers, and other capacities from partner organisations.

Financing: the term "financing" is used to describe the financing of the NCCSI operations – administrative and operational. Crucial factors in this aspect are the

sources and sustainability of financing to maintain sequential NCCSI's operations in the short, middle, and long terms.

Target group financing: includes providing finance and grant-making for innovators or their other supporters besides NCCSIs. Although the mediation of EU, national, or other target group financing can be strategically viewed as one of the functions and services, it is more suitable to analyse and plan it as a separate issue as there are different ways of funding activities. Critical factors of target group financing are mechanisms beyond single projects focused on long-term development, SI upscaling, and ecosystem development, as well as a mechanism for attracting and combining Target group financing sources from more traditional economies and financial markets.

Illustration 1: The main aspects of NCCSI strategy development
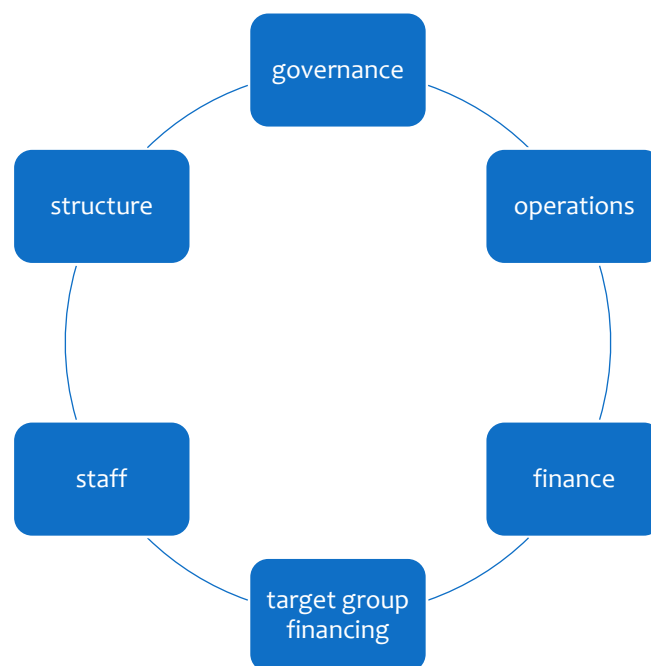
Source: developed by the authors

1.3. Methodology

Based on the WP2 and WP4 reports and other sources, a list of options was developed for each of these aspects (Annex 1). This framework of aspects was used as the basis for collecting and structuring information for CCSIs case studies. Case

studies were analysed to advance the framework of strategic choices being developed.

A list of consolidated CCSIs was composed, including the most experienced organisations and those similar to the type of NCCSIs. Case studies for the further analysis were selected by project partners.

Information on the case studies was mainly collected based on secondary information, such as CCSIs' home pages, and articles.

Case studies are analysed in chapter 2.1. using a comparative approach.

The list of options is refined based on WP2 and WP4 reports, and theoretical assumptions (Annex 1), as well as the case study analysis, and serves as the ground for the analytical grid explored in Section 3 of the current report.

The roadmap is developed by combining the results of the analytical grid with more traditional approaches for strategy development, adjusted to the political context and nature of the NCCSI.

1.4. Outline of the report

In Section 2 *State of research on institutionalising CCSI,* international practice on CCSIs is explored using a comparative approach to design features and policy options. Many of the aspects analysed in the report were found to be closely interlinked, which made it problematic to set up a clear logical step-by-step path for strategy development that would be suitable for all the project partners. Therefore, two approaches were implemented. Section 3 *Analytical framework* focuses on the perspective of managerial activities required for creation and development of the NCCSI. Section 4 *Roadmap* is organised from the perspective of developing strategy as a document. The main concepts used in the report are analysed in both Section 3 and Section 4 but from different perspectives.

2. State of research on institutionalising CCSI

2.1. International practice on CCSI

During the planning period 2014-2020, increase in interest towards SI in public and private sector is a tendency across EU. Many organisations in Europe already provide services related to competence of social innovations. These services tend to be a part of complex support provided by an organisation and usually also include other services that are indirectly related to competences, like financial support schemes for different activities, product testing, etc. However, in most cases, these organisations promote themselves as "social innovation supporters", not as "competence centres". A "national competence centre", an organisation with a higher ambition for comprehensiveness, is even more difficult to identify. Therefore, well-known organisations that demonstrate activities related to competence gathering and promotion of social innovations were analysed as case studies for the purposes of the current research.

Fourteen organisations from the EU were listed as relevant to BuiCaSuS goals, and after consultations with the project partners, nine were selected for deeper analysis:

- Portugal Social Innovation - Portugal
- Nesta – United Kingdom
- SIX Social Innovation Exchange - United Kingdom
- Genio – Ireland
- Rethink - Ireland
- KoSI Competence Centre for Social Innovation - Germany
- FCESE Centre of Expertise for Social Enterprises - Finland
- KOTE 0 National Platform for Social Innovation - Denmark
- Shipyard Foundation – Poland

These organisations represent several ideal-typical cases:

1) Organisations from the United Kingdom and Ireland are well developed, with a good reputation and an extensive experience.
2) Portugal Social Innovation represents a success story of a government-led initiative.
3) The Shipyard Foundation's activities go beyond social innovation and are backed by strong non-governmental financing.
4) Organisations representing Germany, Denmark, and Finland are new and potentially oriented as "national" CCSIs, nonetheless, members of these organisations have extensive experiences.

2.2. Comparative approach to CCSI design features and policy options

2.2.1. Mission

This section assesses the missions in a wider context - what are the main roles that define the missions that potentially can be included in the mandate for the NCCSI? In cases where missions and roles, collected from the organisations' self-descriptions, were difficult to distinguish, they were analysed together.

Table 1 Mission and role of case study organisations self-descriptions

Nesta	To design, test, and scale new solutions to society's biggest problems working as an innovation partner, a venture builder, and a system shaper
SIX	A friendly, expert entry point to global social innovation to connect organisations, sectors, communities, and nations to build capabilities and create opportunities for collaboration
Genio	To support social services to solve complex problems and scale social innovations
Rethink	To support the SI that can make a real difference with the resources to share and nurture their ideas so that they prove to be effective in the local community and have the opportunity to impact the whole country
FCESE	To make social entrepreneurship a well-known, attractive, and viable way of doing business
KOTE 0	To create awareness of SI, build capacity, and create an infrastructure that continuously supports social innovation and the ecosystem
KoSI	To develop the best possible framework conditions for social innovations and support national and international actors in the implementation and anchoring of innovative solutions. To be a source of inspiration, networking, and information
Portugal Social Innovation	To promote social innovation and stimulate the social investment market in Portugal. Mobilisation of ESF Target group financing for projects that offer alternative and innovative solutions to solve social problems
Shipyard Foundation	To create and support effective solutions to social challenges, involving citizens in deciding on public matters and helping organisations and local governments plan and implement social activities

Source: web resources of organisations compiled by the authors

To understand and structure the roles of the organisations, a typology was created around a distinction between supporting SI and supporting the SI ecosystem:

- *Shaping an SI ecosystem* includes the promotion of new types of organisations, services, and rules, like the creation of an SI investment market or an upscale ecosystem, by organising and promoting new types of services coordinated among SI ecosystem stakeholders.
- *Coordination of the SI ecosystem* includes support for social innovators to reach relevant stakeholders as well as assisting stakeholders to provide coordinated support for innovators via, e.g., hubs, one-stop agencies, match-making events, mappings, and databases.
- *Direct support to social innovators:* financial and non-financial, including direct consulting, training, and the provision of specialised services for different innovation cycles (e.g., prototyping laboratories, mentoring of upscaling, etc.).
- *Creation of SI* means direct participation in the foundation and development of SI, i.e., participation in equity and ownership.

All four levels could be seen in a hierarchy if we put assistance for stakeholders providing support for social innovation on the one end of the spectrum and support for specific innovators and innovations on the other.

The table below shows the attempt to structure organisations by type and their role. It is an approximation by the authors in an attempt to map the main roles with a limited accuracy level. Some could argue that labelling should be different. Nevertheless, tendencies are observable, which is the aim of this comparative approach.

Table 2 Roles of organisations in case studies

Source: developed by the authors based on public information about organisations

One of the observed clusters include shaping and coordination of the SI ecosystem that is common for experienced larger CCSIs (Nesta, SIX, Portugal Social Innovation), as well as new ones created with an ambition to NCCSIs (Kote 0, KoSI) or due to direct government mandate to create new systems (Portugal Social Innovation).

Direct support is a characteristic of almost all organisations. Such activities were not recognised as dominant only in Kote 0 and KoSI, however, the reason could be that these organisations are relatively new, and a detailed plan of services is still under discussion or development. Only the largest organisation (Nesta) and the one with the most stable financial background (Shipyard Foundation) take direct participation in the creation of SI.

2.2.2. Mandate

Most of the case study organisations are not represented as a national CCSI that has received a mandate from a governmental body. However, the issue of the mandate can be analysed in the context of an organisational type and legal form of the organisation that may receive the mandate from a governmental body to establish the NCCSI.

Many of the case study organisations have quite complicated structure of founders and related organisations. Therefore, it is difficult to structure them into clear subgroups. However, it can be observed that one specific type is a top-down governmental-related organisation that can be a direct governmental or municipal body or a separate organisation dependent on a governmental agency. Two organisations – Nesta in the UK and Portugal Social Innovation – were created as government initiatives. Nesta transformed into a non-profit and charity organisation after 13 years of operations. Another subgroup is civil formations: limited companies, foundations, charities, associations, and others.

Table 3 Organisational type and number of founders in case studies

Type of organisation/ founders	Governmental/ municipal body/agency	Other
Single organisation	NESTA 1998 Portugal SI	NESTA 2011 SIX Genio Rethink IE
Network of organisations		FCESE KOTE 0 KoSI Shipyard

Source: web resources of organisations

Nesta, Genio, Rethink and SIX are companies limited by guarantee. This legal form does not require having a share capital. All those companies are also registered as charities. In the case of Genio there are two bodies: Genio CLG, an Irish registered company limited by guarantee, and the Genio Trust, established by Genio CLG and registered as a charity. The core charitable objective for which the Genio Trust was established is to advance the public good through the promotion and support of the development and provision of personalised services to meet the needs of disadvantaged and vulnerable people.

Shipyard Foundation was established by the Foundation for Social and Economic Initiatives, the Polish-American Freedom Foundation, and the Klon/Jawor Association.

The analysis of the descriptions on the home pages of the organisations and the interviews with representatives led to the conclusion that the success of the organisation is the result of its founding composition. It was also concluded that having at least one of these conditions is favourable:

- strong government support;
- prominent team of founding partners;
- permanent support from a strong financial foundation.

However, strong capacity and competence built by the organisation itself is a factor of a greater importance and is assessed from the perspective of establishing a national CCSI.

2.2.3. Governance structure

Governance models have similarities and differences among organisations. A typical decision-making body for a CCSI can be assumed to be a board: a board of trustees, executives, and directors. For one case, the Portugal Social Innovation, the governance structure is more vertical, with the director having a superior role in the decision-making process. Nonetheless, the Portugal Social Innovation is a top-down organisation founded by the government.

Table 4 Type of organisation and number of founders in case studies

CCSI	Governance
Portugal SI	President and Advisory Committee
Nesta	Board of trustees
Rethink IE	Board
SIX	Executive Board

Genio	Board of Directors
FCESE	A consortium of six organisations
KOTE 0	Community platform
KoSI	Joint project
Shipyard F	Board members elected by the Council

Source: web resources of the organisations

Committees is another governance element that is present in four of the cases observed: Nesta has seven committees, Rethink Ireland has five, Genio and the Portugal Social innovation has one. Detailed information on the governance structure is provided in Annex 2: *Governance structure - case studies*. In all cases, decision-making is not strictly vertical, and a range of representatives are involved in the CCSI's governance process.

2.2.4. Organisational structure and staff

In the case studies analysed, organisational structure can be characterised as having a division in departments by type of activity and by regional coverage. It is typical for larger organisations.

Among the studied organisations, a general practice is to delegate target group financing-related activities to a separate department or several departments. Rethink Ireland has six thematic funds managed by the relevant organisational structure. The Portugal Social Innovation has a technical financing team separated from a technical activation team and a management support team.

As SI is often related to local bottom-up initiatives, local representation of a CCSI is important. Nesta and Rethink Ireland have developed two regional offices; the Portugal Social Innovation has four regional branches.

Table 5 Type of organisation and number of founders in case studies

	Staff	Departments (excluding regional departments)	Regional coverage
Portugal SI	15	3	4 regional branches and regional representatives
Nesta	265	9	2 regional offices

Rethink IE	50	6 (thematic funds)	2 regional offices
SIX	15	n/i	International Branches
Genio	11	n/i	n/i
KoSI	12	n/i	n/i
Shipyard F	31	n/i	n/i

Source: web resources of the organisations

To summarise, typical employee number is between 10-20, with larger organisations reaching up to 265 employees. Typical governance at the top level is a board of trustees/directors/executives. A few regional offices and agents are typical for larger national-level organisations and could be considered as one of their success factors.

2.2.5. Functions and services

Functions of the expected NCCSIs are described in the EaSI call[3] and include capacity building, networking, transnational transfer of knowledge, and creation of synergies (for more detail, see section 4.1. Table 12 of the NCCSIs functions set up in the EaSI call).

These functions are taken as the basis for comparisons of the services provided by the organisations selected for the case studies. Such a division of functions is further interpreted as a set of services in a particular group of activities.

Research activities and support for policy or strategic system-level decisions are also analysed as a specific combined direction when referring to support for the ecosystem; however, at the target group service design level, they should be analysed separately.

The table below represents sets of services compared among case studies. An *n/i* means that potentially such services could be provided by an organisation, however, they are not indicated in the organisation's service descriptions.

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[3] Competence centres for social innovation (European Social Fund and European Programme for Employment and Social Innovation), CALL FOR PROPOSALS VP/2020/010

Table 6 Working methods and services in case studies

	Capacity building	Networking	Transnational transfer of knowledge	Support for policy makers, strategic development	Research activities
Nesta	○	○	○	○	○
SIX	○	○	○	○	○
Genio	○	○	○	○	○
Rethink IE	○	○	n/i	○	○
FCESE	○	○	n/i	○	○
KoSI	○	○	○	○	○
Portugal SI	○	○	n/i	○	n/i
Shipyard F	○	○	n/i	n/i	○
KOTE 0	○	○	n/i	n/i	n/i

Source: developed by authors based on public information on organisations

All organisations included in the case studies offer services related to capacity building and networking. Half of the organisations have activities related to the transnational transfer of knowledge. About 70% of organisations have worked on policy support and research activities, at least to some extent.

The CCSIs providing Target group financing (Nesta, Genio, Rethink IE, Portugal Social Innovation, Shipyard Foundation) can be associated with the following pattern:

- functions more oriented toward Target group financing effectiveness;
- more local focus, less transnational transfer of knowledge;

The new potential NCCSIs do not stress the direct provision of Target group financing.

2.2.6. Financing

The publicly available information on the CCSIs' financing sources was collected and analysed.

Table 7 CCSI operations finance sources in case studies

Nesta	Charitable income, rental income, trading income and fund management receipts
SIX	Donations and legacies
Genio	Genio CLG - grants and other income Genio Trust - Donations, charitable activities, grant income, grant funds available to the Trust as a result of returned grant monies or grant commitments cancelled and not paid out to grantees, Investment and other
Rethink	Philanthropy, government funds, EU projects
FCESE	Government grants
Portugal SI	EU, State, Regional and municipal
Shipyard	EU, State, Regional and municipal, Private business donors, Own business activities (consultant services and others)
KoSI	EU (ESF)
KOTE 0	EU (ESF and European Programme for Employment and Social Innovation)

Source: web resources of the organisations

The frequency of sources mentioned indicates that public financial sources (EU, state, and municipal Target group financing) are as frequent as private sources and own business activities (business donors, philanthropy, trading, and rental income).

The main characteristics of financing CCSIs activities are described below, citing information from organisation's web pages or annual reports.

Rethink Ireland's income is primarily derived from philanthropy, government funds, and, more recently, EU projects. Their 2021 total cash income was €13.8 million. This figure is made up of €6.9 million in philanthropic income, €5.5 million in government matched Target group financing, €1.1 million in other government income, €260k in EU projects, and €83k in refunds/other revenue.[4]

Being an innovation foundation and a registered charity, Nesta is self-funding their activities from its own charitable endowment. Charitable income is being acquired predominantly in the form of the partnership Target group financing, where Nesta's own expertise in the programme design and project management is combined with the Target group's financing capacity involving others typically larger organisations. Other income consists of rental income, trading income, and fund management receipts.[5]

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[4] 2021 Draft 2021 Annual Report and Financial Statements (rethinkireland.ie) p.86

[5] Nesta_Annual_Report_2021_-_signed_by_JG__PC.pdf P.21.

Genio income derives from revenue grants and other sources, which mainly arose in the Republic of Ireland. In 2020 and 2021, the income consisted of core grants from the Health Service Executive, the Department of Housing, Local Government & Heritage, and Atlantic Philanthropies. To date, the Irish Government has invested €41million and the Atlantic Philanthropies has invested €27 million through Genio to assist in service reform efforts.[6]

SIX income consists of donations and legacies that has reached £0.4 million in 2021. The income was spent on charitable activities (£0.3 million) and rising funds (£0.02 million). Activity costs were apportioned between fundraising and charitable activities as follows:

- Cost of raising funds – 5%
- Events and convening – 40%
- Knowledge and insights – 25%
- Capacity building – 20%
- Support costs – 7%
- Governance costs – 3%

Support and governance costs were re-allocated to each of the activities on the following basis (the estimate based on staff time and the amount attributable to each activity):

- Events and convening – 50%
- Knowledge and insights– 25%
- Capacity building – 25%.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.[7]

2.2.7. Success factors and bottlenecks

Based on the self-assessments of the organisations, the analysis described above, and publicly available information from organisation representatives, several conclusions can be made about potential success factors for the creation and development of the NCCSIs, as well as bottlenecks having a potential to negatively affect the development and reach of goals.

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[6] CLG_AFS_2021_For_Signing_-_signed.pdf (genio.ie) p.3.-16.

[7] SIX-Report-and-Financial-Statements-2020.pdf (socialinnovationexchange.org) p.10.-15.

Table 8 CCSIs success factors and bottlenecks

Success factors

Strong support	Strong government support, prominent team of founding partners, powerful financial foundation
Regional cover	Regional offices, branches, agents
System level	Shaping and coordination of SI ecosystem
Stable start up ecosystem	To ensure effective social change NCCSI rather shoud focus on scaling up/deep
Differentiated funding	Different funding solutions for different SI levels

Bottlenecks

Comprehensiveness	To be good in all functions CCSI has to be big
Quality of secondary functions	Focus on administrated funds decrease focus on other SI ecosystem elements. Capacity building and networking require different skills and capacities
Artificality of new NCCSI	Newly created NCCSI can be not historicaly embedded in SI ecosystem
Cover of public/private SI	Focus on private social enterprises can leave behind governmental/municipal public services and vice versa

From an organisational stability perspective, a NCCSI needs to have strong support from the government, other SI ecosystem partners, or financiers. Having one of these supports means others can be triggered with time.

The state of the SI ecosystem is an important precondition. If the SI support system is well developed in the country, the NCCSI can focus on "soft" functions such as capacity building and networking. If the SI support system in the country is weak and not well developed, the NCCSI will face the challenge of providing the basic support services to social innovators by themselves.

A significant efficiency factor is considering regional branches or agents, as many SI are oriented to solving specific local social problems. Therefore, the main risks can be related to large-scale activities at the "national level," which will require certain extent of comprehensiveness to include all relevant social problems, target groups (public or private SI, supporters, financiers, policymakers, municipalities), and regions.

3. Analytical grid

This section includes an overview of the project countries' current state of the SI ecosystem and the main choices and strategic options for the aspects discussed above regarding institutional views and design criteria for NCCSIs. Those should be considered when managing the development of the NCCSI.

3.1. Overview of partners' current state of CCSI

To understand the potential of the NCCSIs in each project partner state, as well as define common development paths, it is important to recognise and distinguish specific SI ecosystem problems and challenges in each country and compare them. Each partner country's ecosystem analysis was run within the WP2. The table below provides a structured comparison of the results for each partner having similar challenges.

Table 9 SI ecosystem challenges

Measuring societal impact/change	
France	Social innovators should have a solid understanding of the subject and the expected impacts should be easily measurable. This aspect requires special attention in providing guidance and support for evaluation and financing.
Sweden	More knowledge and research are needed around social innovation, including the analysis of success factors and pitfalls for long-term societal change.
Political support	
France	A need for an ambitious and permanent guidance and support for social innovations on a national scale.
Sweden	Lack of clear political support and guidance for social innovation and social enterprise in Sweden.
Spain	Social innovation does not receive enough attention and impetus from public agencies in Spain. At the national level, there is a need for a body, institution, or network that is explicitly responsible for promoting and supporting social innovation initiatives.
Latvia	Lack of long-term policy support. Responsibility is shared among sectoral ministries – there is no centrally responsible body. Lack of permanent SI support structures. Lack of a single body coordinating SI support activities. Lack of the SI targeted public support programmes.
Finance	
Sweden	There is a need for access to more long-term and systematic financing to establish and upscale social innovations and ventures.

Spain	Insufficient amount of public target group financing has been channelled for the promotion of social innovation. The Target group's financing requirements themselves are often formulated only in short term (for annual periods) and with strict rules set for eligibility of expenditure. The approach does not flavour maturation, sustainability, and upscaling. As a result, projects have not been clustered according to feedback, scaled or extended to broader contexts.
Latvia	Lack of long-term financial support.
Public sector rigidity	
Spain	The bureaucratic obstacles, and the way of working of the administrations in compartments, do not favour the implementation of social innovation initiatives that, by their nature, require an open design of projects and careful and flexible work processes.
Latvia	Public bodies are inert bureaucracies. This limits the ability to seek solutions "out of the box". Insufficient involvement of the public sector, e.g., rare public procurement of SI.
Unclear ecosystem	
Sweden	A need for a clearer organisation of the Swedish social innovation ecosystem.
Latvia	Separate SI aspects are usually supported. Lack of common understanding of SI is leading to support for initiatives that are hardly accounted as targeted SI support.

Source: developed on results from WP2

Additionally, in France, the following upscaling issue is in focus:

Social innovation and the social and solidarity economy stakeholders who lead it are admittedly offering solutions; however, the sheer scope and scale of these related challenges make it necessary to upscale them. Given that social innovations are often developed to address a local need, alongside partners from the region concerned, not all of them can or will be upscaled or become public policy. Those that lend themselves to this, can receive various forms of support at the regional and national levels, but not all their support and financing needs are covered.

In Sweden, several aspects are outlined:

Here, the focus of social innovation is on participation, rights, and co-determination in the public welfare system that needs to be strengthened to avoid creating short-term and unsustainable solutions in the development of society. Sweden's social fund programme-financed projects could be strengthened by utilising already existing knowledge about social innovation in Sweden and internationally as well. Additionally, they could be strengthened through the assistance provided for social

innovators and business advocates already supporting social innovators. There is a potential in developing and strengthening the ESF's "own" ecosystem for social innovation, e.g., networks of beneficiaries and other social actors established by the fund.

In Latvia specifically, other challenge is that in most cases SI is associated with social enterprises.

In Spain, the SI ecosystem is well developed in many areas, however, this development is geographically decentralised. Virtually, it could be described that the largest regions of Spain have their own SI ecosystems. Therefore, the main challenge is to develop a common national framework that would enrich and maintain current regional SI ecosystems.

3.2. Institutional views and design criteria for NCCSI

Mandate options

There are three basic options for the type of a mandate:

Government-related institution
One organisation (NGO, non-profit or profit)
Network of partners

The choice is closely related to the role of the state. Depending on the role of the state, a top-down or a bottom-up approach can be implemented, each having strengths and weaknesses.

SWOT top-down approach

Strengths	Opportunities
• Political support	• Mobilise national/EU Target group financing
• Policy coherence	• Support all stages of SI
• More stable finance	• Anchoring policy goals with societal change
• Comprehensive approach	

Weakness	Threats
• Less elastic to local needs	• Lack of capacity to offer non-standard networking
• Less "out of the box" oriented	• Less private sector-oriented

SWOT bottom-up approach

Strengths	Opportunities
• Elastic to the needs of final beneficiaries • More based on local initiatives targeting specific problems • More up-to-date with current challenges	• A wider range of innovative systematic solutions • Faster response to challenges

Weakness	Threats
• Local focus can lead to a lack of national comprehensiveness • Political support at risk • Unstable financial support	• De-railing with national social/social innovation policies

The sections below are an attempt to process the above-mentioned analysis and highlight the core choices and aspects important for the NCCSI strategy development.

Operational finance options

Decisions on roles, functions, services, tools, and working methods depend on the expected financing available. If there is a small probability of attracting necessary financing that would cover all activities required to address the SI ecosystem participants' needs, a strategy should be adopted. In short- and medium-term, focus should be put on priority activities. Thus, it is important to estimate the range of expected financing available, before elaborating on strategy development.

The main options for operational financing include:

- Current funding that can be attributed for NCCSI
- Options for EU/government/municipality support
  - Management of ESF+ granting
  - Government/municipality budget
  - Participation in EU/government funded SI projects
- Donations and partners
- Own business activities

Important strategic aspects and options are:

- Organisational form of a network of partners can be used if governmental or a single organisation's capacities seem to be insufficient for comprehensive support of SI;

- The major focus of support should be decided, i.e., whether it is the SI ecosystem, individual social innovators, or both;

- An important factor is whether the NCCSI will manage the ESF+ schemes.

The EU Target group financing plays an important role in several areas:

- NCCSIs are expected to increase the effectiveness of the EU funding programmes according to the EaSI call;

- The EU Target group financing is expected to play an important role in supporting innovators and their supporters during the 2021-2027 planning period;

- The EU Target group financing provides options for covering NCCSIs costs if the NCCSI is an intermediary for the Target group financing and receives direct support under ESF+.

The table below summarises existing and planned optional NCCSIs relations with the EU Target group financing.

Table 10 Existing and planned optional NCCSIs relations to the EU Target group financing (from the perspective of project partners' organisations)

E-existing relations

P-planned relations

Relations to EU funding			France	Sweden	Spain	Latvia
Manages granting process	Leading body					
	Intermediate body		E			P
Support funded projects dIrectly	Application support				E	P
	Realisation support					P
	Training, tools Networking, conatacts Provision of some management functions Provision of some SI services	Idea generation/ team building Idea development Prototyping Strategy/business plan/action plan development				
	Assessment support	Impact assessment	E	E		
		Future strategy options	E	E		
Support granting management/strat egy/policy			E	E		P
	Research, policy suggestions		E			
	Synergy between periods, calls		E			
	Synergy between countries		P			
Support SI ecosystem stakeholders			E			

Source: developed by authors

Role options

There are two main dimensions, where a clear statement of choice is important:

1) Selection of the main target group – innovators or supporters;
2) Selection of the engagement level:
   a. reactive vs. proactive and
   b. basic general services vs. targeted individual services.

Regarding support of innovators, it should be clearly defined to what extend private and public innovators shall be supported and how shall it differ.

Table 11 NCCSI role and engagement level

Level of NCCSI engagement	Support the supporters		Support the innovators	
	Coordinate SI ecosystem	Shape SI ecosystem	Directly support innovators	Co-create SI
"Default role" defined by EC EaSI call (covering functions-Capacity building, Networking, Transnational transfer of knowledge, Creation of synergies)	Minimal involvement			
Supplemented with individualised support to innovators/supporters (like typical innovation services - prototyping, etc)				
Supplemented with targeted grant making			Maximal involvement	

Source: developed by the authors

In case when an already established organisation is mandated to become the NCCSI, it will most likely continue to offer services provided until then. These services will be incorporated into the supply of the new set of the NCCSI services; however, they can also overlap with services from other CCSIs that are not NCCSIs. The overlapping services should not necessarily be included in the NCCSI offer. Therefore, the NCCSI strategy should be clear on dividing the roles between the NCCSI and other support organisations. It is important to define unique functions and services for the NCCSI that do not overlap with those of other CCSIs. This should be further assessed to ensure successful implementation and effectiveness.

Important strategic aspects and options are:

- If finance and capacity have a high risk of insufficiency, the "default role" and coordination of the SI ecosystem could be selected as short- or middle-term priorities.
- The NCCSI focus should be primarily oriented on systemic improvements and ensuring societal change rather than focusing on individual SI; however, that depends on the maturity of the SI ecosystem and level of support provided to social innovators by other SI ecosystem participants.
- Direct individualised support to innovators should be considered if it has already been offered by the NCCSI or if there is an absence of a particular service on the market.

Target group options

After the main target groups are defined, it is crucial to identify a variety of sub-target groups and specific needs and demands that can or should be addressed by the services of the NCCSI. What are the main barriers to be eliminated or actions to be taken for those target groups?

Options for target groups can be defined as follows:

Final beneficiaries
Local communities
Social inovators:
Activator who initiates the process,
Browser who conducts research and gathered knowledge,
Creator who produces the innovative idea,
Developer who turns the idea into products or services,
Executor who brings the innovation into practice,
Facilitator the "everything else" role, including approving funding and unlocking regulatory and policy problems
Funders, lenders, donators
Municipalities
Government
Other social sector and innovation sector stakeholders

Important strategic options:

The NCCSI should not forget any of the stakeholders; to ensure societal change, the focus should be on the key stakeholders. It is important also to consider "unidentified needs" by widening the range of SI stakeholders and bringing an understanding of SI and societal change to traditional economies, including support organisations, companies, and financiers.

Service options

The choice of services should be derived from roles, functions, and target groups' needs and checked for compatibility with the available finance.

The main service options include:

Capacity building
       Consulting
       Training
       Informing, educating
       Web platform
       Data bases
       Showcase good practice examples
       Individualised innovation support services
Networking
       Contact data bases
       Meeting arrangements
       Explaining of SI concept and benefits among stakeholders
       Seminars, workshops
       Experience exchange
Transnational transfer of knowledge
       Data base of international SI
       CCSI thematic meetings
Support for policy makers, strategic development
       Monitoring and impact assessment
       Strategic discussions
Research activities
Provide funding / investments / grants

Important strategic options:

- "Translation" capacity should be accounted for design and operation of services. Each stakeholder group views SI through their own professional narratives.
- Creation of synergies as NCCSIs function is highlighted by the European Commission (further – EC) should be considered in all activities.
- Are default functions (capacity building, networking, and transnational transfer of knowledge) sufficiently covered by a set of services?
- A draft set of working methods and services should be checked against previous steps: are the expected financing range, role, and mandate relevant to the ambition of the services? Can cooperation with other organisations cover the gaps?
- What is the mean for the competence sharing services: activities in physical space or on a virtual platform?

4. Roadmap for NCCSI strategy and action plan

4.1. Strategy pillars

Before designing the NCCSI strategy, some basic principles and statements should be clarified:

- The political level and responsibility of the strategy document;
- The EU and national policy goals relevant to the NCCSI;
- The SI ecosystem needs and gaps to be addressed or supported by the NCCSI activities.

To ensure a logical sequence of the strategy and action plan, those should be clarified before taking further decisions.

Political level and responsibility of the strategy document

In the context of the strategy, it is important to identify and distinguish the ownership of the NCCSI and responsibility for the NCCSI strategy. Who approves the NCCSI strategy? Is it the higher-level organisation that gives a mandate to an organisation to be the NCCSI, is it the NCCSI itself that approves the strategy, or the NCCSI develops the strategy, and the mandate provider approves it? If a government organisation develops the strategy, it can be more focused on policy intervention issues and the definition of tasks that the NCCSI should conduct. If the NCCSI develops the strategy, emphasis should be put on bottom-up approaches and practical implementation for achieving societal change.

Illustration 2 National NCCSI strategy – political or organisational document structure

Source: developed by the authors

This decision on the strategy focus should be made together with national social policy decision-makers during the early stage of the strategy development.

The decision depends on two aspects:

- How developed is the national SI strategy and policy?
- How experienced and competent are current CCSIs and potential NCCSIs?

Priority roles can be given to the most developed party. If there is a strong and detailed national SI policy, but insufficient CCSI capacities are developed, a NCCSI strategy can be derived from the national SI policy. If there is a strong and experienced organisation that claims to be the NCCSI, a strategy can be developed as an extension of the strategy of this existing organisation.

EU and national policy goals relevant to NCCSI

Before the NSCCI strategy is formulated, national policy goals and tasks should be clearly mapped out.

- What goals, tasks, and activities of the national social and innovation policies directly impact choices regarding the NCCSI?
- How does the NCCSI fit within current legislation?
- What national social and innovation policies' goals and tasks could potentially get the most contribution from the activities of the NCCSI?

Underlying assumptions could be the following:

- The NCCSI elements that are directly derived from the national policy goals and tasks can be incorporated into the strategy with a higher ambition, expecting more stable political and financial support.
- Clear demonstration of the NCCSI's activities' contributions to the national policy goals and targets through performance indicators also has a serious potential to strengthen the political and financial background for the NCCSI's activities. It is even more important in situations where bureaucratic inertia is a serious obstacle to a wider SI promotion and development resulting in societal change.

The EU has stated the NCCSI's vision in the EaSI call. To achieve long-term coherence among countries and more effective use of the EU Target group financing, the NCCSI functions set by the EU could be assumed as a benchmark baseline for the NCCSI strategy options and operations (see Table 12).

Table 12 NCCSI functions identified in the EaSI call.

Capacity building	To build the capacities of key social innovation stakeholders, notably the ESF Managing Authorities, funders and donors, intermediaries, social innovation initiatives, and practitioners alike. This is to be pursued, by providing professional support services ranging from design and development to the assessment, upscaling, and mainstreaming of social innovations through effective public policies and actions, thereby creating a conducive environment for social innovation in a particular Member State
Networking	To network and cooperate with other selected competence centres, using mutual learning as well as jointly developing, assessing, and optimising suitable tools and methods, and collecting and disseminating inspiring examples, models, and practices
Transnational transfer of knowledge	Know-how and tools for the support of social innovation from ESF Managing Authorities, social innovation competence centres, and social innovation stakeholders with long-standing and extensive experience, to organisations in the Member States with a shorter and less developed or less comprehensive experience and competence in this field
Creation of synergies	To create further synergies between the EaSI Programme and the ESF, especially given the designing, supporting, monitoring, and mainstreaming of innovative actions that could be extended, enlarged, and/or replicated using ESF+ Target group financing in subsequent years

Source: Calls for proposals – Employment, Social Affairs & Inclusion – European Commission (europa.eu)

These aspects of the NCCSI functions shall be used as a checklist when defining the set of the NCCSI roles, functions, working methods, and services.

SI ecosystem problems, needs, and challenges

A critical section in the strategy development is a clear and precise understanding of the problems, needs, and challenges to be addressed and solved by the NCSSI. It is particularly important as there is an ambition for national-level CCSIs to deal with all SI ecosystem stakeholders. Without prioritisation, it can lead to a weak performance in all areas.

The WP2 of the BuiCaSuS project delivered mapping reports for each partner country. At the beginning of the strategy, the results should be reformulated into a list of problems and challenges NCCSIs could mitigate or solve.

Chapter summary

The issues discussed in the three sections above are summarised below.

Table 13 Roadmap summary for the 4.1. section

Strategy contents	Questions to be answered
Role of strategy within policy	How developed is the national SI strategy and policy?
	How experienced and competent are current CCSIs and potential NCCSIs?
	Should the strategy be more policy-oriented or organisation oriented?
	Who is responsible for the strategy, and who approves it?
Policy goals relevant to NCCSI	What goals, tasks, and activities of the national social and innovation policies directly impact choices regarding the NCCSI?
	What national social and innovation policies' goals and tasks could potentially get the most contribution from the activities of the NCCSI?
SI ecosystem needs	What problems, needs, and challenges of the SI ecosystem could be mitigated or addressed by the NCCSI?

Source: Developed by the authors

4.2. Target group definition

The next step is to assess the defined SI ecosystem needs and challenges from the perspective of SI stakeholders:

- Which stakeholders face identified SI ecosystem challenges?
- How do they see the challenge in their context?

The strategic document may indicate only generalised target groups, their needs and challenges. Nonetheless, the identification process should be more detailed to ensure all specific needs of target subgroups have been considered. It should start with the final beneficiaries and move up to current social service providers (if relevant), social innovators (roles in all stages of the innovation process), current support organisations, potential support organisations, and municipal and governmental bodies. As these stakeholders operate in different environments,

their perspectives on the problem to be solved could be different. If services for the crucial target groups have not been developed taking into account their specific needs, the effectiveness of transforming social innovation into societal change can be low.

4.3. Role, main functions, mission, and vision of NCCSI

Based on the problems and needs of the target group to be addressed, the general role of the NCCSI should be defined in relation to other elements of the SI ecosystem, e.g., innovators, supporters, financiers, policymakers, and legislation.

The main functions of the NCCSI required to fulfil this role should also be clearly defined. Although the case study analysis reveals that the interpretation of the main functions can be different from the EC perspective and the SI ecosystem practitioners' perspective (see Table 14 below), it is recommended to follow the terminology and roles suggested by the EC in EaSI calls whenever relevant. Additional functions should be added based on the target group's needs analysis.

Table 14 Interpretation of functions in the EC EaSI call and case study organisations

Capacity building	CCSIs focus mainly on consulting, training, provision of tools for different stakeholders, stages of SI, and decision-making levels. Some CCSIs provide direct services for SI development (e.g., design labs). The EC stresses providing professional support covering all main stakeholders, all SI stages, and policy levels.
Networking	CCSIs mainly focus on networking among SI ecosystem stakeholders, whereas the EC highlights cooperation with other selected competence centres.
Transnational transfer of knowledge	Large and new potential NCCSIs focus on transnational transfer of knowledge, while others have it as a secondary function.
Creation of synergies	For CCSIs, it is easier to develop synergies among EU funding programmes and activities that participate in the management of ESF funds.

Source: Developed by the authors

The mission and vision should be formulated based on the defined role and main functions of the NCCSI. There are certain criteria suggested for defining an effective and meaningful mission and vision that would sum up the role of the NCCSI8.

Criteria for a mission statement:

- The mission statement should capture the objectives of the NCCSI;
- The mission statement should demonstrate the distinctions between NCCSI and other organisations;
- The mission statement should define areas of activities in which the NCCSI is involved;
- The mission statement should be applicable to all stakeholders in the NCCSI;
- A mission statement should be attention-grabbing and motivating.

Criteria for a vision statement:

- A vision statement should convey how the NCCSI would look in the future;
- It should invoke the long-term aspirations of shareholders as well as target groups;
- The statement should be practical and obtainable
- It should inspire the organisation;
- Should guide major decisions of the NCCSI.

Table 15 Roadmap summary for the 4.3. section

Strategy contents	Questions to be answered
Role	What is the general role of the NCCSI within the SI ecosystem?
Functions	What are the main functions of the NCCSI?
	To what extent do functions reflect the EC vision of functions?
Mission	What is the mission of the NCCSI?
Vision	What is the vision of the NCCSI?

Source: Developed by the authors

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8 Adapted from Berry, T. (2007). Writing a Mission Statement, How to Write a Mission Statement With 10 Inspiring Examples | Bplans;

4.4. Goals, tasks, and services

The defined functions and mission of the NCCSI should be cascaded down to objectives, tasks, and the design of services in relation to outcome and output indicators where possible. The strategy should describe services and their design or indicate how service design will be developed. It should also specify how the services will lead to SI societal change.

There is a conceptual question of how detailed task and service descriptions are available at the beginning of the NCCSI planning. This refers to situations where the NCCSI or specific services are created as brand new instead of improving current ones. Therefore, at this stage, it is relevant to introduce a strategy timeline indicating what tasks and services are planned in the short-term and what is underway in the mid- and long-term perspective. The level of detalisation depends on whether it is clear who gives and who receives the mandate, as well as who approves the strategy.

A clear description of interlinkages between the ESF+ and other Target group financing should be included. If grant management is one of the services, the strategy should indicate how selected services support EU Target group financing effectiveness and how is synergy ensured among the different SI activities supported by the EU Target group financing.

The strategy should also define result indicators for goals/targets and tasks. Indicators should be set up as measurable as possible; alternatively, there should be a description of how they will be set up according to the NCCSI strategy and national or regional policy goals.

Table 16 Roadmap summary for the 4.4. section

Strategy contents	Questions to be answered
Goals/Targets	What are the goals and targets of the NCCSI?
Tasks	What are the tasks of the NCCSI?
Services	What services will be provided by the NCCSI? What is the baseline for service design? How service design will be developed?
Timeline	How goals, targets, tasks, and services are distributed along the timeline – short-, mid-, and long-term?
Result indicators	What are the result indicators or how will they be set up?

Source: Developed by the authors

4.5. Mandate act, governance, and organisational structure

The strategy should define who issues the mandate and on what terms – what are the timeline, general requirements, and revision system. Regarding who gets the mandate, there are two options: strategy should state the organisation if the mandate is already approved or if the approval is ongoing. If the organisation that gets the mandate is still unclear when defining the strategy, it should describe the criteria for the mandate, including from who, to whom, and how the mandate should be given.

The description of governance and organisational structure depends on the clarity of the mandate. If the organisation is known, then the description should include the existing governance and management model and define what additional capacities and competencies should be developed.

Governance and organisational structure should reflect how societal groups and final beneficiaries are represented: are there board/-s and how are they formed? The organisational structure should reflect the main functions described above if there are no other specific assumptions. Regional representativeness should be clearly described - who and how represents the NCCSI in the regions?

Quality management principles should be described. Are there any other quality indicators besides result indicators, for example, customer satisfaction surveys?

Table 17 Roadmap summary for 4.5 section

Strategy contents	Questions to be answered
Mandate	Who issues the mandate and on what terms?
	Who has the mandate, or what are the criteria to get a mandate?
Governance	What is the governance model?
	How are the societal groups represented?
Management structure	What is the management structure?
	How is the regional representation organised?
	What is quality management?

Source: Developed by the authors

4.6. Resources

The strategy should define the resources available to the NCCSI or describe options to ensure them. The main expenditure groups should be described as well as the financial resources to cover them. What is the planned share of public or private Target group financing and how will it be managed? If the share of unregular donations is expected to be substantial, risk management principles should be described, including how the stability of services will be ensured with fluctuating cash flow?

The range of the number of employees should be described, as well as the personnel needs to ensure the functions and services that are planned? What will the employment structure look like: a proportion of permanent staff, a mechanism for attracting additional capacities from the NCCSI founders or partners if necessary, or some other options?

What information, communication, and other resources will be developed and ensured? This is the question that should be addressed in coherence with the services described above.

Illustration 3 ESF+ Elements supporting SI

Funding source	EaSI (ESF+ Reg. Art. 25 c and f)	ESF Social Innovation+ Transnational Cooperation at EU-level (ESF+ Reg. Art. 14.6 and 25. i)	Member States must support social innovation under shared management (ESF+ Reg. Art. 14)
Budget Mangement & Monitoring	EU Commission Direct management EaSI TWG of the ESF+ Committee	Entrusted National ESF Body Indirect management Advisory board ESF+ Committee	ESF+ Managing Authority /intermediate body Shared management Monitoring Committee
Instruments	◦ Grants, notably for social experimentation and for European networks ◦ Service contracts	◦ Grants for transnational projects; transfer, & scaling of social innovation ◦ Resources for establishing and running the European Competence Centre for Social Innovation	◦ Dedicated priority in ESF programming ◦ Grants and contracts supporting social innovation process, including CLLD ◦ Mainstream results into policy & practice ◦ Networking and mutual learning
Support structure	EaSI National Contact Points ◦ Help (potential) applicants ◦ Support (co-)beneficiaries in implementation of EaSI activities ◦ Promote the EaSI strand and its results	European Competence Centre for SI: ◦ Organising mutual learning, networking & capacity building between ESF bodies and stakeholders ◦ Managing the SI COP ◦ Operating the SI database ◦ Validating new approaches, models, services, products, or practices	ESF Technical Assistance resources

National Competence Centers for social innovation
◦ Assessing the (national) social innovation ecosystem
◦ Assisting ESF bodies in the design and implementation of ESF priorities on Social Innovation
◦ Providing guidance, coaching, mentoring and training to social innovation promoters;
◦ Creating and facilitating national (thematic) networks of social innovation
◦ Facilitating and assisting the development of community-led/citizen-controlled finance for SI

Source: CALL FOR EXPRESSION OF INTEREST Selection of an entrusted entity for the indirect management of the initiative: ESF Social Innovation+

Financing options should be planned in line with the EC vision for supporting SI (Illustration 3) for the maximum effectiveness of the NCCSI activities and organisational development.

Table 18 Roadmap summary for 4.6. section

Strategy contents	Questions to be answered
Finance	What are financing models and management structures?
Employees	What is the capacity necessary to provide the planned range of services?
Other resources	What information, communication, and other resources should be developed and ensured?

Source: Developed by the authors

4.7. Action plan

The strategy should also describe the initial action plan. It should be divided into subsequent sections: establishment/modification of the NCCSI, development of services, provision of services, and a methodology for regular review.

The action plan should clearly distinguish core activities that are planned to be implemented for sure and optional activities that might be introduced in the future depending on the development of stakeholders' needs and availability of resources. This division can be aligned with the short-, mid-, and long-term activity plan.

Table 19 Roadmap summary for 4.7. section

Strategy contents	Questions to be answered
Establishment of the NCCSI	What are the activities planned to establish the NCCSI?
Development of services	What activities are necessary to develop the services?
Operation	What are the core activities to ensure service delivery according to demand?

Source: Developed by the authors

4.8. Other strategy design criteria

It is important that all significant stakeholders are engaged in strategy development: decision-makers (the mandate) and main SI ecosystem stakeholders (SI supporters, social innovators, and representatives of final beneficiary target groups). There are two levels of engagement: direct participation in strategy formulation or providing information to and coordinating with stakeholders.

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Annexes

Annex 1: List of strategic choices for NCCSI

A list of potentially relevant strategic choices for NCCSI was created based on synthesis of results from BuiCaSuS previous work packages as well as from experience with innovation competence centres in other areas than social innovation. Detailed references on the origins of the conceptual ideas can be found in these sources.[9]

Strategy element	Strategy sub-element	Choice/coverage options
Mandate		
	Public/ private	▪ Directly under the central policy/purchasing body (national ministry) ▪ Tied to/subordinated to a government agency ▪ Contracted/outsourced to a non-profit organisation
Role		
	Default role	▪ To help the ESF+ Managing Authorities in programming and implementing actions within ESF+ funds
	Social policy priority coverage	▪ All social policy sectors and public service pillars ▪ Priority goals/sectors in national/EU social policy ▪ Bottom-up personalised services for accompanying persons to overcome crises or strengthen and maintain their autonomy and capabilities
	Social policy character	▪ Protective ▪ Preventative ▪ Promotive ▪ Transformative

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[9] Conceptual framework and methodological guidance for the country mapping (2021). EU funded project – BuiCaSuS; Making social innovation happen Analysis of best practices on support to social innovation processes (2022). EU funded project – BuiCaSuS; How to set up a competence centre for innovation (2019). EU funded project - Procure2innovate.

	Social innovation cycle elements	
		▪ Societal challenge identification and mechanisms for analysis ▪ Mobilization of actors and resources ▪ Ideation - idea generation, design, testing, and adaptation ▪ Realisation - implementation, scaling up, out, or deep ▪ Societal change - for individuals, organisations, society
Mission		
	Target group focus	
		▪ Mission-oriented to final beneficiaries ▪ Mission-oriented to policy planning and implementation bodies ▪ Mission-oriented to innovators ▪ Mission-oriented to a wider range of social innovation stakeholders - supporters and resource providers
Services		
	Public administration involvement	
		▪ Innovating public processes ▪ Nurturing multi-actor networks ▪ Experimenting with social policy
	Core services	
		▪ Capacity building (social innovation process, social policy, and services, legal knowledge, financial knowledge) ▪ Helpdesk, permanent contact ▪ Support for the pre-acceleration phase (needs assessment, target group/market analysis, service/product design, and testing) ▪ Facilitate networking with stakeholders - target group, financers, etc. ▪ Demonstrate good practice examples (local and international)
	Advanced services	
		▪ Strategic management support (development of social innovation action plans, development of technical knowledge in the procurement department, etc.) ▪ Guidance documents for policymakers and implementers

- Strategic support for innovation procurement positioning in the public authority
- Consultancy and in-house training
- Support in applying for EU funds and other funds
- Support in combining different Target groups' financing
- Coordination of regional change agents (motivated multipliers from public authorities) to act as mediators between the (rural) regions and the NCCSI
- Social impact assessment

Composition/ actors

Support depth

- Social innovation actors at different development stages are supported with information and networking
- Social innovation actor roles are offered as the NCCSI service - full or partial implementation of specific innovation cycle elements

Social innovation actor roles covered/ supported

- Activator who initiates the process
- Browser who conducts research and gathers information
- Creator who produces innovative ideas,
- Developer who turns the idea into products or services
- Executor who brings the innovation into practice
- Facilitator who has the "everything else" role, including approving Target groups financing and addressing regulatory and policy problems

Resources

Basic finance

- National/municipal Target group financing
- EU Target group financing (ESF+)

Additional finance

- Participation in targeted SI projects (EU funds, EEZ, etc.)
- Support from venture funds

| | Non-staff experts | ▪ Target group financing from innovators
▪ Target group financing from regional municipalities

▪ Consulting agreements with individual experts
▪ Consulting agreements with organisations (NGOs, associations, universities, consulting companies)
▪ Permanent council of experts |
| | Information | ▪ Vast networking and links to sources on the web
▪ Own an online library of relevant information
▪ Providing information on a request basis |

Tasks

| | Default tasks | ▪ Build a joint strategy and action plan for promoting social innovation in the country

▪ Link different kinds of stakeholders, helping them to find synergies, pool expertise, and develop joint advocacy work
▪ Organise capacity building events to stakeholders based on their needs
▪ Support stakeholders in acquiring and optimal use of the available EU Target group financing (ESF+ and other EU funds and programs) for stakeholders
▪ Help social innovation stakeholders connect transnationally to exchange and cooperate with peers across the EU |
| | Core characteristics to be met/ considered | ▪ Allocation of personnel resources (on average, between 4 and 6 full-time equivalents)
▪ Definition of the roles required for the competence centre operations, such as procurement, communication, legal experts, project management support, stakeholder engagement officer, etc.
▪ Allocation of budget (existing competence centres have a median annual budget of €600,000)
▪ Acquisition of the official mandate from the (national) government |

	Initial tasks	• Cooperation agreements with key government stakeholders • Working relationships with NGOs and innovation supporters/ financers • Define target groups and establish contacts with target groups' representatives • Communication plan • Website • Permanent contact person/hotline • Networking (either online or at events) • Lobbying of interests among policy makers, industry associations, and general public • Establishing relationships with scientific institutions to validate findings and track progress • Set up key performance indicators, evaluation, and monitoring tools
Structure and governance		
	Organisational structure orientation	• Social challenge/policy-oriented • Innovation stage focused • Mission approach
	Decision-making hierarchy	• Top-down focused on support policies • Bottom-up focus on supporting social innovation ideas
	Decision-making regarding support/innovation success	• Hierarchical • Council of Members • Based on external experts' assessments
	Involvement of society groups	• Council of representatives from NGOs • Regular communication with NGOs • Other

Annex 2: Governance structure – case studies

Nesta (UK)

Nesta is led by a board of trustees. The trustees support the executive team guiding their decision-making on strategic issues, holding them to account for the leadership of the organisation, and helping to deliver Nesta's charitable objects.[10]

Nesta's trustees are both directors and members of the company. The Board has appointed a Chief Executive to lead and manage Nesta by implementing the policy and strategy adopted by the trustees within the plan and budget approved by the Board. Approval for decisions up to certain financial thresholds is delegated to the Chief Executive and other executive directors. Nesta's Executive Team comprises the Chief Executive, plus the Chief Operating Officer, Chief Programme Officer, Executive Director, Investment, Chief Finance Officer, General Counsel and Company Secretary, Chief Scientist, Chief Strategy Officer and Chief Partnerships Officer, all of whom report to the Chief Executive.

All decisions above this threshold are approved by the Board or its committees. The Board has established a number of committees to oversee aspects of Nesta's activities. Each of the Board committees has delegated authority in respect of certain functions and activities and has written terms of reference approved by the Board, and reports to the Board at each Board meeting.[11]

Nesta's Executive Team is responsible for setting strategic direction in tandem with providing day-to-day operational leadership of the charity. The Executive Team provides advice and updates to the Board of Trustees on all strategic, operational or policy matters, the delivery of organisational key results and communicates any issues arising from the specific functional areas for which its members are responsible. [12]

Genio (Ireland)

Genio CLG is governed by the Genio Board of Directors. The Board is supported by a board committee structure, including the Finance, Audit, and Risk Committees.

The Genio Trust is governed by the Board of the Genio Trust. The Trustees are appointed by the Board of Directors of Genio CLG. The Board comprises not less

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[10] https://www.nesta.org.uk/how-we-are-governed/

[11] Nesta_Annual_Report_2021_-_signed_by_JG__PC.pdf p.27.

[12] Nesta_Annual_Report_2021_-_signed_by_JG__PC.pdf p.31.

than three, and not more than seven, members. The Trustees provide oversight and governance of the Genio Trust.

The Genio team is led by the Founding Executive Director.[13] The Genio team comprises an experienced team of specialists with a deep understanding and track record of complex system change. The team has a range of public, private and non-profit backgrounds.[14]

The Trustees' role is to make final decisions regarding receiving and disbursing funds, ensuring adherence to the main object of the Trust, which is in line with the overall vision and mission of the Genio Trust. Authority is delegated on a day-to-day basis by the Trustees to the Executive Director and Deputy Executive Director of the Company (Genio CLG) to receive, manage and disburse funds and to negotiate and sign agreements with funders, in a manner that is consistent with the object of the Trust and decisions of the Trustees. A service level agreement is in place between Genio CLG and the Genio Trust. The Genio Trust disburses funds to Genio CLG to defray its running costs, which are utilised in furtherance of the objects of the Genio Trust.[15]

A signed service arrangement with Genio CLG, delegates responsibility to the Executive Director of Genio CLG, who utilises Genio CLG resources to ensure the Genio Trust performance, disbursement of funds, and research to achieve the objectives of the Genio Trust. Therefore, the Genio Trust has no employees.[16]

Rethink (Ireland)

The Social Innovation Growth Fund Ireland trading as Rethink Ireland is governed by the board. The Board is committed to successfully delivering its mission, setting its strategic direction, and upholding its core values through leadership and financial oversight and retains control of all major decision-making under a formal schedule of matters reserved to it for decision. The CEO is responsible for implementing strategy and policy within the authority assigned by the Board, and she is accountable to the Board for her use of that authority. The operational management of Rethink Ireland is delegated to the CEO, supported by the Leadership Team and then by the Management Team. The Leadership Team leads on strategy, sets quarterly priorities based on strategic and implementation plans, and approves plans prepared by the Management Team to be ready for execution. The

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[13] Governance | Genio

[14] About us | Genio

[15] https://www.genio.ie/sites/default/files/Genio_Trust_2021_AFS_-_signed.pdf p.22.

[16] https://www.genio.ie/sites/default/files/Genio_Trust_2021_AFS_-_signed.pdf p.34.

Management Team leads on execution, and as the engine of the organisation is action-oriented, implementation focused and problem solving. The team creates and reviews plans, makes recommendations to the Leadership Team for approval, and is empowered to collaborate in order to meet the milestones and priorities outlined in Rethink Ireland's execution plans. The Management Team escalates any issues that it is not authorised to resolve to the Leadership Team, reviews quarterly priorities, and assesses the organisation's progress in relation to its goals.[17] The staff of Rethink Ireland are responsible for executing the organisation's set strategic goals and priorities. Achieving social change is a true team effort and the staff therefore influence, encourage and collaborate with each other to build trusted relationships. The staff team is responsible for carrying through the plans developed in project teams across the various functions of Rethink Ireland. They take action to achieve set priorities, or escalate any issues they are not empowered to resolve to the Management Team.

Board committees are established in accordance with standards of good practice to support the work of the Board of Directors. Each sub-committee deals with specific aspects of the organisation and is set up with specific terms of reference with a detailed reporting mechanism to the Board. There are: The Grant-Making Committee, The Finance Committee, The Audit and Risk Committee, The Nominations Committee, The Remuneration Committee.[18]

Portugal Social Innovation (Portugal)

The Portugal Social Innovation Mission Unit comprises a multidisciplinary and experienced team. Organisation is governed by the President and arranged into three teams. Management Support Team provides direct support to the President in matters related to administrative, asset and human resources management, as well as communication and strategic support. The Technical Financing Team monitors the implementation of the four financing instruments organisation manages, in particular by collaborating in the preparation of support documentation to operate the instruments, clarify doubts regarding said operation, assessing applications and monitoring the implementation of approved projects. The Technical Activation Team is in charge of stimulating social innovation and social entrepreneurship at a regional level, by promoting the Portugal Inovação Social initiative and its respective financing instruments, mobilizing public and private entities to collaborate with social innovation projects, clarifying doubts and encouraging a network of knowledge and experience sharing to stimulate the

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[17] 2021 Draft 2021 Annual Report and Financial Statements (rethinkireland.ie) p.99.

[18] 2021 Draft 2021 Annual Report and Financial Statements (rethinkireland.ie) p.104.

development and sustainability of social innovation and social entrepreneurship in the territories it covers.

Additionally, there are the Advisory Committee and the Deputy and Technical Secretary.[19]

SIX Social Innovation Exchange (UK)

SIX has been governed by an Executive Board of leading social innovation experts from around the world. [20]

The Executive Board has the power to make decisions that will govern SIX. The responsibilities of the Executive Board are as follows:

- The Board of Directors of the company approves strategy, operating plans, budgets and have overall responsibility of executive functions as.
- Appoint the Director of SIX.
- Determine day-to-day governance, particularly financial management.
- Support fundraising for core costs and programs.
- Set norms and rules for SIX, e.g., around the use of the brand.
- Meet 3-4 times a year (one of these times will be held during the annual SIX event). Some meetings can be held via Skype (or equivalent), but at least two meetings need to be in person.
- All Executive Board members give their time voluntarily and receive no benefits from the charity.[21]

SIX implements a network approach to all its work involving a large network of partners and advisors. Upon SIX establishment, a global council acting as an advisory group for SIX and contributing financially was also founded.

In addition, SIX have a network of close partners and friends who support the organisation is a non-financial way: 1) the SIX100, which is a tool to widen input and strategic direction of the SIX operations and 2) a group of informal Advisors, made up of retired Board members and other senior experts. They all act as representatives and a hub for SIX around the world.[22] SIX also has a core team.[23]

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[19] Our Team | Portugal Inovação Social (portugal2020.pt)

[20] https://socialinnovationexchange.org/about/

[21] SIX-Report-and-Financial-Statements-2020.pdf (socialinnovationexchange.org) p.2.

[22] https://socialinnovationexchange.org/wp-content/uploads/2022/05/SIX-Report-and-Financial-Statements-2020.pdf p.3.

[23] https://socialinnovationexchange.org/wp-content/uploads/2022/05/SIX-Report-and-Financial-Statements-2020.pdf p.24.

Competence Center for Social Innovations (Germany)

The Competence Center for Social Innovations (KoSI) is a joint project of SEND, PHINEO gAG, FASE GmbH, Technical University of Dortmund, Diakonisches Werk Schleswig-Holstein with the affiliated partners Ashoka Germany, Center for Social Investments and Innovations, Institute of Labour and Technology, Ministry of Economic Affairs, Labour and Energy State of Brandenburg. Project is led by Social Impact gGmbH.[24]

The team consists of 12 professionals from different partner organisations.[25]

KOTE 0 National Platform for Social Innovation (Denmark)

KOTE 0 is a community platform managed by the Academy of Social Innovation and expert team at the Danish Design Centre.[26] The platform is in the development process. A circle of partners will be established with a number of Danish players, who will be involved in developing the platform and in the long-term helping to operate it.[27] The team consists of 5 professionals from both partner organisations.[28]

FCESE Centre of Expertise for Social Enterprises (Finland)

The Centre of Expertise is a collaborative network formed by six organisations working in the field of social enterprises: Arvo – the Finnish Association of Social Enterprises, Diaconia University of Applied Sciences, Rehabilitation Foundation, Pellervo Coop Center, Silta-Valmennusyhdistys and Vates Foundation.[29] The Consortium is coordinated by the Finnish Association of Social Enterprises Arvo.[30] The consortium members complement each other's skills and areas of expertise to cover the whole spectrum of Finnish social business activities and entrepreneurship.[31] The Ministry of Economic Affairs and Employment has granted state subsidies for the launch of the Centre of Expertise. The Ministry is also

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[24] Competence Center Social Innovations: About us: the Competence Center for Social Innovations (kompetenzzentrum-soziale-innovationen.com)

[25] Competence Center Social Innovations: About us: the Competence Center for Social Innovations (kompetenzzentrum-soziale-innovationen.com)

[26] https://ddc.dk/projects/kote-0-building-on-social-innovation/#

[27] Join us — KOTE 0 (socialinnovation.dk)

[28] Join us — KOTE 0 (socialinnovation.dk)

[29] Briefly in English - The Centre of Expertise for Social Enterprises (yyo.fi)

[30] Centre of Expertise for Social Enterprises starts operations - Ministry of Economic Affairs and Employment (tem.fi)

[31] Briefly in English - The Centre of Expertise for Social Enterprises (yyo.fi)

responsible for the guidance of the Centre of Expertise.[32] The team consists of 10 professionals from different partner organisations.[33]

Shipyard Foundation (Poland)

Shipyard foundation has two bodies:

1. The Council of the Foundation;
2. The Management Board of the Foundation.

The Foundation Council supervises the Foundation in all areas of its activity. The Council consists of three to nine members, including the Chairman of the Council. The Council is composed of deputy Chairmen of the Council. The work of the Council is directed by its chairman, elected by the Council from among the members of the Council, with the exception of the Chairman of the first Council, who is appointed by the Founders. The members of the first composition of the Council are appointed by the Founders. Each of the Founders has the right to appoint up to two members. The Council has the right to co-opt no more than three members within the limits.

The tasks of the Foundation Council include:

- appointing and dismissing members of the Management Board, with the exception of members of the first composition of the Management Board, who are appointed by the Founders,
- appointing and dismissing the President of the Management Board and the Vice-President of the Management Board,
- evaluation of the activities of the Management Board,
- approving the Regulations of the Management Board,
- supervising and controlling the activities of the Foundation,
- determining the terms and conditions of employment and remuneration of Members of the Management Board,
- adopting the Foundation's long-term action plans presented by the Management Board and their annual updates, including the Foundation's financial plans,
- approving the principles of conducting business activity submitted by the Management Board, decisions on starting or ceasing to conduct business activity and the principles of remuneration in business activity units,

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[32] About the Centre of Expertise - YYO

[33] Competence Center Social Innovations: About us: the Competence Center for Social Innovations (kompetenzzentrum-soziale-innovationen.com)

- approving the proposals of the Management Board regarding the appointment of branches, representative offices and other units of the Foundation,
- selection of a statutory auditor to audit the Foundation's annual financial statements based on recommendations prepared by the Management Board,
- approval of the Annual Report of the Management Board on the Activities of the Foundation and the Annual Financial Statement of the Foundation,
- granting discharge to the members of the Management Board for the performance of their duties,
- amendment of the Statute of the Foundation, for this purpose of the Foundation,
- making decisions on the merger of the Foundation with another foundation or on the liquidation of the Foundation.

The Management Board manages the activities of the Foundation, represents the Foundation externally and makes decisions on all matters not reserved to the competence of the Council.

The Management Board consists of two to five members, including the President of the Management Board. The Management Board may be composed of the Vice-President elected by the Management Board. The work of the Management Board is directed and chaired by the President of the Management Board. Members of the Management Board are appointed and dismissed by the Council for a term of three years. The exception is the first Management Board, its President and Vice-President, who are appointed by the Founders.

The competences of the Management Board include, in particular:

- managing the day-to-day activities of the Foundation and managing the Foundation's assets,
- implementation of the statutory objectives of the Foundation,
- preparation of the Foundation's multiannual action plans and their annual updates, including the Foundation's financial plans for submission for approval by the Council and the implementation of the approved plans.

Acknowledgements

BuiCaSuS | Building Capacity for a Sustainable Society

"BuiCaSuS is a transnational project aimed to strengthen the capacities of national competence centres for social innovation. Partners come from Spain, Sweden, Latvia, and France. It is one of six consortia funded by the European Commission. Amongst its tasks is to map current social innovation systems, support piloting and upscaling schemes, foster transnational learning on tools for innovation, and develop policy propositions for National competence centres."