

Roadmap for a Reference Centre for Social innovation in Spain

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Roadmap for a reference centre
for social innovation in Spain

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Acronyms

ALC	Agirre Lehendakaria Center
BuiCaSuS	Building Capacities for Sustainable Societies
CCAA	Autonomous Community (ies)
CCSI	Competence Centre for Social Innovation
CERISS	National Reference Centre for Innovation and Social Services
CSIC	Consejo Superior de Investigaciones Científicas (Spanish National Research Council)
DG	Directorate-General
EaSI	EU Programme for Employment and Social Innovation
EC	European Commission
ESF+	European Social Fund plus (European Social Fund)
EU	European Union
GSS CyL	Social Services Management Unit of Castilla y León
itdUPM	Centre for Innovation in Technology for Development, Universidad Politécnica de Madrid
LAAAB	Aragonese Laboratory of Open Government and Social Innovation
MCI	Ministry of Science and Innovation
MDDSS	Ministry for Social Rights and Agenda 2030
MRR	Resilience and Recovery Mechanism
OECD	Organisation for Economic Co-operation and Development.
ORS	Observatory of Social Reality (Navarra)
SDGs	Sustainable Development Goals
SI	Social Innovation
UAFSE	Spanish Managing authority of the Social Fund
VIDAS	Social Innovation Platform: Innovative Pathways to De-institutionalisation through Learning in Society
WP	Work-Package

Introduction

Social innovation aims to provide new responses to social problems and needs in the changing context of our societies. European institutions insist on the need to foster innovation processes and make European funds available to promote them. It is easier for social innovation processes to emerge, develop, and generate impact if they have the right environments and support. The European Commission aims to set up at least one Centre of Competence for Social Innovation (CCIS) in each Member State. CCISs can play a key role in helping to create these social innovation ecosystems, supporting initiatives, connecting, and empowering actors, as well as developing other processes of mutual learning, support and incentives. In Spain there are many social innovation initiatives that are publicly funded and developed mainly by third sector organisations. There are also some institutions, promoted at regional level, which focus on promoting and supporting social innovation. However, there is no institution with this task at national level; given the current context, European recommendations and funding opportunities, it is the right time to create one.

This document describes the reasons why a National Reference Centre for Innovation and Social Services (*Centro Estatal de Referencia en Innovación y Servicios Sociales* - CERISS) should be created, its objectives, fields of work and actions. It gives a preliminary outline of its legal nature, governance system and funding possibilities.

The creation of a centre for social innovation is supported by three reasons: firstly, it is a recommendation of the European Commission itself; secondly, it is a decision that is in line with the experience of other European countries and is becoming a generalised trend; thirdly, there is a clear need to promote innovation in the field of social services that is backed up by different studies and is reflected in the Draft Bill on basic conditions for equal access to and enjoyment of social services.¹

This proposal has been developed in the framework of the transnational project *Building Capacities for Sustainable Societies - BuiCaSuS*, involving partners from France, Latvia, Sweden, and Spain. The European Commission commissioned six consortia from member countries to map and compare their national social innovation (SI) landscapes, to exchange tools and methodologies on "how to do social innovation" and to develop a roadmap for the institutional design of a social

¹ MDDSSA2030. (2023). Anteproyecto de Ley de condiciones básicas para la igualdad en el acceso y disfrute de los servicios sociales [Preliminary Draft Bill on Basic Conditions for Equality in the Access and Enjoyment of Social Services]. Ministry of Social Rights and Agenda 2030. <https://www.mdsocialesa2030.gob.es/servicio-a-la-ciudadania/proyectos-normativos/documentos/AP-SERVICIOS-SOCIALES.pdf> (MDDSSA2030, 2023)

innovation competence centre in EU Member States.² The BuiCaSuS project is one of these consortia working along these lines.³ This document is the result of a working process both at the level of the consortium and with different actors in Spain.

1 Innovation in Social Services

Social innovation is increasingly conceived as a way of responding to the **radical changes we are experiencing in our society** associated with demographic challenges (depopulation, population ageing, migration, etc.), technological challenges (industry 4.0, digitalisation, artificial intelligence, virtual reality, internet of things, etc.), social challenges (increasing inequalities, worsening phenomena of social exclusion, new social risks, etc.) and environmental challenges (climate change, loss of biodiversity, soil degradation, etc.). Many of these challenges are defined as "*wicked challenges*" because of their complexity and cross-cutting nature and because they affect several sectors and administrations. The response to them requires joint action by public and private actors, organised civil society and the community.

Social innovation initiatives usually emerge in a complex, multi-stakeholder ecosystem. Mature innovations that become socially accepted and promoted by public policies are usually the result of intense support processes. They involve a systematic way of working that goes through the conception of the response, prototyping, experimental implementation, evaluation and scaling up. Innovation in the social sphere is particularly complex because experimentation processes are subject to contextual conditions and multiple circumstances that can condition their success. In many cases, the key to social innovation is not only in the "what" but also in the "how", i.e. the key is not only in the conception of the solution but also in an adequate implementation process. Access to finance for innovators and public funding support for social innovation initiatives is also a key challenge.

European societies are confronted with welfare state reforms, which increasingly emphasise relational, communitarian and micro-territorial processes, where a *crisis of care* is manifesting itself.⁴ Along with universal health services, education,

² EC (2020). Competence centres for social innovation [Call for Proposals VP/2020/010]. European Commission, DG Empl. <https://ec.europa.eu/social/main.jsp?catId=629&langId=en&callId=604&furtherCalls=yes> (EC, 2020)

³ All information about the BuiCaSuS - Building Capacities for Sustainable Societies - project is available on the project website - www.buicacus.eu.

⁴ Fantova, F. (2015). Crisis de los cuidados y servicios sociales. ZERBITZUAN, 60, 47-62. <https://doi.org/10.5569/1134-7147.60.04> (Fantova, 2015); Fraser, N. (2016). Contradictions of Capital

minimum income, housing and employment, social services are one of the key areas of reform and are at the heart of this care crisis. In addition, the COVID pandemic has raised awareness of the need to improve social supports, social accompaniment and community development as a way to build a network of resilience to develop more sustainable societies. While social services are in a moment of growth and revaluation, their model of intervention and the object of their work is being questioned and needs a profound renewal.⁵

The proposal made in this document is that **the efforts and initiatives of a state structure to support social innovation processes should be focused on social services**. Social innovation is essentially a method that has to be supported by a policy. Social innovation goes beyond 'social inclusion' or 'social services'. However, the preferred space for action will be social innovation processes in the field of social services.⁶

Spain is committed to the European Union to modernise social services. In this regard, Component 22 of the Recovery, Transformation and Resilience Plan is implementing a Shock Plan for the care economy and a reinforcement of inclusion policies.⁷ Among other aspects, innovation and new technologies in social services are being promoted in order to guarantee the provision of services throughout the territory, improve the quality of care, have adequate information systems, identify care needs, and strengthen the training of professionals. These current reforms require continued support beyond the phase of the single investment of these funds. All of this must be underpinned by a regulatory framework that establishes minimum standards in the field of social services in all of the Autonomous

and Care. (Fraser, 2016); Bunting, M. (2021). *Labours of Love: The Crisis of Care*. Granta (Bunting, 2021); Manzini, E. (2021). *Livable proximity: Ideas for the city that cares*. Bocconi University Press. (Manzini, 2021; Manzini & Cipolla, 2019);

⁵ Aguilar Hendrickson, M. (2016). Comparative social services: Between welfare and social investment. In E Pino & MJ Rubio Lara (eds): *Welfare states at the crossroads. Políticas sociales en perspectiva comparada* (2nd edition) (pp. 389-403). Tecnos. (Aguilar Hendrickson, 2016) Martinelli, F., Anttonen, A., & Mätzke, M. (Eds.) (2017). The role of the state in the development of social services. In: *Social Services Disrupted*. Edward Elgar Publishing. <https://doi.org/10.4337/9781786432117.00030> (Anttonen, 2017; Martinelli et al., 2017)

⁶VVA, Panteia, Oxford Research, Erudio, & IKEI. (2022). Study on social services with particular focus on personal targeted social services for people in vulnerable situations. EC DG Empl <https://data.europa.eu/doi/10.2767/552978> (EC DG Empl et al., 2022) Zalakain, J. (2022). La organización de los servicios de atención a la dependencia en Europa. *ZERBITZUAN*, 77, 5-22. <https://doi.org/10.5569/1134-7147.77.01> (Zalakain, 2022)

⁷ Government of Spain (2021). MRR - Component 22: Shock plan for the care economy and reinforcement of inclusion policies. [MRR - Componente 22: Plan de choque para la economía de los cuidados y refuerzo de las políticas de inclusión] <https://planderecuperacion.gob.es/politicas-y-componentes/componente-22-plan-de-choque-para-economia-de-cuidados-y-refuerzo-de-politicas-de-inclusion>

Communities, both in terms of the services provided and the information that must be shared.⁸

Social services in Spain need profound changes and require the introduction of social innovation processes. A recent OECD study shows that social services in Spain not only necessitate greater investment to reach levels similar to those of other Central European countries, but also that they need a profound transformation to provide better responses to the needs of citizens and to become more efficient.⁹ This transformation affects regulatory aspects, as well as the service packages, competencies and professional profiles, information systems, coordination and, in short, a general adaptation to respond to new social needs. All these aspects are closely related to innovation.

As part of the redefinition of social services, the professionalisation of the sector involves basing action on evidence, continuous learning and the modernisation of professional profiles, intervention methods and funding instruments. Social services are one of the areas where the phenomenon of 'policy evaporation' is most often observed, i.e. what has been agreed as a general guideline of a public policy or adopted at the normative or political level is getting lost during the process of implementation.

The creation in Spain of a structure to support innovation ecosystems is in line with the objectives pursued in this field by the Spanish Government, with a view to promoting quality and innovation in the field of social services. Therefore, if innovation in the field of social services is understood from a systemic perspective, the aim is universal coverage with services co-produced by the State and society, led by the public sector to fulfil the State's obligation to respect, protect and promote the subjective rights of citizens. For this, along with planning and evaluation, innovation is fundamental.¹⁰ This also responds to recent normative developments

⁸ MDDSSA2030. (2023). Anteproyecto de Ley de condiciones básicas para la igualdad en el acceso y disfrute de los servicios sociales.- Preliminary Draft Bill on Basic Conditions for Equal Access to and Enjoyment of Social Services. Ministry of Social Rights and Agenda 2030. <https://www.mdsocialesa2030.gob.es/servicio-a-la-ciudadania/proyectos-normativos/documentos/AP-SERVICIOS-SOCIALES.pdf> (MDDSSA2030, 2023)

⁹ Llena-Nozal, A., Fernández, R., & Kups, S. (2022). Provision of social services in EU countries: Reform of the national framework for the provision of social services in Spain (OECD Social, Employment and Migration Working Papers No. 276; OECD Social, Employment and Migration Working Papers, Vol. 276). OECD - Directorate for Employment, Labour, and Social Affairs. <https://doi.org/10.1787/ba4fbaf2-en> (Llena-Nozal et al., 2022)

¹⁰ This approach goes beyond a project-centred perspective of singular solutions and individual leadership, as expressed, for example, in the field of social entrepreneurship, see Moulaert, F., & MacCallum, D. (2019). Advanced introduction to social innovation. Edward Elgar Publishing. (Moulaert & MacCallum, 2019) Moulaert, F., MacCallum, D., Broeck, P. V. den, & Garcia, M. (2019). Bottom-Linked Governance and Socially Innovative Political Transformation. In Atlas of Social

in the modernisation of public management, especially in the field of planning and evaluation.¹¹

This Platform could provide services to improve the capacities of actors in Spain to implement transformative initiatives, in addition to strengthening ecosystems for innovation and a space for the exchange of good practices driven by the public administration with the active participation of other actors. It could also manage funding instruments to channel funds for social innovation initiatives. For example, the ESF+ projects that are promoted from the call for proposals at state level should be aligned with the political priorities established in their strategies and plans for social services and with the actions to be carried out.

2 Experiences in promoting social innovation

2.1 Practice in other European countries or regions

The experience of European countries that have made the most progress in social innovation shows that, for innovation to emerge and be sustained, it is necessary to create appropriate ecosystems. In the creation of these ecosystems, the "Centres of Competence for Social Innovation" (CCIS) play a fundamental role.

Some European countries have extensive experience with innovation centres. These include Portugal, Sweden, Ireland, and the United Kingdom. Other countries, such as France and Germany, are currently setting up these centres, or entrusting this function to existing entities or networks, many of which are related to the social economy or social entrepreneurship. The organisational configuration and legal form of these centres varies in the different European countries: in some they are public agencies (Portugal), in others they are centres promoted publicly but managed by private initiative (Ireland, France), in others they have emerged promoted by private initiative, but have a public mandate or recognition (Sweden, United Kingdom).

In all cases there are common characteristics, among which public-private cooperation, public commitment and support, the identification and involvement of the actors with the greatest innovative potential, the capacity to create alliances and the involvement of private for-profit, non-governmental and governmental actors.

Innovation: 2nd Volume-A World of new Practices. <https://www.socialinnovationatlas.net/articles/> (Medina-García et al., 2021; Moulaert et al., 2019)

¹¹ Ley 27/2022, de 20 de diciembre, de institucionalización de la evaluación de políticas públicas en la Administración General del Estado, Pub. L. No. Ley 27/2022, BOE-A-2022-21677 178598 (2022). <https://www.boe.es/eli/es/l/2022/12/20/27> (de la Fuente et al., 2021)

The BuiCaSuS project has made a comparative analysis of the institutional design options of these centres.¹²

To summarise, the following functions, among others, stand out:

- Identify actors, mapping and database of initiatives
- fostering cooperation, and creating spaces for meeting and exchange of national and international experiences;
- training in competencies and promoting the use of proven methods and tools;
- accompanying experimentation processes and advising on the transfer and scaling up of initiatives;
- financially incentivise projects, and design specific financial vehicles according to the type of innovation and the stage of innovation (idea, experimentation, evaluation, scale);
- advising on the formulation of public policies for social innovation.

2.2 Emerging experiences in Spain

In Spain, there is no initiative at the national level that can be compared to a CCIS. At the regional level these exist, or relevant experiences in this field are being promoted. Among others, the Agirre Centre, Gizalab, LAAAB Aragón, idtUPM, the Social Services Management of Castilla y León (GSS CyL) and the Observatorio de la Realidad Social de Navarra (ORS) can be highlighted.¹³ Some social entities and private actors have been developing social innovation projects and initiatives for years. Likewise, a series of citizen laboratories that respond to the challenges described above have emerged, especially in some of the larger urban agglomerations.¹⁴

¹² Martins Knite, Kristīne Smirnova, Olga Dmitrijeva, & Stefan Meyer (2022). Analytical grid for understanding the institutional design of national Competence Centres. BuiCaSuS. <https://buicasus.eu/analytical-grid-for-understanding-the-institutional-design-of-national-competence-centres/> (Knite et al., 2022)

¹³ Agirre Centre www.agirrecenter.eus, Gizalab <https://www.euskadi.eus/entidad/centro-innovacion-en-politica-social-gizalab-fundazioa/web01-a2ogafin/es/>, LAAAB Aragón <http://www.laaab.es>, idtUPM www.itd.upm.es, la Gerencia de Servicios Sociales de Castilla y León <https://www.jcy.es/web/jcyl/> and Observatorio de la Realidad Social de Navarra www.observatoriorealidadsocial.es

¹⁴ In the framework of the BuiCaSuS project a mapping of innovation ecosystems in Spain has been developed, see Meyer, S., Gonzalez, B., & Berzunatea, P. (2022). Mapping the social innovation ecosystem in Spain-BuiCaSuS Building Capacity for a Sustainable Society. BuiCaSuS. <https://buicasus.eu/mapping-of-social-innovation-initiatives-in-spain/> (Meyer et al., 2022)

Many of the initiatives, often led by the public administration, provide general guidelines offering tools or advice on the creation or consolidation of initiatives.¹⁵ Likewise, exchange networks exist in Spain between innovation professionals, academics and project managers, although for the moment they are not very formalised.¹⁶ Within the framework of the BuiCaSuS project, spaces for debate have been generated on how to articulate a more formalised community of practice, which can get to know the richness of the Spanish ecosystem, register and disseminate existing tools and support in the processes of scaling up innovative projects and experiences that have demonstrated results.¹⁷ The need for public action to promote social innovation ecosystems and connect them at the state level was recognised. Rather than being a frontline actor, it is expected that the future centre will play the role of facilitator and bring together existing initiatives so that they can connect and learn from each other.

With the implementation of the RRM funds (Component 22 *Nueva economía de los cuidados* - New care economy), new initiatives have been launched, especially in fields such as deinstitutionalisation and the transformation of the care model.¹⁸ The Secretary of State for Social Rights is funding twenty social innovation pilot projects in the framework of the Spanish Recovery, Transformation and Resilience Plan. These projects follow an innovation logic that aims not only to experiment with innovative solutions to complex problems but also to generate learning processes that demonstrate how these new approaches work in practice. These twenty learning projects are also proving useful for gaining experience in implementing

¹⁵ ORS (2022). Guía para la Evaluación de la Innovación Social y herramienta HELIX, Observatorio de la Realidad Social de Navarra. Observatorio de la Realidad Social de Navarra. <https://www.observatoriorealidadsocial.es/es/guia-para-la-evaluacion-de-la-innovacion-social-y-herramienta-helix/co-14/>; (ORS, 2022) LAAAB. (2019). HIP: Hexagon of public innovation. <https://modelohip.net/> (LAAAB, 2019) Caixa & ILO (2018). Plataformas que activan la innovación: Un nuevo enfoque para la cooperación internacional al desarrollo. <https://www.itd.upm.es/2018/12/13/plataformas-que-activan-la-innovacion-un-nuevo-enfoque-para-la-cooperacion-al-desarrollo/>. (Caixa & OIT, 2018)

¹⁶ Colaboratory (2022): . ¿Y si nos enredamos? - Relato colectivo sobre la articulación de ecosistemas de innovación ciudadana. [What if we become entangled? - Collective story on the articulation of citizen innovation ecosystems.] <https://colaboratorioic.org/y-si-nos-enredamos-colaboratorio-para-pensarnos-juntas/> (Colaboratorio, 2022)

¹⁷ See the minutes of the meetings here: <https://buicasus.eu/topic/spain/>

¹⁸ Government of Spain (2021). MRR - Component 22: Plan de choque para la economía de los cuidados y refuerzo de las políticas de inclusión. <https://planderecuperacion.gob.es/politicas-y-componentes/componente-22-plan-de-choque-para-economia-de-cuidados-y-refuerzo-de-politicas-de-inclusion> (Gobierno de España, 2021)

innovative services and for developing the capacity to manage reforms on a larger scale.¹⁹

To achieve this, the Secretary of State for Social Rights, together with all the social innovation projects, has launched the social innovation platform *VIDAS: Vías Innovadoras para la Desinstitucionalización a través de los Aprendizajes en Sociedad* [Innovative Pathways for Deinstitutionalisation through Learning in Society].²⁰ Through this platform, shared learning, exchange, analysis and evaluation processes are facilitated, with the aim of obtaining robust evidence and recommendations that contribute to reorienting public policies and approaches towards community care and development. This social innovation platform brings together a set of actors, methodologies, and actions that, in an integrated and open way, generate new processes to address the challenges they face, related to the deinstitutionalisation and the transition processes towards person-centred and community-based support models. The differential element and added value of a platform of these characteristics is that it builds new tools for community listening, co-designs interventions together with citizens and proposes the creation of a collaborative methodology instead of managing isolated projects; all of this with the aspiration of moving towards a true innovation ecosystem in the space where it operates.

Likewise, the political commitment and the allocation of European funds in the ESF+ programming in relation to early childhood education and care, child poverty, and child protection, as well as the funds dedicated to the Child Guarantee (€226,846,155), will allow for the continuity of this way of designing and facilitating social innovation, as well as promoting new interventions oriented towards evidence and learning in the future.²¹ Furthermore, in the framework of the national ESF+

¹⁹ The projects are developed through two mechanisms: Order DSA/1199/2021, of 4 November, which establishes the regulatory bases and calls for subsidies for the implementation of innovation projects in the field of prevention of institutionalisation, deinstitutionalisation and development of community support services in the field of long-term care [Orden DSA/1199/2021, de 4 de noviembre, por la que se establecen las bases reguladoras y se convocan subvenciones para la realización de proyectos de innovación en materia de prevención de la institucionalización, desinstitucionalización y desarrollo de servicios de apoyo comunitarios en el ámbito de los cuidados de larga duración]; and Royal Decree 1101/2021, of 10 December, which regulates the direct award of subsidies to third sector entities for innovation and research projects aimed at modernising social services and models of care for the elderly, children and the homeless [Real Decreto 1101/2021, de 10 de diciembre, por el que se regula la concesión directa de subvenciones a entidades del Tercer Sector para proyectos de innovación e investigación orientados a la modernización de los servicios sociales y de los modelos de atención y cuidado a personas mayores, a la infancia y a personas sin hogar.].

²⁰ Website - VIDAS <http://www.plataformavidas.gob.es>

²¹ MDDSSA2030. (2022). Plan de Acción Estatal para la Implementación de la Garantía Infantil Europea (2022-2030). [State Action Plan for the Implementation of the European Child Guarantee (2022-

programme for Social Inclusion, Child Guarantee and Fight against Poverty, an investment of 89,817,309 Euros is foreseen for the development of innovative actions (Priority 6 of the programme) of which 14,307,693 Euros will be dedicated to active inclusion and 75,509,616 Euros to the promotion of sustainable and affordable quality services.

3 Institutional design of CERISS

Based on these preconditions, the creation of a Centre promoted by the General State Administration is proposed, the fundamental characteristics of which are described below.

3.1 Mission and objectives

The vision and mission describes the overall goals and objectives of the centre, and how they align with the broader social and economic objectives of government action.

The mission of CERISS is to promote an ecosystem of social innovation that facilitates, in an open and integrated way, a set of actors, methodologies and actions in order to address common challenges in the field of social services in Spain.

The vision is to have a support system for the development of modern social services that responds to the changing needs of the population and fosters innovation on a continuous basis.

3.2 Lines of action of the CERISS

In order to carry out the mission, the lines of action of the CERISS will be the following:

Line 1: LISTENING AND MAPPING.

2030).] Ministry of Social Rights and Agenda 2030. https://www.mdsocialesa2030.gob.es/derechos-sociales/infancia-y-adolescencia/Garantia_infantil.htm ; UNICEF. (2021). Recommendations for the Implementation of the European Child Guarantee in Spain from the Local Level-Executive Summary. https://ciudadesamigas.org/wp-content/uploads/2022/03/Resumen-ejecutivo-digital_simple.pdf (UNICEF, 2021) Council of the European Union (2021). Council Recommendation (EU) 2021/1004 of 14 June 2021 establishing a European Child Guarantee. In OJ L (Vol. 223). <http://data.europa.eu/eli/reco/2021/1004/oj/spa> (Council, 2021)

- Identification and catalysation of actors, needs, challenges, emerging challenges and initiatives in the different regions and at the national level.

Line 2: EXCHANGE AND COOPERATION.

- Encourage cooperation, meetings and exchanges between social innovation experiences, connecting them so that they can contribute value by working in a network.

Line 3: TRAINING.

- Train and advise different actors and promote innovation approaches, tools and actions.

Line 4: ADVICE.

- Support the planning and evaluation of public social policies and those linked to social innovation.

Line 5: SCALING AND TRANSFER

- Support scaling-up and transfer processes of initiatives that have shown results.

Line 6: FINANCING

- Facilitate the financing of projects and design specific financial vehicles according to the typology and phases of innovation.

3.3 Stakeholders and governance structure

The organisational structure describes the leadership and governance system of the centre, including the roles and responsibilities of key staff and members, as well as how decisions will be made. Social innovation emerges from participatory processes with actors of different nature, public and private for-profit and not-for-profit. Therefore, the centre has to incorporate in its governing bodies and in its participation system a plurality of actors that engage in the fields of social innovation, taking into account the Spanish territorial diversity.

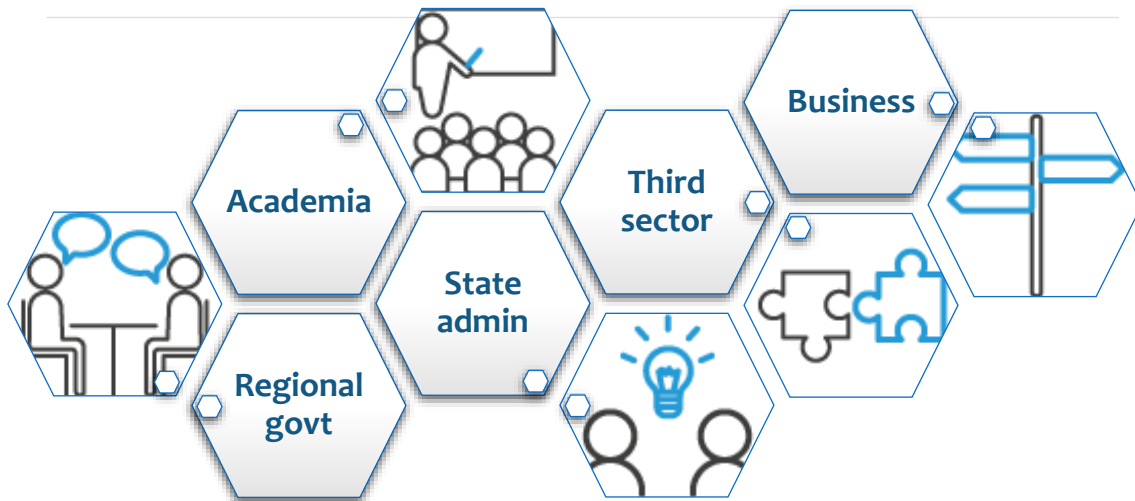
The following is an indicative list of the types of entities that should be part of the governance system:

- **Public administration at national level:** under the leadership of the Secretary of State for Social Rights, it is important to involve other agents at state level that are related to social innovation; specifically the state departments of Science and Innovation, Inclusion, Ecological Transition, Urban Agenda, Health and Education, among others.
- **Regional public administration:** The participation of the regional level is fundamental. In this sense, it is planned to incorporate into the governance

system at least those centres or departments of the autonomous communities that work explicitly on social innovation. By way of example, some of those that already exist are Aragon, Castile and Leon, the Basque Country and Navarre.

- **Third sector entities:** In Spain, there is a relevant group of third sector entities with experience in innovation that could play an active role in the promotion and development of the Centre's activities. During the development of this project (BuiCaSuS) an analysis has been carried out and a series of entities that promote social innovation initiatives in Spain that could form part of the governing body have been identified.
- **Civil society and social partners:** Individuals, organisations and networks representing civil society and their concerns for democratic quality, social justice and environmental sustainability, climate change mitigation and adaptation, and biodiversity preservation should have a space for input, to ensure openness to the vision of the community and organised civil society. Similarly, it is important to include the perspective of social partners.
- **Enterprises and business foundations:** Both social economy enterprises and commercial enterprises are fundamental in social innovation processes, as they act both in the development of initiatives and in the attraction of capital. In this sense, it is suggested to count on companies and organisations from some sectors of activity especially related to social innovation (e.g. services to people, technological sector, etc.) as well as with some specific initiatives.
- **Academic sector:** The academic sector in Spain has begun to research aspects of social innovation, and it is foreseeable that it will continue to do so in the coming years.²² It is undoubtedly an actor to be incorporated systematically.

²² Gurrutxaga Abad, A., & Galarraga Ezponda, A. (2019). Resources and dilemmas of social innovation: A problematic concept. *Spanish Journal of Sociology*, 28(3), 135-150. <https://doi.org/10.22325/fes/res.2019.32> (Gurrutxaga Abad & Galarraga Ezponda, 2019) Hernandez Ascanio, J. (2020). Social innovation as a participatory and socio-practical research method? *Tendencias Sociales. Journal of Sociology*, 33. (Hernandez Ascanio, 2020) <https://doi.org/10.5944/ts.6.2020.29157> ; Subirats, J. (2014). Si la innovación social es la respuesta, ¿cuál era la pregunta? [If social innovation is the answer, what was the question?] *Papeles de relaciones ecosociales y cambio global*, 126, 49-56. (Subirats, 2014)



3.4 Areas of work , programmes and services

In order to provide the specific programmes and services that the Platform will offer to support social innovation, such as incubation and acceleration programmes, funding opportunities and networking and mentoring opportunities, and considering the Mission and objectives described above, CERISS could focus on these lines of action that are presented in a synthetic way:

- to **support the public administration in the planning processes of social innovation** in social policy and social services.
- **empowering actors and promoting innovation actions** especially in the public sphere.
- to **finance innovation initiatives through** different funds
- to **develop studies, evaluations and advice** within a framework of social innovation.
- to be a **catalyst for identifying needs, challenges and emerging challenges** in the different regions (listening work).
- In a cross-cutting way, **identify social innovation initiatives and connect them to** add value by networking and communicating with the specialised audience and the general public.
- Promote **regulatory spaces for social innovation** that determine the conditions necessary to develop experimentation initiatives in the field of social services.

3.5 Functions and processes of the centre

The framework of alliances and collaborations explains the types of partnerships that the centre will establish and maintain, both within the community and with external organisations. The participatory character of the centre indicates that

CERISS is perceived as a space of encounter, co-creation and co-production, where the different actors mentioned above can participate according to the agendas prioritised in the governance framework. As a working method, it is proposed to focus efforts around '**thematic crystallisation points**', i.e. concrete challenges that emerge from a listening process. It is proposed to build on the experience of the VIDAS platform mentioned above, in order to extend its co-production practice to other areas to be defined according to the work plan. For the definition of priorities, it is proposed to consider current and future social service strategies.²³

The Centre should function as an open organisational system in which different institutions can participate that operate in the field of social innovation and that can contribute value, including by contributing practical knowledge, generating ideas or aggregating initiatives. In this sense, **advisory and consultation groups** can be set up with different functions such as, for example, an advisory committee that can guide and give clues on the Centre's actions or thematic working groups that can work on different areas in which they can produce guidelines and recommendations on the platform's actions.

3.6 Communication, dissemination and documentation

Part of the platform's brief is to disseminate the concept of social innovation applied to the field of social services in order to raise the visibility and reputation of the sector. This includes a communication and dissemination strategy for the centre, including how it will engage with stakeholders and the wider community. In addition, the centre will need to dedicate resources to documenting initiatives, working tools, and connecting actors.

The centre will act in accordance with the European Commission's request to connect social innovation initiatives of public and private actors that support the creation of ecosystems with their peers in the European Union. To this end, a register of initiatives has been set up, which in Spain is managed by the Secretary for Social Rights.²⁴ In addition, it is being proposed to create a "community of

²³ For example, the National Strategy for the Prevention and Fight against Poverty and Social Exclusion [Estrategia Nacional de Prevención y Lucha contra la Pobreza y la Exclusión Social], the National Strategy for the Roma Population [Estrategia Nacional para la Población Gitana], the National Strategic Plan for Children and Adolescents (Plan Estratégico Nacional de Infancia y Adolescencia - II PENIA), the Strategy for the Eradication of Violence against Children and Adolescents, the Comprehensive National Strategy for Homeless People, the Spanish Strategy on Disability, and the Spanish Care Strategy and the Spanish Deinstitutionalisation Strategy for a Good Life in the Community are in the process of being drawn up.

²⁴ Social Innovation Match (SIM) <https://ec.europa.eu/european-social-fund-plus/en/social-innovation-match>

practice" managed by the European Centre of Competence in Social Innovation, a European initiative delegated to the ESF+ administration unit in Lithuania.²⁵

3.7 Evaluation and impact

The evaluation of CERISS will focus primarily on measuring the outcome and impact of its actions. To this end, a reflection is to be made on how the centre will measure and evaluate its outcomes and impact, and how it will use this information to improve its programmes and services. CERISS will be equipped with a work plan and a scoreboard to enable continuous learning and accountability.

3.8 Financial sustainability

With regard to the financing of CERISS activities, it is foreseen that financial resources will come from different sources:

- Firstly, from European Funds which will be channelled primarily through the national ESF+ programme for *Inclusión Social, Garantía Infantil y Lucha Contra la Pobreza* [Social Inclusion, Child Guarantee and Fight against Poverty],
- Secondly, from funds of the General State Administration Budget itself and, specifically, from the budget contributions of the different executive bodies of the Secretary of State for Social Rights, which could entrust the CERISS with actions of study, evaluation, analysis, in different areas of social services for which they have an ordinary budget and which it now carries out directly.
- Thirdly, it envisages complementary contributions from private funds, both from institutions interested in promoting innovation in social services, as well as from resources generated by the development of some services.

In short, funding for CERISS must be considered in the long term and come primarily from three channels.



²⁵ Lithuanian ESF agency endorsed for managing the EU-CCSI European Competence Centre for Social Innovation <https://www.esf.lt/en/activities/esf-social-innovation-initiative/1085>; Community of Practice Social Innovation <https://ec.europa.eu/european-social-fund-plus/en/transnational-cooperation-platform/community-practice-social-innovation>

3.9 Legal regime

The CERISS will assume a series of functions that are proper to the public administration (promoting social innovation, especially in the field of social services), which are within the competences and mission of the State Secretariat for Social Rights, but which have not been entrusted to any administrative department and which these departments in isolation would find it difficult to carry out.

From the set of administrative figures that are foreseen in the legal system, it is considered that the most suitable for the implementation of the CERISS is that of a State Public Sector Foundation [*Fundación del Sector público*] for the following reasons:²⁶

- The activities to be carried out by the Centre shall be carried out on a non-profit basis for the fulfilment of general interest purposes, regardless of whether the service is provided free of charge or in some cases for a fee.
- The foundational modality allows the financing of the activities and the maintenance of the foundation to be done also through the economic contribution of the private sector, taking into account that this will not be a majority contribution.
- The Foundation's governing body may include the participation of Trustees who are not from the public administration, an essential aspect, given that innovation processes necessarily require the participation of multiple public and private actors. It will always be ensured that the majority of representatives on the Board of Trustees come from the General State Administration or the public sector.
- The Foundation will be subject to the control of the Protectorate of Foundations of the General State Administration [*El Protectorado único de fundaciones de la administración general del Estado*], which will ensure compliance with the obligations established in the regulations on foundations.

The Spanish experience shows that public foundations, both those created by the General State Administration and those promoted by other administrative levels, have proved to be an ideal formula for carrying out activities that have to be promoted by the administration but which are difficult to develop from its ordinary bodies and departments, due to the requirements, competencies or peculiarities, and above all due to the specialisation and conditions in which these activities have to be developed.

²⁶ Legal regime Law 40/2015, of 1 October, on the Legal Regime of the Public Sector. Article 133. Creation of state public sector foundations. [Régimen jurídico Ley 40/2015, de 1 de octubre, de Régimen Jurídico del Sector Público. Artículo 133. Creación de fundaciones del sector público estatal.] <https://www.boe.es/buscar/act.php?id=BOE-A-2015-10566>

Thus, for example, among those promoted by the General State Administration, there are foundations in many fields that perform functions and meet needs of undeniable value that would be difficult to develop directly by the ordinary bodies of public administrations. For example, in the field of culture, the Thyssen Bornemisza Foundation or the Royal Theatre Foundation, in the field of the environment the Biodiversity Foundation, in the field of industry the *Fundación Escuela de Organización Industrial* [School of Industrial Organisation Foundation] or the SEPI Foundation, in the financial field the ICO Foundation, or in the field of employment the State Foundation for Training and Employment. The preliminary draft of the draft bill on basic conditions for equal access to and enjoyment of social services has begun to be processed, giving legal form to the platform to be created.²⁷

4 Conclusions and next steps

The new social context and the advancement of societies pose complex challenges, the solution to which requires a renewal of traditional welfare state systems. Social services are the public services most directly confronted with the consequences of the care crisis, and are in permanent tension between the ambition to respond to new needs and the scarcity of resources and capacities. It is essential to develop services that are more people-centred, rooted in communities and more efficient, in a process of co-production between public services, private stakeholders and the community.²⁸ Social innovation as a method makes it possible to respond to the need to transform care systems and to focus them on a new pact between public provision, the third sector, private actors and citizen action.

This roadmap responds to the will of the Secretary of State for Social Rights to take up the opportunity for change arising from the Covid 19 crisis, to give continuity to reform processes that have been launched within the framework of the Recovery, Transformation and Resilience Plan and to respond to the European mandate to

²⁷ MDDSSA2030. (2023). Anteproyecto de Ley de condiciones básicas para la igualdad en el acceso y disfrute de los servicios sociales. [Preliminary Draft Bill on Basic Conditions for Equality in the Access and Enjoyment of Social Services.] Ministry of Social Rights and Agenda 2030. <https://www.mdsocialesa2030.gob.es/servicio-a-la-ciudadania/proyectos-normativos/documentos/AP-SERVICIOS-SOCIALES.pdf>, the third additional provision provides that "The Ministry responsible for social services and the Ministry of Finance and Public Administration will carry out the relevant studies and work for the creation of a State Reference Centre for Social Innovation and Social Services (CERISS), under the legal nature of a Public Foundation". (MDDSSA2030, 2023)

²⁸ Ross, P. D. S., & Needham, C. (2013). Co-production in social care: What it is and how to do it (SCIE, Ed.). Social Care Institute For Excellence. <https://doi.org/10.13140/2.1.1586.1123> (Ross & Needham, 2013) Cottam, H. (2019). Radical help: How we can remake the relationships between us and revolutionise the welfare state. Virago Press. <https://www.hilarycottam.com/radical-help/> (Cottam, 2019)

create a centre that fosters competencies in social innovation. It does so on the following premises:

- A fundamental role is given to public action, in its function of leading, convening and promoting
- It focusses on the area of social services;
- A legal form is proposed that provides stable and continuous support in the form of a public foundation.
- It is created as a meeting place - as a platform - that allows initiatives at regional and municipal levels to converge and feed the search for innovation and quality through processes of systematisation, transfer, and upscaling.
- A system of open governance is envisaged, which gives a voice to both public actors at different territorial levels and private actors, whether from the Third Social Sector, philanthropy, or business.
- The platform's activities are to be financed through mixed funding.
- Planning and evaluation functions are promoted as an essential part of the institution's mission.
- It is conceived as an incremental process, building on experiences gained in the framework of the pilot de-institutionalisation strategy.

This document, elaborated as a deliverable in the framework of the BuiCaSuS project, summarises the initial approach, the development of which is subject to negotiation within the General State Administration and consultation with the actors involved in the innovation and social services sector.

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"BuiCaSuS is a transnational project aimed at strengthening the capacities of national competence centres for social innovation. The partners come from Spain, Sweden, Latvia and France. It is one of six consortia funded by the European Commission. Its tasks include mapping existing social innovation systems, supporting pilot and scaling-up schemes, promoting transnational learning on tools for innovation and developing policy proposals for national competence centres".



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